



CONFEDERATED TRIBES OF THE
UMATILLA INDIAN RESERVATION



Mission Community Master Plan

Final Draft – March 5, 2018

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The contents of this document do not necessarily reflect views or policies of the State of Oregon.

Contents

Executive Summary.....	i
Introduction	1
Planning Process	2
Existing Conditions.....	6
Housing and Employment Need	14
Alternatives Evaluation.....	16
The Master Plan	18
Land Use and Design.....	18
Transportation	23
Pedestrian Improvements	23
Multi-Use Pathway Improvements.....	27
Planned Bicycle Projects.....	31
Intersection Improvements	34
Transit Enhancements	36
Additional Planned Roadways	37
Policies and Strategies	40
Land Use	40
Transportation	41
Implementation	42
Land Use	42
New Community Residential Zone	42
Design Guidelines	43
Transportation	49
Standards.....	49
Project List	50
Action Items.....	59

List of Figures

Figure 1. Study Area and “Four Corners” Subarea..... 1

Figure 2. Project Timeline 3

Figure 3. Key Opportunity Sites Map 5

Figure 4. Zoning..... 7

Figure 5. Wetlands 8

Figure 6. FEMA Flood Map..... 9

Figure 7. Existing Transportation System 12

Figure 8. Existing Pedestrian System 13

Figure 9. Alternative Development Diagrams..... 17

Figure 10. Mission Community Master Plan 20

Figure 11. Future Pedestrian Facilities and Transit Facilities 25

Figure 12. OR 331 + Multi Use Path Cross-Section 28

Figure 13. Multi-Use Pathway Cross-Section..... 30

Figure 14. Umatilla River Multi-Use Trail and Equestrian Trail Cross-Section 31

Figure 15. Future Bicycle Facilities 32

Figure 16. Mission Road Cross-Section 34

Figure 17. Potential Signalized Intersection Widening Improvements 35

Figure 18. Potential Roundabout Intersection Improvements 36

Figure 19. Standard Residential Street Cross-Section..... 38

Figure 20. Minor Residential Street Cross-Section 39

List of Tables

Table 1. Projected 20-Year Need for Net New Housing Units 14

Table 2. Alternative Development Concepts 16

Table 3. Master Plan Composite Key Sites 22

Table 4. Planned Pedestrian Projects 24

Table 5. Planned Multi-Use Pathway Projects..... 29

Table 6. Planned Bicycle Projects 33

Table 7. Planned Intersection Improvements 35

Table 8. Transit Enhancements..... 37

Table 9. Preferred Transportation Improvement Projects 51

Table 10. Implementation Action Items 59

SUPPORTING DOCUMENTS

Appendix A – Public Involvement

- Open House 1 Summary
- Open House 2 Summary
- Stakeholder Meeting Summaries
- Advisory Committee Meeting Summaries

Appendix B – Facts and Findings

- Technical Memorandum #1: Goals and Policies
- Technical Memorandum #2: Vision Statement and Evaluation Criteria
- Technical Memorandum #3: Baseline and Future Transportation System Assessment
- Technical Memorandum #4: Housing and Commercial Analysis
- Technical Memorandum #5: Market Analysis & Future Land Needs
- Technical Memorandum #6: Funding Resources
- Environmental Review Memorandum

Appendix C – Transportation Alternatives Analysis

- Alternatives Analysis Summary
- Technical Memorandum #7: Analysis of Alternative Mobility Conditions

Appendix D – Development Code Updates

- Community Residential 2 (CR-2) Zone Draft Text
- Updates to Definitions
- Updates to Related Code Sections

Appendix E – Transportation System Plan Updates

- Transportation Financing Plan

EXECUTIVE SUMMARY

See separate Executive Summary document.

INTRODUCTION

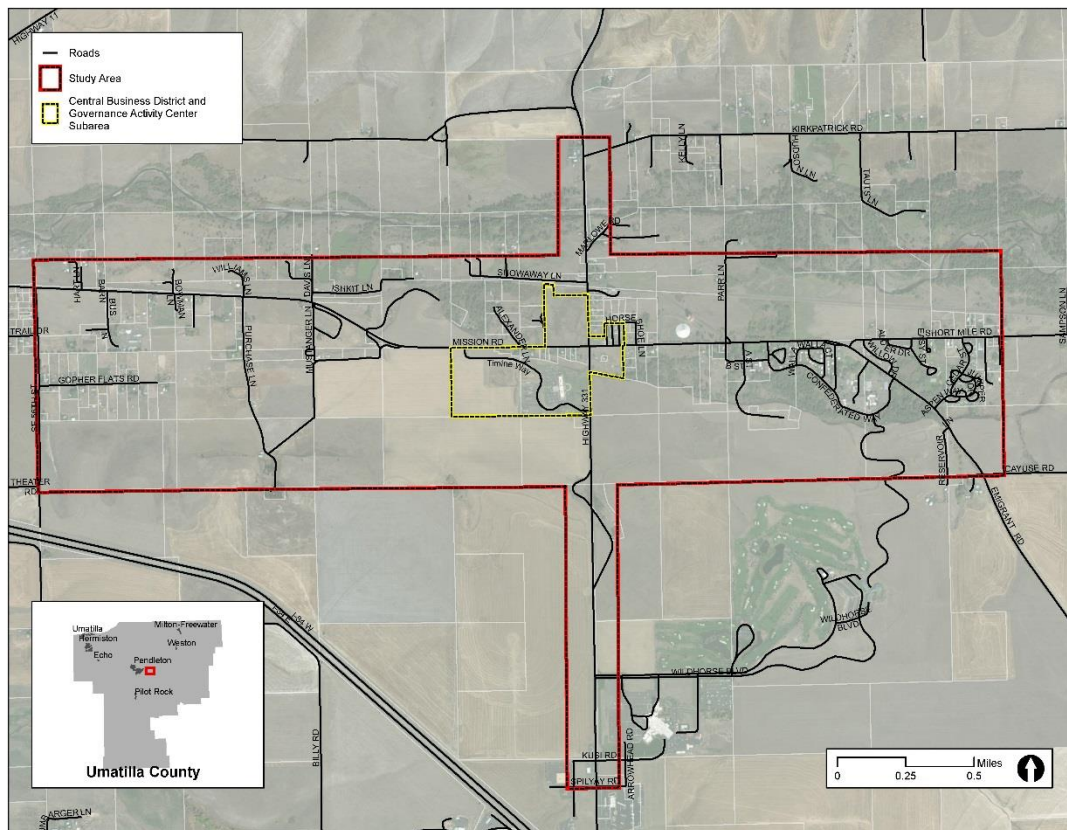
The purpose of the Mission Community Master Plan (“Master Plan”) is to plan and coordinate the future of the Mission Community. The vision that guides this planning is as follows:

The Mission Community is a vibrant, engaged, and multi-modal community that fosters cultural and environmental connectedness, economic vitality, health, and well-being.

This Master Plan includes specific land use and transportation recommendations, as well as an implementation plan, to achieve this vision. This section shares the impetus for undertaking the project, identifies the Study Area, provides an overview of the planning process, and describes existing conditions within the Study Area. In addition to the project introduction, this document contains the elements of the Master Plan itself and includes an implementation section detailing the steps to be taken after the plan is adopted. A separate document, Supporting Documents, includes materials that were used and relied upon during the development of the Master Plan.

As shown in Figure 1, the Study Area encompasses key settlement areas in the Mission Community, with a focus on the Central Business District and Governance Activity Center Subarea at the key intersection of Highway 331 and Mission Road, also referred to as the “Four Corners” area.

Figure 1. Study Area and “Four Corners” Subarea



PLANNING PROCESS

The Master Plan was developed in partnership with the Oregon Transportation and Growth Management ("TGM") Program and various departments of the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) that helped explain project objectives and encourage resident participation, particularly youth involvement. The project was designed to communicate the benefits of more compact village development with respect to efficiency of land use, sustainable transportation, and equitable utilization of public infrastructure systems. It was undertaken, in part, to help the community visualize how alternative development patterns might look, in particular how compatible land uses in a future village center can lead to more efficient utilization of natural and land resources to the benefit CTUIR and residents.



Starting in the spring of 2017, community representatives serving on the Mission Community Master Plan Advisory Committee explored the opportunities and barriers to connecting and improving community spaces within the Mission Area. The Advisory Committee was made up of stakeholders within CTUIR governance and state agency representatives. Members explored integrating pedestrian-scale development patterns, accommodating needed housing, and creating a more walkable and transit-accessible community, one that accommodates travel by bicycle and horseback. The broader community was also invited to engage in this long-range planning look through a series of public events and small group stakeholder conversations.

Figure 2 shows the timeline of the planning process, elements of which included:

- Five meetings of the Advisory Committee at key points in the process
- Three open houses at the Nixyaawii Governance Center, soliciting input about



preferred housing types, transportation infrastructure, and community needs, as well as facilitating discussion of alternative development concepts in the Four Corners Area. The project also provided web-based information and feedback opportunities.

- Outreach to students and individual stakeholders by CTUIR Planning Department staff.
- Presentations to the CTUIR National Resources Committee, Board of Trustees, and General Council.

Detailed descriptions of open house events and the ways community input affected the Master Plan are included in the Supporting Documents to this plan.

Figure 2. Project Timeline



Guided by the overarching vision statement, the planning process helped articulate the desired future for the Mission Community Area. Goals and policies outlined expected outcomes for the project and the resulting Master Plan for the area. Project participants also established evaluation criteria to help assess how well specific ideas or alternatives for the area met the guiding goals and policies. The vision, goals and policies, and evaluation criteria are detailed in the Supporting Documents (Appendix A).

During the “Facts and Findings” phase of the project, participants reviewed existing conditions including transportation inventories, a buildable lands analysis, and zoning and land ownership data. A housing and commercial analysis also offered a picture of existing and future land use needs. This Housing Analysis also provided an in-depth look at four opportunity sites at the Four Corners (Figure 3). Advisory Committee members and Stakeholders covered a wide variety of subjects in their respective meetings,

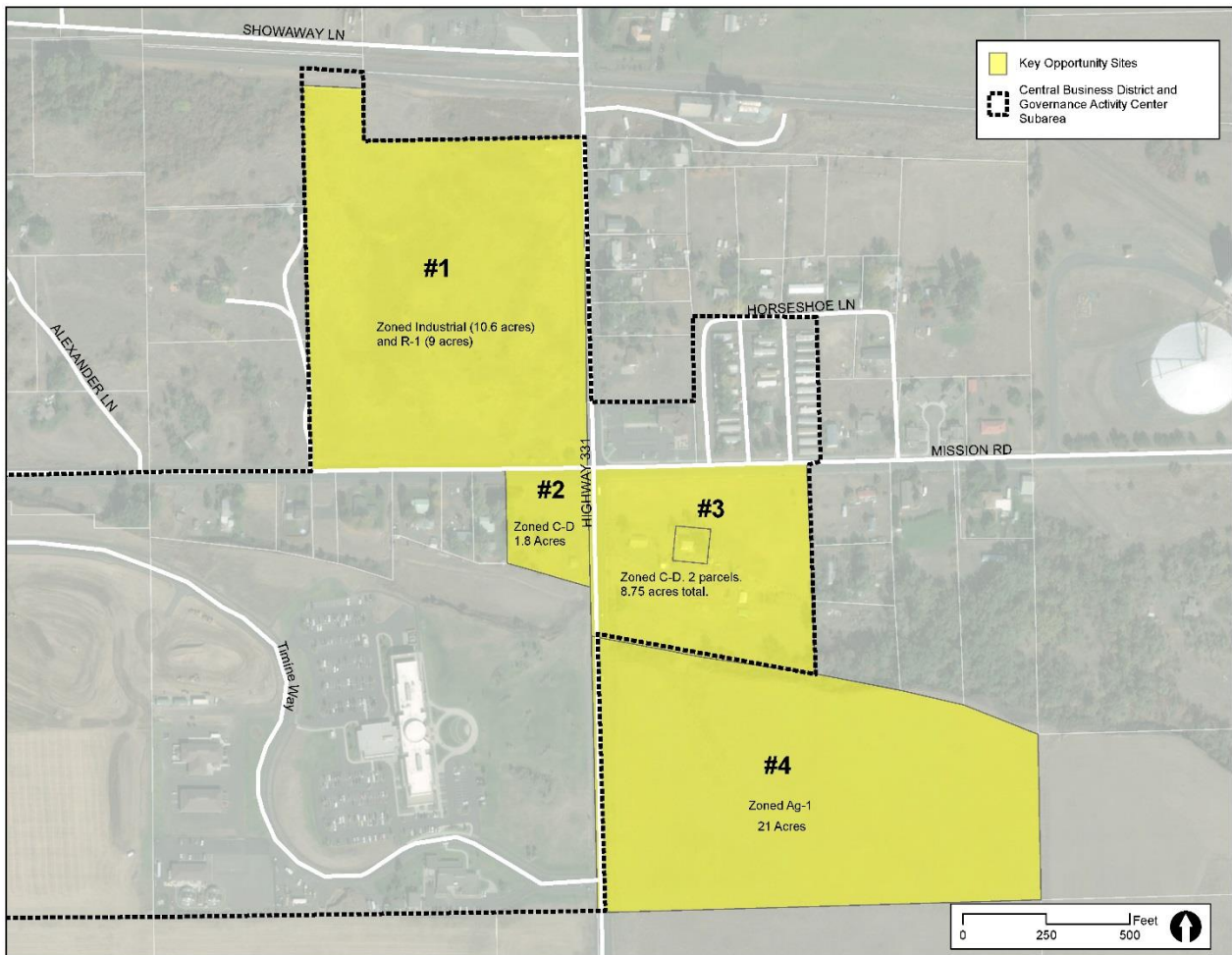
including needed housing, economic development opportunities, transportation safety, and cultural identity.

Through the summer of 2017, project participants were asked to review future land needs, land use design, and transportation treatments/solutions as they further consider opportunities and constraints in achieving a vibrant, multi-modal community. Information for consideration included the Market Analysis and Future Land Needs report, information on historic settlement patterns, and active transportation design options (see Supporting Documents, Appendix B).

A driving factor influencing future land needs is accommodating tribal members living near, but not on, the Reservation. The assumption is that there is pent up demand from these tribal members who may prefer to live on the Reservation if it were possible to do so. Using a 50-mile radius from the Four Corners, the Market Analysis projected a need for over 300 new housing units over the next 20 years, including single family detached, single family attached, multi-family, and manufactured housing.



Figure 3. Key Opportunity Sites Map



The four Key Opportunity Sites¹ at Mission and Market include:

Site #1: Known as the “Northwest Property.” This site is a tribal allotment property held in Trust by the Bureau of Indian Affairs (BIA) and, as of this writing, is held in probate and is expected to be held by a local family. It is currently zoned for industrial and low-density residential uses. Any future development and zone changes would be at the behest of the property owners.

Site #2: Known as the “Kipp Property.” This property is a tribally owned trust property. It is 1.8 acres currently zoned for commercial uses. It currently has a well house and one of the CTUIR’s community water wells located on it. Some previous conceptual design work for this site included uses ranging from apartments to commercial development and a skate park.

¹ More details on these sites are found in the Supporting Documents within Technical Memorandum #4: Housing and Commercial Analysis, which contains a description of ownership types on the Reservation (Attachment A).

Site #3: Known as the “Conner Property.” This is two individual parcels with the smaller, inscribed parcel containing a residence that is in trust, while the larger surrounding property is fee land owned by Tribal members. Both are zoned Commercial. Any future development or zone designation changes would be at the behest of the property owners.

Site #4: Known as the “Agricultural Parcel.” This is a 21-acre fee property owned by non-tribal members and is zoned Ag-1. Any future residential development would require a change of zoning designation, and would be initiated at the property owner’s behest in partnership with CTUIR.

Key findings that informed development concepts for the Four Corners Area include:

- Low-income housing is reaching the end of its life span.
- There are few opportunities to purchase a first home on the Reservation.
- People who work on the Reservation need to look outside the Reservation to find homes.
- Quality elder housing within the community is in high demand.
- There is a desire for commercial spaces that can accommodate goods and services aimed at the local market.
- There is a lack of improved trails and safe pedestrian and bicycle routes to connect areas within the Four Corners.
- There is a need for more active park areas and gathering spaces that are visible and safe for all user groups.

EXISTING CONDITIONS

Information on existing land use and transportation facilities within the Study Area is summarized briefly below. Detailed inventories are provided in Supporting Documents, Appendix B.

