

# INTRODUCTION

## **DOWNTOWN, THE HEART OF RIDGEFIELD**

Downtown Ridgefield has always been the traditional heart of the community. Downtown is the social, commercial, governmental and crossroads of old Ridgefield. However, this central position is likely to be challenged as the community and region focus upon the development of the regional, industrial and commercial property and infrastructure at the I-5 Junction.

Ridgefield stands poised for dramatic growth. Every segment of the community is preparing for such growth, except downtown. The Port of Ridgefield has completed a master-planning program at the Lake River waterfront. The Ridgefield National Wildlife Refuge is planning for the expansion of its interpretive and visitor facilities in anticipation of the Lewis and Clark Bicentennial. The plans include a new interpretive center at the refuge and a downtown information kiosk to inform Lewis and Clark visitors in 2005 and beyond. Significant new development activity is unfolding at the Ridgefield I-5 junction. The City has issued preliminary subdivision approval for nearly 750 new homes surrounding downtown. The City is investing in capital facilities to accommodate the expected near-term growth.

Downtown Ridgefield has enjoyed the construction of a new Post Office and City Police building, signaling the city's commitment to keep the core of governmental activities in the downtown area. Individual business leaders are investing in and rehabilitating older downtown buildings. On the other hand, the private sector has not committed to many new buildings in the downtown core.

In Ridgefield, all roads lead to and from downtown whether one is traveling to the Wildlife Refuge, the Post Office, the City government buildings, schools, residential areas,

or out to the I-5 Junctions. Yet, the community has no coordinated plan to protect or enhance downtown Ridgefield. The common refrain in town is to wonder, **“With everything poised to happen, how can Ridgefield preserve its sense of place? How can it protect and enhance its village-like atmosphere that everyone enjoys so much?”**

The City government and business leaders of Ridgefield are unwilling to allow the anticipated new growth to eclipse the role of downtown as the traditional heart of the community.

## **DOWNTOWN PLANNING GRANT GOALS**

In the year 2001, the City applied for and received funding from the Clark County Department of Community Services, Community Development Block Grant program. The five (5) major goals of the planning project include:

- Development of a leadership committee of private and public interests to act as the central guidance group.
- Creation of multiple public forums for discussion of downtown strengths, weaknesses and needs.
- Creation of an action plan with “bite sized” measurable goals for one, three and five year increments that will address issues such as: a vision for downtown, a business plan for downtown, creating a market niche, business recruitment, creating lasting links with interest groups, infrastructure, parking, funding, incentives, regulations, design and amenities, community events and promotion, and tax structure.
- Presentation of planning guidelines to the community and the City Council for review and adoption.
- Long term implementation of the adopted plans with provisions for periodic review and updating of the planning guidelines.

## **LEADERSHIP COMMITTEE**

The City initially created a task force of public and private leaders to lead the planning efforts. The task force members included the director of the Ridgefield Chamber of Commerce, downtown business leaders, the city manager, a representative of the planning commission, and the planning director.

The first objective of the task force was to invite a nationally recognized downtown business consultant to Ridgefield. Jon Schallert came to Ridgefield in May of 2002 to provide overall guidance on how to make downtown Ridgefield a destination shopping and business area as well as to provide individualized assessments of six downtown businesses. The public meetings, held in the old Liberty Theater, attracted more than 75 people interested in downtown revitalization and destination retailing. As a result of the individualized business assessments, several downtown business owners have made changes to the physical layout of their stores and adjusted their marketing strategies. Mr. Schallert's recommendations for creating “Destination Downtown Ridgefield” are outlined later in this report.

During the second phase of the planning project the leadership committee turned its attention on identifying the essential elements of a downtown planning program. Discussed later in the report are the key elements of the downtown planning program; Citizen Participation, Regulatory Review, an Architectural Inventory, Conceptual Building Designs, a series of base maps and plans, and an Action Plan.

# DOWNTOWN RIDGEFIELD PLANNING PROGRAM

## GOAL

Development activity in Ridgefield since the adoption of the Growth Management Act (GMA) Comprehensive Plan has been limited primarily to some light industrial and commercial activity at the I-5 Junction. New development downtown, during the same time period, has been limited to construction of a new US Post Office and changing businesses within existing buildings. As more development occurs at the I-5 Junction, the City Council has expressed concern that efforts be made to help keep downtown as a viable place for commercial and business development.

The City received a \$15,000 Community Development Block Grant (CDBG) in 2001 to help develop an action plan to help guide downtown revitalization over the next five years. The project study area encompasses lands from Lake River to 5th Street and from Mill Street to Sargent Street. An end product of this planning effort would create a destination area for downtown Ridgefield that provides quality merchandise, service, and activities within an ambience that is unique to Ridgefield and not readily available elsewhere.

Ridgefield has abundant resources to draw upon including its small town character and charm, the natural surroundings, such as the rolling hills, the Lake River waterfront, and the Ridgefield National Wildlife Refuge, its attraction to artisans, its rich Native American archaeological history, and its association with the Lewis and Clark Expedition. Within the Greater Portland/Vancouver area there are more than 1,500,000 people who could become Ridgefield visitors and customers, at least once.

## SCOPE OF WORK

The City completed the first half of the CDBG downtown planning project when it brought Jon Schallert, a nationally known and respected business consultant, into Ridgefield for a day and a-half of work shops and individual consultations with downtown Ridgefield merchants.

The second major component of the CDBG project provides a foundation for downtown planning, architectural design standards, vehicular and pedestrian circulation, and business recruitment. The CDBG phase of the project ended December 2002.

### 1. Citizen Participation

The project team will create a public involvement component for this phase of the CDBG project and for future planning activity.

### 2. Regulatory Review

The planning staff and team must review existing city regulations, standards and practices to determine whether the City can improve its regulatory and administrative practices relative to downtown business and development. In addition, the team will consider and recommend incentive programs to encourage development that is sensitive to the character of downtown. For example, the City could waive impact fees in the project area for new structures that are built to be architecturally compatible with adopted design standards and that promote ground floor retail use and upper floor office or residential use.

### 3. Create a Base Plan Map of Downtown

The project team of volunteers and consultants prepared a base master plan of the downtown planning area showing the location of existing streets and alleys, traffic circulation, parking areas, utilities, amenities, parks, existing businesses, and key uses. The base map illustrated linkages to existing key uses and features such as Abrams Park, Krause Barn, Lake River, and the Carty Unit of the Ridgefield National Wildlife Refuge.

### 4. Identify Key Features and Architectural Elements Styles

In the summer of 2002 the project team photographed key buildings and streetscapes. This photographic survey produced an inventory of architectural styles and elements that are reflective of the character of downtown Ridgefield. The inventory is a permanent record of existing downtown Ridgefield today. This inventory of architectural elements can become a palette from which future buildings may be drawn and constructed. Future buildings might be subject to design review to ensure that the integrity of the downtown character is not substantially altered and lost.

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## **5. Circulation Plan**

The project will develop a pedestrian and vehicular circulation plan that will link together the key existing and future elements of the downtown plan. The project team will work with the Port of Ridgefield to ensure that implementation of both the Port's master plan for the waterfront and the City's downtown planning efforts consider the traffic circulation and safety issues that are central to each redevelopment effort.

## **6. Streetscapes**

The project will develop a streetscape standard consisting of lights, benches, trellises, paving bricks, and appropriate trees and vegetation that will enhance the architectural character and small town atmosphere of the downtown area. Included in the streetscape study is the identification of visual points of interest that will draw visitors down the street to experience what lies ahead.

## **7. Existing Lot Coverage Plans**

The project developed an 'as-built' plan that illustrates the footprints of existing key buildings in the core area to determine the location of the building on the lot and the amount of lot coverage. The purpose of the study is to create an egress and ingress access plan for the building and to determine the amount of space available for building expansion or for amenities, such as, patios, parking, or dining areas.

## **8. Building Analysis**

The project will evaluate selected key buildings to determine whether (1) there is a maximum use of space and whether (2) the building reflects the architectural character of Ridgefield as described in the inventory of architectural elements. The analysis will make recommendations for design consistency and will comment on opportunities to maximize use of space. For example, a one-story building might be able to be expanded into a two-story building to create additional ground retail space and upper story residential space. Or, for example, the market building on the southeast corner of Pioneer and Main streets could be divided so as to create storefront windows on both streets and office or commercial space above.

## **9. Future Use Master Plan**

The project will create a map based upon the existing conditions studies described above that identifies potential sites for development of future key buildings or features consistent with the destination character of downtown. For example, if the downtown intends to capitalize upon a future tourism trade, key future developments might include a Welcome Center, lodging, restaurants, recreational rentals, and access points to natural or cultural resources. The future use map will identify potential locations for these new businesses or activities. Or, for example, if the destination focus of downtown is arts oriented, future business activities might include galleries, studio/living space, outdoor public art areas, etc.

## **10. Action Plan**

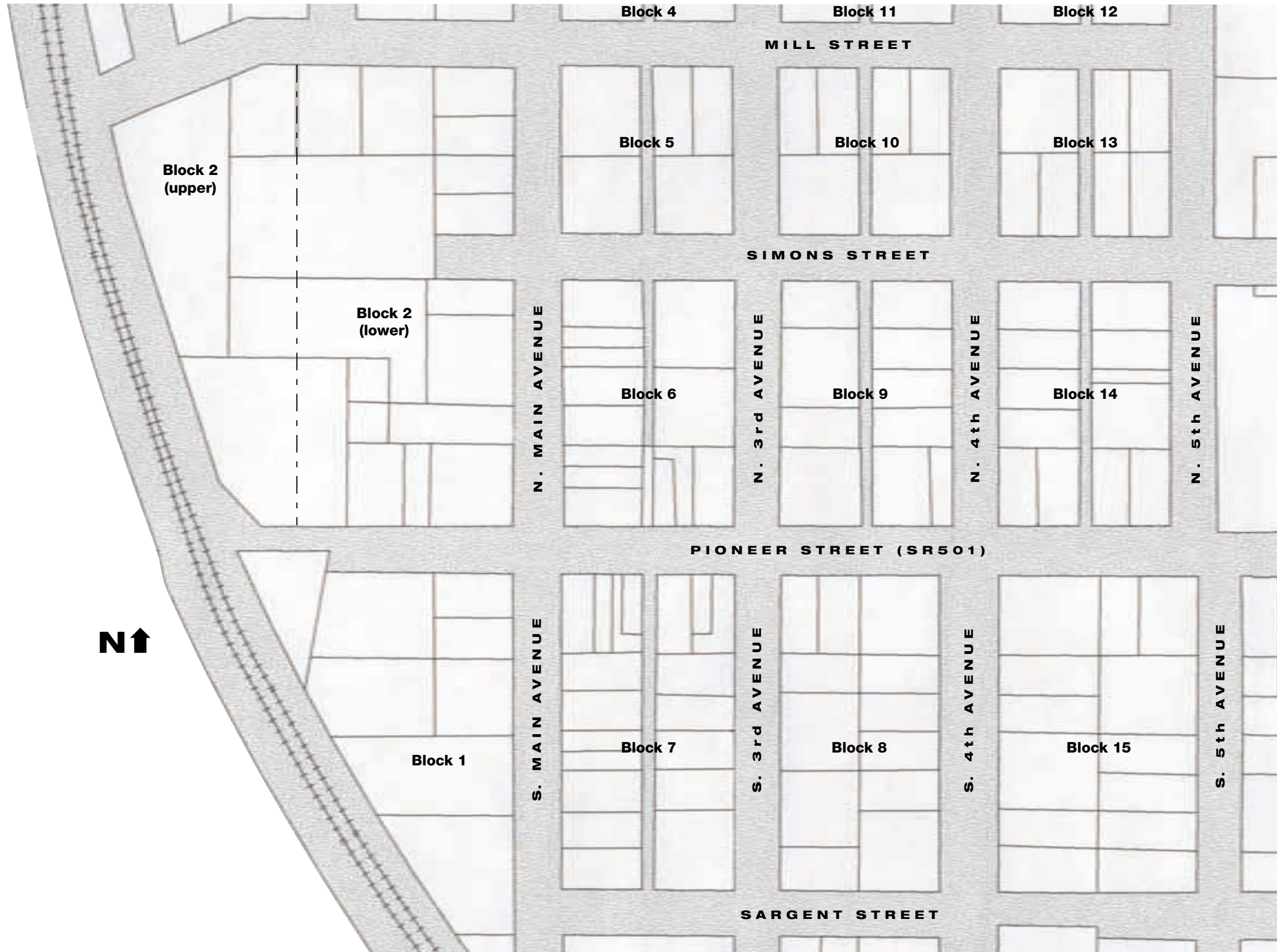
The final task is to create an action plan that outlines concrete steps the City will undertake over a five year period to implement a downtown revitalization process. Potential action items could include:

- (a)** Limiting opportunities for development not consistent with the destination character of downtown;
- (b)** Removing governmental disincentives;
- (c)** Streamlining the governmental permitting process;
- (d)** Creating incentive for development consistent with the downtown vision;
- (e)** Developing a plan for the reuse of the 'bus barn';
- (f)** Preparing a prospectus for business recruitment;
- (g)** Placing utility wires underground;
- (h)** Installing new light standards that are ornamental and that reduce light pollution;
- (i)** Creating a downtown Welcome Center;
- (j)** Public improvements to the Ridgefield marina;
- (k)** Linking the downtown area with the Port of Ridgefield's proposed marina development; and
- (l)** Creating a downtown historic preservation district.



# STUDY AREA

The Old Town Ridgfield area that is the focus of this planning study is bounded by Lake River to the west, 5th Avenue to the east, Mill Street to the north, and Sargent Street to the south. The project study area is zoned Downtown Mixed Use (DMU).



# DOWNTOWN RIDGEFIELD OPTIONS FOR ACTION

## ACTION ITEMS

During the summer and fall of 2002 the City hosted a series of community work sessions to discuss the types of specific actions that would generate new economic and social vitality in downtown Ridgefield. The work sessions were led by a representative of the planning commission, a community volunteer and the planning director.

The committee sent invitations to every person that owned a business or property within the project study area. The four work sessions generated a planning scheme centered on six major themes. The results are presented as action items in the tables below. The actual results of the community work session surveys follow.

- **Downtown Vision**  
— What kind of place should downtown Ridgefield become?
- **Marketing**  
— What steps should be taken to market Ridgefield as a destination area?
- **Information**  
— What kinds of information about downtown Ridgefield needs to be presented to the region and how is that best accomplished?
- **Physical Improvements**  
— What kinds of physical improvements are necessary to help fulfill the vision of downtown as the heart of the community?
- **Business Development**  
— What types of businesses are appropriate in downtown and who should take the leadership role in promoting business development?
- **Government Action** — What steps should the City government take to make investment in downtown more attractive?

Over the next five years, the City, the business community and other persons and agencies should undertake several

proactive steps to help improve the business climate in downtown Ridgefield and to make the core of the city a more attractive place in which to shop, work, live, and enjoy. The timeframe for accomplishing the planning activities is within one year, within one to three years, and within five years.

### KEY:

- Businesses** = merchants and businesses
- Library** = Ft. Vancouver Library - Ridgefield Branch
- City** = City of Ridgefield
- Port** = Port of Ridgefield
- DRC** = Downtown Revitalization Committee
- Private** = Unnamed private persons or groups
- Friends** = Friends of the Ridgefield Wildlife Refuge
- PUD** = Clark Public Utilities
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## DOWNTOWN VISION

#	Action Item	Activity Year	Responsible Persons	Tasks
1	Identify a name for downtown Ridgefield — “Old Town Ridgefield”.	1	City, Businesses	Adopted by the business group in 2002
2	Concentrate on what we have, a quaint walk-able downtown, the Wildlife Refuge, the Refuge Plank House, archaeological resources, Lewis & Clark.	1, 3, 5	City, Businesses, Refuge, Port	The City should tie public walkways and trails to these resources along Lake River. The business community should tie itself to the natural and historic resource base of the area rather than attempt to create a different, and possibly false, theme
3	Create a specialty retail environment.	1, 3, 5	Business, City	City zoning regulations should favor retail and commercial trade over other types of land uses. However, a healthy downtown needs a mix of commercial, office and residential uses.

