



CITY OF
Vancouver
WASHINGTON

CCRA Business Planning Workshop

Patrick Quinton
Executive Director
CCRA
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Agenda

- Purpose
- Charter Overview
- History
- Objectives
- Roles and Functions
- Research on Models
- Discussion
- Next Steps



Purpose

To establish a long-term plan for CCRA that empowers the organization to help achieve the vision for downtown Vancouver as a vibrant, accessible place to live, work and visit.



CCRA Charter

The primary role of CCRA established by the charter is to:

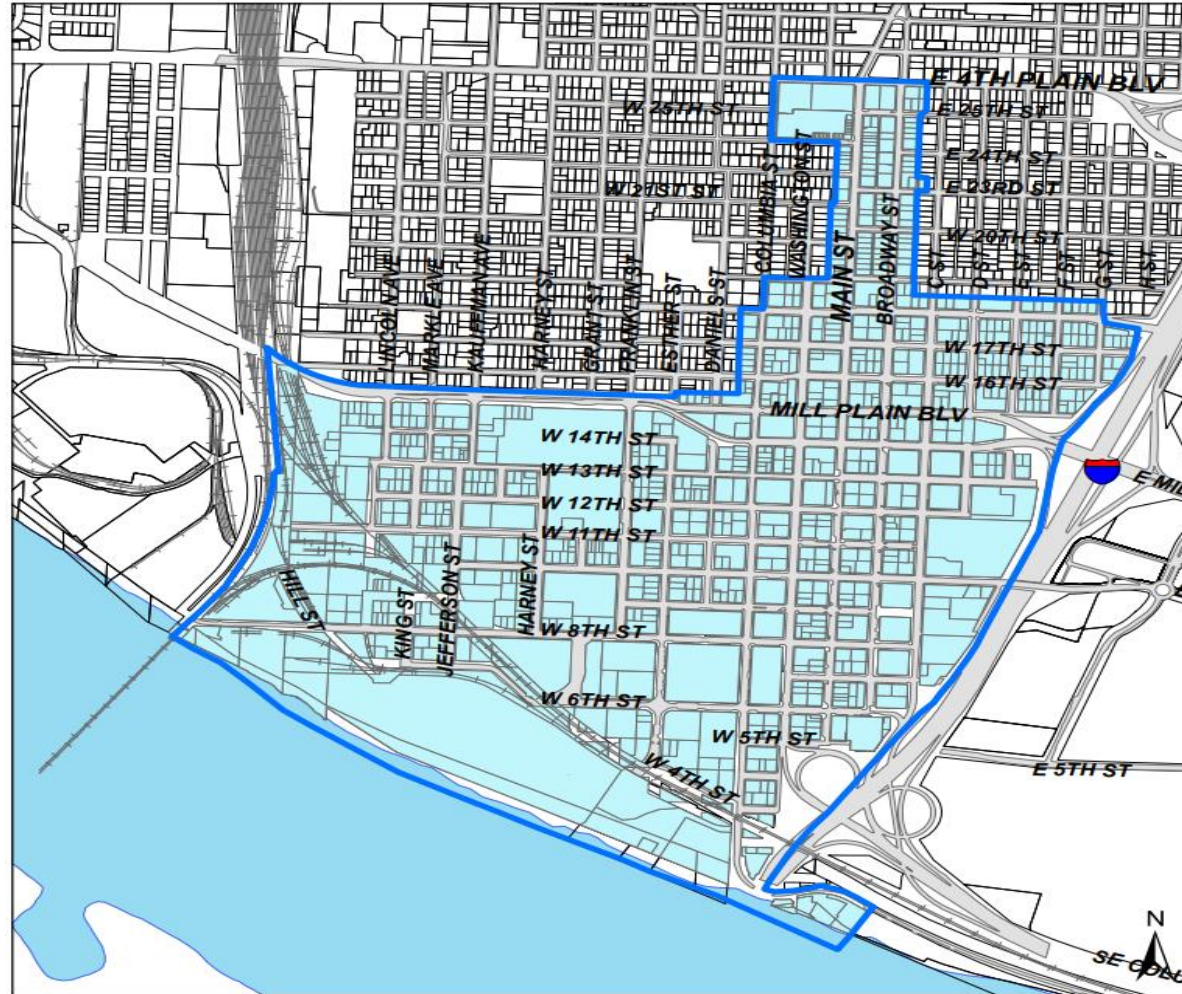
undertake, assist with and otherwise facilitate the redevelopment of property within the Vancouver City Center Vision (“VCCV”) plan area.

In this role, CCRA:

shall acquire and manage real property; secure financing; undertake the development or redevelopment, construction and maintenance of structures and facilities, including public amenities; and enter into agreements with cultural, public and other not-for-profit entities or with private developers proposing to develop public facilities or retail; mixed use, office, and entertainment, or residential projects in the VCCV plan area.



Vancouver City Center Vision (VCCV) Area



CCRA Charter

In addition to CCRA's primary role, the charter also assigns the following duties to the CCRA:

- **Review draft development agreements** (“DAs”) between property owners and the City of Vancouver (“City”) in the VCCV Plan area to ensure an appropriate balance between development incentives and public benefits.
- Review the **architectural and landscape design** of the development projects **within the Waterfront Project** and Port of Vancouver’s Terminal One Project.
- Periodically **review the effectiveness of the City’s Multi-Family Tax Exemption Program** and advise the City Council in regard to any identified amendments that would ensure an appropriate balance between the tax incentives and public benefits from new development, including number of affordable housing units constructed.





