A REGIONAL INVESTMENT AND IMPLEMENTATION CONCEPT

GREATER ROSEBURG

A practical renewal plan

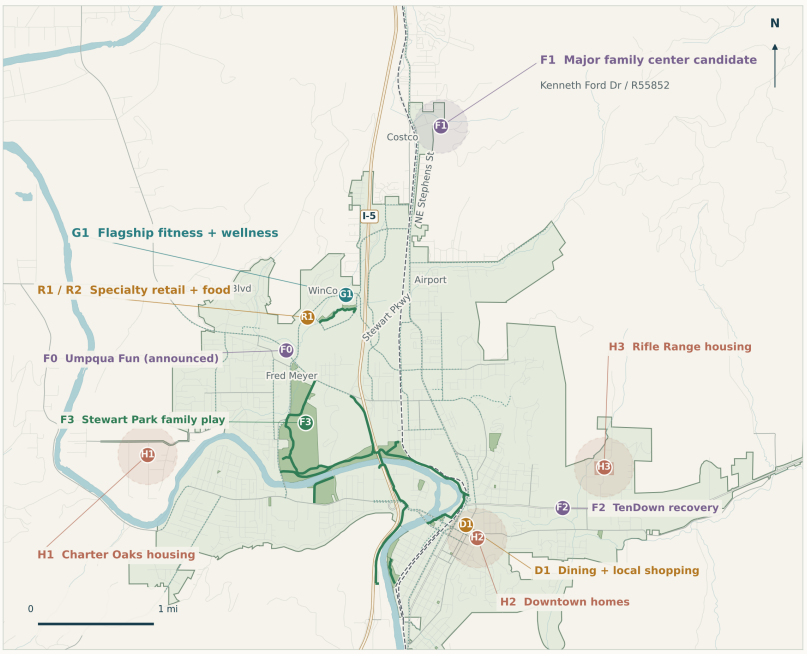
Better jobs. Connected neighborhoods. Places worth investing in.

Where the uses go

PROPOSED USES / VERIFIED BASE GEOGRAPHY

NOVEMBER 2026

Candidate addresses and housing areas are placed on actual roads; commercial proposals require operator and site approval.



● Proposed use / candidate address ○ Housing or site-study emphasis ━ Path mapped as existing in 2023

G1 | FIRST GYM SITE TO INVESTIGATE

3013 NW Stewart Parkway. Marketed 59,545 SF former Albertsons; test a 48,000 SF flagship plus expansion reserve.

R1 / R2 | SPECIALTY RETAIL + FOOD

2455 and 2475 NW Stewart Parkway. Test a specialty grocer in R1 and separately leased shops / restaurants in R2.

F1 | MAJOR FAMILY DESTINATION

0 NE Kenneth Ford Drive, property R55852. 11.25-acre candidate; annexation, zoning, access and airport checks required.

D1 / H2 | DOWNTOWN MIX

Jackson / Main between Douglas, Oak and Lane: restaurants, independent shops, upper-floor homes and infill.

H1 / H3 | MORE FAMILY HOUSING

Charter Oaks after services/annexation; Rifle Range parcel R40164 as one mixed-use housing candidate. Capacity unverified.

F0 / F2 | BUILD ON LOCAL ASSETS

Umpqua Fun announces Dec 2026 opening. Verify TenDown recovery and reopening before sizing new bowling capacity.

Recommendations are not retailer commitments, parcel approvals or proof of current vacancy.

Sources: City / ODOT roads and parks; Census address geocoder; HSM Pacific; All-Pro Realty; county assessment; City 2023 bike-plan GIS. Address points are approximate.

20 YEARS
2027-2046 delivery horizon

$2.4-4.5B
Initial capital portfolio

$400-830M
Shared infrastructure / civic

Independent community planning study | November 8, 2026

A researched concept and commissioning brief. The accompanying 17 × 11-inch map atlas provides readable geographic detail. Public approvals, parcel diligence, engineering and financing remain project-specific.

HOW TO USE THIS PLAN

A roadmap to decisions

Start with the strategy and maps, then use the budgets, governance and first-100-day program to organize a serious public-private initiative. Recommendations are proposals; cited facts are separated from cost allowances and future targets.

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Start with atlas page 1 for shopping, restaurants, homes, the gym and major family-center candidates. Pages 2-3 explain the wider region and population; pages 4-9 show connected local districts and partner communities; page 10 retains the core transport/rail investment context.

Maps use published roads, rail, water, parks and available municipal geometry. Address/focus symbols are approximate; proposed routes require rights and design. Census population areas are statistical geography, not annexation or measured market boundaries. The plan does not select a new airport or engineered bridge.

01 / STRATEGY

The decision in front of the community

Greater Roseburg can become a more prosperous, attractive and family-friendly regional center. Its functional community is substantially larger than its municipal population. The expanded inland planning geography contains 104,511 residents in 23 nonoverlapping 2020 Census ZIP Code Tabulation Areas. That is a reproducible population baseline, not a 2026 estimate or a claim that every resident shops in Roseburg equally. Include the entire region in demand analysis and delivery, while preserving each jurisdiction's legal responsibilities. [110,111]

The recommended direction combines a stronger downtown, connected regional shopping, a premium fitness and wellness anchor, a major family attraction, family housing and useful outdoor routes. Green and Winchester belong in the primary service partnership. Drain, Yoncalla, Sutherlin, Oakland, Myrtle Creek, Tri-City, Riddle, Canyonville and the other inland communities belong in the wider effort and need investment in their own centers. A wealthy sponsor can fund early risk and capital gaps; durable operators, employment and household incomes must support the result.

This document provides named candidate addresses, mapped investment areas, ranked recruitment targets, phased delivery and explicit operating examples. The atlas uses real published geography. It is a commissioning brief, not an adopted comprehensive plan, legal annexation map, negotiated property transaction or engineering design. Sources were checked through November 9, 2026; date-specific status and unresolved conditions are identified.

Decision	Recommendation
Planning horizon	20 years, delivered in separately financed phases; visible improvements in the first 12-24 months.
Initial capital envelope	$2.4-4.5 billion in constant 2026 dollars, including the Roseburg UGB's nearly 5,900-home allocation. Reconcile other jurisdictions' needs before treating this as a complete Greater Roseburg budget.
Common infrastructure and civic capacity	$400-830 million across the program, before deciding exactly how grants, utilities, developers, public funds and philanthropy share costs.
Initial sponsor commitment	$25-50 million of conditional commitments over the first two years would support serious preparation, acquisition options and early projects. A $100 million example is provided later.
Recurring cost at full scale	Illustrative $15-30 million a year of additional regional services, maintenance and reserves; debt service is separate.
First organizing priority	A Greater Roseburg City-County compact aligning regional demand, funding and representation before major annexation and capital decisions.
First physical priorities	Public-space maintenance and housing response; a concentrated downtown pilot; housing-enabling utilities; safe walking/cycling gaps; gym and family-center operator/site studies; rail alternatives.

Adopt the quality of public spaces and outdoor access seen in Bend, while making affordability, existing residents and dependable daily operations explicit measures of success.

02 / REGIONAL SCALE

Plan for the population Roseburg actually serves

The city-limit count is the wrong starting point for regional shopping, medical care, employment and recreation. Green belongs in the primary planning area immediately, and the wider effort must include the northern and southern communities that use Roseburg while retaining their own town centers. Municipal boundaries still determine city authority and elections. They should not determine the entire market study or where regional partners receive useful investment.

The expanded, reproducible resident geography contains 104,511 people in 23 nonoverlapping 2020 Census ZIP Code Tabulation Areas, compared with 77,094 in the earlier eight-area example. The added areas contribute 27,417 residents. Census relationship files place all 23 selected areas within Douglas County. Together they contain about 94 percent of the county's 111,201 residents in 2020. This is an analyst-selected inland planning geography, not a current population estimate, validated customer count or official service district. [110,111]

ZCTAs are Census statistical areas, not town limits or exact postal-delivery territories. Community names below orient the reader; their city/CDP populations are already represented within these areas and must not be added again. Dillard, for example, appears within the larger Winston-area geography and has a separate small postal-area ZCTA; the sum uses distinct Census areas, not duplicate town totals. The full 23-code inventory and mapped boundaries accompany the atlas. [36,110,111]

Keep three measures separate: residents in a defined geography, customers captured by a particular business or service, and eligible voters in a jurisdiction. Roseburg's 23,693-person July 2025 municipal estimate addresses the first of those at city scale. Its 43,484-person 2020 Census urban area measures a different developed footprint. Neither defines all customers. The City/ODOT commuter inventory and approximately 60,000 daytime-population attribution demonstrate outside demand, but workers and visitors cannot be added to resident counts. [1,37-39]

Nonoverlapping Census group	2020 residents	Communities for orientation
Earlier eight areas	77,094	Roseburg, Green, Winchester, Melrose, Lookingglass, Winston, Sutherlin, Oakland, Glide and Wilbur; adjoining rural neighborhoods.
Added northern areas	5,076	Drain, Yoncalla and Elkton areas.
Added southern areas	18,980	Myrtle Creek, Tri-City, Riddle, Canyonville, Days Creek, Tiller, Glendale and Azalea areas.
Added western/rural areas	2,629	Dillard postal area, Camas Valley, Tenmile and Umpqua.
Added North Umpqua area	732	Idleyld Park and its surrounding valley.
Total: 23 selected ZCTAs	**104,511**	**Resident geography only; no additional city/CDP population added.**

Test demand by trip purpose

Begin with a primary Roseburg-Green-Winchester service partnership, then measure overlapping shopping, employment, healthcare and recreation markets along I-5, OR 38, OR 42 and OR 138. Include Dixonville and other nearby unincorporated neighborhoods in the street-level work. Northern communities can also use Eugene; the Yoncalla school district explicitly describes that relationship. Southern and western households also have competing destinations. Estimate visits, spending and frequency separately rather than assuming that 104,511 residents will use a new gym or restaurant. [112]

Use the boundary honestly

The selection excludes coastal Reedsport/Gardiner/Scottsburg areas and does not add whole cross-county ZCTAs for Cottage Grove or other distant places. Those residents can still be customers; their use must be measured. Recalculate household income, age, housing need and spending capacity for the chosen service areas, and compare Roseburg and Bend using equivalent geographies. The Roseburg UGB's 5,907-home allocation remains a separate legal planning measure, not a housing target for all 23 ZCTAs. [4,110]

Population audit: the complete 23-area inventory

Counts below are 2020 Census residents of each whole statistical area. Community labels are orientation aids, not city counts. Green, Melrose and Lookingglass lie within 97471; Myrtle Creek and Tri-City share 97457. Small Wilbur and Dillard postal areas are not the whole communities. No municipal or CDP count is added to these mutually exclusive areas. [36,110,111]

2020 ZCTA	2020 residents	Area reference
97470	20,160	Roseburg area
97471	30,900	Roseburg area / Green / Melrose / Lookingglass
97496	7,875	Winston area / part of Dillard
97479	10,161	Sutherlin area
97462	4,130	Oakland area / part of Sutherlin
97443	2,138	Glide area
97495	1,706	Winchester area / part of Roseburg North
97494	24	Wilbur area
97435	2,326	Drain area
97499	1,961	Yoncalla area
97436	789	Elkton area
97457	10,363	Myrtle Creek / Tri-City / rural area
97469	2,712	Riddle area
97417	2,175	Canyonville / part of Days Creek
97429	609	Days Creek area
97484	242	Tiller area

2020 ZCTA	2020 residents	Area reference
97442	2,096	Glendale area
97410	783	Azalea area
97432	162	Dillard postal area
97416	976	Camas Valley area
97481	715	Tenmile area
97486	776	Umpqua area
97447	732	Idleyld Park / North Umpqua area
Total	**104,511**	**23 distinct Census areas; not a current shopper count.**

03 / MAP LOGIC

The geographic structure

Keep the eight original core investment areas as an organizing framework, then use lettered site codes for the more detailed placements. The atlas now covers the inland region and includes separate Roseburg, downtown, eastside, Green/Winston/Winchester, northern-community and southern-community details. Numbered district centers and lettered study symbols identify priorities; they are not all legal development boundaries. [25-29]

Real streets, railways, rivers, parks and municipal geometry form the base. Existing paths mapped in 2023 are distinguished from planned or study corridors. Only the published R40164 inventory polygon is shown as a specific housing-parcel candidate. Address geocodes and other focus markers are approximate location aids. The population map counts 23 mutually exclusive Census areas; it does not turn those areas into a municipal annexation or retail-capture boundary. [110,111]

Map ID / area	Primary role	First practical move
1 Downtown / Jackson-Oak-Douglas	Dining, specialty shopping, professional offices, housing and the central riverfront.	Control a small cluster of willing-owner properties and prepare a coordinated rehabilitation/tenant plan.
2 Garden Valley / Stewart Parkway	Regional shopping, restaurants and access to medical employment.	Shopping-center access and redevelopment agreements; traffic and tenant-demand study.
3 Charter Oaks	A planned neighborhood in the approved UGB addition.	Parcel annexation, water/sewer and street phasing plan; verify later annexations.
4 Airport / Edenbower	Business aviation and compatible employment sites.	Airport completion audit and joint road/airspace/industrial-site review.
5 Winchester / UCC	Workforce training, education and employment partnership.	Employer-linked training, transit and housing-access agreements.
6 Diamond Lake / Rifle Range	East-side housing, daily services and safe corridor travel.	Implement the existing OR 138E planning process and identify serviceable infill parcels.

Map ID / area	Primary role	First practical move
7 Green	Primary southern component of Greater Roseburg's daily economic and service area.	Joint City-County-utility access, housing and daily-services program; assess annexation separately.
8 Harvard / parks	Established neighborhoods, local services and access to riverfront recreation.	Repair pedestrian connections and reinvest in existing neighborhood centers.

Use the detailed maps with the site register that follows. First investigate G1 for fitness, R1/R2 for specialty shopping and food, F1 for a major family attraction, D1 for downtown dining, and H1-H5 for housing. Regional participation does not depend on annexation. No new airport or engineered bridge alignment is selected.

04 / SITES / PLACEMENT AND CONDITIONS

The site register: where shopping, homes and activities go

The following placements are the recommended investigation sequence. A marketed building is more concrete than a district-wide wish, but a listing still does not establish acceptable terms, a permitted use or an engineered fit. Obtain conditional control after owner engagement and initial feasibility; commit to construction only after the operator, approvals and budget align.

Keep the uses coordinated without allocating the same building twice. G1 is the proposed gym. F1 is the separate larger family-center candidate. R1 and R2 are separate retail lease investigations nearby. Target is a later district/site-assembly inquiry, not an assumed tenant in either flagship property.

