

FORM 2

DLCD NOTICE OF ADOPTION

This form must be mailed to DLCD within 5 working days after the final decision
per ORS 197.610, OAR Chapter 660 - Division 18

(See second page for submittal requirements)

Jurisdiction: EAGLE POINT

Local File No.: 07/08-02:CPAMEND.
(If no number, use none) (DOWNTOWN)

Date of Adoption: 8.28.07
(Must be filled in)

Date Mailed: 9.5.07
(Date mailed or sent to DLCD)

Date the Notice of Proposed Amendment was mailed to DLCD:

- Comprehensive Plan Text Amendment Comprehensive Plan Map Amendment
 Land Use Regulation Amendment Zoning Map Amendment
 New Land Use Regulation Other:

(Please Specify Type of Action)

Summarize the adopted amendment. Do not use technical terms. Do not write "See Attached."

NEW "DOWNTOWN" ELEMENT IN THE COMP PLAN.

Describe how the adopted amendment differs from the proposed amendment. If it is the same, write "Same". If you did not give notice for the proposed amendment, write "N/A".

SAME

Plan Map Changed from: _____ to: _____

Zone Map Changed from: _____ to: _____

Location: N _____ Acres Involved: _____

Specify Density: Previous: A _____ New: _____

Applicable Statewide Planning Goals: _____

Was an Exception Adopted? Yes: No:

Does Adopted Amendment affect the areas in unincorporated Washington County where the

Zoning Code applies? Yes No

DLCD File No.: 001-07 (16172)

Did the Department of Land Conservation and Development receive a notice of Proposed

Amendment **FORTY FIVE (45) days prior to the first evidentiary hearing.** Yes: No:

If no, do the Statewide Planning Goals apply. Yes: No:

If no, did The Emergency Circumstances Require immediate adoption. Yes: No:

Affected State or Federal Agencies, Local Governments or Special Districts:

Local Contact: BUNNY LINCOLN Area Code + Phone Number: 541-826-4212 XT. 111

Address: P.O. Box 779 City: EAGLE POINT OR 97524

Zip Code+4: 97524 Email Address: bunnylincoln@cityofeaglepoint.org

ADOPTION SUBMITTAL REQUIREMENTS

This form **must be mailed** to DLCD **within 5 working days after the final decision**
per ORS 197.610, OAR Chapter 660 - Division 18.

1. Send this Form and TWO (2) Copies of the Adopted Amendment to:

**ATTENTION: PLAN AMENDMENT SPECIALIST
DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT
635 CAPITOL STREET NE, SUITE 150
SALEM, OREGON 97301-2540**

2. Submit **TWO (2) copies** the adopted material, if copies are bounded please submit **TWO (2) complete copies** of documents and maps.
3. Please Note: Adopted materials must be sent to DLCD not later than **FIVE (5) working days** following the date of the final decision on the amendment.
4. Submittal of this Notice of Adoption must include the text of the amendment plus adopted findings and supplementary information.
5. The deadline to appeal will not be extended if you submit this notice of adoption within five working days of the final decision. Appeals to LUBA may be filed within **TWENTY-ONE (21) days** of the date, the ANotice of Adoption is sent to DLCD.
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7. **Need More Copies?** You can copy this form on to 8-1/2x11 green paper only ; or call the DLCD Office at (503) 373-0050; or Fax your request to:(503) 378-5518; or Email your request to Mara.Ulloa@state.or.us - ATTENTION: PLAN AMENDMENT SPECIALIST.

ORDINANCE NO. 2007-13

AN ORDINANCE ADOPTING AMENDMENTS TO THE “DOWNTOWN ELEMENT” OF THE EAGLE POINT COMPREHENSIVE PLAN.

WHEREAS, the City of Eagle Point, Oregon (hereinafter referred to as the "City") is governed, in part, by the City's adopted Comprehensive Plan (hereinafter referred to as the "Plan"), and

WHEREAS, from time to time prevailing conditions within the City warrant amendment of same, and

WHEREAS the City of Eagle Point has drafted amendments to the “Downtown Element” to allow for the adoption of the “Town Center Plan” as an implementing document for the Plan; and

WHEREAS said “Downtown Element” has been reviewed and received public agency input upon its content, and

WHEREAS, the City has made all the required legal notifications and advertisements, and

WHEREAS, the Planning Commission and City Council have held public hearings in connection with said Comprehensive Plan amendment now, therefore,

THE CITY OF EAGLE POINT ORDAINS AS FOLLOWS:

Section 1.

Eagle Point Comprehensive Plan, Chapter VI – Downtown Element , shall be amended, in its entirety, to read:

Introduction

The citizens of Eagle Point have consistently demonstrated through survey responses, public workshops, and letters that the downtown should remain the heart of Eagle Point. Moreover, the City recognizes that the downtown of tomorrow rests on the policy decisions that are made today. This element of the Comprehensive Plan delineates findings, goals, and policies related to the community’s vision for downtown and specifically discussed in the “*Town Center Plan*”.

The objective of the *Downtown Element* is to encourage and support continued public and private investment within the downtown as necessary to achieve the community’s vision of the downtown as an attractive, highly desirable city center that reinforces the role of the downtown as the heart of Eagle Point, and Eagle Point’s role as the economic and social center of the Upper Rogue Region.

The Downtown Element is presented as a series of goals and policies addressing seven strategic planning categories:

1. Regional Position
2. Growth
3. Urban Design
4. Housing
5. History
6. Transportation
7. Partnerships

Each category is accompanied by a series of goals, related policies and implementation strategies, which are presented in the "*Town Center Plan*".

6.1 - FINDINGS –

6.1.1. The physical boundaries of Eagle Point's downtown core include neighborhoods peripheral to the central business district, but found to be strategic to the revitalization of the entire area. The specific boundaries are defined in Chapter 4 of the "*Town Center Plan*", and are based upon the following considerations:

- Maintain a compact pedestrian friendly geographic area;
- Maximize opportunities for revitalization of the historic core of the City;
- Incorporate residential and mixed-use opportunities on lands within easy walking distance of the historic core;
- Work with land use and existing zoning designations;
- Provide future (50 year) development and redevelopment opportunities that will strengthen the overall town center concept; and,
- Encourage customer base and housing opportunities.

6.1.2. There are significant infill and redevelopment opportunities in the downtown core.

6.1.3. The downtown area is suitable to support pedestrian scale commercial development.

- 6.1.4. Coordination between Commercial development on Highway 62 and in the downtown is essential to assure the success of the downtown as the City Center.
- 6.1.5. Multiple-family residential development in the area immediately surrounding the downtown core can stimulate demand for commercial uses in the Downtown core.
- 6.1.6. There is currently no apparent physical connection between the historic district and downtown.
- 6.1.7. There is a limited variety or mix of shopping experiences in downtown.
- 6.1.8. The City core lacks amenities such as planters, benches, drinking fountains, decorative lights, etc. Such street furnishings can make downtown a more attractive, vital location.
- 6.1.9. The downtown has no defined market niche.
- 6.1.10. The City has neither a system to identify business opportunities in the downtown nor a method to advertise those opportunities.
- 6.1.11. The City needs to implement downtown business environment that will encourage the siting of new commercial development in the downtown area.
- 6.1.12. The downtown area has a number of structures with historic character.

6.2 - REGIONAL POSITION

Regional Goal

The downtown is Eagle Point's largest integrated, mixed-use urban center - a vibrant, enjoyable, and highly regarded hub for residential, business, retail, finance, government, arts and entertainment, and education.

6.2.1. Regional Policies

6.2.1.1. Assure that existing and future City land use and transportation plans, policies and regulations take into consideration and support the revitalization and redevelopment of the downtown as the City's primary mixed-use, service center.

6.2.1.2. Maintain within the City's *Comprehensive Plan* the *Downtown Element* that defines the downtown's position as the City's and Upper Rogue Region's primary mixed-use, regional service center.

6.2.1.3 Maintain the "*Town Center Plan*" as an implementing document for the *Comprehensive Plan's Downtown Element*.

6.2.1.4. Support the development of a coordinated and comprehensive marketing program that promotes the downtown as a vibrant and enjoyable mixed-use city center.

6.2.1.5. Little Butte Creek is an important recreation and environmental asset and shall be integrated into the planning, revitalization, and redevelopment of the downtown.

6.2.2. Community Implementation

6.2.2.1. Prepare and adopt a plan addressing, in the context of the City's growth policy, strategies for the retention and recruitment of uses that reinforce the critical mass of the downtown as a mixed-use city center and service center to the Upper Rogue Region.

6.2.2.2. In accordance with the "*Town Center Plan*" modify the zoning ordinance to include standards and criteria that define the downtown as a mixed-use city center and service center for the Upper Rogue Region.

6.3. GROWTH

Growth Goal

The downtown's position as a vibrant and attractive, mixed-use urban center is firmly established as a key element of the City's growth management objectives, with plans and programs to assure the sustained growth and development of the downtown as the mixed use economic, social and governmental center of the community, as well as a being a viable, successful component of the social-economic structure of the entire Upper Rogue Region.

6.3.1. Growth Policies

6.3.1.1. Growth management policies, land use and development standards shall support the continued and sustained growth of the downtown as the City's primary mixed-use urban center serving as the economic and social center of the community and the Upper Rogue Region.

6.3.1.2. The City shall coordinate economic development on Highway 62, neighborhood commercial lands, and the downtown in a manner that enables all business districts to successfully fulfill their designated purposes.

6.3.2. Growth Implementation

6.3.2.1. Adopt a comprehensive, growth management program for the City that identifies the downtown as a preferred development district and

encourages, through the use of appropriate incentives, an overall mix of land uses appropriate for an active, mixed-use, transit oriented environment, placing special emphasis on achieving a critical mass of key uses in terms of density and geographical placement.

6.3.2.2. Encourage and support the use of the State Vertical Housing Zone Program as a Downtown residential development incentive.

6.3.2.3. The following benchmarks should be used in determining the success of growth management policies and incentive programs:

1. Office - New office construction and/or renovation activity, as measured in square footage within the downtown vs. similar construction throughout the City.
2. Residential - New residential construction and renovation activity, as measured in dwelling units within the downtown vs. similar construction throughout the City.
3. Retail - New retail construction and/or renovation activity, as measured in square footage within the downtown vs. similar construction throughout the City.

6.4 - URBAN DESIGN

Urban Design Goal

Downtown is the City's most recognizable and enjoyable integrated urban center, with its traditional historic character, a comprehensive network of sidewalks, bike and pedestrian ways, attractive streetscapes, ground-level retail, a network of parks and plazas, and convenient transportation linkages to surrounding neighborhoods.

6.4.1. Urban Design Policies

6.4.1.1. Through urban design standards and guidelines outlined in the "***Town Center Plan***", the City shall reinforce the specific physical qualities that constitute the unique character of the downtown, the variety of building forms and density, the pedestrian scale along the streetscape, handicapped accessibility, and the sensitive mix of historic and new buildings.

6.4.1.2. Assure that all elements of downtown planning exemplify the best of urban design. It is important that all development activity, whether new or renovation, should be of high architectural quality while addressing handicap accessibility.

6.4.1.3. Enhance Little Butte Creek as an environmental asset and focal point for public activities and development, with pedestrian connectivity to the downtown.

6.4.2. Urban Design Implementation

6.4.2.1. Prepare and implement plans and criteria for downtown street improvements that reinforce the identity of downtown, provide orientation, identify special streets and districts, and encourage pedestrian movement and use of public transit consistent with the *Downtown Element* and *“Town Center Plan”*. These streetscape plans and criteria should reflect the individual role, character, and importance of the various streets of downtown.

6.4.2.2. Enhance the pedestrian environment of the downtown through development standards that require new development to present its primary orientation to the sidewalk.

6.4.2.3. Design and develop a system of landmarks, including gateways, special signage, public art, public fixtures and ornaments to strengthen the identity of the downtown.

6.4.2.4. Modify the zoning ordinance to include development standards and criteria consistent with the *“Town Center Plan”*, and an efficient review process that does not unduly penalize efforts to revitalize the downtown.

6.4.2.5. Assist the downtown merchants in the formation of a Downtown Business Improvement District (BID) that addresses parking, maintenance, marketing and security.

6.4.2.6. Develop and maintain an integrated pedestrian network throughout the downtown that is attractive, safe, handicap accessible, and promotes a sense of place and orientation unique to the downtown.

6.5. HISTORIC PRESERVATION

Historic Preservation Goal

Throughout the downtown it is visibly evident that Eagle Point's heritage is a major contributor to the community's livability. The historic architecture and traditional designs of the downtown have been preserved through renovation, and enhanced and complemented by new development, making downtown a truly unique and enjoyable urban place for both residents and visitors, while establishing a competitive economic niche to set downtown apart from other commercial centers.

6.5.1. Historic Preservation Policies

6.5.1.1. Development policies and activities shall place a high priority on retaining and restoring the City's historic, aesthetic, and cultural heritage, while encouraging sensitive and compatible new development.

6.5.1.2. Design criteria and standards expressing the appropriate relationship between historic buildings and new development shall be established in order to protect individual historic buildings and maintain the historic integrity of the Downtown's historic core.

6.5.1.3. Develop appropriate incentives, requirements, and assistance to encourage preservation, adaptive re-use, and complementary new development.

6.5.1.4. Within the downtown's historic core, re-use and rehabilitation priority shall be placed on historic architectural elements, giving the downtown a unique visual appeal.

6.5.1.5. The City shall resolve design conflicts between new development and preservation on a case-by-case basis consistent with adopted design criteria and standards.

6.5.2. Historic Preservation Implementation

6.5.2.1. Prepare an effective and expedient preservation review process and establish administrative procedures that encourage both historic preservation and new development within the downtown.

6.5.2.2 Prepare design standards and criteria that protect and enhance the unique historic character and traditional design of the downtown's historic core.

6.5.2.3 Historic buildings with exceptional architectural character and history should be clearly identified and preserved.

6.5.2.4 The City may use the *International Existing Building Code* in conjunction with the *Guidelines for Seismic Retrofit of Existing Buildings* as alternative regulatory resources for the renovation of historic buildings in downtown.

6.6. HOUSING

Housing Goal

Downtown is a vibrant 24-hour urban center, with a large residential community supported by convenient services within easy walking distance.

6.6.1. Housing Policies

6.6.1.1. Plan, encourage and support the construction and renovation of quality downtown housing over a wide range of types, prices and rents, making downtown housing available to all economic groups.

6.6.1.2. Where appropriate and feasible, encourage development of upper-story residential units in older buildings and above-ground floor-level commercial space.

6.6.2. Housing Implementation

6.6.2.1. Undertake a variety of public and private programs to achieve increases in residential units in the downtown.

6.7 – TRANSPORTATION

Transportation Goal

Downtown is a balanced multi-modal urban center with easy access to all areas of the City. Within downtown there is provided a full range of transportation opportunities with an emphasis on the quality of travel and preservation of a pedestrian friendly, handicap friendly and highly livable downtown environment.

6.7.1. Transportation Policies, General

6.7.1.1. The downtown shall function as a mixed-use, pedestrian friendly, community hub that promotes a balance between the downtown street network, public transit, and bicycle and pedestrian space.

6.7.1.2. Integrate Little Butte Creek into the bicycle and pedestrian transportation systems of the downtown.

6.7.1.3. Support transportation improvements that improve transportation services to, within, and through the downtown without adversely impacting the urban design goals and policies of the Downtown Element.

6.7.2. Transportation Policies, Vehicular

6.7.2.1. Provide for safe and convenient vehicular access to and from the downtown, while emphasizing increased transit access, encouraging pedestrian movement, and protecting the quality of downtown's historic and pedestrian character.

6.7.2.2. Improve the visual appearance of arterial and collector streets within downtown that carry the major share of vehicular and pedestrian

traffic.

6.7.2.3. Traffic calming strategies shall be used along pedestrian and transit corridors in the downtown to encourage reductions in vehicular speeds.

6.7.3. Transportation Policies, Pedestrian

6.7.3.1. Identify the downtown as a pedestrian district, including a comprehensive and attractive pedestrian system that:

1. Offers appropriate accommodations, street furniture and amenities to encourage pedestrian traffic downtown;
2. Is supported by a pedestrian oriented mixed-use environment;
3. Includes linkages to all surrounding residential neighborhoods; and
4. Provides for a safe, well lit, and secure pedestrian environment.

6.7.4. Transportation Policies, Transit

6.7.4.1. Support, cooperate and coordinate with the public transit services in an effort to improve transit services to and within downtown, thereby facilitating the downtown's ultimate function as a transit oriented district.

6.7.5. Transportation Policies, Parking

6.7.5.1. Parking is an important element to retaining and attracting new business in the downtown and to ensure that the downtown has an adequate amount of appropriately located off-street parking, including a plan and program to effectively finance, manage and maintain all publicly owned parking.

6.7.6. Transportation Implementation

6.7.6.1. **General** - The *Transportation System Plan* is the basis for the street system plan and policies.

6.7.6.2. **Pedestrian** - A system of pedestrian ways shall be developed to link all areas of downtown and surrounding neighborhoods. The pedestrian system shall:

1. Provide sufficient and attractive pedestrian space for standing and movement, and to regulate the location,

type, and use of street furniture within the sidewalk area to assure adequate pedestrian space;

2. Encourage private development to supplement street rights-of-way, where needed, with widened sidewalks, and pedestrian resting and congregating areas; and
3. Provide pedestrian services and information systems, including information/directional kiosks, telephones, and public restrooms.

6.7.6.3. **Transit** – Throughout the planning of the downtown consideration should be given to the downtown’s designation as a transit-oriented district.

6.7.6.4 **Parking** – *Modify existing zoning standards for downtown parking to address:*

1. Parking standards for on-street and off-street parking facilities;
2. Shared parking standards;
3. Parking screening; and
4. Parking access control.

6.8 PARTNERSHIPS

Partnership Goal

Revitalization and redevelopment of the Downtown is a long-term program supported by a unique public-private partnership that recognizes past investments, works to leverage public, institutional, commercial, and private investments, and shares the benefits and risks to achieve a common objective, and a healthy and vibrant downtown that is consistent with the Downtown Element.

6.8.1 Partnerships Policies

6.8.1.1. Develop, enact and promote a variety of market based incentive programs that reinforce the adopted goals and objectives of the *Downtown Element* and “*Town Center Plan*” and specifically address:

1. Historic Preservation and Renovation;
2. Seismic Improvements;

3. Streetscape Improvements; and
4. Retention and Recruitment.

6.8.1.2. Promote an efficient and flexible administrative process that acknowledges the market based challenges to downtown revitalization, and encourages and expedites investment in the downtown.

6.8.1.3. Leverage financial resources with other private and public funding to the greatest extent possible to achieve the objectives of the *Downtown Element* and "*Town Center Plan*".

6.8.2. Partnerships Implementation

6.8.2.1. Encourage and support the formation of a Business Improvement District (BID) to provide supplemental downtown services such as:

1. Promotional activities;
2. Maintenance and security programs;
3. Parking management; and
4. Business retention and recruitment.