Recent Roles

- Represent City through Memoranda of Understanding (“MOUs”)(e.g., Waterfront Gateway)
- Review Waterfront projects for design consistency
- Evaluate the City’s Multi-Family Tax Exemption Program



Objectives for VCCV

How does the CCRA advance redevelopment and job creation goals in downtown Vancouver?

- Achieve City's Goals for Downtown
 - Meet long term housing and job creation goals (i.e., absorb disproportionate share of Comp Plan projections)
 - Ensure equitable outcomes
 - Achieve climate goals
 - Improve livability, accessibility, and public infrastructure
- Maximize leverage of public investment
- Incentivize and facilitate private investment
- Streamline public/private partnerships





What is needed to achieve the City's objectives for Downtown?



Research on Other Redevelopment Agencies

- Researched existing development authorities on the following criteria
 - Scope of power
 - Areas/Region of Authority
 - Organization type
 - Municipality size



Types of Services Provided

Powers and roles currently assigned to CCRA in bold

- Real Estate & Redevelopment
 - **Manage and lead strategic redevelopment efforts**
 - **Buy, sell, and operate assets**
 - **Review development incentive programs (e.g., MFTE)**
 - Manage improvement districts (TIF, BID, etc.)
 - Administer Grants and Loans
 - Manage Parking Assets
- Business & Industry Development
 - Provide small business loans
 - Provide technical and resource assistance to local businesses
 - Operate a small business incubator program
 - Operate affordable commercial space
 - Direct community investment
 - Manage capacity building programs
 - Grant making



Representative Business Models

Option 1

- **Transactional based on City needs**
- **Assets and funding providing by City for specific projects**
- **No staff**
- **Independent board optional**
- **Example: CCRA**

Option 2

- Defined area of authority
- Expanded revenue streams and asset ownership
- Budget gaps funded by City
- Independent board optional
- Example: Spokane, Pittsburgh, Salt Lake City

Option 3

- Independent redevelopment authority
- Increased financial independence
- Budget gaps funded by City
- Dedicated staff
- Example: VHA, Prosper Portland, NYCEDC

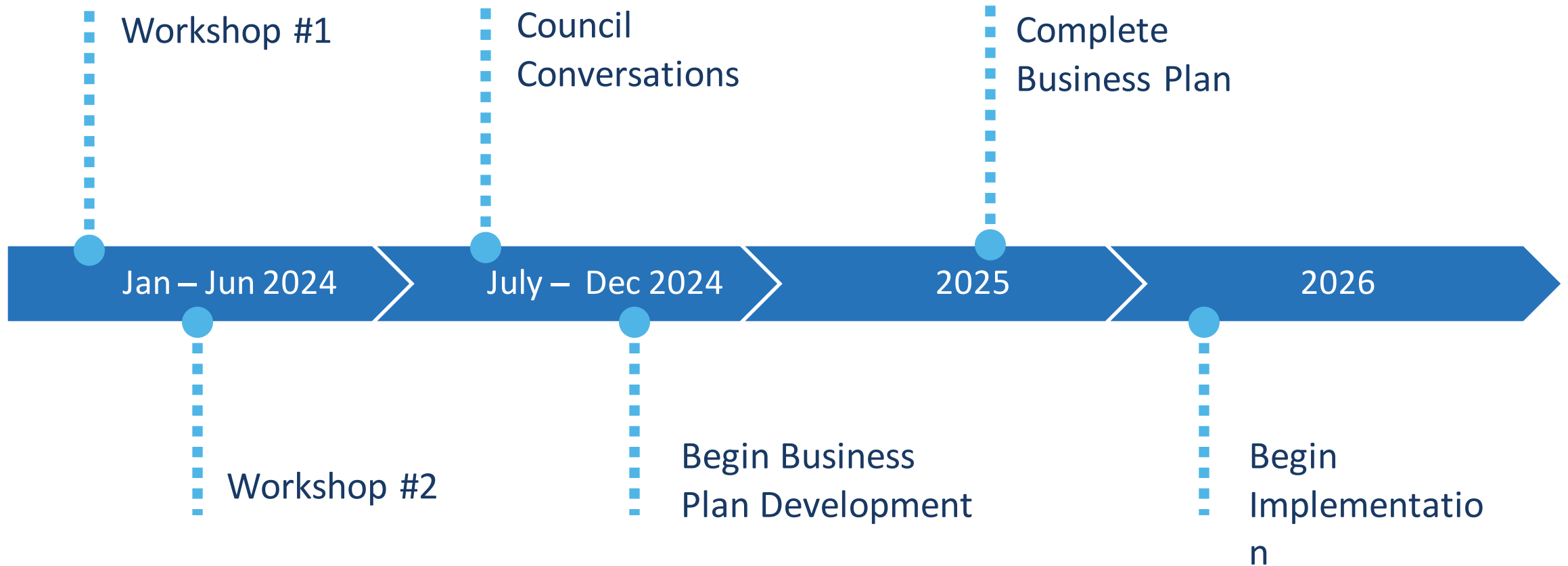


Discussion Questions

- What functions and roles should CCRA play to meet the identified objectives?
- What authority and resources does CCRA need to be effective in these roles?
- Is Downtown focus big enough to sustain greater independence?
- What challenges and risks come with those roles?
- Is status quo acceptable?
- What additional information, analysis or context is needed?



Hypothetical Timeline



Timeline Dependent on Vision for CCRA



Thank You

