# RESOURCE TEAM REPORT CITY OF ROSEBURG, OREGON

Oregon Main Street Program
Office of Economic and Community Development













THE LAKOTA GROUP
DOWNTOWN PROFESSIONALS NETWORK

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# **OREGON MAIN STREET**

This Roseburg, Oregon Resource Team Report was provided as a technical assistance service to the Roseburg community as part of its participation in the Oregon Main Street — Performing Downtown Program. Oregon Main Street is a traditional commercial district revitalization program administered through the Oregon Economic and Community Development Department. For additional information on Oregon Main Street, view the website at <a href="https://www.oregon.gov/ECDO/mainstreet/home.shtml">www.oregon.gov/ECDO/mainstreet/home.shtml</a>.

# **INTRODUCTION**

During June 9 through 11, 2009, an Oregon Main Street Resource Team visited the City of Roseburg to assist the community establish and develop its local Main Street commercial district revitalization program. This Resource Team consultation service is provided to local Oregon communities participating in the Oregon Main Street — Performing Downtown Program, and engaged in implementing the Main Street Four-Point Approach<sup>TM</sup>, which is the nationally recognized, comprehensive downtown revitalization methodology developed by the National Trust for Historic Preservation.

As part of this service, the Resource Team, comprised of three commercial district revitalization professionals assembled by Oregon Main Street and The Lakota Group, evaluated the community's current level of commercial district revitalization activities, offered observations on the opportunities and challenges for revitalizing downtown Roseburg, and presented preliminary recommendations and action steps on building the organizational capacity necessary to facilitate positive change in Roseburg's downtown commercial district. The Resource Team's complete observations and recommendations are presented in this final report.

# HOW TO USE THIS REPORT

The Resource Team's recommendations are based on the conditions of downtown Roseburg as observed during the Team's on-site visit and the capacity of the community at large to respond to those conditions as opportunities for action. The Resource Team determined its observations and recommendations on years of planning, historic preservation and commercial district revitalization experience with many different communities and neighborhoods from around the country. However, Roseburg stakeholders and citizens know their downtown district best and the implementation of this Report's recommendations should be based on community priorities and on what can be reasonably accomplished with available volunteer and financial resources. Additionally, all report recommendations are based on the premise that to implement a successful downtown revitalization effort, strong partnerships must exist among all community stakeholders including the City of Roseburg, the Roseburg Town Center and Roseburg Business Association, the Chamber of Commerce, commercial district property owners and merchants, and other significant organizations, agencies and commercial district revitalization advocates. Effective partnerships are necessary in building community support and participation and in securing the resources needed for the revitalization effort.

This Resource Team Report should be distributed, at a minimum, to the board members and volunteers of the respective downtown organizations, the Roseburg City Council, relevant City staff, and important stakeholders including property owners and merchants, as well as other appropriate constituents and partners of the downtown revitalization effort. Relevant sections of the report should also be distributed to the numerous interviewees that participated in the on-site visit as deemed appropriate. It is also recommended that all board members and committee volunteers of the respective downtown organizations read the Resource Team Report, discuss its recommended action steps and strategies. In addition, the City of Roseburg should also fully review this document and use it to guide future downtown planning and investment decisions.

Finally, it is important to note that Oregon Main Street assistance does not end with this report. The Resource Team strongly encourages the City of Roseburg and downtown Roseburg advocates to contact Oregon Main Street and The Lakota Group to discuss the contents of this Resource Team Report.

# **EXECUTIVE SUMMARY**

A Resource Team comprising of three commercial district revitalization professionals and city planners visited downtown Roseburg from June 9 — 11, 2009. The visit was sponsored and delivered by the State of Oregon as part of Roseburg's participation in Oregon Main Street's Performing Downtown Program. The Resource Team recorded their observations during the visit to formulate appropriate recommendations and action strategies for the continued development of a strong and effective Main Street revitalization organization at the local level. The following is a summary of the key observations and recommendations.

# **KEY OBSERVATIONS & RECOMMENDATIONS**

- Building long-term organizational capacity. One principal reason why the City of Roseburg applied for acceptance into the Oregon Main Street Performing Downtown Program is to engage the community in developing the organizational capacity necessary to accomplish a comprehensive vision of a revitalized downtown commercial district. Going forward, the Roseburg community will need to focus on developing an effective Main Street organization structure and on building capacity through active fundraising efforts and in recruiting additional volunteers from across the community to participate in Main Street committee activities. Developing and implementing focused and strategic annual work plans and ongoing public relations efforts will also help the community build a strong, successful Main Street organization. While establishing a third-party Main Street organization is recommended in this Report, strong consideration should be given to unifying existing downtown organizations so that one entity can lead the downtown revitalization effort.
- Undertake marketing, promotion, branding activities. Promotions and marketing play critical roles in the revitalization of traditional commercial districts as they work to enhance the overall image of a particular downtown commercial district to residents, visitors and future investors. Such activities can also have an immediate impact in building civic pride and spirit in the downtown district as the social and civic center of the Roseburg community. Therefore, a future Roseburg Main Street Promotion Committee will need to implement an effective promotion strategy over time that incorporates a combination of special events and festivals, retail promotion events and image enhancement efforts that build upon downtown Roseburg's distinguishing features and assets. In addition, a marketing identity or "brand" image is needed to tie various communication and marketing activities together under a unifying image and message so that a strong market position and identity for downtown Roseburg can be created.
- Creating an environment for reinvestment and small business development. The most effective economic development for traditional commercial districts like downtown Roseburg is to encourage small businesses to expand their operations and become more profitable as well as to support entrepreneurs in the startup of new enterprises. Other initiatives will be necessary including the implementation of business enhancement activities, such as technical training programs in business operations, and the development of new incentives to help entrepreneurs start-up businesses and encourage various building improvements. Market research should also be conducted to determine the strengths and weaknesses of the downtown Roseburg economy.
- Encourage downtown physical improvements. Building improvements can make a significant difference to the appearance of the downtown district. Future Design Committee activities should focus on educating downtown stakeholders on the importance of downtown's appearance from buildings and public spaces to issues such as context sensitive streetscape improvements, infill development, wayfinding signage, and waterfront development. The Design Committee should advocate for a revised downtown plan that can help guide the community in undertaking these various physical improvement and development efforts.

# **OBSERVATIONS**

The City of Roseburg and local downtown revitalization advocates should be commended for applying to the Oregon Main Street — Performing Downtown Program. Across the country, in over 1,600 communities, the comprehensive Main Street Four-Point Approach<sup>TM</sup> has long been proven to be an effective methodology for revitalizing traditional commercial districts like downtown Roseburg. With an on-going and long-term commitment to implementing the Main Street Approach, the City of Roseburg, downtown stakeholders and the community at large can certainly experience the same measurable levels of progress and success in revitalizing its downtown commercial district.

It is essential for any community to work comprehensively in all areas of the Main Street Four-Point Approach if it to achieve long-lasting success in Main Street commercial district revitalization. A strong start in the Organization component in Main Street will most certainly be critical to the ultimate success and sustainability of Roseburg's Main Street initiative. As the community begins its efforts to establish its local program, developing a strong organization foundation should be a high priority and aggressively pursued to ensure an effective Main Street initiative will be sustained over the long-term and leverage the best possible return on the community's investment in the Main Street program.

#### **General Observations**

The following were identified as key observations made during the Resource Team's on-site visit June 9—11, 2009:

- Organizational Structure. At present, there are two different organizations representing downtown stakeholders, the Roseburg Business Association (RBA) and the Roseburg Town Center (RTC), the latter of which was a full-time operating Main Street program at one point in the recent past. Since the City of Roseburg was the applicant entity that applied and received Oregon Main Street designation in 2008, it had not been determined at the time of the Resource Team visit whether the RTC or the RBA would be designated to lead and manage the Main Street program, although there was some consensus that a third, independent Main Street organization should be established. Based on information gathered from various Resource Team interview sessions, the RTC and the RBA do not have the best of working relationships despite some recent attempts to communicate and recognize their common goals for revitalizing the downtown district. There is also at lack of trust between some downtown stakeholder groups and the City of Roseburg. Operating the Main Street program through the City of Roseburg is not an ideal organizational model since there are several inherent constraints in raising money, recruiting volunteers and in building organizational capacity — a reality recognized by many stakeholders including the RTC, the RBA, and the City. There is broad recognition that a new Roseburg Main Street effort must be operated under a non-profit organizational structure.
- Inconsistent downtown revitalization efforts. As mentioned above, Roseburg once had an active Main Street revitalization organization with executive staff but for several reasons it had ceased operations several years ago. Various stakeholders have stated that the downtown community was more unified and in better communication when the Main Street program was active. Beyond the Main Street program, however, there are differences and divisions between downtown stakeholders as represented by two different organizations, Roseburg Town Center, which operated the Main Street program, and the Roseburg Business Association. The differences between the two groups stem from disagreements over whether a business improvement district (BID), used in the construction of a parking garage, should be extended and continued. In addition, recently the City of Roseburg had opted to use Urban Renewal funds for the construction of a new public safety facility, thus diverting funds from other downtown revitalization purposes. Efforts at revitalizing downtown Roseburg have been inconsistent over the years and it appears that there has been no long-term commitment to revitalize downtown on part of any stakeholder group in Roseburg.

- Community involvement. Several stakeholders stated during interview sessions that involving the community at large will be especially critical for the long-term success of the Main Street program. Entities that are not currently directly vested in the downtown district do receive benefits from downtown revitalization efforts and should be seen as significant stakeholders in the process. Awareness of downtown's impact on the wider community is a sign that other stakeholders and participants are ready to commit to revitalizing Roseburg's downtown and that much can be accomplished in partnership with a wide array of community stakeholders.
- Volunteer Base & Leadership Development. Upon observation, there appears to be several organizations, companies and entities spearheading several important downtown revitalization projects. However, there is no Main Street board of directors in place and no volunteer committees formed to initiate the Main Street effort. However, comments from several focus groups pointed to the ongoing efforts of a variety of volunteers pursuing an array of downtown projects including beautification efforts to special events planning. Focus group participants also made it clear that the community understands the need to hire a full-time Main Street manager to facilitate downtown revitalization efforts. Still, it is important to recognize that a single paid professional cannot replace a volunteer-driven Main Street effort and that more, rather than less, volunteer hours will almost certainly be required in order to successfully execute the full scope of Roseburg's vision for a revitalized downtown.
- Funding/Fundraising. An operating budget for the Roseburg Main Street Program is currently non-existent as no organization or entity has been designated to manage the program and no funds have been raised or secured. Focus group participants have recognized that securing stable sources of funds will be necessary to retain the services of a paid professional Main Street manager. Fundraising will clearly be a priority for the new Main Street program.
- Public Relations. Awareness of Roseburg's designation as an Oregon Main Street community and the potential impact the designation will bring to strengthening the downtown district is widespread among those currently engaged in downtown revitalization efforts, although it is probably minimal among the general citizenry. Raising the profile of the new Roseburg Main Street organization should be a priority of a fully-operating Organization Committee. Communicating to all the stakeholders in downtown, as well as to the general public, that there is a new Main Street organization will be essential to the long-term success of the downtown revitalization effort.
- Traffic circulation. The existing downtown one-way traffic can be difficult for first-time visitors and travelers to navigate downtown and locate their specific destination. Ease of vehicle travel through the downtown district is essential for developing a pedestrian-friendly environment and discouraging "dead-spots" from happening places where visitors cannot find due to the on-way system. Traffic circulation issues can also cause higher accumulation of cars in certain areas based on frustration of trying to find a space to park the vehicle. Additionally, one-way streets tend to cause vehicles to circle around blocks and concentrate them to a very small loop of the downtown.
- Parking. Parking availability is a major concern for merchants, residents and patrons. The supply of parking spaces needs to accommodate the demand but should not be unbalanced to a significant surplus or deficit. Availability

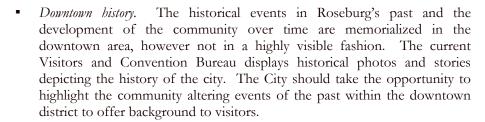


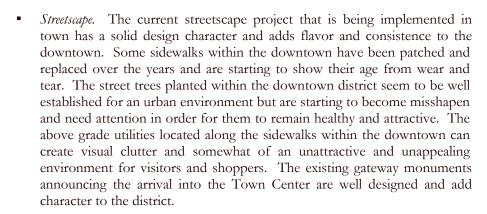
It is unclear why some downtown streets are one-way versus others. One-way streets create confusion for first-time visitors and "dead spots" in certain retail areas where vehicles cannot travel to one-way traffic patterns.

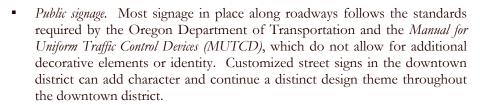
of parking during peak hours, 11:00 a.m. through 2:00 p.m. perhaps, seems to be the most difficult block of time for people to find spaces due to the high influx of drivers visiting the downtown for lunch. Parking enforcement by a private source has created a challenge for downtown users who believe that it is too strict and provides no room for error. Public parking facilities seem to be underutilized in

comparison to the demand and usage of street parking. On-street parking during the day appeared to be in high demand where the parking garage had available spaces.

- Public spaces. The downtown core area lacks a large, centralized gathering area for weekly or seasonal public events and festivals. Eagles Park, at the south end of Jackson Street has recently been updated and enhanced. This space is great addition for the downtown; however, the space is outside of the core merchant area and becomes less of a draw for out-of-town visitors.
- Riverfront. The Umpqua Riverfront area is a beautiful natural resource located within walking distance of the downtown. The Visitors and Convention Bureau building located along the shoreline is a significant anchor and addition to this part of the downtown district. However, the area leading to the riverfront is underdeveloped and does not compliment its surroundings. The water's edge should be kept natural but can be enhanced to raise the profile of such an important element in the downtown urban environment.