6.8.2.1. Modify the zoning ordinance to improve the efficiency and flexibility of the development review process for downtown projects

Section 2. Severability

In the event any provision or clause of this ordinance is deemed to be void, invalid or unenforceable, that provision or clause shall be severed from the remainder of this ordinance so as to not cause the invalidity or unenforceability of the remainder of this ordinance. In that event, all remaining clauses and provisions shall continue in full force and effect.

Section 3. Effective Date. The Ordinance amendment shall become effective thirty (30) days after formal adoption by the City Council.

APPROVED by the City of Eagle Point this 28th day of August, 2007.


Leon C. Sherman, Mayor

Attest:


Dena Roberts, Recorder

FORM 2

DLCD NOTICE OF ADOPTION

This form **must be mailed** to DLCD **within 5 working days after the final decision**
per ORS 197.610, OAR Chapter 660 - Division 18

(See second page for submittal requirements)

Jurisdiction: EAGLE POINT

Local File No.: 07/08-01: TC PLAN
(If no number, use none)

Date of Adoption: 8.28.07
(Must be filled in)

Date Mailed: 9.5.07
(Date mailed or sent to DLCD)

Date the Notice of Proposed Amendment was mailed to DLCD:

- | | |
|--|--|
| <input type="checkbox"/> Comprehensive Plan Text Amendment | <input type="checkbox"/> Comprehensive Plan Map Amendment |
| <input type="checkbox"/> Land Use Regulation Amendment | <input type="checkbox"/> Zoning Map Amendment |
| <input type="checkbox"/> New Land Use Regulation | <input checked="" type="checkbox"/> Other: <u>TOWN CENTER PLAN</u> |
- (Please Specify Type of Action)

Summarize the adopted amendment. Do not use technical terms. Do not write "See Attached."

TOWN CENTER PLAN (STAND ALONE DOCUMENT)

Describe how the adopted amendment differs from the proposed amendment. If it is the same, write "Same". If you did not give notice for the proposed amendment, write "N/A". SAME

Plan Map Changed from: _____ to: _____

Zone Map Changed from: _____ to: _____

Location: _____ Acres Involved: _____

Specify Density: Previous: N New: A

Applicable Statewide Planning Goals: _____

Was an Exception Adopted? Yes: No:

Does Adopted Amendment affect the areas in unincorporated Washington County where the

Zoning Code applies? Yes No

DLCD File No.: 001-07 (16172)

Did the Department of Land Conservation and Development receive a notice of Proposed Amendment **FORTY FIVE (45) days prior to the first evidentiary hearing.** Yes: No:

If no, do the Statewide Planning Goals apply. Yes: No:

If no, did The Emergency Circumstances Require immediate adoption. Yes: No:

Affected State or Federal Agencies, Local Governments or Special Districts:

Local Contact: Area Code + Phone Number:

Address: City:

Zip Code+4: Email Address:

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SALEM, OREGON 97301-2540**

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ORDINANCE NO. 2007-04

AN ORDINANCE ADOPTING THE "EAGLE POINT TOWN CENTER PLAN" – 2007 VERSION.

WHEREAS the City of Eagle Point had a "Town Center Plan" prepared, July, 2007; and

WHEREAS said "Town Center Plan" was the subject of a series of educational workshops; and

WHEREAS legal notices and advertisements have been made per state, county and local requirements; and

WHEREAS advertised public hearings were held by the Planning Commission and City Council, and


WHEREAS said "Town Center Plan" contains certain information that may, from time to time, be used as representative statistical and demographic data for the City, and

WHEREAS documents used as implementation components of the Comprehensive Plan must be adopted by ordinance,

NOW, THEREFORE;

BE IT ORDAINED that the City Council, City of Eagle Point, Jackson County, Oregon, hereby adopts the aforementioned "Town Center Plan" under the provisions of this ordinance.

APPROVED by the City of Eagle Point this 28thth day of August, 2007.


Leon C. Sherman, Mayor

Attest:


Dena Roberts, Recorder

APPROVAL CRITERIA

EAGLE POINT COMPREHENSIVE PLAN

CHAPTER XV

REVIEW AND AMENDMENT PROCEDURES

CONTINUING PROCESS

The long-range usefulness and credibility of a comprehensive plan is dependent upon its ability to recognize and deal with major changes in the community which the plan is designed to serve. The plan's goals and policies reflect the best foreseeable comprehensive direction at the time that it is adopted by the community. From time to time, as new factors evolve and conditions unfold, the plan should be reviewed and updated if it is to continue to effectively serve the community's needs. The review and amendment procedures outlined below are designed to accomplish that objective.

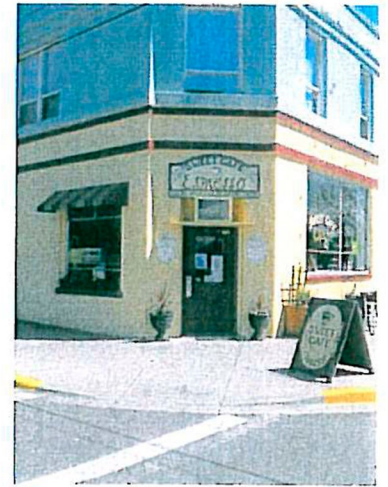
COMPREHENSIVE PLAN REVIEW AND AMENDMENT PROCEDURES

Data Inventory:

1. Primary Responsibility: Staff
2. Initiator of Amendment: Staff
3. Type of Change: Minor
4. Review Responsibility: Planning Commission, Affected Agencies
5. Final Action: City Council
6. Procedure: Data update is a continuing process, the primary responsibility for which rests with the City staff. When sufficient new data has been collected and compiled to permit significant addition to or modification of the existing Comprehensive Plan data base, a proposal to amend or modify that portion of the Plan will be prepared by staff and presented to the Planning Commission for review and recommendation. The proposal, with all recommendations, will then be sent to all affected agencies for review, and finally forwarded to the City Council with all recommendations and comments. The City Council will hold a public hearing prior to adoption of a proposed amendment. Notice of the public hearing shall be published once each week for two successive weeks prior to the date of the hearing in a newspaper of general circulation in the City. The amendment may replace or supplement an existing portion of the plan.
7. Frequency: Minor changes affecting only the data, and not the Plan goals, policies, or map, may be initiated and acted upon at any time.



TOWN CENTER PLAN



Eagle Point, Oregon



August, 2007

Chapter 1.

INTRODUCTION – July, 2007

"If any one idea about leadership has inspired organizations for thousands of years, it's the capacity to hold a shared picture of the future we seek to create. One is hard pressed to think of any organization that has sustained some measure of greatness in the absence of goals, values, and missions that become deeply shared throughout the organization."
Peter M. Senge, *the Fifth Discipline*

Town Centers

They are referred to as downtowns and central business districts, town centers and urban cores. They are described as blighted and old, or revitalized and vibrant; but regardless of their condition, they are the heart and soul of their community. They are a living history of a city's successes and failures, and a benchmark of their economic and social health. Older cities strive to revitalize them, while younger cities take up the challenge to build them where they never before existed. Their appearance and function reflect an important image - a positive or negative perception of their host community as a place to live, work and visit.



The City of Eagle Point is a changing community. Events are in motion that will cause these changes to continue. Over the course of the next fifty years it is expected that the City will more than double its current population. The challenge is to set in place a plan that will manage the allocation of public and private resources

being invested in the City to achieve an ever-increasing sense of community and livability, making Eagle Point a desirable place to live, work, and play. As part of this strategy, the role of the downtown core area needs to be clearly defined and integrated into the City's overall economic development objectives and strategies.

The purpose of this *Town Center Plan* is to catalogue past goals and policies related to the downtown, and to set forth a broad long-term vision for the downtown accompanied by the goals and policies necessary to achieve that vision. The City of Eagle Point is fortunate to have a downtown that not only serves as the heart of the community, its historic birthplace, but also a place that still serves as the business and government center for the City and the Upper Rogue region.

Eagle Point's downtown has its strengths, but it also has its challenges. The challenges facing the downtown are not unique when compared to other downtowns; in fact, they are quite common. How these challenges are addressed is what will make Eagle Point unique. Eagle Point's strengths and future growth projections provide a solid and enduring foundation on which to build a vibrant and sustainable town center.

The City's goal in preparing this *Town Center Plan* is to see that the downtown once again becomes a vibrant and attractive place that adds to the aesthetic and

economic value of the City. Other cities have accomplished this objective by defining their downtown's role in the social, physical, and economic fabric of



their cities. They have realized that downtown revitalization is an on-going process and that to be successful and sustainable it must be formally incorporated into the comprehensive planning process of the whole community, which is the objective of this Plan. Today's vibrant downtowns are built on yesterday's visions.

Purpose of the Town Center Plan

The purpose of the Town Center Plan is to define a long-term vision and implementation program for the revitalization and redevelopment of Eagle Point's Town Center. It is a program set within the context of the City's comprehensive planning process, and is intended to be a distinct, but integral, element of the City of Eagle Point's Comprehensive Plan. The *Town Center Plan* is a vision for the future, which identifies the Town Center as a place of commerce and cultural activity for the City of Eagle Point and the Upper Rogue region, and acknowledges the downtown's unique traditional mixed-use potential and the significance of its historic presence.

It is also the purpose of adopting the *Town Center Plan*, to introduce a revitalization program that is clear and understandable to

the general public, to decision-makers, and to private investors of today and tomorrow. The visions, goals, policies, tools and initiatives contained herein focus on the greater vision for the Town Center as a vibrant downtown in a vibrant city.

It is expected that this *Town Center Plan*, as with the downtown's revitalization, will be a work in progress. This Plan is intended to be referenced on a continual basis. It is to be applied and updated as necessary to assure that the City's land use plans, policies, and regulations support revitalization of the downtown as a vibrant center servicing the citizens of Eagle Point and the Upper Rogue region.

The successful implementation of the *Town Center Plan* is predicated on the knowledge that:



- The downtown is a critical component of the City, and its vitality and health is representative of the vitality and health of all of Eagle Point;
- The future of the downtown rests in the downtown business community's conscious participation in the downtown's continued growth; and
- Revitalization of the downtown is a never-ending process, a process that must

be acknowledged and incorporated into all aspects of the City's present and future planning efforts.

Chapter 2.

THE PLANNING PROCESS

Background

Over the course of the past 25 years there have been numerous studies addressing revitalization of Eagle Point's downtown. Some of these studies were pro-active, others were prepared in response to external threats to the economic health and vitality of the downtown. Many of the findings presented in these past studies have retained their applicability to this day, and have been incorporated into this *Town Center Plan*.

It is important to acknowledge these past studies, not so much for their findings and recommendations, but for their continued declaration of concern for the health and vitality of the downtown. Within the City's Comprehensive Plan it is noted that the "... citizens of Eagle Point have consistently demonstrated through survey responses, public workshops, and letters that the downtown should remain the heart of Eagle Point." It is the goal of the Town Center Plan to assure that the downtown remains the heart of the City, a vibrant and healthy heart.

In chronological order the past studies include:

1. **Eagle Point Economic Development 1992-93 Action Plan**, Pacific Power Community and Energy Services Department, May 1992.

The *Eagle Point Economic Development Plan* (EPEDP) was commissioned in response to a growing need to address the City's economic role within the Rogue Valley region, including revitalization of the downtown. In 1990, the Eagle Point Economic Development Committee was formed to help guide preparation of the action plan. The Economic Development

Committee adopted the following as their mission statement:

"It shall be the mission of the Eagle Point Economic Development Committee to utilize every means possible to develop, encourage, promote and enhance the concepts of tourism and economic development within the City of Eagle Point and its surrounding sphere of influence."

The downtown related goals of the Economic Development Committee were:

- Develop an overall "Concept Plan" for downtown.
- To facilitate: Downtown to be "non-fast" industries or businesses such as antique stores, dinner houses, waterside walk and park systems; maybe to be developed in a style to match bridge, Butte Creek Mill, historic buildings, etc. Highway 62 to be "fast" commercial related to real estate, fast food, agri-business, motels, etc.
- Develop social programs to keep interest in the community.

2. **Downtown & Business Development Plan**, Livable Oregon, Inc. and Rogue Valley Council of Governments, June 1997.

The *Downtown & Business Development Plan* (DBDP) was commissioned in 1996 by the City in response to the continued need to address the declining condition of the downtown. The DBDP presented a comprehensive analysis of the business climate for the downtown and placed a heavy, and continued, emphasis on tourism

as an economic driver. The DBDP identified the following challenges and opportunities:

- Challenges to the Downtown

- There is not an adequate pedestrian connection between the historic district and the downtown area;
- The lack of traditional business density does not promote pedestrian use; and
- The mix and quantity of businesses in the downtown is not sufficient enough to attract the support of the community or visitor traffic.

- Opportunities for the Downtown

- Downtown street improvements are scheduled;
- Vacant lots allow for cost-effective development;
- Anticipated population growth justifies focused development in the downtown.

The DBDP identified nine (9) issues (Appendix A) and offered recommendations addressing each of those issues. These issues and recommendations remain valid and have been incorporated in the body of the Town Center Plan.

The DBDP was adopted by reference in the City's Comprehensive Plan, Downtown Element. Although referenced in the Comprehensive Plan, it is clearly noted that the goals and policies have not been officially approved and do not have the force of law.

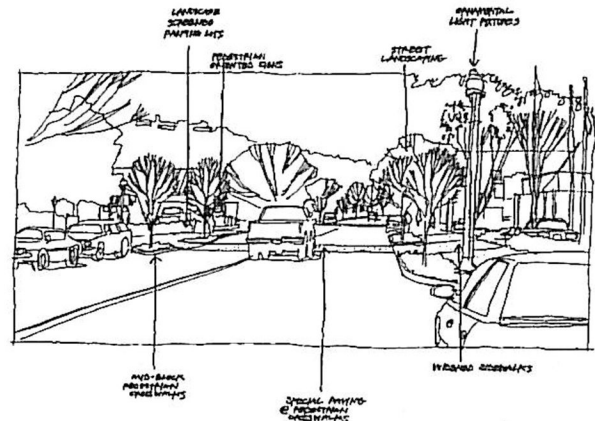
3. Strategic Plan Update, Eagle Point, Oregon. Rural Development Initiatives, Inc., August 2001.

The *Strategic Plan Update* (SPU) was prepared in response to increased growth pressure on the City's ability to maintain

..." the small town character as Eagle Point grows." Although the SPU was a strategic plan for the City, it did address downtown issues. The SPU included an analysis of the downtowns Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. In the Strengths category, the community identified the small town and historic character of the City. For Weaknesses, the lack of a theme for revitalization of the downtown was noted. When it came to Opportunities, the community identified growth, while, for Threats, the deteriorated condition of the downtown was the number one concern.

The SPU identified ten (10) goals and supporting actions (Appendix A) of which five (5) specifically reference the downtown. Those goals and actions are:

- Maintain rural small town character and livability (Goal 3).
- Designate a theme for downtown that reflects Eagle Point's cultural uniqueness (Goal 4, Action 2).



- Implement downtown revitalization plan (Goal 4, Action 4).
- Preservation of historic buildings and promotion of an historic downtown.

- Assess zoning and parking needs (Goal 5, Action 3).
- Address future growth and community issues through planning and community involvement (Goal 6).
- Develop a program to enhance the appearance and atmosphere of the historic district to include a designated historic theme and ordinances (Goal 9, Action 3).

4. Eagle Point Outreach Project,
Crandall Arambula PC, TGM Outreach
Program, 2005.

The *Eagle Point Outreach Project* (EPOP) was sponsored by the LCDC/ODOT TGM Program and involved the community in identifying issues and goals for revitalization of the downtown. The focus of this study was on identifying design concepts characteristic of successful downtowns, and the importance of mixing land uses. This project concluded with the following recommendations:

- Have a plan
- Save downtown first
- Save the past
- Return to the water or other natural assets
- Never forget the natural environment
- Create a town center
- Make the downtown pedestrian friendly
- Encourage transit

- An active committed citizenry
- Support risk taking political leadership
- The public sector goes first
- Establish public-private partnerships
- The government establishes rules
- Find ways to bridge bureaucratic obstacles

As with prior plans, the EPOP reinforced the inventory of revitalization strategies presented in previous plans and stressed the importance of having a formally adopted downtown master plan and to commence implementation sooner than later.

5. City of Eagle Point Comprehensive Plan, Downtown Element, 2005.

Included in the City's Comprehensive Plan is an element dedicated exclusively to the downtown. The Downtown Element summarizes past efforts and outlines, through its findings, goals and policies, revitalization of the downtown as the City's economic and social center.

The Comprehensive Plan identifies eight (8) goals supported by thirteen (13) policies (Appendix A) for the planning and development of the downtown. As stated in the Downtown Element, it is clearly the City's stated goal to have an economically strong and attractive downtown that supports a mix of uses, and builds on its history.

Chapter 3.

ASSETS & CHALLENGES

Past planning studies have identified and discussed numerous assets and challenges confronting revitalization of the Town Center. Over the years these assets and challenges have remained relatively constant from one study to the other. The following is a list of assets and challenges applicable to the Town Center's revitalization:

TOWN CENTER ASSETS

1. ASSET - Urban Environment

Eagle Point's Town Center possesses the basic elements for a strong urban environment, including a pedestrian scale urban landscape, mixed-uses, urban density, and community access. These elements are significant building blocks on which the Town Center can continue to develop into a vibrant downtown.

The Town Center's central location, urban environment, existing infrastructure (including the only three bridges in the City), and history are significant inducements to the continued revitalization of the Town Center. In order to sustain and enhance this urban environment it is necessary that design and development standards appropriate to attaining the vision of the Town Center be adopted. Otherwise, the current physical environment will continue to change to reflect the most predominant development style at the time.

2. ASSET – Natural Environment

The Town Center is bisected by Little Butte Creek. Little Butte Creek is a physical asset with its natural beauty, and the most prolific salmon and general fish production stream of any tributary to the Rogue River in Southern Oregon. Viewing areas at Bridge 202 (Covered Bridge), Main Street Bridge and the Edgar Dahack

Bridge are part of the Town Center's ambiance.

3. ASSET - History

The Town Center's historic context, both architecturally and culturally, is an irreplaceable asset that sets the Town Center apart from any other neighborhood, and sets Eagle Point apart from any other city.