<b>MARKETING</b>				
<b>#</b>	<b>Action Item</b>	<b>Activity Year</b>	<b>Responsible Persons</b>	<b>Tasks</b>
1	Make a connection to the planned Lewis & Clark Bi-centennial tours.	1	City, Refuge, Businesses, Port, Friends	The leadership committee should coordinate a plan of action to get Ridgefield tied into the Bi-centennial.
2	Place Lewis & Clark informational signs on I-5 directing visitors to Ridgefield.	1	City, Business	Contact WSDOT (Washington State Department Of Transportation) to get signs placed at the off-ramps and on SR 501.
3	Place informational signs along Pioneer Street at the I-5 Junction directing visitors to "Old Town Ridgefield".	1	City, Business	Contact WSDOT to get approval for two directional signs.
4	Marketing efforts should aim at smaller high-tech or biotech companies	3	City, Port, Business	Establish a task force through the leadership committee to work with CREDC (Columbia Regional Economic Development Commission) and others to attract such companies to town.
5	Marketing efforts should encourage government agency investment in downtown housing, offices and services.	3, 5	City, Port, Business	City should develop an information brochure regarding land availability.
6	Promote the linkage between downtown and the college campus at WSU or to the new County amphitheater being built along I-5.	3, 5	City, Port, Business	Unknown
7	Prepare for Ridgefield's 100th anniversary in 2009.	5	City, DRC (Downtown Revitalization Committee)	Unknown
8	Place a blue informational sign along I-5 letting people know to tune in to Ridgefield.	5	DRC	Investigate low frequency radio as a way to let drivers on I-5 know about Old Town Ridgefield.
<b>INFORMATION</b>				
<b>#</b>	<b>Action Item</b>	<b>Activity Year</b>	<b>Responsible Persons</b>	<b>Tasks</b>
1	Publish a regular calendar of events	1 - 5	Library, DRC	The library should become the central repository and distribution center for information about Old Town Ridgefield.
2	Collect some basic data about visitation before building plans supported only by assumptions.	1	City, DRC	The DRC and planning commission are beginning to collect data on visitors to the Refuge, boat launch permits, retail sales, etc.
3	Create or revise a map and informational piece describing opportunities for activities in the Ridgefield area.	1	City, DRC	City and DRC should continue monthly meetings.
4	Welcome Center kiosk.	1, 3	Friends	Place an informational sign at the welcome center site to let people know what is coming. Support fundraising and planning efforts
5	Create and publish a walking tour and/or historic sites tour of the Old Town.	1	City, DRC, Library	Use high school or WSU student support to update and reprint the decade old walking tour. Add business to the tour.
6	Add the word "to" to the Ridgefield welcome sign.	1	City	Get permission to paint in the word "to" so that the sign reads "Welcome to Ridgefield".
7	Create other information centers such as, the Community Center, the Tri-Mountain R-V Park, restaurants and coffee houses.	1	DRC, City	Create a 'Bulletin Board' downtown where all flyers can be posted.

<b>PHYSICAL IMPROVEMENTS</b>				
<b>#</b>	<b>Action Item</b>	<b>Activity Year</b>	<b>Responsible Persons</b>	<b>Tasks</b>
1	Make connections to the Lewis and Clark Trail being planned regionally.	1	City, Refuge	Coordinate planning activities among city, refuge and Clark County / Vancouver parks.
2	Develop a selection of the types of amenities appropriate in downtown, e.g., benches, streetlights, flower baskets, etc.	1	City, DRC	Planning commission to conduct work sessions and adopt standards.
3	Create a central parking area at the Junction and shuttle people into Ridgefield, especially during festival times.	1	City, DRC, Park & Ride	DRC and city hall to coordinate.
4	Create a tree plan that is more compatible with the buildings.	1 - 3	City, DRC, Business	The planning commission should create a task force to work with a local specialist to revise the tree planting plan for Old Town. Trees should not obscure the buildings or business signs and should be easier to maintain. Consider creative options such as 'Christmas tree' in the rights-of-way that can be harvested and donated to charitable agencies.
5	Create a pedestrian and bicycle path to the wildlife refuge and the waterfront from downtown.	3	City, Port, Refuge	City parks board to coordinate planning.
6	Parking — the city needs a municipal parking lot.	3	City, DRC	Planning commission to recommend location and funding strategy.
7	Plan and build a bike route to Lake Vancouver.	3 - 5	City, Port	Coordinate with Van-Clark / Regional.
8	Re-open the ferryboat shuttle service between the Ridgefield waterfront and St. Helens, Oregon.	5	Port	Unknown
9	Evaluate burying the electric lines in the Old Town.	5	City, DRC	City Public Works to work with Clark Public Utilities
<b>BUSINESS DEVELOPMENT</b>				
<b>#</b>	<b>Action Item</b>	<b>Activity Year</b>	<b>Responsible Persons</b>	<b>Tasks</b>
1	Focus attention on retail business.	1 - 5	City, DRC	Planning commission to evaluate development regulations and build liaison with businesses.
2	Start an association of downtown businesses and interested persons to lead downtown planning and marketing activities.	1	DRC	Accomplished
3	Include office development as part of the business focus downtown.	3	City	Planning commission to review development regulations.
4	Establish a marketing and recruitment program.	3, 5	DRC, Port, City	Led by the DRC with support from City and Port.



<b>GOVERNMENT ACTION</b>				
<b>#</b>	<b>Action Item</b>	<b>Activity Year</b>	<b>Responsible Persons</b>	<b>Tasks</b>
<b>1</b>	Eliminate, reduce or waive impact fees for Old Town	<b>1</b>	City	The planning commission should consider amendments to the Capital Facility Plan and the Impact Fee code to allow for reductions in impact fees in the Old Town study area. Consider impact fee credits for physical improvements made to public streets and rights-of-way in Old Town.
<b>2</b>	Eliminate or reduce water and sewer connection fees.	<b>1</b>	City	The planning commission and public works should evaluate ways to reduce connection fees on the Old Town study area since water and sewer service is already available downtown.
<b>3</b>	Waive, reduce, or phase City fees in consideration of buildings designed to blend into downtown.	<b>1</b>	City, DRC, Business	The planning commission should create a task force to begin work on building and landscaping design guidelines for downtown. The commission should consider incentives as well as regulatory mechanism to encourage new buildings to blend into rather than overpower the character of Old Town Ridgefield.
<b>4</b>	Use a portion of the tax revenue generated by new Junction business to help invest in downtown improvements, such as streetlights, benches, flowers, kiosk, or other amenities.	<b>1 - 5</b>	City	Create a dedicated account, funded by sales tax, that will provide long term funding for public improvements in the Old Town area.
<b>5</b>	Streamline the home occupation approval process.	<b>3</b>	City	The planning commission should work with property owners to encourage additional commercial uses in existing residential buildings in the Old Town area.
<b>6</b>	Prohibit ground floor residential uses.	<b>3</b>	City	Make the moratorium on ground floor residential uses in the Old Town area permanent.
<b>7</b>	Rezone some properties that are zoned commercial to residential.	<b>5</b>	City	The planning commission should work with property owners who wish to take land out of commercial zoning and place it into residential zoning.
<b>8</b>	Reroute traffic on N. 5th Ave. from the school and Abrams Park to relieve congestion on Pioneer and bring traffic out on Main Ave. or 3rd Ave.	<b>5</b>	City	Public Works and School District to coordinate. Evaluate public safety concerns on 3rd Ave. truck route.



## OPTIONS FOR ACTION SURVEY AND PUBLIC MEETING RESULTS

Over the course of our meetings and in years past, people have considered scores of ideas that might help create a healthier downtown economy and sense of place. The purpose of this exercise was to consider all the options discussed, to rank them by priority and to consider who might be responsible for completing the task. From this exercise the City produced an Action Plan, which, if implemented, could lead to real improvements in the downtown core area.

The ideas were grouped by the general topics, e.g., marketing, design, regulations, etc. Each idea was ranked according to priority as follows:

- 1 = Highest priority.** Should be accomplished within the next 1 year.
- 3 = Medium priority.** Should be accomplished within the next 3 years.
- 5 = Low priority.** Should be accomplished within the next 5 years.
- 9 = Don't bother doing this.**

Finally, each person or group best suited to complete the task, e.g., a merchant group, the city government, the Port, private persons, or others was recommended

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#	Item	Priority	Person/Group	Comments
<b>V VISION</b>				
1	Identify a name for downtown Ridgefield, such as "Old Town, Historic Downtown, etc.	<b>1.2 Avg.</b> 11 votes 13 points 1 - low 3 - high	Business - 3 City - 2	"Don't like the word 'old'." "Historic downtown is a good tie into Lewis & Clark." "Old Town is two words." II "Already done." - III "Old Town Ridgefield."
2	Concentrate on what we have: a quaint walk-able Wildlife Refuge, the Refuge Plank House, archaeological resources, Lewis & Clark.	<b>1.4 Avg.</b> 11 votes 15 points 1 - low 3 - high	City - 3 Businesses - 3 Refuge - 3 Everyone - 1	"If we concentrate on what we have it will be more downtown, the real — not contrived." "But we need more. The City needs a distinct personality." "Maybe — surrender to the nature rather than the high commerce." "It is a resource that is available to us all now." "It's all a piece of the whole plan."
3	The downtown vision should help create a specialty retail environment. Try to attract toy stores, kids stores, artist / photographer studios & galleries.	<b>2.0 Avg.</b> 10 votes 20 points 1 - low 5 - high	City - 1 Businesses - 1 Chamber of Commerce - 1	"I don't feel qualified to say whether specialty retail is best, but we must have some identity." "Get bus barn up and running with private funds — unique shops/dining/adventure."

#	Item	Priority	Person/Group	Comments
<b>V VISION</b>				
4	Community Vision — Ridgefield needs a vision about the kinds of business its wants to attract and should market itself towards those businesses.	<b>2.3 Avg.</b> 11 votes 25 points 1 - low 9 - high	City - 6 Businesses - 4 Port - 3 DRC - 1	“ Might need outside input.” “ Develop theme/artists, artisans, etc.” “ Market in conjunction with a ‘Main Street’ grant.” “ Need to get the word out we are close by the freeway.” “ I like the idea but in Ridgefield it will never happen — businesses are already in all available storefronts — how would they be displaced and where?” “ Downtown Ridgefield has a great ambiance, lets encourage more of the same.” “ Market the strengths of downtown to catch the people coming into the area.”
5	The vision, whatever it is, should include employment opportunities such as offices and small business — not just retail.	<b>2.8 Avg.</b> 11 votes 31 points 1 - low 5 - high	City - 3 Businesses - 2 Port - 1 Private - 1	“ Keep employment at the Junction” “ The Junction will be doing this” “ We need a plan to validate or direct us again — ‘Let’s roll’.”
6	Ridgefield should not try to create a vision for downtown — the Free Market will create a reality not a vision.	<b>5.4 Avg.</b> 9 votes 49 points 1 - low 9 - high	Private - 2	“ Free market is easier to achieve because the free market is less work for the city.” “ The free market will create another Battle Ground.” “ I think it is a balance of plan & no-plan.”
7	Market downtown as a real “Mayberry” or Norman Rockwell like village.	<b>3.7 Avg.</b> 12 votes 44 points 1 - low 9 - high	City - 3 Businesses - 3 Port - 1 DRC - 1	“ Most describe it as one already.”
8	Market downtown Ridgefield as “Just at the other end of the street.”	<b>6.8 Avg.</b> 9 votes 61 points 1 - low 9 - high	City - 1	“ Is this the best marketing tactic?” “ I just don’t get it.”
<b>M MARKETING</b>				
1	Lewis and Clark group tours are beginning to start-up. Ridgefield needs to make a connection to these tours so as not to be by-passed.	<b>1.2 Avg.</b> 11 votes 13 points 1 - low 3- high	City - 4 Refuge - 3 Businesses - 3 Port - 2 Friends - 1 Private - 1	“ A great resource.” “ Plank house.”
2	There should be Lewis & Clark informational signs on I-5 directing visitors to Ridgefield.	<b>1.8 Avg.</b> 20 points 1 - low 5 - high	Refuge - 3 City - 2 Port - 2 Businesses - 1	“ Tie into Lewis & Clark Bicentennial.” “ Plank house.”

#	Item	Priority	Person/Group	Comments
<b>M MARKETING</b>				
3	There should be informational sign along Pioneer Street at the I-5 Junction directing visitors to "Old Town" Ridgefield. Local talent could design it, the Port might be able to place it on its property, and the City can help pay for it.	<b>1.9 Avg.</b> 21 points 1 - low 5 - high	Port - 2 City - 2 Businesses - 1 Private - 1	"City Center." "Create an attraction prior to any signage." "Our ties to Lewis & Clark should not be passed up." "Sounds attainable."
4	Marketing efforts should aim at smaller high-tech or biotech companies. Ridgefield has several advantages to offer, such as, close proximity to universities, no income tax, a strong library district, and a strong sense of community and place.	<b>2.4 Avg.</b> 9 votes 22 points 1 - low 5 - high	City - 3 Businesses - 3 Port - 1	"No time like the present." "Provide more sense of community." "Everything."
5	Marketing efforts should include such targets as the Vancouver Housing Authority or the federal General Services Administration to encourage government agency investment in downtown housing, offices and services.	<b>2.8 Avg.</b> 10 votes 28 points 1 - low 5 - high	City - 3 Grants - 1	"Any help would be great." "Apply for grants, as necessary. We already have enough VHA housing downtown."
6	Promote the linkage between downtown and the college campus at WSU or to the new County amphitheater being built along I-5.	<b>3.2 Avg.</b> 10 votes 32 points 1 - low 5 - high	City - 2 WSU - 2 Businesses - 1	"Don't see how this will work." "The Discovery Corridor." "May be a WSU campus activity for credit." "This is good — do we market what we don't have or do we get it then market it?" "Add linkage to Felida off of 99th at Hazel Dell." "Back road Tour to Ridgefield & La Center."
7	Ridgefield's 100th anniversary will be in 2009. What shall we do to prepare for it?	<b>3.8 Avg.</b> 12 votes 45 points 1 - low 8 - high	City - 3 DRC - 2 Businesses - 1 Port - 1	"Form a local committee to start putting together a celebration." "Research history." "Bake cookies but wait 7 years."
8	Obtain permission to use the phrase "Our little corner of paradise."	<b>4.0 Avg.</b> 10 votes 40 points 1 - low 9 - high	Businesses - 2	"Best Kept Secret". Only if people like it. "Merchants already have permission." "Too trite."
9	Place a blue informational sign along I-5 letting people know to tune in to Ridgefield.	<b>5.3 Avg.</b> 10 votes 53 points 1 - low 9 - high		
10	Look into low frequency radio at the Junction for a combined Wildlife Refuge / Old Town / Ridgefield message.	<b>6.0 Avg.</b> 10 votes 60 points 1 - low 9 - high	Refuge - 1	"Don't understand this but it might work." "May not be available technology." "I don't quite get this one in our high frequency car stereo world."

#	Item	Priority	Person/Group	Comments
<b>I INFORMATION</b>				
1	There should be a Calendar of Community Events published regularly.	<b>1.1 Avg.</b> 11 votes 12 points 1 - low 2 - high	City - 2 Library - 2 DRC - 1	"Use web site." "Possible paid advertising." "Website."
2	Collect some basic data about visitation before building plans supported only by assumptions. For example, how many recreational launch or dock at the Lake River Boat Launch? How many visitors does the Wildlife refuge attract? Are there seasonal or daily fluctuations? Are there measurable trends in terms of quantity or types of visitors?	<b>1.1 Avg.</b> 8 votes 9 points 1 - low 3 - high	City - 1	"A good place to start." "Done!" "Create a destination first." "May already have." "Done."
3	There should be a map and informational piece describing opportunities for activities in the Ridgefield area, such as, biking, boating, birding, kayaking, etc.	<b>1.4 Avg.</b> 9 votes 13 points 1 - low 3 - high	City - 3 Businesses - 2 Refuge - 2 Port - 1 DRC - 1 Info Kiosk - 1 Clark County - 1	"Need to develop this first." "Already done."
4	The Welcome Center kiosk idea should keep moving. Keep the communication open between all groups.	<b>1.4 Avg.</b> 11 votes 15 points 1 - low 3 - high	All groups, City Friends, DRC, Welcome Center Committee, and Everyone all received 1 vote.	"Needed in timely fashion along with plank house."
5	There should be a walking tour and/or historic sites tour of the Old Town.	<b>1.5 Avg.</b> 11 votes 16 points 1 - low 3 - high	City - 3 Businesses - 1 Library - 1 Local historic group - 1 Citizens -	"I know there isn't one!" "Pedestrian adventure with shops/dining, etc." "Plank House"
6	Add the word "to" to the Ridgefield welcome sign	<b>1.5 Avg.</b> 8 votes 12 points 1 - low 3 - high	City - 2	
7	The Public Library is currently an information center about the Ridgefield area. There are other places that could also serve as information centers such as, the Community Center, the Tri-Mountain R-V Park, restaurants and coffee houses.	<b>1.7 Avg.</b> 9 votes 15 points 1 - low 3 - high		"Distribute calendar." "Develop notebooks. Website - with access at each place?" "Done." "Already happening." "Revamp or recreate current central website site." "Need communication, organization, tourism."