Code / place	Recommended use	First condition to resolve
G1 / 3013 NW Stewart Parkway	48,000 sq ft premium fitness, wellness and healthy-food program in the marketed 59,545 sq ft former Albertsons.	Lease terms, measured area, use rights, systems/roof/structure, parking and safe front-door access. [76]
R1 / 2455 NW Stewart Parkway	Specialty grocery candidate; first corporate inquiry Natural Grocers. Test current available area and loading.	Goodwill move/possession date, demising, refrigeration/power, delivery and operator fit. Do not assume an entire tax-record building is available. [77]
R2 / 2475 NW Stewart Parkway	Small specialty shops, prepared-food/cafe or restaurant suites in separately marketed 15,331 sq ft ground-floor space.	Owner-approved division, food-service exhaust/grease capacity and public pedestrian entrances. It is not automatically one combined lease with R1. [77]
F1 / 0 NE Kenneth Ford Drive, R55852	Approximately 65,000 sq ft major indoor family attraction, with phased outdoor play on the 11.25-acre candidate.	PR zoning, City/County annexation and land-use pathway, airport compatibility, actual access and utility capacity. Asking price $3.5M is not a valuation. [78,79]
F0 / 1438 NW Garden Valley	Support the announced 18,000 sq ft Umpqua Fun project and complement its offer.	Company announces December 2026 opening; verify delivery and eventual operation. [73]
F2 / 2400 NE Diamond Lake	TenDown/Splitz recovery and reinvestment inquiry; previously described bowling, arcade and dining asset. Current operations and available capacity are unverified.	Confirm reopening/physical operating status before assuming a new bowling gap. [74,85]
D1 + H2 / Jackson-Main, Douglas -Oak-Cass-Lane blocks	Downtown restaurant and independent-shop cluster, upper-floor homes and suitable infill; children's discovery/maker space search.	Willing-owner buildings, fire/seismic/accessibility conditions, historic review, viable rents and resident protection.
H1 / Charter Oaks	Connected family neighborhood, mixed housing types, small parks and walking access; any cafe/market subject to lawful land-use changes.	Parcel annexation, utilities, emergency access and precise plan/zoning constraints. Approved UGB expansion is not automatic construction permission. [5,6]

Code / place	Recommended use	First condition to resolve
H3 / Rifle Range, R40164	Housing-led mixed-use investigation on the published 11.43-acre inventory parcel; local services near the corridor.	Inventory shows Industrial plan designation / MU zoning. Confirm whether residential use needs a plan amendment, plus ownership, utilities and current environmental constraints. [80]
H4 + L1 / Green, Carnes-Cannon-Austin	Serviceable family housing infill and stronger daily needs around the existing Ray's center at 4601 Carnes.	Coordinate County/utility access and crossing improvements; test local food/produce expansion without assuming Green lacks a grocer. [45,77]
H5 / Winchester	Housing infill, small daily services and safe UCC/transit access in the existing settlement.	A neighborhood study focus only; verify parcels, water/sewer, road safety and river/airport constraints.
F3 / Stewart Park; F5 / Sunshine Park	Stewart adventure play and family programming; Sunshine beginner cycling skills/pump track and nature play if the park process supports them.	Preserve existing functions, habitat and flood capacity; identify actual construction footprints through park planning. [8,133]
Partner-town centers	Compact homes, local food/services, school routes and park loops in Drain, Yoncalla, Sutherlin/Oakland, Myrtle Creek/Tri-City, Riddle/Canyonville.	Map symbols are study centers at real street intersections. Local owners and governments select actual parcels. [120-132]

For each candidate obtain one shared sheet: measured site/building, ownership and conditions, allowed use, constraints, operator demand, all-in cost, recurring expense, opening date range and a named decision maker. A failed site screen should change the location before it becomes an expensive sunk cost.

05 / RETAIL / A RANKED ACTION LIST

The recruitment list: stores, groceries and restaurants

The ranking below is a recommendation about where to spend recruitment effort. It is not evidence of brand interest. Launch the first wave with a specialty-grocery inquiry, several operator-led food businesses, a local outdoor-services partnership and the flagship fitness study. Run larger chains through a separate corporate market screen before assembling property.

Begin from the actual inventory. Roseburg already has Costco, Walmart, Fred Meyer, WinCo, Sherm's, Safeway and Grocery Outlet; Green has Ray's. Existing outdoor and value retail include Coastal, Sportsman's, Big 5, Marshalls and Ross. Existing restaurant supply includes Chipotle and other national and independent businesses. These are partners and competition to understand, not absent brands to announce as new. [44,45,46,47,48,49,50]

For downtown, recruit businesses around existing operators such as True Kitchen + Bar rather than assuming an empty dining market. Keep chain prototypes at suitable regional commercial sites, with safe access and shared connections; focus local dining, small shops and upper-floor residents in the historic street grid. [52]

Rank / target	Recommended location	Action and constraint
01 / Natural Grocers	R1 / Stewart specialty-grocery candidate	First grocery inquiry. Regional Oregon comparators support an inquiry; local specialty spending and rent remain unproven. [54,55]
02 / Independent bakery + full-service breakfast cafe	D1 / downtown bakery and breakfast storefront	Recruit an experienced local/regional baker. Prove ordinary weekday and weekend demand with paid pilots. [52]
03 / Healthy bowls / Mediterranean grill / salad kitchen	G1 food court, public-facing; later downtown lunch option	Recruit a bowls, Mediterranean grill or salad/prepared-meal operator. Nonmembers need convenient access. [51]
04 / Jersey Mike’s	R2 or a suitable Stewart street-facing endcap	Verify territory and pipeline first. Published small-store format can suit an inline/endcap; no Roseburg commitment verified. [56]
05 / Local bicycle / e-bike / outdoor repair, rental and guiding hub	D1 river/trail gateway; eastside service satellite if viable	Invite existing local operators to expand repair, rentals and guided trips. Avoid subsidizing a duplicate competitor. [47,48,53]
06 / The Farmstand by Lehne Farms - voluntary satellite or seasonal market	L1 Green pilot / downtown seasonal market	Invite a voluntary Lehne Farms satellite/pop-up; current business remains at 532 Melrose. No expansion intent assumed. [51,45]
07 / Independent after-dinner dessert / ice-cream cafe	D1, near family visits and dinner businesses	Small evening dessert/ice-cream business. Test ordinary-night sales before a permanent lease. [52]
08 / HomeGoods	Garden Valley / Stewart adaptable-box reuse	Second-wave corporate inquiry. Establish a home-category gap and reuse economics; existing Marshalls/Ross matter. [49,50,57]

Rank / target	Recommended location	Action and constraint
09 / Texas Roadhouse	Garden Valley / Stewart connected restaurant site	Preferred chain dinner inquiry. Substantial labor, parking and weekend demand test; Olive Garden is an alternative inquiry. [59]
10 / Independent family dinner restaurant - Italian or seasonal Northwest	D1 downtown family dinner storefront	Independent Italian or Northwest family dining with appropriate price points and children's options; menu audit first. [52]
11 / Independent noodle / dumpling / Indian / Korean kitchen	D1 or Diamond Lake small storefront; select one concept first	Test noodle/dumpling, Indian or Korean concepts against current local menus; these are directions, not verified absences.
12 / Sierra	Garden Valley / Stewart reuse, only after demand screen	Conditional second wave. Outdoor/apparel competition is already substantial; compare its case against HomeGoods. [58,47,48,46,49]
13 / Chick-fil-A	Garden Valley / Stewart only with fully internal vehicle queues	Conditional inquiry. Corporate approval and queue safety are pass/fail; protect sidewalks, plaza and through lanes. [60]
14 / Managed downtown food hall + shared production kitchen	D1 adaptive reuse after operator and preleasing test	Prelease and select an experienced hall operator after a market/shared-kitchen pilot. Do not build a speculative empty hall.
15 / Market of Choice	Alternative specialty anchor in Garden Valley / Stewart	Stretch alternative. Premium-food demand and company strategy must work; do not assume all specialty grocers can open together. [61]
16 / Target	Garden Valley / Stewart future site assembly	High-impact stretch. Corporate page lists no Oregon opening planned for 2026; obtain interest and format before land assembly. [62,63]
17 / Trader Joe’s	Alternative specialty anchor in Garden Valley / Stewart	Stretch alternative. Use official request and market dossier; a petition or population count is not a store commitment. [64,65]
18 / REI	Trail-linked district location if corporate interest exists	Lower-priority stretch. Put local bicycle/outdoor services first; establish distinct demand and corporate network fit. [66,47,48,46,53]

Grocery sequence

Pursue Natural Grocers first at R1 or another qualified existing box, with the company defining required gross area. Its published selling-area range is not a gross building requirement. Market of Choice and Trader Joe's remain alternative stretch prospects; the plan does not assume three new specialty anchors simultaneously. East Roseburg should first test a small market, cafe/prepared-food store or operator expansion near Rifle Range/Diamond Lake. Green should strengthen its existing center and test a local produce/prepared-food satellite. [54,55,61,64,45]

Restaurant sequence

Deliver 3-5 downtown storefront pilots first: bakery/breakfast, family dinner, dessert and one differentiated compact cuisine, chosen through sales tests and operator experience. The G1 food court should begin with two or three counters under one experienced manager or carefully selected tenants. Jersey Mike's is a territory inquiry; Texas Roadhouse is a larger dinner-anchor inquiry. Olive Garden can be screened as an alternative, not an additional guaranteed restaurant. A food hall follows tenant proof.

Retail format and traffic

Jersey Mike's published 1,200-1,800 sq ft format supports an inline/endcap search, but its trade-area metrics are company-defined. Texas Roadhouse's 2025 report describes a roughly 8,000 sq ft prototype and substantial parking; that is incompatible with simply assigning a small downtown storefront. Target, HomeGoods, Sierra and REI require their own current corporate specifications. Do not invent a brand's minimum population or size. [56,59]

Targets to keep out of the initial critical path

Culver's currently lists Oregon among future markets unavailable for franchising, so do not spend near-term franchise recruitment money on it. Target, Trader Joe's, Market of Choice and REI can remain named aspirations without becoming prerequisites for downtown, housing, park or gym improvements. [67,63,64,61,66]

A practical recruitment package

Create a current competition and vacancy inventory; customer-origin/drive-time analysis; category spending and out-of-area purchase evidence; achievable rents; and two realistic site sheets per qualified target. Invite local operators to paid pilots and ask corporate teams for a written market screen. Negotiate conditional leases or options only after demand, layout, access and utilities fit. Any incentives should purchase defined public benefits, use disclosed terms and remain milestone-dependent.

> The success measure is occupied, viable businesses that add choice and pay employees, supported by repeat customers. Announced logos, gross leasable area and customer surveys do not establish that outcome.

06 / FITNESS / THE 48,000-SQUARE-FOOT PROGRAM

G1: a flagship fitness and wellness club

Make the club a regional quality-of-life anchor with serious equipment, enough room to train, excellent upkeep and a service model that members can rely on. The first building to investigate is the former Albertsons at 3013 NW Stewart Parkway: HSM Pacific markets 59,545 sq ft on 5.34 acres for lease. Test a 48,000 gross sq ft program there. The remaining 11,545 sq ft is only a mathematical balance until survey, demising and lease terms establish its use. [76]

The differentiated offer is the combined scale, equipment, coaching, recovery, food and continuously staffed access. Planet Fitness, YMCA and Fitness First already provide meaningful fitness services locally. Invite capable existing or regional operators to participate in an expansion or operating partnership; no chain or Club Northwest commitment is assumed. [68,69,70,71]

The following program includes circulation, support rooms and walls. It is an architect's test-fit brief, not a representation of the existing floor plan. It includes scheduled childwatch for families and a modest spa/recovery program, with no swimming pool in the opening budget.

Program	Gross sq ft
Strength / free weights	11,000
Cardio	5,000
Functional training / turf	4,000
Group exercise / yoga / mobility studios	4,000
Locker rooms / showers / toilets	4,500
Recovery / massage / tanning / limited spa rooms	2,500
Separately operated clinical suite	1,200
Healthy-food preparation / counters / public seating	3,000
Reception / member lounge / small retail	2,200
Scheduled childwatch	1,500
Staff / management / first aid	1,200
Mechanical / electrical / janitorial / storage	1,800
Internal circulation / walls / gross-area allowance	6,100
Total gross programmed area	**48,000**

Equipment and layout

Specify commercial-quality plate-loaded and selectorized strength equipment, multiple racks/platforms, duplicated high-demand machines, a comprehensive dumbbell range and a generous functional/turf zone. Provide varied cardio, accessible equipment, quiet stretching and two or more flexible class studios. Select vendors on trial use, service response, spare parts, warranties and lifecycle cost. Separate loud lifting/music from yoga, massage and clinical rooms; give the healthy-food area a public entrance and direct, protected walking access from nearby stores.

Spa, tanning and clinical wellness

Include massage/esthetic rooms, a sunless-tanning option, recovery amenities and a modest sauna/steam design if the mechanical and wet-area budget supports it. Larger hydrotherapy would need separate scope and cost. Reserve the clinical suite for a qualified independent medical operator, including vitamin injections when clinically indicated. Assessment, prescribing, consent, documentation and lawful professional scope must be established by that operator. Neither gym staff nor membership marketing should promise unsupported energy, immunity or detox benefits. [83,84]

What 24/7 service means in this base case

Provide staffed fitness access 24 hours a day, with two qualified people continuously on duty and an actual emergency/relief roster. Schedule classes, food, massage, childcare and clinical appointments initially. If the desired service is every counter and treatment available all night, price that as an additional operating model before committing. Each extra position for eight overnight hours adds 2,920 annual coverage hours, about 1.72 FTE at the assumed 1,700 productive hours per person.

Staffing is a real cost

Two continuously staffed positions require 17,520 annual coverage hours. Budget approximately 10.5-11.5 FTE for coverage after relief, breaks and leave, then add management, instructors, cleaning and specialist services. An illustrative 11 FTE at $25/hour, 2,080 paid hours and 30 percent burden costs about $744,000 a year. These are planning assumptions, not local wage quotations. The core staffing cost is included in the operating scenarios below.

Lease and building gates

Confirm use approval, clear heights, roof and structural condition, noise, HVAC/fresh air, electrical capacity, sewer/wet-area work, fire exits, accessibility and circulation before accepting the building. Price any major findings explicitly. A long fitout investment requires adequate lease term, renewal/assignment rights and clear landlord repair obligations. If the owner requires leasing all 59,545 sq ft, carry the entire occupancy obligation. Do not count uncontracted sublease income.

Opening capital: $12-22 million, before purchase or financing

Analyst screening allowance in 2026 dollars. Includes ordinary conversion work, the specified equipment/food/spa fitout, design, contingency and ramp-up liquidity. Property purchase, financing/carry costs and major structural or environmental remediation are excluded pending investigation. Known problems must be added before the project is called funded.

