1. INTRODUCTION

This document is the City of Echo Commercial District Renovation, Development and Refinement Plan (Plan), created in cooperation with the City of Echo, local businesses, residents, and the Oregon Department of Transportation. The Plan’s goal is to describe concepts that could improve the vitality of the City’s downtown commercial zone and neighboring areas.

The Plan has a strong transportation emphasis. It is coordinated with regional transportation plans and serves as the Management Plan for the City’s Special Transportation Area. In particular, the Plan explores ways to strengthen transportation connections to the downtown from surrounding neighborhoods as well as important community features such as the school, parks, and historical buildings, and the golf course and cemetery.

The Plan amends the City’s Comprehensive Land Use Plan and Zoning Ordinance to include recommended rezones and downtown development guidelines. The Plan identifies right of way improvements and prioritizes transportation projects for inclusion in the City’s Capital Improvement Project list and Agency’s Statewide Transportation Improvement Program.

The Plan’s Study Area roughly corresponds to City’s downtown, bounded by Sprague Street to Bridge Street, railroad to river, and includes certain city-wide circulation issues to improve access to the downtown for bicyclists and pedestrians.

City Council identified completion of this Plan as its top priority on a list of ten economic development and livability projects created in July 2003. The City constructed new sidewalks and tree wells on Main Street about ten years ago, but now feels that a more extensive.

There are a number of vacant properties in downtown, as well as undeveloped or underdeveloped parcels. The City understands the need for economic revitalization, and believes that this Plan can guide the development of parcels in a way that is practical with a flavor unique to Echo and its history.

Project Goals

Through interviews with stakeholders, meetings with the Task Force, and workshops and public meetings, the following project goals were identified for downtown Echo.

- Beautification;
- Economic health; and
- Preservation of historic sense of place.

Setting

Echo is located in northeastern Oregon, about eight miles south of Hermiston and 20 miles west of Pendleton. The population is around 700. Echo is only a mile away from the junction of Interstate 84 and State Highway 395. The town was platted by J.H. Koontz in 1880 and was named for his daughter, Echo, who is featured in Echo’s city logo.

The Umatilla River cuts through the valley, creating the Echo Meadows. The Meadows is a large scenic flood plain that first was home to Native Americans as long as 3000 years ago. The Oregon Trail passes through Echo, as emigrants crossed the Umatilla River and camped at a site
known as the Lower Crossing. This campsite is now the site of the Fort Henrietta Park, a National Historic Oregon Trail site. Emigrants began settling the Echo area around 1860, making the Echo Meadows one of the first agricultural sites in Umatilla County.

The railroad, built in 1883, made Echo an important destination and brought prosperity to the town. By 1907 the town was a major shipping point for wool, cattle and sheep with a thriving business district. At that time, Bridge Street was the economic center of Echo, with a major hotel and retail shopping. As rail declined in favor of motor vehicles and highways as a means of travel and transporting goods, the center of Echo shifted from Bridge Street to Main Street, which is also known as the Lexington-Echo Highway.

Presently, Echo is a small agriculturally based community. Hermiston and Pendleton provide many of the community’s services, including retail. The downtown has some notable vacant buildings as well as a number of undeveloped or underdeveloped properties. Echo has retained its K-12 school, which serves as an important community center. Housing stock is generally limited, but there is undeveloped land zoned for residential uses, as well as for light industrial and tourist-oriented commercial development on the hillsides north and east of town.

Plan Area

The plan area encompasses the City of Echo’s downtown as shown in Figure XX. The plan area stretches from the Umatilla River on the west to the Union Pacific Railroad right of way on the east, and from roughly Sprague Street on the north to Bridge and Buckley Streets on the south.

The main focus of this plan is on this downtown area. However, the Plan also includes a potential multi-use trail linking the downtown to the Furnish Ditch.

Plan Organization

The Echo Downtown Plan is organized into six chapters:

- Chapter 2: Existing Conditions – provides a snapshot of existing downtown Echo, especially as relates to transportation and design conditions.
- Chapter 3: Design Elements For Echo– examines the existing, desired, and proposed design elements in the public and private realm.
- Chapter 4: Echo’s Market Assessment and Strategy – summarizes the market conditions and proposed strategies for marketing downtown Echo
- Chapter 5: Revitalization Projects – based on the information and analysis in Chapters 2-5, private and public projects to move downtown Echo towards its goals are listed, including priorities and estimated costs .
- Chapter 6: Policy and Code Revision – includes language to amend the City Comprehensive Plan, Transportation System Plan, and City Codes needed to implement this Plan.
Public Involvement

Public involvement was an essential component of this Plan. The project was guided by a committee consisting of downtown merchants, business owners, staff, and citizens. The schedule below shows the major steps of the Echo Downtown Development Plan public involvement process:

- Walking tour of the Study Area
- Business owner input, focusing on business owners who were unable to attend the walking tour.
- Stakeholder Survey assessing Study Area issues, parking, safety, alternative modes, aesthetics, and economic issues and opportunities.
- Student Workshop (5th Grade level). Students were provided with disposable cameras and asked to take pictures of their favorite and least favorite place in the downtown, and to write a short description of why they felt that way (see Appendix XX for a record of student input).
- Main Street Community Workshop to explore possibilities for enhancing the downtown.
- Community Open House to present Conceptual Plans for Study Area.
- Presentation of Final Plan to City Council.

Next Steps

The City of Echo will adopt this plan, along with recommended changes to policies in the City’s Comprehensive Plan, Transportation System Plan, and code language. Following adoption, the City will be able to detail design development and construction documents, as well as implementing suggested leadership, organization, and marketing concepts. Chapter 6 lists projects and priorities, and Chapter 7 provides policy and code language.
2. EXISTING CONDITIONS

This chapter provides a snapshot of existing conditions in downtown with an emphasis on transportation and design. Marketing issues are discussed separately in Chapter 5.

Digital Photographic Record

Digital photographic records were made of the existing conditions in the Study Area. The focus of the photography was to document existing conditions, particularly on historic properties, significant features such as parks, development opportunities, and general streetscape. These photographs are used throughout this document and are included in Appendix XX.

Basemaps: Downtown & Pathway Subareas

A basemap of the Study Area’s Existing Conditions was prepared, based on existing Tax Assessors Maps (Figure XX). In addition, the Furnish Ditch trail alignment was included in the Basemap.

Historical Coordination

The City of Echo has a strong history of documenting and protecting its historical buildings and other features. As part of this plan, the historic survey files kept by the City were reviewed and the State Historic Preservation Office and Umatilla County Historical Society were contacted in order to identify and resolve any issues related to commercial district renovation or main street enhancement conceptual designs.

The Umatilla County Historical Society does not have a Landmarks Commission. Generally, the Society’s representative expressed no concerns over Echo’s protection of the integrity of historic properties within the downtown core. The State Historic Preservation Office (SHPO) expressed the potential for the City to address all of its historical buildings as an “assembly.” Any specific plans to alter a building on the Register of Historic Places should be coordinated with SHPO.

Underutilized & Vacant Lands Inventory

Table 1 lists the vacant parcels and buildings in the downtown at the time of this Plan. The properties include a portion of the Echo Mercantile Building (partially occupied by an active hair salon), the Stith lots, Masonic Lodge lot, Old Unions St, and the Koontz Building. A complete inventory is included in Appendix XX.
Table 1: Vacant Properties and Lots in Downtown Echo Study Area

<table>
<thead>
<tr>
<th>Name</th>
<th>Current Use</th>
<th>Size</th>
<th>Street</th>
<th>Past Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Longhorn property</td>
<td>Vacant lot</td>
<td>5000 sf</td>
<td>Main</td>
<td>CUP for used car lot pending</td>
</tr>
<tr>
<td>Stith lots</td>
<td>Vacant lots</td>
<td>10,000 sf</td>
<td>Main</td>
<td>Abuts RR</td>
</tr>
<tr>
<td>Masonic Lodge lot</td>
<td>Vacant</td>
<td>5000 sf</td>
<td>Dupont</td>
<td></td>
</tr>
<tr>
<td>Railroad Property</td>
<td>Vacant lots</td>
<td>7 ac, both sides of RR ROW, C-1 zone</td>
<td>Past site of wool plant, RR bldgs, corrals</td>
<td></td>
</tr>
<tr>
<td>Old Unions St.</td>
<td>Vacant</td>
<td>0.41 ac lot</td>
<td>Main</td>
<td>Past service station</td>
</tr>
<tr>
<td>Sperr Building</td>
<td>Vacant storefront (partially occupied by Post Office)</td>
<td>3750 sf</td>
<td>Main</td>
<td>Historic building Partially occupied by PO</td>
</tr>
</tbody>
</table>

The Table 12 Restaurant on the northwest corner of Main and Bonanza, also does local catering. The Sperr Building is partially occupied by the US Post Office but includes a vacant storefront.