#	Item	Priority	Person/Group	Comments
<b>P PHYSICAL IMPROVEMENTS</b>				
1	Make connections to the Lewis and Clark Trail being planned regionally.	<b>1.0 Avg.</b> 11 votes 11 points 1 - low & high	Refuge - 2 City, Port, DRC, Welcome Center group all with 1 vote.	
2	Develop a selection of the types of amenities appropriate in downtown, e.g., benches, streetlights, flower baskets, etc.	<b>1.7 Avg.</b> 10 votes 17 points 1 - low 3 - high	City - 2 Businesses - 1 DRC - 1	“Need this information up-front.” “Survey city.”
3	Create a central parking area at the Junction and shuttle people into Ridgefield, especially during festival times.	<b>1.9 Avg.</b> 11 votes 51 points 1 - low 9 - high	City - 2 Port - 1	“Especially festival times. 4th of July would be a good time for this.”
4	Create a pedestrian and bicycle path to the wildlife refuge and the waterfront from downtown.	<b>2.1 Avg.</b> 10 votes 21 points 1 - low 5 - high	City (Parks) - II Revitalization group	“Time with opening of Interpretive Center.” “Regional parks.”
5	Parking — the city needs a municipal parking lot in the lot next to Davis Park. Don’t waste valuable street level business space on Pioneer or Main Streets for parking lots.	<b>2.3 Avg.</b> 10 votes 23 points 1 - low 5 - high	City - 3 DRC - 1 Port - 1	“Use lot across from City Hall and at Welcome Center first.” “See five year plan.” “No boat trailer parking.” “?” “Government should find a space outside of the commercial area.” “Not a good idea.” “Downtown should be used for a lot of near functions rather than a parking lot for cars.”
6	Plan and build a bike route to Lake Vancouver.	<b>2.3 Avg.</b> 11 votes 25 points 1 - low 5 - high	City - 3 Port - 1	
7	Re-open the ferryboat shuttle service between the Ridgefield waterfront and St. Helens, OR. Both visitors and commuters might use the ferryboat.	<b>4.3 Avg.</b> 10 votes 43 points 1 - low 9 - high	Port - 1 Marina - 1	
8	Burying electric lines in the old town area may be too expensive. The get estimates of the actual costs.	<b>4.4 Avg.</b> 10 votes 44 points 1 - low 9 - high	City - 2 Port - 1 Grants - 1	“Move lines to rear of buildings. Got to start somewhere.” “Get prettier lights eventually.” “All lines or just along Pioneer and Main streets?”

#	Item	Priority	Person/Group	Comments
<b>BD BUSINESS DEVELOPMENT</b>				
1	Focus attention on retail business.	<b>1.0 Avg.</b> 10 votes 10 points 1 - low & high	City - 1	"We need enough shops to spend the day." "Yes!"
2	Start an association of downtown businesses and interested persons to lead downtown planning and marketing activities.	<b>1.3 Avg.</b> 11 votes 14 points 1 - low 5 - high	Businesses - 2	"Plan to continue for years." "The downtown needs an association. The only reason 'Uptown Village' in Vancouver succeeded is because of an association."
3	Start a downtown committee within a revitalized Chamber of Commerce.	<b>2.0 Avg.</b> 8 votes 16 points 1 - low 5 - high	Businesses - 1	
4	Include office development as part of the business focus downtown.	<b>2.4 Avg.</b> 11 votes 26 points 1 - low 5 - high	City - 1	"Under right circumstances."
5	Establish a marketing and recruitment program.	<b>2.4 Avg.</b> 8 votes 19 points 1 - low 3 - high	City - 1	
6	Reinvigorate the Chamber of Commerce.	<b>2.4 Avg.</b> 9 votes 22 votes 1 - low 3 - high	Business - 1	"Didn't do much before." "Recruit businesses?"

#	Item	Priority	Person/Group	Comments
<b>GA GOVERNMENT ACTION</b>				
1	Reduce the burden created by city impact fees. For example:	<b>1.0 Avg.</b> 5 votes 5 points 1 - low & high	City - 1	"Investigate funding available for historic rehab."
2	Eliminate or reduce water and sewer connection fees. For example:	<b>1.0 Avg.</b> 4 votes 4 points 1 - low & high	PUD - 1	"Don't charge a fee for a lot that originally had a building hook-up."
3	Waive fees in consideration of buildings designed to blend into downtown.	<b>1.3 Avg.</b> 10 votes 12 points 1 - low 3 - high	City - 1	"Perhaps reduce fees." "Grants?" "A great idea for attraction."

#	Item	Priority	Person/Group	Comments
<b>GA GOVERNMENT ACTION</b>				
4	There should be no design standards without an incentive program. The design program should be incentive driven — not regulatory driven.	<b>1.5 Avg.</b> 8 votes 12 points 1 - low 3 - high	City - 2	“Perhaps low interest loans.”
5	Phase collection of the fees rather than collect them all at time of building permit application.	<b>1.5 Avg.</b> 7 votes 9 points 1 - low 3 - high	City - 2	
6	There should be design standards in place regardless of the incentives.	<b>1.6 Avg.</b> 7 votes 11 points 1 - low 3 - high	City - 2	“Absolutely.”
7	Eliminate all impact or connection fees for downtown development. The city should get out of the way.	<b>1.8 Avg.</b> 8 votes 1 - low 14 points 5 - high	City - 3	“So, how do we pay for it?” “Yes, yes, yes! Only the downtown commercial area. Music to my ears.”
8	Provide people an impact fee credit for improvements made to the street or pedestrian circulation system.	<b>2.1 Avg.</b> 9 votes 19 points 1 - low 9 - high	City - 2	
9	The City should use a portion of the tax revenue generated by new Junction business to help invest in downtown improvements, such as streetlights, benches, flowers, kiosk, or other amenities.	<b>2.1 Avg.</b> 8 votes 17 points 1 - low 3 - high	City - 2	“Is this legal?” “Secure any grants available.”
10	Design standards — There should be design standards for the downtown and for the Junction.	<b>2.2 Avg.</b> 9 votes 20 points 1 - low 9 - high	City - 2	“Secure a compliance grant.”
11	The City government should streamline the home occupation approval process.	<b>2.3 Avg.</b> 11 votes 25 points 1 - low 9 - high	City - 3	“It’s fine.” “Perhaps, as long as it is fair to retailers who pay money for spaces to rent.”
12	Eliminate that portion of the fee earmarked for the collection system since downtown does not require collection system improvements.	<b>2.3 Avg.</b> 8 votes 18 points 1 - low 9 - high	City - 1 PUD - 1	“Improvements will be necessary over time.”

#	Item	Priority	Person/Group	Comments
<b>GA GOVERNMENT ACTION</b>				
13	Burying electric lines in the old town area may be too expensive. The city should get cost estimates from CPU and others as to what the actual costs will be before proceeding any further.	<b>2.7 Avg.</b> 10 votes 27 points 1 - low 9 - high	City - 3	"Probably way to expensive."
14	Collect the fees as part of the monthly water/sewer bill.	<b>3.0 Avg.</b> 5 votes 15 points 1 - low 5 - high	City - 1 PUD - 1	"Perhaps up-front cost and monthly."
15	The development code should be amended to prohibit ground floor residential uses.	<b>3.9 Avg.</b> 9 votes 35 points 1 - low 9 - high	City - 2	"Unless a B&B hotel." "Where?"
16	Rezone some properties that are zoned commercial to residential.	<b>5.0 Avg.</b> 8 votes 40 points 3 - low 9 - high	City - 2	"If necessary." "Multi-use?"
<b>A ADDITIONS</b>				
	Check on grants for brochure/map/signage for loop or drive from Vancouver to Ridgefield and beyond.		Grants	
	Develop "Back Road" tour of Ridgefield.			
	I-5 Sign			"3 miles to 'Old Town Ridgefield.'"
	Check on grants for overnight slips at the docks or R-Vs spaces at Abrams Park			
	Identify types of businesses wanted and then market to that type of industry.			
	Move power & phone lines to rear of buildings and replace poles with streetlights to match dock.			
	Make 5th St. one-way north in front of Union Ridge school for public safety for kids. Direct traffic from Union Ridge and Abrams park downtown onto Main or Third Streets.			
	Fiber optics lines downtown.			
	Have PUD take over all water & sewer systems now.			
	Inn or a B & B.			"We need visitors to stay awhile." "Ease restrictions to allow B&Bs downtown — short term for Lewis & Clark Bi-centennial and then maybe long term." "Need accommodations."
	Create a homecoming weekend.			"A new event for the City."
	Create a Tree Plan.		City - 2 DRC - 1	"Raul Moreno volunteered." "Grow Christmas trees and cut them and donate them to the needy."
	Flower Baskets for downtown.		City - 1 Garden Club - 1	



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## CONCEPTUAL BUILDING DESIGNS AND DETAILS

### CONCEPTUAL BUILDING DESIGNS AND DETAILS

During the summer of 2002, the project team photographed key buildings and streetscapes. The photographs are an inventory of the architectural styles and building details that reflect the character of Old Town Ridgefield. The inventory is a permanent record of the heart of Ridgefield as it exists today. Photographs of downtown buildings and activities from earlier moments will also supplement the inventory in time. Many of the earlier buildings have been altered or lost but the photographic record of these buildings can help guide the design of buildings yet to be built.

The inventory of architectural elements will become a palette from which future buildings may be drawn and constructed. Future building construction may be subject to design review to ensure that the essential character of Old Town is not substantially altered and lost.

The following five Conceptual Building Designs and Details are presented as a starting point for the subsequent community discussion about the future look of Old Town. They are not intended to be blueprints for development. The five conceptual designs are meant to be clearly modern buildings that could serve a variety of uses, such as, ground floor commercial or first floor parking, and upper story offices or apartments. They are all intentionally two stories tall so as to reflect the scale of the existing Old Town and also to provide for a true mix of uses.

The call-outs, represented by the letters A, B, and C, are meant to illustrate a particular design feature that is found in Old Town Ridgefield buildings, such as knee braces, parapet walls, and multi-paned windows. New buildings that incorporate these character-defining elements may blend more easily into the fabric of the downtown.

### REVITALIZATION BLOCKS

The Revitalization Block pages are a study of the existing built and undeveloped spaces in Old Town. The pages provide a quick reference about what land areas are fully built or under-utilized and, therefore, potentially available for redevelopment, and what areas are vacant and buildable.

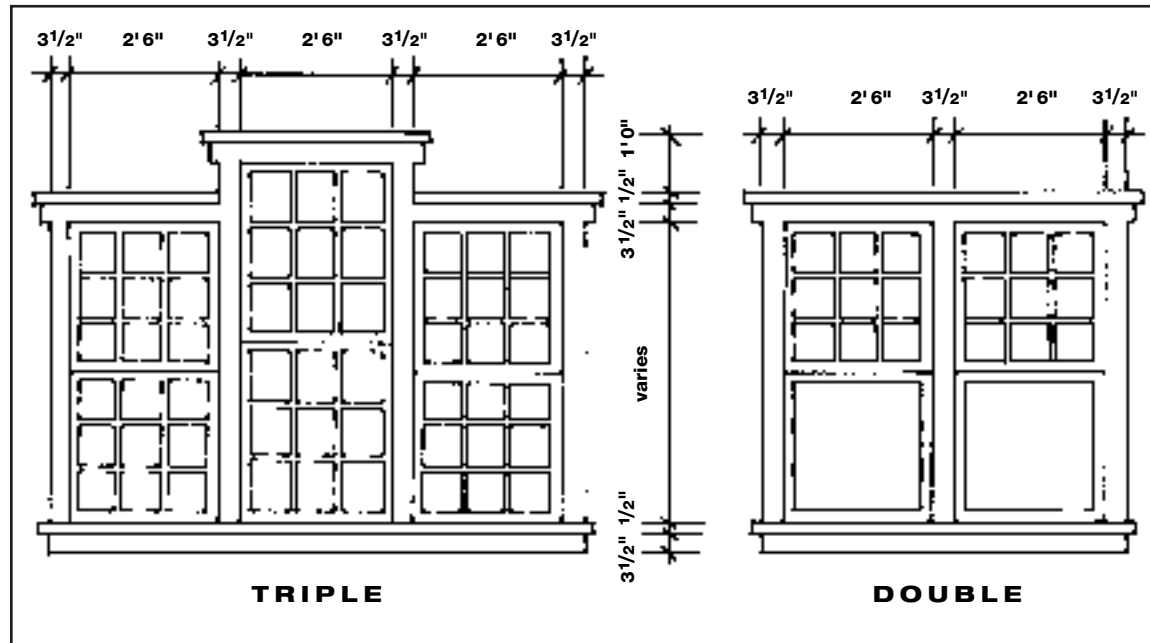
The project team mapped every block within the study area. All streets, sidewalks, alleys, existing buildings and structures, and empty spaces within each block are drawn to scale. The purpose of the study is to create an egress and ingress access plan for every building and to determine the amount of space available for building expansion or for amenities, such as, patios, parking, or dining areas.

The Revitalization Block study provides a solid baseline for future planning by providing the base maps for future individual building assessment and circulation planning. The Revitalization Block analysis may also provide the foundation of future marketing tools for Old Town since the public now has an accurate representation of what exists and what is available to accommodate future development.



**BUILDING TYPE A**

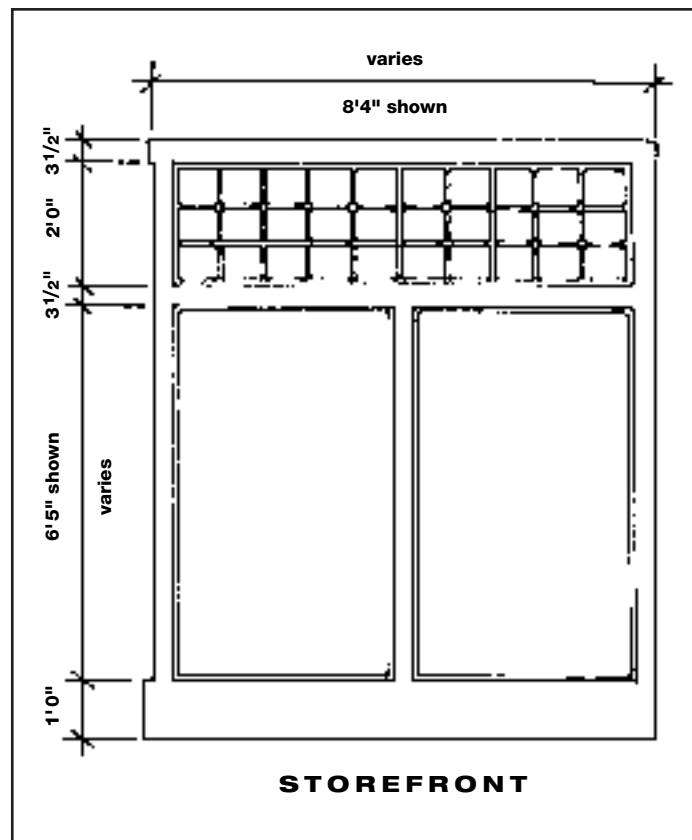
1/4"=1'0"