Item	Low $M	High $M
Conversion construction and building systems	6.5	11.5
Equipment / furniture / food and recovery FF&E	2.0	3.5
Design / engineering / permits / delivery	1.0	1.8
Construction and equipment contingency	1.3	2.7
Preopening / ramp-up working capital	1.2	2.5
Total	**12.0**	**22.0**

Operating example: test membership demand before a long lease

These are average paying membership accounts, not individual users or year-end enrollments. Realized monthly dues include discounts and collections. Ancillary contribution is net of the direct cost of food, spa and other services; where suites are leased, count retained rent or commissions, not tenant gross sales.

Annual measure	Downside	Working base	Strong
Average accounts / realized monthly dues	2,500 / $85	3,500 / $95	4,500 / $105
Membership revenue	$2.55M	$3.99M	$5.67M
Ancillary contribution after direct costs	$0.35M	$0.60M	$0.90M
Central operating expense	($2.50M)	($2.70M)	($3.10M)
Rent / occupancy placeholder	($0.75M)	($0.75M)	($0.75M)
Annual renewal reserve	($0.35M)	($0.35M)	($0.35M)
Cash before debt, tax and owner return	($0.70M)	$0.79M	$2.37M

Capital contribution versus operating viability

The working base covers operating cost and renewal at roughly 2,807 average paying accounts before debt. With hypothetical 7 percent interest, 20-year amortization, monthly payments and a 1.35 coverage screen, $0.79M annual cash supports about $6.3M debt. Borrowing $18M would require roughly $1.67M annually. Actual loan terms may be shorter and no financing is offered or assumed. Significant equity, landlord participation or sponsor capital is therefore needed in this example; the downside still requires operating support or a smaller scope. Replace placeholders with quoted rent, a weekly staffing roster, customer evidence and monthly ramp-up cash flow.

Advance G1 through a 3-6 month operator, property and demand study. A possible 18-30 month opening sequence starts only if lease rights, approvals, a priced design, funded downside liquidity and membership evidence pass. Establish a price ladder, employer plans and family options before final underwriting; do not assume the wider 104,511-person region is the daily gym market.

07 / FAMILY LIFE / THE 65,000-SQUARE-FOOT CONCEPT

F1: a major family activity destination

Reserve a serious major-family-center project in the plan: approximately 65,000 gross sq ft of indoor activities, complemented by outdoor play and picnic space where the site permits it. Focus the larger addition on active recreation for older children, teenagers and families, with strong party, camp and group programming. A qualified regional operator or independent operating company is the preferred procurement path; no national entertainment brand has agreed to come.

The first land candidate to investigate is 0 NE Kenneth Ford Drive, property R55852 near the existing Costco/Stephens commercial area. County records give 11.25 acres; the broker advertises $3.5 million and PR (Public Reserve) zoning, with services dependent on annexation conditions. This is a conditional entitlement project, not a ready commercial site. City/County preapplication review, airport compatibility, usable area, traffic access and utility commitments must precede an unconditional purchase. [78,79]

Build from the actual local supply. Umpqua Fun announces an 18,000 sq ft December 2026 opening at 1438 NW Garden Valley, including miniature golf, laser tag, play zones, arcade, cafe and parties. Earlier company material described TenDown bowling, arcade and dining at 2400 NE Diamond Lake, with a later recovery notice. Its website is currently unavailable; present operations and reopening status are unverified. Support those investments and confirm current capacity before selecting overlapping attractions. [73,74,85]

The following allocation is an analyst concept to test with operators and attraction vendors. Clear height, structural loads, exits, sound separation, supervision, accessibility and injury/insurance management determine the final mix. A phased 40,000-45,000 sq ft opening can be evaluated if demand supports less than the full program; it needs its own revised cost and layout rather than a simple percentage cut.

Component	Gross sq ft	Purpose
Trampoline / ninja / parkour zones	18,000	Progressive active play for older children and teenagers; vendor-defined fall zones and supervision.
Climbing / bouldering / auto-belay zone	8,000	A substantial climbing experience with separately designed beginner and advanced areas.
Interactive / digital sports and games	7,000	Selective social games and simulators; refresh by actual use rather than filling the building with machines.
Multipurpose activity court	6,000	Small-sided sport, camps, clinics and scheduled roller/activity sessions; not a full tournament complex.
Young-child / sensory-friendly play	3,500	A controlled quieter area for siblings; book low-sensory sessions and inclusive programming.
Party / classroom rooms	4,500	Birthdays, school visits, clubs and holiday camps.
Food / family social lounge	4,000	Simple quality food, good sightlines and comfortable seating.
Lobby / check-in / small retail	2,000	Managed entry, safe pickup and clear circulation.
Restrooms / staff / storage / plant / circulation	12,000	Operational support and gross-area allowance; validate with an architect.

Component	Gross sq ft	Purpose
Total gross program	**65,000**	**Outdoor play and future additions are separate site-plan decisions.**

Outdoor portion

Test an adventure-play garden, shaded family picnic area, small events lawn and beginner wheeled-skills space where parking, stormwater, setbacks and airport review leave suitable ground. Keep a protected pedestrian approach from the public road and a safe bus/group drop-off. The 11.25 acres is a gross site area, not a promise of usable recreation land. Major go-kart tracks, tall outdoor structures and an indoor waterpark are later independent cases with different space, noise, safety and operating requirements.

Attractions to assess after existing supply is known

Climbing, ninja/parkour and a multipurpose active zone are the preferred new anchors. Consider extra laser tag, mini-golf or bowling only after Umpqua Fun and TenDown capacity, utilization and partnership options are clear. A second similar venue can divide spending without creating a better regional destination. Offer a complementary destination pass or joint programming only with willing operators.

A family center that families can afford

Provide a transparent family price cap, weekday value sessions, annual passes that are honestly underwritten, sensory-friendly sessions, school/youth-group bookings and sponsored access for lower-income households. Keep accompanying-adult and participant pricing clear. Model the reduced realized yield from discounts; donations for access belong in an explicit annual program, not an unsupported assumption that premium tickets will fund everyone.

Site stop/go test

Obtain an option contingent on satisfactory planning and engineering. If PR conversion, aviation compatibility, road access, off-site work or utilities fails, move the same operator-led program to another suitable 8-15-acre urban commercial site or a large adaptable building. Do not force the concept onto R55852 merely because it appears on this map, and do not repurpose occupied housing or public parkland without a separate public decision.

Capital allowance: $30-50 million

Analyst 2026 screening budget for the 65,000 sq ft new-building concept. The land line uses the current asking price solely as a test assumption. Site work, attractions, professional costs, contingency and ramp-up cash are included. Financing/carry costs, later escalation and exceptional off-site infrastructure remain additional scoped items; this is not a maximum guaranteed price.

Item	Low $M	High $M
Land price assumption	3.5	3.5
Site / parking / stormwater / utility work	2.5	5.5
65,000 sq ft building / interiors / systems	13.0	19.5
Attractions / furniture / food equipment / systems	4.0	7.5
Professional / permit / acquisition / delivery costs	2.0	3.5
Construction / attraction contingency	3.0	5.0

Item	Low $M	High $M
Preopening / ramp-up working capital	2.0	5.5
Total	**30.0**	**50.0**

Attendance and operating test

Paid participant visits are repeat visits, not unique residents. Revenue per visit allocates admissions, memberships, party packages and operator-received food/retail consistently. Do not add membership and party attendees again as full-price admissions. Free accompanying adults are not paid visits. These are transparent stress cases, not a forecast.

Annual measure	Downside	Working base	Strong
Paid participant visits	140,000	200,000	260,000
Blended gross revenue / visit	$38	$42	$45
Gross operating revenue	$5.32M	$8.40M	$11.70M
Variable expense, assumed 30%	($1.60M)	($2.52M)	($3.51M)
Fixed / step-up operating cost	($4.10M)	($4.10M)	($4.60M)
Annual attraction/building renewal	($0.65M)	($0.65M)	($0.80M)
Cash before debt, tax and owner return	($1.03M)	$1.13M	$2.79M

What those numbers require

At base assumptions, approximately 162,000 paid visits cover operations and renewal before debt. A 200,000-visit year averages 556 paid visits per day over 360 operating days, with much higher weekends and weak weekdays. The $1.13M base cash supports about $9M of debt using the same hypothetical 7 percent / 20-year / 1.35-coverage test; a $20M loan costs about $1.86M annually. Significant equity/sponsor capital or a smaller justified phase is required. A $30-50M construction contribution cannot by itself prove demand or fund recurring losses.

Begin with the operator and market study, Umpqua Fun delivery/status check, TenDown status review and R55852 preapplication. Treat a full F1 opening as a conditional 3-5-year objective. Release design, land and construction money separately as evidence improves; maintain a funded renewal and downside operating plan.

08 / LAND AND UTILITIES

Annex selectively and fund the services

An urban growth boundary and a city boundary are different. Land inside the UGB is urbanizable, subject to the applicable plan, zoning, services and approvals. Oregon Goal 14 ordinarily plans for a twenty-year urban land supply and requires evaluation of need, alternatives and service efficiency; other statutory procedures can apply. Annexation then uses the applicable state and local process. [9,10]

The June 2025 Charter Oaks decision approved 229 acres added to the UGB while 284.5 acres were removed elsewhere. DLCD records adoption of the City ordinance; the Council packet exhibits identify a Troost Street right-of-way annexation. The UGB action does not by itself confirm annexation or service readiness of every residential parcel. Check current parcel annexation, water/sewer approvals and the UGMA before selecting sites. [5,6,43]

Priority	Where	Rule for proceeding
First	Urban islands, compact edges and serviceable land already inside the UGB	Use existing infrastructure efficiently; correct awkward service boundaries where the fiscal case works.
First major growth area	Charter Oaks	Coordinate owners, annexation, utility financing and street connections as one neighborhood. Preserve school-district decision authority.
Selective / partnership	Winchester and the UCC corridor	Assess contiguous urban parcels individually; support workforce access without assuming annexation of the entire area.
Primary regional partner; assess annexation	Green	Include immediately in shared planning. Compare selected annexation with service agreements, including revenue, representation and liabilities; work with actual utility providers.
Defer broad expansion	Rural Garden Valley, Melrose, Lookingglass, rural Dixonville, Wilbur and toward Glide	Protect farm/forest land, river corridors and community identity; reconsider only after documented urban need and feasible services.
Separate municipality	Winston	Coordinate transportation, employment and housing; it is a partner city, not an ordinary Roseburg annexation target.

Require a service and fiscal test

Roseburg policy says the City should not initiate annexation if it cannot provide the full range of City services within about three years. Add a recommended 30-year lifecycle forecast to every proposed annexation: new revenue, utility extensions, road maintenance, police/fire, parks, schools and affected-district impacts. The 30-year test is this plan's recommendation, not a claim about an existing statutory requirement. [12]

Screen land before purchase

Check ownership and willingness, floodway and floodplain, wetlands, slopes and landslide exposure, wildfire access, airport compatibility, water pressure and treatment capacity, sewer conveyance, stormwater and power. Start with options contingent on feasibility; do not buy remote acreage solely because it looks inexpensive.

Plan beyond the boundary before changing it

The 23-ZCTA regional geography is not proposed for blanket annexation. Include all relevant communities in the regional benefits, costs and representation study. Use annexation to align services and city representation where urban contiguity, lawful process and a viable fiscal case support it; use agreements or appropriate existing districts elsewhere. [10,41,42]

09 / MOBILITY

A rail and road network that stays usable

Treat reported rail interruptions as a local problem statement awaiting measurement. Install or obtain 30-90 days of crossing observations, including simultaneous closures, queues, emergency response, standing versus moving trains and 95th-percentile delays. Historic operational studies are useful but are not a current baseline. The first objective is a reliable route across the rail corridor when other crossings are closed.

Measure regional origins and destinations, not just city-resident trips. Evaluate the Green/Winston-to-core and Winchester/Sutherlin-to-core connections and cross-river links together. Existing City/ODOT work already contains regional commuter evidence; audit its model coverage and assumptions rather than assuming it counts only municipal residents. [38,39]

Commission a joint City-County-ODOT-CORP alternatives study. Compare an overpass, underpass or connected alternative route for the Garden Valley/Stewart area and the downtown Oak/Washington/Douglas area. Include airport and emergency-service staff at the beginning. Stewart's proximity to airport approaches makes an elevated roadway a specific feasibility issue. Downtown alternatives must address the river, buildings, historic areas and construction access. [7,13,25]

Package	Concept allowance / status	Decision needed
City rail alternatives and preliminary design	$2-4 million within the rail program allowance	Select a preferred corridor from measured delay, emergency-access benefits, geometry and lifecycle cost.
One major rail separation	$40-90 million preliminary allowance; complex combined river/rail works may exceed it	Railroad agreement, ODOT crossing authorization, environmental review, land and funded design.
Long-term rail program	$80-180 million provision for one major project and a possible second project if justified	Do not commit to two difficult urban separations before feasibility.
Wilbur Old Highway 99	$2.204 million project-development study; $1.763 million federal award announced Nov. 6, 2026	Coordinate the funded study. Construction is not yet funded by this award, and it does not solve downtown crossings. [11]
Other street / transit / walking packages	$50-100 million across selected corridors	Prioritize safety, reliability and access before wholesale road widening.

Work the existing corridors first

Garden Valley/Stewart: coordinate signals, manage queues, consolidate access and connect shopping properties. Harvard: improve neighborhood and park crossings. Diamond Lake: follow the existing City/ODOT OR 138E design process. North Stephens and the southern corridor: connect employment, housing and transit. Test bus frequency and evening service with Umpqua Public Transportation District against operating funding. [15]

Treat new road links as alternatives

Refresh current TSP candidates, including Stewart Parkway connections and Edenbower extension, against present demand and costs. The TSP's west-side Harvard-to-Charter Oaks bridge concept is distinct from older downtown rail-separation ideas. A new river bridge is an optional later project, not included as a promised core improvement. [7]

Avoid a legal dead end

ODOT states that Oregon cannot regulate how long trains block crossings because of federal preemption. Operating agreements and physical separation are more credible routes. A quiet zone addresses horns, not blockage. [13]

10 / AIRPORT

Improve air access in stages

Roseburg Regional Airport already has a runway about 5,000 feet long and 100 feet wide. Its master plan identifies a constrained setting between I-5, railroad tracks and nearby arterial roads, with terrain and approach limitations. A larger usable runway requires a coordinated aviation, road, property and environmental analysis. It is not simply a paving project. [14,30]

The base plan should strengthen business aviation, medical flights, emergency/firefighting support, aircraft maintenance and hangar activity. Audit which master-plan projects are already completed, funded or under construction before pricing additional improvements. Avoid counting existing runway and taxiway work a second time.