The Railroad property is a large vacant parcel adjacent to the downtown core. This is approximately seven acres of land owned by the railroad. The property was previously used by the railroad for maintenance buildings which have been removed. The Railroad property may be attractive to a light industrial or warehouse type developer who is searching for large acreage conveniently located to major transportation facilities.

Transportation Connection

The Lexington-Echo Highways transects Echo, running north-south as it enters the City at the north end, then east-west through the center of town as Main Street. Main Street is the downtown of the community.

The downtown area has many historical features, including buildings on the National Register of Historic Places. Because of this, the small downtown has a strong traditional feeling. In recognition of that, the Oregon Department of Transportation has applied Land Use and Transportation Policy 1B (1999 Oregon Highway Plan) to address the relationship between the State Highway and the development pattern in downtown Echo. That policy recognizes that state highways serve as the main streets of many communities such as Echo, and strives to maintain a balance between serving these main streets and the through traveler. It recognizes the main street function of state highways through designation of these areas as Special Transportation Areas (STAs).

Special Transportation Areas and Urban Business Areas are designated through a joint local government and Oregon Department of Transportation (ODOT) adoption process. The STA in Echo has been adopted in the City’s Transportation Systems Plan (TSP). STAs are required to have a Management Plan. This requirement will be satisfied by the Echo Downtown Plan. The Echo STA is located between MP 35.38 (the end of Umatilla River Bridge) and 35.70 at Thielsen Street. The corresponding access management spacing as well as the Highway Design Manual standards for STA apply.
As part of this Plan, a traffic analysis was completed. The traffic analysis concluded that there are no indications of systemic issues relating to the roadways in Echo that materially contribute to unusual crash patterns. The complete traffic analysis is included as Appendix XX.
3. MARKET AREA ANALYSIS

This discussion of downtown Echo’s business potential and marketing strategy is intended to provide the City staff with market information and guidance as they seek to achieve the goal of creating a more economically stable downtown.

The market analysis is based on site visits to downtown Echo; the results of the business owner survey and interviews; comments from the community open house; in-store visits with business owners throughout Echo; definition of downtown’s trade area; and a review of trade area demographics and trends.

This chapter is divided into the following sections:

▪ Trade area
▪ Merchandise potential
▪ Survey results
▪ Competitive advantages and disadvantages; challenges and opportunities
▪ Potential business mix
▪ Marketing and development strategies
▪ Organization and management strategies

TRADE AREA

In this analysis, trade areas are derived from drive times. There are a number of more complex methods for deriving trade areas; however, the drive-time analysis methods matches the circumstances of the Echo area and meets the requirements for this study. For Echo, the trade areas can be divided into three segments: (1) Convenience, (2) Discount and Large Selection, and (3) Specialized Services, Unique Retail, and Entertainment.

Convenience Shopping Trade Area

Most shoppers seeking primarily convenience (the proverbial “quart of milk”) will typically seek to travel less than 10 minutes. In Echo, the trade area for convenience shopping in downtown would be the City limits – a drive-time of under 5 minutes and walking time of 10-20 minutes. The growing population in Echo, as discussed below, may increase the demand for close-in local services.

Discount and Large Selection Trade Area

Consumers seeking discounts or large selections of merchandise are typically willing to travel further than for convenience goods. The trade area for convenience, discount, and large-selection shopping around Echo includes Hermiston, with a population of around 15,000, is approximately 15 minutes drive-time from Echo. Hermiston already has an established discount and large selection shopping market, it is unlikely that Echo would be able to reverse that traffic.
Specialized Services, Unique Retail, & Entertainment Trade Area

A larger trade area can be defined that includes the potential customers that Echo may be able to attract with targeted marketing for highly specialized services, unique retail, and well-publicized events. The residents of Echo may be attracted to locally oriented shopping and services, such as groceries specializing in locally grown produce or coffee shops catering to the home crowd.

However, highly unique shopping/dining/entertainment experiences could potentially be able to draw from a trade area extending as far as Pendleton and the Tri-Cities area of Washington (Kennewick, Pasco, and Richland), approximately one hour drive-time from Echo. Eventually, the reputation of events or experiences may draw people from significantly farther away. Oregon examples of small towns that have created destination shopping and events include the bronze foundries of Joseph (population 1080), the Haines Steak House (population 440), the historic downtown district of Jacksonville (population 2,370), and the Mt. Angel Oktoberfest (population 3,700).

TRADE AREA DEMOGRAPHICS

It is important to understand the consumers within a trade area who currently or potentially spend money in a downtown. Understanding these consumers’ shopping habits and needs can help focus promotional campaigns, business recruitment and retention efforts and business mix. Table 2 summarizes the basic demographic information for the residents of Echo.

<table>
<thead>
<tr>
<th>Table 2: Echo Trade Area Demographics, 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
</tr>
<tr>
<td>Households</td>
</tr>
<tr>
<td>Median Household Income</td>
</tr>
<tr>
<td>Median Age</td>
</tr>
<tr>
<td>Percentage Age 65 or over</td>
</tr>
<tr>
<td>Percentage Age 5-19</td>
</tr>
<tr>
<td>Percentage Hispanic origin</td>
</tr>
</tbody>
</table>

Most significant among the variables noted above is the fact that trade area residents possess below average incomes, compared to both Oregon ($40,916 in 2000) and a relatively young population – a slightly lower median age (34.9 years) than for Oregon as a whole (36.3 years), and a percentage of residents age 65 and over that is lower than the state as a whole (16.6%).

In contrast, a Retail Market Analysis prepared for the City of Hermiston, Oregon in July 2006 (MapInfo), showed a median age for the Hermiston trade area to be 28.7 and the median household income to be $41,600 based on 2000 Census data.

These numbers for Echo depict young families either starting out or with stable blue-collar incomes that will continue to be attracted to the discount and large selection shopping available in Hermiston, but who may also be attracted to locally-oriented services such as coffee shops, specialty grocery stores, bakeries, and similar conveniences.

Another potentially important demographic change in Echo since the 2000 Census data is the population increase in the City, from 650 in 2000 to 682 in 2005. If this growth trend continues, the opportunity to increase the economic strength of the town’s economy should also increase.
The larger trade area for Echo, which includes visitors and tourists seeking a special experience, is a much wider demographic that reflects the traveling public. According to the Oregon Economic and Community Development Department, the traveling public spent around $6 million, in Oregon in 2003.

**Existing Business Base**

Appendix XX depicts the businesses and other employers in Downtown Echo in 2006. Approximately 20 people work in retail or business office in the study area. Although the number of businesses is small, the majority are strong “attractor” businesses for residents of Echo, such as the new coffee shop, the historic saloon and restaurant, car repair, and hair salon.

Public services that draw people into the downtown include the City Hall/Library and Post Office. In addition to the residents of Echo who frequent these important services, about 8 people are employees. There are also a number of public buildings/amenities in the downtown, such as the Historical Museum, Fort Henrietta RV Park, China House, and Echo Fire Hall, that are staffed by volunteers.

Echo’s best selling points for prospective businesses include the growing population, the intact historical structure of the downtown, opportunities for development and redevelopment in the downtown area, and the possibility of expanding existing attractions and events.

**Merchandise Potential Analysis**

**Population Growth**

If the trade area population in the Echo area continues to grow, this growth can translate into an increase in potential retail demand. That is, trade area customers have the potential to generate sales demand above and beyond the retail sales currently being captured by area businesses.

This will be true particularly if Echo can capitalize on the growing trend of attracting residents who are willing to commute in order to live in what they perceive as a more family-oriented community. This demographic group also includes people who telecommute or own businesses that are technology based, who can live essentially anywhere that there are internet connections available. By consciously attracting this group of potential residents, Echo could potentially take advantage of its proximity to Hermiston to reinforce its small-town feeling. The type of residents who choose to live in Echo because of its small town atmosphere are more likely to be those who will support local small businesses such as coffee shops, bookstores, and hardware stores where they are known by name.

**Existing Attractions and Events**

The Echo area has a number of attractions that have the potential to increase visitors to downtown. Some of these attractions are not well-known outside of the local community but have an authenticity that could be attractive to visitors with the right kind of marketing strategy.