4. ASSET - Demographics/Residential

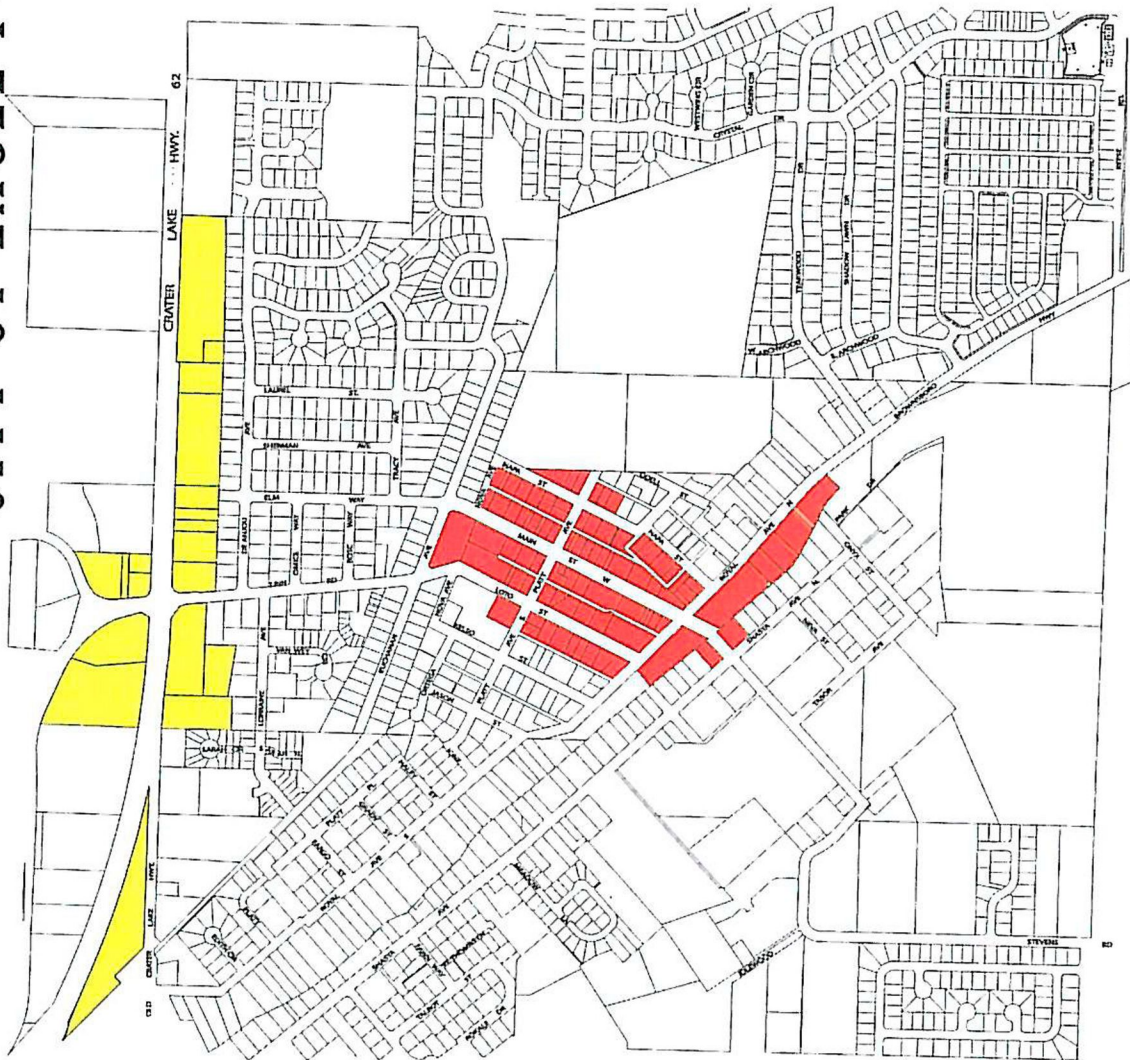
Changing demographics offer significant potential and heightened interest for increasing residential uses in the Town Center, particularly with mixed-use, retirement, and live-work housing opportunities. A key component to the successful and sustainable revitalization of the Town Center is higher-density housing in and abutting the downtown core. It is important to recognize that the demand for Town Center housing represents a small niche in the overall housing market within Eagle Point. The estimated demand for new housing in the Town Center is conservatively 5% of the City's annual new housing starts, with the largest demand by non-family households.

5. ASSET - Employment

Historically, the Town Center has been the employment core of the community, with more employees per acre than any other location. Today the Town Center is the primary government and public employment center with City Hall, the Library, Post Office, and Jackson County School District No. 9 administrative offices. There are plans for a new school located on the peripheral edge of the Hillside District, one of five distinct geographic areas within the Town Center.

TOWN CENTER PLAN

CITY OF EAGLE POINT



LEGEND



-  Hwy. 62 Commercial Lands
-  Town Center Commercial Lands

Figure 3.1 COMMERCIAL LANDS

Significant public ownership in non-developed public land is a major asset for the community.

6. ASSET – Growth

One of the assets mentioned in the Strategic Plan Update was the value of growth as a downtown revitalization asset. Over the course of the next fifty years the City of Eagle Point’s population is expected to more than double. In 2006, the City’s population was approximately 8,240. Based on County adopted population allocations the estimated 2026 population for Eagle Point will approach 17,000, an increase in excess of 8,760. With this growth, land will be needed for new residential, commercial, and industrial development within the City. Depending on the City’s growth policy, some of this need can be satisfied by redevelopment of lands within the Town Center. Figure 3.1 illustrates the proximity between the Town Center and competing commercial lands along Highway 62.

7. ASSET - Location

The Town Center is centrally located for the citizens of Eagle Point, a short ½ mile from Highway 62 and conveniently located to serve the residents of the Upper Rogue region.

TOWN CENTER CHALLENGES

1. CHALLENGE – Location

The Town Center is lacking an attractive connection to the three major access points along Highway 62. As noted, the proximity of the Town Center to Highway 62 is an asset, but the condition of that access does not present the most attractive visual connection to the Town Center, particularly the access from Linn Road. Special attention should be given to Linn Road, Shasta Avenue, and Royal Avenue. as primary access points to the Town Center.

The downtown is also very close to what is referred to in the Comprehensive Plan as “Outlying Commercial”. As has already been experienced, these outlying commercial lands will compete for uses in the downtown. Close attention needs to be given to the expansion of outlying commercial areas and their impact on the Town Center. It is not unusual for the outlying commercial areas to recruit from the more successful downtown businesses.

2. CHALLENGE – Image Perception

As with many older downtowns, Eagle Point’s downtown is perceived as old, worn out, and lacking a sense of vibrancy. The visual image of older, poorly maintained buildings and constant gaps in the streetscape has naturally led to a perception of a place that has passed its prime as an attractive and prestigious location for living, shopping and conducting business.

3. CHALLENGE - Investment Perception

A by-product of the Image Perception challenge is the “investment avoidance” perception. As a result of Image Perception and competition from urban fringe development, there exists a strong surge of investment on the urban fringe, which creates its own momentum. This momentum often competes with investment resources available to the community, both public and private.

Because of the historic nature, ownership patterns, age of buildings, small lots, parking, and rate of underutilization, the Town Center is perceived as being more costly to renovate than to build in outlying fringe areas. New development in the Town Center requires land acquisition, possible demolition, and environmental and historic remediation, typically at costs that exceed new development in the fringe areas.

Perception, whether image or investment, is key to understanding the risk evaluation between developing in the fringe areas, or redeveloping in the downtown. To succeed in revitalization of any downtown there must be an enduring perception that the downtown possesses a vision and that vision is being continuously implemented year after year.

To replace these perceptions – both Image and Investment – the image of downtown must change. Strategies for image change rest with the area’s historic assets, urban character and pedestrian environment, all of which will make the downtown a unique place among other commercial areas in Eagle Point. These assets will focus attention in the Town Center, but it is also necessary to facilitate and coordinate these perception changes with public policy targeting reversal of the negative image and investment perceptions.

There are four strategies that need to be put into action to offset the investment perception:

- The City of Eagle Point should encourage and support, both public and private, investment in the Town Center;
- The intensity and quality of development in the Town Center must be high enough to offset land acquisition costs, and to support urban design, housing, growth, and other public objectives.
- The City should use the development of strategically located public parking as an incentive to encourage redevelopment of the Town Center.
- The Town Center should be perceived as a market niche to investors who are looking for high-density, traditional urban environments.

All Town Center goals, policies, and actions should recognize and support the Town Center’s unique market niche. If properly aligned these goals, policies and actions, will protect and encourage private investment in the Town Center.

4. CHALLENGE - “Critical Mass”

Historically, the downtown had a sufficient number of businesses (critical mass) to attract and retain commercial investment. The downtown’s critical commercial mass, both service and retail, has not only eroded through the loss of major retail tenants and office uses, but it has also failed to attract equivalent replacement uses.

Consequently, the Town Center’s critical mass as a commercial and business center is in need of reinforcement. Today’s building façade frontages abutting the sidewalks along Main Street are less than 50% (Figure 3.2). This compares to a preferred building façade frontage of 100% in traditional downtowns. Figure 3.3 illustrates the ultimate objective for not only Main Street, but also other commercial areas in the Town Center.

5. CHALLENGE - Housing

Not until the Eagle Point Outreach Project was the role of housing mentioned as a viable revitalization strategy for the downtown. Interestingly enough, over the course of the past five years, over eighty (80) dwelling units have been constructed within the Town Center. As a result of changing demographics, there will be a growing demand for higher density housing types in a pedestrian oriented environment consistent with the stated goals and objectives for the Town Center. It needs to be noted that the market for Town Center housing is small, estimated at an average of 5 units per year, retirement, or live-work developments, with support from nearby commercial uses. In conjunction with growth and transportation objectives, the Town Center offers a unique opportunity to

TOWN CENTER PLAN

CITY OF EAGLE POINT



Figure 3.2 CRITICAL MASS

improve the balance between live-work locations in an environment that has an under-utilized infrastructure, is walkable, and has the highest probability to support future transit.

6. CHALLENGE - Urban Character

The current Town Center urban experience lacks qualities that establish a sense of place, such as cohesion and character. The Town Center should incorporate planning and design practices that foster a more energetic pedestrian experience. Pedestrian-oriented (higher density), rather than suburban scale and form (low density,

auto-oriented design), should guide the development of buildings and streetscapes in the Town Center.

7. CHALLENGE – Employment

Relative to the continued growth of the City, the Town Center’s employment is growing, but disproportionately as a percentage of the overall employment in Eagle Point. An indicator of the Town Center’s economic health can be measured by continued employment growth and should be followed closely.

Chapter 4.

THE PLAN AREA

Previous studies have focused on what is referred to in the City's Comprehensive Plan as the "downtown core", which is generally described as the area bound by Napa Street, Loto Street, Royal Avenue, and Buchanan Avenue. For purposes of the *Town Center Plan*, the revitalization of the downtown will look beyond these past limits and incorporate abutting areas that have the potential to compliment revitalization of a larger, more vibrant Eagle Point. Consideration of these peripheral areas takes on a greater significance since they are also in need of revitalization. The objective in broadening the planning area is to assure that, as the downtown revitalizes, its success is not hindered by the condition of abutting areas. When properly planned and implemented, the revitalization of these abutting areas also revitalize, they will further contribute to the success of the Town Center as a unique, attractive and walkable mixed-use neighborhood.

To this end, the *Town Center Plan* has extended the borders of the downtown to include strategic abutting areas. The result is a plan area of approximately one-hundred (100) acres that include commercial and residentially zoned lands centrally located within the City of Eagle Point. The Plan area is generally bordered by Buchanan Avenue on the west, Tabor Street on the east, Eagle Point High School on the north, and Ione Street on the south. This area comprises the original "downtown core" along with some of the City's adjacent neighborhoods. Figure 4-1, *The Town Center Boundary Map*, identifies the geographic limits of the Town Center.

The boundaries of the Town Center are based on the following considerations:

- Maintain a compact pedestrian friendly geographic area;
- Maximize opportunities for revitalization of the historic core of the City;
- Incorporate residential and mixed-use opportunities on lands within easy walking distance of the historic core;
- Work with land use and existing zoning designations;
- Provide future (50 year) development and redevelopment opportunities that will strengthen the overall town center concept; and,
- Encourage customer base and housing opportunities.

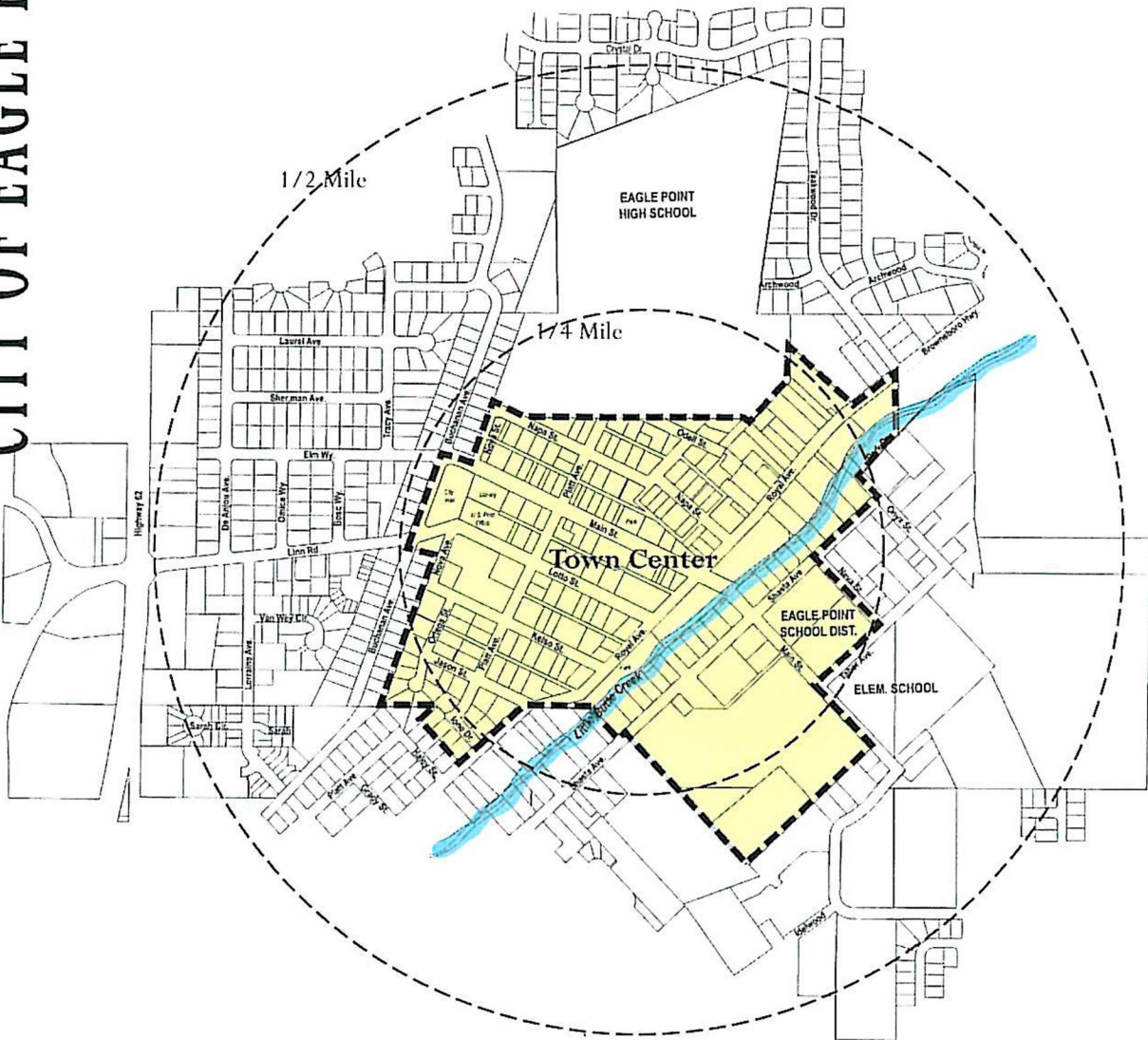
The Town Center represents approximately 6% of the lands within the City's current incorporated limits. Over the course of the next fifty years, as the City assimilates more lands to accommodate growth, the Town Center's relative percentage of the City's acreage will decline to below 3% of the total acreage. Despite a declining percentage of the City's land base, the intensity of development within the Town Center will assure that the critical mass necessary to sustain the downtown as a vibrant and attractive city center will be present.

TOWN CENTER DISTRICTS

For the Town Center to flourish economically and to serve the needs of its varied markets, it has been segmented into five compatible and complimentary districts as illustrated in Figure 4.2, *The*

TOWN CENTER PLAN

CITY OF EAGLE POINT



LEGEND

- Town Center
- Town Center Boundary
- Walkable Area 1/4 mile and 1/2 Mile

Figure 4.1 TOWN CENTER BOUNDARY

Town Center Districts. The purpose of using districts is two-fold. First, to enhance the Town Center’s pedestrian character, through use and architectural design, to establish visually unique environments within each district; and second, to cluster use opportunities to encourage and mutually benefit various uses in the other districts.

The following generally describes each of the five (5) districts and their future contribution to the successful revitalization of Town Center:

1. Old Town

Tomorrow – Old Town is the historic and business core of the City. Since the late 1800s, Old Town has served as Eagle Point’s center for business, government and entertainment. Over the years, Old Town has built on its history through the continuous renovation of its buildings and the construction of new buildings that enhance and compliment Old Town’s historical architectural heritage.

The historic context of Old Town’s physical environment provides a strong foundation for the creation of a very unique pedestrian environment. At street level, the scale and pattern of building materials engage the pedestrians’ interest as they walk from one destination to another along tree-lined sidewalks and attractive pedestrian alleyways. Old Town’s compact area, quality architecture, and attractive streetscapes make for a memorable pedestrian experience.

The unique physical presence of Old Town has been intentionally crafted through policies that target:

- Preservation of the district’s historic buildings;
- Appropriate and sensitive infill construction; and

- Pedestrian-oriented architecture and streetscape improvements.

Today – Old Town is still the historic commercial core of the City, but the years of use have taken their toll on many of the buildings and public infrastructure (streets, alleys, sidewalks, lighting). Some historic buildings have gradually been replaced with other types of non-historic structures. There are gaps in the street façade where buildings have been demolished. There continues to be reinvestment from the public sector in City Hall, the new Library, refurbishment of the historic Judge Stewart House, construction of the new Fire District 3 Station, and the Campus Life. Private investment has constructed a new Assisted Care Facility, Medical Clinic, townhomes, and remodeled several homes for office use. However, it is apparent that there is no clear vision of Old Town’s potential as the City’s premier, mixed-use neighborhood.