Stage	What to do	Proceed only when
Near term	Finish existing safety/pavement work; audit demand, land leases, hangars, access and maintenance liabilities.	Current airport and FAA records establish outstanding needs and available funding.
Years 2-10	Demand-backed hangars, apron and support facilities; business access and airport-compatible employment.	Tenants, leases, operating revenue and airport safety/land-use requirements support the investment.
Years 5-20	Evaluate runway/approach improvements jointly with any nearby rail/road project.	FAA-approved airport planning, required property rights and credible aircraft demand justify the change.
Commercial passenger service / relocation	Separate feasibility branch with an illustrative $1-3 million market, airspace and site study, funded within the planning allowance if commissioned.	Airlines or service operators demonstrate credible demand; all-season operations, terrain, land, utilities, environmental impacts and permanent subsidy exposure pass review.

Capital allowance

Reserve $25-60 million for additional general-aviation improvements over the full horizon, subject to the completion audit and actual bids. This is an analyst allowance. It excludes a new airport, commercial passenger terminal and any major relocation.

Commercial airport decision

Evaluate the wider passenger catchment, including realistic competition with Eugene and Medford, rather than Roseburg city population alone. The 104,511-resident regional geography does not establish airline demand. A defensible site and service case require terrain, airspace, weather reliability, land control, operator interest and operating economics. No new-airport construction estimate is established here.

Immediate regional access

Test reliable ground connections to Eugene and Medford commercial airports as part of the travel strategy. The purpose is dependable access for residents and employers while local aviation grows in line with demand.

11 / JOBS AND TALENT

Create the purchasing power behind the amenities

Concentrate business-development resources on employers that bring income into the region, retain essential services and offer year-round advancement. Use retention and expansion interviews before expensive outside recruitment. Do not measure success by incentive announcements, construction spending or transferred jobs alone.

UCC's announced $21.5 million Welcome Center and Medical Careers Hub, scheduled in its announcement for completion in December 2026, is an existing foundation. The college is also investing in advanced manufacturing and forestry training. Link employers to those assets instead of duplicating a training campus. Confirm current completion and program capacity before commitment. [17]

Employment focus	Geography / partners	Concrete offer
Healthcare and allied health	Mercy/medical area, VA, Aviva, Umpqua Health, UCC	Clinical training places, staff housing access, childcare and retention partnerships.
Advanced manufacturing, forestry technology and modern wood products	Existing industrial sites and airport/Edenbower-compatible land; regional employers	Serviced sites, predictable permitting, automation and trade apprenticeships tied to actual hiring.
Small technology and professional firms	Downtown and connected commercial buildings	Reliable workspace, fiber, talent programs and high-quality places for employees; several modest firms rather than dependence on one giant campus.
Value-added food and outdoor businesses	Existing serviced industrial/commercial land across the regional corridor	Supplier development, shared equipment or production facilities only where customers and operators are identified.

Employment focus	Geography / partners	Concrete offer
Visitor spending and recreation	Downtown, riverfront and regional outdoor destinations	Attractive year-round dining, events and recreation, supported by the broader wage strategy.

Performance proposal

Adopt a stretch goal of 2,000-3,000 net additional year-round jobs in the greater Roseburg economy over ten years, then validate it through an employer pipeline. This is a proposed outcome, not a forecast. Track real wages, retention, employer survival, benefits and actual filled positions; exclude temporary construction jobs from the permanent-job target.

A practical first employer program

Interview the leading existing employers and 20-30 promising smaller firms; identify specific expansion bottlenecks; secure written hiring/training commitments before subsidy. Offer milestone payments with repayment or clawback provisions if employment or investment promises are not met.

A sponsor's potential role

A sponsor can help employers finance expansion, improve shared sites and connect training to real demand. The regional strategy should work across several industries and remain viable independent of any single company. Use Umpqua Economic Development Partnership and CCD's existing regional functions, with one shared pipeline. [18,19]

Regional labor market

Map worker origins, commuting costs, childcare and housing access across Greater Roseburg. Recruit employers on the actual labor pool and skills, and track jobs by workplace as well as workers by home jurisdiction. The municipal population is not the whole recruitment market. [38]

12 / HOUSING

Housing that supports families and the workforce

The 2026 Oregon Housing Needs Analysis allocates 5,907 homes to the Roseburg UGB over twenty years and a 2026 annual production target of 373. The annual target is not simply the twenty-year number divided by twenty: the methodology addresses existing need on an accelerated basis. It is a planning allocation, not proof of market absorption or automatic permission to expand a boundary. [4]

Plan serviced capacity and financing pathways for the full need. The pace of construction should respond to annual updates, preleasing, sales, affordability and construction capacity. The proposed investment scenario includes housing that may otherwise have been built; it is not all incremental output attributable to a sponsor.

The 5,907-home allocation belongs specifically to the Roseburg UGB. Reconcile allocations and unmet need in every participating city and relevant unincorporated area before publishing a regional housing total. Do not multiply the Roseburg number by the 104,511-to-city population ratio. The housing chapter remains a Roseburg UGB scenario until that reconciliation is complete. [4]

20-year state allocation	Homes	Implication for the program
0-30% of area median income	1,372	Deeply affordable and supportive options require reliable capital and operating support.
31-60% of area median income	1,083	Affordable rental and ownership partnerships; careful subsidy and debt underwriting.
61-80% of area median income	640	Workforce housing, smaller homes and financing structures matched to earnings.
81-120% of area median income	913	Attainable market and mixed-income housing; land and infrastructure efficiency.
Above 120% of area median income	1,899	Market-rate supply with a range of unit sizes; avoid making luxury product the entire strategy.
Total	**5,907**	**Reconcile with updated state/local analysis and annual completed units.**

Place and product

Use H2 downtown upper floors and infill, H1 Charter Oaks after services and annexation, H3 Rifle Range as a conditional mixed-use candidate, and H4/H5 serviceable infill in Green and Winchester. In partner towns concentrate new homes near the mapped existing center, schools and parks. Include cottages, duplexes, townhouses and small apartments where lawful and feasible, with family-size options. Do not assign a unit count before net buildable area, utilities, access and entitlements are checked. Preserve existing attainable homes as a separate acquisition/rehabilitation program.

Affordable development is not cheap

The June 2026 OHCS packet lists Green Family Housing at 53 units, including 30 supportive units, with a total cost of $30.86 million, approximately $582,242 per home. That is a project-specific cost, not a universal market benchmark. Its financing closing was anticipated in November 2026, not verified complete. [16]

Protect residents as the area improves

Use rehabilitation assistance, carefully structured land trusts or shared-equity ownership where appropriate, long-term affordability covenants on subsidized homes, small-business relocation assistance for construction impacts, and tenant/owner engagement. Track displacement and housing cost burden alongside rising property values.

13 / PUBLIC REALM AND CARE

Safe public spaces and a durable homelessness response

Translate the desired outcome into two operational goals: parks, sidewalks, trails and business entrances are safe and usable; people experiencing homelessness can reach appropriate accommodation and sustain housing. A literal promise that no homeless person will ever be present in town is not an implementable policy. Moving camps to the next neighborhood or outside city limits does not establish recovery.

A current regional by-name assessment and shelter inventory must determine capacity. County point-in-time figures are neither a Roseburg city census nor a real-time list of people needing a specific kind of bed. UCAN's 2026 assessment identifies the scale of unmet need and the importance of housing, services and transportation. [20]

Workstream	Required operating response	Outcome to publish
Prevent entry	Targeted eviction prevention, landlord mediation, benefits access and discharge coordination.	New homelessness, prevented losses and durable housing retention.
Offer usable accommodation	24-hour shelter/navigation, storage, accessible options, family pathways, medical respite and practical pet/couple accommodation where feasible.	Suitable placements offered and accepted; unmet need by type.
Create exits	Rapid rehousing, rent assistance, permanent supportive housing and landlord partnerships.	Housing placements, six/twelve-month retention and returns to homelessness.
Provide treatment	Behavioral-health and substance-use services, outreach and transport, delivered by qualified providers.	Time to care and continued engagement, with privacy protected.
Maintain and enforce	Daily cleaning and repair, outreach plus consistent enforcement of unlawful conduct, clear park/sidewalk rules and documented procedures.	Cleanliness, obstruction, safety incidents and repeat site impacts.

Site services for success

Choose one or more sites through a public alternatives process near transit, healthcare and pathways to work. Check zoning, flooding, operator staffing and neighborhood management agreements. Avoid a remote site that strands people or a single large concentration with no housing exits. The map does not mark any unapproved shelter parcel.

Operating partners

Build a coordinated contract with UCAN, housing providers, Adapt, VA, health partners, the County and relevant nonprofit operators. Set one accountable system lead and data-sharing rules. Add capacity to existing effective services when that is faster and better than a new institution.

Legal implementation

ORS 195.530 requires applicable public-space rules to be objectively reasonable as to time, place and manner for people experiencing homelessness. ORS 195.505 addresses notice and property handling for encampment removal, generally including 72 hours with statutory exceptions. City counsel must design the actual protocol. Treatment or confinement cannot be compelled solely because a person lacks housing. [21]

Capital versus operations

$20-40 million in the capital scenario covers shelter/navigation/care facilities. Permanent homes are counted in the housing total. Service staffing, leases, outreach and ongoing housing support are recurring costs; a new building does not fund them.

14 / QUALITY OF LIFE

A family activity network across the region

Make the South Umpqua riverfront a coherent sequence of accessible parks and paths connected to downtown and neighborhoods. Build on Stewart, River Front, Gaddis and Micelli parks, with appropriate flood-compatible recreation and riparian protection. Connections shown in the concept describe a corridor objective, not a surveyed trail alignment.

The September 2026 City packet describes an expanded Stewart Park master-planning scope including Gaddis Park and the Umpqua Greenway, with a $289,020 professional-services proposal and anticipated completion in fall 2027. Subsequent reporting records approval. Coordinate the renewal program with that process and fund implementation priorities; do not commission another competing parks vision. [8,34]

The major paid attraction is one piece of family life. Every participating community also needs dependable free or low-cost play, safe routes, youth programs and places where parents can sit comfortably. Add the following projects through existing park and school processes. All new-program cost ranges below are analyst screening allowances and selections within the master parks budget; they are not additive grants or construction estimates.

Recommended addition	Where to place it	Priority / screening allowance
Major indoor family destination	F1 / Kenneth Ford candidate, subject to all site and operating gates.	$30-50M; commercial portfolio. Climbing, ninja, active play, party/camp program; separate chapter.
Large inclusive adventure playground + shaded family zone	F3 / Stewart Park, coordinated with the Stewart-Gaddis-Umpqua Greenway master plan.	$3-6M initial package; preserve current recreation functions and expand dependable restrooms/programming.
Pump track / beginner cycling skills / nature play	F5 / Sunshine Park, 205 Sunshine Road; actual footprint chosen through park planning.	$1.5-3.5M; retain sports fields and protect natural/wetland areas. Safe road approach is a separate corridor task. [133]
Children's discovery, maker and rainy-day learning studio	D1 / an appropriate downtown Jackson-Main area building, near food and river approaches.	12,000-18,000 sq ft search brief; $3-7M fitout/launch, excluding purchase. Select an accountable nonprofit/operator and fund staff.
Youth sport / accessible courts / skills clinics	Existing Stewart/YMCA/UCC and school facilities through capacity and joint-use reviews.	$2-5M bounded upgrades; a new tournament complex needs a separate demand/operations case. [69]
Outdoor markets, family movie evenings and recurring events	Downtown public-space permits; Stewart/Gaddis where parks process allows; partner-town centers.	$0.4-0.8M a year regional programming assumption, within recurring-service budget; sponsor free access.
Green neighborhood play and accessible park route	H4/L1 neighborhood network and Happy Valley Park approach; choose a new play site only after public-access/parcel audit.	$1-3M play/access package, excluding major road links; no invented riverbank easement. [135]
Winston family recreation and visitor connections	Community Park / Riverbend and local school routes; cooperate with existing Wildlife Safari.	$1-3M selected local upgrades; Wildlife Safari already exists and is a potential willing partner. [146] [75]

Recommended addition	Where to place it	Priority / screening allowance
Sutherlin/Oakland active loops and play nodes	Red Rock, Ford's Pond approaches, Hartley/school connections; Oakland Fifth/Oak/Locust.	Maintain existing paths and finish verified gaps. Choose new play elements through current local processes. [115-119]
Drain/Yoncalla small-town family circuit	Anna Drain Park and the East B/Moreland/First route; Yoncalla school/civic/park approaches.	Complete and connect existing funded work first. Covered-bridge opening and park status require confirmation. [120-123]
Myrtle Creek/Tri-City family parks and connections	Evergreen-Millsite street links; Chadwick/Old Pacific neighborhood route and a need-tested Tri-City play site.	$1-3M targeted local-play package, plus active-route budget. Verify actual entrances and current park supply. [124-127,144]
Riddle/Canyonville park-school-center circuits	Riddle Main/Park/Parkside; Canyonville completed Main corridor to Pioneer Park; separate Stanton approach study.	Use existing assets and completed rehabilitation. New work follows a maintenance/accessibility audit. [128-132]

First year: make existing places dependable

Repair toilets, playgrounds, lighting where appropriate, path surfaces and signs. Establish visible maintenance standards, accessible routes, trash collection and rapid response to hazards. Provide a stable schedule of family events, youth activities and park programming. Measure maintenance and public use, not only capital spending.

A consistent but workable design code

Use connected blocks, comfortable sidewalks, visible doors, buildings that address public spaces, shared parking where practical, coordinated signs, shade and coherent materials. Allow a range of building styles while setting clear performance standards. Concentrate two-to-four-story mixed-use buildings where zoning, demand and infrastructure support them. Use objective and legally reviewed standards so good design does not become unpredictable discretionary delay.

Family access and resilience

Include teenagers, people with disabilities, older residents and families with young children in design testing. Provide smoke/heat refuge capacity where appropriate. Protect evacuation access, backup power for critical services and water-system resilience. Attractive infrastructure should remain usable during emergencies.

Share regional facilities fairly

Measure where users of parks, trails and family facilities live. Use demand and benefit evidence to agree County, City, district and sponsor contributions. A household's location outside city limits does not make its recreation needs irrelevant, and existing regional contributions must be credited. [40,42]

Place new homes within useful reach

For each housing site, map the real walking route to play, a daily service and a transit stop where available. Use a five-to-ten-minute neighborhood trip as a design objective, checked on the actual network rather than a radius circle across a river, freeway or private land. Require connected local streets, public links, safe crossings and funded maintenance before counting a neighborhood as complete.

What to defer

A major indoor waterpark, a new tournament-sports campus and a large go-kart complex remain independent later opportunities. Each needs enough paid demand, operating expertise, utility capacity, insurance and renewal funding. Start with the flagship active center and the distributed free/affordable network, then expand from measured use.