Visitors to the downtown can take a walking tour of historical buildings (with 10 structures on the National Register of Historic Places), visit the Chinese House during the weekdays (it is closed on weekends) and Fort Henrietta Park, the other Oregon Trail Sites and the Arboretum.
In addition, on weekdays visitors can tour the City Hall/Library, which houses a number of historical exhibits. The Echo Museum also draws a number of visitors a year. There are no official counts of visitors to these facilities but there are most likely several hundred in a normal year.

During the Oregon Trail Sesquicentennial, which received world wide attention, the City had several thousand visitors over a two-year period. The majority were from the Northwest but there were also international visitors. The nation-wide publicity helped with this response.

The City hosts a Halloween Haunted House in the historic Koontz Building. This is a regionally known event. The City also hosts a Christmas party and lights the downtown historic buildings for the holiday.

The historic Echo Hotel and Saloon holds an annual gathering and street dance, usually in July. They also hold a big New Years gathering with live music.

The Red Express is a new coffeehouse that has brought a recent spark of liveliness to the downtown. Based on observations of long-time downtown businesses, the Red Express seems to be attracting new people to the downtown. The Red Express is planning to host live music on Sunday evenings (blue grass), which should also bring new people downtown.

Two other well-attended annual gatherings are the Echo Quarterback Club's Seafood feeds/auction. These are fundraisers for school sports. In a small town like Echo, school sporting events are very important social gatherings, bringing in visitors from surrounding areas like Fossil, Helix, Ione, Dufur, Moro, etc.

The Echo Hills Golf Course holds an annual Fort Henrietta Days Tournament the weekend after Labor Day and many other throughout the spring, summer and fall bringing in visitors from throughout the region. However, because the Golf Course is east of Theilsen, it is a challenge to attract people to the downtown. The City has offered to provide space at the golf course for advertising downtown businesses.

**Survey Results**

A survey was conducted to help determine the current status and perceptions of existing businesses in Echo. A synopsis of the results appears below.

**Positive Comments**

When asked to describe the challenges to doing business in downtown Echo, most of the responders had positive remarks:

- There are few conflicts with building owner or tenant;
- There is little difficulty recruiting or retaining employees;
- The costs of doing business, such as rents and shipping, are reasonable, with the exception of utilities, which half felt are either expensive or lacking;
- The parking is adequate and sidewalks are wide enough;
- There is not too much in-town or out-of-town competition; and
- Most feel that the business regulations are fair.
Most responders at least somewhat agreed that:

- Downtown Echo is safe, even at night;
- Downtown Echo is easy to find;
- Local services are worth the taxes;
- Downtown’s streets are in generally good condition;
- Downtown businesses cooperate with each other;
- The building façades draw customers;
- Downtown Echo is a great place to do business;
- The major advantages to shoppers are convenience, no crowds and support for local businesses.

**Challenges to Doing Business Downtown**

Most responders felt that:

- There is an ongoing problem with vandalism.
- Some of downtown’s sidewalks are not in great condition;
- The look and feel of downtown does not help business;
- The existing downtown business mix does not help business;
- Downtown shopping has a limited selection and limited store hours.

**Other Information from the Survey**

- The length of business operation in downtown Echo is evenly distributed between less than one year to over 20 years.
- Most businesses own the space in which they are located.
- There are more businesses self-classified as service than as retail.
- Customers mainly park on street, near the entry of the building.
- Most owners and employees park on-street close to the business.
- Businesses surveyed employ around 12 full-time and 28-30 seasonal workers (includes the winery).
- During a typical week, business is evenly distributed from Monday through Saturday between 8 am and 5 pm.
- The busiest season in downtown is summer.
- The events that notably increases businesses in downtown are the Saloon Street dance and holidays.
- The biggest non-work reason that people stop in downtown is for auto repair, hair cuts, and eating out.
The community assets most desired in downtown were, in order of importance: historic façade improvements; historic lighting; wider or more sidewalks; public art; more street trees; flowers; benches and trash cans; expanded green space; public parking; and crosswalks.

While business owners want downtown Echo to develop, most want Echo to be perceived as quaint, clean, cozy and inviting, with customer-oriented service (“where everyone knows your name”). Above all else, respondents want to retain the small, old-town feel of Echo with a focus on the town’s heritage.

**Advantages & Disadvantages, Challenges & Opportunities**

Based upon the survey, interviews, and on-site observations, the following key competitive factors together with key challenges and opportunities will affect downtown Echo’s success as a business and shopping district.

**Competitive Advantages**
- Growing population;
- Strong historic building inventory;
- Several good traffic generators, including the Post Office, City Hall, and the public library;
- Fort Henrietta Park is a social, cultural, recreational center;
- Adjacent residential neighborhoods, with some historic residences;
- Overall committed, positive business owners willing to work for the common good;
- *Significant vacant land along railroad, available for larger light industrial use (see discussion below, under Marketing and Development Strategies)*;
- Potential for redevelopment and infill in downtown core; and
- Walkable and friendly atmosphere.

**Competitive Disadvantages**
- Some buildings are run-down or vacant
- Absence of a critical mass of retail to attract shoppers
- Limited selection and store hours

**Challenges**
- Commercial expansion in the near-by City of Hermiston diminishes the demand for shopping and services in Echo
- The need to serve both local residents and workers as well as visitors.
- Responsibilities related to downtown marketing/business development carried by City Staff (no merchants association or chamber).
Opportunities

- Retail niche/cluster development (i.e., restaurants)
- Vacant property development (see Appendix XX)
- Underutilized property (see Appendix A)

Potential Business Mix

Identifying the most appropriate business mix for downtown Echo is a function of many factors, including demographics, the purchasing potential of residents and visitors, the existing business base, and retail trends.

Fortunately, for downtown Echo, current retail trends favor unique shopping districts that offer one-of-a-kind merchandise and ambiance. As is true for many small downtowns competing with larger shopping centers, downtown Echo’s best business opportunities are for unique and localized specialty retail, entertainment, and restaurants.

The following businesses and merchandise types are illustrative of the types of goods and services that may succeed in a small downtown. Combinations of these goods and services as well as many others that have unique appeal to area markets should be considered for business development efforts.

- Activity center/arcade
- Antiques
- Bookstore/music shop
- Brewpub
- Cards and gifts
- Coffee shop (full breakfast)
- Florist
- Handcrafted and local goods
- Hardware store
- Ice cream and candy store
- Live entertainment at restaurant/coffee house/pub/bar – specializing in local musicians
- Salon/Barbershop
- Specialty restaurant, locally produced food, fine dining
- Unique apparel
- Wine tasting room

MARKETING AND DEVELOPMENT STRATEGIES

This section provides a suggested market position for downtown Echo, together with broad strategy suggestions for business development, property development, image and market development, and the organization and management of these efforts. For each category, an overall goal statement and a series of strategies or key activities are delineated.
Market Position

A market position or visioning statement for downtown Echo would help distinguish it from competing shopping centers. It is a marketing tool that works to define downtown’s product mix and uniqueness both for customers and business prospects.

Below are several suggested positioning statements for downtown Echo to consider. The first statement targets the local market (residents and workers), followed by a statement aiming more towards the visitor market. The downtown Echo team may wish to use one or more of these as starting point in their own marketing and promotional efforts, as well as to guide the ‘market vision’ for downtown.

Suggested market position statement for the Local Market (residents and workers):
▪ “Downtown Echo is our family-friendly, comfortable hometown shopping district offering personal service in an historic atmosphere.”

Suggested market position statement for the Visitor Market:
▪ “The best of the Old West! Downtown Echo offers a unique historic setting for specialty shopping, restaurants, recreation, and entertainment in a welcoming small town atmosphere.”

Business Development Strategies

Business development strategies should focus on recruiting businesses to come and stay in the downtown. Creating and activating these strategies are typically spearheaded by a formalized group such as a downtown merchant’s association or chamber, and supported by the City through public works projects, comprehensive plans, zoning, and code enforcement. In a small town such as Echo, the key activities of a business development committee might include:

▪ Preparing recruitment package;
▪ Developing and promoting business incentives; such as providing “business-ready” land or buildings;
▪ Working with the City on appropriate public works project such as water, sewer, and road improvements, and streamlining permitting processes;
▪ Target business prospects and developers;
▪ Identify the top three priority businesses and/or properties (see Property Development Strategies, below);
▪ Develop a technical assistance program for existing businesses;
▪ Publish a downtown business newsletter and or website to inform existing businesses and the general public about changes, products, services and other activities of established business owners.
Property Development Strategies

Property development strategies focus on getting properties ready for lease or purchase, i.e., marketing to prospective tenants or owners. Within downtown Echo, there are both vacant buildings that can be renovated and occupied, and vacant land. A good strategy for the City will be to identify the top three properties and make them ready for occupancy.