**A.** Paned Windows w/Trim as Shown



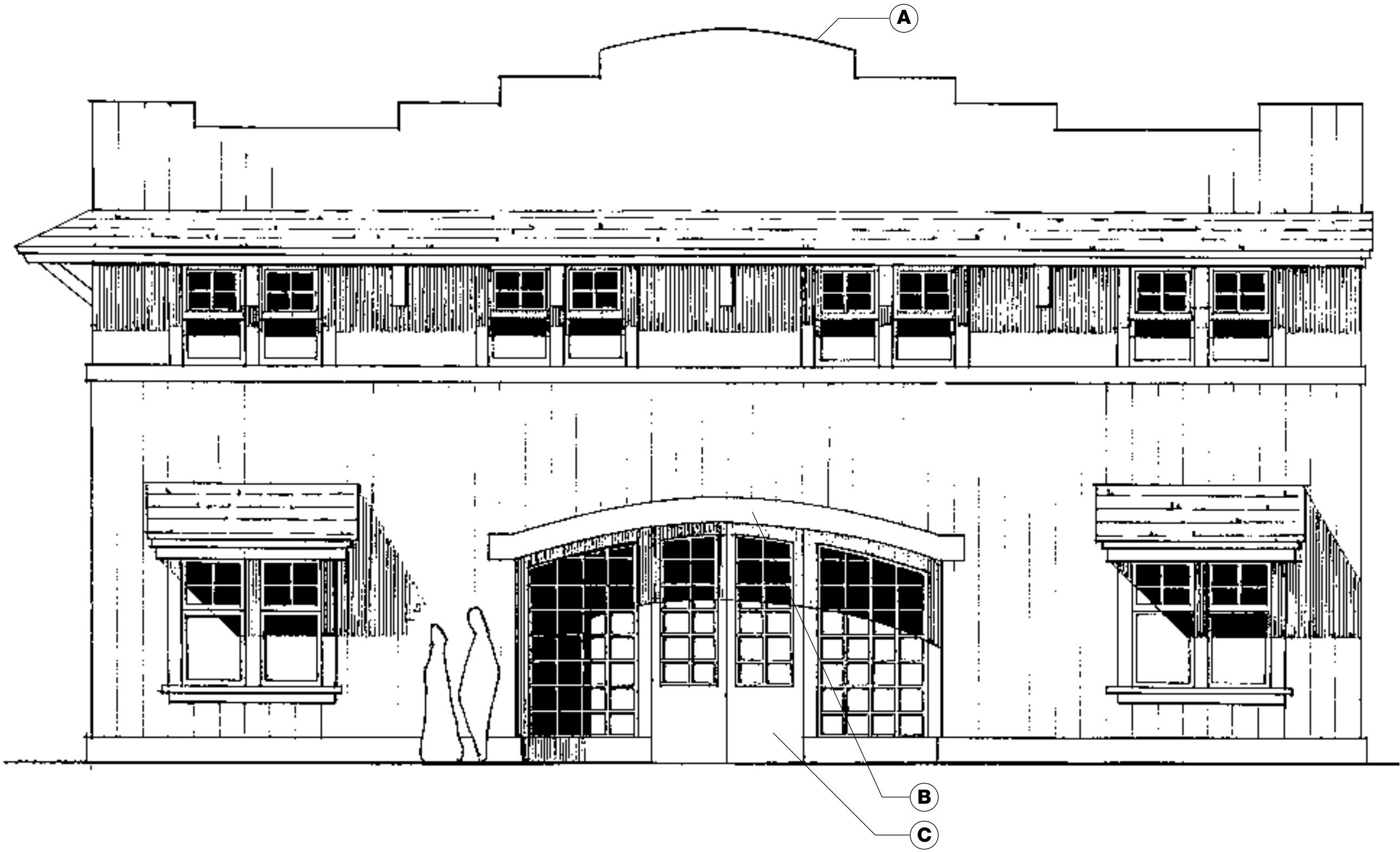
Window Detail



**B.** Storefront Windows



Historic Ridgefield Storefront



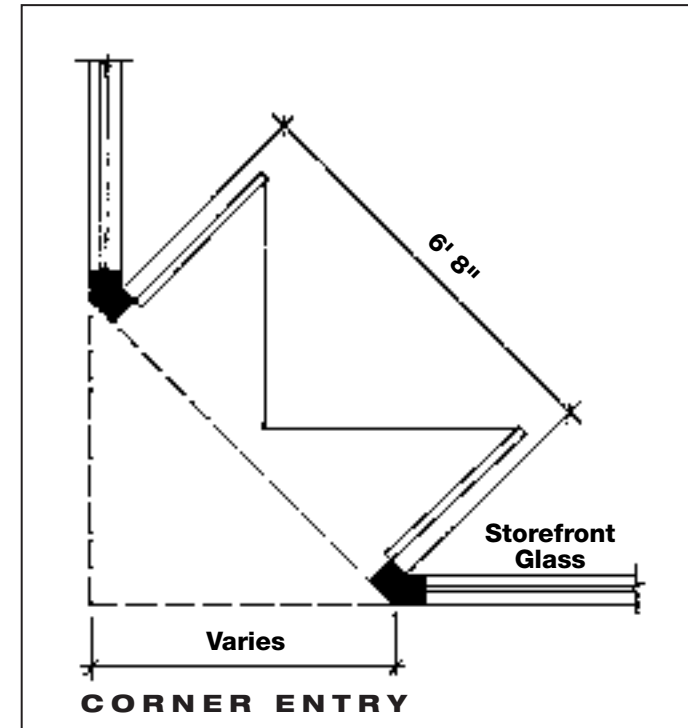
**BUILDING TYPE B**

1/4"=1'0"





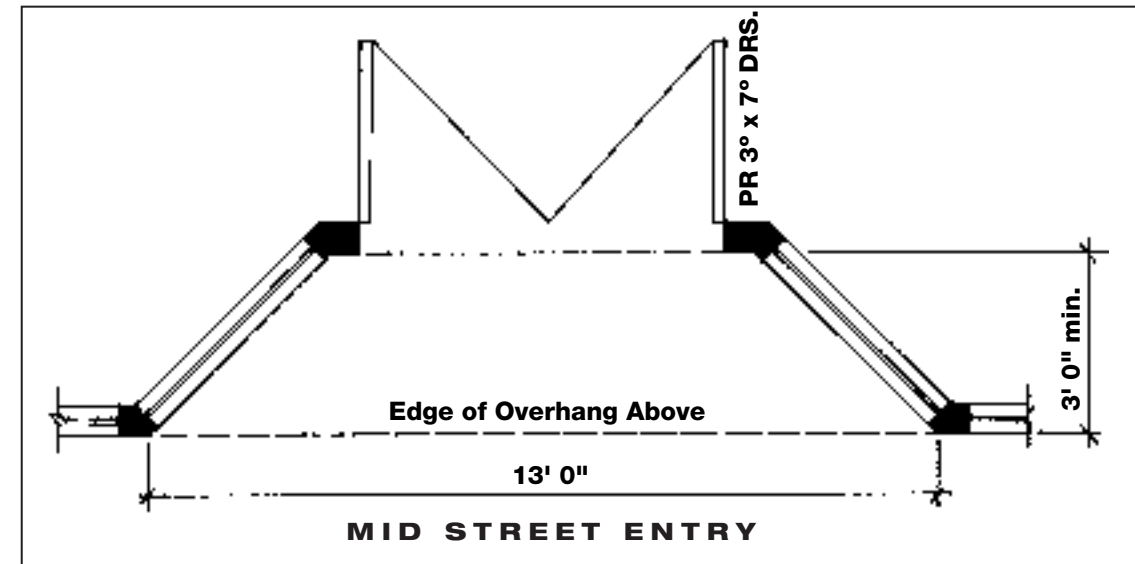
**A.** Parapet Wall

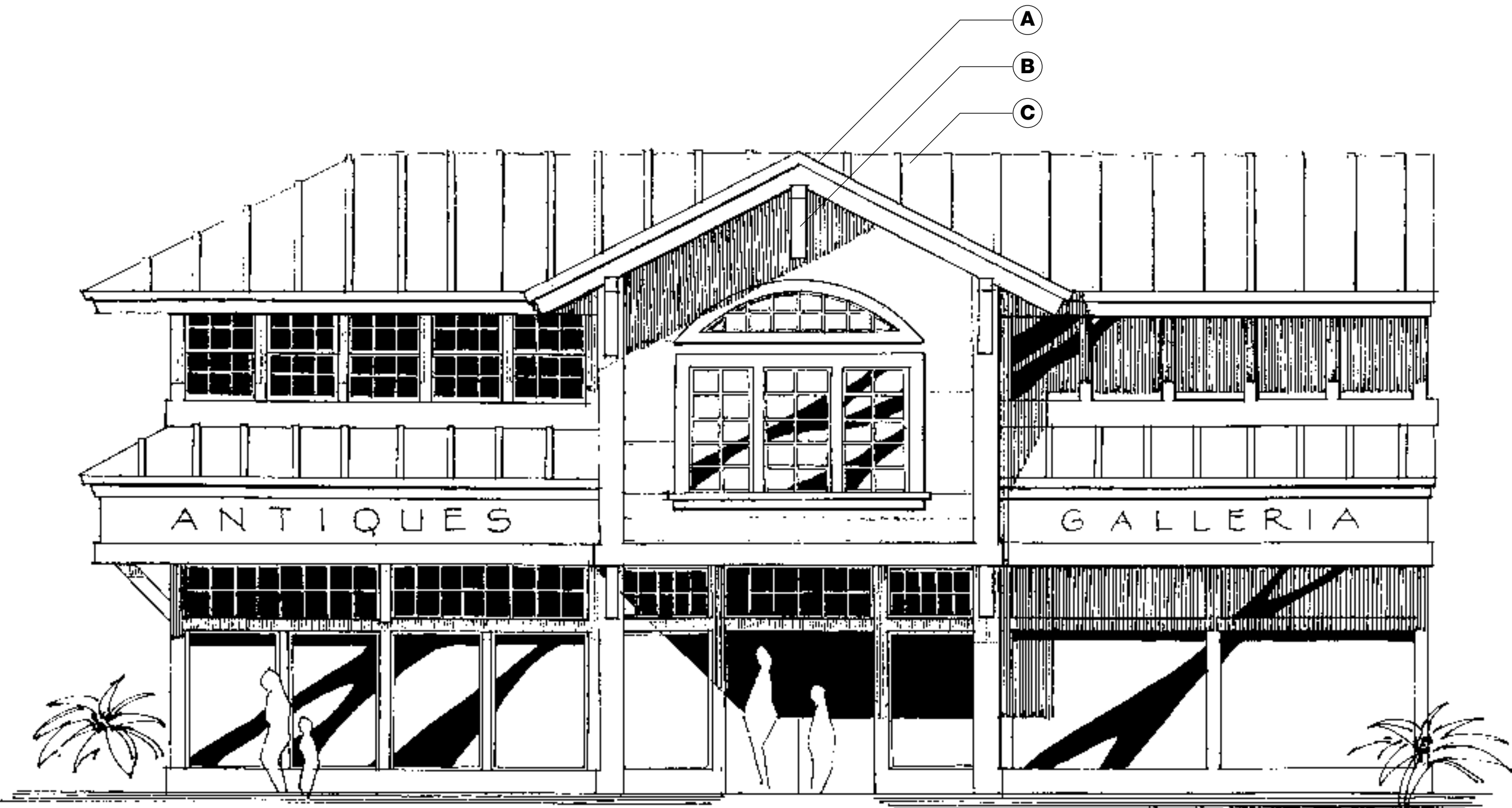


**C.** Recessed Entry Details



**B.** Flat Arch



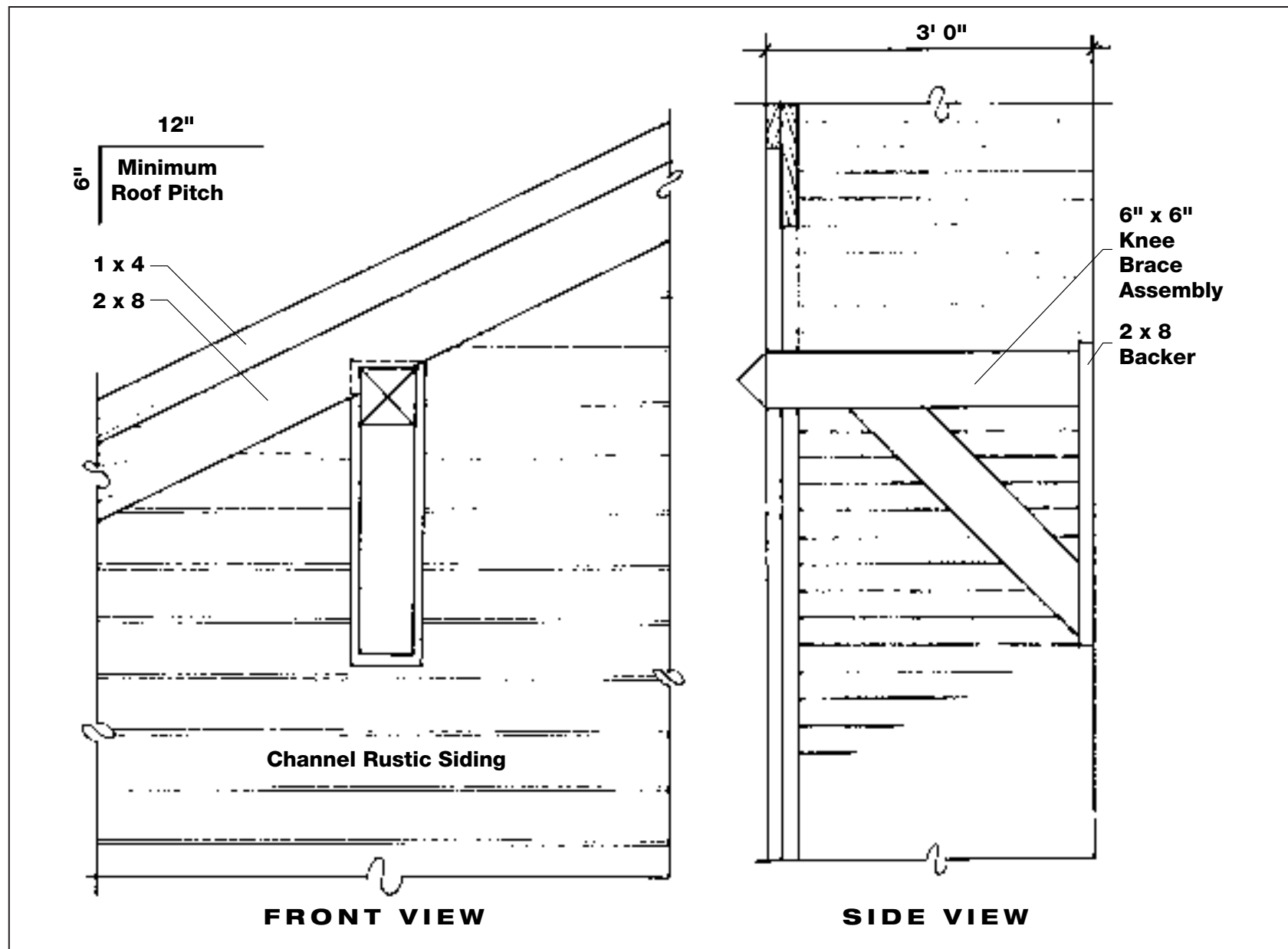


**BUILDING TYPE C**

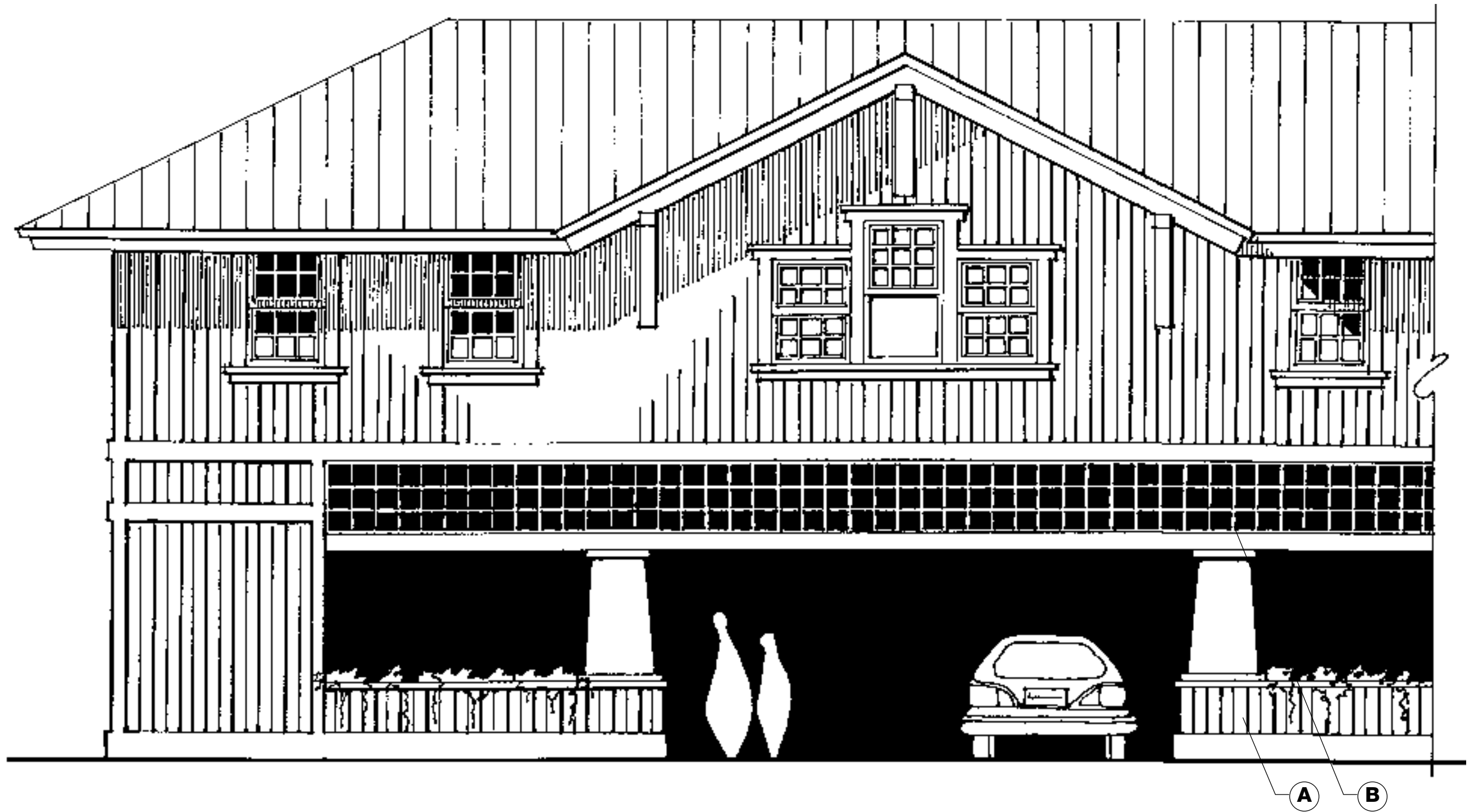
1/4"=1'0"