Park has been recently enhanced but is not actively utilized.



Improving access to the river area can be helpful in linking this resource to the downtown district.



Recent streetscape improvements have enhanced the appearance of crosswalks and sidewalks (above; however, different sidewalk pavement treatments (below) do not contribute to a unified streetscape image.



• Buildings. Several downtown buildings exhibit a broad range of architectural and design elements that provide the district with a distinct character. According to some stakeholders, several buildings were damaged from the blast in 1959 resulting in significant changes to facades and storefronts in various parts of the downtown. It is unclear how many buildings were damaged exactly but it is certain many buildings have façade slipcovers that are inappropriate to their original architecture. Many other buildings have

been inappropriately painted and in colors that do not enliven the appearance of front and rear facades. There is certainly a need to improve the appearance of most downtown buildings and to preserve the most significant architecture that remains in the downtown district. Professional architectural design assistance will be needed to assist downtown property owners with significant building rehabilitation issues.

- Location & tourism. Roseburg's location within Douglas County and the Umpqua River Valley positions the downtown district within a wide trade area to attract new businesses and additional tourism activity. Anecdotal evidence suggests that visitors and travelers do come through Roseburg on their way to the Pacific coast, Crater Lake, other nearby attractions, and for fishing and camping along the Umpqua River. Others come to downtown Roseburg to access Douglas County services, and to visit the Library and local restaurants and businesses. Given Roseburg's location, there may be opportunities to expand tourism and to undertake active business development efforts to capture more market share for the downtown district.
- Emerging & strengthening business clusters. Downtown Roseburg has a number of business clusters, some that may have been in existence for period of time, such as apparel and jewelry, and others that may be emerging, such as bars and restaurants and specialty stores. Other clusters include professional offices, health and wellness stores, and specialty retailers in stationary and gifts, leather goods, and outfitting. These existing and



Façade rehabilitation should be a high priority in the downtown revitalization effort.



Generally, brick masonry should not be painted due to potential maintenance issues. For buildings that can be and should be painted, a more appropriate color palette should be used.

emerging clusters should be maintained and even strengthened through active efforts in business retention and recruitment, which are not currently taking place by any organization or entity for the downtown district. For instance, storefront and façade improvements can be one of the most straightforward business development activities that could benefit downtown retailers. The "business image" of several downtown retailers could be enhanced by better storefront appearances and visual merchandising.

- Incentives. The City of Roseburg recently received a grant from Oregon Main Street to develop a building improvement program. It is unclear if there are any other local incentives to encourage the rehabilitation and improvement of downtown buildings, and the retention and recruitment of retail businesses. Currently, downtown commercial buildings are eligible for the 20 percent Federal historic preservation tax credit for substantial building rehabilitation projects, since the downtown is listed in the National Register of Historic Places. It is unclear if any downtown property owner or developer has taken advantage of the tax credits. In addition, the downtown district was recently included in the Urban Renewal District, which generates tax increment finance (TIF) revenues for various infrastructure and building improvements located within the Urban Renewal District boundaries. Upon observation, it appears that TIF revenues have not been used as of yet for downtown revitalization purposes.
- Downtown Promotions. The Roseburg Town Center organization and other groups and entities have developed a number of successful festivals over the years and there is strong community involvement and participation in event development and production. While there is potential to develop new festivals that can fill gaps in the promotion calendar, there are probably more significant needs such as finding appropriate venue space for events, securing more sponsorship dollars and undertaking more retail promotions and marketing that can directly benefit downtown retailers and the downtown in general.

- Plans & Vision Building. In recent years, the community has undertaken two downtown master planning projects, the Downtown Master Plan in 2000 and the conceptual Roseburg Outreach Project of 2007. Both plans contain a number of recommendations that have significant merit including the waterfront enhancement, the design and construction of a new public square, and the development of a cultural arts district. Some aspects of the Downtown Master Plan do need revision, especially in the design guidelines component; however, overall, both plans provide some substance in adopting a comprehensive, consensus-driven vision for a revitalized downtown district. A revised, updated Downtown Master Plan should be considered to incorporate new ideas related to streetscape improvements, the riverfront, infill development potential, improved design guidelines, new public spaces and historic preservation.
- Civic Core. Downtown Roseburg benefits from having a significant civic core including City Hall, Douglas County government, the U.S. Post Office, the Douglas County Library, the Oregon State University Extension Services and the Police and Fire departments located in the downtown district. These are substantial anchors to the downtown and future facility needs should be considered in any future master planning process. A market research study should also be conducted to understand how government employees are using the downtown and what stores they are patronizing.

# RECOMMENDATIONS

Undoubtedly, the Roseburg community is eager to re-start its Main Street program and find ways to engage additional stakeholders and the community at large in the downtown revitalization process. However, much work remains in developing the Main Street organization, establishing the volunteer committees and implementing strategic action plans that address critical downtown revitalization priorities. Therefore, going forward, the central challenge for the Roseburg community is to determine how the Main Street organization will be structured, how will it relate to the existing downtown organizations, and how the new organization will secure adequate volunteer and financial resources to address the various revitalization issues facing its downtown district. Key Main Street program components that should be implemented in the next several months include establishing the Main Street organization board of directors and the four Main Street committees, developing committee work plans, securing financial resources to build an operating budget, and hiring a well-qualified full-time Main Street manager. In addition, in the short-term, an overall organization action plan that outlines the implementation of the Main Street program over the next 12 to 18 months will need to be developed and adopted.

In terms of developing organizational capacity, a future Roseburg Main Street board of directors should focus on building the financial and volunteer resources necessary for undertaking a comprehensive downtown revitalization effort. In particular, the Main Street Organization Committee must assist the board in undertaking active and ongoing activities in volunteer development, fundraising, and public relations and external communications. These organization activities are critical in several aspects. First, they help in developing seasoned leadership and a well-trained, motivated volunteer corps that can take on various initiatives within the Main Street Four-Point Approach. Secondly, fundraising initiatives serve to build an operating budget over time and to secure enough revenues to underwrite committee projects and the hiring of a full-time Main Street manager. Third, ongoing public relations and communication activities, such as newsletters, brochures, annual meetings, marketing pieces and image-building events, can be undertaken to promote Roseburg Main Street's work and garner additional public support for future initiatives. Ongoing communication to community stakeholders and residents will be critical for success in Main Street. Downtown Roseburg stakeholders and leaders will also need to consider the following:

- Community Unity. Over the years, there have been a number of issues and circumstances that have divided the community over how the downtown should be managed and the roles the City of Roseburg should play in downtown revitalization and development. Even though there have been overtures in the recent past to resolve these differences, especially between the Roseburg Town Center and the Roseburg Business Association, existing divisions may impair the efforts to develop a successful, long-term Main Street program. Evidence from other successful Main Street communities suggests rather clearly and convincingly that a unified effort between all stakeholders, with one organization in place to carry out the revitalization program, is the best practice. Secondly, there is an atmosphere of skepticism and distrust among various stakeholders regarding what role the City of Roseburg will play in developing the Main Street program. Efforts at open communication and issue resolution between the City of Roseburg and downtown leaders should also be undertaken so that all stakeholders clearly understand how the Main Street revitalization effort will proceed and how each organization and entity will participate in the revitalization process.
- Implement the Main Street Approach in a comprehensive manner. Again, one of the trickier aspects of implementing the Main Street Approach is ensuring that all committees Organization, Promotion, Design and Economic Restructuring are functioning with a compliment of volunteers and operating with a good work plan. Over time, some committees will function better than others and it will be the responsibility of the Roseburg Main Street board of directors to supervise their operations and take the measures necessary to improve their operations such as recruiting additional volunteers, appointing a new committee chair, or assisting in any fundraising needed to underwrite specific committee projects.

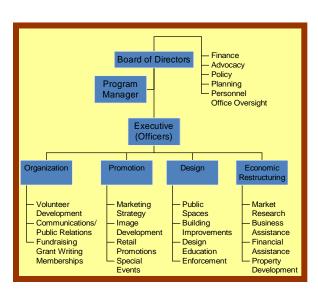
It will take time. Clearly, there should be a linear process for the growth and development of a Main Street revitalization organization. The long-term goal is to develop a strong, well-funded Main Street organization that has a seasoned volunteer corps ready to meet any downtown revitalization challenge. It takes time to build the resources necessary to accomplish far-reaching downtown revitalization goals and objectives. Patience and determination are key attributes and characteristics of successful Main Street programs.

The Roseburg Business Association and Roseburg Town Center organizations, the City of Roseburg, the Chamber of Commerce, the Cow Creek Tribe of the Umpqua Indians, the Umpqua Community Development Corporation, and other entities will be important stakeholders and participants in the new Main Street revitalization organization and their cooperation in establishing and moving the Main Street program forward in the years ahead will be critically important. Accordingly it will be vital that a broad spectrum of downtown stakeholders be represented at the table when the downtown Roseburg vision, and the mission, goals and priorities of the organization are established, which sets the course for the first few years of actions and implementation take place.

The following were identified as key recommendations made during the Resource Team's on-site visit regarding downtown Roseburg's organization strengths and challenges, and the community's efforts to address such challenges as opportunities for action.

#### Form a New Main Street Organization

Main Street revitalization organizations are designed to operate best as a partnership between the private and public sectors. A separate organization that can work and coordinate revitalization efforts between both the best practice in Main Street implementation and operation. Therefore, it is not ideal or desirable for a municipal government to manage a Main Street program, which is why the City of Roseburg does not intend to operate one even though it has received the designation. Roseburg has two existing non-profit organizations dedicated to improving the downtown district of which one has followed the Four Point Approach in the recent past, it seems unlikely that allowing one organization over the other to manage the program would garner enough community support and participation at this point to ensure its long-term success.



Main Street organizational set-up with committees. Possible subcommittees are listed below the Main Street committees

Given the current circumstances, accordingly, a new non-profit Roseburg Main Street organization should be formed and a new board of directors established to oversee the operation and implementation of the Main Street program. While boards of directors should not be so large as to be unmanageable, a "starter board" for the new Main Street organization should be selected toward securing representation from, at minimum, the City of Roseburg, Roseburg Town Center, Roseburg Business Association, the Chamber of Commerce, the Ford Family Foundation, the Cow Creek Tribe, the Umpqua Community Development Corporation, Roseburg Mercy Medical Center, The Partnership, Historic Resource Review Commission, and citizens and residents otherwise uninvolved in any of these organizations.

Seating a member of each of these organizations on the first Main Street board may make the board larger than is normally recommended. Typically, Main Street boards should be from 9 to 11 in membership. For

Roseburg, consideration should be given to a board that numbers between 13 and 15 in membership, which should ensure that many voices in the community are represented and a sense of consensus, transparency and public trust are promoted. The new Roseburg Main Street board should begin the non-profit incorporation process and pursue 501(c) 3 IRS tax-exempt status.

## **Alternative Organization Structure**

It should be noted, however, that the potential for three downtown merchant and revitalization organizations to co-exist and operate in Roseburg can prove problematic and cumbersome in coordinating a comprehensive downtown revitalization agenda. It is the best practice in Main Street revitalization for one unified downtown organization to lead and coordinate revitalization efforts. In this way, financial and volunteer resources can be maximized by one organization to implement a more diverse number of revitalization activities; three organizations may split available resources and thus dilute the effectiveness of each organization. Secondly, it is unclear what roles the RTC and the RBA will play in the revitalization efforts once a new organization is established. Furthermore, how will the Roseburg Main Street program will interact and support the activities of the RBA and RTC remain to be examined and answered. Third, despite recent efforts to reconcile, it appears the RTC and the RBA remain divided on substantive downtown management and revitalization issues. These continued divisions could significantly hamper the Roseburg Main Street program's efforts in unifying stakeholders to accomplish one singular vision for a revitalized downtown district. Community stakeholders may also become confused about which organization is in charge of the revitalization efforts and who should receive financial support.

Although the Resource Team recognizes that differences remain among the RTC and RBA, and the likelihood of some reconciliation is not imminent, the community's best chances at long-term success in Main Street revitalization are with one downtown organization, rather than three. With one organization, the community will have a clearer understanding of who manages the Main Street effort, which will aid in attracting financial and volunteer resources to the program. Discussion should take place among stakeholders regarding the possibility of merging organizations and boards. If significant differences remain among the RBA and the RTC, then a conflict resolution process should be considered to resolve them and to develop consensus on how both organizations can be integrated within a singular, more effective Main Street revitalization program.

#### Conduct Visioning & Strategic Planning

Roseburg Main Street should immediately conduct a series of vision, mission, and strategic planning sessions in a public "town meeting" style format. Using a public meeting process to conduct these initial planning steps is critical to building consensus around the direction of the program and documenting a public record of that consensus. An independent facilitator should be retained by the new Main Street organization to conduct these sessions and Oregon Main Street assistance should be sought in securing a well-trained facilitator, especially someone with experience in Main Street revitalization. Conducting such a process should raise the profile of the Main Street organization to the community at large and secure new volunteers for the organization. The town meetings should result in a consensus-based mission and vision statements for the Roseburg Main Street organization, stated goals and objectives for each of the four Main Street committees and lists of no more than three to five projects for each of the four committees to undertake as part of a first year work plan.

Once the vision statement is developed, the Roseburg Main Street board of directors should review it, revise the statement if needed, and then formally adopt it by board vote. Once ratified, the vision statement should be publicized within corporate stationary, newsletters, brochures and other appropriate communication pieces. The statement should be reviewed once a year during the annual strategic planning session, revised if necessary and reaffirmed by the vote of the board of directors. If the community decides to undertake more substantial vision-building activities, such as downtown master planning process at a later date, the vision statement can be modified and incorporated within any future end-products such as downtown master plan.