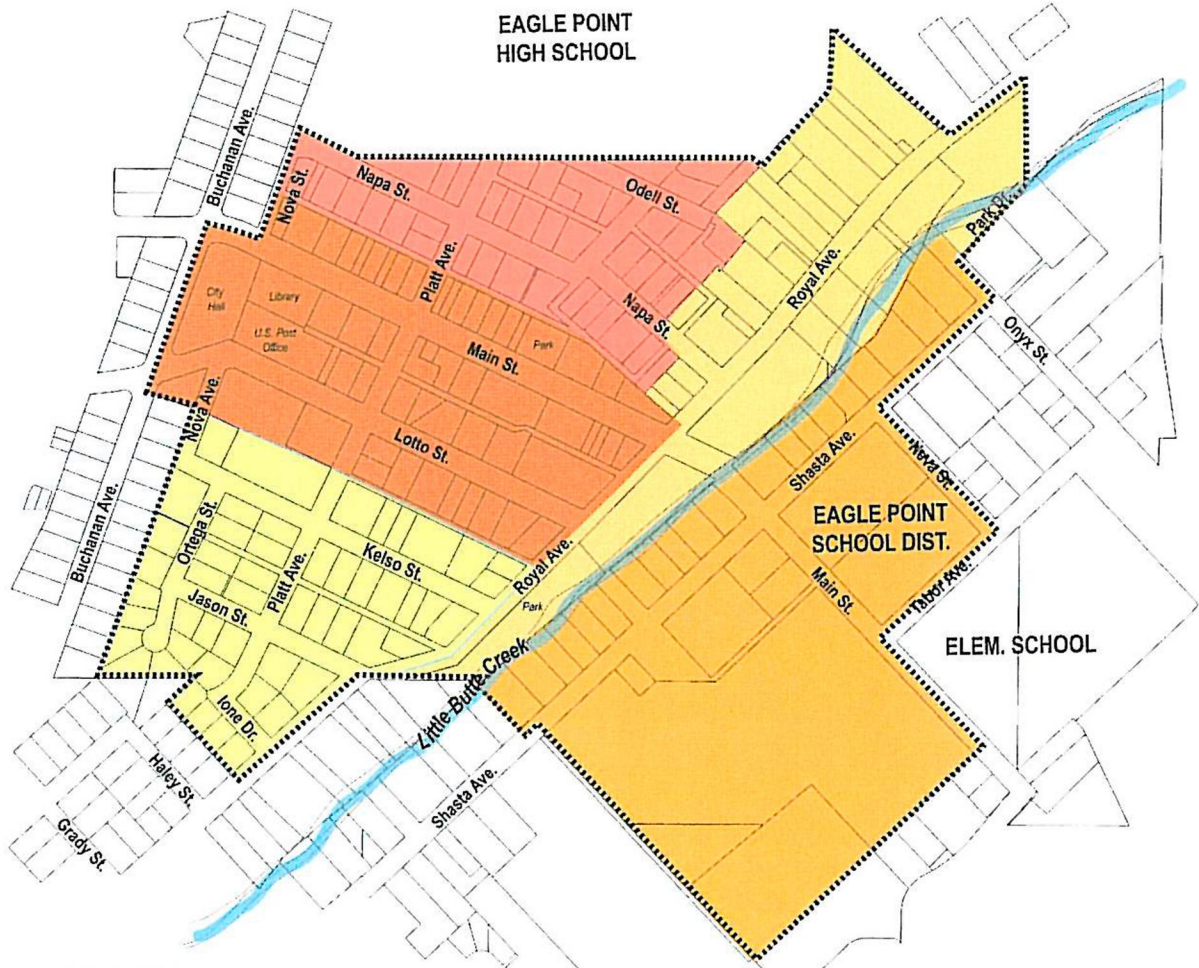
2. Southwest Village

Tomorrow – Immediately abutting the southwest side of Old Town is the Southwest Village, a unique area that is predominantly residential. Over the years, Southwest Village has transitioned from an older single-family neighborhood to a high-density residential neighborhood dominated by two and three story buildings. The unique character of the Southwest Village is the result of the design guidelines and standards that have effectively managed redevelopment at higher densities. Everything about the Southwest Village reinforces quality and a strong sense of pedestrian scale - from the tree canopied streets, with their decorative street lights and minimal driveway interruptions, to the traditional architecture with its front porches that provide the security of eyes on the street. The once neglected alleys are now attractive paved lanes through which garage access and services are provided.

Today – The Southwest Village is pre-dominantly comprised of older, detached

TOWN CENTER PLAN

CITY OF EAGLE POINT



LEGEND

- Old Town - Historic and business core of the City
- South West Village - unique traditional residential neighborhood with a density of 15 units per acre
- Napa - a strong mixed-use neighborhood with commercial space on the ground floor and residential on upper floors. Urban design is very traditional with buildings close to the street and parking off the alley
- Creekside - Town Center's the tourist destination with an emphasis on history and outdoor recreation
- Hillside - offers a unique in-town mixed-use redevelopment opportunity in a traditional character that will complement and support revitalization of the Town Center

Figure 4.2 TOWN CENTER DISTRICTS

single-family homes. Throughout the neighborhood, the streets and alleys have minimal improvements, no curb or sidewalks. The zoning, at R-2, encourages duplex infill. Higher density development has begun, and sends a clear signal that the single-family character of the neighborhood is in transition.

3. Napa District

Tomorrow – The Napa District is noted for fostering a business environment that emphasizes innovation and entrepreneurship. The Napa District is a strong, mixed-use neighborhood with commercial space on the ground floor and residential above.

The urban design is very traditional, with the buildings close to the street and parking located to the rear of the lots with access to and from the alleys. The streets are tree lined, with decorative street lights and convenient, on-street customer parking. Within easy walking distance of Old Town, the Napa District's residents and employees enjoy the many amenities offered in Old Town before, during, and after work.

Napa District is most notably known for the quality of its businesses. The Town Center environment attracts and stimulates employees who have an interest in innovation and an opportunity to inter-face with others to discuss and share ideas. A large percentage of Napa District employees choose to take advantage of Town Center housing and the many amenities offered in Town Center.

Today - The Napa District is very similar to the Southwest Village, but older. As an Eagle Point neighborhood, it is tucked between the high school and Old Town, and has no underlying urban design concept other than to slowly transition to the uses permitted under its commercial and multiple-family zoning. The Napa District is unique in that it is primarily single-family residential, but zoned for

Commercial (C-1) and medium-density (R-3) multiple-family use (12 units/acre). As with the Southwest Village, the Napa District has, and will continue to experience incremental redevelopment. The challenge is to assure that as redevelopment occurs that standards are in place to support the emergence of a cohesive neighborhood character unique to the Napa District.

Preferred uses in the Napa District include professional office and high density residential buildings, with limited retail establishments that would support District residents, businesses, and tourist trade at the street level. These uses can be combined in a single structure with office and retail space on the ground floor, and office and residential on the upper floors. To further encourage redevelopment, consideration should be given to increasing the allowed density and the mix of uses.

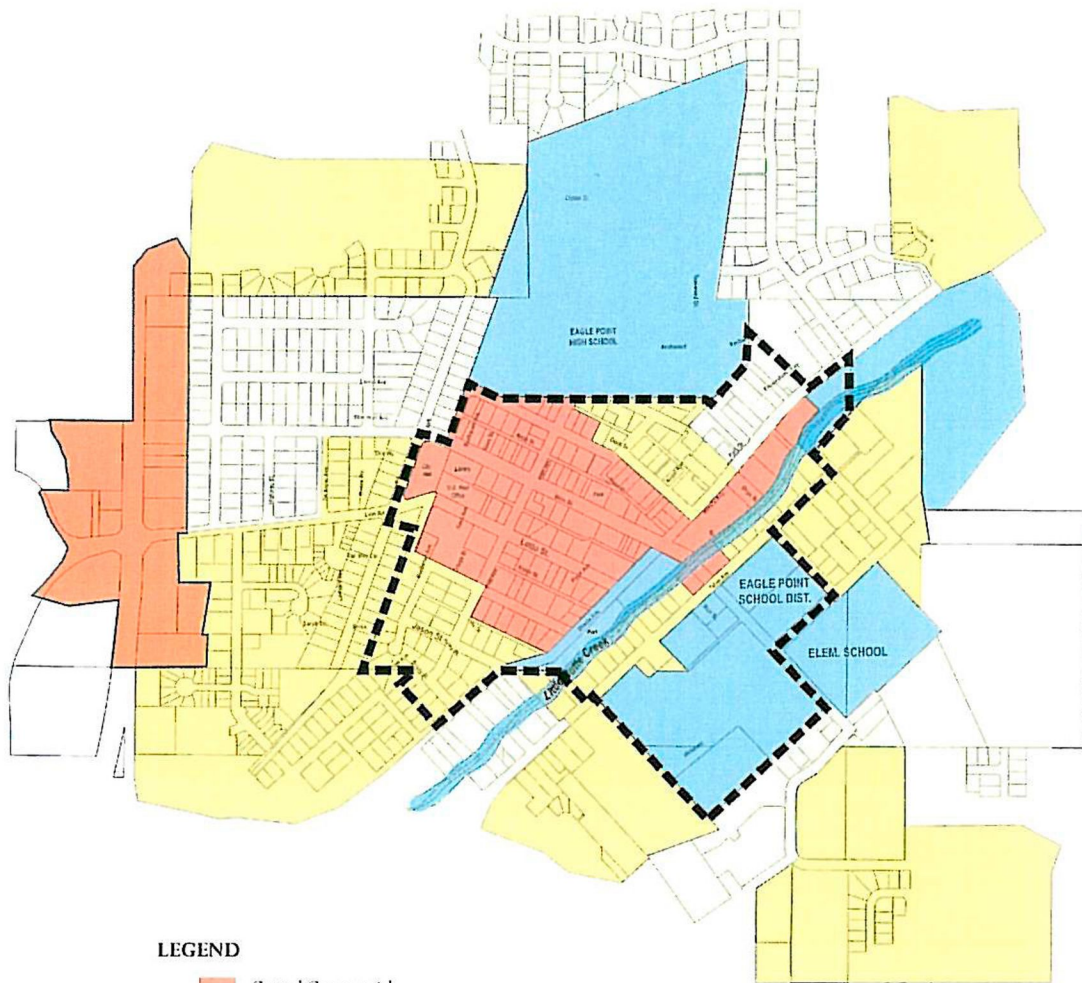
4. Hillside

Tomorrow – Hillside is an attractive gateway to Old Town. The streetscape along Main Street is broad and pleasant as it draws the pedestrian comfortably to the amenities of Old Town, which is within easy walking distance. Hillside is a mixed neighborhood of commercial and high density residential uses developed in a traditional style with an emphasis on creating an attractive pedestrian environment including decorative street lights, landscaping, and other pedestrian amenities.

Today - Hillside is the southeastern gateway to the Town Center, and is primarily in public ownership, with much of the re-developable lands once being the site of a junior high school. As such, Hillside represents the Town Center's most significant single redevelopment opportunity. Currently, Hillside is planned and zoned for low density residential use (R-1-8). Hillside holds tremendous opportunities for development as a traditional, mixed-use neighborhood, with

TOWN CENTER PLAN

CITY OF EAGLE POINT



LEGEND

- Central Commercial
- Outlying Commercial
- Public Lands
- Low Density
- Medium Density Residential
- High Density Residential
- Town Center Boundary

Figure 4.3 COMPREHENSIVE PLAN

its interior developed for high density residential, and a commercial presence along Main Street and the extension of Loto Street, complimenting the elementary school and Old Town.

Preferred uses include high density residential, office, retail and entertainment.

5. Creekside

Tomorrow – Along the sidewalks of Royal Avenue, tourists walk about as they visit Butte Creek Mill and the many antique shops that line Royal Avenue. Their visit is further encouraged by the availability of bed and breakfast facilities located in converted historic homes. Along Little Butte Creek, bicyclists and joggers from all areas of the City travel to Old Town and the Creekside District, or stop along the bike and pedestrian trail to relax, or enjoy a lunch, at one of the many overlooks along Little Butte Creek.

Today - The Creekside District has a strong historic and recreation presence and a focus on Little Butte Creek that reinforces the role of this district as a recreational and tourist destination. The Creekside District needs to be conveniently linked with all other Town Center districts and the City in general, to take advantage of the natural, historic, and recreational amenities that this district has to offer. The architectural character of this district should reinforce preservation of the historic character unique to this area. This applies to both the renovation of existing buildings and the construction of new buildings.

Preferred uses need to reinforce the historic and recreational character of this district, with provisions for the conversion of historic residences to such uses as bed and breakfast and antique stores, which compliment and support the restaurants and shops along Main Street, Napa Street, and Loto Street.

LAND USE & ZONING

The City's *Comprehensive Plan* recognizes the downtown as the City's commercial core, surrounded by residential neighborhoods of varying densities. Within the Town Center, there are four (4) land use designations and five zoning districts. As currently applied to the Town Center, the land use designations are not an issue. The City's *Comprehensive Plan* defines each of these land use classifications as follows:

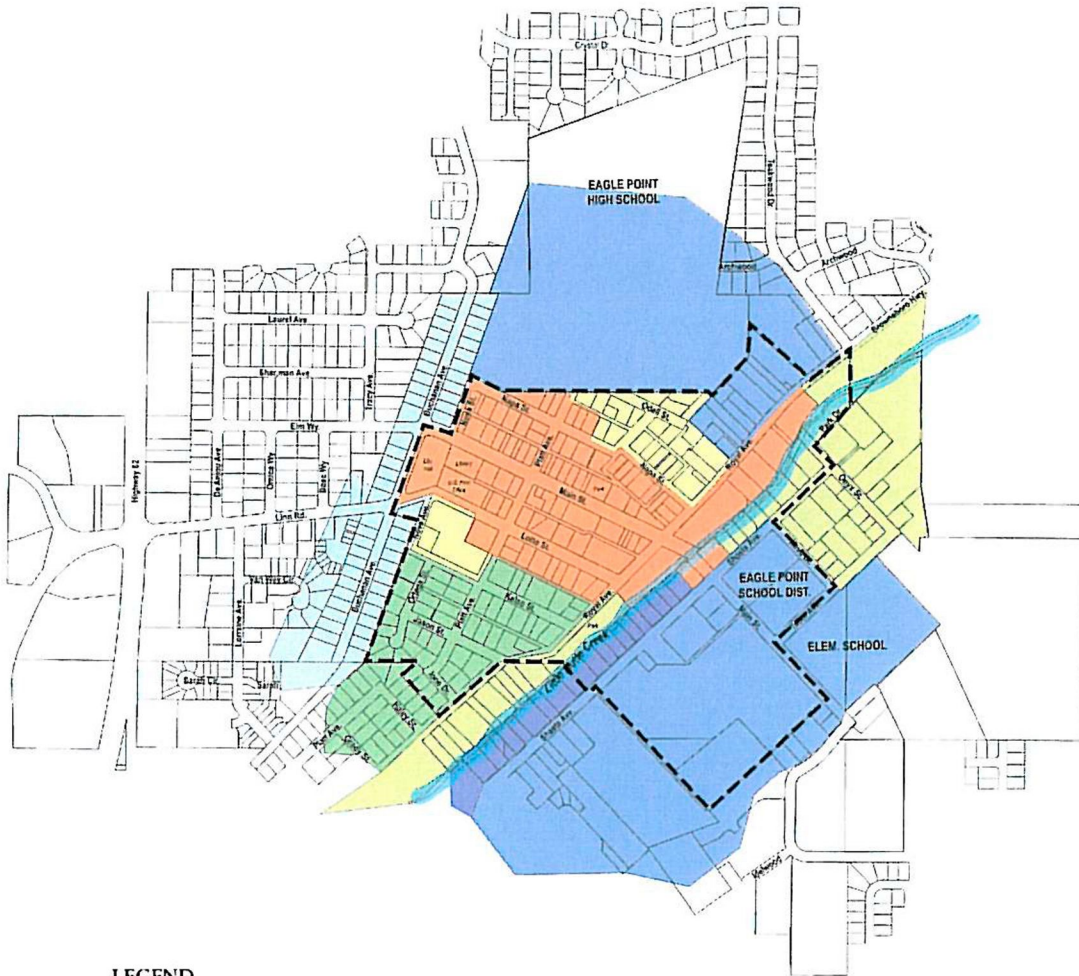
1. **Central Commercial** - This land use designation defines the major community and business center of the City. The intent of this district is to support the efficient use of land and urban services, to encourage walking as an alternative to driving, provide employment and housing options, to provide formal and informal gathering options, and to accommodate visitor and tourism amenities. Lands within this classification are typically zoned Retail Commercial (C-1).

All of Old Town is within this land use designation, as is a small area of the Napa District and a portion of the Southwest Village.

2. **Medium Density Residential** - This land use designation is intended to accommodate a range of medium-density housing types. This designation is not intended to prescribe particular structure types; such distinction shall be identified in the City's zoning ordinance. Provisions for semi-public, non-residential uses shall be conditionally permitted (subject to positive findings in accordance with the criteria established in the City's zoning ordinance). This designation shall allow densities of at least six (6) to twelve (12) units to the net acre. Lands within this classification are typically zoned Medium Density Multiple-Family Residential (R-2, and R-3).

TOWN CENTER PLAN

CITY OF EAGLE POINT



LEGEND

- C-1
- R-4
- R-3
- R-2
- R-1-6
- R-1-8
- R-1-10
- Town Center Boundary

Figure 4.4 CURRENT ZONING

3. **High Density Residential** - This land use designation is intended to accommodate a range of high-density housing types. This designation is not intended to prescribe particular structure types; such distinction shall be identified in the City's zoning ordinance. Provisions for semi-public, non-residential uses shall be conditionally permitted (subject to positive findings in accordance with the criteria established in the City's zoning ordinance). This designation shall allow densities of at least fourteen (14) units to the net acre. Lands within this classification are typically zoned High-Density Multiple-Family Residential (R-4).

With the exception of seven (7) lots fronting Kelso Street, all of Southwest Village falls within the High Density Residential land use category as shown on the Comprehensive Plan Land Use Map.

5. **Public and Semi-Public** - This land use designation permits government service, parks, and other community related uses. A large percentage of the Hillside District is within this land use classification, with a current zoning of R-1-8.

Chapter 5. THE POLICY FRAMEWORK

The Vision

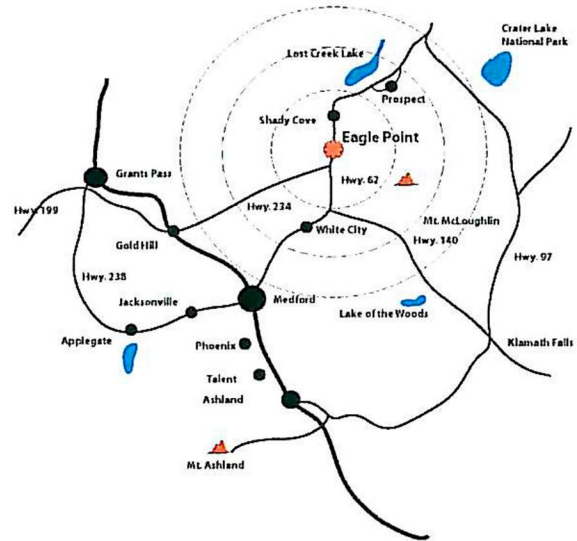
The purpose of the Town Center Plan is to define a long-term vision and implementation program for the revitalization and redevelopment of Eagle Point's downtown. It is a program set within the context of the City's comprehensive planning process, and is intended to be a distinct, but integral, element of the City of Eagle Point's Comprehensive Plan. The *Town Center Plan* is a vision for the future, which identifies the Town Center as a place of commerce and cultural activity for the City of Eagle Point and the Upper Rogue region, and acknowledges the downtown's unique traditional, mixed-use potential and the significance of its historic presence.