**C. Metal Batten Roof**

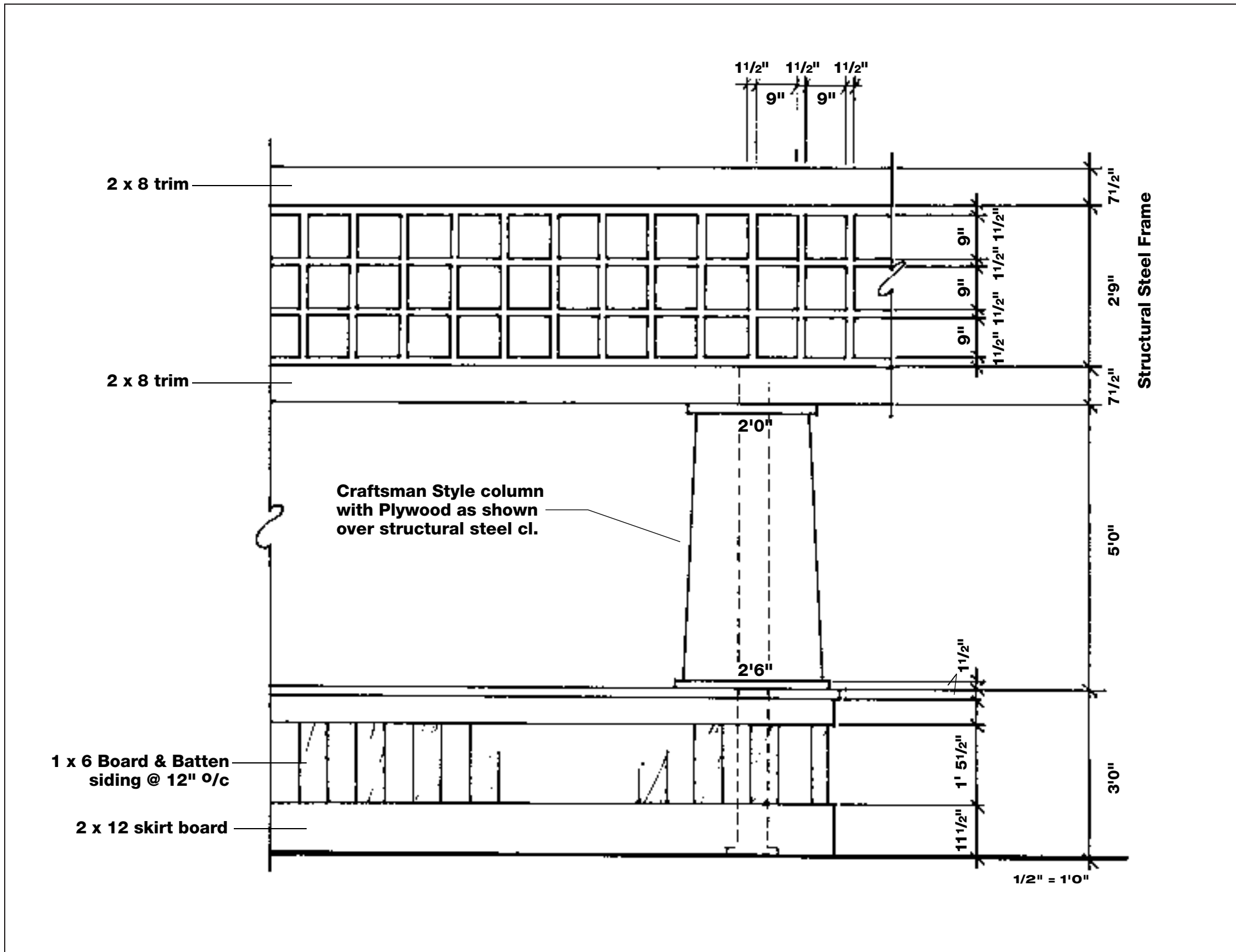


**A. & B. Roof Pitch and Knee Brace Detail**



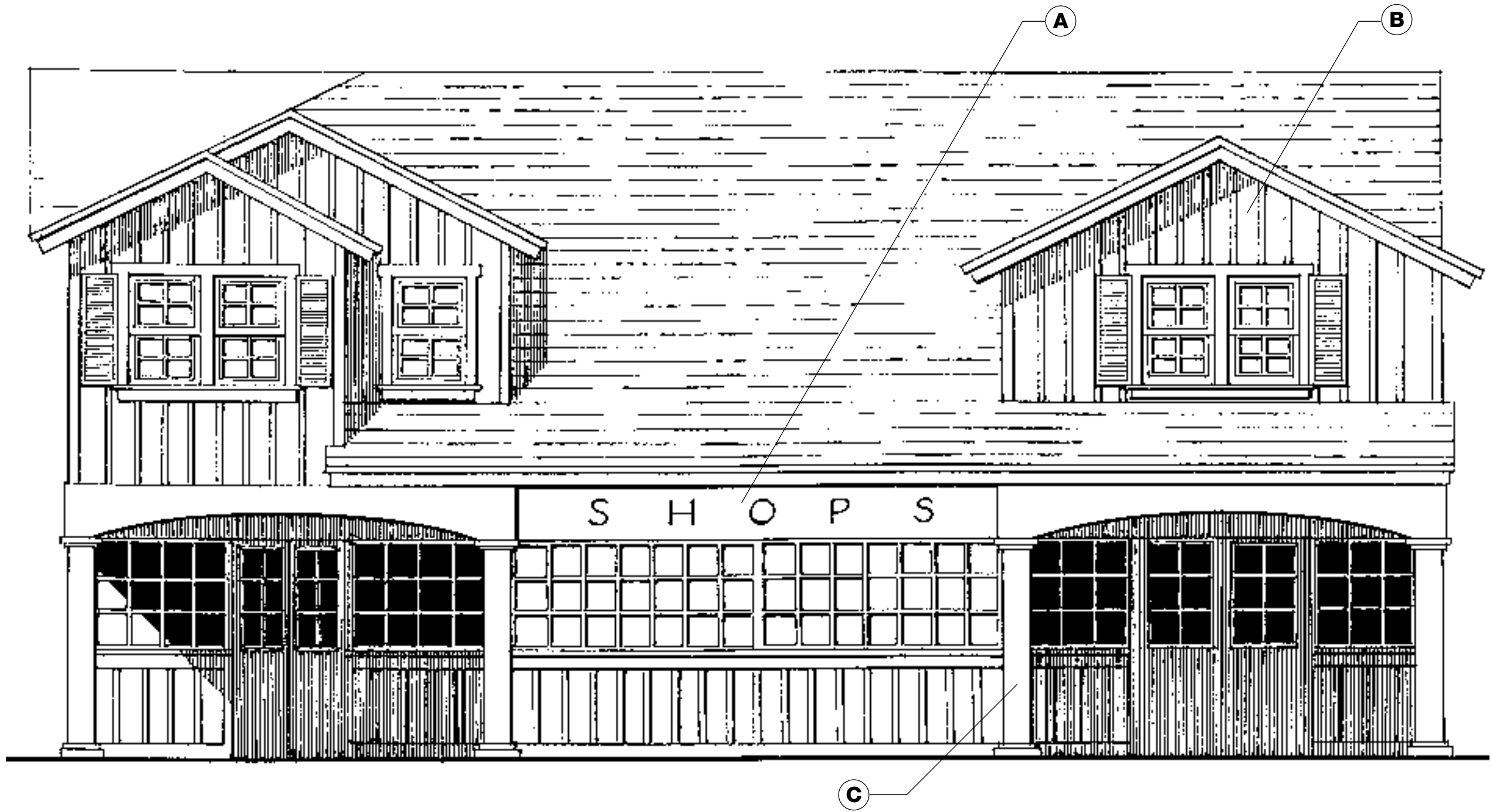
**BUILDING TYPE D**

1/4"=1'0"



**A.** Craftsman Style Columns **B.** Lattice Details



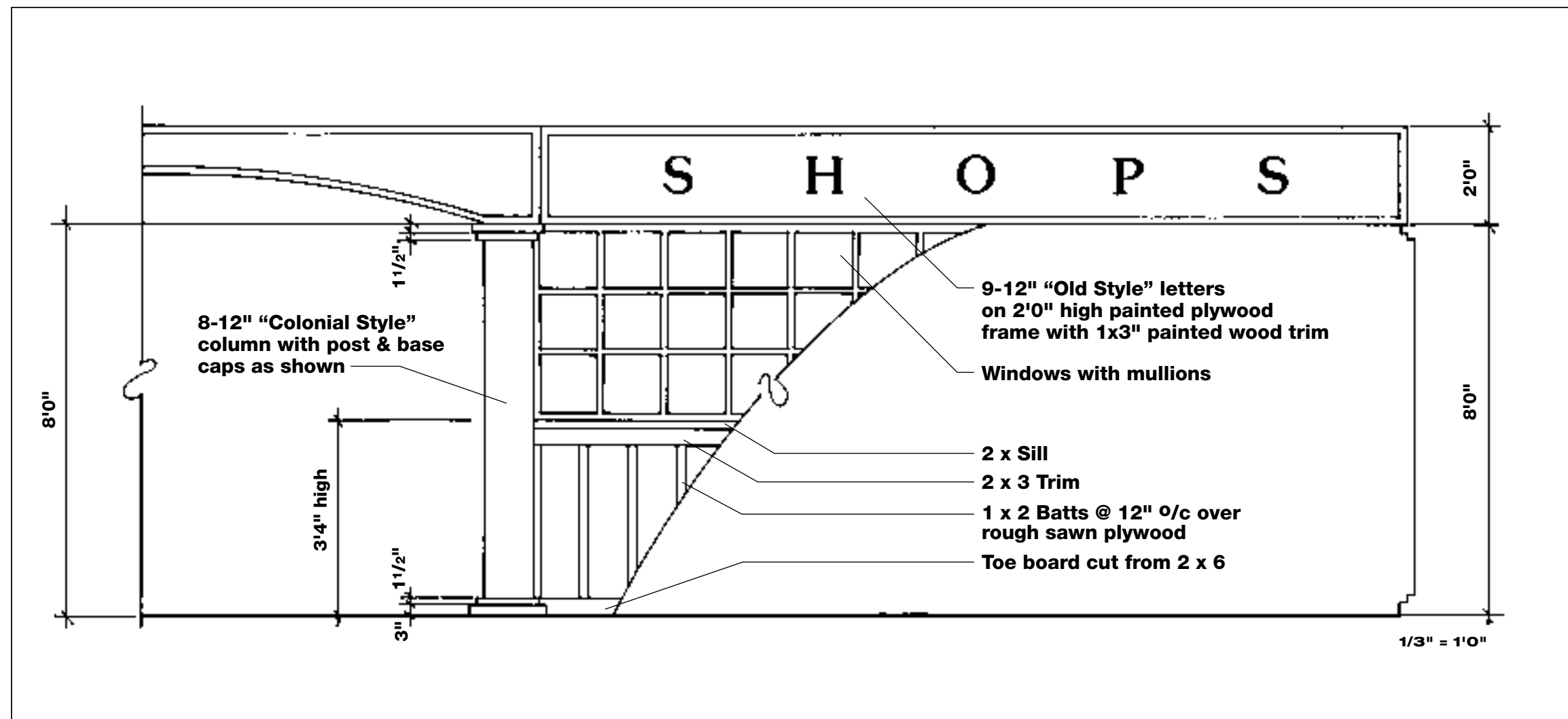


**BUILDING TYPE E**

1/4"=1'0"