Below is a sample downtown vision statement from Ferndale, a Main Street community in southeast Michigan:

'In the year 2012, downtown Ferndale will be a vibrant business district with an attractive and pleasing environment and a diverse and vital economy that services its community residents and beyond. Aesthetically, downtown Ferndale distinguishing architecture will be maintained, enhanced, and rehabilitated for current and new uses. Storefronts and facades will also be rehabilitated with designs that reflect the diversity and quality of the businesses. New uses will not just be confined to the storefront level but to the upper stories where residential and office uses will be encouraged. There will be additional open space, or a public plaza or gathering space, with pedestrian links into the surrounding neighborhoods and accessible mass transit facilities; and an enhanced streetscape, with new landscaping, additional trees and lighting, street furniture, and public amenities that will attract pedestrians and neighborhood activities to the district. The public realm will also be routinely maintained and shoppers will feel secure with low crime. Pedestrian and traffic improvements will be made to Woodward Avenue to encourage pedestrians to visit both ends of Nine Mile Road. There will be opportunities for new commercial and mixed-use developments in and around downtown Ferndale, occurring at sites that will strengthen the pedestrian orientation of the district and will designed within the context of the existing architecture. Parking will be accessible and perhaps structured or decked parking facilities will be constructed.

Downtown Ferndale will support a mixture of uses from small independent specialty stores, restaurants, expanded entertainment venues, upper-story offices and residences to enterprises that reflect the ethnic and cultural diversity of the community. There will be a comprehensive program of promotions and social activities that enhance the quality of life for all people, whether children or adults, in downtown Ferndale. Undertaking promotion and social activity efforts will be achieved by a strong partnership between the retailers, property owners, the Ferndale DDA and other community organizations and entities.

Promotions will take the range of regular traffic-building events and special festivals, including the Taste of Ferndale, that celebrate music, the holidays, and the community's ethnic, cultural and lifestyle diversity. Downtown Ferndale has a vast number of strengths and assets in the year 2012. These strengths will translate into specific values that the Ferndale community will hold as important for guiding principles in future revitalization and development. The residents value the uniqueness and diversity in downtown Ferndale's existing architecture, uses, stores and festivals; the strong and active community institutions such as the Ferndale Downtown Development Authority; and the tremendous commitment on part of all stakeholders and neighborhood residents to better shape Ferndale's future. Ferndale will also support its Main Street Program with a large number of volunteers participating from all segments of the neighborhood and Ferndale. The program manager, assisted by appropriate staff support, will help direct and manage the program. The Main Street Program will have developed strong partnerships with the City of Ferndale, Ferndale Chamber of Commerce and other community-based organizations to accomplish the revitalization of downtown Ferndale

#### Establish Main Street Committees & Develop Work Plans

It is essential that the Main Street committees — Organization, Promotion, Design and Economic Restructuring, begin meeting on a monthly basis as soon as they are formed. Each committee should be tasked with choosing a set meeting time and location (for example: Design, first Tuesday of each month at 7:30 a.m.; Promotion, second Wednesday of each month at noon, etc) as soon as possible. The first assignment for each committee should be the detailing, project by project, of the committee's work plan for the first coming year. Work-plan sheets for each project should include step by step tasks required to execute the project as well as project start and end-dates, budgets, and persons responsible for completing each task. At the very least, committee work plans should have the following components:

- **Objective.** The overarching goal or downtown revitalization priority that a project or a series of projects is trying to address.
- Project description. A short one or two sentence description of the committee project
- Task assignments. A listing of all tasks necessary to complete the project and the committee volunteers assigned to complete each task.
- Project/Task Timeline. The exact dates to start and complete each task or the entire project.
- **Volunteer Hours.** The number of hours needed by a volunteer(s) to complete an individual task or the entire project.

- Project/Task Budget. The estimated cost to complete each task and the entire project.
- Benchmarks/Performance Measurement. A quantifiable measurement to assess the relative success of the project.

Once the committees complete drafts of their work plans, they should then be forwarded to the board of directors for review and ultimate adoption. The board's review should focus on whether a committee's work plan and its set of projects and activities will help to achieve the committee's specific revitalization goals for the year and the long-term vision for the downtown commercial district. Once a Main Street committee has a board-approved work plan in place, the committee should be empowered to pursue execution of their projects without further need for additional project approvals and funding. Consequently, care should be taken to ensure that work plans are prepared in sufficient detail so as to enable the board to be confident enough to leave work plan implementation in the hands of the committees.

The board of directors and committees should determine yearly Main Street committee goals and objectives during an annual board retreat session. Undertaking this particular process will allow the board of directors and the committees to determine the critical commercial district revitalization priorities and then, in turn, translate them into yearly goal statements and action work plans. Furthermore, for the timely completion of work plans, projects and activities without volunteers or funds from a dedicated committee budget line item should be marked as low priorities until resources to complete them are identified. Last, publish an official "Main Street Roseburg Work Plan" document once all committee work plans have been approved. The publication should be placed as a PDF copy on a future Main Street Roseburg corporate website and distributed to all board and committee members as well as prospective volunteers.

## Develop a Budget & Fundraising Plan

The Organization Committee should work with all the Main Street committees and the Roseburg Main Street board to develop the program's budget and a comprehensive fundraising strategy. Development of the budget should be undertaken as a "bottom up" process, driven by the funding needs of the projects established for, and detailed by, the committees as well as by the administrative and overhead funding needs of the organization. The development of the fundraising plan itself should be driven by securing stable funding for both the short and long-terms from the municipality, downtown property owner (possibly in the form of a business improvement district), and through other fundraising activities such as membership programs and fundraising events. It should be noted that, while it is the Organization Committee that should work with the board treasurer to develop a budget and fundraising plan, it is ultimately the board of directors that must execute the plan and procure memberships, pledges, and contributions for the organization.

Going forward, the Organization Committee should conduct a fundraising planning session to identify and evaluate all possible financial resources, including Urban Renewal funds and possible grants and other monies, to determine which of these revenue streams could be used to pay for startup program operation and committee work plan costs. If revenue streams are non-existent, Main Street leaders and the Organization Committee will need to brainstorm and identify what new revenue streams will have to be developed. Possible revenue sources could include the following:

• Municipal contribution. It is customary for most, if not all, non-profit Main Street organizations to receive a financial contribution from their municipalities to demonstrate public-sector support for the program and the commercial district revitalization effort. Moreover, the contribution becomes a stable, start-up funding source for the Main Street organization. In other mature Main Street programs, the municipal contribution comprises at least one-third of a typical Main Street program's operating budget with the rest coming from private sector sources. In other communities, a Main Street program receives a municipal contribution in return for a contract for services in which a determined level of services, such as snow and street clean-up has to be provided by the Main Street organization. It is understood that the City of Roseburg will be providing a contribution to the Main Street program once it is established.

Municipal Contributions should be maintained on an annual basis as long as the Main Street program continues to function and secure other private sector funding sources.

- *Memberships*. Membership contributions from businesses and residents are common sources of monies for many Main Street programs around the country. That would necessitate the Organization Committee developing and marketing a formal membership program with clear contribution levels and certain benefits being provided in exchange for the membership. The Organization Committee will have to assess how a membership program will be received in the community given the existing membership programs of other organizations including the RTC, RBA, Chamber and other entities.
- Special fundraising events. These activities are often developed and conducted as special events but their intent is to raise monies through ticket sales, sponsorships, silent auctions, donated items and product sales. Most Main Street communities organize one or two such events during a given year, and in some cases, can raise significant revenues for a Main Street program.
- Sponsorships. Generally, sponsorships from businesses and corporations are used to finance promotion events and festivals in which sponsors receive something in return such as free advertising. The Promotion Committee should explore the need for sponsorships to support future festivals, retail promotions, and other related activities.
- Business / Economic Improvement District (EID/BID). The State of Oregon allows local communities to form Business or Economic Improvement Districts to fund a variety of downtown maintenance and enhancement activities. Such districts are essentially a self-imposed assessment on commercial properties or businesses to fund a variety of improvement activities within a designated district. The Resource Team recognizes that a BID had been in place at one time to finance construction of the downtown parking garage. Although a new Main Street program may not be in position to advocate for an adoption of an EID\BID in its first few years of operation, a BID can be a stable funding source for Main Street operations and should be reconsidered by downtown stakeholders. Several downtown programs in Oregon are supported by an EID including Corvallis and Albany.
- Product sales. Some Main Street communities have garnered significant success in selling special products such as Christmas ornaments, tee shirts and hats, limited edition prints and throws. However, some products sell better than others and the Organization Committee should use its best judgment to determine what products would sell well in Roseburg.
- Grants. Rarely are grants available to underwrite operating expenses for Main Street revitalization organizations. However, there are grants to fund special projects such as the Oregon Transportation Enhancement Program for streetscape improvements and the National Trust for Historic Preservation, Preservation Services Fund (PSF) grants to facilitate small-scale historic preservation projects.

Perhaps, a potential Roseburg fundraising plan would include the following revenue streams:

Short-Term	Long-Term
Municipal contribution	Municipal contribution (Contract for Services)
Membership	BID or EID
Fundraising Event	Membership
Product Sales	Fundraising Events
Sponsorships	Product Sales
Grants	Sponsorships
	Grants

## Hire a Full-Time Main Street Program Manager

Of immediate concern in budgeting should be securing sufficient stable funding sources to retain a paid professional manager. While focus group attendees in general rightfully recognized this as a priority, care should be taken to ensure that haste to pursue a paid staffer does not result in the retention of the "wrong personality" for the position and/or the community. Since Roseburg's Main Street Manager will be required to work cooperatively with a wide diversity of groups and programs that sometimes hold conflicting or competing goals, the new manager should certainly include consensus-building "people" skills, and ideally, prior experience as a Main Street Manager in another community

# Conduct Regular & Ongoing Public Relations

The Organization Committee should formalize in its own plan of work a project, or projects, to bring the identity and mission of Roseburg Main Street program to the forefront of the community's consciousness and ensure that these efforts are ongoing and frequently updated in order to keep it there. Efforts should emphasize articulating and illustrating how all the components of the Main Street effort work together toward achieving the community's vision for the downtown district. Efforts should similarly emphasize promoting an understanding that all of downtown Roseburg's stakeholders are working cooperatively in the new Main Street effort. The Organization Committee's first-year efforts to disseminate information about the program should include, at minimum, development of a Roseburg Main Street newsletter and an internet website. Other projects and communications tools that could be developed to publicize the program include:

- Blog
- Facebook and other social networking sites
- Speaking Engagements
- Networking Events
- Regular reports to Roseburg City Council

#### **Undertake Volunteer Development**

Clearly, volunteers are the lifeblood of any Main Street organization. A complete and effective Roseburg Main Street volunteer development program should include the following:

- Identifying all volunteer needs through each committee work-planning process;
- Developing job descriptions for volunteer tasks and creating a central volunteer database;
- Identifying "hot jobs" each month at the regular board meeting and actively recruiting for those positions; and
- Actively recruiting volunteers regularly throughout the year.

In addition to the elements mentioned above, certain rules and parameters should be followed in promoting good volunteer management. First, a volunteer should not be asked to wear more than two hats or be expected to serve more than five hours a month exclusive of meetings. Secondly, committee chairs and volunteer members must be alert to spread the workload among many people to ensure that projects are accomplished on time and to avoid the burnout of the existing volunteers. The Organization Committee may want to assess if board and committee leaders are wearing too many hats and to make changes to prevent the burnout of these important leaders and volunteers.

• Active volunteer recruitment. The Organization Committee should incorporate within its work plan activities active volunteer recruitment efforts and initiatives. Upon observation, it appears that the Roseburg Main Street has relied on passive and person-to-person efforts to recruit volunteers at this point, but it may not be enough to build increased capacity for the organization in the future. Undertaking active volunteer recruitment activities is not complicated but managing a system effectively in which volunteers are

recruited, trained, and recognized for their work will take energy and diligence. A successful volunteer recruitment program may include:

- Committee work plans. Each Main Street committee should use its respective work plans to determine how many volunteers will be needed to complete their projects and activities for the year ahead. The committees have already documented in their work plans how many volunteer hours will be necessary to undertake each project task. From there, the committees could use the five-hour rule for volunteer service and estimate how many volunteers may be needed to complete a particular project. For instance, 40 hours may be needed to organize and implement a fund-raising event; in turn, eight volunteers should be recruited for the project. However, the five-hour, two-hat rule should be used to estimate volunteer needs; in some circumstances, committee chairs and staff can use their best judgment to determine what are actual volunteer needs.
- Job descriptions. As the Main Street committees complete their work plans, each committee chairperson should be encouraged to develop simple job descriptions for various work plan projects. The descriptions should detail the specific kind of work to be completed, the time requirements, the project supervisor, budget, project deadline, and the volunteer(s) who will complete it. These descriptions do not have to be elaborate but they do help in creating confidence between the committee chair and the volunteer that the volunteer can meet the requirements and expectations for the project position. Furthermore, the Organization Committee should develop a job description file for use in matching volunteers to opportunities. This is another reason why detailed work plans are critically important since they determine project volunteer opportunities.
- Volunteer database. If not in place already, the Organization Committee should develop and maintain a master database of current and prospective volunteers. At a minimum, the database should include information such as the volunteer's name, address, phone, fax, and e-mail address, projects or events the volunteer is working on, who recruited the volunteer, general availability or interest of the volunteer, and a running total of the hours donated to the organization. A current Organization Committee volunteer should maintain this database if possible. Furthermore, consideration should be given to revising the volunteer intake form currently on the corporate website to request additional information from potential volunteers.
- "Hot jobs" list. Specific volunteer assignments or "hot jobs" needing to be filled in the coming weeks and months should be discussed during regular board and committees meetings as well as posted on the corporate website, e-mail blasts, newsletter, and in other modes of external communication. Long-term volunteer opportunities should also be promoted as well.
- Special events and other functions. Events organized or co-sponsored by the Roseburg Main Street represent excellent opportunities for committee chairs and board leaders to recruit prospective new volunteers. At such events, a table with literature about the Roseburg Main Street and volunteer opportunities should be set up and staffed with one or two volunteers to solicit potential recruits. The recruitment table should also include additional materials such as job descriptions for any open opportunities, a current list of "hot volunteer jobs," and general membership information. The volunteers who work the recruitment table should encourage potential volunteers to fill out a volunteer intake form and let them know when they will be contacted by the organization to be placed into a position.
- "Wholesale" and "retail" volunteer recruitment. This type of volunteer recruitment is sometimes called "retail recruitment" since its emphasis is on enlisting volunteer participation one person at a time. This is a sure method for placing people into volunteer positions that match their personal interests and skills. As the Main Street committees begin to engage in a wider scope of activities, many more volunteers may be needed for short-term activities especially. As an example, 10 people

might be needed to provide security for an event or 20 to weed and clean the commercial district. For these situations, the Organization Committee could consider "wholesale recruitment" efforts to identify other groups and organizations to participate. Good sources for wholesale recruitment are clubs at the local high school, especially an honor society, or local service organizations such as the Rotary or the Lions. The key element for wholesale recruitment is to ensure that the group to be recruited has some connection or interest in the project.