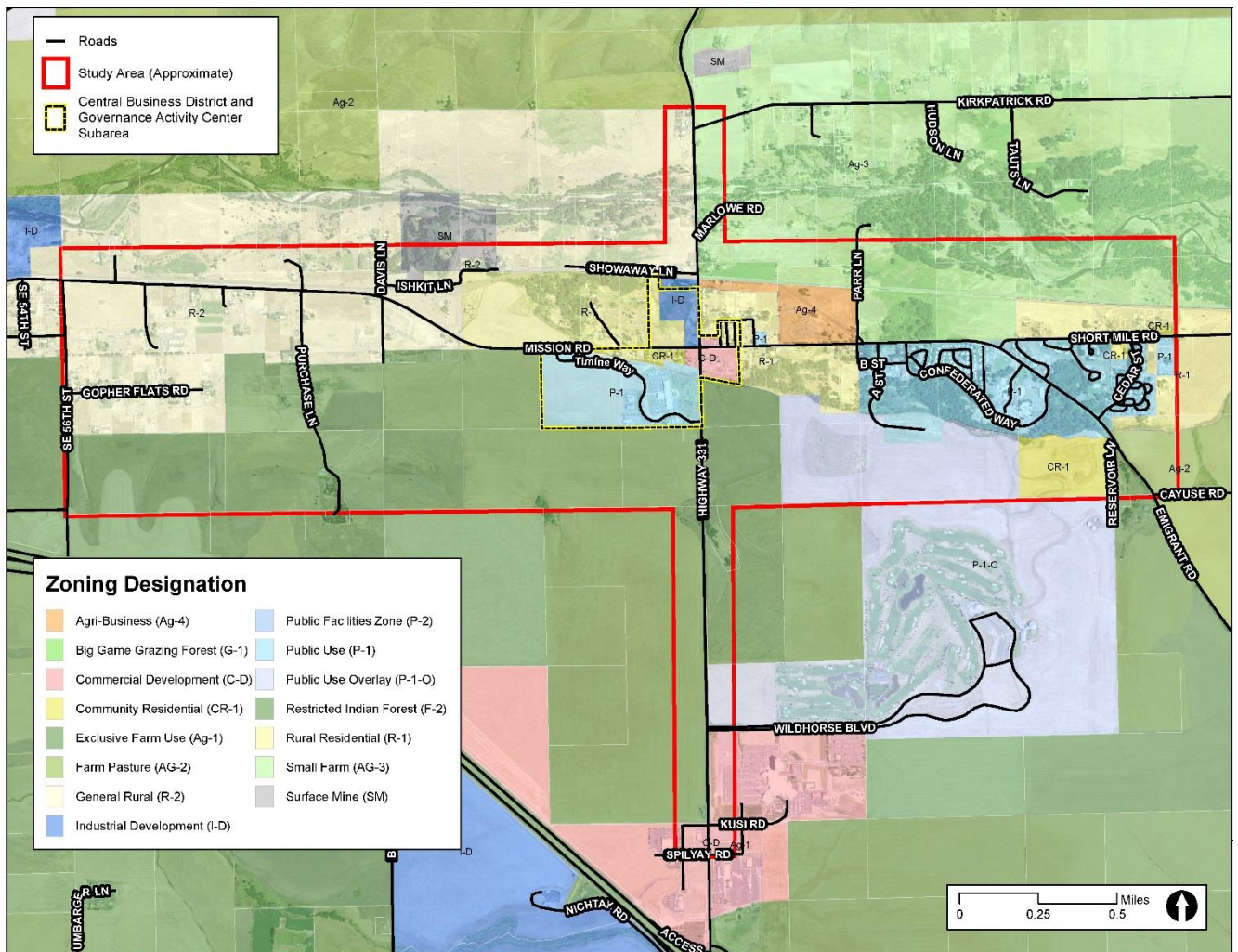
Zoning

As shown in Figure 4, there are several zoning designations in the Study Area, including residential, commercial, industrial, public, rural, and agricultural/resource zones. They are:

- **Community Residential (CR-1)** – The CR-1, Community Residential Zone is intended to promote areas for community suburban residential development that connect to community water and sewer services. This zone is intended to create residential neighborhoods for public and private housing.
- **Rural Residential (R-1)** – The R-1, Rural Residential Zone is intended to promote areas for low-medium density suburban residential development in close proximity to necessary public utilities.
- **General Rural (R-2)** – The R-2, General Rural Zone is intended as a transition zone from agricultural uses to rural residential uses or small farms.

- **Commercial Development (C-D)** – The C-D, Commercial Development Zone is designed to promote individual and Tribal Enterprise Development to diversify and improve the Reservation economy.
- **Public Use (P-1)** – The P-1, Public Use zone is currently the only zone that allows for multi-family housing. P-1 zoning does not have clear development standards established in the code, which allows the Tribes flexibility in development.
- **Industrial Development (I-D)** - The I-D, Industrial Development Zone is intended to provide areas for industrial development compatible with the economic resource base of the Umatilla Indian Reservation and the economic needs and wants of the people of the reservation. This zone designation is appropriate for areas in close proximity to major transportation facilities and necessary utilities, while preserving or enhancing the air, water, and land resources of the area.

Figure 4. Existing Zoning Designations



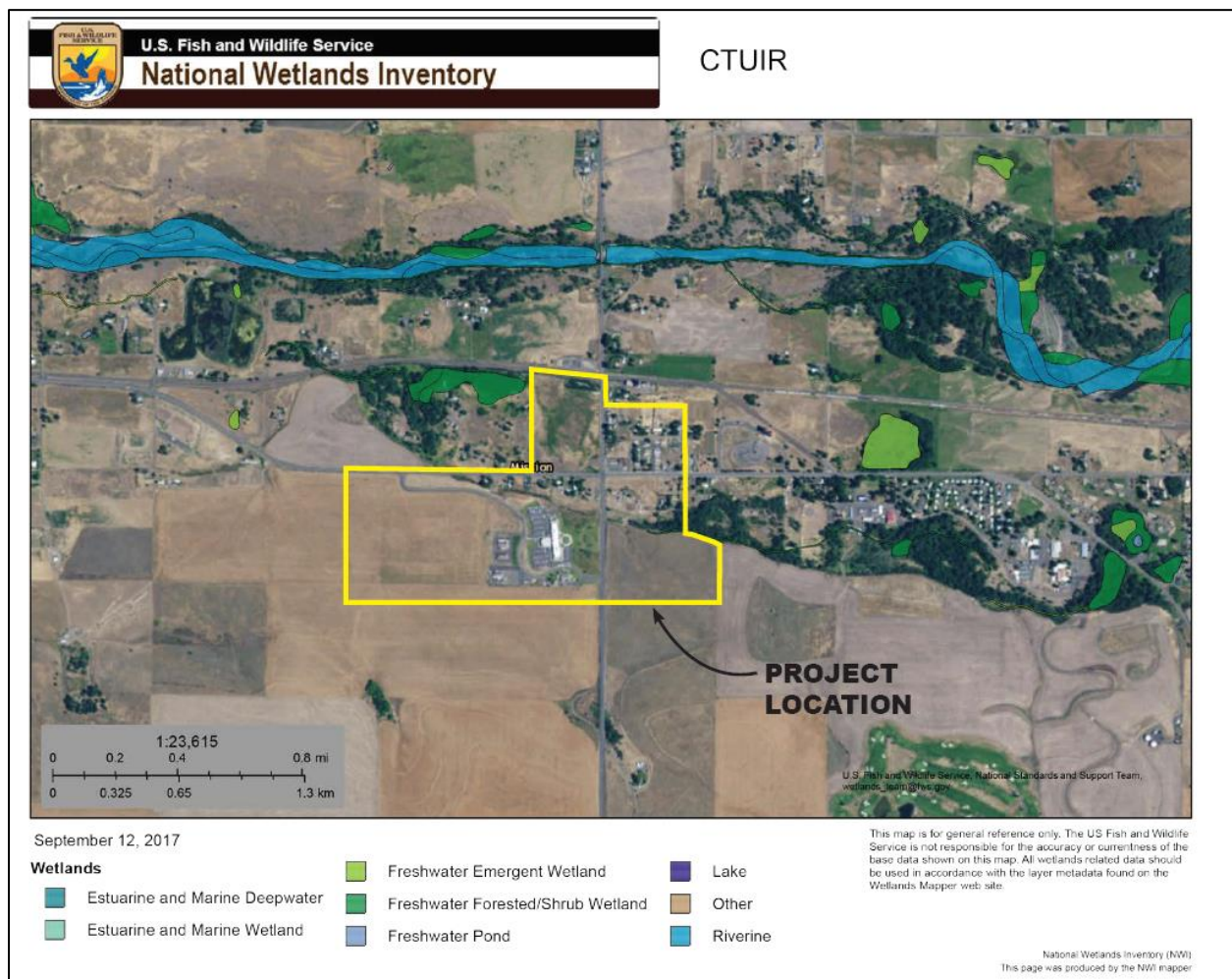
Natural and Cultural Resources

Anderson Perry conducted a high-level Environmental Review of the natural resources within a 2-mile radius of the Master Plan area (Supporting Documents, Appendix B). This evaluation generally found no resources that would prohibit development that is consistent with the Master Plan, but does identify elements to consider when planning specific projects, as summarized briefly below.

Waterways and Wetlands

One intermittent stream known as Spring Creek is located within the project area, originating on the lower slopes of the Blue Mountains and flowing west toward the Umatilla River. The Umatilla River flows east-west just north of the project area. The National Wetlands Inventory identifies two wetlands adjacent to the northwest corner of the project area. (See Figure 5).

Figure 5. Wetlands

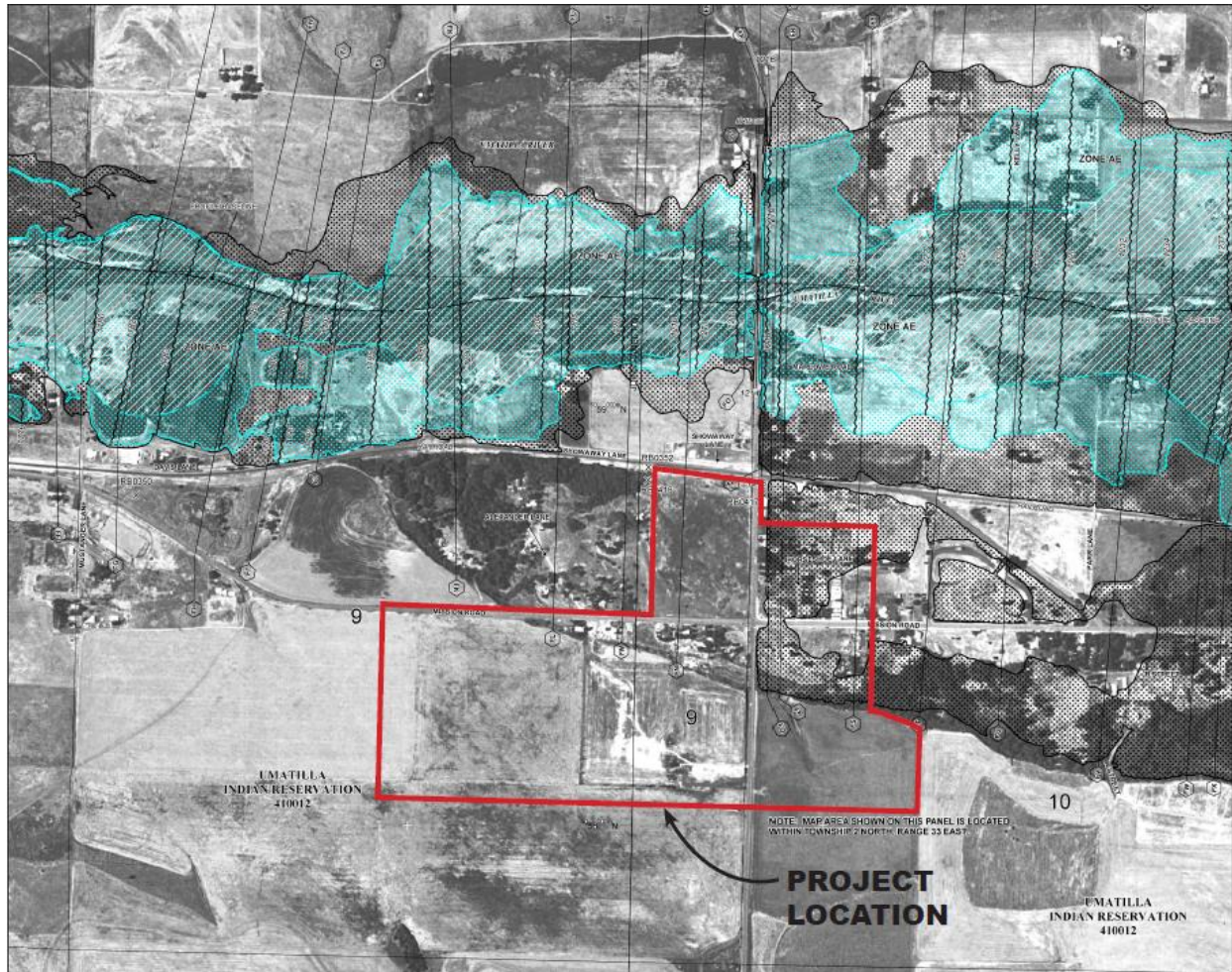


Floodplains

While parts of the Mission Community lie in the 100-year floodplain, these areas are to the north and outside of the Study Area. The Federal Emergency Management Agency (FEMA) National Flood Hazard

map identifies much of the eastern half of the project area (north of Spring Creek) and a portion of the field northwest of the intersection of Mission Road and Highway 331 to be within the 500-year flood zone (0.2 percent annual chance flood hazard), as shown in Figure 6.

Figure 6. FEMA Flood Map



SPECIAL FLOOD HAZARD AREAS (SFHAs) SUBJECT TO INUNDATION BY THE 1% ANNUAL CHANCE FLOOD

The 1% annual chance flood (100-year flood), also known as the base flood, is the flood that has a 1% chance of being equaled or exceeded in any given year. The Special Flood Hazard Area is the area subject to flooding by the 1% annual chance flood. Areas of Special Flood Hazard include Zones A, AE, AH, AO, AR, A99, V, and VE. The Base Flood Elevation is the water-surface elevation of the 1% annual chance flood.



FLOODWAY AREAS IN ZONE AE

The floodway is the channel of a stream plus any adjacent floodplain areas that must be kept free of encroachment so that the 1% annual chance flood can be carried without substantial increases in flood heights.



OTHER FLOOD AREAS

ZONE X Areas of 0.2% annual chance flood; areas of 1% annual chance flood with average depths of less than 1 foot or with drainage areas less than 1 square mile; and areas protected by levees from 1% annual chance flood.

Cultural Resources

The Master Plan area lies within an area generally perceived to have a high probability for possessing archaeological sites and/or buried human remains. In addition, a large number of surveys have been completed and historical sites recorded within and near the project area. For these reasons, coordination with the Oregon State Historic Preservation Office (SHPO) and the CTUIR should be part of development of future construction projects.

For a more detailed report of natural resources, see the Anderson Perry memorandum titled “Mission Community Master Plan Environmental Review” included in Supporting Documents, Appendix B.

Transportation

Roadway System

The Mission Study Area is served by a roadway network that is owned and operated by multiple entities consisting of the Oregon Department of Transportation (ODOT), Umatilla County, the BIA, and CTUIR.

- **ODOT Facilities.** Within the Study Area, ODOT owns and maintains OR 331 and, to the south, Interstate 84 (I-84). I-84 is classified by the Oregon Highway Plan as an Interstate Highway, a National Highway System, National Network, Freight Route, and Reduction Review Route. OR 331 is classified by the Oregon Highway Plan as a District Highway, a Freight Route, and a Reduction Review Route.
- **Umatilla County Facilities.** Umatilla County owns and maintains most of the regionally significant roadways within the Mission Study Area. Mission Road (County Road #900) is the primary east-west roadway, connecting the Study Area to the City of Pendleton to the west. Classified as a Major Collector, Mission Road consists of two travel lanes with a posted speed limit of 40 mph. Other County roads classified as Minor Collectors include Short Mile Road, Emigrant Road, Cayuse Road, and Kirkpatrick Road.
- **BIA Roads.** Within the Study Area, the BIA owns and maintains a number of local roadways that primarily serve BIA tribal agency offices and affiliated housing. These paved roads include "A" Street, "B" Street, Alder Drive, Cayuse Loop, Confederated Way, Cottonwood Lane, Umatilla Loop Road, Walla Walla Court, Whirlwind Drive, and Willow Drive.
- **CTUIR Roads.** CTUIR owns and maintains the majority of roads that serve tribal affiliated facilities and housing. These roadways include Easy Street, Cedar Street, Aspen Lane, Ti'mine Way, Wildhorse Boulevard, Kusi Road, Coyote Road, Spilya Road, and Arrowhead Road.
- **Paved and Unpaved Public Use Roads.** All remaining roadways within the Study Area are considered to be “Public Use” roads. These paved and unpaved roads may or may not have a dedicated right-of-way and may be within the jurisdiction of CTUIR, Umatilla County, or are private roads.