A list of properties that occupy key positions and are currently undeveloped or unused in the downtown is included as Appendix XX.

Buildings

Most important to enhancing the “fabric” of downtown are those locations that create gaps in the existing retail/business street frontage. These include the portion of the Echo Mercantile Building that is unoccupied and the Koontz Building. The Koontz Building is a landmark and, although renovation would be needed for a business to move in, it could potentially be used in interim manner as a craft/antiques cooperative. These cooperatives allow an artisan to rent a small portion of the floor area that goes to the cost of keeping the building open. Many cooperatives start out as weekend markets.

Underutilized buildings of importance to the downtown fabric include the business called Table 12, on the northwest corner of Main and Bonanza, which is set up as a small restaurant but currently only does catering. This is a critical corner in the downtown and would benefit from being anchored by an active business.

The Sperr Building is located in another important corner (Main and Dupont). While the Post Office is one of the major draws of downtown, the adjacent building space is a vacant.

The property development strategy includes contacting property owners to determine the availability properties for sale, lease, or renovation, and then to establish priorities for those with greatest redevelopment potential or marketability.

Once the top three priority properties for leasing or redevelopment are identified, the next step is to create an individualized game plan, one property at a time. It may be necessary for to establish an building owner assistance program to encourage property improvements, or for the City to purchase, redevelop, and sell key properties, if necessary to create needed change.

Vacant Land

Currently, the City has identified a seven-acre property adjacent to the railroad yard and next to downtown as desirable for development. This land is currently zoned as C-1, or Central Commercial. It is recommended that the City consider re-zoning this property to Light Industrial (M-1), because it appears to that this zone would allow more appropriate uses for this property. There are several additional strategies that the City could pursue to make the property more attractive to potential developers.¹ These include:

▪ Enterprise Zone Designation: Cities and counties across Oregon can apply for designation of an Enterprise Zone. Eligible business firms that invest, qualify and operate in an Oregon

¹ All of these programs are run by the Oregon of Economic Development Department (OECDD). Information is available on their website: http://econ.oregon.gov
Enterprise Zone receive short-term exemption on taxable property that can significantly add to the attractiveness of a property.

The State Statutes specify the following two threshold criteria for local economic hardship in order for a proposed zone to be designated: household median income is 80% or less of state median income, or unemployment rate is 2.0 percentage points or more above comparable state unemployment rate, based on the most recent annual figures from a given source of the data. The City of Echo meets these criteria.

Because the potential Enterprise Zone in Echo would be small, it is recommended that Echo explore adding the Railroad Property to an existing Enterprise Zone through a boundary expansion. There are Enterprise Zones in Hermiston, Pendleton, and the Confederated Tribes of the Umatilla that could potentially be expanded to include Echo.

- **Brownfields Redevelopment Fund**: A brownfield is real property where expansion or redevelopment is complicated by actual or perceived environmental contamination (ORS 285A.185). Concern over environmental compliance is often a strong disincentive for potential developers of brownfield property. Many railroad properties were used to store products such as creosote and would be considered to be brownfields.

  The Brownfields Redevelopment Fund is a direct loan and grant program to conduct environmental actions on brownfields. Created by the Oregon Legislative Assembly in 1997, the program's primary purpose is to assist private persons and local governments to evaluate, cleanup, and therefore redevelop brownfields. Any individual, business, non-profit organization, prospective purchaser, municipality, special district, port or tribe may make application to the Brownfields Redevelopment Fund. The City would be a Municipal Applicant, but the railroad could also apply as a Non-municipal.

  Environmental actions funded through this program must be linked to site redevelopment that facilitates economic development or community revitalization. Examples of eligible redevelopment projects the program will support include business development projects, industrial lands capacity projects, community facility projects and downtown or mixed use center revitalization projects. Examples of ineligible projects include market rate housing projects and cleanup projects not associated with redevelopment.

- **Special Public Works Fund** provides funding for financing for municipally-owned facilities that support economic and community development. Providing infrastructure to the Railroad property, such as roads, water, and sewer, would significantly increase its attractiveness to a developer. The Special Publics Work Fund is a revolving loan fund available to municipalities for planning, designing, purchasing, improving and constructing municipally-owned facilities.

**Market Development Strategies**

Marketing and promotion activities give life, form and meaning to the image downtown wishes to convey. Marketing strategies include a variety of tools (events, media, retail sales activities, etc.) The overall goal is, of course, to get downtown Echo’s message out as often as possible to the largest number of people.

Among the guiding principles for successfully marketing downtown Echo are:

- Promote downtown as a destination for both residents and visitors
▪ Encourage businesses to organize and promote as a unified business district
▪ Find every imaginable way to keep the customer coming back.
▪ Promote downtown as Echo’s center: a place to work, shop, live and play
▪ Some promotional ideas successfully used in other smaller downtowns include:
  ▪ Creating a downtown-specific website. Echo has an existing, very nice website -- downtown could be a separate page.
  ▪ Promotional calendar with monthly promotional events (mailer and website)
  ▪ Downtown business directory (flyer or poster, website)
  ▪ Special events, especially building on existing successful events, like the Koontz haunted house or the Summer Night Out
  ▪ Niche-based promotions: i.e., “Taste of Echo” to promote winery and food
  ▪ Start a “First Friday” celebration with evening activities on the streets

ORGANIZATION & MANAGEMENT STRATEGIES

Creating a Downtown Marketing Committee

Most small town marketing programs are sparked by a few individuals who are concerned about the current state and future of downtown. Despite good intentions, these individuals often wind up carrying the full load of the marketing effort. In successful communities, a group of community leaders usually has a strong commitment to reaching the economic development goals. Downtown marketing requires local champions who are willing to spend the time and effort to make the program work. Successful marketing depends on:
▪ Committed leadership
▪ Broad based participation
▪ A shared vision of the future
▪ Realistic goals and plan of action
▪ Effective communication
▪ Management of implementation
▪ Recognition of efforts
▪ Use of outside resources

Responsibilities of the Downtown Marketing Committee

Marketing downtown is a community process. It involves coordinating a complex but interrelated series of events, relying heavily on the cooperation of various community groups. Forming a downtown marketing group is the first step. The procedure is fairly straightforward, with early steps focusing on laying the groundwork for a long-term effort.

The basic tasks of a downtown marketing committee include:
Forming a steering committee
Building leadership capacity
Generating publicity

Because people are the most critical component of downtown marketing programs, early efforts should focus on corralling willing participants. In some places, there already exists an appropriate organization to conduct marketing efforts. Successful downtown programs are typically spearheaded by a downtown merchant’s group or chamber of commerce, and are supported by the City through public works projects, zoning, and code enforcement. At the present time, the City of Echo plays the main role of promoting downtown and organizing events.

It will be important for the task of promoting downtown and organizing events to be shared and eventually led by the downtown merchants and other stakeholders, including property owners, civic clubs, media, schools, financial institutions, and historic organizations. A good start would be the group currently organized to oversee the Echo Downtown Revitalization Project. Several existing organizations representing the stakeholder groups are currently active or involved in the downtown Echo development process. This group is a logical choice to start with in forming a Steering Committee for the marketing effort.

The committee should be composed of individuals whose first responsibility is to mobilize the effort. These individuals should represent various interests with respect to downtown, and it is important that they must be willing to commit a significant amount of time in initiating the effort. The committee has may important responsibilities, including:

- Legitimizing the effort with key individuals in the community
- Identifying participants
- Arranging, advertising and leading meetings
- Making the public aware of activities
- Securing initial funding or in-kind contributions for initial meetings
- Establishing and coordinating project committees and following through with implementation

Responsibilities of group members may include:

- Commit to at least one year of service
- Attend training sessions
- Read related literature
- Recruit and orient new group members
- Prepare in advance for meetings
- Cooperatively draft action plans
- Take responsibility for projects
- Present the downtown and downtown projects positively to the public
This committee will probably need to meet every one or two months to ensure progress and coordination. There are several specific legal steps the group may want to examine as the efforts are formalized, including incorporation as a non-profit organization with 501 C-3 status. The decision to incorporate as a non-profit organization is a legal decision, though it does not require the services of a lawyer. Non-profit organizations may want to incorporate for several reasons, including limits on liability, lower taxes, reduced postage, access to media through free public service announcements, and increased organizational credibility.
4. REVITALIZATION PROJECTS

The projects to accomplish downtown Echo’s physical revitalization are based on the information compiled in the preceding portions of this Plan. These projects were generated through the inventory and analysis of existing and desired conditions in the downtown, relative to the project goals, as well as the market analysis. These include improvements to both the public realm of the streetscape and the private realm of building facades and infill development.