The Policy Framework

To achieve this vision there are seven related planning principles around which a successful revitalization plan is developed. No single principle can stand alone as the single most significant solution to the downtown's revitalization. They are all of equal importance to the successful revitalization of the downtown. Together these seven principles form the policy framework on which the Town Center Plan is built. The policy framework is intended to be sufficiently flexible to accommodate social and economic change throughout a long-term planning horizon (50-years), while maintaining the integrity of the longer-term vision. The Policy Framework is presented in the future tense in terms of a goal (*italics*) followed by a brief explanation. Each of the seven Policy Framework goals supplements and refines the overall vision for the Town Center. The seven principles and their goals are:

1. Regional Position

Goal: The Town Center is a vibrant, enjoyable, and highly regarded service hub for the business, retail, finance, government, arts and entertainment, and education needs of the City of Eagle Point and the Upper Rogue region.



Since the 1960s, the role of Eagle Point's downtown in the community's economic and social structure has slowly deteriorated. Over the course of the past 25 years the vibrancy of the downtown has been a documented community concern resulting in numerous studies and efforts to re-establish the downtown as the social and economic heart of the community. For the downtown to realize sustainable revitalization, it is necessary that its place in the economy of the community, and the region, be reaffirmed, and that necessary actions are consciously taken to re-enforce that position.

Although the downtown's role as both a service and retail center has been significantly diminished over the years, it has been able to maintain its role as an office center, with a primary emphasis on government, education, and personal services. Recently, the downtown has been able to strengthen its community position with a new library, fire station, medical center, and assisted care facility; the relocation of City Hall, and a community center. The Town Center continues to be reinforced by the U.S. Post Office and the administrative offices of School District 9.

Although not located within the downtown, the new Wal-Mart will serve as a major draw to the retail needs of the Upper Rogue region; which in turn will expand the customer base for many of Eagle Point's businesses, including the downtown. To secure its position as a mixed-use urban center serving the Upper Rogue Region, the Town Center must continue to strengthen its position in the following areas: government, tourism (culture & entertainment), office specialty retail, and residential uses.

In the near future the retail strength of the downtown will be secondary to residential and office uses, and will primarily serve specialty and personal service needs of the population that lives and works in the City. Over time, it can be expected that the retail strength of the Town Center will grow to address the growing demands of shoppers as described in the *Downtown and Business Development Plan*.

The principle way to strengthen and sustain the downtown's economic position is through participation in the City's and the Upper Rogue region's growth. It is important to recognize that the type of growth to be associated with the downtown will, out of spatial and economic reality, be vertical. This type of growth is the type of growth needed to overcome redevelopment costs and to support a successful traditional and pedestrian-oriented downtown.

2. Growth

Goal: The Town Center's position as a vibrant and attractive, mixed-use urban center is firmly established as part of the City's urban centered growth management objective, with plans and programs to assure the sustained growth and development of the Town Center as an urban service center to the City and the Upper Rogue region.

For the Town Center to realize its overall vision, it is imperative that it participates in the continued growth of the City. For the Town Center to grow it is equally imperative that the market, regulatory, and political constraints to that growth be understood; and that revitalization and redevelopment strategies be set in place to provide the necessary public policy for the Town Center to share in the City's growth. These strategies have a dual purpose, not only do they facilitate the physical improvement and the economic health of the Town Center, but they also relieve growth pressures to expand the UGB. In preparing these growth policies it is important to realize that growth in the Town Center will only represent a small percentage of the City's overall growth.

In Chapter 2, Assets and Challenges, growth as an asset was discussed, and that over the next fifty years it is projected that the City's population will more than double. With this growth there will be a need for additional commercial services and housing, some of which can be accommodated within the Town Center. As a conservative estimate, and based on the ratios used in the City's *Buildable Lands Analysis* approximately 400 acres will be needed for residential development by the year 2030 and 200 acres will be needed for commercial purposes. If 5% of the residential demand were directed to the Town Center, it would be the equivalent of 5 dwelling units per year on the average and over 8,000 square feet of commercial floor area.



Figure 5.1 OPPORTUNITY SITES

Throughout the Town Center there are opportunities (Figure 5.1) for office, retail, and residential redevelopment, each of which can have a contributing role in the revitalization of the Town Center. The role each Opportunity Site will play will be guided by the *Town Center Plan* and the City's application of the Plan.

Office. Office uses will be the primary commercial opportunity for the downtown, particularly in the Old Town and Napa districts. There will be a growing need in Eagle Point for office uses to serve the business and personal needs of the citizens of Eagle Point and surrounding communities. As experienced in the past, office development is not going to happen at a sustainable rate until certain perceptions are addressed and mitigated. Why? The answer is a combination of the following:

- The Town Center appears old and worn out. It's not on the investment screen.
- The cost of redevelopment in the Town Center cannot compete on an investment basis with the fringe areas of vacant land.
- To maintain its position as an office center the Town Center should capture 10% of the City's new office development. If the Town Center is to achieve this objective, it must define and implement office market strategies that alter the image and perceptions, and improve the Town Center's competitive position.

Retail. Over the years, the Town Center's retail function has been slowly siphoned away as retail opportunities in and surrounding Eagle Point have increased. The addition of Wal-Mart on Highway 62 will further challenge retail uses in the downtown. There will continue to be a strong drive to expand commercial zoning along the Highway 62 corridor.

- A countervailing force to the retail exodus has been, and will continue to be,

the attraction of retail incubators, owner-occupied merchants, to the downtown. The cost of rehabilitated space in the downtown is often comparable to the cost of a one-year lease in a new shopping center. This situation has resulted in a small but perceptible trend of owner-occupant merchants moving to downtown locations.

- For retail to improve it is necessary that in the short run the perception of the Town Center as an old run down place be changed to a clean, quality oriented, place that has its own unique characteristics as a physical place. In the long run it is necessary that office, residential, and service uses in the Town Center continue to grow. Long-term retail growth in the Town Center will follow growth in the office and residential sectors of the downtown.

Housing. Throughout the Town Center visioning process, downtown housing was considered to be a key to the long-term sustainability of the Town Center's revitalization. Residential populations in successful downtowns provide places for residents to play and recreate in addition to direct access to a wide variety of retail and personal service needs. They bring a sense of vitality, activity, and interest, which, in turn, brings a sense of security to the neighborhood.

- Since the early 1990s, there have been strong demographic and socio-economic forces at work that favor downtown cores for residential living. There is an increasing niche of young professionals and "empty nesters" that are looking for the excitement and sense of community offered by well designed downtown housing.
- Based on the experience of other cities there are two threshold preconditions for successful market-rate housing in downtown cores:

1. The physical environment must be of a character and quality that people will want to live there. The downtown must be perceived as a comfortable and safe place to live.
2. Downtown housing must offer prospective purchasers an investment motive. For downtown housing to take root and grow, people must be willing to purchase, not just rent. For this to happen the prospective purchaser will have to have confidence that their investment in downtown housing will be a good investment.

3. Urban Design

Goal: The Town Center with its unique districts is the City's most recognizable and enjoyable, mixed-use urban center with its traditional historic character, a comprehensive network of sidewalks, bike and pedestrian ways, attractive streetscapes, ground-level retail, a network of parks and plazas, and convenient transportation linkages to surrounding neighborhoods.

Urban design is the most mentioned concern in past studies. Considering the historic character of much of the Town Center, pedestrian emphasis, and growth and housing objectives, the role of urban design becomes very critical in the continued enhancement and sustainability of the Town Center as an attractive urban place and real estate investment. Design and development standards for the Town Center should place emphasis on quality, both in design and materials, and development intensity that supports the Town Center as a truly unique mixed-use urban center. These actions will not only assure the development and preservation of a quality environment, but also of an environment wherein investment objectives are well defined and protected by Town Center policy.

4. Historic Preservation

Goal: Throughout the downtown, it is visibly evident that Eagle Point's heritage is a major contributor to the community's livability and identity. The historic architecture and traditional designs of the downtown have been preserved through renovation, and enhanced and complimented by new development. This has made downtown a truly unique and enjoyable urban place for both residents and visitors, while providing a competitive advantage over, and setting apart the downtown from, other commercial centers.

As noted in Chapter 2, the community has consistently been very insistent on acknowledging and protecting the historic character of the downtown. This insistence is not unique to Eagle Point. Virtually every example of sustained success in downtown revitalization has incorporated historic preservation as a central component to the revitalization process.

The reason for the interest in historic preservation rests with its role as a significant catalyst in the creation of a sense of place, and it is that sense of place that attracts people to downtowns. To maintain and enhance the Town Center's sense of place, the Historic Preservation and Urban Design framework concepts must work closely together to assure a quality transit-oriented district that allows for new development, while protecting our historic heritage. Physically and visually, the pedestrian connection of Creekside historic areas to the Old Town and the Napa District are important components for the successful historic revitalization of the Town Center.

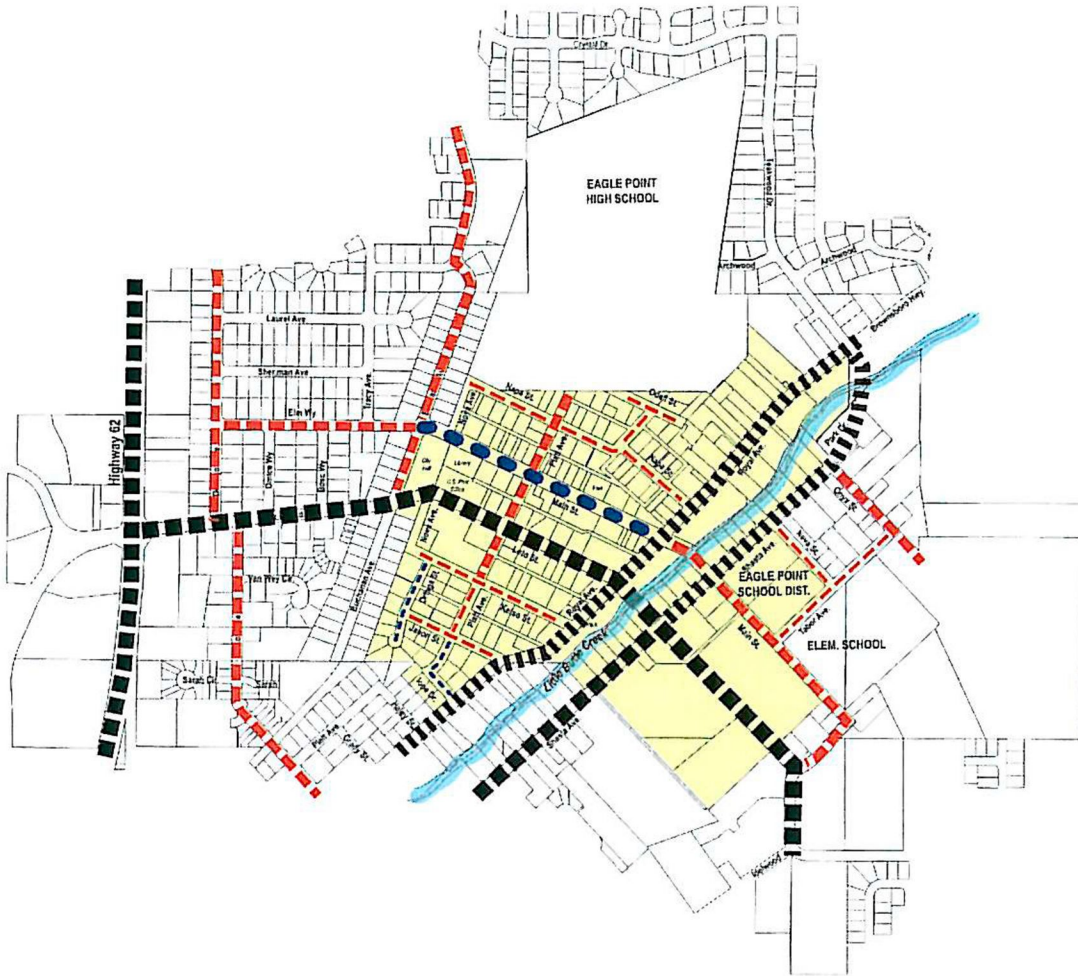
5. Housing

Goal: Downtown is a vibrant urban center with a residential community supported by convenient services within easy walking distance.

Over time housing will prove to be a key to the long-term sustainability of the Town

TOWN CENTER PLAN

CITY OF EAGLE POINT



LEGEND







-  Arterial Street
-  Main Street (collector)
-  Collector Street, Primary
-  Collector Street, Secondary
-  Residential Street, Primary
-  Residential Street, Secondary

Figure 5.2 STREET CIRCULATION PLAN

Center's revitalization process. As national and local demographics change, and the City continues to mature, the demand for quality downtown housing will increase. However, it is important to recognize that the downtown housing market is a small niche market representing less than 5% of the City's total demand for housing. In addressing the need for downtown housing, the challenge that faces Eagle Point is to assure a household mix in the Town Center, particularly with respect to tenure and income, reflecting the general housing characteristics of the community in general.

Within the Town Center, residential projects should target a density range between 20 and 30 units per acre. The maximum building height should not exceed three stories.

Experience in other cities indicates that there are two threshold preconditions necessary for the development of successful market-rate housing in downtown cores:

- The physical environment must be of a character and quality such that people will want to live there. The downtown must be perceived as a comfortable, safe place to live, with attractive amenities and an invigorating social environment.
- Downtown housing must also offer prospective purchasers an investment motive. For downtown housing to take root and grow, people must be willing to purchase, not just rent. For this to occur the prospective purchasers will have to have confidence that their investment in downtown housing will be a good investment.

6. Transportation

Goal: Downtown is a balanced, multi-modal urban center with easy access to all areas of the City and the Upper Rogue region. Within the downtown, there is provided a full range of transportation

opportunities with an emphasis on the quality of travel and preservation of a highly livable, and pedestrian environment. The Town Center, as a traditional downtown, is primarily a place for pedestrians. However, the reality is that the Town Center must serve other modes of transportation, including the automobile. The Town Center Plan recognizes this need and provides a balance between pedestrian and vehicular modes of transportation (figures 5-2 and 5-3).

Another reality that must be faced is the need to provide adequate parking. Because of the Town Center's mixed-use environment, particularly in the Old Town and Napa districts, the use of shared parking techniques is a reasonable approach.

It is also recognized that, over the life of this Plan, the transportation needs of the Town Center will change, and the change, by design, will be in the direction of increased emphasis on pedestrian and transit use. Although not a consideration at this time, provisions need to be included in the design standards for the Town Center to accommodate future transit needs.

7. Partnerships

Goal: The revitalization and redevelopment of the downtown is a long-term program supported by a unique public-private partnership that recognizes past investments and works to leverage public, institutional, commercial, and private investments, and to share the benefits and risks of future downtown investments to achieve a common objective, and a healthy and vibrant downtown.

As geographic places, downtowns are unique in many respects; their history, development characteristics, growth constraints, transportation needs, etc. However, they are truly unique in their ownership. Unlike other competing places, such as shopping centers or office parks, downtowns are comprised not of a single

TOWN CENTER PLAN

CITY OF EAGLE POINT



- Bicycle Lanes
- Mixed, Little Butte Trail
- Primary Pedestrian
- Destinations

Figure 5.3 BICYCLE & PEDESTRIAN PLAN

developer/owner/operator, but a multitude of developers/owners/operators. Included in this mix is government.

To remain competitive the developers/owners/operators within downtowns must recognize the need for,

and benefit of, partnerships to achieve common objectives. The Town Center Plan is an attempt to identify those common objectives, and to provide a forum for the development of partnerships to develop implementation strategies and pool resources.

Chapter 6.

THE CONCEPT PLAN

In this chapter, the concepts of the Plan will be further refined and presented in Figure 6.1 as the Town Center Concept Plan. The Concept Plan is a futuristic description, an assemblage of words and images envisioned by the citizens of Eagle Point. The Plan is further intended to challenge the imagination as implementation plans and programs for revitalization of the Town Center are discussed, refined, and eventually implemented. The Concept Plan is an imagineering reference point, a tool, for organizing projects and activities, for evaluating land use relationships, defining transportation and circulation patterns, and identifying linkages between the districts of the Town Center and the rest of the community.

Town Center

The overall vision for the Town Center is to create an “urban” environment with a unique historic and pedestrian character, setting apart from other areas of the City. This vision is clearly conveyed as the resident and visitor enter the Town Center through any one of its five gateways. It is a place that is home to over 2,000 residents and employees who take advantage of the unique, mixed-use pedestrian neighborhood environment that the Town Center offers. With its housing, employment, retail, dining, educational, entertainment and recreational opportunities, all in close proximity, the Town Center is a truly unique pedestrian place.

Each day, employees in the Town Center take advantage of the easy accessibility to the many restaurants offering opportunities to gather and exchange ideas, conduct business, and socialize. Transit service in Town Center is fast and convenient; and

for those who choose to drive, parking is plentiful and conveniently located. Streets are tree lined with attractive storefronts and pedestrian amenities such as benches, flower boxes, banners and decorative light poles, making the Town Center an enjoyable and unique urban experience.

During the weekend, Town Center is a popular destination for both residents and visitors as they enjoy the ambiance of Town Center life. Quaint streets, parks, specialty shops and outdoor markets, restaurants and entertainment compliment the historic venue of the Town Center and Little Butte Creek as it meanders through Town Center. Little Butte Creek is a popular attraction for joggers and bicyclists, as it offers them an opportunity to relate to nature and to enjoy its creek side recreational amenities. For those less physically inclined, the west bank of Little Butte Creek offers park benches and creek overview areas where they can dine and watch salmon spawning upstream.