Figure 7 shows the extent of the Mission Study Area roadway network.

Freight System

Semi-truck and trailer combination vehicles deliver goods to and from various businesses within the Mission Study Area. OR 331 is designated by ODOT as a Freight Route and primarily accommodates the movement of freight between I-84 to the south and OR 11 to the north. Mission Road is also used for local freight-related movements. There are no known freight restrictions.

Pedestrian System

Key components of the limited pedestrian infrastructure network include:

- Sidewalks along portions of Mission Road connecting the July Grounds to the OR 331 / Mission Road intersection. These sidewalks are not continuous and have multiple obstructions.
- A multi-use trail network linking the residential areas between Mission Road and Short Mile Road.
- The Tamastlikt Trail linking the Tamastlikt Cultural Institute to the July Grounds.
- Ti'Mine Way multi-use pathway.

There are three marked crosswalks on Mission Road that provide access to the July Grounds from Short Mile Road and Willow Drive, as illustrated in Figure 7. These facilities do not adhere to the Americans with Disabilities (ADA) minimum requirements and require the installation of curb ramps and detectable warning surfaces for those who are visually impaired.

Figure 7. Existing Transportation System

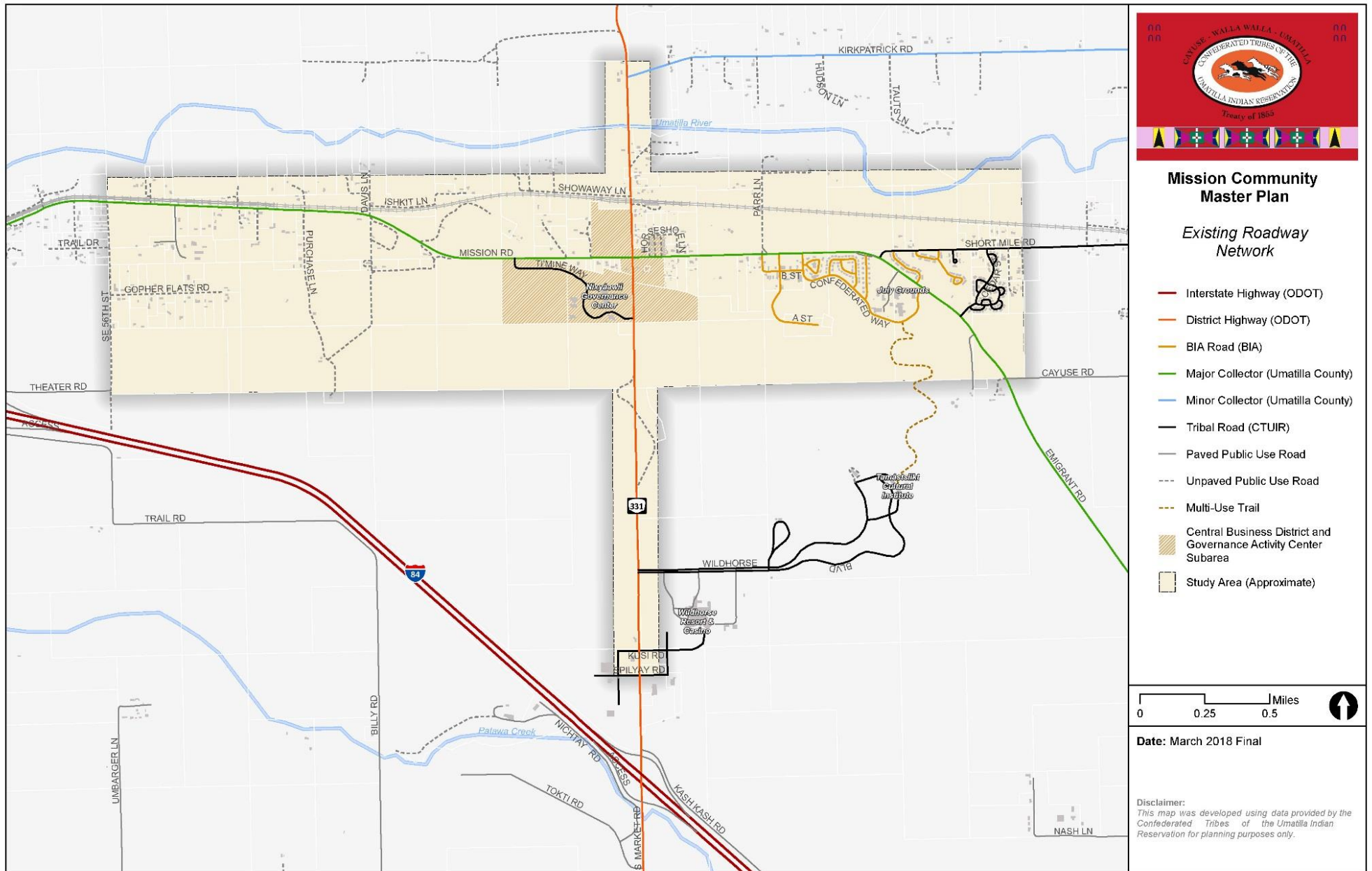
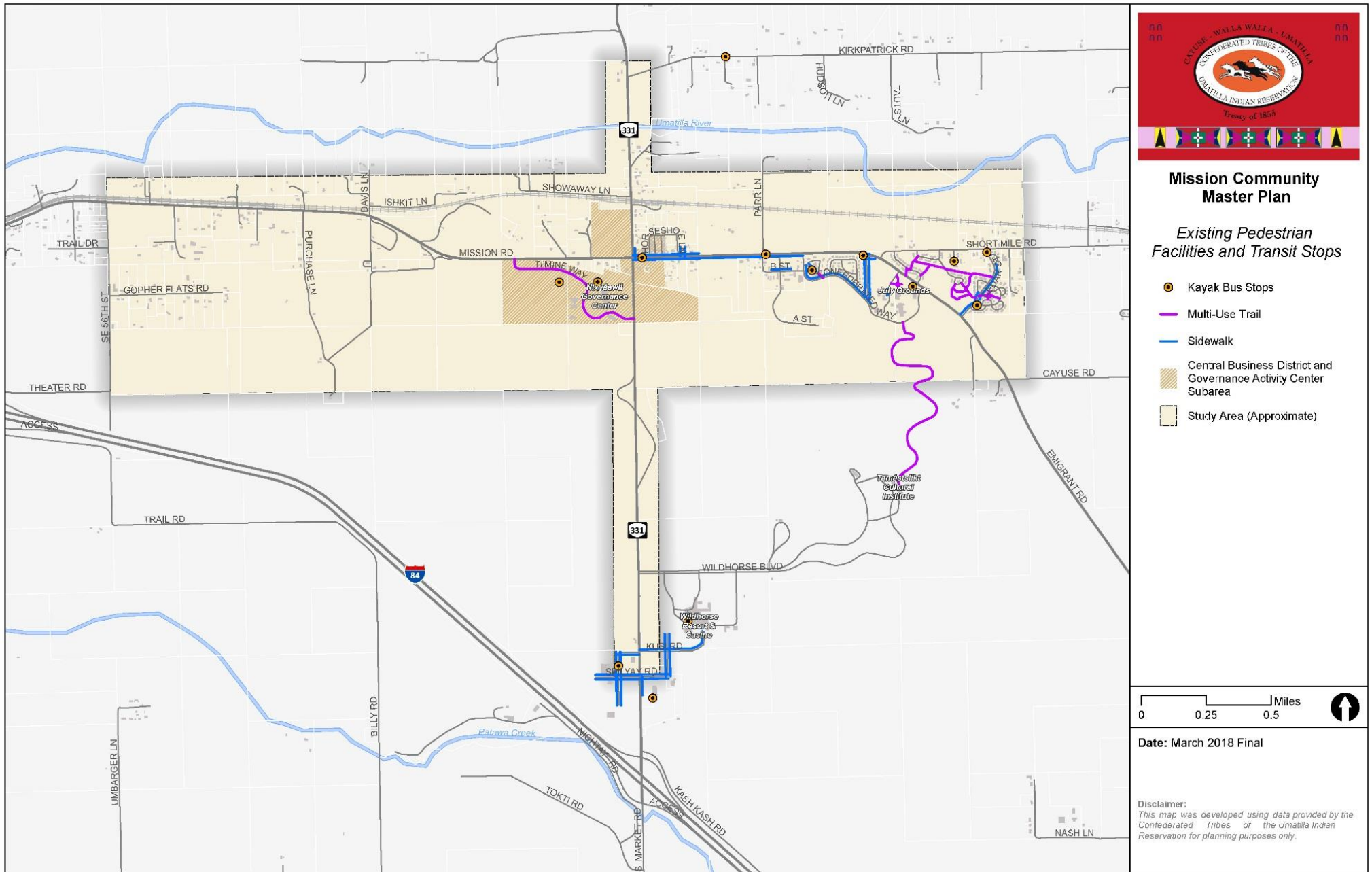


Figure 8. Existing Pedestrian Facilities and Transit Stops



HOUSING AND EMPLOYMENT NEED

Johnson Economics conducted a market analysis and land need projection for housing and commercial space in the Mission Community. The findings from this report are summarized here and included in full in Supporting Documents, Appendix B.

Housing Demand. There is sufficient existing and projected housing demand to support greater housing development on the Reservation. Traditionally, housing on Tribal lands has been rental housing for low- to middle-income households and this remains an important need to serve. However, the market analysis also suggests there is a need for a broad range of ownership and rental housing, at a range of price points including market rate units.

The analysis finds support for an average of 17 units per year over the 20-year period. However, much of this is current pent-up demand, so greater production in early years is possible. Table 1 summarizes the projected 20-year need for net new housing units, organized by Comprehensive Plan land use designation.

Table 1. Projected 20-Year Need for Net New Housing Units

CTUIR Reservation

Comp Plan Designation		TOTAL NEW UNITS NEEDED (2037)					Total Units	Density of New Units (Units/Net Acre)	20-year Land Need in Acres
		Single Family	Duplex	3- or 4-plex	5+ Units MFR	Mobile home			
		198	57	7	28	58	349		
CR-1	Community Residential	127	57	7		58	250	3.5	71.4
R-1	Rural Residential	65					65	0.5	130.6
R-2	General Rural	6					6	0.1	117.0
P-1	Public Use (or Overlay)				28		28	15.0	1.9
Totals/Averages:		198	57	7	28	58	349	0.7	320.9

Source: Census, Angelo Planning Group, Johnson Economics

Feasible Housing Types. At achievable price levels, housing will be difficult to develop at a profit on the Reservation. However, CTUIR may have more flexibility to offer lower-cost for-sale housing because it does not have a profit motive, and can be creative regarding discounting of land, which may remain in trust. Removing these two cost factors may allow for production of for-sale housing for first-time homebuyers. Rental units should be feasible if these market rents can be achieved.

Given the preferences of this market, for-sale units will be most successful as single family detached homes. These can be provided on existing residentially-zoned land, some with large multi-acre lots. Sizable lots will be less appropriate to the Four Corners Area, where housing solutions should seek to achieve higher density to meet long-term needs.

Attached for-sale housing in the form of duplexes may be a good opportunity for first-time buyers in the Four Corners Area. Townhome style development would be a newer style in this market, but could provide greater density still and can be built at a similar price point.

Two- to three-story multi-family apartment buildings should be feasible in this area. Finishes and amenities will likely have to remain fairly modest. At these pricing levels, the units would be in price competition with units in Pendleton, including many with lower rents. The attraction of these units will be location on the Reservation and proximity to Tribal and casino employment.

Commercial Space Demand. There is modest demand for commercial space in the area currently. While the market analysis found greater need over the 20-year period, it is important to note that this demand is somewhat reliant on the population and household growth occurring earlier, so that new household spending in the Mission Area can support additional commerce. Most of the demand for employment and retail space is likely to be met near the casino complex and freeway interchange. Given this, commercial space planned for the Four Corners Area should be modest in scale and aimed at serving the local community. This space should be complementary to the existing market and not competitive. It is likely that regardless of the use, commercial rents will have to be somewhat subsidized by CTUIR (i.e., offered at a below market level). If this is a necessary concession, then uses such as small-business incubator space or market stalls for local farmers, artisans, and craftsmen become possible. This space might also be programed to have more community use such as a gathering or event spot.

Development Timing. As alluded to in the above discussion, it is recommended that housing development precede commercial development in order to provide a greater density of community and customer base to activate the commercial space. Commercial development should be seen as complementary to and dependent on achieving a larger community in the heart of Mission.

ALTERNATIVES EVALUATION

The Master Plan represents a “composite” concept that grew out of an evaluation of three distinct alternatives for the area, entitled “Suburban Settlement,” “Mission Village,” and “Bowman Village.” These concepts provided different ways key properties could be developed in the future, consistent with the vision and objectives established early in the project. These alternative concepts are shown in Figure 9 and summarized in Table 2. They are described in detail in the “Alternative Development Concepts” memorandum in Supporting Documents, Appendix C.

Table 2. Alternative Development Concepts

	Concept 1: Suburban Settlement	Concept 2: Mission Village	Concept 3: Bowman Village
Overall Description	<ul style="list-style-type: none"> • Detached Single Family Housing focus, spread across several parcels of land • More land is used for housing • Less concentration of community and commercial spaces • Government institutions are the primary activity centers 	<ul style="list-style-type: none"> • Focus on a blend of housing types, commercial areas, and community uses near Mission & Market • Opportunity for concentrated community uses node • Activity center is easily visible and accessible from Mission and Market; may be more accessible to tribal members living near July Grounds area 	<ul style="list-style-type: none"> • New community node is in an “off-highway” location, away from Mission/Market • Development is focused on land near the Governance Center • “Blank-slate” approach to the Bowman site presents unique opportunities, including a Main Street concept
Housing	<ul style="list-style-type: none"> • Residential focus on single-dwelling homes on larger lots • Minimal areas used for attached/multi-family housing 	<ul style="list-style-type: none"> • Small-lot single family detached, single family attached, and multi-family housing in the “Mission Village” area 	<ul style="list-style-type: none"> • Blend of single-dwelling and attached dwellings • Small selection of village-scale apartments, mixed uses, etc.
Commercial Areas	<ul style="list-style-type: none"> • Commercial is not a focus of the four corners area, but the existing market remains • Lower-density housing makes walkable commercial spaces less viable 	<ul style="list-style-type: none"> • Mixed-use commercial at Kipp and Connor sites • Land is available in the area for additional commercial or industrial uses 	<ul style="list-style-type: none"> • Internally-focused commercial uses • Small-scale opportunities for a tribal market space and/or village businesses along a main street (potentially as part of mixed use buildings)
Open Spaces	<ul style="list-style-type: none"> • Opportunity for small new open spaces and gathering spaces as part of residential developments • Open spaces will likely be focused on the needs of immediate neighbors. 	<ul style="list-style-type: none"> • More formal play areas and gathering spaces near “Mission Village” and at Governance Center 	<ul style="list-style-type: none"> • More formal play areas, gathering spaces focused at “Bowman Village”
Transportation	<ul style="list-style-type: none"> • Development across OR 331 from the Government Center provides an opportunity for a new multi-use trail connection to the July Grounds • Requires new driveway access to OR 331. 	<ul style="list-style-type: none"> • New development along Mission Highway would help redevelop the deficient sidewalk network • Concentration of development in the four corners area emphasizes a need for enhanced multi-modal connections to the Government Center and other regional housing/employment areas. 	<ul style="list-style-type: none"> • More formalized master planning of streets in the Bowman property, parking, and access from Mission and Market Roads • New mixed use path on the West side of Market Rd, connecting Ti’Mine Way to Wildhorse Resort & Casino

Figure 9. **Alternative Development Diagrams**

CONCEPT 1: SUBURBAN SETTLEMENT - LAND USE

- **FOCUS AREA:** Dispersed areas
- **DEVELOPMENT:** Primarily detached single-family housing on large lots with some attached, multi-family townhouses on the Bowman Site. Generally, less focus would be placed on centrally-located Tribal and community spaces.
- **LAND:** Includes development on land with a variety of uses. Generally, current agriculture land would be redeveloped as housing.
- **TRANSIT:** Dispersed, low-density development makes it harder to provide frequent and reliable transit bus services
- **OPEN SPACE AND COMMUNITY SPACES:** Gathering and play spaces would be scattered throughout new neighborhoods



CONCEPT 2: MISSION VILLAGE - LAND USE

- **FOCUS AREA:** The major transportation area at the Mission and Market intersection
- **DEVELOPMENT:** A blend of commercial spaces and homes with easy access to goods and services at the Mission and Market intersection
- **LAND:** Includes development on land with a variety of uses
- **TRANSIT:** Clustered development patterns will help enable reliable and efficient transit bus services
- **OPEN SPACE AND COMMUNITY SPACES:** Community spaces would be concentrated near the Mission and Market intersection
- **USERS AND VISITORS:** Development around this intersection will be more noticeable by visitors and may be more accessible to the July Grounds area.