A number of streetscape elements to enhance downtown Echo have been identified through the processes described in the previous sections of this report. Because certain construction costs are based on experience in other cities, it is possible to make approximate cost estimates for some types of public realm improvements. The costs sheets used to estimate the costs included in this section are included as an appendix to this report. Final costs will be developed by the City as detailed design and engineering drawings are prepared for specific locations.

The City also has an opportunity to influence the downtown’s appearance through Site Plan Review. Design guidelines, as well as other recommended code amendments, are discussed in Chapter 5.

The following discussion is divided into two sections: Downtown Streetscape Projects and Other Projects.

Figure XX displays a summary of the locations for proposed physical changes to downtown Echo.

Downtown Streetscape Projects

Sidewalk Widening on Main Street

The sidewalks along Main Street would be widened by two feet. This could be accomplished by constructing new curb (typically curbs are six to eight inches wide) and covering the extended 1.5 feet of sidewalk with pavers. It would be possible to place electricity and irrigation utilities within the new area. Pavers are easily lifted to access these utilities for maintenance and repair and add color and texture to the street.

The following graphics also shows the proposed locations of street lighting and street trees on Main Street.
Insert Map of Project Locations Here
Curb Extensions

At Main Street/Dupont Street, curb extensions would be constructed. This will create a notable intersection to signify the center of downtown. In addition, the extensions provide traffic calming and create space for street furniture, particularly lights. Multi-headed lights are recommended for these corners to create a greater sense of being the center of town.

Both drawings of this intersection treatment show a stylized wagon wheel inlay in the center of the intersection. ODOT may prefer a design placed in the curb extension area rather than the intersection because of difficulties in maintaining a colored road surface. The design in the curb extension would less expensive to install and easier to maintain than the design in the intersection. In fact, the City may prefer to construct the intersection without decorative elements other than the light fixtures and planters. The City may want to extend the curb extension treatment to the Main Street/Bonanza Street intersections as well.
Plan View of Curb Extensions at Main Street and Dupont Street

Simulation of Curb Extensions at Main Street & Dupont Street
Public Art

The community has expressed an interest in public art. Most cities and towns with a public arts program create an Arts Committee that makes the selections. Art is often gifted to a community, or may be required as part of a site plan approval. For example, some communities will allow a height or density bonus in return for providing a significant piece of public art. Some communities, such as Lake Oswego and Joseph, partner with private art galleries to display art for sale within the public realm.

In downtown, the proposed curb extensions may be appropriate locations for smaller pieces of artwork. Other locations include the Museum Park, the City Park adjacent to the Library, or as part of a gateway treatment.

Historic Style Street Lighting

Along Main Street between the east end of Umatilla River bridge and west side of railroad tracks; and along Dupont Street from Main Street to Garden Street, the City would like to install historic style street lighting. The goal should be a minimum of three light poles per block face, with corner lighting emphasized. The light poles should include power outlets and banner brackets to accommodate downtown seasonal decorations.

Street Trees

The public and committee felt that Main Street and Dupont Street should include new and replacement street trees.

On Dupont Street, tree species should be tall and have a wide canopy at maturity to provide shade. Trees along Dupont Street would be planted in a landscape strip. Appropriate species for Dupont Street would be the Red Sunset Maple or the Greenspire or Littleleaf Linden.

On Main Street, a more columnar tree species, such as the Bowhall Maple and Chanticleer Pear are very upright and do well in harsh urban conditions. This form of tree may be appropriate to allow building architecture and signage to be visible.

On Main Street, trees should be planted in tree wells at least 4 ft by 4 ft. Tree wells should include root barriers to prevent sidewalk lifting and be covered with grates.

Street Furniture

The public and committee process for the Echo Plan identified the need to create a greater sense of place through sidewalk furniture in a style that supports the historic nature of the downtown. The following is a list of street furniture and some example that would be appropriate for downtown Echo.
Insert street furniture recommendation graphic here
Benches: average one two per block face (block face is one side of the street), recognizing that some streets may have more or fewer and that benches will be field-located.

Bicycle Racks: Use inverted “U” style, surface mount, average two per block face, recognizing that some streets may have more or fewer (utilizing input from the local bicycle community), and that racks should be field-located based on business destinations.

Trash Receptacles: Average one per block face, must be moveable, field located based on business need.

At-Grade Sidewalks along Dupont Street
Along Dupont Street, the consensus was that curbs might create drainage difficulties but that the community would still like to see sidewalks, street trees, and lighting along Dupont Street. An at-grade sidewalk, separated by a landscape strip, is proposed. Lighting and street trees would be located within the landscape area between the sidewalk and the street.

Other Projects

Furnish Ditch Loop Trail
Greenway trails are often located along streams or similar open spaces, such as irrigation canals, that are reserved for non-motorized uses. Such trails pleasant connections for pedestrians and bicyclists to other parts of the transportation networks such as bicycle lanes and sidewalks on roadways. Greenway trails are the most effective when they connect to parks and open spaces, schools, neighborhoods, commercial districts and other desirable destinations. The Furnish Ditch trail has the potential to accomplish these objectives. The City of Echo’s concept for the Furnish Ditch trail is that it will be a multi-use trail providing a pleasant non-motorized exercise amenity for residents and visitors. The potential alignment would initiate at the Echo Arbore-
tum, cross a proposed bridge to the Furnish Ditch alignment (or alternatively travel east along Gerome Street about ½ mile to Golf Course Road and onto the Furnish Ditch alignment), and northwest towards the Echo Golf Course and Cemetery. The trail could loop users back into downtown via Thielsen to Dupont Street. Without the bridge, the trail alignment would encompass approximately two miles of trail. Without the bridge, an additional 500 feet of trail would be needed.

River Access Trail
The Umatilla River is an attractive amenity for downtown. Creating a public access to the river at Ft Henrietta Park by improving an existing “user” trail would increase the attractiveness of the park to visitors and residents. This access trail could be as simple as clearing and graveling the trail and creating directional signs. This could be an excellent volunteer project. The photos below show the existing conditions on the left and with the project on the right.
Entry Gateways

Gateway or entry treatments are important for welcoming visitors to the central core of Echo and helping define the downtown. There is an existing gateway treatment consisting of a small landscaped area on Main Street just west of the railroad crossing. The community agrees that this entry should be more significant and that it should be duplicated on the west end of Main Street at the bridge. It is strongly recommended that the entries be lighted. If the gateway elements are located within the ODOT right of way Main Street, appropriate coordination with ODOT must occur.

The illustrations below show the existing entry to Echo at the railroad track(left), and how an entry treatment with a large sign and a wagon or similar object might appear to visitors.
Museum Park Improvements

Remove fence, create a plaza.
5. RECOMMENDED CODE CHANGES

This chapter evaluates the existing planning documents for the City of Echo, and makes suggestions for changes based on the Transportation and Growth Management document *2005 Development Code and User's Guide for Small Cities* and *Commercial and Mixed-Use Development Code Handbook*. Issues to be addressed in this chapter include:

- Minimum densities,
- Building orientation,
- Appropriate uses,
- Landscaping,
- Signage,
- Setbacks,
- Buffering,
- Parking,
- Pedestrian and bicycle circulation;
- Street design standards; and
- Design review process.

Sources used to determine existing code conditions in the City of Echo included: the Echo Comprehensive Plan (Updated & Adopted 11/17/05), the City of Echo Zoning Administrative Regulations, and the City of Echo Transportation Systems Plan (June 2001).

**Comprehensive Plan**

**Include Minimum Densities in the Comprehensive Plan**

The 2005 version of the Echo Comprehensive Plan includes a range of policy statements that generally support the City’s goals for maintaining quality of life. However, the Comprehensive Plan does not address desired densities for residential areas. Building at the desired densities supports the economic health of the City by ensuring efficient development of appropriate areas, providing a range of needed housing, protecting resource lands, and encouraging the reinvigoration of downtown.

Minimum density standards should apply to the City’s residential zones; however, in the Residential-Commercial zone it is difficult to impose minimum densities for this zone because residential uses are secondary to the commercial uses.