- Volunteer orientation and training. The Organization Committee should conduct a once or twice a year orientation session for new volunteers. Ideally, the orientation should be an overview of the Main Street Four Points, the Roseburg Main Street operating structure, roles of the committees and the board, and current Main Street committee activities. Specific volunteer assignments or "hot jobs" needing to be filled in the coming month should be discussed as well as other long-term volunteer opportunities. Volunteers interested in being placed in a committee or taking on a specific project should be encouraged to fill out a volunteer intake form. In addition to volunteer orientation activities, the Organization Committee, along with assistance from the other committees, should conduct additional training when needed for the volunteers to do their jobs adequately. Most volunteer jobs will only require training on the job by the executive director or communications director, committee chairs, or a knowledgeable person familiar with the event or project. Other jobs will require more formal training through programs offered by the Oregon Main Street programs or other entities. Additionally, offering and underwriting training opportunities for volunteers can be an excellent tool for retaining them as well for training future Roseburg Main Street leaders.
- Volunteer recognition and appreciation activities. The Organization Committee, as well the other committees, should continue to look for ways to recognize the outstanding contributions of its volunteer corps routinely. For example, after a work plan activity is completed, the project leader should immediately recognize good volunteer work with a sincere thank you in person. Soon after, a written thank-you note should come from the committee chair; the volunteer should also be thanked within the next edition of the corporate newsletter, website update, and through other external communications activities.

#### **Develop Partnerships**

Partnership-building among downtown and community stakeholders is always important for a Main Street program. In Roseburg, the very existence of such a robust variety of groups and individuals – all recognizing the importance of their role as downtown stakeholders — gives Roseburg Main Street a unique opportunity to focus their collective energy and talents in achieving uncommon results for the downtown district. The Organization Committee should continually seek to strengthen bonds between the variety of downtown stakeholder organizations and groups and be vigilant in searching for new ways to include new partners in Roseburg Main Street's downtown efforts. Whenever possible, the Organization Committee should identify and pursue creative ways to partner with other groups in efforts ranging from planning at the committee level, to joint production of events, to lending an assist — or asking for one — on existing and new projects where other groups' goals and objectives are aligned with those of Roseburg Main Street.

#### Develop an Effective Downtown Promotion Program

The Roseburg Main Street Program, working in partnership with the City of Roseburg, the RTC and the RBA, area businesses, and other community organizations and civic groups, should work to play a production, coordinating and supporting role in efforts to produce and stage an effective mix of events that display downtown Roseburg's assets and promote the many different ways that downtown Roseburg area can be "experienced." Effective Main Street program marketing and promotion strategies typically evolve over a period of a time and incorporate activities, events and marketing efforts in three general areas:

• Special Events. The downtown district is re-establishing an identity as a "hometown stage" for community festivals and events. Festivals and events staged in the downtown area help to increase traffic, attract

new audiences, and reinforce a strong sense of downtown Roseburg as a special place. The Promotion Committee should work to produce and support festivals and events that emphasize distinguishing qualities about the downtown and that serve to invite residents and visitors to discover, rediscover and experience the downtown Roseburg area.

- Business Events. The effectiveness of events purely oriented to retail activities in the downtown area will predictably be limited to the wine-tasting and restaurant cluster. The most effective business-oriented promotional strategies for downtown Roseburg will more likely consist of retail promotions and cooperative advertising efforts designed to capitalize on these important traffic generators.
- Image Enhancement. Image enhancement efforts are intended to create and reinforce a positive image of the downtown in the minds of residents, visitors and investors. Festivals and events staged in the downtown area will remain important tools for communicating messages and reinforcing a positive image and distinct identity for the downtown. Marketing materials, public relations efforts, community goodwill activities, and special features or décor incorporated as part of the district's public realm can also be used to reinforce a positive image or distinct "brand" for downtown Roseburg, and to distinguish the downtown as a special place.

A marketing and promotion strategy that incorporates special events, business events and image enhancement efforts, and that builds upon downtown Roseburg's distinguishing features and positive changes, will serve to send a strong, positive message about the downtown and its future. To that end, the execution of an effective marketing and promotion strategy will be central to improving the economic performance of downtown Roseburg. Confusion often exists in new Main Street programs as to the distinct roles of the Organization and Promotion committees in public relations and advertising efforts. It is often simplest to define the distinction by viewing the Organization Committee as the promoter of the Main Street program and the Promotion Committee as the promoter of the downtown district. Some of the specific activities that should be undertaken by a Roseburg Main Street Promotion Committee include the following:

- Review and assess the downtown Roseburg promotion calendar. The Promotion Committee should work together with other Roseburg groups and organizations to compile a complete calendar of events occurring in the downtown district and then to consider whether "gaps" exist in the calendar, either by event type, season offered, or market segment targeted. The Main Street program might consider conducting an "event summit," pulling together every entity conducting events large or small in the downtown district to discuss whether all existing events should be retained or reformatted, and whether new events or new components of existing events are necessary or desirable for the district. Particular attention should be paid to the ebb and flow of the event calendar, with consideration given as to whether events exist in all four quarters spring, summer, winter and fall, and whether new promotion activities are needed to capitalize on the day-trip seasonal market.
- Undertake image building and branding initiatives. The creation of a professionally designed logo for the downtown district, as opposed to the Main Street program itself, should be among the top priorities for the Roseburg Main Street program and the Promotion Committee. A logo and tagline, developed as part of a cohesive branding system, will provide the framework for all visual media produced by Roseburg Main Street for any or all downtown events. The logo will also have applications for advertising and image-enhancement efforts designed to market downtown Roseburg as a quality business district. Branding system strategies might include efforts to incorporate the logo in a cooperative advertising program or to place the logo on items such as banners and other streetscape and decorative elements in the district. Optimally, Roseburg Main Street should work with a professional graphic designer to develop a complete branding system for the downtown as soon as the budget allows.

Downtown Roseburg advertising and marketing activities. The first year Roseburg Main Street Promotion Committee work plan should give strong consideration to the production of a comprehensive downtown guide, listing every business in the downtown district. Since such guides are deliberately all-inclusive, as they seek to advertise the entire range of businesses and services available in a given downtown rather than to highlight any specific business or business type over any other, the cost of production for the guide should be borne by the Main Street program and not offered as advertising or as a benefit of membership. The downtown guide should be made available for placement in downtown businesses, as well as in area and regional lodging facilities and should be reproduced on the Main Street program's website in a linkable format allowing browsers to click through to business websites.

Downtown Roseburg image enhancement advertising graphics and messages will, be driven by the strong wine-industry niche, but should also take cues from the community vision for the downtown district. Identifying aspects of the vision that already exist in the downtown district could provide unique opportunities for marketing and advertising campaigns that reinforce the vision. For example, a public visioning session may indicate the community's desire to see the downtown as a cultural or recreational center, or a dining and entertainment district.

Identifying key elements of the community's vision for the district could offer an immediate opportunity to reinforce the image through a concerted effort to market and promote businesses that fit in that image as part of a cooperative advertising campaign involving those businesses. For Roseburg, defining a target market to advertise to will be both simpler and more complex than drawing circles on maps, since downtown Roseburg's target market may be product rather than geographically based. For this reason, the Promotion Committee should advertise strategically where the message will be received by its likely target market: in a Douglas County publication weekender, entertainment and fine dining sections, as the day-trip market should continue to be a significant factor in the district's success.

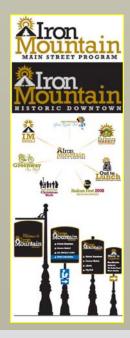
• Undertake cooperative business advertising. An immediate opportunity exists to formalize coordination of advertising for the downtown district's businesses. While some businesses, notably those in or related to the wine industry, are already cooperatively marketing, and or cross-marketing, enhancement and formalization of these efforts can help Roseburg Main Street to assist businesses by leveraging buying power and offering enhanced "bang for the buck" advertising options; fostering positive cooperative business district habits; providing cohesive reinforcement and valuable repetition of messages; and giving Roseburg Main Street promotion leaders and volunteers the opportunity to "get acquainted" with merchants on a business by business basis as they work with downtown businesses to create new advertising campaigns and opportunities.

#### Example: Iron Mountain, Michigan Downtown Branding System

The branding system concept developed for downtown Iron Mountain, Michigan is readily adapted to Iron Mountain Main Street public relations efforts, advertising, events, business retention and recruitment strategies, design enhancements and other initiatives contained within the Iron Mountain Main Street Program's complete scope of work.

Branding system concepts and products developed as part of a complete branding system for Downtown Iron Mountain are designed to:

- Build identity and appeal among targeted consumer market segments.
- Promote the district's authentic "hometown" qualities and historic features.
- Capitalize on the existing events calendar and opportunities for new promotional events and build excitement and promote the downtown district as a unique Upper Peninsula venue.



## Form an Economic Restructuring Committee & Complete First-Year Work Plan

An Economic Restructuring Committee should be formed, composed of volunteers from the broader community, to undertake active efforts and initiatives in business and real estate development. The Committee will need to develop a realistic work plan that includes two to four projects that serve to meet short and long-term economic restructuring goals and documents actual volunteer opportunities. The Committee should also have a chairperson that manages the operations of the committee, helps to develop yearly work plans, recruits volunteers and report to the Roseburg Main Street board on a monthly basis.

# Complete Comprehensive Building & Business Inventories

If not undertaken during the market analysis process, the Economic Restructuring Committee, in cooperation with the Design Committee, should undertake and complete a thorough inventory of buildings and businesses within the downtown district to determine building conditions, vacant and underutilized spaces, rents and lease structures, upper-floor utilization, operating hours, customer bases, and marketing and advertising activities. The inventories will assist in understanding the strengths and weaknesses in the downtown Roseburg business base and in the conditions of individual buildings.

# Undertake Comprehensive Retail Market Research

For most communities seeking to retain and recruit successful businesses, exact knowledge of the downtown retail market is essential. Going forward, the Roseburg Main Street Economic Restructuring Committee will need to undertake comprehensive market research in order to make better judgments concerning retail business expansion opportunities and the types of new stores that could be supported in downtown Roseburg. A complete, comprehensive market research process usually includes the following components:

- Data collection. In order to understand downtown Roseburg's strengths and weaknesses, the Economic Restructuring Committee must gather all readily available market information and data. Some information, including demographics, may be readily available from the City of Roseburg or other sources from the Internet. Information to be collected includes, but is not limited to, the following:
  - Comprehensive demographic information. Demographics will provide profiles and background information on downtown Roseburg consumers, including average household size and income, educational attainment levels, population age ranges, etc. Obtain local demographic data from the last 20 years in 10-year increments in order to determine trends and to make future projections. Look to the U.S. Census and other outside sources such as local utilities and professional demographic research companies for this information.
  - Consumer Expenditure Survey. Produced by the U.S. Department of Labor, the Survey provides data on average expenditures for various consumer items, which is important to calculate trade area sales potentials (see below).
  - Business and building inventories. As mentioned above, a building inventory documents the conditions of all downtown buildings, including retail spaces, upper floors and vacancy and occupancy rates. A business inventory will determine how many and what types of retail businesses currently exist downtown. These inventories should be done jointly with the Design Committee.
  - Downtown zoning ordinance and community comprehensive plan. These documents will help the committee understand what regulatory barriers may exist to prevent certain retail or other commercial operations from locating to downtown Roseburg and what available space may be zoned for future commercial development in the downtown district.

• Market research Components. Once the data and other relevant information are collected, the committee can then begin the primary research components that comprise the actual market research. Primary research activities can then be broken down into two major parts: survey work and analysis. The components are summarized as follows:

#### Survey Work

- Business survey and trade area description. By surveying businesses, the Economic Restructuring Committee will find out where their customers come from and what days or times they usually shop in downtown Roseburg. From this, the Committee can determine the primary downtown trade area. Certain businesses may draw from a wider, or secondary, trade area due to their special products or services.
- Consumer surveys. These surveys provide information about how trade area consumers shop, where they shop, why they decide to shop in one area over another and what product types they purchase. While census data and other demographic reports provide aggregate figures about the characteristics of an entire community, consumer surveys provide answers, ideally, on the demographics and shopping preferences of an entire trade area. There are two major types of consumer surveys:
- Mail/telephone surveys. Mail and telephone surveys are randomly distributed to gain information from a cross-section of the entire market area to find out who does or does not shop regularly in the downtown. Furthermore, customer shopping habits, household characteristics, and attitudes about downtown Roseburg will also be collected.
- Shopper intercept surveys. Intercept surveys are similar to the mail/telephone surveys, but they are conducted downtown and are intended to gather data from respondents who already shop there. The intercept survey collects data on why shoppers visit downtown; how often they visit; the stores they patronize; newspaper and other media preferences; confidential household information, such as income and ages of the household members; and their attitudes about downtown Roseburg.