CONCEPT 3: BOWMAN VILLAGE - LAND USE

- **FOCUS AREA:** Bowman Site (tribally-owned lands) and Lucky 7
- **DEVELOPMENT:** A mix of housing options, including apartments, townhouses, and single-dwelling housing, would be located near an insular "main street" on the Bowman Site
- **LAND:** Includes development on land with a variety of uses
- **TRANSIT:** Clustered development on the Bowman Site will help enable reliable and efficient transit bus services
- **OPEN SPACE AND COMMUNITY SPACES:** Community spaces would be located in and around the Bowman Site



THE MASTER PLAN

As described earlier, the Master Plan grew from an analysis of three alternative ways to meet the need for improved connectivity and additional housing for tribal members. The resulting “composite” concept blends the three alternatives and is the core of the Mission Community Master Plan. The Master Plan provides for:

- A variety of housing types to allow for more availability and housing choice and to accommodate the needs of Tribal members at each stage of life, particularly Tribal elders.
- An opportunity to have the type and scale of commercial uses and services that are “by the Tribe, for the Tribe.”
- Spaces that welcome and accommodate Tribal social activities and gatherings, including active or “programmed” park spaces.
- Development phasing and flexibility in the location of housing and the future siting of commercial uses through open space “set asides.” The Master Plan illustration depicts several site “alternatives” and phasing approaches provide flexibility in how lands are developed over time to meet evolving community needs.
- Improved multi-modal transportation connections between existing and future uses.

The Master Plan contains two broad categories of recommendations: (1) Land use and Design, which describes what is built where, and (2) Transportation, which lays out improvements to existing roadways, new connections, and new standards. The third major section of the plan contains policies and strategies consistent with these recommendations that will guide future decisions in the Four Corners Area.

LAND USE AND DESIGN

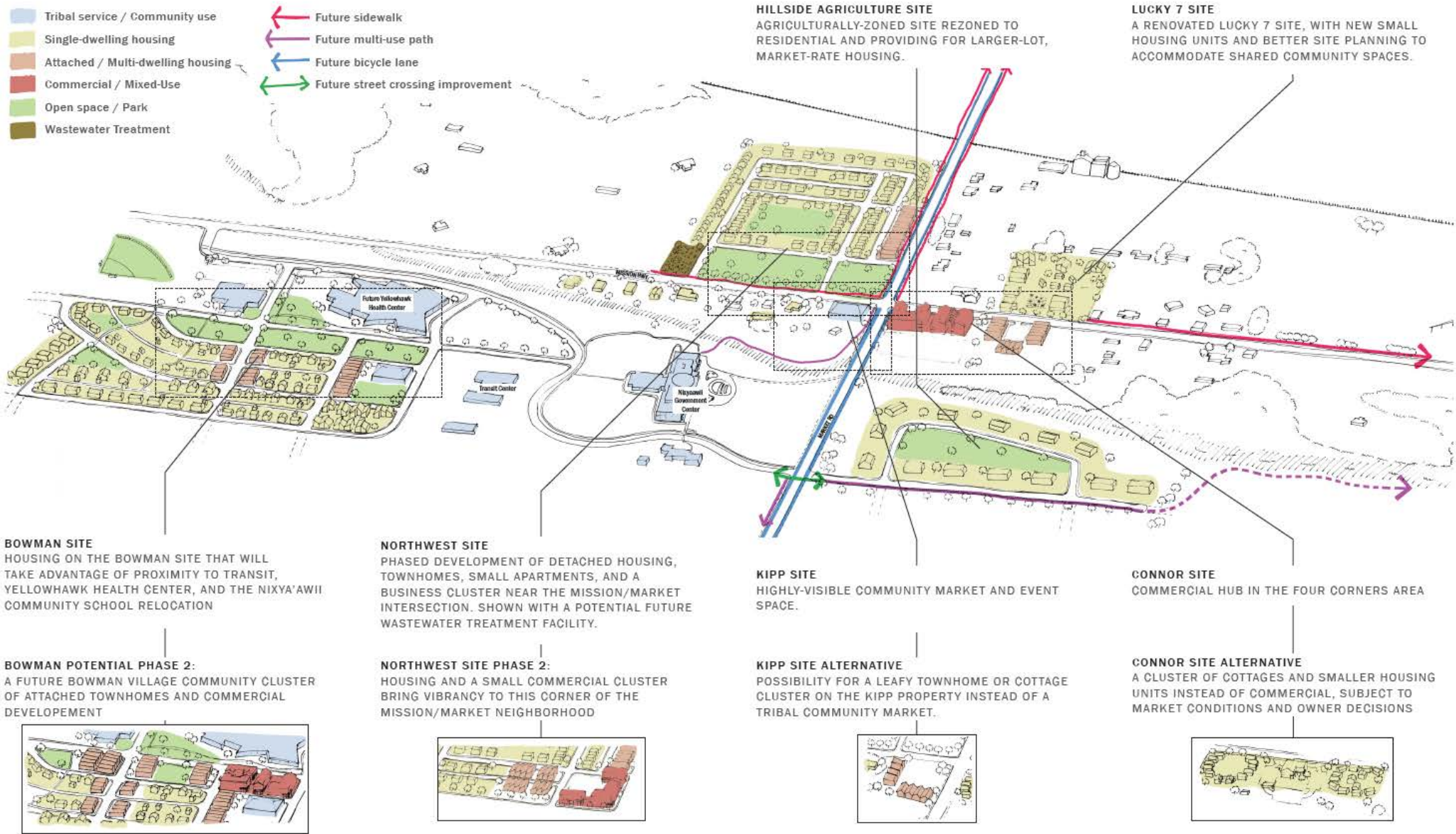
Land use in the Master Plan, as illustrated in Figure 10, has the potential to accommodate several hundred more households, as well as community-serving commercial in the Four Corners Area. Housing types range from large-lot single family homes to cluster housing and townhomes to apartments, with the potential for commercial/residential mixed-use development and small-scale standalone commercial buildings. The Master Plan builds in flexibility so that, as homes are built, CTUIR will be able to reassess housing demands and adjust where additional housing and/or small clusters of businesses, cultural sites, and services as needed. Long-term flexibility is maintained through partial or phased development of sites and a proposed mix of uses that can be realized on one or more sites and that will contribute to a stronger community and neighborhood center.

Key features of the Master Plan include:

- Places for potentially several hundred more households and employees in the Four Corners Area, making transit service both more necessary and more viable.

- A variety of possible site layouts with land uses that meet Tribal community needs and that allow for development over time and in phases.
- Flexibility to implement specific areas in one or more ways, depending on the timing and location of other land use decisions and development and an interest or willingness to develop privately held lands.
- Places for small-scale commercial uses – whether in stand-alone, multi-tenant commercial, or in mixed use (residential/commercial/office) buildings. The viability of commercial uses is largely dependent on the success of housing growth in the area; commercial is envisioned in later phases as larger numbers of residents and employees activate the area.
- Housing on the Bowman site that will take advantage of proximity to transit, Yellowhawk Health Center, and the Education Facility and Nixyaawii Community School relocation. Initially, some central land on the Bowman site is set aside as parks, with the possibility to later develop it as a commercial and multi-family housing area.
- Phased development on the NW Site, with mostly detached housing in Phase 1, leaving land available for townhomes, small apartments, and a business cluster near the Mission/Market intersection. A portion of this site is shown with a potential future wastewater treatment facility.
- The Kipp site developed as a highly-visible community market and event space, or with smaller attached homes set back from the street.
- The Connor Site as a potential commercial hub in the Four Corners Area, or with a variety of townhomes or cottage cluster housing.
- A renovated Lucky 7 Site, where existing older manufactured homes are eventually replaced with new small housing units and better site planning to accommodate shared community spaces.
- The agriculturally-zoned site across OR 331/ Market Road and east of the Government Center rezoned to residential and providing for larger-lot, market-rate housing for people who desire to be near the Mission Area but with larger housing options.

Figure 10. Mission Community Master Plan



Residential

Planning for a variety of housing types to provide Tribal members more choices and increase the availability of homes on the Reservation is a priority. Current land use designations and zoning requirements do not allow for all of the types of land uses described in the Master Plan, in particular the desired housing. The Mission Community Master Plan accommodates the following on the Kipp, Bowman, Northwest, and Connor Sites:

- Single-family homes on small lots and associated Accessory Dwelling Units
- Townhomes, duplexes, and other styles of attached single family units
- Apartments
- Mixed-use (commercial or office, above or integrated in the same building as residential)
- Small-scale commercial
- Open space

For these three sites and the Lucky 7 Site, shown in the Master Plan as a future area for clustered cottages, there is no existing CTUIR zoning designation that can be applied that would allow for the range of uses envisioned. For the agricultural parcel directly east of the Governance Center, the Master Plan shows future large-lot residential; if this site were to rezone, the requirements of the existing Community Residential CR-1 zone allow for this type of development.

Table 3 includes a description of the areas illustrated in the Composite Concept and indicates the action needed to implement the Master Plan.

In addition to these key sites, there is other land near the Four Corners Area that may be developed or re-developed in the future. This plan does not preclude that development, and in fact the Master Plan may be the catalyst for redevelopment that takes advantage of the plans for this area as a vital hub of tribal life and activity.

Table 3. Master Plan Composite Key Sites

SITE	AVAILABILITY	OWNER-SHIP	ENV CONSTR	UTLITITES	ZONING	
					EXISTING	ACTION NEEDED
NW Quadrant	Vacant; formerly planned for wastewater treatment	Allotment, family ownership	None	Water and sewer are available.	I-D/R-1	Zone change to allow commercial and most housing types.
Kipp Site	Vacant, with one utility building on site; redevelopable	Trust, Tribally owned	Creek along southern border	Water and Sewer are available	C-D	Zone change required to allow housing of any type. (Commercial permitted.)
Connor Site	Partially vacant; existing house & outbuildings	Allotment (house parcel); Fee (large parcel), Family ownership	Creek along southern border	Water and sewer are available.	C-D	Zone change required to allow housing of any type. (Commercial permitted.)
East of Gov. Center	Vacant	Fee, private ownership	None	Water/sewer not directly available, but is within the service area.	AG-1	Zone change required to allow housing. (CR-1)
Bowman Site	Being developed	Trust, Tribally owned	None	Water and sewer are available.	P-1	Zone change required to allow for ownership of future housing lots.
Luck 7 Site	Existing mobile homes	Fee, Tribally owned	None	Water and sewer are available.	R-1	Zone change required to allow "cluster cottage" housing.

Commercial

There is marked community interest in commercial space to support local entrepreneurship. However, given the overall demand for commercial space and the location of significant highway-oriented commercial uses near I-84, only one commercial development is expected to be viable within the Four Corners Area.

While, several possibilities for walkable, neighborhood-serving commercial services are shown in the Master Plan, the ultimate location and design of this commercial area will depend on conversations with private development interests and CTUIR's own potential interest in developing a commercial area. Further detail about the specifics of implementing the commercial area are addressed in the Implementation section of this report.

TRANSPORTATION

The types of transportation improvement that implement the Mission Community Master Plan are largely focused on enhancing safety, increasing the ways community members can travel within the area and to key destinations, and promoting good health through improved access to active transportation modes. The key transportation feature of the Master Plan can be described as:

Improved sidewalks, paths, and street crossings throughout the district to allow for better access by people on foot, wheels, and horseback.

The proposed transportation improvements specific to pedestrian, bicycle, transit and vehicular movement are detailed below.

Pedestrian Improvements

The pedestrian projects focus on facilitating pedestrian and rolling (skateboards, wheelchairs, inline skates, scooters, etc.) travel. The projects were identified based on input from the project's Advisory Committee, youth stakeholders, and the general public. Each identified project was prioritized based on its proximity to schools/parks/activity centers, the multi-modal connections that it provides, and the overall benefit to the larger transportation network.

Pedestrian/Rolling System Needs

The Mission Community's pedestrian/rolling network should provide access to key activity centers, neighborhoods, employment centers, and cultural centers. Specific centers and destinations that are a focus area of this plan include:

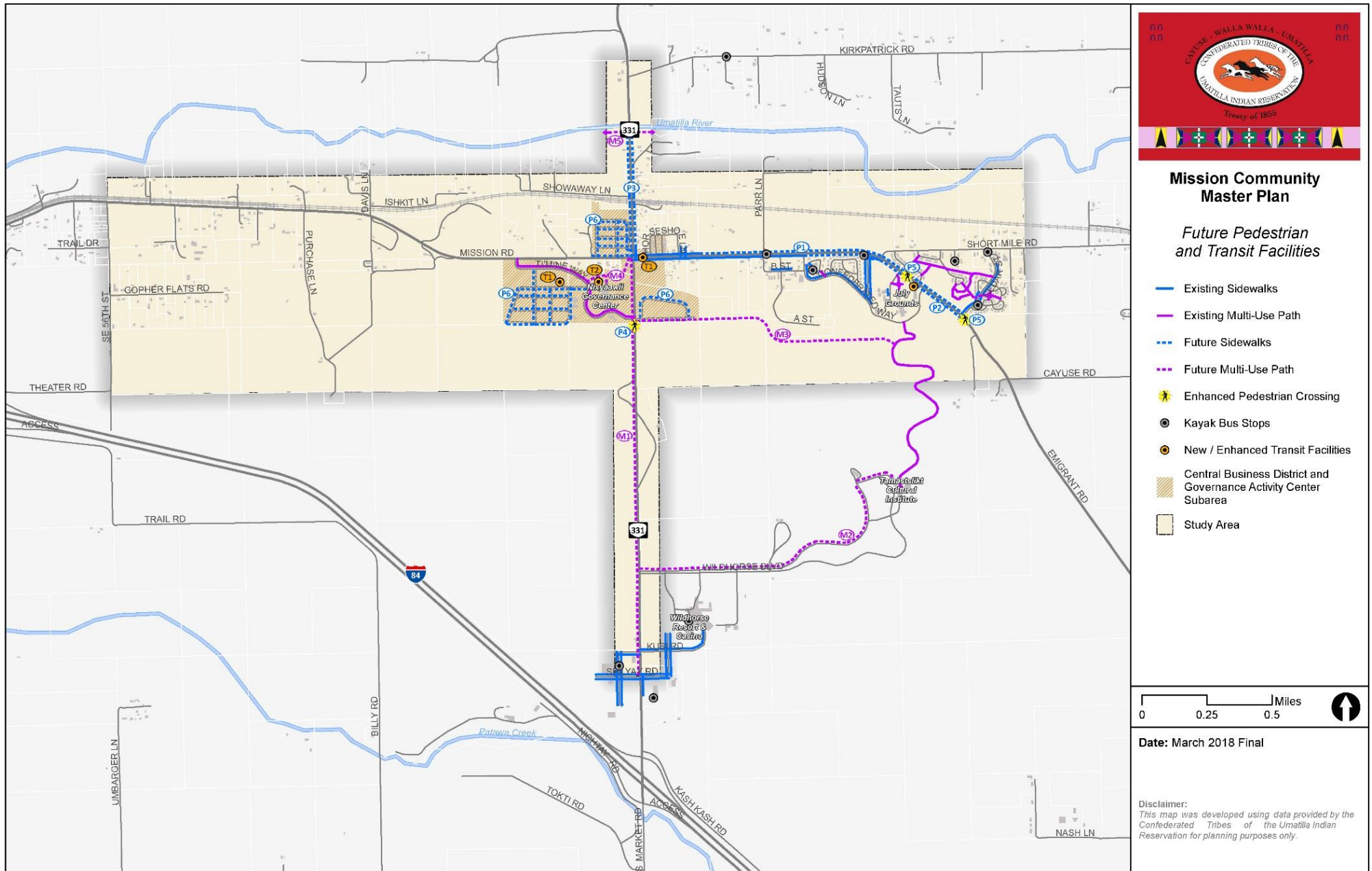
- Employment Centers – Wildhorse Casino, Coyote Business Park, Nixyaawii Governance Center, BIA Headquarters
- Nixyaawii Community School
- Cultural Centers – July Grounds, Mission Tribal Longhouse
- Parks – Wetland Community Park, golf course, Umatilla River
- Neighborhoods – Mission Creek Subdivision and surrounding neighborhoods, future Bowman Property neighborhood development, future Four Corners neighborhood development

A connected pedestrian/rolling network would provide continuous sidewalks and other related facilities between these centers and destinations. Strategies to improve pedestrian/rolling connectivity include identifying, prioritizing, and ultimately constructing new sidewalks, filling in sidewalk gaps, and ensuring connections are made between existing and new neighborhoods/development centers. Envisioned pedestrian/rolling improvements are detailed in Table 4 and locations are illustrated in Figure 11.