The $50-100 million public parks/recreation allowance must be prioritized, not promised to every possible attraction. The gym and F1 construction sit in the commercial portfolio. Maintain free local access, clean restrooms, working equipment, affordable programs and reliable opening hours as explicit outcomes.

15 / COMMUNITY CONNECTIONS / WALKING AND CYCLING

Make everyday outdoor activity part of the street network

Design whole trips from homes to schools, parks, shops and community facilities. The detailed regional program identifies 25 corridor packages, using actual streets and published park geometry. Existing paths, programmed projects and proposed connections are distinguished. A highlighted road is a study priority, not a claim that it already provides a protected family route. Public access beside a creek, railway or utility corridor must be established rather than assumed.

Use a small connected network in each town, with Roseburg's river/park system as the largest hub. New neighborhoods should connect to that network as they open, with useful public walking links and nearby park access. Place daily shops, food and the proposed Garden Valley/Stewart gym on these routes, with safe crossings and bike parking at the doors. Reserve long regional trail ambitions for later phases where rights, terrain and funding support them.

Treatment	2026 screening allowance	Main limitation
Calm neighborhood route	$0.15-0.60m / mile	Targeted fixes; excludes major reconstruction.
Protected bicycle retrofit	$0.60-2.0m / mile	Largely within existing pavement.
One-side sidewalk package	$1.0-3.0m / mile	Typical ramps/drainage; exceptional utilities excluded.
10-12-foot shared path	$1.5-4.0m / mile	Ordinary ground; land and major structures excluded.
Enhanced crossing	$80,000-250,000 / site	Complex signal/reconstruction can reach $250,000-750,000.

Roseburg core: complete the short missing links

Maintain Stewart-River Front-Gaddis and improve neighborhood entrances. Advance the Newton Creek Hucrest/YMCA and Gardiner/Renann-Stewart gaps, Duck Pond-I-5 connection serving Garden Valley shopping and the gym, and Harvard/Fir Grove-Stewart links. Audit downtown-Micelli/Templin transitions and Mosher's rail crossing. These are connected packages, not one continuous separated river trail. Fir Grove Elementary closes after 2026-27; keep the park destination distinct from future school assignments. [113,137]

Roseburg growth and regional parks

Connect Charter Oaks homes to Troost/Charter Oaks roads through lawful development phasing. Along Diamond Lake/Douglas/Rifle Range, improve neighborhood feeders and protected corridor access toward Sunshine Park at 205 Sunshine Road. River Forks, at 380 River Forks Park Road, needs an assessed approach through the Melrose/Garden Valley area; no continuous downtown-to-park riverbank trail is verified. [5,6,15,133,134]

Green and Winston

In Green, audit Carnes-Cannon-Austin/Happy Valley gaps between both elementary schools, homes, shops and Happy Valley Park. Build on completed Carnes frontage. In Winston, verify the McGovern grant work on Lookingglass/Cary/Tumlin/Elwood, then finish gaps. Prioritize Thompson crossings at Gregory and Darrell for the middle school and Riverbend Park; connect the Lookingglass-Abraham-Thompson-Winston Section loop to Community Park on Grape. [114,135,136,143,146]

Sutherlin and Oakland

Connect Red Rock's existing South State-Nicholas Court trail to Central Avenue shops, and Sixth/Fourth to schools and Hartley Park. Verify the programmed Central crossings at Mardonna and Grant-Kruse. Improve Church/Fort McKay/Plat M/West Duke approaches to Ford's Pond. Its I-5 connection and the Cooper Creek reservoir connection remain feasibility proposals. Oakland should prioritize Fifth/Oak, Fifth/Locust and Fifth toward Maple, checking the older Cypress project before new spending. [115-119]

Drain and Yoncalla

Drain's practical spine is East B school access and the rail crossing, Moreland's rail undercrossing to the high school, First from B to Pass Creek Bridge, and Moreland/Anna Drain Park Road. Integrate the funded park upgrade; do not portray the covered bridge as reopened without confirmation. In Yoncalla, audit First-Birch-Fifth between the two school campuses, Main's community center and the Williams Road park approach. [120-123]

Myrtle Creek and Tri-City

Prioritize Rice/Spruce and Division/Spruce school crossings, Division/Myrtle Road freight conflicts, and Johnson/Spruce/Neal neighborhood gaps. Connect through Maple/Cedar/Oak, Main, Fourth and Volunteer to Evergreen and Millsite parks. Tri-City needs Chadwick school access and a safe Old Pacific services connection. Pair housing with a neighborhood park after a current park-access audit; the older plan's park deficit is a baseline, not a verified present-day inventory. [124-127,144]

Riddle and Canyonville

Riddle's compact circuit uses Main, Park, First, Fifth and Parkside between schools, shops, City Park and the community center. Canyonville should extend its completed North Main spine toward downtown and Pioneer Park at Fourth/Canyon. Public Works reports the 0.65-mile Main Street project completed in January 2026 at a $3.306 million construction cost. Do not rebudget it. Treat Gazley Bridge/Stanton Park access as a separate study. [128-132,145]

Design for children, older adults and daily use

Use 10-12-foot paved shared paths, wider at busy locations, with clear shoulders and roadway separation. Provide comfortable sidewalks and accessible ramps. Select protected facilities as traffic speed and volume rise; physical low-speed design can make neighborhood routes work. Busy multilane crossings need more than paint: assess lighting, sight distance, refuges and appropriate beacons/signals. Final design follows the responsible agency's standards, accessibility requirements and freight/rail constraints. [138,139]

Fund construction and permanent care together

Allow $45-75 million over ten years within the master transport/parks envelope for approximately 15-25 miles of mixed short links and 25-40 crossing sites. This is a screening assumption, not an engineer's estimate; deduct already-awarded work. Major river, rail and I-5 structures need separate studies and budgets. Reserve an eventual $0.5-1 million annually for inspection, sweeping, vegetation, drainage, lighting, marking renewal and resurfacing. Assign an owner before opening each asset.

Phase useful networks, not isolated segments

In year one reconcile plans with as-builts, traffic and accessibility audits; select ten high-value missing links. In years 1-3 finish awarded work and deliver roughly five to eight miles of connected gaps plus twelve to twenty crossings. Extend successful networks in years 3-7. Advance expensive regional structures only after rights, permits, funding and maintenance commitments are secured.

Grant timing limits the first phase. Oregon Community Paths has no 2026 competitive round and its next solicitation is on hold. SRTS construction applications are anticipated in spring 2027 for 2028 awards; existing selected projects continue. Fund local preparation and priority gaps without treating future awards as committed revenue. Work with Thrive Umpqua/Douglas ESD, already awarded a two-year education grant starting October 2026. Track complete usable trips, actual speeds, participation and repair response alongside mileage. [140-142]

16 / CAPITAL

An initial capital budget to reconcile regionally

This remains an initial Roseburg-centered portfolio, not a fully costed buildout of the expanded 104,511-person inland geography. Its housing line uses only the Roseburg UGB allocation. Reconcile other jurisdictions' projects, needs and existing funding before treating the $2.4-4.5 billion envelope as a complete regional budget. Population expansion does not justify multiplying every line or assuming every community needs the same facility.

All amounts below are analyst planning allowances in constant 2026 dollars. They are intended for screening and organizing work, not procurement or a bond offering. Actual site estimates can fall outside the ranges. Allowances are intended to include project design, land/right-of-way where relevant, construction, utility relocation, mitigation and a concept-stage contingency. Replace them with scoped estimates before funding decisions; do not add a second contingency without checking what is already included.

The housing scenario uses the current 5,907-home state allocation multiplied by an illustrative average total development cost of $300,000-550,000. Complex affordable projects can exceed that average; smaller homes, conversions that create net additional homes and product mix can lower it. Preservation of existing homes must be tracked separately from additional units, with its own budget. A detailed feasibility model must determine the local mix. [4,16]

20-year investment category	Low ($M)	High ($M)
Program planning, central delivery and evaluation	20	30
Rail program: alternatives and one/two justified separations	80	180
Other selected streets, transit access and walking/cycling	50	100
Shared water, sewer, stormwater and utility capacity	80	150
Parks, trails and bounded family recreation investment	50	100
Shelter/navigation/care facilities; excludes permanent homes	20	40
Additional general-aviation airport improvements	25	60
Shared employment-site and brownfield enabling works	35	70
School/fire/EMS/civic capacity provisional allowance	40	100
Common infrastructure and civic subtotal	**400**	**830**
Housing: 5,907 homes, gross development cost	1,772	3,249
Commercial/industrial buildings, fitout and opening reserves	200	450
Initial capital portfolio total	**2,372**	**4,529**

Scope and exclusions

The commercial allowance represents a portfolio of building rehabilitation and employer facilities; expensive industrial production equipment is not assumed included. The civic allowance is a placeholder pending district capacity analysis. The scenario excludes a new commercial airport, a complete ring road, a separately selected major river bridge, catastrophic reconstruction and unlimited replacement of all existing assets.

Avoid double counting

Housing and commercial totals include their own land, buildings and on-site works. Common infrastructure lines include only shared/off-site works excluded from those projects. Supportive homes are included in the housing total. Grants, tax-credit equity, donor money, debt and gap subsidies are financing sources within these uses, not additional construction cost.

Interpretation

Round the initial portfolio to $2.4-4.5 billion over twenty years, subject to regional scope reconciliation. Most is housing and private/nonprofit development, including activity that may occur anyway. This portfolio is not a required private contribution or an amount the City can fund from its current budget.

Allocate the new flagship projects once

Assign the $12-22 million gym and $30-50 million major family center to the $200-450 million commercial/industrial-building portfolio. Their $42-72 million combined allowance is a subset, not an automatic addition to the total. Assign the $45-75 million walking/cycling program across the transport and parks lines, with a single project ledger and deduction of awarded work. Local public play, discovery and park packages described here are selections within the $50-100 million parks allowance. These allocations reduce what remains for other projects; the first regional audit must test whether the existing portfolio can carry all agreed scope.

17 / FINANCE AND OPERATIONS

Funding the work and keeping it open

Roseburg's FY 2026-27 adopted budget describes approximately $32.6 million in current General Fund revenue. Large all-funds budget totals include restricted funds, balances, transfers and capital activity; they are not freely available redevelopment cash. The common infrastructure program cannot simply be added to the existing City operating budget. [22]

Match each project with its lawful funding sources and recurring obligations. No future grant, bond vote, retailer commitment or philanthropic contribution is assumed secured in this concept. The next phase must produce project-specific sources-and-uses statements.

Funding source	Appropriate use	Discipline
Private developer equity and debt	Housing, commercial property and viable employer facilities	Require credible rents/sales, absorption, construction costs and completion security.
State/federal housing programs and tax-credit equity	Eligible affordable housing and supportive units	Underwrite actual affordability and service commitments; count equity proceeds once.
Transportation/rail/airport grants	Eligible public infrastructure and aviation work	Competitive awards and local matches; fund studies before assuming construction awards.

Funding source	Appropriate use	Discipline
Utility rates, development charges, assessments and agreements	Eligible utility capacity and attributable infrastructure	Capacity and legal nexus review; do not overburden first-phase households.
Urban renewal / tax increment	Eligible projects within the adopted plan and area	Conservative increment and debt-service forecasts; do not count the same revenue twice.
Philanthropy and patient investment	Early risk, community facilities, gap funding and operating support	Clear grant/investment distinction, conflicts policy and limits on permanent commitments.
Voter-authorized local funding where needed	Defined public purposes and capital/operating services	Transparent cost, benefit, household impact and long-term affordability analysis.

Important local limits

The Diamond Lake urban-renewal plan's $72.8 million maximum indebtedness is a lifetime principal ceiling, not cash on hand. Oregon has no general sales tax, and its property-tax system separates assessed value from market value. More retail sales and higher house prices therefore do not translate directly into a comparable rise in City operating revenue. [23,24,33]

Regional funding audit

For every shared service, map the beneficiaries, legal provider, current fees and taxes, district/County payments, grants and remaining funding gap. Outside users do not contribute zero, and city residents also support County services. Agree project-specific contributions against measured demand and benefit; do not treat retail spending as a direct City sales-tax receipt. [33,40,42]

Annual operating provision

At maturity, test an additional regional public/service operating budget of $15-30 million annually for homelessness/housing support, cleanliness and park care, transit service, expanded public-safety capacity and facility/airport reserves. This unvalidated working range excludes debt service and ordinary private gym/family-center business expenses. Any public or philanthropic operating support for those businesses needs a separately approved, specified amount. Their own operating models already carry staffing, utilities and renewal. Do not duplicate central program staff carried in the delivery line.

Debt and endowment illustrations

At an assumed 5.5% interest rate over 30 years, $100 million borrowed requires about $6.9 million annually in level debt service. At an assumed 4% annual endowment draw, $250 million initially supports $10 million a year. These are arithmetic examples, not borrowing quotes or guaranteed investment results; inflation, fees and risk matter.

Housing financing exercise

Test roughly $400-900 million of combined subsidy and tax-credit equity within the gross housing total as an initial scenario. It is not a verified gap. With 3,095 allocated homes at or below 80% AMI, affordability, rent, debt capacity and service costs must be modelled project by project. [4]

18 / CATALYTIC CAPITAL

What a $100 million sponsor could actually do

A $100 million commitment could establish a serious, visible renewal effort and make difficult early projects financeable. It cannot pay for the entire housing need, every desired road, a new passenger airport and permanent regional services. Its greatest value is in removing barriers that prevent other sound investment from proceeding.

The example below is a staged allocation, not a request to transfer money. Release each tranche only after public agreements, competent operators and project feasibility are in place. Private investment decisions should remain separate from public land-use, procurement and enforcement decisions.

Example allocation	Amount ($M)	Purpose
Launch planning and delivery team	5	A limited launch period, including independent technical and legal review.
Revolving acquisition/options fund	20	Willing-owner property assembly and predevelopment; recovery depends on successful projects.
Downtown / shared site and access improvements	20	A concentrated group of buildings and public-realm projects with viable tenants.
Housing gap investment	15	Unlock selected mixed-income/affordable projects alongside other financing.
Shelter / care capital	10	Expand or adapt services with contracted operators and operating funds.
Parks / trails pilot projects	10	Visible, connected improvements aligned with existing planning.
Workforce / childcare partnerships	5	Employer-backed training and practical barriers to employment.
Operating reserve / bridge support	15	For example, five years at $3 million annual sponsor support; not the entire regional operating bill.
Total	**100**	**Initial capital is counted once even when revolving funds are reused.**

Protect public legitimacy

Use independent appraisals, transparent criteria, disclosed beneficial ownership, competitive public procurement, recusal and independent evaluation. If a sponsor owns property benefiting from public investment, disclose that interest and separate the decision-makers.