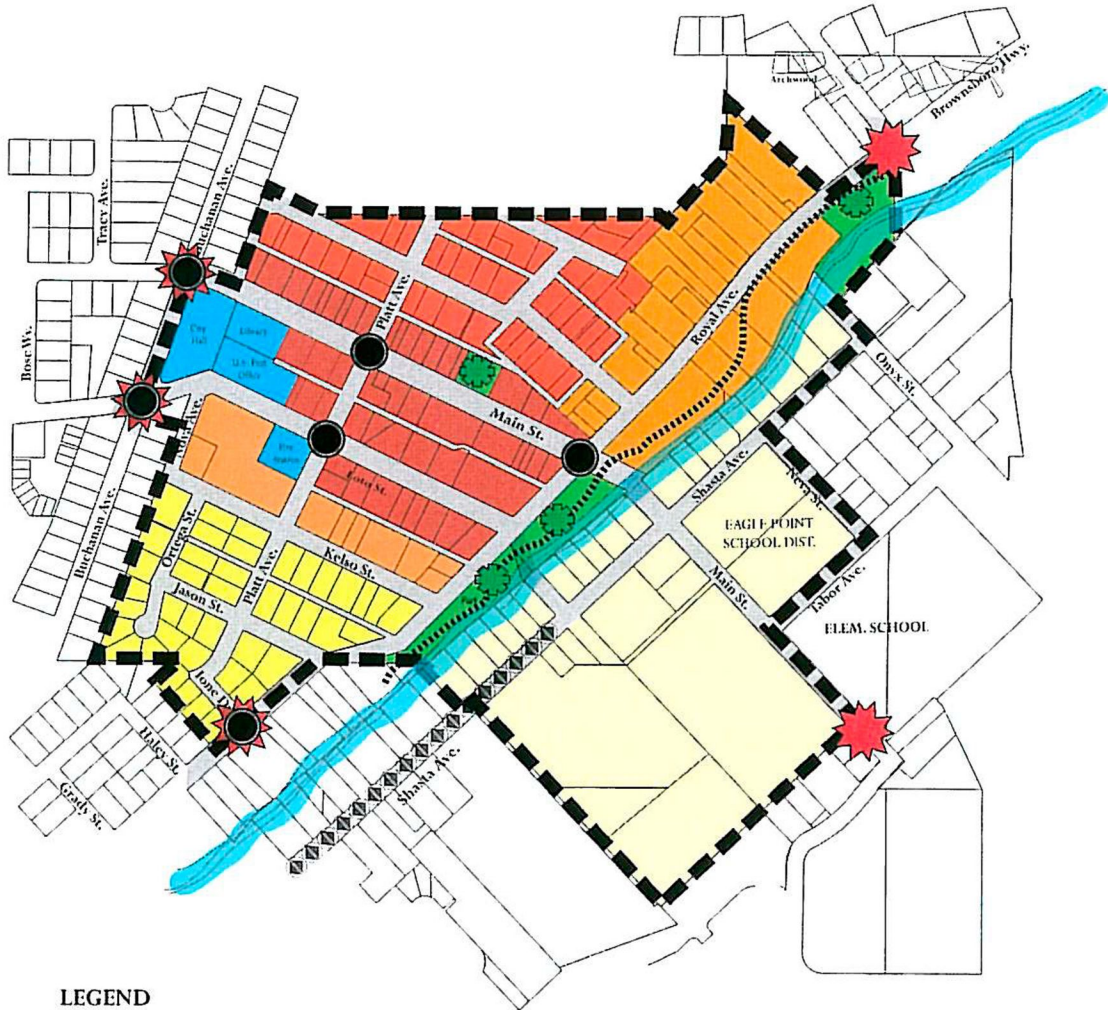
Town Center’s unique urban character is the product of five uniquely integrated districts, each of which has its own character and role in building that sense of place experienced by those who visit, live, and work in the Town Center. The following is a description of each of the Town Center districts by the year 2050.

Old Town

Overview - Old Town is the historic and business core of the City. Since the late 1800s, Old Town has served as Eagle Point’s center for business, government and entertainment (Figure 6.2). Over the years, Old Town has built on its history through the continuous renovation of its historic buildings and the construction of new buildings that enhance and

TOWN CENTER PLAN

CITY OF EAGLE POINT



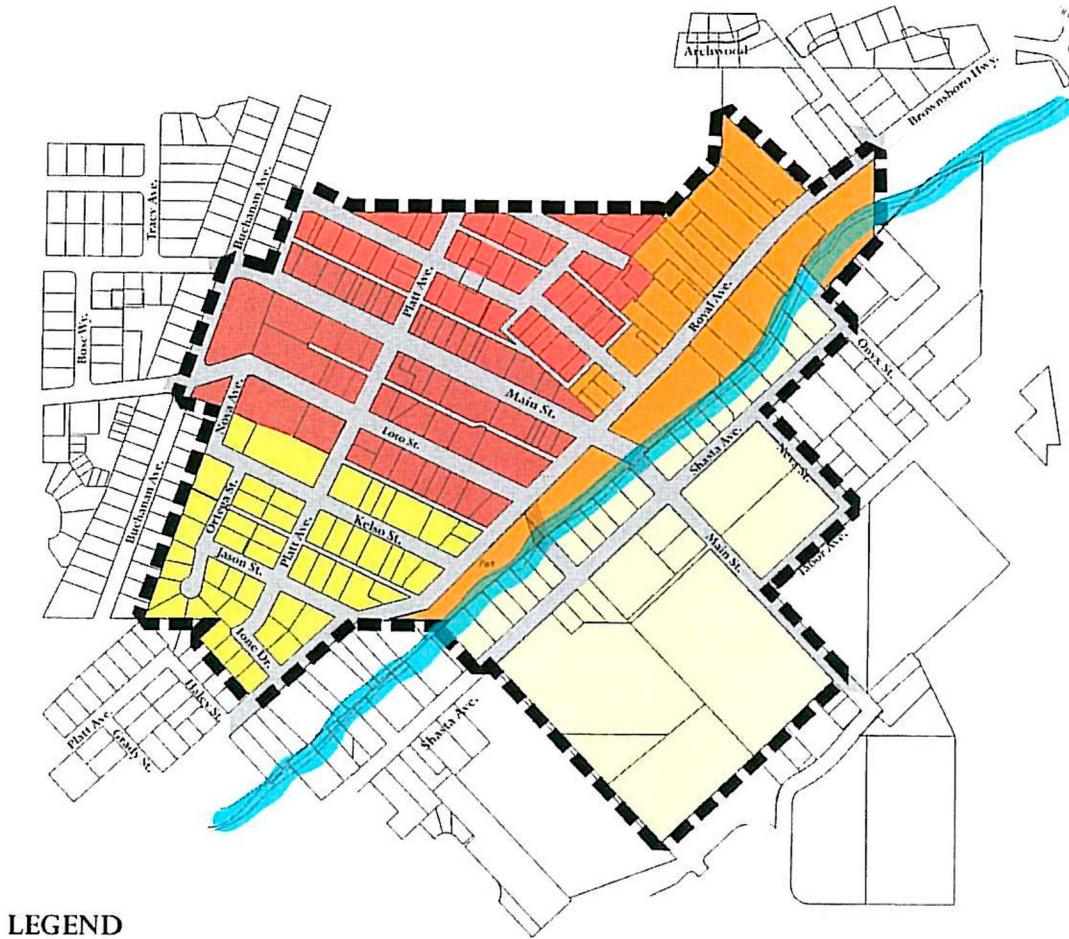
LEGEND

- Commercial Core
- Commercial, Service
- Commercial, Tourist
- Mixed-Use Development
- Medium Density Residential
- High Density Residential
- Parks
- Civic Center
- Gateways
- Little Butte Creek Multi-Use Trail
- Arterial Street
- Pedestrianized Intersections

Figure 6.1 THE CONCEPT PLAN

CITY OF EAGLE POINT

TOWN CENTER PLAN



LEGEND






-  Old Town
-  Southwest Village
-  Napa
-  Creekside
-  Hillside

Figure 6.2 DISTRICT MAP

compliment Old Town's architectural heritage.

The historic context of Old Town's physical environment provides a strong foundation for the creation of a very unique pedestrian environment. At street level the scale and pattern of building materials engage the pedestrians' interest as they walk from one destination to another along tree-lined sidewalks and attractive pedestrian alleyways. Old Town's quality architecture and attractive streetscapes make for a memorable pedestrian experience.

Residents and tourists are drawn to Old Town by its quaint historic character. Visitors continue their entertainment pleasure by shopping at Old Town's many specialty retail stores, dining at any of its fine restaurants, or resting along the Little Butte Creek Pathway. Within an easy walk from Old Town is the historic, and still operational, Butte Creek Mill, a popular tourist destination.

Pedestrian and vehicular circulation systems link Old Town with all other sub-districts of the Town Center and the outlying community. The heart of the pedestrian system is Main Street, with its wide tree lined sidewalks and historic buildings.

Because of the historic nature of Old Town, redevelopment opportunities should concentrate on the conversion of existing surface parking lots to mixed-use facilities, rather than demolition of historic buildings. Whether it is redevelopment or historic renovation, the Old Town design emphasis has been on enhancement of its pedestrian and historic character.

Over the years, Old Town has nurtured a unique physical ambience built on preservation of its historic buildings, selective and sensitive infill development, pedestrian-oriented streetscape, specialty retail and entertainment uses, along with a

strong pedestrian connection to Little Butte Creek and other sub-districts. Old Town has always been, and continues to be, the heart of Eagle Point.

Regional – Old Town is comprised primarily of service commercial uses that serve the needs of Eagle Point and the Upper Rogue region.

Growth – Growth opportunities for Old Town should concentrate on both office and retail uses. Retail and restaurants are the preferred use at ground level with office and housing in the upper levels. Housing above the ground floor is an encouraged use.

Urban Design – Old Town is the most intense of the Town Center's districts. The design standards and criteria for Old Town emphasize the creation and maintenance of a traditional downtown, with emphasis on preservation of historic buildings. The basic architecture along all streets within Old Town needs to acknowledge the relationship between the buildings and passing pedestrian. Figure 6.3 illustrates the basic components that need to be incorporated in the design standards throughout Old Town. Buildings need to be brought to the sidewalk, and sidewalks along primary pedestrian routes should be uninterrupted by private driveways.

The urban design of Old Town creatively blends history, architecture, uses, and streetscapes to create a unique environment that is both functional and entertaining.

History – Old Town is the historic core of the City, particularly along the Main Street corridor. Every land use action should encourage recovery of the existing historic buildings and the construction of new buildings that compliment Old Town's historic architecture.

Commercial – Historically, Old Town was the commercial center for the City and

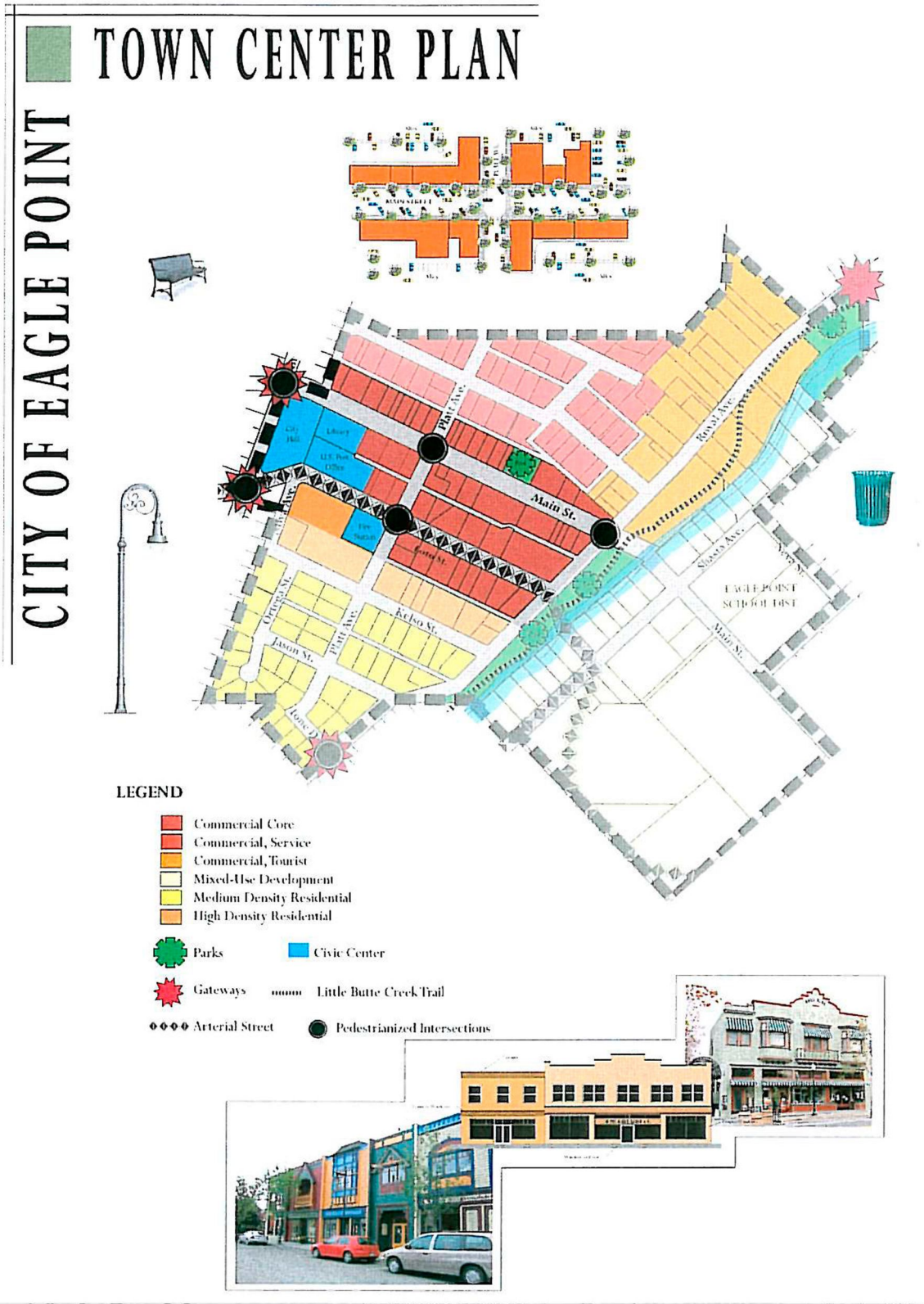


Figure 6.3 OLD TOWN DISTRICT

surrounding areas. Commercial development, particularly retail should be encouraged, particularly along Main Street. Loto Street, as the “new” arterial will naturally attract commercial redevelopment.

Housing – Housing within Old Town should be limited to locations above the first floor of commercial buildings. It is expected that second floor housing will be replaced by commercial office space, but in the interim housing above the first floor should be encouraged.

Transportation – The transportation system throughout Old Town is designed to balance the needs of motorists, bicyclists, and pedestrians. There should be a clear expectation that as vehicular traffic, particularly on Loto Street, moves through Old Town, it will do so at a comfortable pedestrian speed (20 mph). Through a combination of streetscape improvements and architecture, there will be a natural inclination to drive slowly.

Streetscapes: The streetscape throughout Old Town is predominantly characterized by ten (10) foot wide sidewalks adjacent to the curb with street trees, pedestrian lighting, and miscellaneous street furniture (benches, trash receptacles, etc.) Street bulb-outs will be limited to Main Street and Platt Street. The minimum sidewalk width within Old Town on Platt Avenue, Loto Street, Royal Avenue, and Main Street should be ten (10) feet.

Linn Road, an arterial street, is the primary access to Old Town and the Town Center. Although not officially within the Town Center, Linn Road, as the northerly gateway to the Town Center, is the most significant access point to the downtown. The design and improvement of Linn Road between Highway 62 and Buchanan Street should, to the greatest extent possible, present an image of quality reinforcing the special atmosphere of Old Town.

Additionally, access along Royal Avenue, from Highway 62 and the Tourist Information Center at Harnish Park, is also a significant access corridor and gateway to the downtown. Although the land uses along this section of Royal Avenue are primarily residential, this access corridor must present a safe and pleasant for all modes of transportation, including facilities that encourage bicycle and pedestrian use.

Parking: Throughout Old Town, there will be a combination of on-street and off-street parking. To maximize customer parking, Main Street’s design will include on-street diagonal parking. The use of diagonal parking along Main Street is possible because of the right-of-way width. Other streets are not as fortunate and will be limited to parallel, on-street parking.

Throughout Old Town there is attractively landscaped public and private off-street parking. Access to the off-street parking will be provided by Old Town’s alley system.

Southwest Village

Overview: In the southwest quadrant of Town Center is Southwest Village, a unique area that is predominantly residential. Over the years, Southwest Village has transitioned from an older single-family neighborhood to a high-density, residential neighborhood. The area is dominated by two and three story buildings constructed in a traditional or cottage style. The unique character of Southwest Village is the result of the design guidelines and standards that have effectively managed redevelopment at higher densities. The streetscape is very pedestrian in scale, with landscaped park strips between the sidewalks and curb, pedestrian lighting, and the ever present canopy provided by the street trees. The streetscape clearly and safely directs the pedestrian to Old Town and other districts of the Town Center.

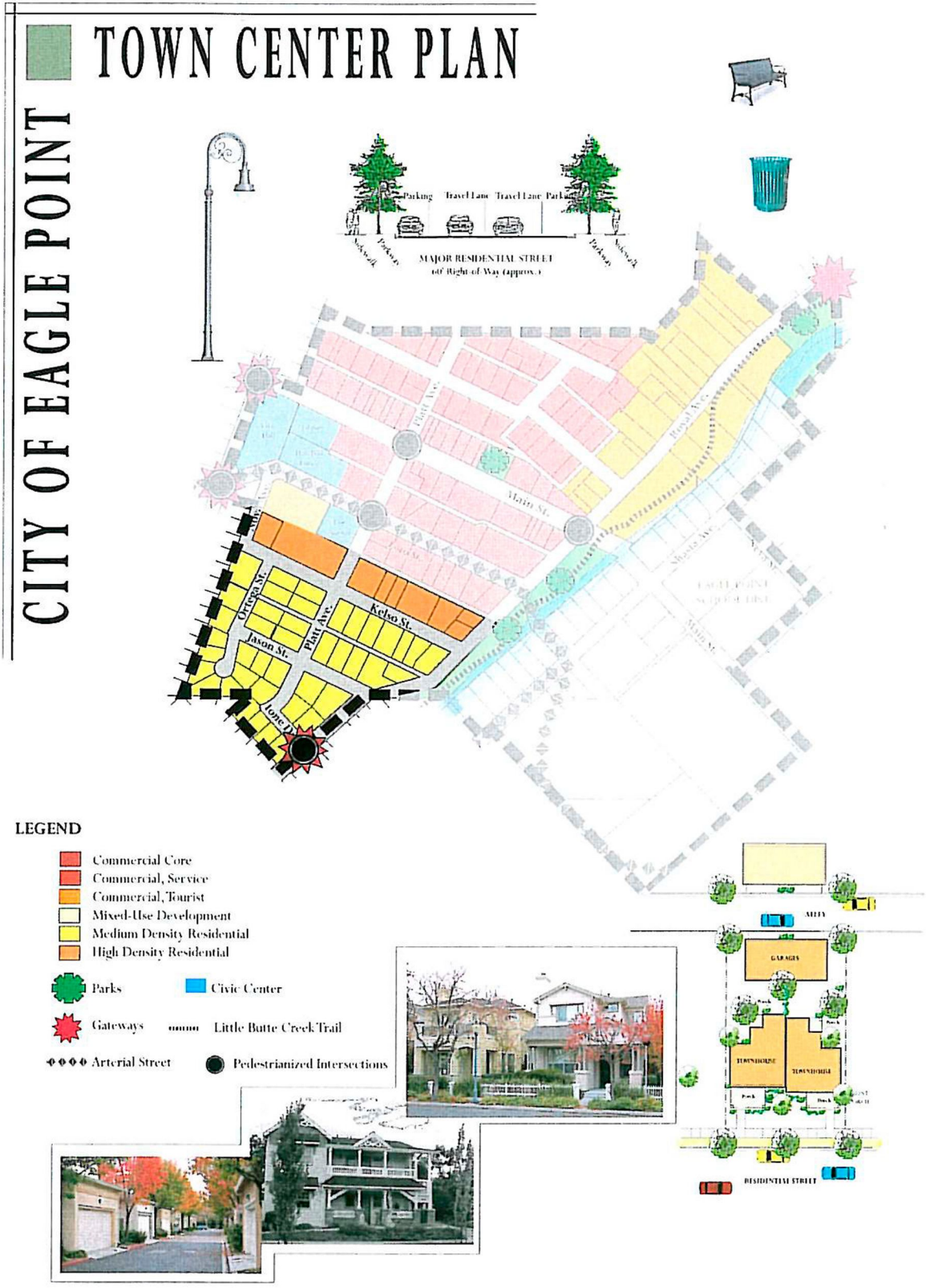


Figure 6.4 SOUTHWEST VILLAGE

Regional: The regional role of the Southwest Village is to provide additional housing opportunities.