Table 4. Planned Pedestrian Projects

MAP ID	LOCATION	PROJECT DESCRIPTION	PROJECT BENEFIT AND IMPLEMENTATION	PRIORITY/TIME FRAME
P1	Mission Road (north side from grain silo to Cedar Street)	Install six-foot sidewalks along the north side of Mission Road.	Would address an existing sidewalk gap between the residential areas north of the July Grounds, the Wetland Community Park, and the Four Corners Area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.	<ul style="list-style-type: none"> • High Priority • Near-Term
P2	Mission Road (south side from Confederated Way to Cedar Street)	Complete the sidewalk network along the south side of Mission Road from Confederated Way to Cedar Street. Widen existing sidewalks near the Four Corners Area to six feet and address the existing mailbox obstructions located across from Lucky Seven.	Would address an existing sidewalk gap between the July Grounds and the four corners area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.	<ul style="list-style-type: none"> • High Priority • Near-Term
P3	OR 331 (Mission Road to Umatilla River)	Install sidewalks along the east and west sides of OR 331.	Sidewalks would ultimately link to a multi-use pathway along the south side of the Umatilla River (see project M5). Implementation of the sidewalks would likely be driven by the development of Project M5 and/or installed as part of future redevelopment along the OR 331 corridor. It would also provide pedestrian access to fishing and recreation sites on the Umatilla River.	<ul style="list-style-type: none"> • Low Priority • Long-Term (tied to development of Project M5)
P4	OR 331 crossing at Ti’Mine Way	Install an enhanced pedestrian crossing treatment. Treatment may include signalization (if warranted) or a grade separated undercrossing of OR 331.	Would provide a safer pedestrian crossing opportunity on a portion of Mission Road that has higher speeds and heavy truck volumes. Implementation of the crossing would be tied to future residential development on the east side of OR 331.	<ul style="list-style-type: none"> • Low Priority • Long-Term (tied to future residential development)
P5	Mission Road crossings at July Grounds and Cedar Street	Install an enhanced pedestrian crossing such as a Rectangular Rapid Flashing Beacon.	Would facilitate pedestrian crossings of Mission Road and improve pedestrian access to tribal services and the community school on a portion of Mission Road that has higher speeds and heavy truck volumes. Implementation would be tied to a capital improvement project or Safe Routes to School improvement.	<ul style="list-style-type: none"> • High Priority • Near-Term
P6	New residential/mixed-use street	Install sidewalks along all new residential and mixed-use streets.	Would facilitate walking to/from new development areas. Construction would occur as part of future residential and mixed-use development.	<ul style="list-style-type: none"> • High Priority • Development Driven

Figure 11. Future Pedestrian Facilities and Transit Facilities



SIDEWALKS

Sidewalks provide a dedicated travel space for people to comfortably and safely walk and roll between destinations. They also provide an important means of mobility for families (particularly ones with strollers), people with disabilities, and others who cannot comfortably travel on an unimproved roadside surface. CTUIR will construct or, in the case of new development, require sidewalks on all new public roadways and, where feasible, retrofit streets without sidewalks with a particular focus on those corridors that serve key destinations and activity centers.



Mission Road is a key pedestrian travel corridor for the Mission Community. Near-term improvements include new sidewalks, sidewalk widening, and obstruction removal.

ENHANCED PEDESTRIAN CROSSING IMPROVEMENTS

Pedestrian crossings enable pedestrians to safely cross streets. There are several opportunities to enhance existing crossings for improved motor vehicle yielding compliance as well as to provide additional marked crossing opportunities, including where crossings lead to the July Grounds. New pedestrian crossing treatments such as rectangular rapid flashing beacons (RRFB) will be considered at these locations.

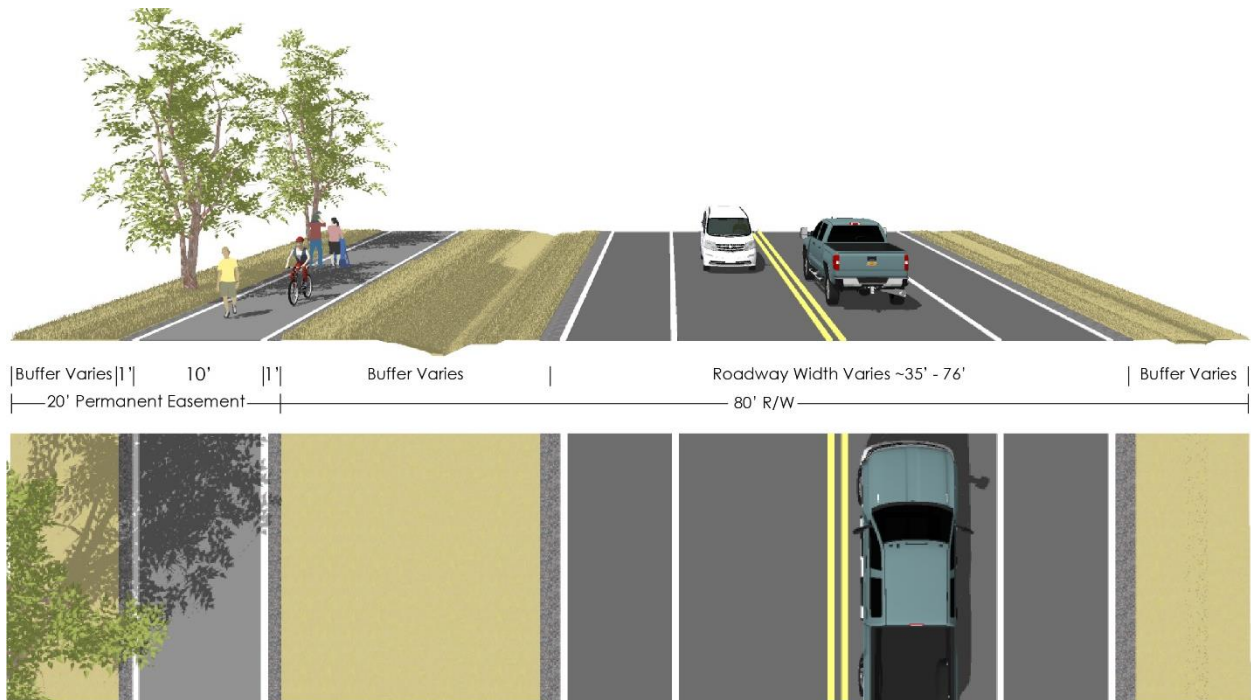


Pedestrian crossing enhancements such as this RRFB in Irrigon, Oregon would provide a more visible crossing opportunity of Mission Road near the July Grounds.

Multi-Use Pathway Improvements

The centerpiece of the Mission Community's active transportation network is an expanded and interconnected system of multi-use pathways. These pathways will not only serve the recreational needs of the community and its visitors, but will link the larger community together and encourage more walking, biking, and rolling between key destinations. A key project of this network is a new multi-use pathway that links the Nixyaawii Governance Center to the Wildhorse Resort/Coyote Business Park. This separated multi-use pathway would be located along the west side of OR 331 providing a much-needed non-motorized connection between these two major employment and focal points of the Mission community. A graphical rendering/cross-section of this pathway is illustrated in Figure 12.

Figure 12. OR 331 + Multi Use Path Cross-Section



The remaining envisioned multi-use pathway projects are detailed in Table 4 and shown in Figure 11. These projects will build upon and connect to the larger multi-use network.

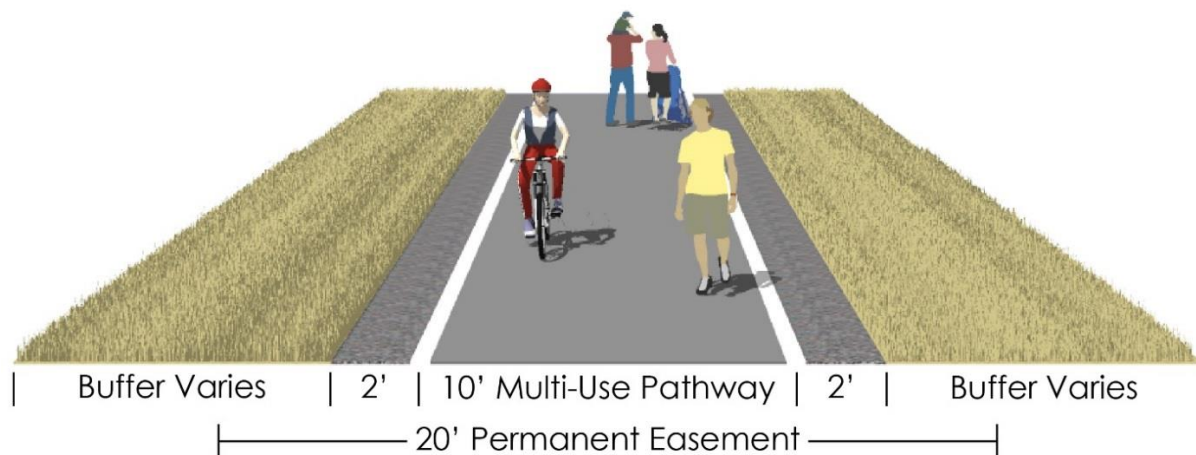
Table 5. Planned Multi-Use Pathway Projects

MAP ID	LOCATION	PROJECT DESCRIPTION	PROJECT BENEFIT AND IMPLEMENTATION	PRIORITY/TIME FRAME
M1	OR 331 (Mission Road to Kusi Road)	Construct a separated paved multi-use path along the west side of OR 331 from Mission Road to Spilya Road	Would provide a walking/biking route that would link Nixyaawii Governance Center and surrounding future residential development to the Wildhorse Resort & Casino and other adjacent employment areas. Implementation would most likely be tied to grant funding or a larger capital improvement project.	<ul style="list-style-type: none"> • High Priority • Near-Term
M2	Wildhorse Boulevard (OR 331 to Tamastlikt Cultural Institute)	Construct a paved multi-use path along the north side of Wildhorse Boulevard. Could be a separated path or as an extension of the existing road surface.	There is currently no formal walking or biking facilities between the Wildhorse Boulevard and Tamastlikt Cultural Institute. Would link the July Grounds and adjacent residential areas to the various employment centers around the Wildhorse Resort and Casino. Implementation would most likely be tied to grant funding or a larger capital improvement project.	<ul style="list-style-type: none"> • Medium Priority • Near-Term
M3	East-West Bluff Trail (OR 331 to Tamastlikt Trail)	Construct a new multi-use path along the top of the bluff connecting OR 331 to the Tamastlikt Trail.	This path would parallel Mission Road providing an alternate route between the July Grounds and the Nixyaawii Governance Center. Implementation would most likely be tied to grant funding or a larger capital improvement project.	<ul style="list-style-type: none"> • Low Priority • Long-Term
M4	Nixyaawii Governance Center	Construct a new multi-use path connecting the Nixyaawii Governance Center to the Four Corners Area.	The path would provide a direct and formal connection between the governance center and the Four Corners Area that does not require walking or biking along Mission Road or OR 331. Implementation would most likely be tied to a capital improvement project.	<ul style="list-style-type: none"> • High Priority • Near-Term
M5	Umatilla River Trail	Construct a new multi-use trail along the south side of the Umatilla River.	This path could be extended to the west over time to ultimately connect to the City of Pendleton and the existing/planned expansion their levee trail system. Project could be designed to include a hardscape pathway for walking/bicycle and a soft-surface for equestrian use. Implementation would most likely be tied to grant funding or a larger capital improvement project.	<ul style="list-style-type: none"> • Low Priority • Long-Term

Multi-Use Pathway Standards

Based on guidance from the Oregon Department of Transportation’s Bicycle and Pedestrian Design Guide and the AASHTO Guide for the Development of Bicycle Facilities, a multi-use pathway cross-section standard has been developed to help guide the design of these future multi-use facilities in the Mission community. This standard is illustrated below in Figure 13. A two-way trail width of 10’ is recommended. A clear shoulder width of 2’ should be provided on both sides of the trail.

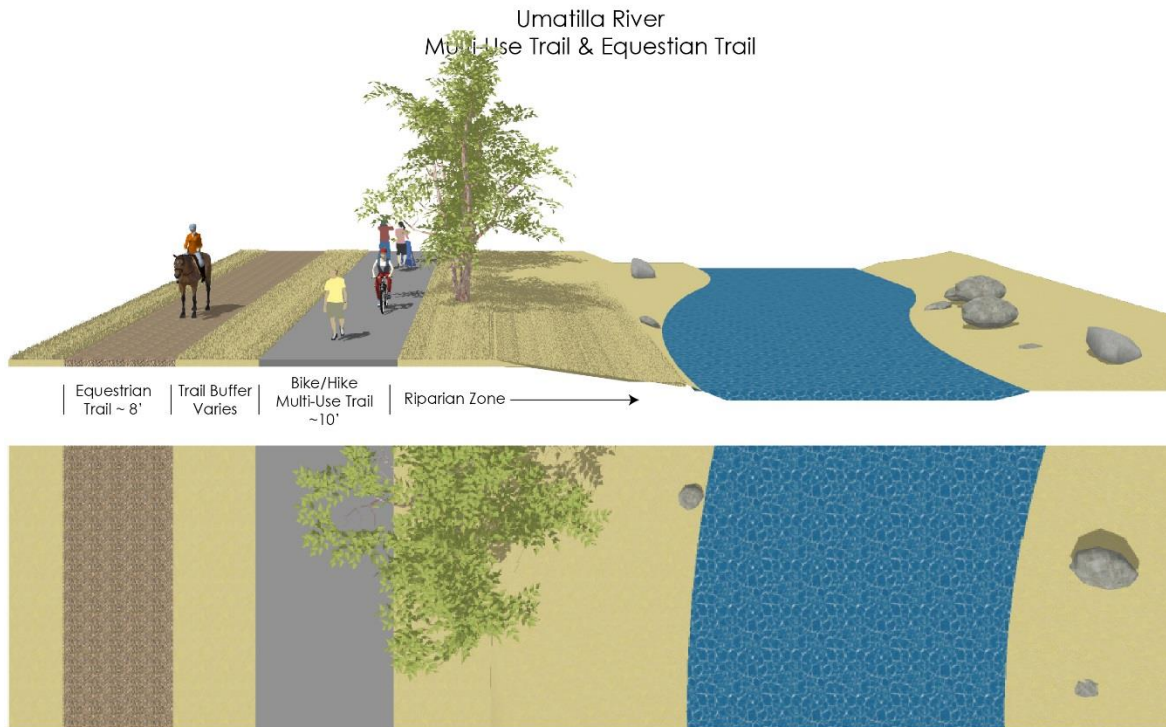
Figure 13. Multi-Use Pathway Cross-Section



Umatilla River Pathway Standard

A long-term vision of the Mission Community Master Plan is a recreational pathway along the Umatilla River that would connect to Pendleton. This pathway would flank the south side of the Umatilla River and provide a separate hard surface path for walkers/joggers/bicyclists and a separate soft-surface trail for equestrian use. Figure 14 illustrates the pathway cross-section vision which includes an 8’ wide equestrian path, a vegetated buffer zone, a 10’ wide paved bicycle/walking path, and a riparian zone along the river bank. This section would be typical and may vary as topography, right-of-way, and other conditions along the riverbank change.

Figure 14. Umatilla River Multi-Use Trail and Equestrian Trail Cross-Section



Planned Bicycle Projects

A connected bicycle network provides continuous bike lanes and other bicycle facilities between activity centers and key destinations such as existing and new residential neighborhoods, the community school, parks, and commercial/employment areas. Strategies to improve bicycle connectivity include identifying, prioritizing, and ultimately constructing new on-street bicycle lanes, shared-use pavement markings, and bicycle parking. Envisioned bicycle improvements are detailed in Table 6 and locations are illustrated in Figure 15.