Table 3 summarizes the densities from the existing Echo Zoning Ordinance, based on minimum lot sizes described in the text. It is recommended that the City amend Goal 8: Housing section of the Echo Comprehensive Plan to include these densities.
Eventually, the City may also want to consider increasing densities in the R-3 zone in the areas closest to downtown, or creating a higher density residential zone where the density could exceed 20 units per acre. By increasing allowed densities in certain areas, Echo can create housing choices not only by modifying land use patterns on newly developed land, but also by increasing housing supply and diversity in existing neighborhoods. The addition of units through attached housing, accessory units, or conversion to multi-family dwellings can slowly increase density without radically changing the landscape. New housing can be an economic stimulus for the existing commercial center of downtown, which suffers somewhat from a lack of foot traffic and consumers in evenings or weekends. Most importantly, providing a range of housing choices allows all households to find their place in the community, whether it is an apartment, a row house, or a traditional single family home, within the boundaries of the existing city.

Amend Comprehensive Plan Map to Change Railroad Property from Commercial to Light Industrial

The Rail Road property is a large vacant parcel adjacent to the downtown core. This is approximately seven acres of land owned by the railroad. The property was previously used by the railroad for maintenance buildings which have been removed. The Railroad property may be attractive to a light industrial or warehouse type developer who is searching for large acreage conveniently located to major transportation facilities.

Currently, property owned by the railroad adjacent to downtown is zoned General Commercial. It is suggested that the City rezone this property to Light Industrial. This will require an amendment to the Comprehensive Plan Map and a Zone Change.

Transportation System Plan

The City of Echo Transportation System Plan (TSP) includes street design standards for arterial roads, but does not include a street standard for a downtown street. The TSP identifies a Special Transportation Area (STA) on the section of Lexington-Echo Highway (Main Street) between the intersection of Front Street and Bonanza Street. Within the STA, the highway is allowed to comply with the City’s downtown street spacing and on-street parking standard. It is recommended that the City adopt a Downtown Street Standard for the STA that differs from the TSP’s standard arterial section, as shown in the following table:

<table>
<thead>
<tr>
<th>Land Use Category</th>
<th>Zone</th>
<th>Density Range</th>
<th>Primary Uses</th>
<th>Secondary Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard Densities</td>
<td>General Residential (R-1)</td>
<td>2.0-5.8 dwellings/gross acre</td>
<td>Single Family detached homes &amp; manufactured homes</td>
<td>Duplexes Multi-family, public, semi-public, manufactured home parks</td>
</tr>
<tr>
<td></td>
<td>Limited Residential (R-2)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium Density</td>
<td>Multi-family Residential (R-3)</td>
<td>5.8-14.5 dwellings/gross acre</td>
<td>Duplexes &amp; multifamily residential.</td>
<td>Public, Semi-public</td>
</tr>
<tr>
<td>Medium to High Density</td>
<td>Residential-Commercial (R-C)</td>
<td>No min.; dwellings are secondary to commercial</td>
<td>Commercial at least 60% of ground floor</td>
<td>Residential on upper floors &amp; basements</td>
</tr>
<tr>
<td>Low Density</td>
<td>Farm Residential (R-4)</td>
<td>1 dwelling/gross acre</td>
<td>Single family detached homes &amp; manufactured homes</td>
<td>Farm</td>
</tr>
</tbody>
</table>
Table 2: Recommended Downtown Street Standard with Existing Arterial Standard for Comparison

<table>
<thead>
<tr>
<th>Classification</th>
<th>Pavement width</th>
<th>Right of Way</th>
<th>Sidewalks</th>
<th>On-street parking</th>
<th>Bike lanes</th>
<th>Planting Strip</th>
<th>Min posted speed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arterial (from TSP)</td>
<td>50-52 ft</td>
<td>74-80 ft</td>
<td>6-10 ft</td>
<td>Parallel (8 ft)</td>
<td>6 ft</td>
<td>7-8 ft</td>
<td>25-45 mph</td>
</tr>
<tr>
<td>Downtown Street</td>
<td>50-52 ft</td>
<td>74-80 ft</td>
<td>Min 10 ft</td>
<td>Diagonal (20 ft)</td>
<td>None</td>
<td>Street trees in tree wells</td>
<td>25 mph</td>
</tr>
</tbody>
</table>

Zoning Code

General Commercial

The City of Echo’s downtown area is zoned General Commercial (C-1). Although the existing language includes a complete list of the types of uses desirable in a downtown, the code does not include any downtown design parameters to ensure that new development fits in with the traditional look and feel of historic downtown Echo.

For example, the existing zoning does not require the buildings to be oriented to the street, nor does it define the location of the building entrance or off-street parking. These elements are particularly important for downtown areas with classic main street design to retain the feel and form of the street. It is recommended that the C-1 zone be revised as included in Appendix XX.

Landscaping

The Echo Zoning Code Chapter 9-3-1 (General Zoning Requirements) requires that “any property in a residential or commercial zone shall be planted with ground cover, trees, and bushes to prevent any dust blowing from the property; such plantings shall be in a place within six (6) months after completion of the structure.”

However, there are no other landscaping requirements within the Echo Code. The City may wish to consider strengthening its code by adding a section dealing with landscaping, by incorporating language that will aid the City’s beautification efforts by requiring street trees and other landscaping. The ordinance language in Appendix XX provides the City with some standard guidance on landscape features.

Signage

Chapter 14 of the Echo Zoning Code addresses signage. The code includes appropriate restrictive language, but does not provide aesthetic guidelines.

Sign ordinances can be as extensive as an entire zoning ordinance for a small city, or only a few pages in length. Typically they designate allowed and prohibited sign types and placement (e.g., wall-mounted, hanging, monument, pole sign, directory, portable, moving, ribbons and flags, etc.); dimensional standards (height, area, setbacks, clearances, etc.); and appearance (e.g., lighting, colors, typeface, flashing, video, streaming copy, etc.). In general, downtowns and main streets should have signs that are within the field of vision for pedestrians – i.e., typically window or awning height. The City of Echo may wish to develop more specific aesthetic guidelines for signage in the downtown in order to support the City’s historic appearance. Appendix XX includes an example of a sign code for an historic district.

Parking
The City of Echo zoning code addresses parking in Chapter 13 (Off-Street Parking and Loading). This section includes bicycle parking. The code language allows the shared use of parking spaces by two uses without overlapping needs. The off-street parking requirements are on the high end of those typically required within an urban area and could potentially be reduced to encourage more intense development in the downtown core. For example, the code requires two off-street parking spaces for an apartment. Many cities break down the parking requirements for apartments into studio (1 space), one-bedroom (1.5 spaces), and two-bedroom (2 spaces).

In addition, the code does not allow the inclusion of on-street parking in its calculations, which is appropriate in a downtown area where on-street parking is shared by many businesses, or in-lieu-of-parking fees, which can help finance a new off-street facility when the need arises.

It is recommended that Table 2 in Chapter 13 and the text immediately following be amended as shown in Appendix XX:

**Site Review Procedure**

The City of Echo may want to develop and use a Site Plan Review or similar design review process for reviewing applications to make sure they meet the intent of the code. The procedure could be administered by staff, or include a public hearing/meeting with a design review board or commission. In either situation, it will be necessary to provide proper public notice, and an opportunity for local appeal. It is recommended that applicants attend a pre-application conference or meeting with city staff, and, for large projects, be required to meet with the affected neighborhood(s) to identify issues of design context and neighborhood interest. A recommended Site Design Review is included in Appendix XX.
### Movement

<table>
<thead>
<tr>
<th>Movement</th>
<th>SET</th>
<th>SER</th>
<th>NWL</th>
<th>NWT</th>
<th>NEL</th>
<th>NER</th>
</tr>
</thead>
</table>

### Lane Configurations

Lane configurations are shown with arrows indicating the flow direction.