#### Analysis

- Demographic Analysis. With the compiled demographic data, the Economic Restructuring Committee can begin to measure the trade area's changes and trends, such as gain and loss of certain age and income clusters. These groups are often considered the target consumer groups for which new promotions can be organized and particular stores retained and recruited to attract.
- Sales potentials. Sales potentials are measurements of how much sales and market share could be captured in retail categories in Roseburg's trade area.

#### Other Analysis

Business cluster analysis. Once most of the analysis components have been completed and an initial determination has been made about the types of retail stores that could be supported and match the preferences expressed by consumers in the surveys, a business cluster analysis can be conducted to map out where prospective businesses could locate. On a base map, plot existing ground-floor vacancies and the types of retail stores that could open there to compliment the businesses adjacent to each vacancy. In this way, strong clusters of stores can develop and, in turn, strengthen each other's sales.

- Restructuring Committee can begin to develop strategies for business retention and recruitment activities. The market research should be able to outline the types of businesses that could be recruited based on whether additional sales could be captured in the trade area and if trade area consumers, as identified in the survey work or in some cases focus group interviews, would support such new stores. Perhaps there might not be a large enough market to capture with a new store but conceivably new product lines offered by existing retailers might be able to service Roseburg market needs. It is this type of strategy development that is necessary to accomplish effective business development in downtown Roseburg.
  - Summary and market position statement. A market position statement will need to be developed to describe how downtown Roseburg should be "positioned" in the trade area. The statement is based on the market research results, the community's desires and expectations for the downtown's future retail environment and its possible strategic position in the regional market. The statement should include a summary of downtown Roseburg's major market groups and a description of the opportunities for market expansion. Ultimately, it should convey the downtown's strengths and the direction the community wants to take the district for economic growth. The positioning statement is also important to the promotion committee who will use it to guide the messages and images used in its marketing and event activities.

Undertaking a comprehensive retail market research by through the Economic Restructuring Committee and volunteers may take six to twelve months to complete, especially if they include consumer surveys and other analyses components. In that case, the committee should consider purchasing the *Step-by-Step Market research Handbook* by the NTMSC for a straightforward guide to conducting a market research. Another source of information is an online tutorial developed by the University of Wisconsin Extension Service (nmm.unex.edu/CES/cced/donntonns/dma/index.cfm). Otherwise, the Economic Restructuring Committee can choose to engage the services of a private consultant to complete the analysis, which may cost \$20,000 to \$40,000 to undertake and complete.

#### **Business Retention & Assistance**

In terms of business development priorities, the Economic Restructuring Committee should first focus on business retention activities, especially given the state of the national economy. The Committee should provide direct assistance to those businesses that are looking to expand or want to relocate within the downtown district. Additionally, the Committee should target the use of any new incentive programs to those downtown businesses that need the capital for expansion or relocation needs. Undertaking these straightforward business development activities are the *low-hanging fruits* of Main Street economic restructuring and can help build good relationships and political capital between the Committee and the downtown merchants.

Downtown Roseburg's emerging retail business clusters are significant strengths. To maintain and grow these clusters, efforts should focus on improving the performance of existing businesses so that they can capture increasing shares of their particular market. Retention activities essentially work to reposition businesses to be more competitive. Such activities may include offering technical assistance on merchandising and store planning, interpreting market analysis information, and even encouraging those to participate in new retail promotions. Of course, the overall goal is to assist as many merchants as possible. Elements of an active business retention program could include the following:

Roseburg Main Street as a "one-stop" business information center. Compile helpful resources on good retail business operations (just as the Design Committee will gather similar information for building improvements). The Economic Restructuring Committee should build into its yearly budget monies to purchase some of these resources. Collect resources on topics such as merchandising and store planning

and photos of good storefront design. Additionally, provide a list of contacts from which new entrepreneurs can access additional assistance in areas such as inventory control, business plan writing, marketing, and start-up financing. Sources for information include the National Trust Main Street Center (NTMSC), retail trade associations, and the Small Business Development Center at Umpqua Community College.

- Develop one-on-one relationships with downtown property owners and businesses. It is critical that the Main Street Manager, as well as the Economic Restructuring Committee, develop good working and supportive relationships with local businesses and property owners. These stakeholders should be made aware of the types of business development and financial assistance services the Roseburg Main Street may be offering.
- Small Business Development Center (SBDC). The SBDC at Umpqua Community College provides comprehensive business technical assistance services through regular workshops and one-on-one assistance for topics such as business planning and management and marketing and accessing capital (generally on a no-fee basis). The committee should develop a close working relationship with the SBDC and engage them as a working partner in offering counseling and technical assistance to both existing downtown Roseburg businesses as well as new start-ups.
- Offer workshops and one-on-one counseling. In addition to SBDC services, the Economic Restructuring Committee could develop its own ongoing series of business development workshops and one-on-one assistance visits. The Committee could first survey downtown retailers on the issues they would like technical assistance and then design a quarterly or biannual workshop series addressing the most common needs mentioned in the survey. Some of these issues may surface during the market analysis process. The Committee could seek workshop speakers from the SBDC, the National Trust Main Street Center, retail trade associations, and other consultants. To add an incentive for merchants to attend the workshops, offer free one-on-one assistance sessions the day following the general workshop on a first-come, first-serve basis. Team up with the Chamber of Commerce and the City of Roseburg to finance and produce the workshops.
- Disseminate market analysis information. Take information from the market analysis and present it in a readable and attractive format for distribution to downtown retailers and other retailers. Downtown Roseburg merchants need to know about the changing market and customer profiles, new developments, and trends so they can adjust their business operations to become more profitable. Another suggestion is for the Economic Restructuring Committee is to set up appointments with individual retailers and discuss how pertinent market analysis data can be used to improve their business operations.
- Target existing businesses for expansion. Successful businesses are often the best candidates for expansion opportunities in a traditional downtown commercial district. Most often, these businesses are looking for larger space and locations that are more advantageous. Identify these candidates and dedicate efforts to help them expand or relocate. Even if these businesses might not be ready, or a specific property is not available, the Economic Restructuring Committee should always keep in contact and provide important information and assistance to the business owner when circumstances warrant. During the market analysis process, a good business survey may have identified what retailers are making plans to expand or move.
- Develop a business assistance package. Business expansion candidates as well as prospective business owners should know as much as possible about available local, regional, and national financial incentives and assistance programs. Research all possibilities, and then formulate an easy-to-read brochure summarizing each program. Include information on any design and business assistance incentives that outside sources currently provide and, in the future, any incentives the Roseburg Main Street program and the City of

Roseburg may offer. The brochure should include information on the Federal and State historic preservation tax credits and other tax credit programs that might be available.

#### **Business Recruitment**

Recruiting new businesses is a typical activity of a Main Street Economic Restructuring Committee, although it can be time-consuming and challenging for volunteers to undertake effectively. Given the current economy, the Committee should find ways to encourage entrepreneurship and new small business start-ups, even though entrepreneurs may find it somewhat tricky to find capital. Consideration should be given to encouraging new start-ups through a micro-loan program, underwritten through Urban Renewal funds perhaps, as well as other resources that might be available including technical assistance from the local Small Business Development Center and other agencies.

## **Develop Building & Business Improvement Incentives**

The City of Roseburg has received a grant from Oregon Main Street for use in encouraging building improvements. The City should ensure that the Roseburg Main Street program and its Design and Economic Restructuring committees be involved in the further development of this grant program, in the review of potential projects that may be eligible to receive grant proceeds, and in its continued capitalization. In addition, while a grant program should be maintained, both committees and the City should not hesitate to establish additional incentive programs if needed to promote other forms of revitalization activity and investment in downtown Roseburg. For instance, other communities have created incentives for building stabilization purposes, interior design and build-out costs, upper-story housing and office uses, and start-up capital for small businesses. Clearly, the long-term goal is to establish a menu of incentives over time that address specific downtown revitalization needs. Additional incentives could include the following:

- Low-interest loan pool. Establish a local low-interest loan fund to use for major building rehabilitation projects that would not ordinarily be financed through façade grant programs. Local banks usually capitalize the loan pool and loan applicants will have to meet Main Street design guidelines to receive loan proceeds and ensure the proper rehabilitation of the building. A consideration is to capitalize the pool sufficiently to provide enough loan monies at an attractive interest rate so applicants can accomplish a reasonable amount of building work. In today's economy, however, a loan pool will have to offer an exceptionally low rate or no interest at all, and generous terms, to be attractive enough to prospective applicants. In some Main Street communities, loan pool monies can be used for business start-up costs as well for building improvements. They can also serve as a layer of financing or gap financing for substantial building rehabilitation projects.
- Inventory purchase. Many communities have established successful grant or loan funds to assist new businesses make their initial inventory purchases or to help existing businesses expand. This incentive can prove to be an effective tool to recruit new retail businesses.
- Merchandising grants. Similar to inventory purchase grants, monies could be provided to improve their interior spaces especially for merchandising purposes. Some Main Street communities have established such a grant program.
- Small business development loan/incentive program. Initiate a small micro-loan program exclusively for business start-up and expansion. This program could be capitalized by Urban Renewal funds or such funds could be used to write down the interest rate for a separate loan fund offered through the local banks.
- Local or regional foundations. The Economic Restructuring Committee could explore the possibilities of securing monies from local or regional foundations that consider economic or community development projects. There may be additional foundations statewide that may consider a grant request for façade improvements.

- Fundraising activities. Several Main Street communities do raise funds locally to support a sign or façade grant program. These communities have successfully raised funds from local banks and financial institutions, industries and other corporations. Targeting these stakeholders appear to be more effective than undertaking smaller fundraising activities targeted toward retailers, property owners and community residents.
- Municipal general funds. Though this is not a common source of all incentive program funds, several Main Street programs around the country have accessed municipal general funds to capitalize a façade grant or low-interest loan program.
- Urban Renewal Revenues. The City of Roseburg should commit to using most, if not all, of its Urban Renewal revenues for downtown revitalization purposes this is a best practice in successful Main Street communities in Oregon and around the country. Urban renewal funds can be used to underwrite façade grant and low-interest loan programs and, in many communities across the country, tax-increment financing proceeds are frequently used as a layer of equity financing, usually in the form of an outright loans or grants, for major historic building rehabilitation projects.

# Encourage Upper-Floor Development.

The Roseburg Main Street Program and the City should encourage and facilitate upper-floor development where opportunities exist. Perhaps, as a first step, both the Design and Economic Restructuring committees should identify possible obstacles to upper-floor reuse and develop solutions to facilitating possible projects. Challenges to upper-floor re-use projects may include parking requirements within the zoning ordinance or certain provisions within the local building code.

# Convert Downtown Street System to Two-Way Traffic

The existing one-way street system throughout Downtown Roseburg may, at first glance, work and have no effect to the district or businesses. However, one-way systems can have detrimental effects on a downtown that may not be recognizable at first and can be long-term problems that have been holding back a community. One of the major issues that lie within a one-way street system is visitors coming to Roseburg who have never been previously can be easily confused and disoriented by a network that will not allow them to turn-around at the end of street. Some visitors can potentially feel that they are being "pushed" out of the downtown. Destinations and business located within the downtown may be difficult for people to find with a one-way system depending on their point of entry into the area. Some drivers can become frustrated and travel somewhere else if they are not able to find the business or service they are looking for. There is a perception that people may drive faster on a one-way street, although this vehicle speeds did not seem to be an issue in downtown Roseburg. However, if a driver is more aware of other vehicles coming in the opposite direction, there is less of a tendency for them to driver fast and thus keeping them more aware of their surroundings and pedestrians.

A two-way system increases mobility and spreads out the amount of traffic over a larger area, as opposed to placing undue burden on one particular route. Options and accessibility increase when traffic is allowed to move in both directions. Also, easier access and availability to businesses creates more traffic and in turn more visitors. This reconfiguration needs to be addressed with City Engineers, Public Works and ODOT as well as a possible independent traffic and parking study.

#### **Conduct Professional Analysis of Current Parking Conditions**

Downtowns and commercial districts across the country that are successful have some of the same concerns and issues as Roseburg, and parking is typically one number. Parking availability problems are very interesting problems to have because if there was ample parking throughout the day, then that would mean that the businesses within that downtown had very few patrons visiting their stores. However, if parking is not easily available for customers to use and access, some will tend to move along and not return. The goal is

to provide the right amount of spaces for the right amount of users. This is typically very difficult to do because of area available for on street parking, parking in the rear of stores, mid block parking lots or parking structures. The City of Roseburg and the Main Street program should seriously consider the hiring of a professional transportation analyst to conduct a parking study of the downtown area. With a parking study, spaces can be quantified and located within the downtown. The consultant will then conduct parking counts through-out the day of each of the streets and the garage to determine the amount of spaces that are occupied, for how long and where the demand lies within the area. With this information, it can be determined what the peak times for usage is and what areas are in high demand and which ones are not being utilized in comparison. Strategies can then be developed on how to draw drivers to other areas where space is available and how to limit the amount of time a vehicle can parked in a certain location. Some of these strategies may include:

- A particular block or series of blocks can be improved with re-stripping to increase the amount of spaces available in a high demand area.
- Decrease the amount of time a vehicle can be parked in a single space without being moved. This would need to be monitored by a person of authority, but could eliminate the need for parking meters.
- Increase signage within the downtown to direct vehicles to the existing public parking garage. Signage exists as you enter the district, but additional signs would be helpful along Jackson and Main to assist motorists who either may have missed those initial signs or may not be familiar with the area and need to know the way back to that garage.
- The enhancement of pathways to and from the existing parking garage would create a more appealing atmosphere for visitors to use. This can be accomplished by continuing the streetscape program around the parking garage and the side streets that lead to it. Pedestrian level directional signs can assist visitors, while on foot, in navigation to shopping, dining and entertainment.