Figure 15. Future Bicycle Facilities

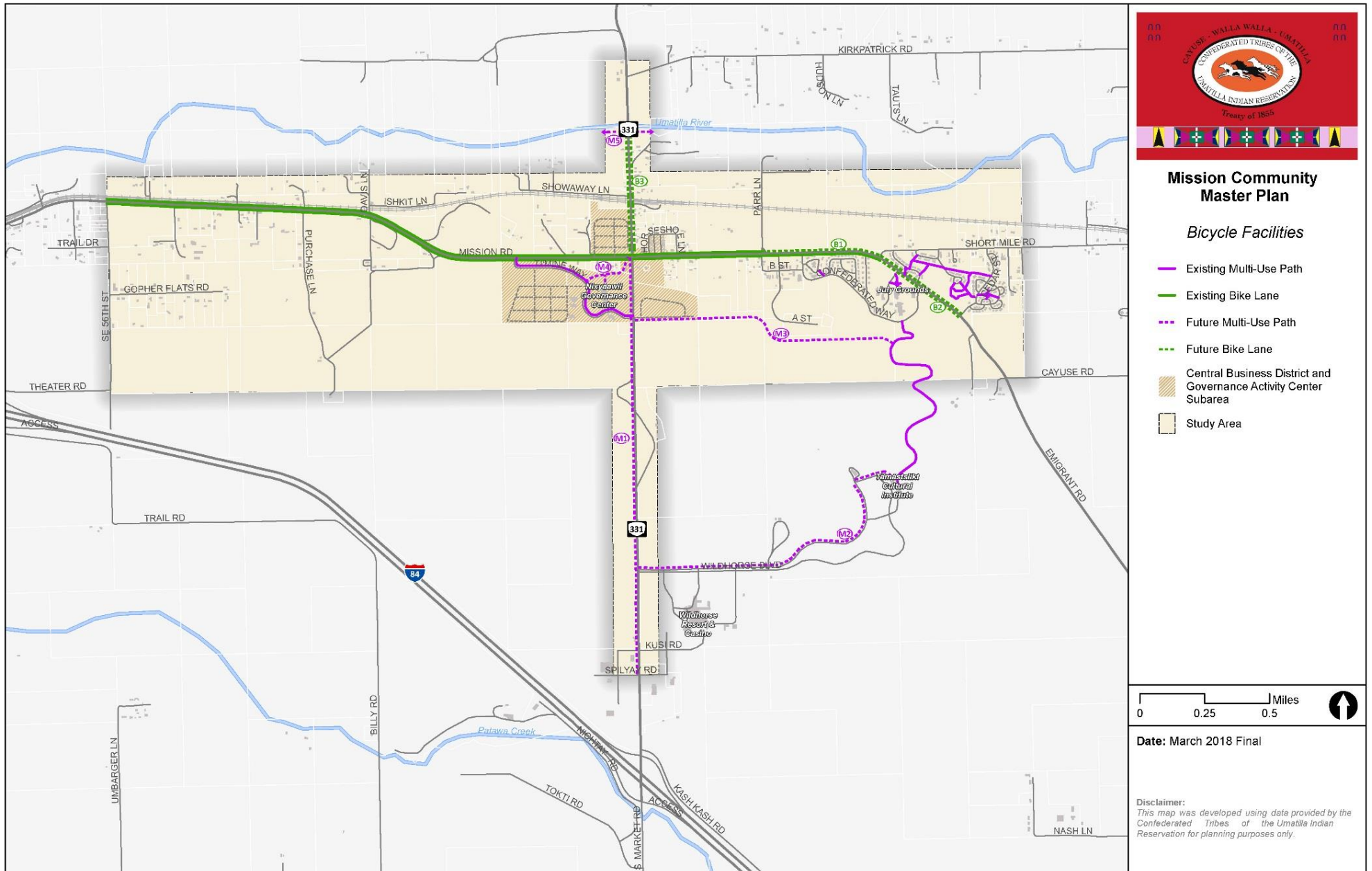


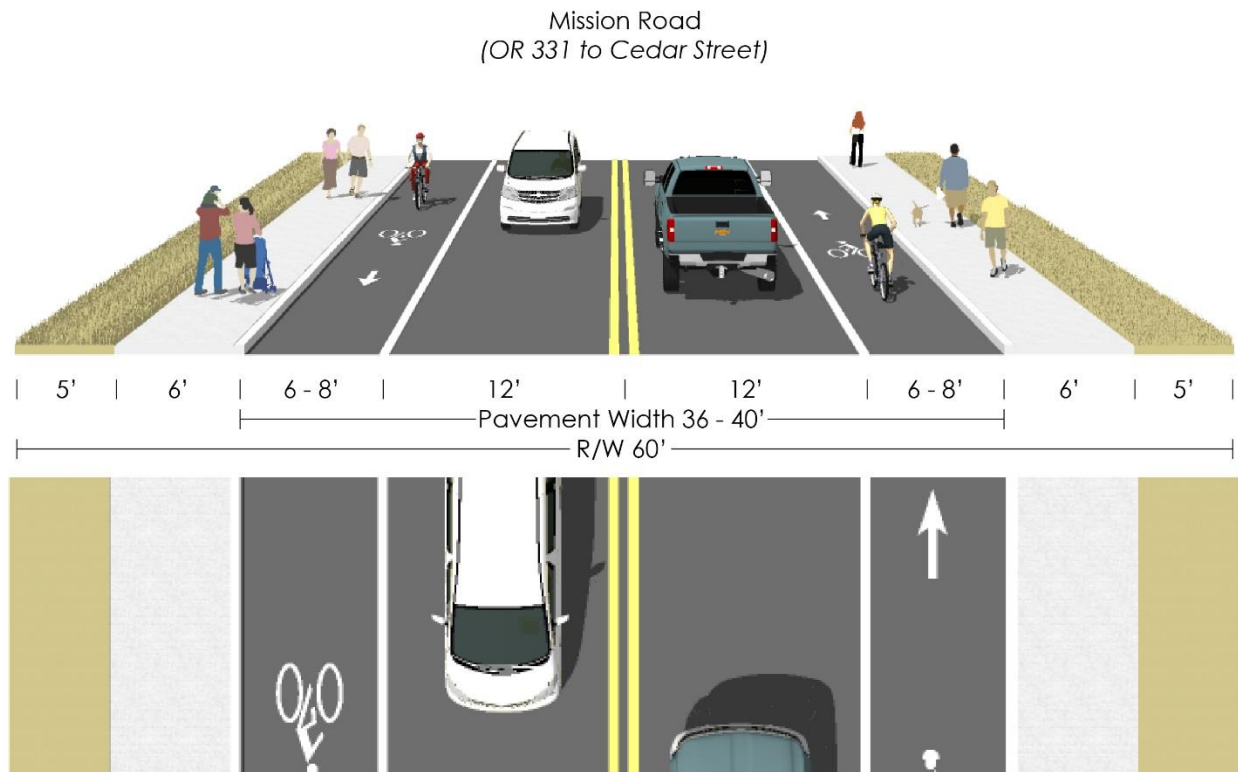
Table 6. Planned Bicycle Projects

MAP ID	LOCATION	PROJECT DESCRIPTION	PROJECT BENEFIT AND IMPLEMENTATION	PRIORITY/TIME FRAME
B1	Mission Road (north side from grain silo to Cedar Street)	Widen Mission Road and install bicycle lanes along the north side all the way east to Cedar Street.	Would address an existing bicycle lane gap between the residential areas north of the July Grounds, the Wetland Community Park, and the Four Corners Area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.	<ul style="list-style-type: none"> • High Priority • Near-Term
B2	Mission Road (south side from Short Mile Road to Cedar Street)	Widen Mission Road and install bicycle lanes along the south side from Short Mile Road to Cedar Street.	Would address a bicycle lane gap between Cedar Street and the July Grounds area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.	<ul style="list-style-type: none"> • High Priority • Near-Term
B3	OR 331 (Mission Road to Umatilla River)	Install bicycle lanes along the east and west sides of OR 331.	Bicycle lanes would ultimately link to a multi-purpose pathway along the south side of the Umatilla River (see project M5). Implementation of the bike lanes would likely be driven by the development of Project M5 and/or installed as part of future redevelopment along the OR 331 corridor.	<ul style="list-style-type: none"> • Low Priority • Long-Term (tied to development of Project M5)

Mission Road Improvements

A key multi-modal corridor within the Mission Community is Mission Road. Currently a partially improved two-lane County roadway, Mission Road lacks a continuous set of bicycle lanes and sidewalks. Given its prominence as the main east-west connector, Mission Road is envisioned to have a complete system of bicycle lanes and sidewalks along both the north and south sides of the roadway. A rendering of this envisioned corridor consistent with Umatilla County design standards is provided in Figure 16.

Figure 16. Mission Road Cross-Section



Intersection Improvements

As part of this planning process, a need for long-term improvements were identified for the OR 331/Mission Road intersection. In particular, the intersection will need to be widened and a long-term traffic control measure be introduced to better accommodate an anticipated increase in truck and vehicular volumes. Traffic control may include signalization or a single-lane roundabout. Figure 17 and Figure 18 illustrate conceptual layouts (for visualization purposes only) of these two long-term options. The need for intersection widening and traffic control will likely be development-driven. Table 7 summarizes the specifics of each option.

Table 7. Planned Intersection Improvements

LOCATION	PROJECT DESCRIPTION	PROJECT BENEFIT AND IMPLEMENTATION	PRIORITY/TIME FRAME
<p>OR 331/ Mission Road Intersection</p>	<p>Signalize the intersection.</p> <p>Construct separate left-turn lanes on all four intersection approaches.</p> <p>Construct a separate right-turn lane on the northbound approach.</p>	<p>Would be needed to accommodate projected long-term local and regional traffic growth. Would require a more detailed engineering study to determine when signalization is warranted based on traffic volume growth over time.</p>	<ul style="list-style-type: none"> • Medium Priority • Long-Term
<p>OR 331/ Mission Road Intersection</p>	<p>Construct a single lane roundabout.</p> <p>Realign the northbound and southbound approaches to avoid impacts to the Mission Market.</p>	<p>Would be needed to accommodate projected long-term local and regional traffic growth. Would require a more detailed engineering study to determine when a roundabout would be needed based on traffic volume growth over time.</p>	<ul style="list-style-type: none"> • Medium Priority • Long-Term

Figure 17. Potential Signalized Intersection Widening Improvements



Figure 18. *Potential Roundabout Intersection Improvements*



Transit Enhancements

The Mission Area is already well served by Kayak Public Transit. This fixed route and ADA Paratransit service has stops located throughout the Study Area at all major destinations and population centers. While this plan does not focus on future routing or frequency changes to this service, it does identify ways that service can be enhanced to better serve the overall Mission Community, particularly as it grows and new development is accommodated. These transit enhancement projects are summarized in Table 8.

Table 8. Transit Enhancements

MAP ID	LOCATION	PROJECT DESCRIPTION	PROJECT BENEFIT AND IMPLEMENTATION	PRIORITY/TIME FRAME
T1	Multiple Locations	Install new transit amenities including new shelters with real-time transit tracking, benches, lighting, etc.	There is a general desire to enhance all transit stops within the Mission Study Area.	<ul style="list-style-type: none"> • Medium Priority • Near-Term
T2	Nixyaawii Governance Center or Yellowhawk Clinic Parking Areas	Designate some existing parking spaces within the Nixyaawii Governance Center of Yellowhawk Clinic for use as a park-and-ride for Mission community members riding Kayak to other regional locations.	The ability to take transit to regional destinations such as Pendleton, Milton-Freewater, Hermiston, etc. can lead to financial savings for many Mission residents. The Nixyaawii Governance Center and new Yellowhawk Clinic is a central location with a well-lit parking lot that could accommodate the daily parking needs of those residents wishing to commute regionally by bus.	<ul style="list-style-type: none"> • Medium Priority • Long-Term

Enhanced Bus Stops

The long-term vision for the Mission Community includes the continued accommodation of existing bus routes through enhanced Kayak bus stops. Specifically, this vision includes the installation of bus shelters, seating, trash cans, and lighting at all permanent bus stops. Figure 11 identifies locations where enhanced bus stops have been identified through the planning process. Kayak will continue to evaluate the need for these types of amenities at other locations based on usage and community request.

Park-n-Ride / Park-n-Pool

As the Mission Area continues to grow, there will likely be a need to accommodate increased regional use of the transit system for commuting to jobs and other regional destinations. A formally designated park-n-ride/park-n-pool location would allow Mission Area residents to safely park their vehicle near a transit stop and ride Kayak to other regional destinations. Potential park-n-ride/park-n-pool destinations include excess parking in the Nixyaawii Governance Center or new Yellowhawk Clinic parking lots. Both of these locations are near the new Yellowhawk transit stop/shelter location. Over time, a park-and-ride can be transitioned into a transit center.

Additional Planned Roadways

The Standard Residential Street and Minor Residential Street shown in Figure 19 and Figure 20 will be developed along with new housing within the Bowman Site. These cross-sections may be appropriate for other new neighborhoods within the Four Corners Area and elsewhere on the Reservation.