### Sign Control

<table>
<thead>
<tr>
<th>Grade</th>
<th>Free</th>
<th>Stop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume (veh/h)</td>
<td>105</td>
<td>45</td>
</tr>
<tr>
<td>Peak Hour Factor</td>
<td>0.95</td>
<td>0.95</td>
</tr>
<tr>
<td>Hourly flow rate (vph)</td>
<td>111</td>
<td>47</td>
</tr>
</tbody>
</table>

### Pedestrians

<table>
<thead>
<tr>
<th>Walking Speed (ft/s)</th>
<th>Percent Blockage</th>
<th>Right turn flare (veh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median type</td>
<td>None</td>
<td>Median storage veh</td>
</tr>
<tr>
<td>Upstream signal (ft)</td>
<td>px, platoon unblocked</td>
<td></td>
</tr>
<tr>
<td>vC, conflicting volume</td>
<td>158</td>
<td>339</td>
</tr>
<tr>
<td>vC1, stage 1 conf vol</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vC2, stage 2 conf vol</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vCu, unblocked vol</td>
<td>158</td>
<td>339</td>
</tr>
<tr>
<td>tc, single (s)</td>
<td>4.1</td>
<td>6.4</td>
</tr>
<tr>
<td>tc, 2 stage (s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>tF (s)</td>
<td>2.2</td>
<td>3.5</td>
</tr>
<tr>
<td>p0 queue free %</td>
<td>97</td>
<td>88</td>
</tr>
<tr>
<td>cM capacity (veh/h)</td>
<td>1422</td>
<td>634</td>
</tr>
</tbody>
</table>

### Direction, Lane #

<table>
<thead>
<tr>
<th>Volume Total</th>
<th>SE 1</th>
<th>NW 1</th>
<th>NE 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume Left</td>
<td>0</td>
<td>47</td>
<td>79</td>
</tr>
<tr>
<td>Volume Right</td>
<td>47</td>
<td>0</td>
<td>79</td>
</tr>
<tr>
<td>cSH</td>
<td>1700</td>
<td>1422</td>
<td>749</td>
</tr>
<tr>
<td>Volume to Capacity</td>
<td>0.09</td>
<td>0.03</td>
<td>0.21</td>
</tr>
<tr>
<td>Queue Length 95th (ft)</td>
<td>0</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>Control Delay (s)</td>
<td>0.0</td>
<td>2.5</td>
<td>11.1</td>
</tr>
<tr>
<td>Lane LOS</td>
<td>A</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>Approach Delay (s)</td>
<td>0.0</td>
<td>2.5</td>
<td>11.1</td>
</tr>
<tr>
<td>Approach LOS</td>
<td></td>
<td></td>
<td>B</td>
</tr>
</tbody>
</table>

### Intersection Summary

| Average Delay | 4.5 |
| Intersection Capacity Utilization | 35.0% |
| ICU Level of Service | A |
| Analysis Period (min) | 15 |
### Movement

<table>
<thead>
<tr>
<th>Movement</th>
<th>SET</th>
<th>SER</th>
<th>NWL</th>
<th>NWT</th>
<th>NEL</th>
<th>NER</th>
</tr>
</thead>
</table>

### Lane Configurations

| Grade | 0% | 0% | 0% |

### Volume (veh/h)

| Volume (veh/h) | 70 | 30 | 30 | 70 | 50 | 50 |

### Peak Hour Factor

| Peak Hour Factor | 0.92 | 0.92 | 0.92 | 0.92 | 0.92 | 0.92 |

### Hourly flow rate (vph)

| Hourly flow rate (vph) | 76 | 33 | 33 | 76 | 54 | 54 |

### Pedestrians

| Pedestrians |

### Lane Width (ft)

| Lane Width (ft) |

### Walking Speed (ft/s)

| Walking Speed (ft/s) |

### Percent Blockage

| Percent Blockage |

### Right turn flare (veh)

| Right turn flare (veh) |

### Median type

| Median type | None |

### Median storage veh)

| Median storage veh |

### Upstream signal (ft)

| Upstream signal (ft) |

### pX, platoon unblocked

| pX, platoon unblocked |

### vC, conflicting volume

| vC, conflicting volume | 109 | 234 | 92 |

### vC1, stage 1 conf vol

| vC1, stage 1 conf vol |

### vC2, stage 2 conf vol

| vC2, stage 2 conf vol |

### vCu, unblocked vol

| vCu, unblocked vol | 109 | 234 | 92 |

### tC, single (s)

| tC, single (s) | 4.1 | 6.4 | 6.2 |

### tC, 2 stage (s)

| tC, 2 stage (s) |

### tF (s)

| tF (s) | 2.2 | 3.5 | 3.3 |

### p0 queue free %

| p0 queue free % | 98 | 93 | 94 |

### cM capacity (veh/h)

| cM capacity (veh/h) | 1482 | 738 | 965 |

### Direction, Lane #

<table>
<thead>
<tr>
<th>Direction, Lane #</th>
<th>SE 1</th>
<th>NW 1</th>
<th>NE 1</th>
</tr>
</thead>
</table>

### Volume

<table>
<thead>
<tr>
<th>Volume Total</th>
<th>109</th>
<th>109</th>
<th>109</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume Left</td>
<td>0</td>
<td>33</td>
<td>54</td>
</tr>
<tr>
<td>Volume Right</td>
<td>33</td>
<td>0</td>
<td>54</td>
</tr>
</tbody>
</table>

### cSH

| cSH | 1700 | 1482 | 836 |

### Volume to Capacity

| Volume to Capacity | 0.06 | 0.02 | 0.13 |

### Queue Length 95th (ft)

| Queue Length 95th (ft) | 0 | 2 | 11 |

### Control Delay (s)

| Control Delay (s) | 0.0 | 2.4 | 9.9 |

### Lane LOS

| Lane LOS | A | A |

### Approach Delay (s)

| Approach Delay (s) | 0.0 | 2.4 | 9.9 |

### Approach LOS

| Approach LOS | A |

### Intersection Summary

<table>
<thead>
<tr>
<th>Average Delay</th>
<th>4.1</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Intersection Capacity Utilization</th>
<th>24.5%</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>ICU Level of Service</th>
<th>A</th>
</tr>
</thead>
</table>

| Analysis Period (min) | 15 |

---

Baseline  
David Evans and Associates, Inc.
### Appendix A: Downtown Inventory

**Existing Businesses in Downtown Echo Study Area**

<table>
<thead>
<tr>
<th>Business</th>
<th>Products/services</th>
<th>Sq.Ft/Stories</th>
<th># Empl.</th>
<th>Hours</th>
<th>Street</th>
<th>History/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golden Canyon/Echo West Vineyard</td>
<td>Farm office</td>
<td>2900 sf, 1 story</td>
<td>2</td>
<td>not set</td>
<td>Main</td>
<td>Past store, city hall/library, upholstery shop, school</td>
</tr>
<tr>
<td>C &amp; D Auto</td>
<td>Mechanic shop</td>
<td>7500 sf lot, 1 story</td>
<td>2</td>
<td></td>
<td>Main</td>
<td>Past service station.</td>
</tr>
<tr>
<td>Fort Storage</td>
<td>Mini-storage/ units</td>
<td>12250 sf</td>
<td>0</td>
<td>n/a</td>
<td>Main</td>
<td></td>
</tr>
<tr>
<td>Fife RV Park</td>
<td>RV park</td>
<td>11,000 sf</td>
<td>0</td>
<td></td>
<td>Main</td>
<td>5 spaces</td>
</tr>
<tr>
<td>Echo Hotel Saloon</td>
<td>Restaurant, bar</td>
<td>6000 sf, 2.5 stories</td>
<td>6</td>
<td>S-Th 11:30 am - 10 pm F-Sa 11:30 am - 2:30 am</td>
<td>Main</td>
<td>NR. Past hotel &amp; restaurant w/ undertaker on 3rd flr</td>
</tr>
<tr>
<td>Red Express</td>
<td>Deli, bakery, pub</td>
<td>2800 sf, 1 story</td>
<td>2.5</td>
<td>T-Th 7 am - 6 pm F-Sa 7 am - 8 pm Su 10 am - 6 pm</td>
<td>Main</td>
<td>NR. Past grocery &amp; butcher shop</td>
</tr>
<tr>
<td>Echo Mercantile Building</td>
<td>Salon, storefront, apt.</td>
<td>2500 sf</td>
<td>1 (salon)</td>
<td>T-Sat 9 am – 5 pm</td>
<td>Main</td>
<td>3 sections, past mercantile, liquor store, drug stores</td>
</tr>
<tr>
<td>Duffy/Shovelski</td>
<td>Printer, construction co. &amp; residence</td>
<td>4000 sf, 2 stories</td>
<td>1</td>
<td>n/a</td>
<td>Main</td>
<td>Renovated 1980s. Past antique store, cooking school, residence &amp; boarding house</td>
</tr>
<tr>
<td>Table 12</td>
<td>Catering</td>
<td>2500 sf, 1 story</td>
<td>1</td>
<td>n/a</td>
<td>Main</td>
<td>HB. Has been restaurant for several decades</td>
</tr>
<tr>
<td>Oregon Trail Storage</td>
<td>Mini-storage/ units</td>
<td>30,000 sf</td>
<td>0</td>
<td>n/a</td>
<td>Sprague</td>
<td></td>
</tr>
<tr>
<td>Echo Church</td>
<td>Church</td>
<td>2000 sf, 2 stories</td>
<td>1</td>
<td>n/a</td>
<td>Bonanza</td>
<td>NR</td>
</tr>
<tr>
<td>Centurytel</td>
<td>Phone switch station</td>
<td>4000 sf lot</td>
<td>n/a</td>
<td>n/a</td>
<td>Sprague</td>
<td></td>
</tr>
<tr>
<td>Echo Bed &amp; Breakfast</td>
<td>Residence/B &amp; B Inn</td>
<td>2000 sf, 2 stories</td>
<td>1</td>
<td>n/a</td>
<td>Dupont</td>
<td>HB</td>
</tr>
<tr>
<td>Dr. Dom Building</td>
<td>Storage</td>
<td>2500 sf bldg/1 st</td>
<td>n/a</td>
<td>n/a</td>
<td>Bridge</td>
<td>HB. Past doctor’s office</td>
</tr>
<tr>
<td>Lang/Spike bldg</td>
<td>Storage/shop</td>
<td>1250 sf bldg, 1 st.</td>
<td>n/a</td>
<td>n/a</td>
<td>Bridge</td>
<td>HB</td>
</tr>
<tr>
<td>Krystal Ice</td>
<td>Ice making &amp; delivery</td>
<td>600 sf, 1 story</td>
<td>??</td>
<td>n/a</td>
<td>Dupont</td>
<td></td>
</tr>
<tr>
<td>Echo VFW</td>
<td>Lodge hall</td>
<td>Approx 800 sf</td>
<td>0</td>
<td>0</td>
<td>Bridge</td>
<td>HB. Past barber shop</td>
</tr>
</tbody>
</table>