## Enhance Downtown with New Public Spaces

Urban park spaces give users the opportunity to stop and rest and enjoy the district in a comfortable environment. They can also add visual enhancement to areas that can be very hard and cold in appearance with no relief from masonry and stone facades of buildings. Public open space within a downtown can also be utilized for farmer's markets, festivals or even small public music venues.

The most successful open spaces are typically centralized within a downtown area so that as people pass through the area, they are exposed to its location and are more enticed to enjoy it. If a park is located off the beaten path or hard to find, the space may not be as attractive to a pedestrian. Downtown Roseburg currently has a large dedicated park space at the corner of Jackson and Lane Avenue. The space was recently redesigned and enhanced to be more inviting and safe for residents and visitors to use. The location seems to serve the south end of Downtown Roseburg, which has commercial uses, but has a large existing residential component surrounding it. The space is oriented more towards residents of the community, which is great asset to have. However, for visitors to Roseburg, it seems that the location is disconnected from the core of the downtown shopping district.

The Design Committee should work with City staff to analyze the current *Downtown Master Plan* to determine appropriate opportunities for a new, public open space that is more centrally located, and is large enough for outdoor markets or small festival space. If the space is more visible to users, it will become more appealing. Urban park spaces need to be able to promote a vibrant downtown where people are moving about and through the area. This task may be difficult to accomplish in a built-out downtown such as Roseburg's, but a good example of using the "bones" that are in place is the pass through park between the parking garage and Jackson where plantings, lighting and seating are available to people to stop and enjoy their time.

## Safe-Way & Rite Aid Properties

The redevelopment of the Safe-Way and Rite-Aid properties provide for the opportunity to work with potential developers to program some additional public space on-site or possibly the existing right-of-way between the existing structures. With more focus on the treatment of the street as a component of the sidewalk and pedestrian zone, the space could be utilized at other times as festival space. This could be accomplished by potentially eliminating a curb line that would typically separate the road and sidewalk. Without a curb, the street and sidewalk would blend together but could be separated by plantings and streetscape elements such as benches, trash cans or pedestrian level lighting.

# Umpqua Riverfront

To celebrate the natural setting and beauty of the Umpqua Riverfront, the public access and shoreline should be enhanced with a potential riverfront walk and trail that is clear and defined. The existing conditions of the shore seem to be an untouched environment that is not programmed for the public to enjoy. Elements such as paved trail paths, overlooks on the shore, interpretive signage and potential boardwalks would create a more inviting area to the public and visitors to Roseburg. With the Visitor Center's recent reconstruction setting the stage for future redevelopment of this area, the riverfront should be incorporated not only as the natural treasure that it is, but also as a gateway into the community.

## Continue Streetscape Program Implementation

The current streetscape program that has been implemented in recent years has a solid design character that compliments the downtown district. Progress has slowed on the completion of the streetscape phases due to lack of funding for the project. The Design Committee should work with the City to establish or refine an implementation plan so that when money is available, a timeline and priority areas are established and the project can move forward swiftly. The completion of this project will only enhance the downtown district more and will create a unified look and character for the district.

The existing street trees within the downtown have experienced a high rate of growth and have flourished in their current environment. However, some trees have become overgrown and need a higher level of

attention and maintenance. Proper pruning of the trees will extend their life and allow them to grow in an attractive manner and not become unsightly or unmanageable. A professional arborist should be consulted to form an overall maintenance plan for the street trees in the downtown. This plan should also address an action plan for replacement of dead or dying plant material so that when a replacement is necessary, particular species and sizes are predetermined and planting can occur immediately.

The City and Design Committee should also continue to pursue the feasibility study for burying above grade utilities within the downtown district. Power and communication lines above the ground are unsightly elements within a pedestrian dominate environment and can cause conflicts with trees planted within the parkway. The City has indicated that the study is currently on going and funding will have to be allocated for this plan to be implemented. The Design Committee should make this project a high-priority for support and continue to be advocates for this action as best they can.

#### Downtown Wayfinding & Signage Program

A tool that would assist the downtown district in attracting visitors and those unfamiliar with the area would be to make them aware of Roseburg's main attractions and shopping districts through a wayfinding and signage program. The overall wayfinding and signage plan would define types of signs and locations where each could be placed. The Plan should also establish the quantity of signs, their individual designs and prioritize or phase their



Wayfinding signage (above) and special historic district/street signs (below)



implementation. The overall plan should focus on areas such as the Stephens Street corridor, Diamond Lake Blvd area, the Interstate 5 interchange and the entire downtown shopping district. The Stephens Street and Diamond Lake Blvd areas would require additional outside consultation with ODOT to evaluate the number of signs, the overall design and the individual messages conveyed on each one. The goal should be to establish simple wayfinding directing people to Roseburg and the downtown. Some of the signs that should be considered with the overall wayfinding and signage plan are:





Well-designed kiosks can add an appealing visual element to the

- Directional signs, especially at the key turns so vehicles can navigate to the businesses, public parking lots, city hall, historic districts, etc.
- Informational kiosks along key pedestrian routes would become part of the streetscape design. These can include a map graphic of all of Downtown Roseburg, including historic districts, parks, walking routes, and locations and listings of all businesses/restaurants in the area. They can also contain historic information about Roseburg's development and growth, buildings and sights.
- Street signs designed with the same look as the overall signage family. The existing street signs with the jumping salmon image could be expanded throughout the downtown and into the residential areas that surround it.
- Public parking signs that are clear and concise and lead vehicles to available free parking at the parking structure or other municipal lots.

# Encourage Sensitive Rehabilitation of Historic Commercial Buildings

There are several buildings undergoing rehabilitation throughout downtown. These buildings provide a fresh look for the area and show outsiders that investment is occurring. However, numerous buildings need maintenance and rehabilitation. Other renovations have occurred without consideration of a building's historic building materials — namely that several façades had been inappropriately painted. A focused effort should be undertaken to initiate improvements to downtown buildings. Such an effort should highlight older architecture as well as new design. The highly visible sides and backs of buildings should be addressed, as well as front facades. More attention should also be paid to storefront displays, including more attractive designs and possibly an "art in the window" program to activate vacant buildings. The Design Committee should collect old photos of existing buildings to help assess their design character for future improvements. This work will provide an excellent database for working with owners and the City to stimulate building changes throughout the downtown. Ideally, the Design Committee should work with the City of Roseburg to develop a design assistance program in which a professional preservation architect could be engaged on retainer basis to assist downtown property owners with building rehabilitation projects. Alternatively, a design assistance grant program could also be developed.

One primary objective of a Main Street Design Committee is to educate downtown stakeholders and the community at large regarding proper building preservation and rehabilitation techniques as well as the benefits of historic preservation in relation to the revitalization of downtown Roseburg. One way to initiate educational efforts is to develop a resource center, housed within City Hall, the Library, or a future Main Street office. The resource center should offer information specifically related to design and historic

preservation and many items can be obtained free of charge or for a small fee. Some of the items and materials that can be included as part of the resource center includes:

- The Main Street Design Committee Handbook available through the National Trust Main Street Center;
- A complete set of Preservation Briefs available from the National Park Service or the State Historic Preservation Office (SHPO);
- Historic paint color palettes available from major paint manufacturers;
- Awning fabric samples;
- Federal tax credit applications;
- Possible façade and loan grant applications and a notebook of "before" and "after" photographs of good rehabilitation projects both in Roseburg and in other nearby downtowns.

#### **Business Signage**

Business signage is another important issue in downtown Roseburg has several signs on buildings and awnings that are not designed appropriately or are in fair to poor condition. Such signs contribute to an overall negative perception of the area, and also do not effectively show off or market the businesses. A program that helps businesses improve signage should be considered, including allowing perpendicular blade signs that extend over sidewalks. Attractive signage on a building or in a parking lot can make an area look more colorful and active. Blade signs can also make it easier for motorists and pedestrians to find shops and restaurants.





A sign grant program along with technical design assistance can promote better signage such as blade and window signs.

#### Awnings

A number of awnings in downtown Roseburg need replacement and others have been inappropriately designed and installed. Awning sizes and depths should respect the size of the storefront openings, as discussed in the following

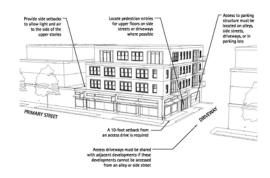
recommendations. Awning depths should be at least 48 inches or proportional to the storefront. Woven acrylic is an appropriate alternative to canvas; vinyl is not. Flat metal canopies are appropriate if the storefront is from the mid 20th century and it historically had one. Awnings should not be internally lit and they should fit within the storefront. Unless the storefront is non-historic and the awning is being used to camouflage it, awnings should not extend above the lintel and beyond the side piers of a storefront. Awnings should also have a traditional depth. They should extend from the building to a depth that is proportionally appropriate, perhaps 48 inches. Awnings that are shallow or only intended to cover up inappropriate changes to a storefront are unacceptable. Awning frames should be bolted through mortar joints, not through the masonry units themselves.

#### **Encourage Use of Historic Preservation Tax Credits**

Since the core downtown area is listed in the National Register of Historic Places, the Economic Restructuring and Design Committees should work cooperatively to promote the use of Federal historic preservation tax credits by downtown property owners. Perhaps, both committees should request the Oregon State Historic Preservation Office to conduct a tax-credit workshop to downtown property owners in the year ahead. However, Main Street, City staff and the Design and Economic Restructuring committees should take time to educate themselves on using the credits since encouraging building owners to invest in their properties is an on-going activity.

## Update Downtown Master Plan

The latest Downtown Master Plan was completed and approved in May 2000 and focuses in on the central core of Roseburg. It is recommended that an updated master plan be prepared to address the current situations that Roseburg faces. This updated look at the community can bring new life and ideas for the downtown and can address some of the above recommendations such as streetscape, signage, land uses, redevelopment opportunities, design guidelines, and façade improvement programs. A form-based code style of zoning regulations should also be considered after the master plan is completed. The form-based code can assist in the regulating of uses within sub-districts or areas of downtown Roseburg as well as provide for clear development and design standards for the community. In addition, the riverfront corridor should be incorporated in the Downtown Master Plan process due to its



Design-based form-based zoning can provide more prescriptive direction for new infill development in downtown districts. Example: downtown Glenview, Illinois

close proximity and the synergy that it creates with the tourism it brings to the community. The redevelopment of the riverfront area could act as a catalyst in sparking new interest into the community.

# **CONCLUSION**

Main Street revitalization is always an incremental and evolving process; quick results are not guaranteed, nor are they realistic. Board members, volunteers, the municipal government, and other stakeholders always desire immediate results, but for the Roseburg community, the most important long-term goal is to build the organization's capacity to undertake a wide range of commercial district revitalization activities. Without a strong organization and commitment on part of all stakeholders, it will be a challenge to implement the comprehensive Main Street Approach over time.

With this in mind, Oregon Main Street and the Resource Team would like to emphasize that downtown Roseburg has many assets including its people, businesses, architecture, history and physical setting. This is where the next phase of the organization's development starts. With the community's commitment and hard work, the Association will most assuredly succeed in achieving the long-term vision for its commercial district, placing Roseburg in the vanguard of Oregon communities that implement the Main Street Four-Point Approach<sup>TM</sup>.

# **BACKGROUND**

The City of Roseburg is one of three communities and neighborhood districts participating in the Oregon Main Street — Performing Downtown Program, a downtown revitalization initiative managed by the Oregon Economic and Community Development Department. As a result of its selection and participation, the City of Roseburg is the receiving agency for Oregon Main Street technical assistance services.

## **OREGON MAIN STREET**

Reestablished by Governor Ted Kulongoski in 2007, Oregon Main Street is a statewide commercial district revitalization program administered through the Oregon Economic and Community Development Department. The underlying purpose of Oregon Main Street is to encourage the revitalization and on-going management of traditional commercial districts within the context of historic preservation. This Main Street Approach<sup>TM</sup> advocates a return to community self-reliance, local empowerment and the rebuilding of traditional districts based on their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership and a sense of community. The National Trust for Historic Preservation's Main Street Center developed the Main Street Approach in the late 1970's. Today, more than 1,600 communities nationwide have active Main Street revitalization programs.

Oregon Main Street envisions Oregon's traditional downtowns and neighborhood commercial districts as thriving centers of commerce for both people and businesses. Encouraging the revitalization of downtowns and neighborhood centers is part of the State of Oregon's larger strategy to retain and attract new jobs and small businesses, encourage the preservation and reuse of historic resources, and facilitate good planning and appropriate downtown development. By utilizing the Main Street Four-Point Approach<sup>TM</sup> and by relying on key partnerships and devising unique alternatives, the Oregon Main Street Program will provide critical technical assistance and ongoing training and networking opportunities for local Main Street communities. In meeting its mission, the Oregon Main Street program pursues the following objectives:

- Select Oregon communities on an on-going basis as Oregon Main Street communities and provide them with technical training opportunities through the *Exploring Downtown*, *Transforming Downtown* and *Performing Main Street* program levels of service.
- Provide comprehensive technical assistance for local Oregon Main Street communities with the following team of experts:
  - Oregon Economic and Community Development Department
  - Oregon Housing and Community Services Department
  - Oregon State Historic Preservation Office
  - Oregon Department of Transportation
  - Oregon Arts Commission
  - Oregon Department of Forestry
  - Oregon Department of Land Conservation and Development
  - Portland Development Commission
  - Pacific Power and Light
  - National Trust for Historic Preservation
  - Technical assistance from The Lakota Group and other consultants
- Build a greater awareness of the importance of revitalizing traditional commercial districts in Oregon communities.