Figure 19. Standard Residential Street Cross-Section

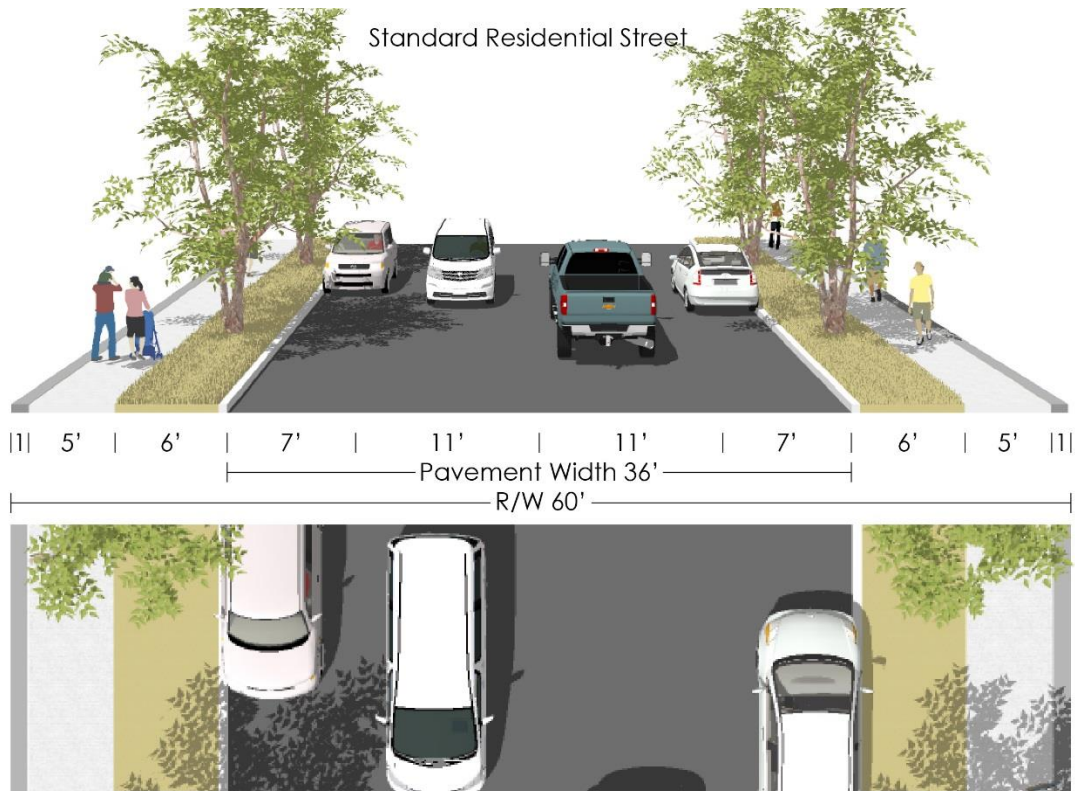


Figure 20. **Minor Residential Street Cross-Section**

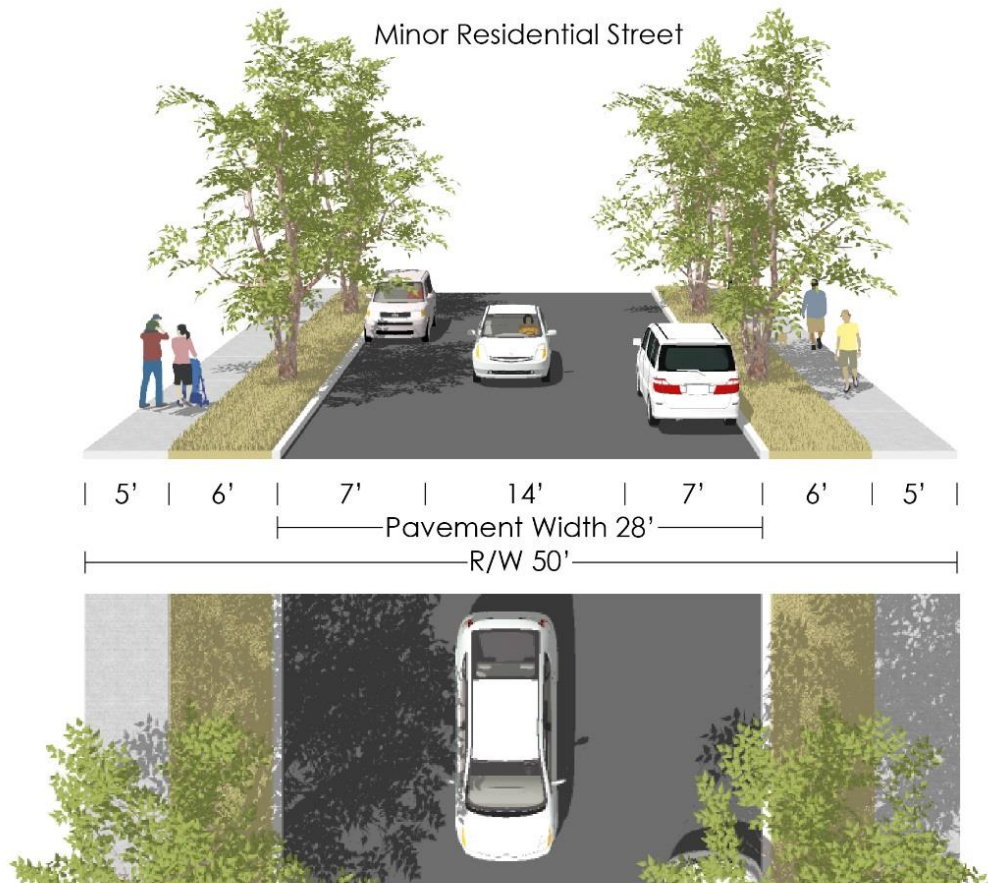
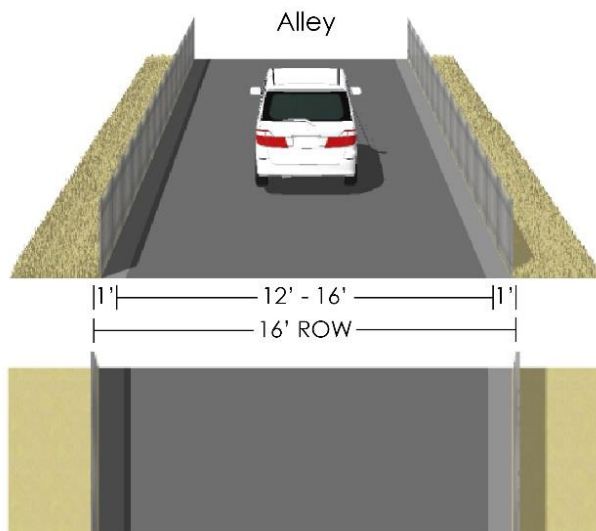


Figure 21. **Alley Cross-Section**



POLICIES AND STRATEGIES

The community helped to formulate the following four goals at the outset of the Master Plan planning process:

1. Provide meaningful opportunities for Tribal members to be involved in planning processes.
2. Create a more physically connected community harkening back to historical tribal development patterns, which provides viable multi-modal transportation opportunities and strengthens access to natural and cultural assets and other important destinations throughout the community.
3. Diversify land uses and opportunities in the community by offering more housing and economic development options in the Four Corners Area and designating areas where a mix of uses that are designed in a distinctive, village, and human-scale way can flourish.
4. Develop and implement plan recommendations that are comprehensive, coordinated, and cost-effective.

Included here are policies and strategies that are consistent with the planning project's goals and objectives and that can help guide future land use and transportation decisions. The Mission Community Master Plan is intended to inform a future update of the Mission Community Plan, as it articulates CTUIR's intent regarding development within the Four Corners Area and, where applicable, within the broader Study Area.

LAND USE

1. Engage the community. Decisions about final developments and connections should be made through a meaningful public process that provides opportunities for Tribal Members to be involved.
2. Ensure that land use and transportation planning are coordinated as development occurs, so that new development in the community can be reached by multiple routes and/or modes.
 - Implement development code regulations to support walking, rolling, horseback riding, and biking, including on-site circulation systems connected to surrounding uses and facilities and provision of bicycle parking.
 - Implement development code regulations to support transit, including access to transit stops and improvement of transit stops in collaboration with Kayak Public Transit.
3. Create a vibrant and attractive center. Diversify land uses and opportunities in the community, by offering more housing and economic development options in the Four Corners Area and designating areas where a mix of uses that are designed in a distinctive, village, and human-scale way can flourish.
 - Support a greater variety and mixture of uses in the community by expanding the uses allowed in existing zones and/or creating new zones within the Four Corners Area.
 - Pursue measures that will increase housing choice and availability, in particular for elder tribal members. Tribal actions should increase the amount of low-income rental housing,

moderate-income rental housing, and moderate-income home ownership opportunities in the community.

- Implement development code changes to support the development of small businesses, including businesses with mobile or temporary storefronts.
- Create and implement design guidelines or standards for mixed-use areas that emphasize pedestrian-orientation and human-scale, visual interest, and community and tribal identity.
- Integrate alternative energy development and conservation into land uses and site and building designs.
- Create edges and transitions between urban and rural areas of the community to protect rural and natural areas.
- Continue to work with public agencies, community groups, and a variety of stakeholders in implementing the plan.
- The Mission Community Master Plan shall guide development within the Study Area, superseding regulations in other plans. As appropriate, update the Mission Community Plan and other plans to reflect the Mission Community Master Plan's direction.
- Seek opportunities to implement plan recommendations in coordination with other projects and/or partners.

TRANSPORTATION

1. Promote a Connected and Healthy Community. Create a more physically connected community that provides viable multi-modal transportation opportunities; strengthens access to natural and cultural assets and other important destinations throughout the community; and improves transportation choices and health outcomes.
2. Include pedestrian, bicycle, rolling, horse, and transit facilities while developing street and on-site circulation designs.
3. Support the development of a community-wide multi-use path system, which connects residential, commercial/employment, public use/service, and open space areas, specifically those that highlight significant natural and cultural elements.
 - Update the Transportation System Plan to reflect the recommendations of the Mission Community Master Plan.
 - Seek opportunities to work with private property owners to provide connections to community activity areas and to regional trail systems.
 - Continue to coordinate land use planning within the Four Corners Area with Kayak Public Transit.
 - Ensure that facilities are designed with safety in mind, including appropriately scaled lighting.

IMPLEMENTATION

Specific actions can help see the vision laid out in the Mission Community Master Plan become a reality. Implementation of the plan will occur over time and through a combination of CTUIR-led actions, initiatives by other agencies (such as ODOT), and private development interests. Actions that will enable the land uses and transportation-related features envisioned by the Master Plan are described in detail below:

- A new Community Residential Zone that will allow the uses envisioned in the Master Plan and that will provide standards for them.
- Design Guidelines that will provide guidance for development approval through the Site Plan Review process.
- Transportation system standards and a proposed preferred project list.
- An option to allow Accessory Dwelling Units in appropriate zoning designations for added residential capacity within the current zoning code.

Specific implementation measures that are within CTUIR's purview are described under Action Items and summarized in Table 12.

LAND USE

New Community Residential Zone

A new zoning district is the proposed tool to enable the uses and features envisioned for the Central Business District and Governance Activity Center Area. The new Community Residential Mixed-Use, CR-2 Zone is written for predominantly residential development with the allowance of small-scale commercial or office uses to serve the nearby community members. The draft CR-2 Zone is included in the Master Plan's Supporting Documents, Appendix D.

As envisioned in the Master Plan, this zone is appropriate for the residential and commercial development identified within the Central Business District and Governance Activity Center Area. Application could include portions of the Bowman Site, as well as other sites currently owned by CTUIR, where the new CR-2 zone could be applied as housing is developed and sold by CTUIR, or otherwise transferred through mechanisms such as a 99-year lease. Non-CTUIR owned land in the area may also be suitable for a redesignation to this zone, if property owners are interested.

Adoption of the Master Plan will not change zoning anywhere in the Mission Area or change the uses currently allowed. However, plan adoption and the proposed addition of the CR-2 zone to the Land Development Code will allow land to be rezoned to CR-2 in the future, providing additional opportunities to create the mixed-use, housing, and commercial developments envisioned by the Master Plan.

The CR-2 Zone district is similar in structure to the current Land Development Code zoning chapters, with requirements that govern dimensional standards (lot size, setbacks, height, etc.) and permitted and conditional uses. In addition, the CR-2 Zone includes requirements for: landscaping and open space; site circulation and multi-modal connectivity; and cottage cluster development. These additional requirements ensure that future development in areas zoned CR-2 will incorporate community spaces and that homes, businesses, and community spaces are easily accessible by walking, biking, and transit, as well as by automobile.

Site Plan Review (Land Development Code Chapter 10) will be required for land development approval within the CR-2 Zone; this process will ensure that proposed development is consistent with the Master Plan. In addition to code criteria, the Planning Director will reference the Design Guidelines to determine if development proposals for land zoned CR-2 are consistent with the Mission Community Master Plan.

Minor modifications to Chapter 10 Site Plan Review will be needed to integrate the provisions of the new CR-2 zone. In addition, implementation will require definitions for the land use types allowed in the CR-2 Zone (Single-Family Attached, Live/Work Unit, Cottage Cluster, Accessory Dwelling Unit, and Residential Mixed-Use). Proposed modifications are also found in Supporting Documents, Appendix D.

Design Guidelines

The Mission Community Master Plan envisions an active community node around the Four Corners Area, one that accommodates a range of housing, commercial, civic, and recreational uses. The following are examples of specific building designs and configurations that address adjacency considerations and typical user needs across a variety of land uses and development typologies that are true to this vision. These range from cottage clusters to apartment buildings in terms of housing, and from flexible commercial spaces for seasonal markets to two-story mixed-use properties to accommodate multiple uses.

Small-Lot Housing

Small-lot housing provides individual, detached dwellings that can be suitable for a wide range of household compositions. This housing type is best suited for development near village centers. Small-lot options can provide private residences and yards, while providing more affordability and enough density in neighborhoods to support transit and small commercial uses.

Lot sizes for small-lot units range from 2,000 to 5,000 SF, and house sizes range from 800-2,000 SF typically. There is the potential for small yards and landscaping. A variety of architecture style and site layouts are possible, and parking is usually available at each dwelling. Clustered site parking options are also an option.



Single-Dwelling Homes

Accessory Dwelling Units

Accessory dwelling units (ADUs) are detached or integrated housing units that are privately accessible while being located in a common lot with a primary dwelling. ADUs may be smaller, separate buildings located behind or aside a main house, or can be part of a converted basement, attic, or addition in a main dwelling. In the Mission Area ADUs can provide flexibility to add more housing choices to existing and future neighborhoods while maintaining a residential feel. They also provide options for extended families to live in proximity but in separate dwellings, or for a homeowner to earn rental income leasing out a second space. Additional standards for constructing and siting ADUs can be found in Appendix D, which details the proposed CR-2 Zone code amendment.



Accessory Dwelling Units

Attached and Community Housing

Townhomes, duplexes, small apartments, and cohousing can form the foundation of moderate density homes near commercial and cultural hubs in the community. All of these housing types work well in blended residential neighborhoods. Townhomes, duplexes, and apartments can be configured on properties to help blend between residential areas and more active commercial hubs. Small apartment buildings and cohousing are suitable closer to primary neighborhood streets and nearer to commercial buildings

Townhomes can be sited on properties from 1,500-3,000 SF and provide up to 2,400 SF of dwelling space with 1-4 bedrooms. Duplexes can occupy nearly any site also suitable for single-dwellings, from 2,000 square foot lots on the smaller end up to 10,000 square foot lots or more for large units in low density neighborhoods. Small apartments in the Four Corners Area are likely to range from 4-10 units per structure.



Townhomes



Duplexes

Cottage Cluster Housing

Cluster housing provides many of the advantages of single-dwelling homes (privacy, flexibility, etc.) while allowing denser home development and lower per-unit costs. Units cluster around common open spaces and often offer shared community buildings. Parking is often located on the periphery of clusters, preserving a central car-free environment.

Cottage cluster housing is typically compatible with a wide variety of other housing types and can fit on a wide range of lot sizes, often from 5,000-20,000 SF. They can benefit from good transit access since car ownership rates in these communities are often lower than average.

Units range from 800-1,500 SF, and clusters can comfortably accommodate 8-20 units per acre. Architecture is often fairly traditional, but can vary based on community needs. Particular attention should be paid to the quality of community spaces, path circulation between homes and open spaces, and minimizing parking location impacts. The proximity of dwellings to each other can allow larger families to occupy multiple homes.

Open Space

Abundant, connected open space for both unstructured play and organized sports and gatherings is a key component of the Mission Community Master Plan. Open spaces, plazas, and landscape areas provide usable public areas that should be woven in between buildings and development sites and can provide a focal point around which to organize housing clusters and commercial sites. Not only are they great gathering and event spaces, the natural features help cool the air, clean water, and provide habitat, and are shown to lower human stress levels. New residential areas should have nearby access to playgrounds and natural gardens and parks. A good rule of thumb is to have a play area within a five-minute walk (quarter mile) of most housing. Within the Master Plan, open space can be used as a form of “land banking” to keep land available for future potential phases of development.



Common Spaces

Homes can be arranged around a common central green, allowing all residents to keep a watchful eye on children playing outside. (Conceptual illustration)



Parking

This small-lot cluster example provides parking at each unit, which may be desirable for some residents. (Bainbridge Island, WA)



Courtyard

A commercial courtyard invites people into small businesses and provides space for lingering. (Big Fork, MT)



Pocket Plaza

A small "pocket" plaza along a business main street. (Oregon City, OR)



Shelter

A simple shelter provides a resting spot along a residential neighborhood path system. (High Point, NC)



Waterside

Trails, docks, and other facilities can help people access the Umatilla River for fishing, walking, and other activities. Be mindful of seasonal flooding.

Civic and Community Space

Every community needs governance buildings, educational facilities, medical clinics, and libraries. The new Governance Center, Yellowhawk Health Center, and planned Education Facility and Nixya'awii Community School are representative for CTUIR. The Bowman site in particular can be a focal area for community gatherings and providing Tribal services, due to its proximity to existing or under-development CTUIR buildings and spaces.



Government Building

Northwest architecture and large landscaped areas make this city hall an inspiring civic space. (Bainbridge Island, WA)



Education

A school building set in a natural landscape can inspire learning and improve health. (Bainbridge Island, WA)

Event Spaces

Considering Tribal celebrations, events at the Wildhorse Resort and Casino, and the potential for markets and artisan craft sales, there is a need for improved event and ceremonial spaces. Tribal members at public presentations expressed a desire for event spaces that are less formal than the Longhouse, and more formal than the gym for family gatherings and ceremonies, birthdays, weddings, etc.

Event and ceremony spaces may be located in the heart of the Mission Area or could be sited at traditional culturally significant locations, such as the July Grounds. Spaces can vary greatly from large grounds to accommodate hundreds or thousands of guests, to smaller places suitable for meetings, performances, and other intimate events.

Events spaces can be fully indoor, partially sheltered, or open-air depending on needs. Often the site design and architecture of a structure takes inspiration from traditional designs and the specific needs of the types of events being held there.



Amphitheatre

An outdoor performance space for concerts, lectures, theatre, dance, and other events. (Independence OR)



Gathering Shelter

Similar venues can host meetings, performances, ceremonies, and other events. This example seats attendees in the round for a more intimate feel. (Bainbridge Island, WA; image courtesy of Mithun)



Market Shed

A general purpose shed can host events ranging from farmers markets to craft fairs to lectures and concerts. (Concept illustration)



Annual Events

Seasonal events create a regular schedule of activities for people to look forward to and can become an integral part of cultural and economic activity. (Sisters, OR; image courtesy of sistersoregonhomes.com)

Community Access

The Mission Area will thrive by providing better opportunities for people to move about on foot, bicycle, horse, rolling, and transit. These connections should be laced throughout the community, linking developed areas, housing, and employment areas to recreational and natural areas throughout the Mission Area.

Convenient and regular transit helps people use the service regularly to meet daily needs. Trails and paths should be safe, well-lit, maintained, and provide access to housing, businesses, civic and cultural locations, and recreation areas.



Urban Paths

Multi-use paths in downtown and core areas help people get to the busiest parts of a district. (Sherwood, OR)



Neighborhood Paths

Residential neighborhoods can be stitched together by shared pathways, providing access and social meeting spots. (Denver, CO)

TRANSPORTATION

Key transportation features and specific projects will help create the vibrant multi-modal community envisioned in the Master Plan. Once implemented, the Master Plan will ensure that residents, employees, and visitors to the community will have a variety of ways to travel within and through the Mission Area. Implementation will occur through a future updated of the 2001 CTUIR Transportation System Plan (TSP); below is a summary of the expected modifications associated with implementing the Master Plan.