**Residential Uses in Downtown Echo Study Area**

| Fife Apartments                  | Housing (# units?)         | 5000 sf, 2 stories | 0       | n/a                          | Main   | NR. Past store, restaurant, rooming house & newspaper office                 |
| Fife rental                      | Residence (RC zone)        | 1500 sf           | n/a     | n/a                          | Sprague|                                                                               |
| Fife Single wide manufactured home| Residence (RC zone)        | 900 sf lot        | n/a     | n/a                          | Sprague|                                                                               |
| Storz Residence                  | Residence (C-1 zone)       | 10,000 sf lot     | n/a     | n/a                          | Bridge |                                                                               |
| Denning Rental                   | Residence (C-1 zone)       | 5000 sf lot       | n/a     | n/a                          | Main   | House in poor condition                                                     |
| Campbell Residence               | Residence (C-1 zone)       | 6000+ sf lot      | n/a     | n/a                          | Main   | Abuts RR property                                                           |
| Holben Residence                 | Residence (RC zone)        | 9000 sf lot       | n/a     | n/a                          | Bridge |                                                                               |
| McLachlan Res.                   | Residence (RC zone)        | 9500 sf lot       | n/a     | n/a                          | Bridge | Past community bldg.                                                        |
# Appendix A: Downtown Inventory

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Age</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam Res.</td>
<td>Residence (RC zone)</td>
<td>5500 sf</td>
<td>n/a</td>
<td>Bridge</td>
<td>Past location of historic bldg.</td>
</tr>
<tr>
<td>Baker Res.</td>
<td>Residence (RC zone)</td>
<td>6400 sf</td>
<td>n/a</td>
<td>Bridge</td>
<td>Abuts RR ROW</td>
</tr>
<tr>
<td>Longhorn rental</td>
<td>Res.</td>
<td>3150 sf</td>
<td>n/a</td>
<td>Bridge</td>
<td>H.B. Past community building</td>
</tr>
<tr>
<td>Res. Comm Lot</td>
<td>Residence w/garage</td>
<td>5000 sf</td>
<td>n/a</td>
<td>Bonanza</td>
<td></td>
</tr>
<tr>
<td>Old phone office</td>
<td>Duplex</td>
<td>2300 sf</td>
<td>n/a</td>
<td>Sprague</td>
<td>Past phone office</td>
</tr>
</tbody>
</table>

## Vacant Properties and Lots in Downtown Echo Study Area

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Age</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Longhorn property</td>
<td>Vacant lot</td>
<td>5000 sf</td>
<td>n/a</td>
<td>Main</td>
<td>CUP for used car lot pending</td>
</tr>
<tr>
<td>Stith lots</td>
<td>Vacant lots</td>
<td>10,000 sf</td>
<td>n/a</td>
<td>Main</td>
<td>Abuts RR</td>
</tr>
<tr>
<td>Masonic Lodge lot</td>
<td>Vacant</td>
<td>5000 sf</td>
<td>n/a</td>
<td>Dupont</td>
<td></td>
</tr>
<tr>
<td>RR land</td>
<td>Vacant lots</td>
<td>7 ac, both sides of RR ROW, C-1 zone</td>
<td>n/a</td>
<td>Main</td>
<td>Past site of wool plant, RR bldgs, corrals</td>
</tr>
<tr>
<td>Old Unions St.</td>
<td>Vacant</td>
<td>.41 ac lot</td>
<td>n/a</td>
<td>Main</td>
<td>Past service station</td>
</tr>
<tr>
<td>Sperr Building</td>
<td>Vacant storefront (partially occupied by Post Office)</td>
<td>3750 sf, w partil base. SF of vacant portion?</td>
<td>3</td>
<td>Main</td>
<td>HB Partially occupied by PO</td>
</tr>
<tr>
<td>Koontz Building</td>
<td>Storage</td>
<td>9600 sf</td>
<td>0</td>
<td>Main</td>
<td>NR. Past mercantile, bowling alley, restaurant &amp; factory. Used for haunted house community event.</td>
</tr>
</tbody>
</table>

## Public Buildings in Downtown Echo Study Area

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Area</th>
<th>Age</th>
<th>Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sperr Building</td>
<td>US Post Office (also vacant storefront)</td>
<td>3750 sf</td>
<td>1</td>
<td>Main</td>
<td>HB Past hardware store &amp; tin smith shop, HVAC business</td>
</tr>
<tr>
<td>Historical Museum.</td>
<td>Museum</td>
<td>5000+2 w/ basement &amp; mezzanine level</td>
<td>volunteer</td>
<td>Sa-Su 1 pm - 4:30 pm, March - Oct.</td>
<td>NR. Past Echo Bank</td>
</tr>
<tr>
<td>Fort Henrietta RV Park</td>
<td>RV park/campground</td>
<td>15,000 sf</td>
<td>n/a</td>
<td>Main</td>
<td>Land donated by County to City; cannot be sold or reverts to County</td>
</tr>
<tr>
<td>China House</td>
<td>Museum/parking</td>
<td>8500 sf</td>
<td>n/a</td>
<td>Bridge</td>
<td>H.B. Past farm equipment store</td>
</tr>
<tr>
<td>City Hall/Echo Comm</td>
<td>Library, city hall, auditorium, comm center</td>
<td>8000 +sf/2 story &amp; partial base, Mezz M</td>
<td>4.5</td>
<td>M, T, Th, F 9 am -5 pm, W 9 am -8:30 pm</td>
<td>Bonanza NR. Fully renovated 2000</td>
</tr>
<tr>
<td>Echo Fire Hall</td>
<td>Fire hall/mtg room</td>
<td>3000 sf</td>
<td>1</td>
<td>Main</td>
<td></td>
</tr>
<tr>
<td>Morgan Building</td>
<td>City storage</td>
<td>1520 sf</td>
<td>0</td>
<td>Main</td>
<td>Past lumber business</td>
</tr>
</tbody>
</table>
### Appendix A: Downtown Inventory

<table>
<thead>
<tr>
<th>Park</th>
<th>Description</th>
<th>Size</th>
<th>Access</th>
<th>Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Museum Park</td>
<td>Park</td>
<td>2500 sf</td>
<td>n/a</td>
<td>Main</td>
</tr>
<tr>
<td>City Park</td>
<td>Park, gazebo, pond, public restrooms</td>
<td>15,000 sf</td>
<td>n/a</td>
<td>Bridge</td>
</tr>
<tr>
<td>Fort Henrietta Park</td>
<td>Historical park</td>
<td>3.5 acres</td>
<td>0</td>
<td>Main</td>
</tr>
<tr>
<td>Echo Masonic Lodge</td>
<td>Lodge hall</td>
<td>4500 sf. 2</td>
<td>n/a</td>
<td>Dupont</td>
</tr>
</tbody>
</table>

1. HB: Historic Building (over 50 years old)
2. NR: on the National Register of Historic Resources