Growth: Growth within the Southwest Village will be incremental, and therefore very dependent on the implementation of quality design standards to achieve the outcome envisioned.

Urban Design: The urban design characteristics of the Southwest Village need to reinforce those characteristics commonly associated with a traditional neighborhood; such as front porches, reduced front yard setbacks, garage access from alleys, varied roof pitches, etc.

Commercial: The Southwest Village should be primarily a residential district. Commercial development within this district should be discouraged.

Housing: Housing is the purpose of the Southwest Village. To attract and encourage redevelopment, the minimum housing density needs to be fifteen (15) units/acre. Such a density is supported by the Comprehensive Plan's land use designation of High Density Residential.

Historic: Within the Southwest Village, the only historic consideration should be in the adoption of design standards supporting redevelopment based on tradition neighborhood design standards and criteria.

Transportation: Access, including vehicular, bicycle, and pedestrian, to the Southwest Village is from either Royal Avenue, a collector street, or Loto Street, an arterial street. The design and improvement of these two streets is important in setting a positive image for the Southwest Village.

The local street system within the Southwest Village will be dominated by the landscaped parkways throughout the

Village. The sidewalk system facilitates convenient pedestrian travel to any of the other districts in the Town Center.

Parking within the Southwest Village will be accessed through the existing alley system for resident parking, and for visitors there will be ample on-street parking made possible by the limited number of on-street driveway approaches.

Partnerships: Due to of the incremental nature of the Southwest Village's redevelopment, public-private partnerships will be a key consideration in investment in the area. More than in any other district, the private sector will need to know that the City has a strong commitment to achieving the redevelopment objectives of the Southwest Village.

Napa District

Overview: The Napa District is noted for fostering a business environment emphasizing innovation and entrepreneurship (Figure 6-5). The single-family character of Napa District has been replaced with mixed-use buildings accommodating office on the ground floor and housing on upper floors. Napa District is most notably known for the quality of its businesses. The Town Center environment attracts employers who have an interest in innovative business concepts, and an opportunity to inter-face with others to discuss and share ideas.

Redevelopment in the Napa District has placed top priority on quality in architectural, streetscape design, and construction. The architecture provides a timeless image of quality; which, when complimented by the streetscape, provides an exciting mixed-use urban environment. At the ground floor level, office and personal services further appeal to the pedestrians curiosity as they move from one destination to another.

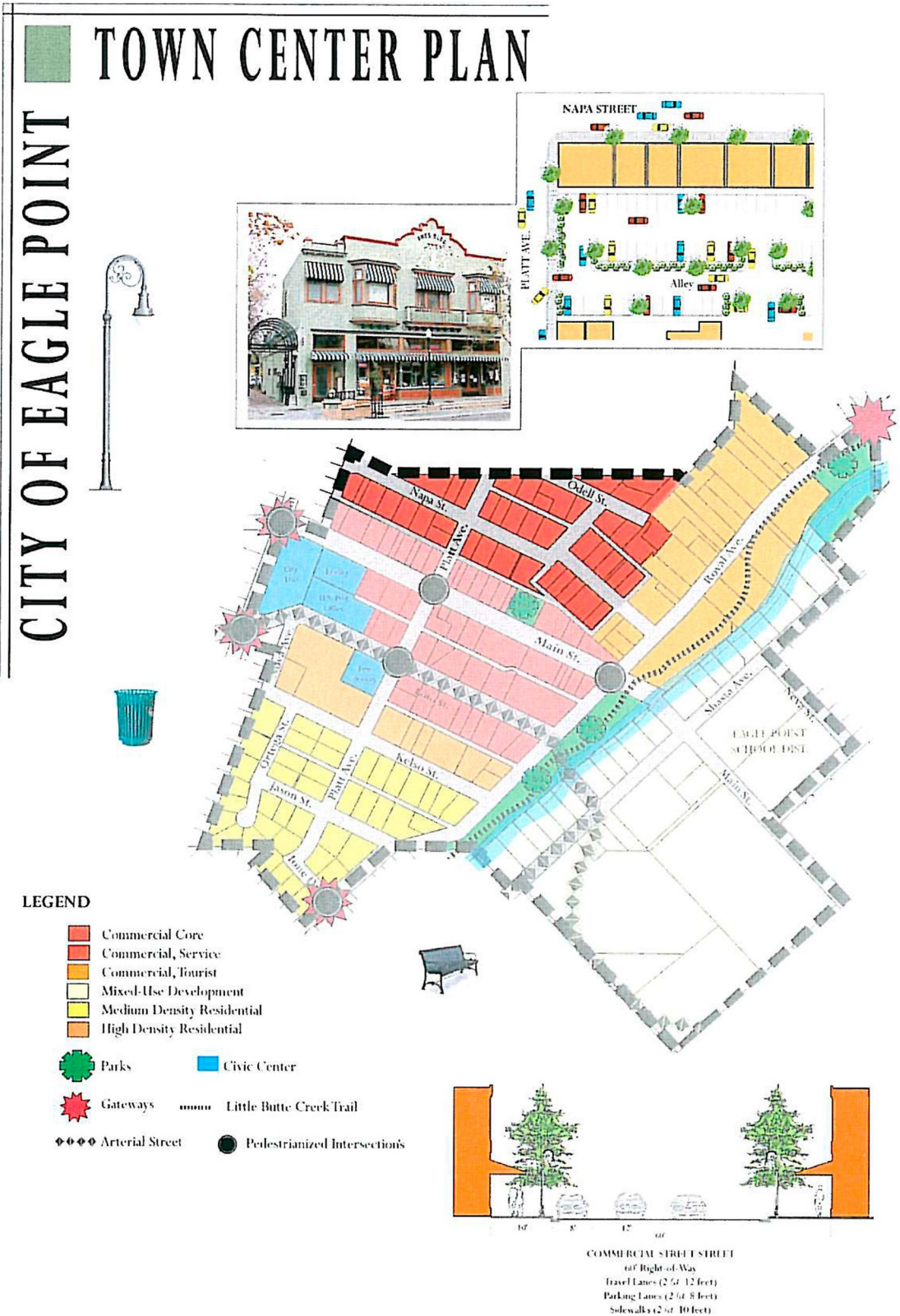


Figure 6.5 NAPA DISTRICT

As one of the City's major employment centers, the Napa District is easily accessed by transit, automobile, bicycle, and pedestrians. A large percentage of Napa District employees choose to take advantage of Town Center housing and the many amenities offered in Town Center.

Regional: The Napa District provides for the business and personal service needs of the residents of Eagle Point and the Upper Rogue region.

Growth: As with the Southwest Village, the Napa District will develop incrementally, with a strong reliance on design standards and administration to maintain a consistent rate of redevelopment.

Urban Design: As with the Southwest Village, design standards in the Napa District need to stress traditional urban design elements that reinforce the historic character of the Old Town District and the general pedestrian character of the Town Center.

Serious consideration of development design standards for the Napa District is critical in establishing a sense of "place" for the area.

Additional consideration should be strongly given to creating a unique interface between the Napa District and Eagle Point High School.

Commercial: Commercial development should be strongly encouraged within the Napa District. Commercial development emphasis should be on office use, with retail uses a secondary consideration. The commercial attraction of the Napa District will be dependent on the successful implementation of its urban design theme.

Housing: The Napa District is designed to accommodate high density residential, primarily above the ground floor. The exception is in the area abutting the High

School, which would be more appropriately developed as high density residential.

Historic: As with the Southwest Village design standards and criteria for the Napa District will assure that redevelopment compliments the historic architecture of the Old Town and Creekside districts.

Transportation: The Napa District has two (2) points of access; Royal Avenue and Main Street/Platt Avenue. To provide a statement of "place", both access points should make a strong visual statement. As with Southwest Village, the Napa District lacks visibility and needs assistance in establishing a public presence.

As with all other districts within the Town Center, access to off-street parking should be through the existing alley system. On-street parking should be accounted for as part of the off-street requirement, along with provisions for shared parking based on the mix of uses.

Partnerships: Coordination between the public and private sector will be crucial in addressing parking and infrastructure in the District.

Hillside

Overview: The Hillside is not only the southern gateway to the Town Center, but it also offers unique redevelopment opportunities that, if integrated properly with the other districts, should enhance the economic position and strength of the Town Center.

Regional: The Hillside District's regional role is to provide opportunity for large scale commercial and high density mixed-use development within a master planned mixed-use environment. Because of the presence of large underdeveloped parcels within the District there is an exciting opportunity to master plan a large mixed-use neighborhood.

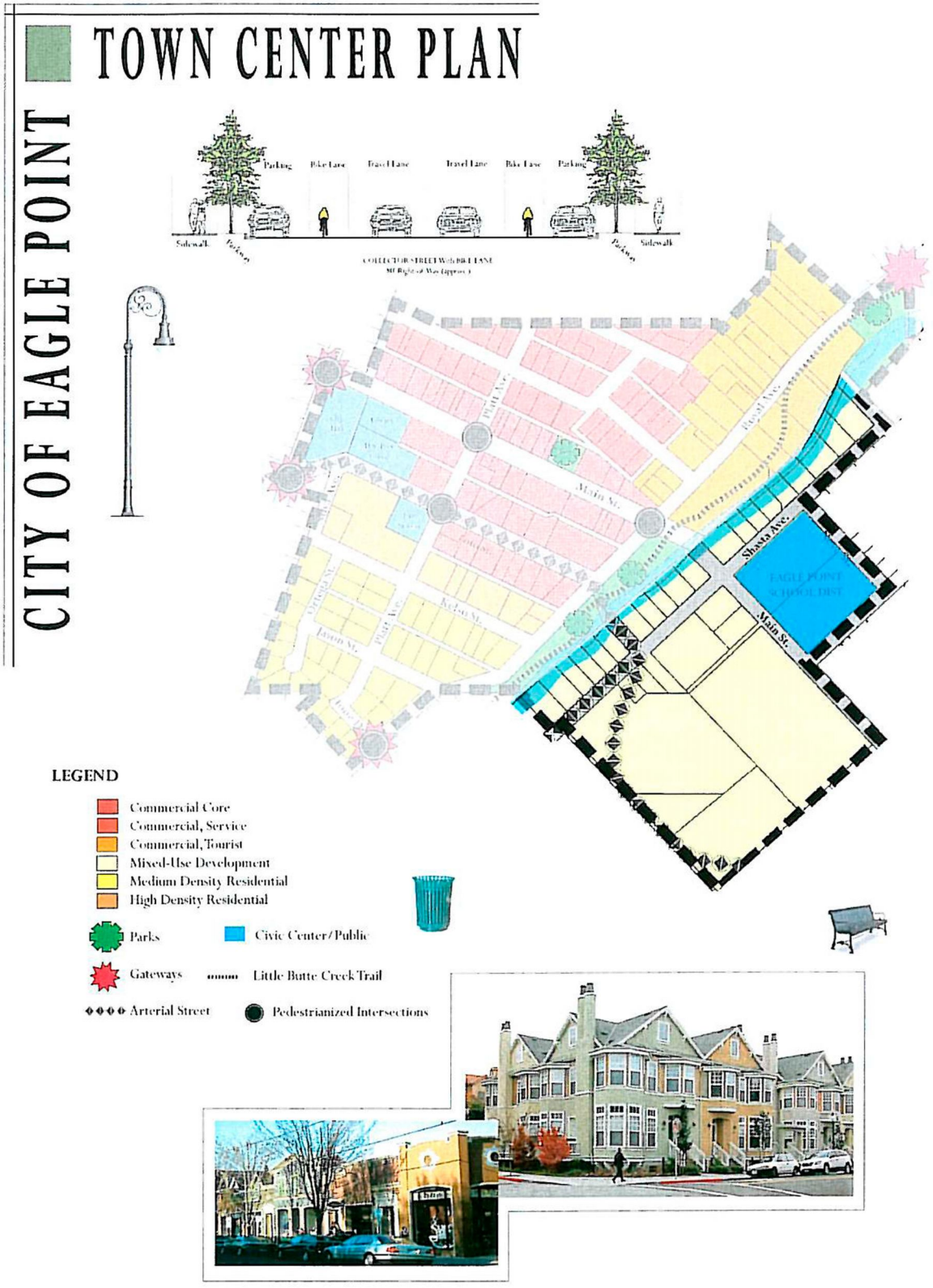


Figure 6.6 HILLSIDE DISTRICT

Growth: The Hillside District offers significant opportunities for infill development for both commercial and residential development. Commercial uses are envisioned along Main Street and the extension of Loto Street. The School District's property also offers a significant opportunity for a large scale master planned commercial and high density mixed-use development.

Urban Design: The urban design theme for the Hillside District should follow traditional urban design standards very similar to Southwest Village, but with a mix of densities. Use of traditional design standards will compliment the historic character of Old Town and Creekside, and reinforce the Town Center's unique quality as a place.

Commercial: The predominant use within the Hillside District should be housing. Every effort should be made to encourage a mix of housing types within the Hillside District.

Housing: Within the Hillside District quality high density housing should be encouraged as a secondary development objective.

Historic: Within the Hillside District, there are a limited number of historical buildings, i.e. the Grange and the church which need to be protected and complimented with new development. Use of a traditional urban design standard will compliment existing historic buildings and serve as an excellent transition into Old Town and Creekside.

Transportation: Within the Hillside District, Shasta Avenue and the Loto Street extension serve both pedestrian, bicycle and vehicular transportation needs as a southerly entrance to the Town Center. As development occurs, every effort needs to be taken to assure that the street standards set forth in this Plan are implemented.

Partnerships: Unlike most districts that have many properties and partners, the Hillside District's land ownership pattern is dominated by the Jackson County School District No. 9. As such, the School District will be a major partner in the future development of the Hillside District.

Creekside District

Overview: Along the northerly edge of Little Butte Creek is the Creekside District, with its focus on the natural amenities of Little Butte Creek, the tourist attraction of the historic Butte Creek Mill, the covered bridge, antique shops, museum, and historic bed and breakfast inns.

Throughout Town Center, pedestrian corridors conveniently connect the Creekside District with all districts within the Town Center and beyond. During the weekday, jogging and walking paths along Little Butte Creek are enjoyed by downtown employees and students as they take advantage of the recreational opportunities along Little Butte Creek. On weekends the Creekside District draws residents and tourists to Town Center for bicycling, dining and to enjoy Little Butte Creek's natural habitat from the observation overlooks along its banks.

Along Royal Avenue, special emphasis and incentives have been given to encourage development of tourist, entertainment, and recreational uses with an orientation to Butte Creek Mill, the museum, and Little Butte Creek. The success of the City's Creekside District incentive program is evident in the many tourist and recreational businesses taking advantage of their proximity to Little Butte Creek. The tourist popularity of the Creekside District, with its special lighting and other pedestrian amenities including patios, pedestrian bridges, and creek overlooks, assures the success of Creekside District's businesses.

On the eastside of Creekside District is Little Butte Creek Park, a very popular

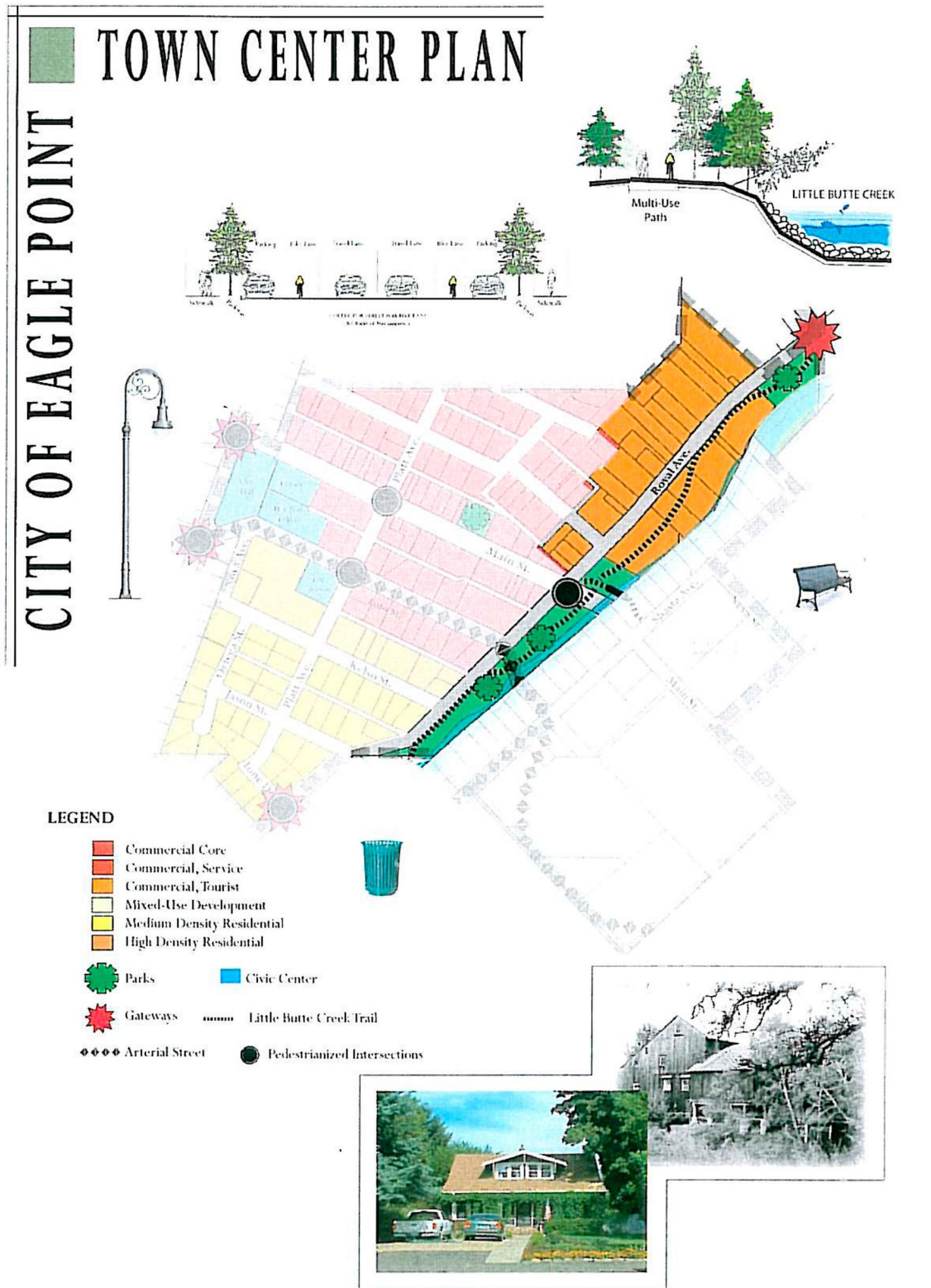


Figure 6.7 CREEKSIDE DISTRICT

nature park, further enhancing the Creekside District's recreational and entertainment theme. The Creekside District is a very popular weekend destination, and a major attraction for Town Center.