Standards

Standards related to specific transportation facilities will need to be incorporated into the TSP. This is to ensure that improvements to the transportation system reflect the recommendations of the Master Plan, that transportation improvements related to future land development are consistent with the

Master Plan, and that CTUIR can show adopted support for specific improvements in order to secure funding. Recommended standards in the Master Plan to incorporate into the TSP include:

- Figure 12. OR 331 + Multi Use Path Cross-Section
- Figure 13. Multi-Use Pathway Cross-Section
- Figure 14. Umatilla River Multi-Use Trail and Equestrian Trail Cross-Section
- Figure 16. Mission Road Cross-Section
- Figure 17. Potential Signalized Intersection Widening Improvements
- Figure 18. Potential Roundabout Intersection Improvements
- Figure 19. Standard Residential Street Cross-Section
- Figure 20. Minor Residential Street Cross-Section

Project List

The preferred list of multi-modal transportation improvement projects is in Table 9. The table includes the projects listed in the Master Plan and provides additional information about cost and the timeframe for implementation. The projects are identified with a “Map ID” and can be located on Figure 11, Future Pedestrian Facilities and Transit Facilities, and Figure 15, Future Bicycle Facilities. The analysis supporting project selection is in Supporting Documents, Appendix D. As indicated in the last column in Table 9, projects that are not currently included in the adopted TSP, or that are not consistent with project descriptions or costs therein, will need to be included in the next update of the TSP.

The projected transportation funding analysis shows that CTUIR will likely have very little funds that can be dedicated to transportation-related capital improvement projects over the next twenty years. As such, CTUIR will need to continue to rely upon transportation improvement grants, partnerships with regional and state agencies, and other funding sources to help implement future transportation-related improvements. Potential funding sources are described in more detail in Supporting Documents Appendix E.

Table 9. Preferred Transportation Improvement Projects

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
Intersection Projects							
-	OR 331/ Mission Road Intersection	<ul style="list-style-type: none"> • Signalized the intersection • Construct separate left-turn lanes on all four intersection approaches • Construct a separate right-turn lane on the northbound approach 	Would be needed to accommodate projected long-term local and regional traffic growth. Would require a more detailed engineering study to determine when signalization is warranted based on traffic volume growth over time.	Medium Priority Long-Term Time Frame	\$450k	Development/STIP	Would replace Project #8 in existing TSP.
	OR 331/ Mission Road Intersection	<ul style="list-style-type: none"> • Construct a single lane roundabout • Realign the northbound and southbound approaches to avoid impacts to the Mission Market 	Would be needed to accommodate projected long-term local and regional traffic growth. Would require a more detailed engineering study to determine when a roundabout would be needed based on traffic volume growth over time.	Medium Priority Long-Term Time Frame	\$850k	Development/STIP	Would replace Project #8 in existing TSP.
Pedestrian Improvement Projects							
P1	Mission Road (north side from grain silo to Cedar Street)	Install six-foot sidewalks along the north side of Mission Road.	<p>Would address an existing sidewalk gap between the residential areas north of the July Grounds, the Wetland Community Park, and the Four Corners area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.</p> <p>Portions of the corridor may require right-of-way acquisition and some utility relocation.</p>	High Priority Near-Term Time Frame	\$450k	Tribal Capital Project / Development	This project is not currently identified as a need in the existing TSP.

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
			<p>Portions of the corridor near Cedar Street may have wetland impacts.</p> <p>A near-term/high-priority need as it would immediately benefit pedestrian access to employment areas, retail, parks and the community school. There are no other multi-modal options.</p>				
P2	Mission Road (south side from Confederated Way to Cedar Street)	Complete the sidewalk network along the south side of Mission Road from Confederated Way to Cedar Street. Widen existing sidewalks near the Four Corners area to six feet and address the existing mailbox obstructions located across from Lucky Seven.	<p>Would address an existing sidewalk gap between the July Grounds and the four corners area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.</p>	High Priority Near-Term Time Frame	\$350k	Tribal Capital Project / Development	This project is not currently identified as a need in the existing TSP.
			<p>Portions of the corridor may require right-of-way acquisition and some utility relocation.</p> <p>Portions of the corridor near Cedar Street may have wetland impacts.</p> <p>A near-term/high-priority need as it would immediately benefit pedestrian access to employment areas, retail, parks and the community school. There are no other multi-modal options.</p>				
P3	OR 331 (Mission Road to Umatilla River)	Install sidewalks along the east and west sides of OR 331.	<p>Sidewalks would ultimately link to a multi-use pathway along the south side of the Umatilla River (see project M5). Implementation of the sidewalks would likely be driven by the development of Project M5 and/or installed as part of future redevelopment along the OR 331 corridor.</p>	Low Priority Long-Term Time Frame (tied to development of Project M5)	\$300k	Development / Grant	This project is not currently identified as a need in the existing TSP.
			<p>Redevelopment of adjacent parcels would likely address portions of this sidewalk corridor.</p> <p>Portions of the corridor may require right-of-way acquisition.</p>				

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
			A long-term need that would coincide with the development of project M5.				
P4	OR 331 crossing at Ti'Mine Way	Install an enhanced pedestrian crossing treatment. Treatment may include signalization (if warranted) or a grade separated undercrossing of OR 331.	Would provide a safer pedestrian crossing opportunity on a portion of Mission Road that has higher speeds and heavy truck volumes. Implementation of the crossing would be tied to future residential development on the east side of OR 331.	Low Priority	\$35k - \$500k	Development / STIP	This project is not currently identified as a need in the existing TSP.
			<p>OR 331 is a high speed and high volume state highway.</p> <p>Signalized crossing could be installed when warranted by a more detailed engineering study.</p> <p>Grade separated undercrossings are costly and impactful during construction.</p> <p>Long-term project needed if/when development occurs on the east side of OR 331.</p>	Long-Term Time Frame (tied to future residential development)			
P5	Mission Road crossings at July Grounds and Cedar Street	Install an enhanced pedestrian crossing such as a Rectangular Rapid Flashing Beacon.	Would facilitate pedestrian crossings of Mission Road and improve pedestrian access to tribal services and the community school on a portion of Mission Road that has higher speeds and heavy truck volumes. Implementation would be tied to a capital improvement project or Safe Routes to School improvement.	High Priority	\$35k per location	Grant	These projects are not currently identified as a need in the existing TSP.
			<p>Would be installed when warranted by a more detailed engineering study.</p> <p>Would need to be accompanied by sidewalks (see project P1 and P2).</p> <p>A near-term/high-priority need as it would immediately benefit pedestrian access to tribal services, parks, and the community school.</p>	Near-Term Time Frame			
P6			Would facilitate walking to/from new development areas. Construction would occur as	High Priority	Varies	Development	

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
	New residential/mixed-use street	Install sidewalks along all new residential and mixed-use streets.	<p>part of future residential and mixed-use development.</p> <p>No special considerations.</p> <p>Would be constructed as a condition of future development.</p> <p>Project required when development takes place.</p>	Development Driven Time Frame			These projects are not currently identified as a need in the existing TSP.
Bicycle Improvement Projects							
B1	Mission Road (north side from grain silo to Cedar Street)	Widen Mission Road and install bicycle lanes along the north side all the way east to Cedar Street.	<p>Would address an existing bicycle lane gap between the residential areas north of the July Grounds, the Wetland Community Park, and the Four Corners area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.</p> <p>Portions of the corridor may require right-of-way acquisition.</p> <p>Portions of the corridor may have wetland impacts.</p> <p>A near-term/high-priority need as it would immediately benefit bicycle access to employment areas, retail, parks and the community school.</p>	High Priority Near-Term Time Frame	\$600k	Tribal Capital Project / Development	<ul style="list-style-type: none"> This project is not currently identified as a need in the existing TSP.
B2	Mission Road (south side from Short Mile Road to Cedar Street)	Widen Mission Road and install bicycle lanes along the south side from Short Mile Road to Cedar Street.	<p>Would address an bicycle lane gap between Cedar Street and the July Grounds area. Implementation could be a combination of a capital improvement project and/or required as part of future development projects along the Mission Road corridor.</p> <p>Portions of the corridor may require right-of-way acquisition.</p> <p>Portions of the corridor may have wetland impacts.</p>	High Priority Near-Term Time Frame	\$500k	Tribal Capital Project / Development	<ul style="list-style-type: none"> This project is not currently identified as a need in the existing TSP.

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
			A near-term/high-priority need as it would immediately benefit bicycle access to employment areas, retail, parks and the community school.				
B3	OR 331 (Mission Road to Umatilla River)	Install bicycle lanes along the east and west sides of OR 331.	Bicycle lanes would ultimately link to a multi-purpose pathway along the south side of the Umatilla River (see project M5). Implementation of the bike lanes would likely be driven by the development of Project M5 and/or installed as part of future redevelopment along the OR 331 corridor.	Low Priority Long-Term Time Frame (tied to development of Project M5)	\$400k	Development / Grant	This project is not currently identified as a need in the existing TSP.
			Redevelopment of adjacent parcels would likely address portions of this corridor. Portions of the corridor may require right-of-way acquisition. A long-term need that would coincide with the development of project M5.				
Multi-Use Pathway Improvement Projects							
M1	OR 331 (Mission Road to Kusi Road)	Construct a separated paved multi-use path along the west side of OR 331 from Mission Road to Spilya Road	Would provide a walking/biking route that would link Nixyaawii Governance Center and surrounding future residential development to the Wildhorse Resort & Casino and other adjacent employment areas. Implementation would most likely be tied to grant funding or a larger capital improvement project.	High Priority Near-Term Time Frame	\$1.0M	Grant	This project is not currently identified as a need in the existing TSP.
			Portions of the corridor have grade challenges. Would require right-of-way acquisition. Portions of the corridor have steep embankments which would pose some engineering and construction challenges. A near-term/high-priority need as it would immediately benefit bicycle and pedestrian				

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
			access between the Governance Center and the employment centers to the south.				
M2	Wildhorse Boulevard (OR 331 to Tamastlikt Cultural Institute)	Construct a paved multi-use path along the north side of Wildhorse Boulevard. Could be a separated path or as an extension of the existing road surface.	There is currently no formal walking or biking facilities between the Wildhorse Boulevard and Tamastlikt Cultural Institute. Would link the July Grounds and adjacent residential areas to the various employment centers around the Wildhorse Resort and Casino. Implementation would most likely be tied to grant funding or a larger capital improvement project.	Medium Priority Near-Term Time Frame	\$95k	Grant	This project is consistent with Project #33 in the existing TSP and calls for an even longer extension of multi-use path to connect to OR 331.
			<p>Could be used by both residents and visitors to the Wildhorse Casino.</p> <p>A near-term need as it would immediately benefit bicycle and pedestrian access between the July Grounds and various employment centers around the Wildhorse Casino.</p>				
M3	East-West Bluff Trail (OR 331 to T)	Construct a new multi-use path along the top of the bluff connecting OR 331 to the Tamastlikt Trail.	This path would parallel Mission Road providing an alternate route between the July Grounds and the Nixyaawii Governance Center. Implementation would most likely be tied to grant funding or a larger capital improvement project.	Low Priority Long-Term Time Frame	\$100k	Grant / Development	This project is not currently identified as a need in the existing TSP.
			<p>Alignment is on Exclusive Farm Use zoned land. Alignment would be partially located on private land, requiring right-of-way.</p> <p>Alignment of trail would require careful planning to avoid sacred burial grounds.</p> <p>A long-term need that won't be needed until development occurs east of OR 331.</p>				
M4	Nixyaawii Governance Center	Construct a new multi-use path connecting the Nixyaawii	The path would provide a direct and formal connection between the governance center and the Four Corners area that does not require	High Priority	\$45k	Tribal Capital Project	This project is not currently

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
		Governance Center to the Four Corners area.	<p>walking or biking along Mission Road or OR 331. Implementation would most likely be tied to a capital improvement project.</p> <p>This project is needed under existing conditions as there is currently no formal walking route. Portions of the alignment would need to navigate a steep grade.</p> <p>A near-term/high-priority need as it would immediately benefit bicycle and pedestrian access between the Bowman Property/Governance Center and Four Corners area.</p>	Near-Term Time Frame			identified as a need in the existing TSP.
M5	Umatilla River Trail	Construct a new multi-use trail along the south side of the Umatilla River on in parallel but offset from the river where applicable.	<p>This path could be extended to the west over time to ultimately connect to the City of Pendleton and the existing/planned expansion their levee trail system. Project could be designed to include a hardscape pathway for walking/bicycle and a soft-surface for equestrian use. Implementation would most likely be tied to grant funding or a larger capital improvement project.</p>	Low Priority Long-Term Time Frame	\$>500k	Grant / Tribal Capital Project	This project is not currently identified as a need in the existing TSP.
			<p>Would require right-of-way.</p> <p>May impact some private property.</p> <p>Would require consideration of areas that have the potential to be culturally or historically significant.</p> <p>A low priority need, but one that could provide significant regional connections.</p>				
Transit Projects							
T1	Multiple Locations	Install new transit amenities including new shelters with real-	There is a general desire to enhance all transit stops within the Mission study area.	Medium Priority	Shelters \$10,000 per	Tribal Capital Project	These projects are not

Map ID	Location	Project Description	Project Benefit/Implementation Considerations	Priority/Time Frame	Cost ¹	Funding Source	Consistency with 2001 CTUIR TSP
		time transit tracking, benches, lighting, etc.	Some stops have transit shelters already. Upgrades would be limited to better lighting and transit tracking amenities. A medium priority need for lower use locations. A higher priority need for higher volume locations.	Near-Term Time Frame	location Lighting \$10-\$15k per location		currently identified as a need in the existing TSP.
T2	Nixyaawii Governance Center	Designate some existing parking spaces within the Nixyaawii Governance Center for use as a park-and-ride for Mission community members riding Kayak to other regional locations.	The ability to take transit to regional destinations such as Pendleton, Milton-Freewater, Hermiston, etc. can lead to financial savings for many Mission residents. The Nixyaawii Governance Center is a central location with a well-lit parking lot that could accommodate the daily parking needs of those residents wishing to commute regionally by bus.	Medium Priority Long-Term Time Frame	Signage: \$2 per square foot;	Tribal Capital Project	These projects are not currently identified as a need in the existing TSP.
			Reduces some parking at the Nixyaawii Governance Center to be allocated specifically to park-n-ride. A central location near the majority of Mission area residents. Lot is well lit and would be a safe location for daily parking. A long-term/low priority need until more residential development takes place within the Mission area.				
High Priority (0-5 years)					>\$3.0M		
Medium Priority (6-10 years)					\$1.5M		
Low Priority (10-20 years)					>\$1.1M		
Total					>\$5.6M		
¹ Cost estimates include engineering and construction costs but do not include potential right-of-way acquisition. Therefore these estimates should be considered planning level estimates. More detailed cost estimates will be required as projects are pursued through the actual design and engineering phases.							

ACTION ITEMS

Table 10 summarizes the recommended action items that CTUIR can undertake to implement the Mission Community Master Plan. These action items focus on public sector actions that in turn can support and incentivize decisions by private property owners and businesses to develop and invest in the Mission Community Area generally, and the Central Business District and Governance Activity Center Area specifically.

The rough timeframes listed in the table are:

- **Short-term:** Under 2 years
- **Medium-term:** 2-5 years
- **Long-term:** 5+ years

Table 10. Implementation Action Items

	ACTION	TIMEFRAME
A-1	Update the Mission Community Plan (1998) to include policies, figures, and outcomes contained in the Mission Community Master Plan. Specifically, update policies that have been addressed by the Master Plan and replace the Future Land Use Map.	Short-term
A-2	Modify the CTUIR Land Development Code to include a new Community Residential Mixed-Use (CR-2) Zone, Auxiliary Dwelling Units, new definitions, and modifications to Site Plan Approval requirements.	Short-term
A-3	Update the CTUIR Transportation System Plan (2001) to include policy language supporting the multi-modal transportation system illustrated in the Master Plan, along with updated transportation standards that are consistent with, and projects that will implement, the Master Plan.	Short-term
A-4	Apply CR-2 zoning to the portion of the Bowman site intended to be developed for single family residential in anticipation of future private ownership.	Short-term
A-5	Work with property owners to explore potential rezoning and development in accordance with the Mission Community Master Plan.	Medium to long-term
A-6	Undertake housing-related initiatives to clarify and simplify ownership and development rights.	Medium-term