Build durable institutions

The sponsor should be a patient investor, philanthropist and convener. Government retains its statutory responsibilities. Property businesses, grantmaking and public-program delivery need clear accounts and governance; a single private organization should not control them all.

The practical starting move

Commit $1-2 million to a bounded first-100-day formation and diligence package. Identify the first two years' $25-50 million conditional pipeline only after initial evidence and public partners support it. This preserves flexibility while creating an implementable program.

19 / ACCOUNTABILITY

Leadership and an organization that can deliver

Roseburg operates through a council-appointed city manager. The charter gives the manager executive responsibility for staff, departments, budgets and contracts; elected officials set policy and exercise their proper oversight. A private sponsor cannot substitute for those authorities. No evidence reviewed establishes that replacing a specific elected official, by itself, would restore the economy. [31]

Organize the effort through a Greater Roseburg intergovernmental compact with the City, County, relevant neighboring cities and service districts. Give Green, Winchester and other unincorporated communities explicit participation through County representatives and community seats. Establish signed delivery and funding commitments; preserve each elected body's lawful decisions. ORS 190 provides agreement mechanisms, but an ordinary joint entity does not automatically acquire taxing power. [42]

The structural mismatch is real: regional users, service districts, revenue systems and Roseburg's electorate have different boundaries. It does not follow that outside residents pay nothing or that planners ignore them. The City financial report explicitly recognizes regional services and financing, and transportation studies count commuters. Outside residents vote through the county and applicable districts; shopping or working in Roseburg does not confer a city vote. [38-42]

Create a City-County compact with participating municipalities, utilities, schools and service providers. Give Green and Winchester explicit resident representation and organize northern, southern and western community working groups. Include park users, parents, accessibility advocates and businesses. A joint advisory or delivery body can coordinate projects under appropriate agreements; elected agencies retain lawful authority and taxing powers require specific authorization. Each project needs an accountable owner, approvals, funding agreement and maintenance obligation. [42,43]

During the first year publish one resident-geography baseline, measure category-specific customer origins and audit contributions and costs by service. Commission parcel feasibility near the mapped study centers, select the first housing/retail and school-park connections, and publish costs, milestones and responsible agencies. Keep property control, operator commitments and lawful approvals ahead of construction. Give partners a quarterly public dashboard and an annual opportunity to change priorities. A donor can fund preparation and local match while elected agencies retain public decisions.

Body / role	Responsibility	Accountability
City Council, County commissioners and participating cities	Adopt the regional compact and exercise each body's lawful land-use, budget and service authority.	Public votes and signed project-specific funding, service and delivery commitments.
City manager and named delivery director	Maintain the integrated schedule, resolve staff dependencies and bring executable decisions forward.	Quarterly milestones, budget/risks register and annual independent review.

Body / role	Responsibility	Accountability
Technical delivery team	Planning/GIS, civil/transport, housing finance, grants/procurement and community engagement.	One named project owner; no unfunded scope expansion.
UEDP / CCD / employers / UCC	Employer retention/recruitment, training, development finance and the regional project pipeline.	Jobs filled and retained, wages and completed employer commitments.
Utilities, public safety, schools, transit and health/housing operators	Capacity and operating commitments within their own authority.	Signed service agreements and funded staffing/maintenance plans.
Regional resident and business representation	Include Green, Winchester, west/east unincorporated neighborhoods and relevant partner cities.	Publish appointment rules and responses; advisory seats do not create municipal voting rights.
Cow Creek Band and other relevant tribal partners	Government-to-government and project-specific coordination where interests and requirements apply.	Early engagement respecting sovereign decisions and cultural resources.
Sponsor / investment and grant partners	Provide conditional capital and expertise.	Disclosed interests, separate accounts and no control of public approvals.

A regional authority with defined limits

Use an intergovernmental agreement to specify governance, delegated functions, cost/revenue allocation and dispute resolution. Build on the existing City-County Urban Growth Management Agreement where applicable. Consider service-specific district options only where lawful and justified, with required elections or approvals. [42,43]

Staff the function, not another committee

Fund a capable delivery director and a small core team; obtain specialist engineering and legal services through scoped contracts. Use existing institutions where they can deliver. A shared office or agreement is preferable to a new organization whose responsibilities overlap everyone else's.

A decision rule for every project

Before construction: named owner, demonstrated need, property rights, lawful approval path, technical feasibility, independent cost review, complete capital funding and at least a credible five-year operating plan with a longer-term renewal model. Publish why a project passes or fails.

Measures that cannot be gamed

Track occupied housing by affordability, real wages, net permanent jobs, commercial occupancy, rail-delay reliability, durable exits from homelessness, park condition and actual cost/schedule variance. Report annexation separately so boundary changes cannot masquerade as economic growth.

Leadership changes that matter

Require a delivery director with authority to escalate cross-agency decisions, an independent finance/operating review before commitments, transparent recruitment/selection criteria and quarterly public performance reporting. Evaluate elected and executive leadership against those outcomes. Change appointments, contracts or elected leadership through the lawful process when performance repeatedly fails; this report does not establish misconduct or incompetence by any named official.

20 / EXECUTION

The first 100 days and the staged build

Period	Deliverables	Funding / gate
Days 1-30	Convene City, County, partner cities, Green/Winchester residents, schools, utilities, tribal partners and existing operators; organize north/south community groups; name the delivery lead.	Launch authorization, authority map and conflicts policy; preserve statutory decision powers.
Days 30-60	Use the 23-area baseline, then measure category-specific customer origins; audit current businesses and services; begin gym building/lease review, family-site preapplication review and rail observations.	Regional baseline and funding/representation audit within the initial work program.
Days 60-100	Publish site and operator screens for G1/R1/R2/F1; prioritize ten walking/cycling gaps; select 3-5 downtown storefront pilots; agree housing and homelessness delivery responsibilities.	$1-2 million first-100-day allowance; scaled to procurement and baseline work.
Months 4-24	Adopt a City-County compact; secure contingent site options; complete housing infrastructure/annexation sequencing; advance rail alternatives; deliver repair and downtown pilots.	$25-50 million conditional catalyst commitments, part of the full capital/launch program; expansion depends on readiness.
Years 2-5	Build the first coordinated housing and business phases, corridor access improvements and park links; complete environmental and engineering work on a preferred rail solution.	Illustrative $0.6-1.3 billion total development scenario including 1,500-1,865 homes; not a funding commitment.
Years 5-10	Construct one justified rail separation; expand serviced housing and employment sites; deliver proven family facilities and airport revenue uses.	Release additional phases after demand, operating revenue and construction results are confirmed.
Years 10-20	Complete the needed housing portfolio and public network; evaluate a second rail project or optional river bridge; renew and maintain earlier assets.	Annual housing/land/demand updates; no automatic approval for optional megaprojects.

The first projects to make concrete

Prepare business cases for the G1 gym, R1/R2 specialty retail and food, F1 family attraction, D1 downtown rehabilitation, H1/H3 housing, a regional school/park/shop connection package, homelessness capacity and housing exits, rail reliability and airport-compatible employment. Do not let the attraction program displace jobs, affordable housing or basic maintenance. The ten cases are a managed pipeline; only projects passing their gates receive construction commitments.

A first RFP that produces regional decisions

Require an integrated Oregon planning/economic/engineering team to define population and service geographies; produce GIS, market, utility and hazard analysis; audit service costs and contributions; reconcile housing allocations; and deliver alternatives, operating plans and financeable first projects. Coordinate existing City and County studies.

Public process

Hold neighborhood and business workshops after publishing the baseline, show alternatives and tradeoffs, record responses, and use required hearings for actual land-use actions. The founding coalition should invite participation rather than announce a privately decided city redesign.

21 / IMPLEMENTATION BRIEF

Decision gates, risks and the next concrete package

Risk	What would expose it early	Required response
Retail or housing demand below the concept	Independent absorption study, achievable rents and operator/tenant commitments	Build smaller phases; reuse existing buildings; avoid guarantees for speculative volume.
Services cannot support annexation	Utility modelling, emergency access, district agreements and lifecycle fiscal forecast	Defer or redesign annexation; fund capacity before occupancy.
Rail solution conflicts with airport or local access	Joint airspace/road/rail alternatives and emergency-service testing	Choose a different geometry/corridor or retain a lower-cost operational package.
Flood, landslide, wetland or wildfire constraints	Parcel-scale hazard and environmental review	Avoid high-risk sites; use appropriate buffers and resilient infrastructure.
Capital arrives but services are unfunded	Five-year operator contracts, recurring revenue and replacement reserves	Do not open facilities with an unfunded permanent operating obligation.
Public distrust or displacement	Transparent ownership, resident engagement, affordability and impact tracking	Change governance or project design; protect legitimate existing interests.
Construction inflation / financing shifts	Annual repricing and lender/operator confirmation	Phase commitments; refresh nominal cash flows and contingency before contracting.
Fragmented leadership	One owner, schedule and interagency agreement for each project	Escalate unresolved dependencies through the manager/council/partner process.

Deliverable A: verified regional atlas

Upgrade these geographic concepts into a shared GIS with current municipal and UGB boundaries, tax lots, utilities, hazards, aviation/rail constraints and permissions. Keep measured customer-origin geographies distinct from the 23-ZCTA resident count. Survey the highest-priority candidate sites and establish current availability, ownership, net buildable area and service capacity before design.

Deliverable B: financeable first projects

For each pilot, provide property control, a schematic program, independent cost estimate, approvals, funding sources and uses, schedule, operator commitments, maintenance and replacement costs, procurement method and measurable public benefit.

Deliverable C: durable regional compact

Adopt a shared outcome dashboard, public participation and representation rules, capital sequence, service-specific funding agreements and annual review. Link agency and sponsor commitments to milestones. Do not assume the city electorate and the region benefiting from a project are identical.

How to use this document

Use the concept and maps to commission the initial diligence and organize a public-private coalition. Do not use them as evidence that any named parcel is approved, developable, available for sale or suited to a particular facility. The first substantive decision is whether partners will fund and own the initial program, not whether they like a rendering.

REFERENCE REGISTER

Sources and map-data notes

Sources were reviewed or retrieved during research through November 9, 2026. Source dates differ. Historical plans do not establish current construction, cost or parcel status. Numerical references identify source records; uncited proposals, allocations and scenarios are analyst recommendations or arithmetic. A company directory or listing is not a commitment to open, lease or sell.

[1] U.S. Census Bureau, Roseburg QuickFacts

2025 population estimate; 2020/2010 counts; ACS 2020-24 measures.

https://www.census.gov/quickfacts/fact/table/roseburgcityoregon/PST045225

[2] U.S. Census Bureau, Bend QuickFacts

Comparable population, income and housing measures.

https://www.census.gov/quickfacts/bendcityoregon

[3] Oregon Employment Department, Employment in Douglas County

October 20, 2026 release; September 2026 employment. Latest month preliminary.

https://www.qualityinfo.org/documents/d/guest/employment-in-douglas-county?download=true

[4] Oregon Housing Needs Analysis: 2026 targets and methodology

December 2025; Figure 29, printed p.44 / PDF p.47, Roseburg UGB.

https://www.oregon.gov/das/oea/Documents/OHNA-2026-Results-Report.pdf

[5] DLCD Order 001956: Roseburg urban growth boundary adjustment

City-hosted state acknowledgment order records City Ordinance 3604 and County adoption. The order addresses the UGB adjustment; development, parcel annexation and services require their own current approvals.

https://roseburgor.gov/storage/app/media/CDD/Documents/Charter_Oaks_DLCD_Order%20001956.pdf

[6] City of Roseburg, August 26, 2024 Council packet: Ordinance 3604 and exhibits

Contemporaneous ordinance text and exhibits identify the Troost right-of-way annexation and related planning actions. This agenda packet is not the signed ordinance; adoption is recorded in DLCD Order 001956, source 5. Read with the September 2024 UGMA, source 43.

https://www.cityofroseburg.org/storage/app/media/Council/Council%20Agendas/2024%20Council%20Packets/-%2008-26-2024%20City%20Council%20Agenda%20Packet.pdf

[7] City of Roseburg, Transportation System Plan, Volume I

2019 plan, final January 2020. Historical plan and cost basis; refresh before implementation.

https://www.cityofroseburg.org/storage/app/media/CDD/community-development/FinalRoseburgTSP_Volume%20I_Jan2020.pdf

[8] City of Roseburg, September 28, 2026 council packet

Park proposal pp.17-19; service-site analysis pp.26-27; also contains earlier meeting minutes. Subsequent park approval reported September 29 by The Roseburg Receiver.

https://roseburgor.gov/storage/app/media/Council/Council%20Agendas/2026%20Council%20Packets/-%2009-28-2026%20City%20Council%20Agenda%20Packet.pdf

[9] Oregon DLCD, Goal 14: Urbanization

UGB purpose, land supply, service efficiency and alternative processes.

https://www.oregon.gov/lcd/op/pages/goal-14.aspx

[10] Oregon Revised Statutes, Chapter 222

Municipal boundary-change procedures; applicability must be reviewed for each proposal.

https://www.oregonlegislature.gov/bills_laws/ors/ors222.html

[11] Douglas County, Wilbur Old Highway 99 rail study award

November 6, 2026 announcement; planning/preliminary engineering, not construction.

https://www.douglascountyor.gov/DocumentCenter/View/31110/11-06-26-DC-Awarded-176-Million-Federal-Grant-for-Wilbur-Railroad-Overcrossing-Project

[12] City of Roseburg, Council/Administrative Policies

February 2024 compilation, annexation policy pp.41-45.

https://www.cityofroseburg.org/storage/app/media/Council-Admin-Policies/Council-Admin%20Policies%202024.pdf

[13] ODOT, Whistle Noise and Crossing Blockages

Federal preemption and quiet-zone distinction.

https://www.oregon.gov/odot/MCT/Pages/Rail-Whistle-Noise.aspx

[14] City of Roseburg, Regional Airport Master Plan

Airport layout, constraints and historical development alternatives; not current bid pricing.

https://www.cityofroseburg.org/storage/app/media/Master%20Plans/Roseburg%20Regional%20Airport%20Master%20Plan.pdf

[15] ODOT, OR 138E Design Concept Plan

Project B36373; page updated July 14, 2026; planning scope.

https://www.oregon.gov/odot/projects/pages/project-details.aspx?project=B36373

[16] Oregon Housing and Community Services, June 5, 2026 packet

Green Family Housing, PDF pp.10-12: 53 units, 30 supportive units, $30,858,842 total cost; anticipated closing not proof of completion.

https://www.oregon.gov/ohcs/hsc/Documents/meetings/2026-JUNE-05-HSC-Meeting-Packet.pdf

[17] Umpqua Community College, Medical Careers Hub announcement

August 18, 2025 announcement; planned completion and related training facilities.

https://umpqua.edu/news/construction-welcome-center-medical-careers-hub/

[18] Umpqua Economic Development Partnership

Existing employer retention, recruitment and entrepreneurship functions.