 Network with national, regional and statewide Main Street communities and Main Street experts at regional, state and nation conferences and training sessions.

Communities currently participating in the Performing Downtown program were selected through a competitive application process. The City of Roseburg was chosen in the 2008 application round along with Albany and Oregon City. Performing Downtown communities receive a set of intensive technical services designed to help them develop their local Main Street programs and address specific downtown revitalization issues. Selections were made by the Oregon Main Street Advisory Committee, made up of local and state agency stakeholders, who have a vested and diverse interest in the successful revitalization of Oregon's downtowns.

# THE MAIN STREET FOUR-POINT APPROACHTM

The Main Street Four-Point Approach<sup>TM</sup>, developed by the National Trust for Historic Preservation, is a comprehensive strategy that provides merchants, commercial property owners, and community residents with tools and information necessary to carry out an effective commercial district revitalization effort. The Main Street Approach consists of the following:

- **Design** seeks to improve and enhance the visual assets inherent in downtown Roseburg by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, landscaping, merchandising, displays, and promotional materials. This aspect of the Main Street Approach stresses the importance of improving design quality in all areas of a commercial district's physical environment, to educate people and stakeholders about design quality, and to expedite physical improvements in both public and private realms.
- **Promotion** takes many forms, but its central aim is to create a positive, unified image of downtown Roseburg to renew pride and civic spirit as well as to attract investors, developers, and new businesses to its individual commercial districts. Promotion seeks to improve a commercial district's overall image through retail sales events, festivals, and marketing and advertising activities.
- **Economic Restructuring** is intended to strengthen downtown Roseburg existing economic assets by diversifying its overall economic base. Economic restructuring activities typically entail retaining and expanding existing businesses to provide a balanced commercial mix, converting unused or underutilized spaces into productive property, and sharpening the competitiveness and merchandising skills of neighborhood business people through education and business development activities.
- Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in downtown Roseburg. This will allow the Roseburg Main Street program, however structured, to provide effective, ongoing advocacy and management of its individual commercial districts. Diverse groups from the public and private sectors (City of Roseburg, State of Oregon, local bankers, merchants, property owners, neighborhood leaders, and others) must work together toward a building consensus and a strong, effective revitalization effort.

## THE EIGHT PRINCIPLES OF MAIN STREET

While the Main Street Approach<sup>TM</sup> provides the methodology and process for successful revitalization, implementation of the methodology is based on eight principles that pertain to all areas of the revitalization effort including:

• Comprehensive. Business district revitalization is a complex process and cannot be accomplished by a single project. For successful long-term revitalization, a comprehensive approach must be used.

- Incremental. Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects undertaken.
- Self-help. Local leaders must have the desire and the will to make the project successful. Oregon Main Street, and other state agencies will provide direction, ideas, and training, but continued and long-term success depends upon the involvement and commitment of the community.
- Public\Private Partnership. Both the public and private sectors have a vital interest in the economic health and physical viability of a traditional commercial district. Each sector has a role to play and each must understand the other's strengths and limitations so that effective partnerships can be forged.
- Assets. Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
- Quality. Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element, from storefront design to promotional campaigns to educational programs.
- Change. Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the program grows.
- Implementation. Activity creates confidence in the program and ever-greater levels of participation. Frequent, visible changes are a reminder that the revitalization effort is under way. Small projects at the beginning of the program pave the way for larger activities as the revitalization effort

# **OREGON MAIN STREET CONSULTING TEAM**

#### The Lakota Group

The Lakota Group is a team of professionals providing services in Planning, Urban Design, Landscape Architecture, and Community Relations. The firm, located in Chicago, was established in 1993 to serve a wide range of public and private sector clients. Lakota is widely recognized for its large and small-scale planning and design projects, historic preservation expertise, and consensus building. The firm's approach is reflected in its name, "Lakota", which is a Native American word meaning, "we are allies". Lakota's professionals share a strong respect for the land and built environment, a sense of community, and a desire to bring people together to work as allies for positive change. Personnel involved in this visit include:

- Nick Kalogeresis, AICP is a City Planner and Lakota Vice President and has 17 years of experience in Main Street revitalization, historic preservation planning, economic development and land use regulations. Prior to joining Lakota, he was a Program Officer with the National Trust Main Street Center for ten years. Nick has provided technical planning, Main Street revitalization, and historic preservation consulting services to cities, villages, business\merchant associations, community development corporations, and institutions around the country including cities and towns in the states of Illinois, Michigan, Wisconsin, Indiana, Pennsylvania, Rhode Island, South Carolina, Kansas and Wyoming.
- Zac McConnell is a Project Manager and Planner/Designer with experience in land planning, landscape
  design, site design, and construction documents. His projects have included land planning for mixed-use
  and downtown developments, streetscape projects, parks, gardens and wayfinding signage systems.

#### **Downtown Professionals Network**

The Downtown Professionals Network is a training and planning consulting firm specializing in Downtown Revitalization, Historic Preservation and Market Research. Based in Batavia, Illinois, DPN was founded by 1998 with personnel having more than 25 years combined experience in the downtown management and revitalization field. The firm's guiding philosophy is to provide highly tailored and customized consulting and technical assistance services to meet each community's needs and to capitalize on unique opportunities for achieving the long-term revitalization of historic downtown districts.

• Lisa Bennett has been an Associate with DPN since 2000 and has more than 10 years experience in community and economic development and downtown management. Her assignments have included the administration of a full service DPN management program for the Main Street Program in Westmont, Illinois. Prior to joining DPN, Lisa also served as Executive Director for Batavia Main Street (IL), and played a key role in several community-initiated development projects, including the restoration of a historic, vacant building to house the local Main Street office and a retail business incubator. In addition to her Main Street management background, Lisa has authored downtown design guidelines for several communities in Illinois. She has also been a frequent presenter at state and regional community development conferences and workshops.

### **ATTACHMENTS**

- I. ROLES AND RESPONSIBILITIES OF THE MAIN STREET COMMITTEES
- II. COMMUNITY VISION FOR DOWNTOWN RHINELANDER
- III. OREGON MAIN STREET FIRST-YEAR OPERATING BUDGET
- IV. SAMPLE ACTION PLAN WORKSHEET
- V. MAIN STREET BATAVIA BROCHURE
- VI. MAIN STREET MORGANTOWN NEWS
- VII. MAIN STREET MORGANTOWN WEBSITE
- VIII. SAMPLE MAIN STREET FACEBOOK PAGES
- IX. 2008 PRAIRIE DU CHIEN DOWNTOWN REVITALIZATION INCORPORATED ANNUAL REPORT

### ATTACHMENT I. ROLES AND RESPONSIBILITIES OF THE MAIN STREET COMMITTEES.

### **ORGANIZATION COMMITTEE**

#### Overall Goal

Establish and maintain a strong main street revitalization effort that utilizes a growing number of participants in the implementation of committee activities and funding for sustained, long-term operations.

### Typical Roles and Activities:

- <u>Fundraising</u>. To broaden\diversify the funding base for long-term program operations
  - Annual pledge drive\donor program
  - Membership programs-seeks to broaden the stakeholder participation and ownership
  - Fundraising events-not more than two per year
  - Sponsorships-geared toward promotion activities
  - Grant writing-better for specific projects rather than operating
  - Product sales
- <u>Volunteer Recruitment and Development</u>. To conduct ongoing volunteer recruitment and retention for maximum community involvement and future leadership.
  - Volunteer recruitment
  - Volunteer orientation sessions
  - Volunteer database
  - Volunteer retention
  - Undertake annual volunteer evaluations
  - Recognition\awards programs
  - "Volunteer achievement" certificates
- <u>Public Relations</u>. To raise awareness and community support for the Main Street program
  - Media
  - Media packets, press releases, advertisements, newspaper column, inserts, radio shows
  - Materials
  - Newsletters, information brochure, work plan summary, signs for rehab projects
  - Presentations
  - Speakers bureau

### Other Activities If Not Done by Board

- Staff management
- Hiring: search, recruitment and negotiation of final offer
- Evaluation: annual performance review
- Financial oversight
- Bookkeeping for financial transactions
- Budgeting for the program

### Typical First-Year Work Plan

- Establish committee with 5 to 10 volunteers, write committee job descriptions, start monthly meetings
- Attend training opportunities
- Develop fundraising plan
- Conduct a membership drive

- Develop newsletter and corporate website
- Hold a volunteer orientation session
- Develop a volunteer "hot jobs" list
- Organize an annual dinner and fundraising event.

### **ECONOMIC RESTRUCTURING COMMITTEE**

#### Overall Goal

Diversify and strengthen downtown economic base through business and real estate development.

### Typical Roles and Activities

- Learning about the district's economic condition and identifying opportunities for future market growth
- Undertaking business development: retaining and strengthening current businesses; recruiting new ones
- Real estate development-finding new economic uses
- Developing appropriate financial incentives
- Monitoring the district's economic performance

### Typical First Year Work Plan

- Establish committee w\ 5 to 10 volunteers, write committee job descriptions, start meeting monthly
- Attend state or regional training!
- Initial data gathering
- Complete business and building inventory
- Establish appropriate incentives for business development and design improvement (w\Design Committee)
- Start market analysis
- Start ER library

### **DESIGN COMMITTEE**

### Overall Goal

To encourage the physical improvement of the downtown\commercial district through private and public design\historic preservation activities

### Typical roles

- Design assistance
- Design education
- Public improvements
- Design review\ordinances

### Typical First Year Work Plan

- Establish committee w\ 5 to 10 volunteers, write committee job descriptions, start meeting monthly
- Attend state and regional training!
- Building inventory (with ER committee)
- Start rehab library and design guidelines
- Visit with all property owners
- Initiate design assistance
- Develop design incentives program (with ER Committee)

### **PROMOTION COMMITTEE**

### **Overall Goal**

To undertake a variety of promotional and marketing activities that will build a positive image for the commercial district as well as attract visitors, consumers, and new investors.

### Typical roles

- Developing special events and festivals
- Creating retail promotions that are price and merchandise oriented
- Undertaking various marketing activities including image advertising and other print materials

### Typical First-Year Work Plan

- Establish committee with 5 to 10 volunteers, write committee job descriptions, start monthly meetings
- Attend training opportunities
- Organize promotions calendar
- Seek sponsorships and event volunteers
- Create and undertake new promotions
- Evaluate activities and calendar at end of year.

### The Community's Vision for Downtown Rhinelander

**Visioning Workshop Summary** 

Prepared for:

### Rhinelander Main Street Program

A Program of

Downtown Rhinelander, Inc.

Rhinelander, Wisconsin

A Service Provided to the Community of Rhinelander by:



### WISCONSIN MAIN STREET

State of Wisconsin Bureau of Downtown Development

### Prepared By



### **Downtown Professionals Network**

28 South Water Street · Suite 214 Batavia · Illinois 60510

**2** 630.482.2930

\* www.downtownpros.com

# Summary Version August 2006

### The Community's Vision for Downtown Rhinelander

Visioning Workshop Summary

### August 2006

### Introduction

The Wisconsin Main Street Program, Bureau of Downtown Development retained Jay Schlinsog from Downtown Professionals Network (DPN) to facilitate a downtown Rhinelander visioning workshop and to prepare a draft vision statement. The consultation was furnished by Wisconsin Main Street as part of a series of technical assistance services being delivered to Rhinelander, a new Wisconsin Main Street community.

### **Report Contents**

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Unleashing the Power of Vision: Next Steps	12
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### **Acknowledgements**

The community's vision for downtown Rhinelander, and related concepts and strategies outlined in this report, are rooted in ideas and insight shared by downtown Rhinelander stakeholders and community advocates that participated in the process. DPN appreciates the community's enthusiastic participation and is especially grateful for the efforts of Downtown Rhinelander, Inc. board members and staff that helped to facilitate the process.

### The Importance of Vision

"If you don't much care where you're going, it doesn't matter which way you go. You're sure to get somewhere if you keep at it long enough."

- The Cheshire Cat in Alice's Adventure in Wonderland by Lewis Carroll.

#### Vision at the Core

A vision – a strategic profile of how the community and organization pictures its environment in the future – is the most powerful element in strategic planning. A defined vision offers keen insight and direction that can be used to effectively shape an organization's:

- Mission
- Values and purpose
- Overall direction and structure
- Work plans

### A Snapshot – A Direction

The community's vision for downtown Rhinelander provides a narrative description and "snapshot" for the downtown as the organization and community desire it to be in the future. The vision statement provides direction for projects and actions that, ultimately, will help the community achieve its vision. Used effectively, the vision statement can be a powerful tool for motivating the community, to maintain focus on downtown revitalization goals and objectives, and to plan and act in a highly strategic fashion. Examples of how the vision statement can be applied to provide direction for both short and long-term downtown revitalization efforts include:

### Motivating

- o A reminder of the ultimate goal
- A reason for "doing what we do"
- o A reason for others to participate
- A way to frame "small successes" and progress

### Planning

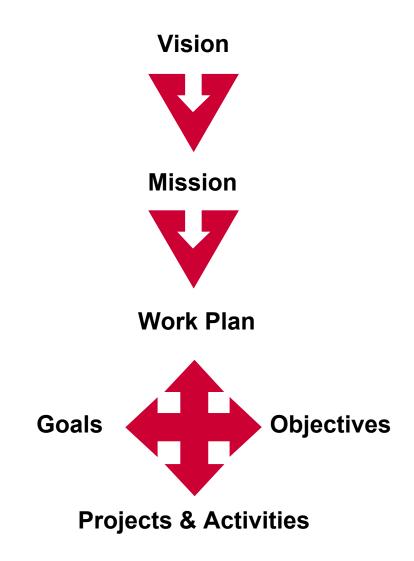
- A basis for the organization's purpose and mission
- o A basis for principles that guide important decision-making processes
- o A basis for development, redevelopment and revitalization strategies
- o A basis for a long-term, incremental approach to downtown revitalization
- o A litmus test for every proposed project and activity -- Ask, "Does it fit?"