Regional: The regional role of the Creekside District is in its unique historic assets, such as the Butte Creek Mill, the museum, and the covered bridge. Supplementing these historic uses there are commercial opportunities, such as antique shops and bed and breakfast inns that also serve as regional attractions.

Growth: Most of the growth in the Creekside District will be a result of the managed redevelopment of existing historic homes, with conversion to such uses as antique shops and bed and breakfast inns.

Urban Design: Development standards for the Creekside District need to focus on preservation of the existing historic homes and commercial buildings. As with Old Town, design standards for all development need to clearly convey the goal of historic preservation.

The streetscape design along Royal Avenue should include an eight (8) foot sidewalk and provisions for a tree lined parkway to set-off the historic buildings that dominate the Creekside District.

The multi-purpose pathway along Little Butte Creek is an important design

component, not only the Creekside District, but also to the Town Center and the entire City. With time, the pathway will extend along the entire length of Little Butte Creek, and beyond, providing an attractive recreational facility.

Commercial: The existing historic character of this district in concert with the environmental amenities of Little Butte Creek serve as a natural incentive for certain commercial uses that have a historic niche; such as bed-and-breakfast, and antique shops. Every effort should be made to encourage historically compatible commercial uses that compliment and strengthen the historic and recreational theme of the Creekside District

Housing: Along the north side of Royal Avenue, the predominant land use is represented by older historic residential, with some new multiple-family housing.

Historic: As illustrated in Figure 6.7, Town Center Historic Sites, the Creekside District is dominated by historic buildings. The historic presence of these buildings needs to be protected.

Transportation: Transportation within the Creekside District is dominated by Royal Avenue.

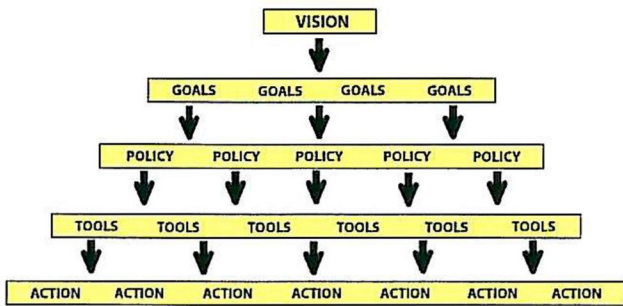
Partnerships: Partnerships focusing on historic preservation and redevelopment that support the vision of the Creekside District need to be encouraged and nurtured.

Chapter 7. GOALS & POLICIES

The *Town Center Plan's* primary goal is to:

Encourage and support the continued public and private investment within the Town Center to achieve a long-term vision of the Town Center as an attractive and highly desirable mixed-use urban center, representing the community's heritage and its future.

Each of the seven Policy Framework goals discussed in Chapter 5 will be restated and followed by recommended supporting policies and implementation strategies. The figure below graphically illustrates the relationship between the vision, goals, policies, and implementation measures (tools and action). The question that should be constantly asked is – do the goals support the vision, do the policies support the goals, are the proper resources (tools) available to implement the policies, and have the tools been placed into action?



The Town Center Vision

1. Regional Position

Regional Goal

The Town Center is a vibrant, enjoyable, and highly regarded service hub for the business (retail, finance, government), art, entertainment, and education needs of the City of Eagle Point and the Upper Rogue region.

Regional Policies

- Assure that existing and future City land use and transportation plans, policies and regulations take into consideration, and support, the revitalization and redevelopment of the Town Center as an urban service center for the Eagle Point and the Upper Rogue region.
- Maintain, in the City's Comprehensive Plan, the *Town Center Plan* as a special element defining the Town Center's position as a service center to the Upper Rogue region and the role of the Town Center in the continued development and growth of Eagle Point.
- Support the development of a coordinated and comprehensive marketing program that promotes the Town Center as a vibrant, enjoyable regional service center for the Upper Rogue region.

Regional Implementation

- Include, as a condition of the City's participation in downtown events, the marketing of the Town Center as a vibrant and enjoyable service center for the Upper Rogue region.
- Within the context of the Comprehensive Plan, develop an urban centered growth strategy that supports the role of the Town Center as the City's, and the Upper Rogue region's, primary traditional mixed-use urban service center.
- Modify the City's zoning ordinance, as appropriate to include standards and criteria defining the Town Center as the City's primary, high-density mixed-use service center.

2. Growth

Growth Goal

The Town Center's position as an attractive, integrated urban center is firmly established as

a key element of the City's urban centered growth management objective, with plans and programs to assure the sustained growth and development of the Town Center as the Upper Rogue region's largest commercial urban service center.

Growth Policies

- Growth management policies, land use and development standards shall support the continued and sustained growth of the Town Center as a traditional commercial and mixed-use urban service center for the City and the Upper Rogue region.
- Encourage and support the retention and expansion of education, arts and cultural facilities in the Town Center, and ensure that education, arts and entertainment uses become significant, long-term components of the Town Center's land use mix.
- Design standards and criteria developed for the Town Center shall acknowledge the inevitability of the Town Center serving as a transit center.

Growth Implementation

- Develop a comprehensive, urban centered growth management program for the City of Eagle Point. The City's growth management program should identify the Town Center as a preferred development district and should further encourage, through the use of appropriate incentives, an overall mix of land uses appropriate for an active, mixed-use transit oriented Town Center. The ultimate objective in revitalization of the Town Center is the achievement of a critical mass of key uses in terms of density and geographical placement.
- The following benchmarks should be used in determining the success of growth management policies and incentive programs:

1. Office/Commercial - New office construction and/or renovation activity, as measured in square footage within the Town Center, should account for 10% of total new office construction throughout the City.

2. Residential - New residential construction and renovation activity, as measured in dwelling units within the Town Center, should target 5% of total new residential construction throughout the City.
3. Retail/Commercial - New retail construction and/or renovation activity should be concentrated in Old Town and the Hillside District. The Hillside District offers a unique opportunity for large scale master planned commercial and mixed-use development. Every effort should be made to master plan this district and avoid "cherry picking" of the best sites on the School District's property without benefit of a master plan.

3. Urban Design

Urban Design Goal

The Town Center, with its unique districts, is the City's most recognizable and enjoyable mixed-use urban center with its traditional small town historic character, a comprehensive network of sidewalks, bike and pedestrian ways, attractive pedestrian friendly streetscapes, a network of parks and plazas, and convenient transportation linkages to surrounding neighborhoods.

Urban Design Policies

- Through urban design standards and guidelines, the City shall secure the specific physical qualities that enhance the unique urban character of the Town Center, including the variety of building forms and density, the pedestrian scale along the streetscape, handicapped accessibility, and the sensitive mix of historic and new buildings.
- Promote and support the formation of the Town Center districts to assure that each district maintains its individual identity based on scale of buildings, intensity of activity, and predominant uses, to provide a varied and diverse character within the Town Center.
- Assure that all elements of Town Center planning exemplify the best of urban design. It is important that all development activity,

- whether new or renovation, should be of high architectural quality.
- Through design standards, enhance the public perception that the Town Center is a safe place to work, live, and visit.
 - Enhance Little Butte Creek as a key recreational corridor and environmental asset for the City and a focal point for public activities and development, with pedestrian connectivity to other parts of the Town Center and the City.
 - Encourage and support public/private programs for the maintenance of public spaces, such as alleys, sidewalks, parks and plazas.
 - Locate the highest densities in the Old Town, particularly along Loto Street and Main Street.
- Modify the zoning ordinance to include development standards and criteria specific to the Town Center addressing the following:
 1. Parking. Develop shared parking formulas, which include on-street parking.
 2. Floor Area Ratios. Floor area ratios in the Town Center should not be less than .5 or more than 1.5.
 3. Public and Private Streetscape Standards. Adopt streetscape standards that reinforce the pedestrian character of the Town Center.
 4. Site Development Standards. Prepare standards and criteria that reinforce the vision of each district relative to building design, location and architecture.
 - Provide technical assistance to the Eagle Point Chamber of Commerce in the formation of a Downtown Business Improvement District (BID) that addresses parking, maintenance, marketing and security.
 - Develop and maintain an integrated pedestrian network throughout the Town Center that is attractive, safe, handicapped accessible, and promotes a sense of place and orientation unique to the Town Center.

Urban Design Implementation

- Modify the City design standards to include specific standards for all streets, streetscapes, and alleys within the Town Center. The design standards should reinforce the identity of each district, provide orientation, identify special streets and districts, and encourage pedestrian movement consistent with the *Town Center Plan*. These streetscape plans and criteria should reflect the individual role, character, and importance of the various streets of the Town Center.
- Enhance the pedestrian environment of the Town Center through development standards requiring new development to present its primary orientation to the sidewalk, streets, and, where appropriate, Little Butte Creek.
- Design and develop a system of landmarks, including gateways, special signage, public art, and fixtures and ornaments to strengthen the identity of the Town Center and its districts.

4. Historic Preservation

Historic Preservation Goal

Throughout the Town Center, it is visibly evident that Eagle Point's history is a major contributor to the community's livability. The historic architecture and traditional designs of the Town Center have been preserved through renovation, and enhanced and complimented by new development, making Town Center a truly unique and enjoyable urban place for both residents and visitors, while providing a competitive advantage over, and setting apart, the Town Center from, other commercial districts of the City.

Historic Preservation Policies

- Development policies and activities shall place a high priority on retaining and restoring the City's historic, aesthetic, and cultural heritage, while encouraging sensitive and compatible new development.
- Design criteria and standards expressing the appropriate relationship between historic buildings and new development shall be established in order to protect individual historic buildings and maintain the historic integrity of the Town Center's historic core.
- Develop appropriate incentives, requirements, and assistance to encourage preservation, adaptive re-use, and complimentary new development.
- Within the Town Center's historic core, reuse and rehabilitation priority shall be placed on historic architectural elements, giving the Town Center a unique visual appeal.
- The City shall resolve design conflicts between new development and preservation on a case-by-case basis consistent with adopted design criteria and standards.

Historic Preservation Implementation

- Prepare an effective and expedient historic preservation review process and establish an administrative process that encourages both historic preservation and new development within the Town Center.
- Prepare design standards and criteria that protect and enhance the unique historic character and traditional design of the Town Center's historic core.
- Historic buildings with exceptional architectural character and history should be clearly identified and preserved in accordance with an adopted historic preservation ordinance.
- The City Building Official shall use applicable, alternative codes as regulatory resources for the

renovation of historic buildings in the downtown.

5. Housing

Housing Goal

The Town Center is a vibrant, urban center with a large residential community supported by convenient services within easy walking distance.

Housing Policies

- Plan, encourage and support the construction and renovation of quality downtown housing, over a wide range of types, prices and rents, making Town Center housing available to all economic groups.
- To establish an annual target of new, and renovated, residential units to be constructed in the downtown.
- Encourage and support residential in-fill and new residential development consistent with the urban design objectives of the Town Center Plan.
- Where appropriate and feasible, encourage development of upper-story residential units through renovation of space in older buildings above ground floor commercial space.

Housing Implementation

- Undertake a variety of public and private programs to achieve increases in residential units in the Town Center.
- Develop strategies to take advantage of the State of Oregon's Vertical Housing Zone program.

6. Transportation

Transportation Goal

Downtown is a balanced, multi-modal urban center with easy access to all areas of the Rogue Valley. Within the downtown, there is provided a full range of transportation opportunities, with an emphasis on the quality of travel and preservation of a pedestrian

friendly and highly livable downtown environment.

Transportation Policies, General

- The Town Center is a transit-oriented development district, which functions as a mixed-use, pedestrian friendly, regional transportation hub that promotes a balance between the Town Center street network, public transit, and bicycle and pedestrian space.
- Manage vehicular access to the Town Center by improving north-south and east-west connectivity through the Town Center.
- Integrate the Little Butte Creek into the recreation, bicycle and pedestrian systems of the Town Center and the City of Eagle Point.
- Support transportation improvements that improve transportation services to, within, and through the Town Center without adversely impacting the urban design goals and policies of this Plan.

Transportation Policies, Vehicular

- Provide for safe and convenient vehicular access to and from the Town Center, while emphasizing increased transit access, encouraging pedestrian movement, and protecting the quality of the downtown's historic and pedestrian character.
- Improve the visual appearance of arterial streets within the downtown.
- Traffic calming strategies should be used along pedestrian and transit corridors in the Town Center to encourage reductions in vehicular speeds.

Transportation Policies, Pedestrian

- Identify the Town Center as a pedestrian district, including a comprehensive and attractive pedestrian system that:
 1. Offers appropriate accommodations, street furniture, and amenities (i.e. public

restrooms) to facilitate pedestrian traffic downtown;

2. Is supported by a pedestrian oriented, mixed-use environment;
3. Includes linkages to all downtown districts and the surrounding residential neighborhoods; and
4. Provides a safe, well lighted, and secure pedestrian environment.

Transportation Policies, Transit

- Support, cooperate, and coordinate with the Rogue Valley Transit District in extending transit services to the downtown, thereby facilitating the Town Center's function as an urban service center for the Upper Rogue Region.
- Encourage excellence in the design of public transit facilities in downtown that compliment the Town Center's historic architecture.

Transportation Policies, Parking

- Parking is an important element in retaining and attracting new business to the Town Center and ensuring that Town Center has an adequate amount of appropriately located, affordable off-street parking, including a plan and program to effectively finance, manage and maintain all publicly owned parking.
- Maximize parking opportunities through the development and adoption of shared parking standards within the Town Center.
- Parking facilities developed by the City shall be strategically located to serve future development.

Transportation Implementation, General

- The Town Center Transportation Classification Map is the basis for the street and streetscape hierarchy plan for the Town Center.

Transportation Implementation, Vehicular

- Establish and facilitate a safe, comprehensive, compatible, and convenient bicycle system, including secure bicycle storage, within the downtown that will connect to adjacent bikeway systems serving the City.

Transportation Implementation, Pedestrian

- A system of pedestrian ways should be developed to link all areas of downtown and surrounding areas. The pedestrian system shall:
- Provide sufficient, attractive pedestrian space for standing and pedestrian movement, including standards addressing the location, type, and use of fixtures (street lights, signs, trees, etc.) within the sidewalk area to assure adequate pedestrian space;
- Provide sufficient sidewalk space at corners, transit stops, and streets that are designated to carry high volumes of pedestrian traffic;
- Encourage private development to supplement street rights-of-ways, where needed, with widened sidewalks, and pedestrian resting and congregating areas; and
- Provide pedestrian services and information systems, including information/directional kiosks, telephones, restrooms, and newspaper vendors.

Transportation Implementation, Transit

- The Town Center should be designated and developed as a transit-oriented development district. The City should coordinate with Rogue Valley Transit District in the provision of services and the preparation of specific transit plans for the Town Center.

Transportation Implementation, Parking

- Consider the creation of Town Center parking district to manage public parking within the Town Center.
- Develop special zoning standards for Town Center Parking that address:
 1. Parking standards for surface and structured parking facilities;
 2. Shared parking standards; and
 3. Parking access.

7. Partnership

Partnership Goal

The revitalization and redevelopment of the Town Center is a long-term program supported by a unique public-private partnership that recognizes past investments and works to leverage public, institutional, commercial, and private investments, and shares the benefits and risks to achieve a common objective, a healthy and vibrant Town Center consistent with the Town Center Plan.

Partnerships Policies

- Develop, enact and promote a variety of market based incentive programs that reinforce the adopted goals and objectives of the *Town Center Plan*, and that specifically address:
 - Historic Preservation and Renovation;
 - Seismic Improvements;
 - Streetscape Improvements; and retention and recruitment.
- Promote an efficient and flexible administrative process for development applications within the Town Center that acknowledges the market based challenges to revitalization and encourages and expedites investment in the Town Center.
- Leverage financial resources with other private and public funding, to the greatest

extent possible, to achieve the objectives of the Town Center Plan.

Partnerships Implementation

- Encourage and support the formation of a Business Improvement District (BID) to provide supplemental Town Center services such as:
 - Promotional activities;
 - Maintenance and security programs;
 - Parking management; and
 - business retention and recruitment.

- Modify the Land Development Code to improve the efficiency and flexibility of the development review process for Town Center projects.

Chapter 8.

IMPLEMENTATION

Any planning process is only as valid as the ability to translate its ideas, policies, goals and objectives into actions. Without action, a plan, whether it is the Town Center Plan or any other plan, begins as a fictitious writing exercise that in time serves only to chronicle lost opportunities. To give a plan life requires implementation strategies and programs, action agendas, or strategic action plans. If the *Town Center Plan* is to fulfill its potential as a guiding tool for the continued revitalization of the Town Center, then the next step involves the preparation and maintenance of an implementation program.

The development of a successful implementation strategy includes the following five key considerations:

I. Identify a lead organization to spearhead implementation, and identify supporting partners. The continued revitalization of the Town Center requires a “champion” to capitalize on the efforts to date, and to ensure that the steps toward implementing the *Town Center Plan* are executed. In some instances the “champion” will be the City, while at other times it may be an individual, or a business association.

II. Identify key actions and develop a realistic time frame for implementation of those key actions. Not all of the goals and policies contained in the *Town Center Plan* can, or should happen immediately. An action plan should be prepared to serve as a guide for staging the Town Center

initiatives in a manner that catalyzes and leverages future actions.

Some priority actions should be undertaken quickly to demonstrate public and private commitment to improving the Town Center. Most importantly, some form of activity consistent with the goals and policies of this Plan must be accomplished each year.

“People can only be empowered by a vision they understand. Understanding is enhanced by participation. Participation produces empowerment. So before you begin, check to be certain that your vision can be understood.”

Teaching the Elephant to Dance, James A. Belasco, Ph.D.

III. Create a set of benchmarks by which to measure progress and success. Measuring progress toward the goals set forth in an action plan is an important tool for continued implementation of the Plan. Periodic assessments help to identify barriers and determine whether mid-course changes are needed. In addition, demonstrated/quantifiable success helps to sustain or increase enthusiasm, awareness and commitment to the Town Center Plan.

IV. Create a process for ongoing review and update. The Town Center will certainly grow and change over the course of fifty years. Market conditions shift, public opinion and policies change and unforeseen technological advances will alter the priorities of the Town Center. To ensure successful implementation of the Plan, an organized, efficient process for review and update is essential. Based on the benchmark evaluations, a five-year review and update process should be in place for the community to re-assess the

overall vision, re-prioritize strategies and action, and add new goals and strategies as needed for the continued revitalization of the Town Center.

V. Develop funding sources for priority projects and programs. The implementation process will be most successful if there are sufficient resources to develop projects and execute programs. The Town Center must establish and maintain funding from a variety of sources, including private investment, donations, tax increment funds, Federal and State

grants, corporate investment and donations, bonds, impact fees and the City's general fund.

First and foremost, the Town Center Plan is a reference document, a map to a defined future. The greater the revitalization activity in the Town Center, the greater the need to refer to the *Town Center Plan* to assure that the visions, goals and objectives are being met, and that the journey will be exciting, productive and memorable.