https://uedpartnership.org/

[19] CCD Business Development Corporation, Community Development

Regional economic development district, CEDS and development finance.

https://www.ccdbusiness.org/community-development/

[20] UCAN, 2026 Community Needs Assessment

Board accepted September 2026; regional housing, homelessness and service conditions.

https://www.ucancap.org/wp-content/uploads/2026/09/2026-Community-Needs-Assessment-Final.pdf

[21] Oregon Revised Statutes, Chapter 195

Sections 195.505 and 195.530; current published statute reviewed November 2026.

https://www.oregonlegislature.gov/bills_laws/ors/ors195.html

[22] City of Roseburg, FY 2026-27 adopted budget

Budget message and fund detail; separates current revenue, balances, transfers and capital.

https://roseburgor.gov/storage/app/media/Commission%20Docs/Budget%20Commitee/Adopted%20Budget%20With%20Urban%20Renewal%202026-27%206-11-26.pdf

[23] City of Roseburg, Diamond Lake Urban Renewal Plan

$72.8 million maximum indebtedness; district/program constraints.

https://www.cityofroseburg.org/storage/app/media/ADM/Urban%20Renewal/Diamond_Lake_Urban_Renewal_Plan.pdf

[24] Oregon Department of Revenue, Property assessment and taxation

Assessed value, market value, tax-rate and value-growth limitations.

https://www.oregon.gov/dor/programs/property/Pages/Personal-Property.aspx

[25] ODOT TransGIS public GIS services

Layers 165 roads, 144 rail crossings, 220 city limits. Roads processed May 2026; Roseburg city record September 2026; crossing record dates vary.

https://gis.odot.state.or.us/arcgis1006/rest/services/transgis/catalog/MapServer

[26] City of Roseburg, City Limits public GIS

CityLimits_ViewLayer; data edit June 2026. Reference geometry, not a land survey.

https://services7.arcgis.com/jFkuwQwKKhg01E9K/arcgis/rest/services/CityLimits_ViewLayer/FeatureServer/0

[27] U.S. Census Bureau, TIGERweb Physical Features

January 1, 2026 rail and hydrography geometry; map projection performed from published coordinates.

https://tigerweb.geo.census.gov/arcgis/rest/services/TIGERweb/tigerWMS_PhysicalFeatures/MapServer

[28] City of Roseburg, Floodplain public GIS

A/AE context from City layer updated October 2024; not a parcel flood determination.

https://services7.arcgis.com/jFkuwQwKKhg01E9K/arcgis/rest/services/Floodplain/FeatureServer/1

[29] City of Roseburg, public maps and parks viewer

Published parks mapping and municipal reference maps.

https://roseburgor.gov/services/maps-and-apps

[30] City of Roseburg, airport information

Current City page lists runway 16/34 at 5,002 by 100 feet and describes airport services. The narrative rounds length to about 5,000 feet. Verify current operational and FAA records before design; earlier airport summaries used slightly different dimensions.

https://roseburgor.gov/departments/airport

[31] Roseburg City Charter, Article 4

Council appointment and city manager administrative responsibility.

https://ecode360.com/43085016

[32] City of Bend, 2025-27 Budget in Brief

Reed Market corridor total estimate $40.93 million, including rail overcrossing and related projects; a comparator, not a Roseburg estimate.

https://bendoregon.gov/wp-content/uploads/2025/12/Budget-in-Brief_2025-27.pdf

[33] Oregon Department of Revenue, Sales Tax in Oregon

The state does not have a general sales or use/transaction tax.

https://www.oregon.gov/dor/programs/businesses/Pages/Sales-tax.aspx

[34] The Roseburg Receiver, expanded Stewart Park plan approval

September 29, 2026 report of the council decision; read alongside the primary City packet in source 8.

https://www.theroseburgreceiver.com/roseburg-council-approves-expanded-stewart-park-master-plan-update/

[35] U.S. Census Bureau, Census2020 TIGERweb ZCTA layer 84

2020 boundaries and POP100 counts for 97470, 97471, 97496, 97479, 97462, 97443, 97495 and 97494; calculated sum 77,094. Selection is illustrative, not an official trade area.

https://tigerweb.geo.census.gov/arcgis/rest/services/TIGERweb/tigerWMS_Census2020/MapServer/84

[36] U.S. Census Bureau, ZIP Code Tabulation Areas

Definition, methodology and distinct-block assignment; ZCTAs are statistical areas rather than municipal or postal-delivery boundaries.

https://www.census.gov/programs-surveys/geography/guidance/geo-areas/zctas.html

[37] ODOT, 2020 Census Federal Aid Urban Areas

Updated January 23, 2023; Roseburg Census urban-area population 43,484.

https://www.oregon.gov/odot/Planning/Documents/2020_Census_Federal_Aid_Urban_Areas_list.pdf

[38] ODOT/City, I-5 Exits 124/125 and Garden Valley study inventory

July 22, 2024, Table 3, PDF p.11: 2021 inbound commuters 10,187; living/working in city 4,103. Approximately 71% calculated from counts; printed shares contain a small inconsistency.

https://www.oregon.gov/odot/Projects/Project%20Documents/TM2_Inventory_Final.pdf

[39] ODOT, I-5/Garden Valley future conditions memorandum

March 17, 2025, pp.1-2: approximately 60,000 daytime population attributed to City profile; model-area households and employment.

https://www.oregon.gov/odot/Projects/Project%20Documents/TM6_No%20Build%20Conditions_Final.pdf

[40] City of Roseburg, FY2025 Annual Comprehensive Financial Report

Introductory letter: regional services and financing; estimated 50,000-60,000 people served daily, with no detailed count methodology supplied.

https://www.cityofroseburg.org/storage/app/media/FIN/Finance%20Images%20and%20Docs/Final%20ACFR%20FY%202025%20City%20Web%20Site%2012-24-25.pdf

[41] Roseburg City Charter, election provisions

City/ward electoral qualifications; shopping, employment or mailing address does not confer city voting rights.

https://ecode360.com/43085059

[42] Oregon Revised Statutes, Chapter 190

Sections 190.010-.020: intergovernmental agreements; 190.080: entity powers and limits, including taxing restrictions with statutory exceptions.

https://www.oregonlegislature.gov/bills_laws/ors/ors190.html

[43] City of Roseburg / Douglas County, Urban Growth Management Agreement

September 2024: coordination and responsibilities for the unincorporated Roseburg UGB.

https://www.cityofroseburg.org/storage/app/media/CDD/Documents/Updated%20UGMA%20Sept%202024.pdf

[44] Oregon Liquor and Cannabis Commission, Redemption center and participating retailer list, October 2026

Roseburg grocery inventory including WinCo, Costco, Walmart, Fred Meyer, Sherm’s, Safeway, Grocery Outlet and Bi-Mart. Addresses are retailer participation records, not a field audit of all store operations.

https://www.oregon.gov/olcc/docs/bottle_bill/redemptioncenters.pdf

[45] Ray’s Food Place, Roseburg/Green store

4601 Carnes Rd; existing Green grocery store.

https://shop.gorays.com/rays-food-place-roseburg

[46] Coastal, Roseburg location

782 NE Garden Valley Blvd.

https://www.coastalcountry.com/about/store-locations/roseburg

[47] Sportsman’s Warehouse, Roseburg store

2122 NW Stewart Pkwy; outdoor/hunting/fishing/camping assortment and services.

https://stores.sportsmans.com/sportsmans-warehouse/us/or/roseburg/2122-nw-stewart-parkway

[48] Big 5 Sporting Goods, Roseburg store

2655 NW Stewart Pkwy.

https://www.big5sportinggoods.com/locations/or/roseburg/2655-northwest-stewart-parkway-246.html

[49] Ross Stores, Roseburg company job listing, May 2026

780 NW Garden Valley Blvd, Suite 220A. A current-year company hiring record, not an in-person operating audit.

https://jobs.rossstores.com/search/jobdetails/area-supervisor/5852cba9-1817-4caa-ac45-eba6e12fc241

[50] Argo Investment, Roseburg Marketplace landlord tenant directory

Lists Sportsman’s, Marshalls, Planet Fitness, Ulta, Chipotle, Red Robin, Wingstop, Round Table and Umpqua Family Fun Center; center address 1438 NW Garden Valley Blvd. Tenant directory includes announced space; it does not independently establish each opening date.

https://argoinvest.com/property/roseburg-marketplace/

[51] Lehne Farms, The Farmstand

532 Melrose Rd; deli, espresso, pastries, produce and specialty groceries. Potential expansion partner only; no expansion interest verified.

https://thelehnefarms.com/the-farm-stand/

[52] True Kitchen + Bar, Contact

629 SE Main St; downtown dinner anchor.

https://truekitchenandbar.com/contact-us/

[53] Travel Oregon, Canyon Creek Bicycles

1640 NE Odell Ave; local bicycle retail/service. Business website also lists address but has unusual footer text; confirm current operator/site before making an offer.

https://traveloregon.com/things-to-do/canyon-creek-bicycles/

[54] Natural Grocers, Store directory

Oregon locations; no Roseburg listing found; smaller southern Oregon markets include Coos Bay and Klamath Falls.

https://events.naturalgrocers.com/store-locations/store-directory/

[55] Natural Grocers / SEC, 2025 Form 10-K

Selling area range approximately 7,000-17,000 sq ft, average approximately 11,000; FY2025 new/relocated average about 10,000. Selling floor area is not gross building area or a site requirement; current real-estate team must confirm format.

https://www.sec.gov/Archives/edgar/data/1547459/000143774925037556/ngvc20250930_10k.htm

[56] Jersey Mike’s, Real-estate requirements

1,200-1,800 sq ft; 20 ft frontage; stated parking, visibility and trade-area criteria. Published criteria are screening guidance and need current corporate confirmation; regional population cannot be substituted automatically for company-defined trade area.

https://www.jerseymikes.com/real-estate/requirements

[57] HomeGoods, All stores directory

Oregon locations include Eugene, Medford and McMinnville; no Roseburg listing found. No current official Roseburg-compatible footprint/site requirement verified.

https://www.homegoods.com/all-stores

[58] Sierra, Retail store directory

Oregon stores listed in Hillsboro, Portland and Salem; no Roseburg listing. No current official footprint/site requirement verified.

https://www.sierra.com/lp2/retail-stores/

[59] Texas Roadhouse, 2025 Annual Report

Current prototype about 8,000 sq ft, 270-325 seats and roughly 180 vehicle spaces including permitted shared/cross parking. Prototype description is not a Roseburg commitment. Annual capital-investment statistic includes a rent capitalization factor and is not a simple construction budget.

https://s206.q4cdn.com/953769211/files/doc_financials/2025/ar/2025-Annual-Report-Texas-Roadhouse.pdf

[60] Chick-fil-A, Oregon directory

Springfield and Medford stores; no Roseburg listing. No published footprint verified; queue and corporate development screening required.

https://www.chick-fil-a.com/locations/browse/or

[61] Market of Choice, Store locations

13-store Oregon directory; Eugene/Medford among locations; no Roseburg listing.

https://marketofchoice.com/locations/

[62] Target, Oregon store directory

No Roseburg location in published Oregon directory.

https://www.target.com/store-locator/store-directory/oregon

[63] Target, Pacific-region facts

Corporate page lists no new Oregon stores planned for 2026. This does not rule out a later Roseburg opportunity; no Roseburg commitment verified.

https://corporate.target.com/about/locations/about-our-stores/pacific-region

[64] Trader Joe’s, Oregon store directory

No Roseburg listing.

https://locations.traderjoes.com/or/

[65] Trader Joe’s, Request a store

Official request channel. No official minimum population or current format criterion verified; do not invent one.

https://www.traderjoes.com/home/contact-us/request-a-store

[66] REI, Store map

Eugene, Medford and Bend among Oregon stores; no Roseburg store found.

https://www.rei.com/stores/map

[67] Culver’s, Available franchise markets

Oregon shown in future markets currently unavailable for franchising. Recheck eligibility before any later recruitment effort; do not rank as a near-term franchise opportunity.

https://www.culvers.com/franchise/available-franchise-markets

[68] Planet Fitness, Roseburg club

2100 NW Stewart Pkwy, Suite 120; cardio/strength/free weights, tanning, HydroMassage and massage chairs; not continuously 24/7. Membership promotions are time-limited; no price comparison asserted.

https://www.planetfitness.com/gyms/roseburg-or

[69] YMCA of the USA, Douglas County branch

Lists pool, weight room, sauna, climbing walls, gymnasium, racquetball, family locker and early-childhood amenities. Verify program scheduling and current availability, not just physical amenities.

https://www.ymca.org/locations/ymca-douglas-county

[70] Fitness First, Official Roseburg website

442 NE Oakland Ave; main gym, separate 24/7 gym, classes/cross training.

https://www.fitnessfirstroseburg.com/

[71] Club Northwest, Official Grants Pass club

2160 NW Vine St, Grants Pass; regional premium full-service fitness, classes and aquatics example. No exact whole-facility floor area verified; do not assert it is a 40,000 sq ft prototype.

https://clubnw.com/

[72] The Spa at Club Northwest, Official spa

Massage, esthetics and medical-spa services at Club Northwest. Operating-model comparison, not a commitment to open in Roseburg or a medical-efficacy endorsement.

https://www.thespaatclubnw.com/

[73] Umpqua Fun, Official opening announcement

1438 NW Garden Valley Blvd; 18,000 sq ft; announced December 2026; miniature golf, laser tag, climbing play, arcade, young-child zones, cafe and party rooms. Announced, not yet open as of November 9, 2026; precise opening date and delivery schedule need confirmation.

https://www.umpquafun.com/

[74] TenDown: historical business material and editorial status note

Previously published business website; currently unavailable; operations unverified. Earlier material described bowling, arcade and family dining at 2400 NE Diamond Lake Boulevard. The linked initiative page explains source status; it is not independent primary evidence or a booking destination.

https://greater-roseburg-tomorrow.bountifulshark.chatgpt.site/ideas/tendown-recovery

[75] Wildlife Safari, Official attraction

1790 Safari Rd, Winston; operating regional drive-through wildlife attraction, Safari Village and family/youth programming. Use current attraction calendar for hours; seasonal pages differ.

https://wildlifesafari.net/

[76] HSM Pacific, former Albertsons lease offering

3013 NW Stewart Parkway: marketed for lease, 59,545 sq ft building on 5.34 acres. Rent and permitted conversion terms are not established.

https://www.hsmpacific.com/properties/roseburg-former-albertsons/

[77] All-Pro Realty Advisors, commercial leases

2455 NW Stewart listed with Goodwill moving; 2475 NW Stewart listed as 15,331 sq ft ground-level retail. Also lists opportunities at 4601 Carnes. Separate listings are not one combined lease or approved restaurant plan.