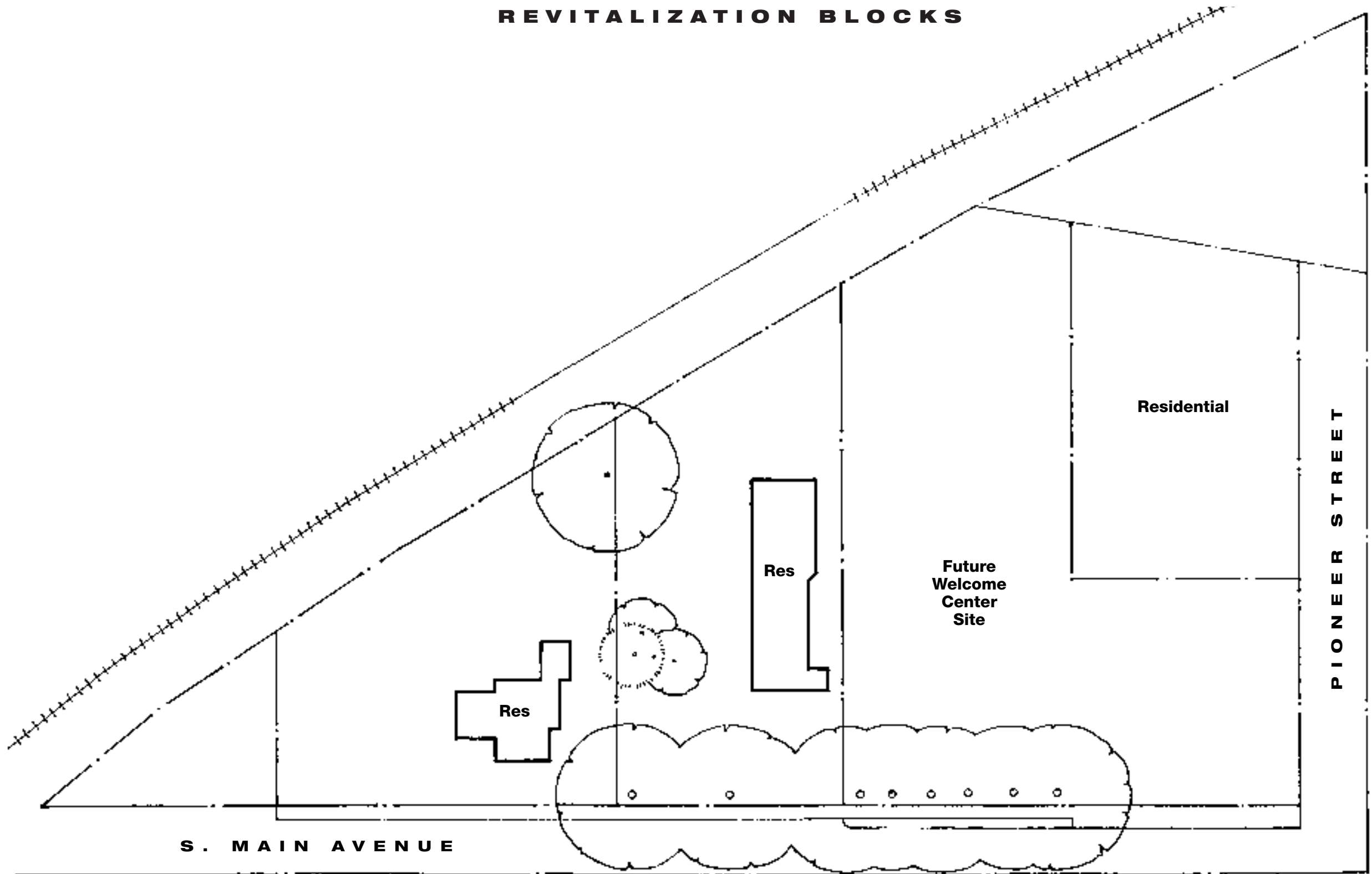


Ionic Columns



**A.** Facia Sign **B.** Board & Batten Siding **C.** Ionic Columns

**REVITALIZATION BLOCKS**



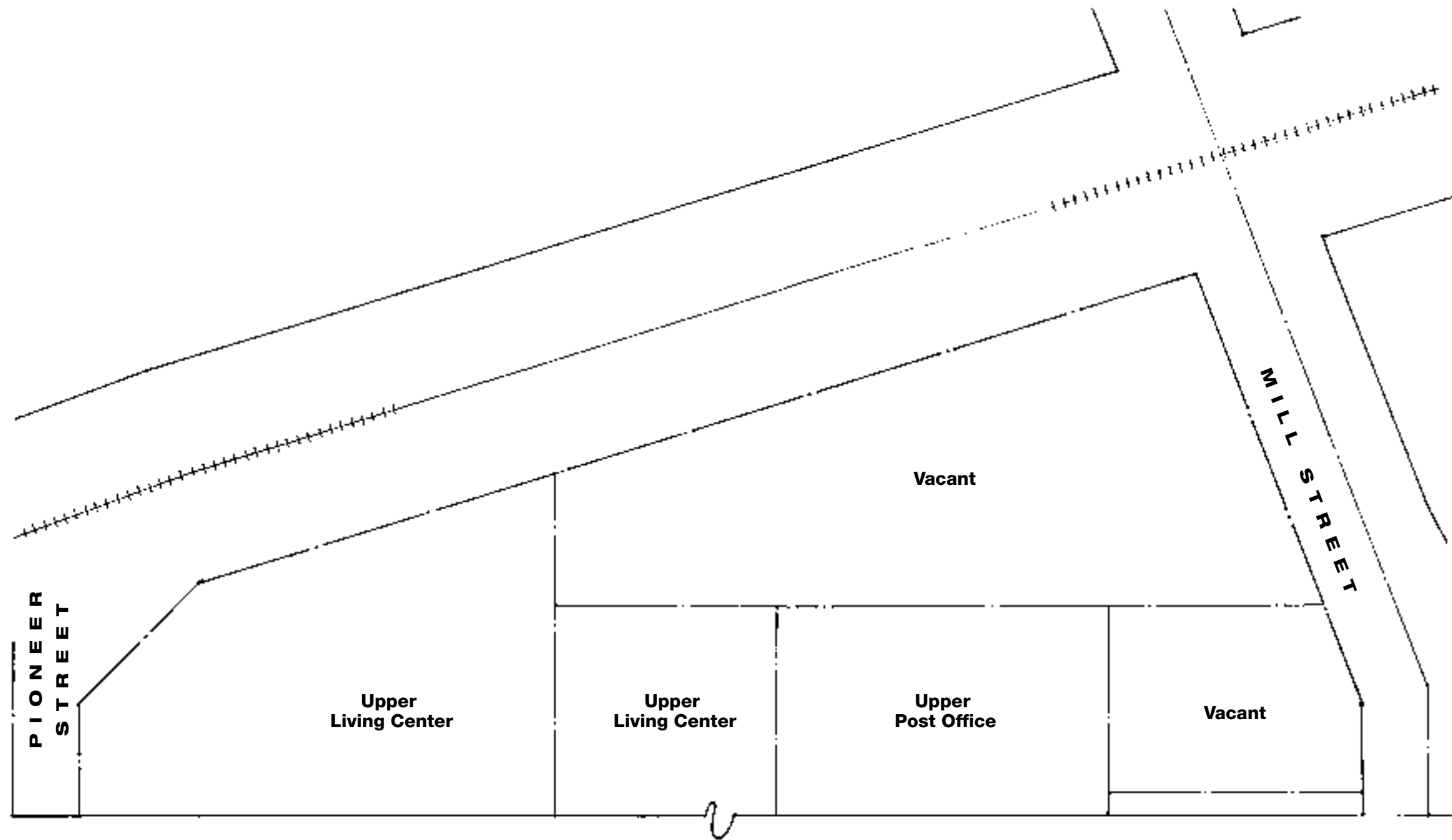
**S. MAIN AVENUE**

**PIONEER STREET**



**RIDGEFIELD REVITALIZATION BLOCK 1**

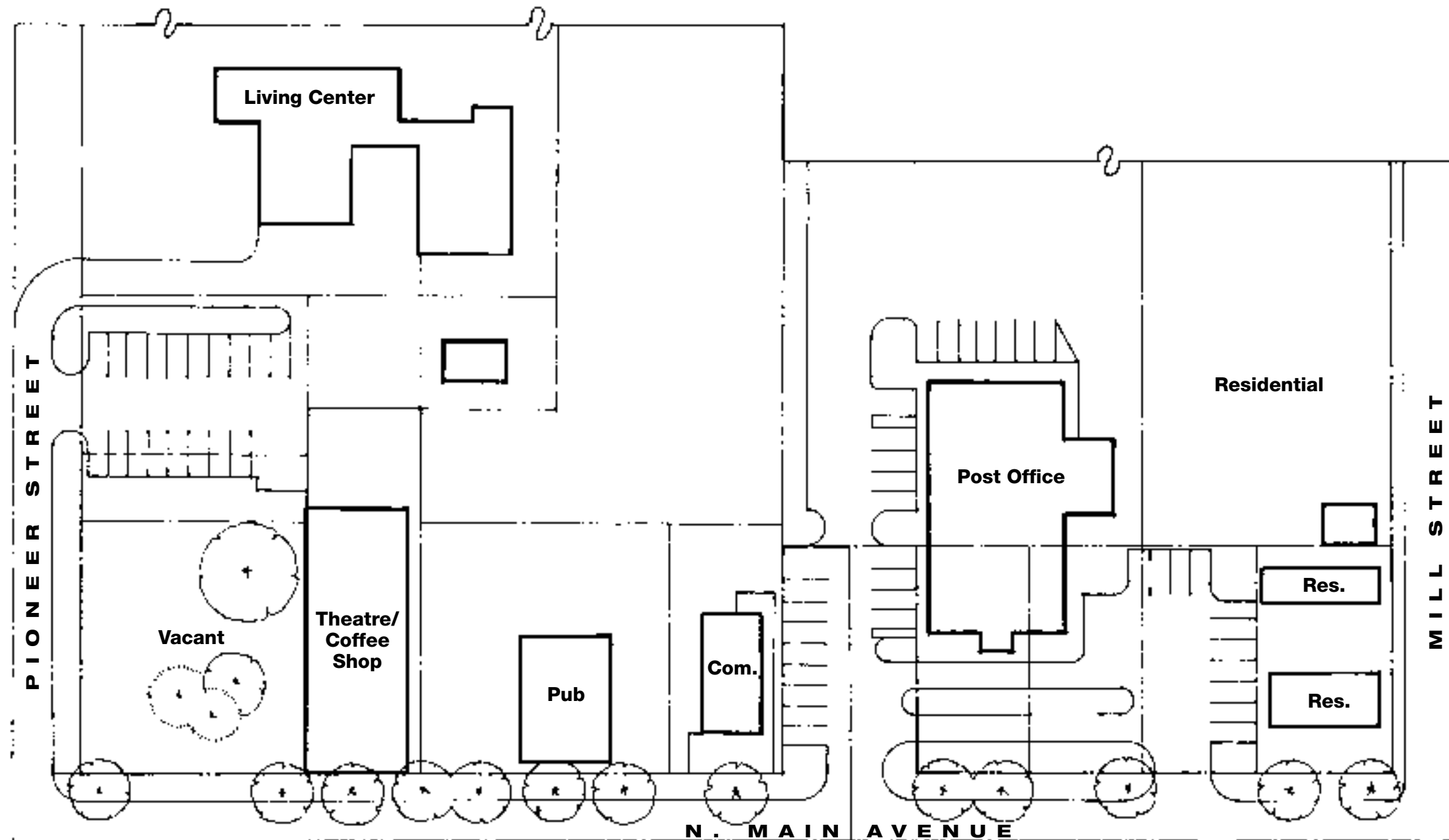
1"=40'



**RIDGEFIELD REVITALIZATION BLOCK 2**

**(UPPER)**

1"=40'

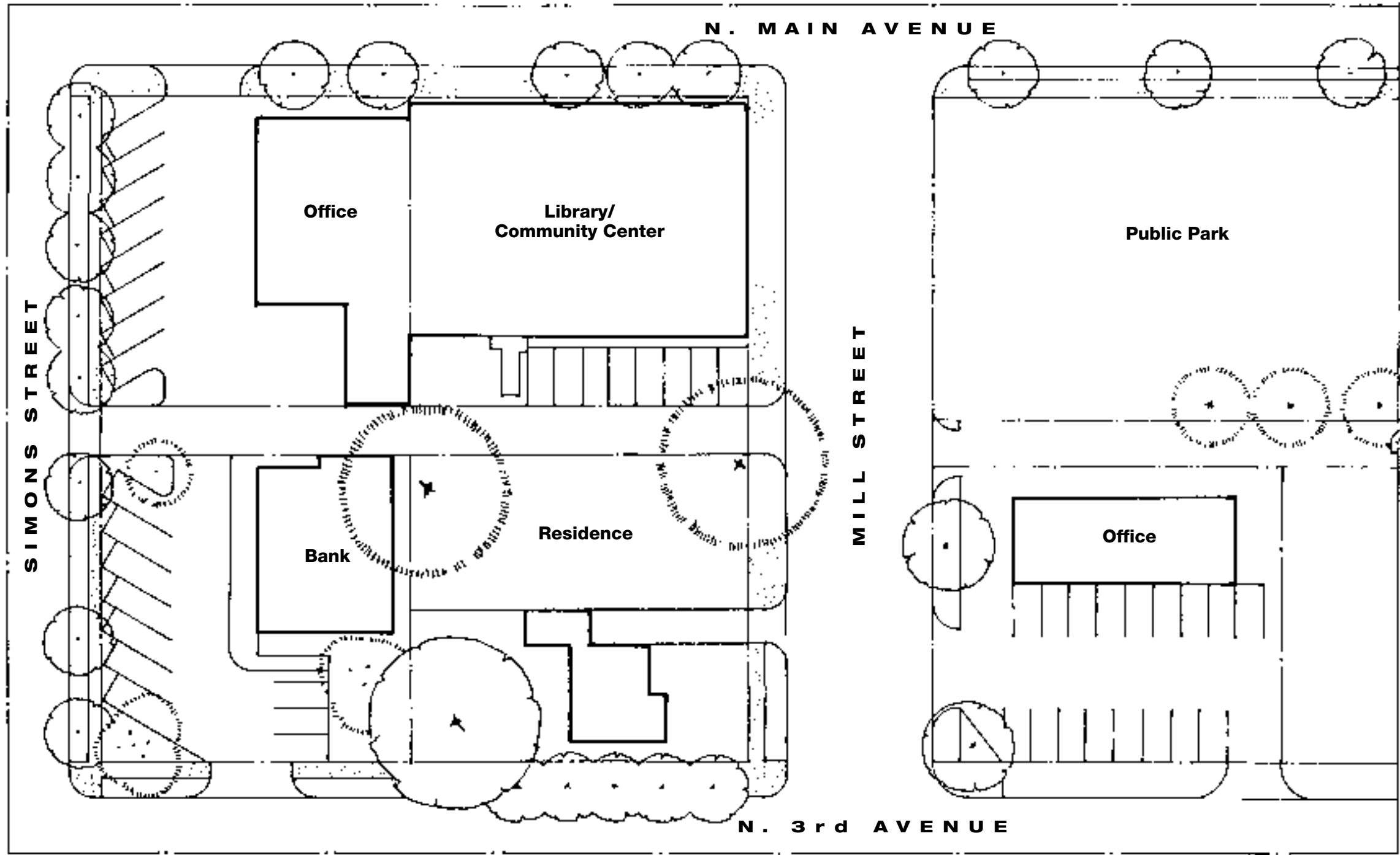


**RIDGEFIELD REVITALIZATION BLOCK 2**

**(LOWER)**

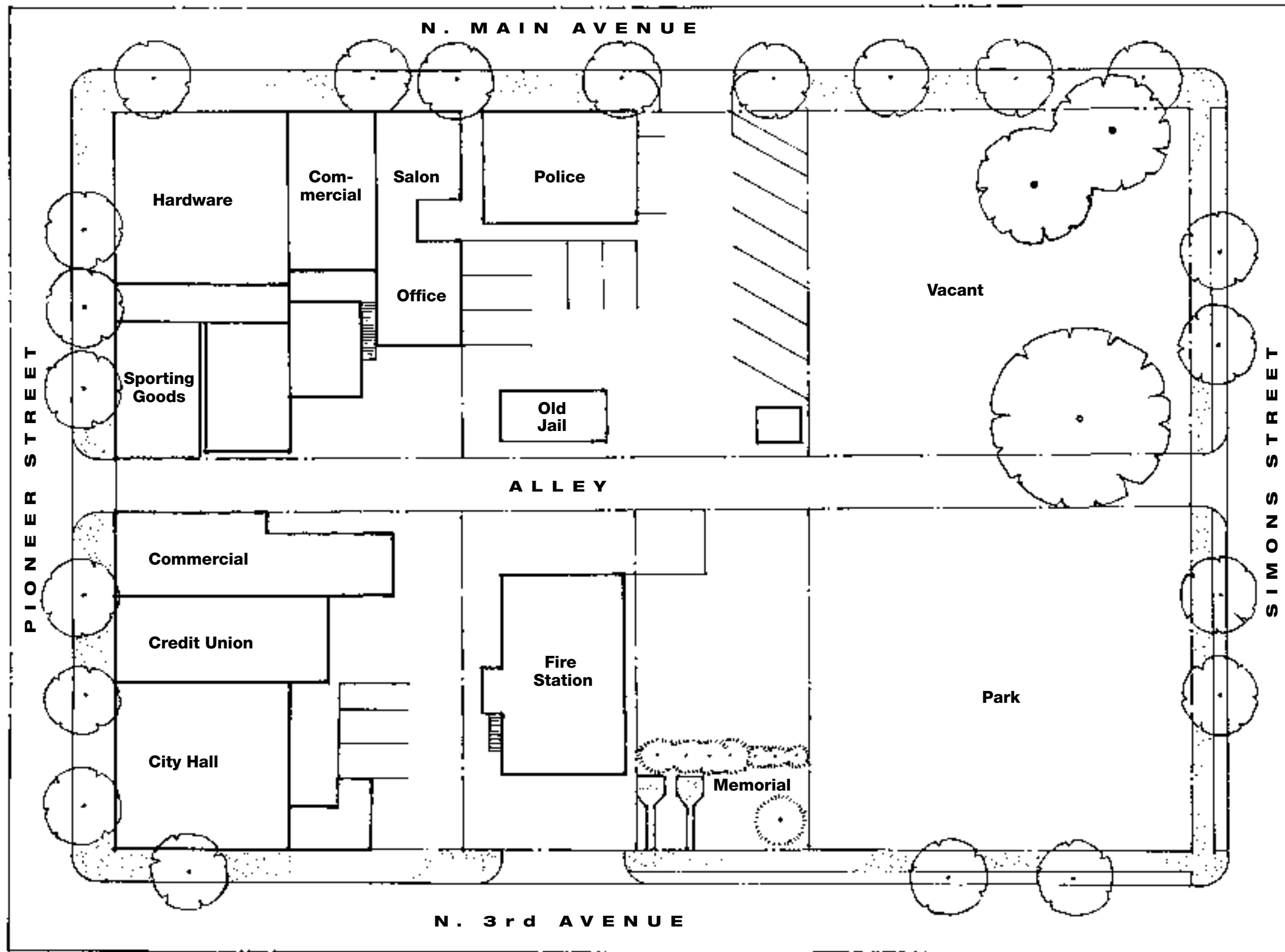
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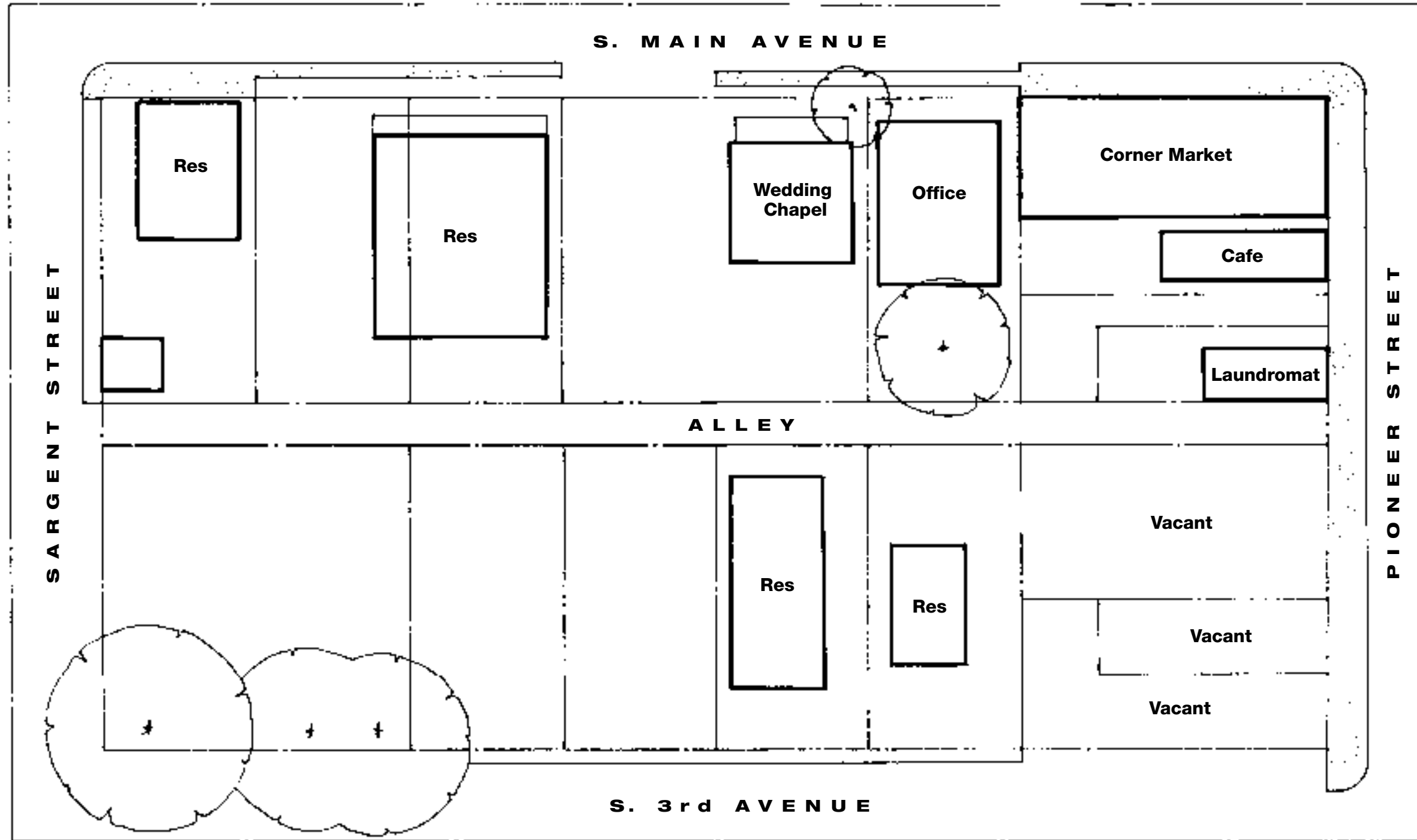
**RIDGEFIELD REVITALIZATION BLOCKS 4 & 5**