https://apr-advisors.com/commercial-leases-1

[78] Douglas County, property R55852

0 NE Kenneth Ford Drive, map 26-06W-36DD-00100, 11.25 acres. Assessment record is not an appraisal, title report or permitted-use determination.

https://appraisal.douglascountyor.gov/Property-Detail/PropertyQuickRefID/R55852

[79] All-Pro Realty Advisors, Kenneth Ford land offering

Broker advertises $3.5 million asking price, Public Reserve zoning and services conditional on annexation. County acreage of 11.25 is used where broker rounds to 11.24. Verify availability and all conditions.

https://apr-advisors.com/lots-%26-land

[80] City of Roseburg, developable business lands GIS

Inventory edited January 2025. R40164 is listed as 11.43 acres on Rifle Range, plan designation Industrial and zoning MU. These attributes require current confirmation and do not prove residential entitlement or sale availability.

https://services7.arcgis.com/jFkuwQwKKhg01E9K/arcgis/rest/services/Developable_Business_Lands/FeatureServer/0

[81] Roseburg Bike Routes Plan, companion network GIS

2023 mapped facilities and proposed links. OldPhase=Existing identifies the mapped existing inventory used in the atlas; construction and rights must be rechecked.

https://services3.arcgis.com/q5Jezm9AgzqyE7Q6/arcgis/rest/services/Roseburg_Long_March/FeatureServer/0

[82] City of Roseburg, Umpqua River Trail map

Existing river/park path geography and segment labels; does not establish a continuous separated path to every proposed destination.

https://www.cityofroseburg.org/storage/app/media/Parks/UmpquaRiverTrailMap.pdf

[83] Oregon Medical Board, IV Hydration Therapy

October 2024 statement: medical standards, prescribing, qualified personnel, consent, documentation and pharmacy obligations apply. Read applicable profession-specific rules for any proposed clinical service.

https://www.oregon.gov/omb/board/philosophy/pages/iv-hydration-therapy.aspx

[84] Oregon Board of Nursing, Spring 2026 Sentinel

Clinical-practice concerns in IV hydration and aesthetic services; emphasizes assessment, indications and professional accountability, including vitamin treatment.

https://www.oregon.gov/osbn/Documents/Sentinel_2026_May.pdf

[85] TenDown: earlier event/recovery notice and editorial status note

Earlier company event material described fire/smoke recovery and interrupted group booking. The business website is currently unavailable and present operations are unverified. The linked initiative status explanation is not independent primary evidence; confirm current facts with the operator.

https://greater-roseburg-tomorrow.bountifulshark.chatgpt.site/ideas/tendown-recovery

[110] U.S. Census Bureau, exact 23-ZCTA Census2020 population query

Analyst-selected nonoverlapping inland geography: 104,511 residents in 2020; retrieved November 9, 2026. Full code list and arithmetic in the accompanying population data.

https://tigerweb.geo.census.gov/arcgis/rest/services/TIGERweb/tigerWMS_Census2020/MapServer/84/query?where=ZCTA5+IN+%28%2797470%27%2C%2797471%27%2C%2797496%27%2C%2797479%27%2C%2797462%27%2C%2797443%27%2C%2797495%27%2C%2797494%27%2C%2797435%27%2C%2797499%27%2C%2797436%27%2C%2797457%27%2C%2797469%27%2C%2797417%27%2C%2797429%27%2C%2797484%27%2C%2797442%27%2C%2797410%27%2C%2797432%27%2C%2797416%27%2C%2797481%27%2C%2797486%27%2C%2797447%27%29&outFields=ZCTA5%2CNAME%2CPOP100%2CHU100%2CAREALAND&returnGeometry=false&f=pjson

[111] U.S. Census Bureau, 2020 ZCTA-to-county relationship file

Cross-check places all 23 selected ZCTAs within Douglas County. These are statistical boundaries, not annexation or validated market boundaries.

https://www2.census.gov/geo/docs/maps-data/data/rel2020/zcta520/tab20_zcta520_county20_natl.txt

[112] Yoncalla Elementary district page

current page. Elementary school address 401 First Street. Page discusses the community's access to both Eugene and Roseburg; not a retail market-share estimate.

https://www.yoncalla.k12.or.us/yoncalla-elementary/contact-us

[113] Roseburg Bike Routes Plan, June 2023 appendices

2023-06. Documents the existing river/Stewart hub and planned connections. Appendix concepts are an iterative record; Volume 1 supersedes them. A project appearing here does not establish construction completion.

https://www.cityofroseburg.org/storage/app/media/CDD/Documents/Plans/Roseburg_BRP_Appendices_FINAL.pdf

[114] Winston Safe Routes to School Plan

2023-07. Identifies McGovern/Lookingglass/Cary/Tumlin/Elwood improvements, with a 2023 grant; Thompson school crossings; and the Lookingglass-Abraham-Thompson-Winston Section loop. Recommendations are not proof of current construction status.

https://oregonsaferoutes.org/wp-content/uploads/2025/07/SRTS-Plan-Winston.pdf

[115] Sutherlin June 2026 parks committee draft recommendations

2026-06-05 draft, June 23 packet. Proposes studies for Ford's Pond/I-5 underpass and Red Rock-Cooper Creek connection; roadway links on Fort McKay, Plat M, W Duke, Church, West Sixth/Fourth. This is a draft planning source, not a funded construction list.

https://www.sutherlinoregon.gov/sitefiles/boards/packet06162026135927.pdf?dt=061826191137

[116] City Red Rock Trail page

current page. Existing approximately 1.3-mile paved trail from South State Street near the fire department, through Festival Grounds, along Sutherlin Creek to Nicholas Court.

https://www.sutherlinoregon.gov/111/red-rock-trail

[117] City Ford's Pond page

current page. City states perimeter-path paving, sidewalks, parking, utilities and amenities are completed. Separate boat-dock/north-parking improvements are ongoing projects.

https://www.sutherlinoregon.gov/109/fords-pond-community-park

[118] Sutherlin Central Avenue pedestrian project

updated 2026-10-16. Two RRFB locations are E Central/Mardonna and W Central between Grant and Kruse. Page anticipates fall 2026 construction; verify completion instead of duplicating the project.

https://sutherlinor.municipalone.com/163/central-avenue-pedestrian-improvements

[119] Oakland School District SRTS Plan

2020-02 final. School campus uses NE 5th/Old Town Loop. Plan identifies 5th/Oak and 5th/Locust ramps and east-side 5th sidewalk Oak-Maple. Cypress sidepath was funded/in progress as of 2020; verify current condition. Ash Creek path is a long-term concept requiring feasibility and rights.

https://oregonsaferoutes.org/wp-content/uploads/2025/07/SRTS-Plan-Oakland-School-District.pdf

[120] Drain SRTS Plan

2025-04 final. Priorities include East B school approaches and rail crossing, Moreland rail undercrossing to high school, 1st Street B-Pass Creek Bridge, and Moreland/Anna Drain Park Road. Covered-bridge reopening is future, not existing, in the plan.

https://oregonsaferoutes.org/wp-content/uploads/2025/07/SRTS-Plan-Drain.pdf

[121] City Anna Drain Park consultant/implementation document

2025-26 implementation document. City identifies $996,415 OPRD and $50,000 Ford Foundation grants; planned park completion no later than December 2026. This is already an implementation project, not a new park proposal.

https://www.cityofdrain.org/media/5911

[122] Yoncalla Middle/High district page

current page. Middle/high campus address 292 Fifth Street.

https://www.yoncalla.k12.or.us/yoncalla-high-school/contact-us

[123] County Yoncalla community-center facility page

current page. Yoncalla Community Center at 400 Main Street is a verified civic destination. A City-endorsed parcel/entrance map for the Williams Road park was not obtained; do not plot an invented entrance.

https://www.douglascountyor.gov/facilities/facility/details/Bistro-Sixty-Yoncalla-61

[124] Myrtle Creek SRTS Plan

2022-04 final. Priorities include Rice/Spruce and Division/Spruce school crossings, Division's eastern sidewalk/path gap, and safe treatment at freight-heavy Division/Myrtle Road. Johnson/Spruce/Neal connect surrounding homes; current completion requires field audit.

https://oregonsaferoutes.org/wp-content/uploads/2025/07/SRTS-Plan-Myrtle-Creek.pdf

[125] Myrtle Creek current parks code

current municipal code. Verifies Evergreen, Creekside and Maggie Steinbaugh parks and the paved loop in Evergreen. This source does not establish a continuous separated connection between all parks.

https://ecode360.com/49567262

[126] City Millsite Park reservation form

form last edited 2024-01-01. Millsite band shell at 231 Volunteer Way.

https://cms2.revize.com/revize/myrtlecreekor/Document_Center/Forms%20%26%20Applications/Park%20Use%20App.pdf

[127] Tri-City Elementary official page

current page. School address 546 SW Chadwick Lane.

https://tce.susd.k12.or.us/

[128] Riddle School District

current page. Elementary 463 Park Street; Jr/Sr High 147 Main Street. Use these nodes, not speculative campus access through private lots.

https://www.riddle.k12.or.us/

[129] Douglas County Senior Services Area Plan

2025-2029. Lists Riddle Community Center 123 Parkside and Yoncalla Community Center 400 Main.

https://www.oregon.gov/odhs/providers-partners/community-services-supports/Documents/dcsds-area-plan.pdf

[130] County Canyonville SRTS final-acceptance packet

2026-02-11 agenda packet. Final-acceptance order reports Main Street SRTS work inspected and completed January 26, 2026, MP 2.40-3.05; total construction contract $3,306,114. Packet order signature/date fields blank; physical completion is stated by Public Works.

https://www.douglascountyor.gov/AgendaCenter/ViewFile/Agenda/_02112026-746

[131] City Canyonville parks page

current page. Pioneer Park lies east of Canyon Street/south of East Fourth. Existing covered footbridge over Canyon Creek is described; verify current condition and accessibility. Seasonal restroom operating limits reinforce the need for an operating budget.

https://www.cityofcanyonville.com/parks

[132] County Stanton Park completion announcement

2026-09. County describes completed playground/day-use/accessibility rehabilitation at 1540 Stanton Park Road. Avoid presenting those works as new. A safe cycling connection from town remains a separate study.

https://www.douglascountyor.gov/m/newsflash/home/detail/372

[133] Sunshine Park official park sheet

undated City sheet. Sunshine Park is at 205 Sunshine Road, off Diamond Lake Boulevard east of downtown. Existing trails, sports fields and natural areas are verified; a continuous low-stress downtown connection is not.

https://www.cityofroseburg.org/storage/app/media/Parks/parks/Sunshine_Park.pdf

[134] River Forks County Park official facility page

current page. County park at 380 River Forks Park Road has trails, play areas and river access. It is a regional destination about six miles west of Roseburg, not an existing continuous urban river-trail extension.

https://www.douglascountyor.gov/Facilities/Facility/Details/RiverForksCountyPark-40

[135] Happy Valley County Park official facility page

current page. Existing Green-area river-access park at 100 Poteet Avenue. Boat ramp, picnic tables and restroom; no continuous protected Green-Roseburg riverside trail is verified.

https://www.douglascountyor.gov/Facilities/Facility/Details/Happy-Valley-County-Park-27

[136] Oregon Department of Education, current School Directory

Official landing page links the current directory edition; reviewed November 8, 2026 local time. Sunnyslope, Hucrest and Winchester location references also agree with their current district school pages. Check current attendance, entrance and route conditions before final design.

https://www.oregon.gov/ode/about-us/Pages/School-Directory.aspx

[137] District announcement of Fir Grove closure

2026-10. School Board approved closure at the conclusion of the 2026-27 school year. Fir Grove Park remains a separate park destination; do not treat the school as a permanent future operating school.

https://www.roseburg.k12.or.us/257444_2?articleID=82991

[138] ODOT Highway Design Manual Part900

2025-01. Shared paths normally 10 ft minimum,12 ft or more at busy locations; exceptions for 8 ft pinch points. Sidepaths need roadway separation and conflict design. Maintenance width, sweeping and vertical-element upkeep belong in design. State-highway requirements are not automatically all local-road law.

https://www.oregon.gov/odot/Engineering/Documents_RoadwayEng/HDM-0900.pdf

[139] FHWA crosswalk visibility countermeasure

current guidance. On busy multilane roads, markings alone are insufficient. Assess lighting, sight distance, refuges, signals/beacons, speed and turn conflicts together.

https://highways.dot.gov/safety/proven-safety-countermeasures/crosswalk-visibility-enhancements

[140] ODOT Oregon Community Paths funding update

2026-06-30. No competitive OCP funding opportunity in 2026 after an $8 million redirection. Future solicitation schedule undetermined. Existing selected projects unaffected. Current program page also says next call is on hold.

https://content.govdelivery.com/accounts/ORDOT/bulletins/419eb1f

[141] ODOT Safe Routes construction funding update

2026-03-10. No construction funding opportunity in 2026. ODOT anticipates a spring 2027 call for awards in 2028. Existing selected projects unaffected. Education and technical assistance continue.

https://content.govdelivery.com/accounts/ORDOT/bulletins/40ce248

[142] ODOT education/technical assistance awards

2026-08-10. Thrive Umpqua / Douglas Education Service District received a Tier 2 education grant for federal fiscal years 2027-28, with projects starting October 1, 2026. Build on this team instead of establishing a duplicate program.

https://content.govdelivery.com/accounts/ORDOT/bulletins/423e2c5

[143] County Canyonville grant announcement mentioning Carnes completion

2021-10-20. County says Carnes Road improvement adjacent to Green Elementary had been completed. Canyonville project then funded for North Main from Gazley Bridge Road to 1st Street.

https://www.douglascountyor.gov/DocumentCenter/View/20279/10-20-21-Douglas-County-receives-2-Million-Safe-Routes-to-School-Grant-for-Canyonville

[144] City comprehensive plan recreation chapter

2015-2065 plan, historical baseline. Identifies Evergreen along North Myrtle Creek and a historic Tri-City park deficit. Do not represent the old inventory as a verified 2026 count; use it to trigger current park-access audit.

https://cms2.revize.com/revize/myrtlecreekor/Document_Center/Forms%20%26%20Applications/Government/Planning%20Department/Comprehensive%20Plan%202015-2065.pdf

[145] OPRD local-government grant awards

2017 historical facility confirmation. City of Riddle received an award for City Park facilities. Park's exact entrance and current accessibility still need current local verification.

https://www.oregon.gov/oprd/GRA/Documents/LGGP-2017-Project-Award-List-for-website.pdf

[146] Winston official parks page

current page. Riverbend Park: 223 Thompson Avenue; Community Park: 440 SE Grape; Civic Wayside: 201 NW Douglas; Nichols Park/boat ramp: 650 SW Douglas.

https://winstoncity.org/parks/