1"=30'



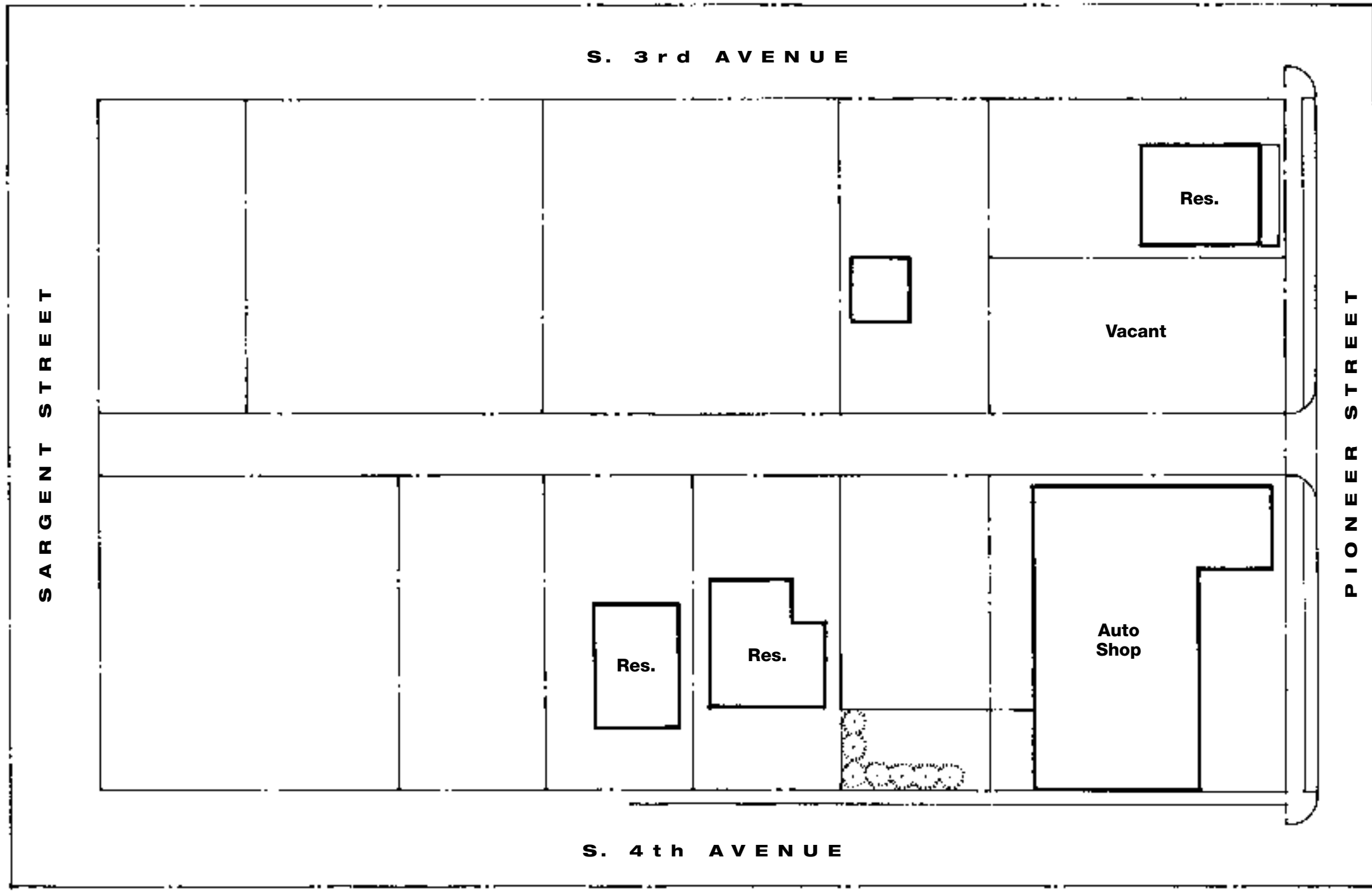
**RIDGEFIELD REVITALIZATION BLOCK 6**

1"=30'



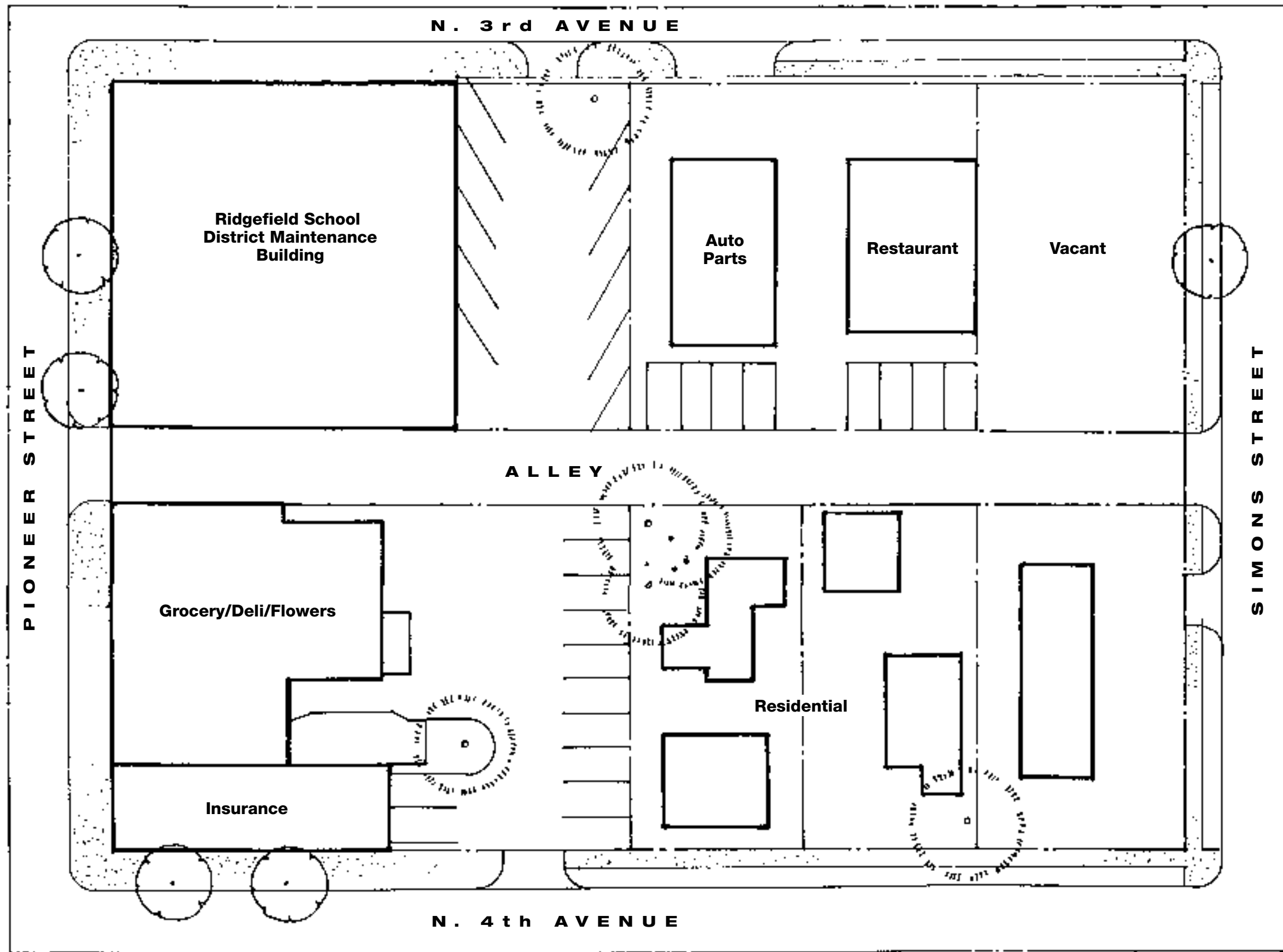
**RIDGEFIELD REVITALIZATION BLOCK 7**

1"=30'



**RIDGEFIELD REVITALIZATION BLOCK 8**

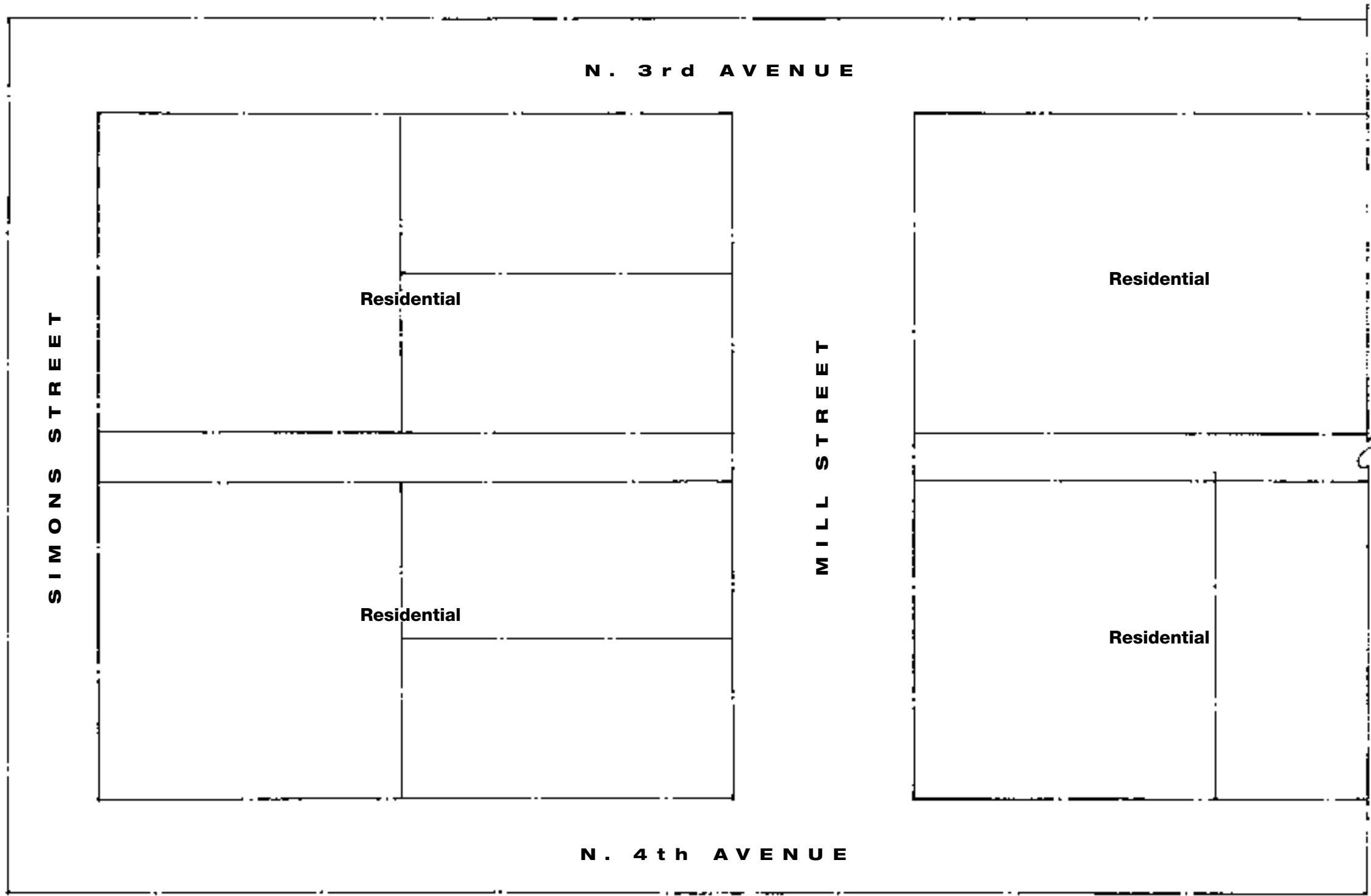
1"=30'



**RIDGEFIELD REVITALIZATION BLOCK 9**

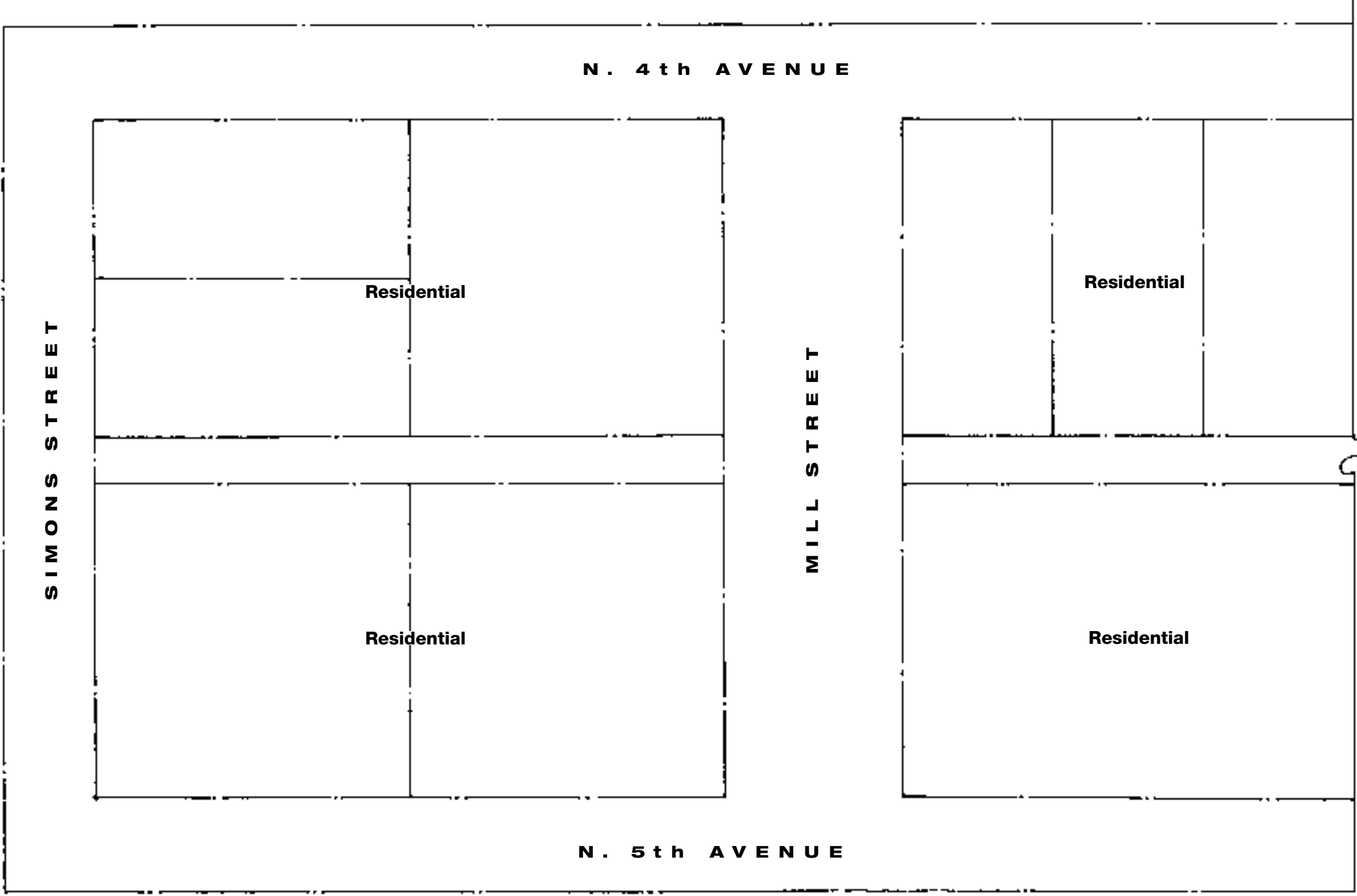
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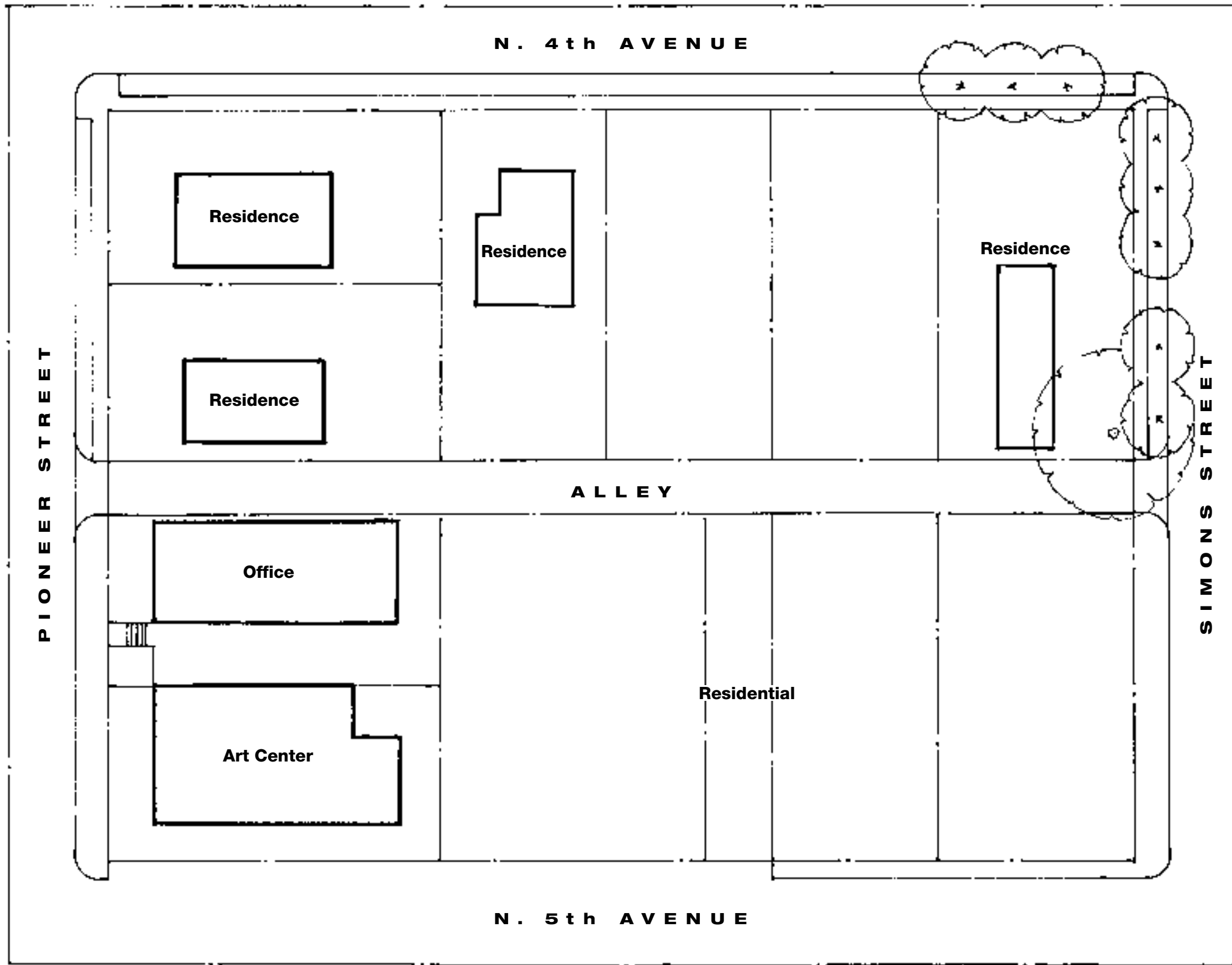
**RIDGEFIELD REVITALIZATION BLOCKS 10 & 11**

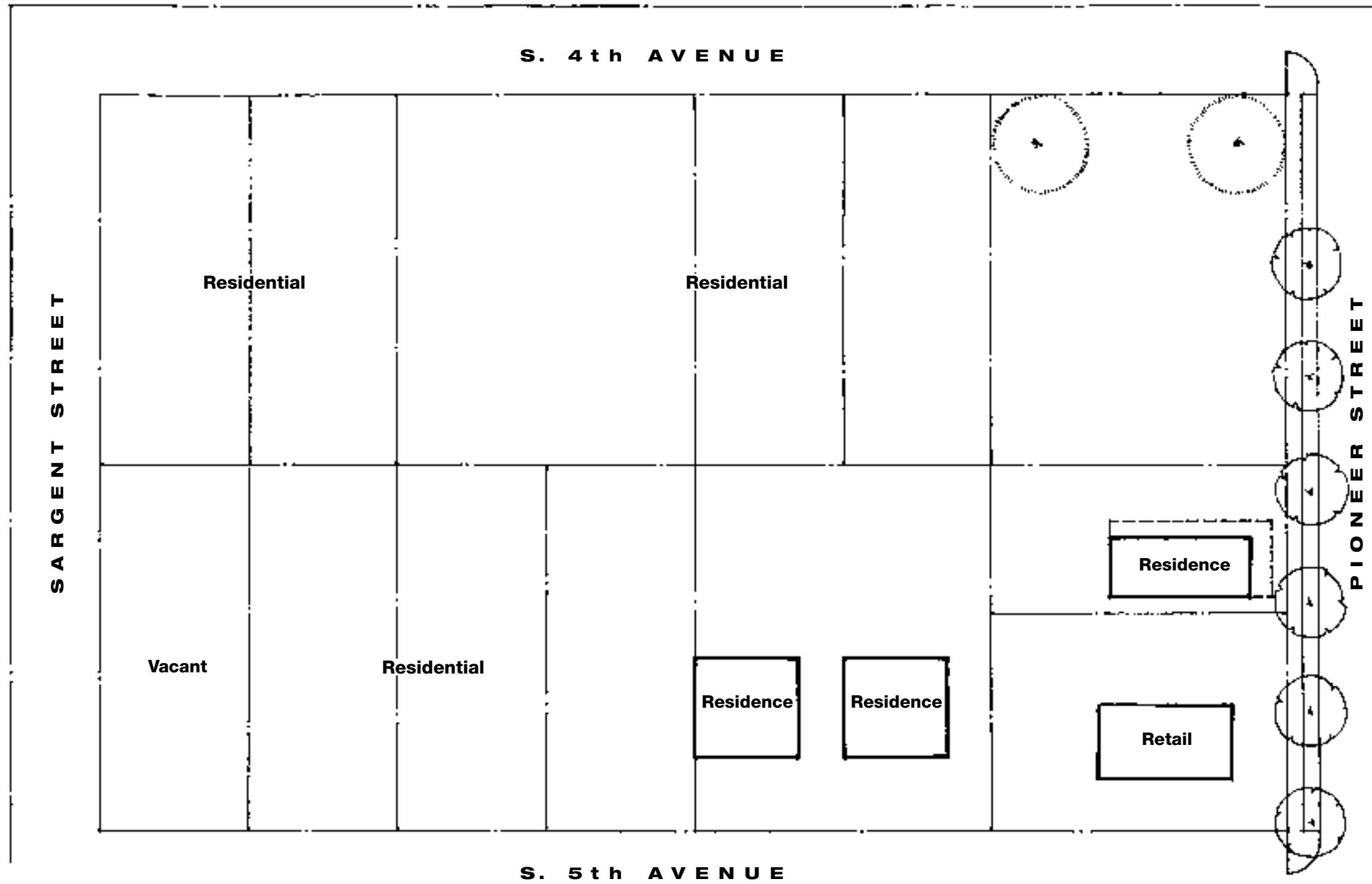
1"=30'



**RIDGEFIELD REVITALIZATION BLOCKS 12 & 13**

1"=30'





**RIDGEFIELD REVITALIZATION BLOCKS 15**

1"=30'

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## **APPENDIX I**

### **Creating a Destination Business**

**Jon Schallert**

Schallert & Associates, Inc.  
Management Consultants  
111. Retail – USA.com

In May 2002, Mr. Jon Schallert presented a workshop for downtown business people in which he outlined a process for creating a destination retail business. Mr. Schallert's premise is that any business, not just downtown, can become a destination. Key excerpts of his presentation are included below.

#### **MAJOR OWNER CHALLENGES**

- See your store and product as a consumer sees it
- Act like Fortune-500
- Put aside individuality for group unity
- Refocus your one-of-a-kind strengths
- Creatively depart from your business comfort zone

#### **DESTINATION RETAILING MYTHS**

- High traffic location
- High income location
- Store size
- Product pricing
- Product selection
- Financial strength
- Retail experience
- If it's not broken...
- Waiting for Big Brother

#### **WHY BUSINESSES LOSE CUSTOMERS**

- 1% die
- 3% move away
- 5% influenced by friends
- 9% lured away by competition
- 14% dissatisfied by product
- 68% turned away by an attitude of indifference on the part of a company employee

#### **TODAY'S CONSUMER**

- Time pressured
- Want original and unique retailers
- Non-complainers
- Over-marketed
- Bored easily
- 78% factor
- Product Micro-Niches
- Expertise chooses items
- Take items from generic to personal
- Product selection = dominant
- 'Front-load' innovative products
- Find limited distribution manufacturers
- Signature items become uniquely yours

#### **REAL TIME CUSTOMER SERVICE**

- Customer Service must be 24/7
- Customers expect immediate satisfaction and attention
- Customer time pressures can be answered
- Create customer dialogue mechanism
- Dialogue must be part of the business
- Definition of Integrated Marketing
- "A planned strategy to utilize multiple forms of media and promotions to attract consumers to your businesses."

#### **DEFINITION OF MARKETING**

- "A collection of functions involved in moving goods from producer to consumer."

#### **BUSINESS CUSTOMER CORRIDOR**

- Where a business makes contact with a customer or prospect, and a judgment about the organization is formed.

#### **IMAGE CONFLICTS WITH MARKETING**

- Facade of building
- Signage
- Windows
- Entry/front door
- Displays
- Outside appearance
- Merchandising
- Layout
- Decor
- Lighting
- Sound
- Scent
- Dress of personnel
- Attitudes of personnel
- Conversations of personnel

#### **ADVERTISING FOUNDATION**

- No ad budget is ever large enough
- It takes ten times more money to get a new shopper than it costs to bring an existing shopper back.
- It takes an advertising message a minimum of 8-12 times to impact a consumer.



## **USING WORD OF MOUTH**

- Referral program
  - “I want another customer like you and I am willing to reward you for it”
  - Collective referral program
- Testimonials
  - What our customers think about us
  - In their own words
  - Customers must allow compliments to be used in marketing materials

## **MARKETING TOOLS**

- Traditional ads
  - Print
  - Radio
  - Television
  - Specialty products
  - Billboards
- Word-of-mouth
  - Testimonials & referrals

## **MARKETING WITH DATABASES**

- Capture every name
  - Guest books
  - Business cards
  - Register to win
  - Newsletter sign-up
  - Internet database
- Name, address, phone, fax, email, and qualifier questions

## **MAKING THE INTERNET SENSIBLE**

- Database collection system
  - Collect names manually, or
  - A list serve automatically collects names

## **THE POWER OF INTERNET MARKETING**

- Internet adds new users quickly
- Highly targeted emails with a personalized message can produce extremely high results
- Communications arrive very quickly
- Traditional mail costs are reduced

## **MARKETING TOOLS: IN BUSINESS**

- Events: inside individual businesses
  - Anniversary
  - Customer appreciation night
  - Artist or author signing
  - Your store as an event center
- Cross promotions
  - Like businesses share customers
- Bounce-back promotions
  - Entice customer for an unplanned return visit

## **MARKETING TOOL: PUBLICITY**

- 12 times more likely to be delivered than advertising
- Sent to feature editor, not ad rep
- Written by you on news about your business
- Use: “Publicity leaping”
- Can be difficult to receive
- Worth the effort when you get it

## **8 “MUST-HAVE” PRIORITIES**

- Address, phone, hours of operation
- What makes us different (branding)
- Store photo
- Directions
- Database collection system
- Communication incentive
- Satisfied customer testimonials
- Product and service offering

## **THE SUCCESSFUL RETAILER’S MOTTO:**

- “You don’t want to be considered the best of the best. You want to be considered the only ones that do what you do.” Jerry Garcia

## **APPLYING INTEGRATED MARKETING**

- Correct two business image issues
- Strengthen customer database
- Start website
- Add time-friendly customer service
- Create bi-monthly in-store promotion
- Generate two publicity releases, one a community tie-in
- One crossover and bounce-back promotion
- Email or mail a business newsletter
- Begin a customer frequency program
- Ready, Fire, Aim!

**APPENDIX II**  
**Ridgefield Urban Area**  
**Comprehensive Plan (RUACP)**

**GOAL 13: REVITALIZING  
DOWNTOWN RIDGEFIELD**  
(ADOPTED JANUARY 1995)

To work with the business community and the Port of Ridgefield to revitalize Downtown Ridgefield and the Lake River Waterfront as a mixed-use retail, tourist, residential and service center.

The RUACP strongly favors programs that will build upon two of the City's major assets — its largely preserved central business district and waterfront. As Clark County and Ridgefield grow these two assets will become increasingly rare and valuable. The RUACP encourages public and private investment in these areas, consistent with the policies below.

**POLICY**

**13.1** In developing action plans and when reviewing development applications, the City shall ensure that the existing strengths of Downtown Ridgefield and the Waterfront area are maintained:

- (a) Orientation and access to the Lake River shoreline.
- (b) Comfortable, small town, “main street” feeling.
- (c) Pedestrian, bicycle and bus access.
- (d) Absence of large signs, parking lots, and drive-through businesses.

**13.2** Take advantage of Ridgefield's Waterfront:

- (a) Work with the County and State agencies to transition from an industrial waterfront to mixed-use commercial, residential and tourist-oriented development that focuses on the amenity values of Lake River.
- (b) Discourage development that does not receive direct benefits from a waterfront location, or which is incompatible with mixed-use commercial, residential and tourist-oriented development.

- (c) Develop a Waterfront Zoning District which specifies permitted and conditionally-permitted land uses, landscape and development standards, and public access requirements.
- (d) Ensure that Ridgefield's and Clark County's transportation plans include automobile, bicycle, boat, train and pedestrian access to the Waterfront area.
- (e) To provide unrestricted vehicular access to the water front area, encourage development of a railroad overpass as part of the first six-year Capital Facilities Plan.
- (f) Encourage development of a riverfront promenade in the Water Front Mixed Use zone and integrate such a promenade into the greater City trail system.

**13.3** Encourage investment in Downtown Ridgefield while conserving Downtown Ridgefield's small town, “main street” feeling. This “feeling” has several components which require consideration and protection in the planning and land development process:

- (a) Store fronts typically are located on the street (along right-of-way lines), with street side windows, sidewalks and street trees separating on-street parking.
- (b) Parking areas are located behind buildings, not in front of them. Parking lots which are located to the sides of buildings and which abut a street shall be separated by a landscape buffer.
- (c) Downtown businesses are encouraged to take advantage of their historic character, by maintaining original building facades with appropriately sized and designed signs.
- (d) Residences are encouraged to locate above businesses.
- (e) Business activity should be oriented towards the street: sidewalk cafes, tastefully designed awnings, and appropriate street vending activities are encouraged.
- (f) Provisions shall be made for pedestrian and bicycle access and parking. However, pedestrian malls which eliminate vehicular access to storefronts shall be discouraged.

**13.4** Develop a Downtown Mixed-Use zoning district to implement the RUACP.

**13.5** As budget priorities permit, prepare a master plan for Downtown Ridgefield and the Waterfront, which considers, among other things:

- (a) Economic realities and the business plans of property owners;
- (b) Multi-modal transportation facilities, including public access to the Lake River shoreline and safe pedestrian and bicycle access from Downtown to the railroad tracks;
- (c) Objective landscaping and design standards to ensure compatibility among mixed-use residential, commercial, tourist and institutional developments;
- (d) Open space and park needs.
- (g) Design standards for waterfront development, which maximize view potential (e.g., “stair-stepping” back from the Lake River shoreline) and minimizes traffic and noise impacts.
- (e) Appropriate mixed uses, such as RV parks, docks and marinas, specialty retail shops, government and service centers, hotels and restaurants, recreational sales and service, general merchandise, housing, and entertainment businesses.
- (f) Appropriate locations for affordable housing opportunities.

**13.6** To realize the goal of an active Downtown and Waterfront, opportunities for appropriately designed, higher density residential development shall be provided, through such methods as:

- (a) Mixed use developments;
- (b) Cluster (small-lot) subdivisions;
- (c) Accessory housing units (“granny flats”);
- (d) Second-story apartments above businesses;
- (e) Houseboats.