### **Vision-based Strategic Planning**

The strategic planning flow chart on the following page illustrates how the community's vision for downtown Rhinelander can be applied as a core element to guide Rhinelander Main Street's important decision-making and strategic planning processes.

### It Begins With Vision...

### **Strategic Planning Flow Chart**



### The Community's Vision for Downtown Rhinelander

(Draft • August 3, 2006)

Downtown Rhinelander of the future will be known as a bustling business district and the center of community life – the "heart" of this vibrant Northwoods community. The downtown's historic charm and festive atmosphere will be displayed in beautiful historic buildings, a highly active and colorful streetscape, and well-manicured public spaces that honor the city's unique "Hodag" brand of culture, heritage and pride.

Stevensport Square and the riverwalk lining the Wisconsin River will be among the most prominent features of the downtown landscape, serving to showcase the area's natural beauty and as focal points and gathering places for a downtown that has established its place as the "main stage" for community events and celebrations. A well-defined system of streets and sidewalks that are both pedestrian- and vehicle-friendly will respect the walkable nature of the downtown. A series of bicycle and walking paths will intertwine with the downtown's built and natural environments and provide connections to surrounding neighborhoods and community attractions.

Sidewalks will be buzzing with activity, smiles and happy people as residents and visitors descend on the downtown area to explore and patronize a diverse mix of specialty shops, restaurants, service businesses and offices. Shoppers and families will take time out to enjoy the tastes, sights and sounds of the downtown as they refresh themselves at local eateries, stroll along the riverwalk, take in an event, and relax on the square. The streets will stay alive at night as people of all ages intermingle between the downtown's dining establishments, entertainment venues and recreational sites.

People from all generations and walks of life will choose to live in Downtown Rhinelander. The downtown's newfound reputation as a housing center of choice, along with its long-standing status as a regional government and financial center, will contribute to the downtown's identity as a "great people place."

Enthusiasm and a strong commitment to stewardship will provide the foundation upon which businesses and the community will continue to work together to enhance and preserve Downtown Rhinelander as a destination for all generations.

### **Unleashing the Power of Vision: Next Steps**

#### Finalize the Vision Statement

- Share the draft vision statement with all Downtown Rhinelander, Inc. (DRI) board members, workshop participants, and other key community representatives, as appropriate, and solicit suggestions for editing
- Perform editing and prepare a final version of the vision statement to be formally adopted by the DRI board of directors

### Communicate the Vision

- Prepare newsletter and newspaper columns that present and discuss the vision statement
- Use the vision statement as a regular newsletter feature and in DRI informational materials and brochures
- Capture images of existing assets and positive changes occurring in the downtown that depict elements of the vision "coming to life" and use display boards, newsletter and newspaper features to promote positive changes as progress toward the community's vision for downtown Rhinelander

### Use the Vision to Define the Role and Value of DRI

- Review the DRI mission statement relative to the vision statement to determine if it appropriately and effectively describes, or if it needs to be revised to better describe:
  - o Who DRI is
  - o What DRI does
  - o **How** DRI does it

#### Plan to Achieve the Vision

- Use the Vision Statement as a basis for important decision-making and planning processes. Identify core elements and values expressed in the vision statement and consider how those elements can be addressed, maintained or enhanced as part of the DRI Main Street program of work and annual work plans. For example:

**Core Element:** The downtown's historic charm and festive atmosphere will be displayed in beautiful historic buildings...

- Promote Wisconsin Main Street design services
- > Package and promote building improvement incentives

**Core Element:** Stevensport Square and the riverwalk lining the Wisconsin River will be among the most prominent features of the downtown landscape, serving to showcase the area's natural beauty and as focal points and gathering places for a downtown that has established its place as the "main stage" for community events and celebrations.

- Pursue development of the riverwalk concept
- > Stage community events and festivals that celebrate the community's unique culture and heritage in the downtown

### Getting Started: Potential Work Plan Projects and Priorities

Prior to the Visioning Workshop's conclusion, participants gathered in their respective committees to briefly discuss how ideas and thoughts expressed during the workshop might provide a basis for the DRI Main Street Program's first year work plan. Following is a preliminary listing of potential projects and actions developed by committees represented at the workshop for consideration during the upcoming work plan development session.

### **Organization Committee**

- Volunteer recruitment (for all committees)
- Public relations

### **Promotion Committee**

- Volunteer recruitment
- ▶ Develop timeline and annual calendar for events
- Delegate authority
- Develop retail events (as opposed to just special events)
- ► Consider splitting retail events and special events (subcommittees?)

### **Design Committee**

- ► Façade Grant Program (with E/R Committee)
- Directional Signage
- ► Flower Baskets / Maintenance
- Volunteer coordinator for Maintenance
- ► Master Plan (Urban Design with University of Wisconsin)
- ► Forestry Grant (DNR)

### **Economic Restructuring**

- Parking
- Customer Survey
- Marketing Plan for New and Existing Businesses

### **Oregon Main Street - Program Handbook**

### First Year Operating Budget: SAMPLE Mid-Size

### OREGONPLACE DOWNTOWN DEVELOPMENT ASSOCIATION FIRST YEAR OPERATING BUDGET (Mid-sized program, population 5,000-50,000, full-time director)

	Cash	In-Kind	TOTAL
Personnel			
Exec. Director (including taxes)	30,000		30,000
Benefits	1,800		1,800
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	33,220	300	33,520
Office			
Rent	2,800	2,400	5,200
Utilities	320		320
Telephone	1,200		1,200
Office Supplies	850	200	1,050
Postage	1,100		1,100
Org. Insurance	400		400
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	7,670	4,100	11,770
Other	000		000
Photography	300	4 000	300
Printing	2,500	1,000	3,500
Local Meetings	250		250
Wkshps., Trngs., & Travel	2,400	200	2,600
Public Relations	1,700		1,700
Advertising & Promo	3,000	1,500	4,500
Tech Assistance	2,100		2,100
Committee Expenses	2,000	4,300	6,300
Miscellaneous	500		500
Total Other	14,750	7,000	21,750
TOTAL OPER. EXPENSES	55,640	11,400	67,040

BUDGETS - Samples Page 1 of 2

### **Oregon Main Street - Program Handbook**

### First Year Operating Budget: SAMPLE Small-Rural

# OREGONPLACE DOWNTOWN ASSOCIATION FIRST YEAR OPERATING BUDGET (Small town rural program, population under 5,000, part-time director)

	Cash	In-Kind	TOTAL
Personnel			
Exec. Director (including taxes)	15,000		15,000
Benefits	1,100		1,100
Clerical, Bookkeeping	420	300	720
Filing Fees, etc.	1,000		1,000
Total Personnel	17,520	300	17,820
Office			
Rent	2,880	2,400	5,280
Utilities	320	,	320
Telephone	900		900
Office Supplies	600	200	800
Postage	900		900
Org. Insurance	400		400
Equip./Repair	600	1,500	2,100
Dues and Subscriptions	400		400
Total Office	7,000	4,100	11,100
Other			
Photography	300		300
Printing	2,500	1,000	3,500
Local Meetings	250	,	250
Wkshps., Trngs., & Travel	2,400	200	2,600
Public Relations	900		900
Advertising & Promo	1,300	1,500	2,800
Tech Assistance	1,400		1,400
Committee Expenses	1,500	4,300	5,800
Miscellaneous	500		500
Total Other	11,050	7,000	18,050
TOTAL OPER. EXPENSES	35,570	11,400	46,970
IUIAL UPER. EXPENSES	30,010	11,400	40,970

BUDGETS - Samples Page 2 of 2

### **Sample Action Plan Project Worksheet**

Committee: Economic Restructuring

**Goal:** Foster a strong economic climate and a quality mix of businesses in the downtown.

**Objective:** Develop and promote business assistance programs and services

**Project:** Promote available incentives

Team Leader: Jenny Miller

Team Members: Jenny Miller, Bill Jones, Roger Gibbons and Claire Smith

Tasks Necessary to Complete Project:	Responsibility:	Start Date:	End Date:	Budget:
Investigate existing incentives	Bill Jones	09-01-07	09-30-07	\$10
Acquire list of property and business owners	Claire Smith	09-01-07	09-30-07	N/A
Write a "fact sheet" for each possible incentive and develop brochure/folder, etc. for their inclusion	Bill Jones, with team members	10-01-07	10-15-07	N/A
Produce "Package"	Jenny Miller	10-15-07	10-31-07	\$500
Distribute Incentives Package to all Business and Property Owners	Jenny Miller	11-01-07	11-07-07	N/A
Coordinate news release with Organization Committee	Claire Smith	11-01-07	11-07-07	N/A
Coordinate publicizing of success stories with Organization Committee	Claire Smith	11-01-07	Ongoing	N/A
Follow up with business/property owners	Bill Jones & Jenny Miller	12-01-07	Ongoing	N/A

Anticipated Results/Measure of Success:

Create and distribute Incentives Package by 11-07-07; At least one use of advertised incentives by end of fiscal year

### **Action Plan Worksheet**

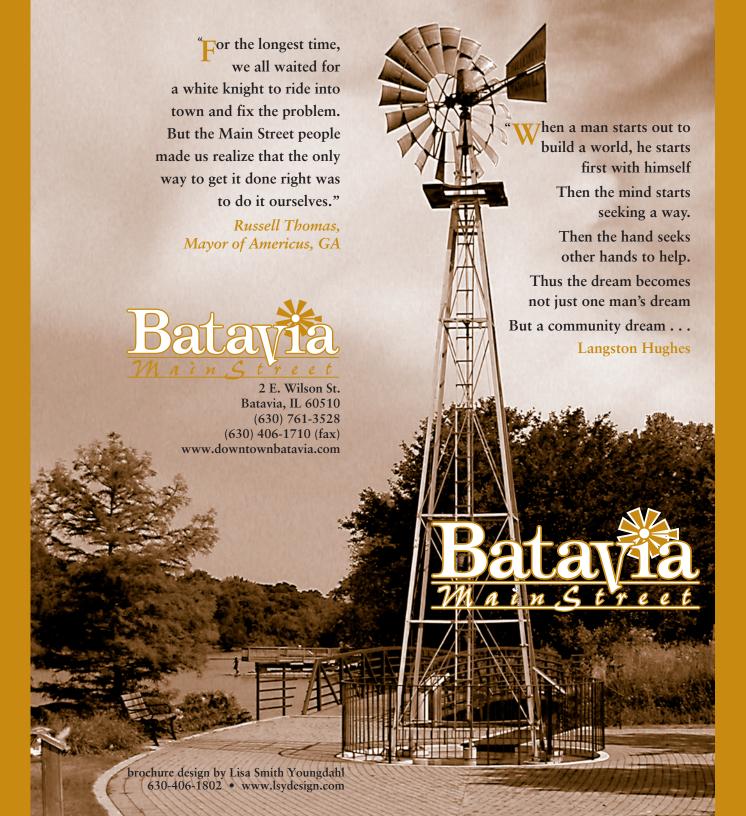
Committee:				
Goal:				
Objective:				
Project:				
Team Leader:				
Team Members:				
Tasks Necessary to Complete Project:	Responsibility:	Start Date:	End Date:	Budget:
Anticipated Results/Measure of Success:				

# WHY IS OUR DOWNTOWN IMPORTANT?

E ven though you may not work downtown, shop downtown or live near the downtown area, the condition of our business district does affect you. People outside our community see the downtown as a reflection of the health of our community.

Without enough shoppers patronizing our restaurants, doctor's offices, retail businesses, gas stations, personal services, etc. we will eventually lose them. It's too easy to take these businesses for granted because "they've always been there." If they close or relocate in another town, not only do we lose the convenience of having them, but we also lose the tax dollars they contribute to our city as well as their local spending power, not to mention the possibility of losing them as residents in our community.

We're lucky . . . our downtown has relatively few vacancies and our community cares about the future of our downtown. As growth all around us influences our downtown, we must work together to preserve our past and plan for a bright future together.



## WHAT IS BATAVIA MAINSTREET?

Batavia MainStreet is a not for profit community based organization founded on the mission of enhancing the identity of the downtown as the center of our community. Our volunteers believe that revitalization of downtown, the traditional heart of every American community, is essential to our community's sense of pride, place and heritage for this and future generations.

The Batavia MainStreet program is not a "quick fix" for downtowns. It is a program designed to take incremental steps to produce a positive, profound and enduring impact on our historic downtown. MainStreet revolves around dedicated volunteers — a team of merchants, property owners, and community volunteers who work together to create programs, improvements and events that help create a "sense of place."

Batavia MainStreet is part of a network of 58 Illinois MainStreet communities and 1,500 across the country united for one common goal: to revitalize and promote America's historic downtowns in order to maintain them as economically vibrant parts of their communities.

# HOW DOES MAINSTREET CREATE CHANGE?

The Four-Point Approach of the Main Street Program is a comprehensive revitalization program made up of four components. Each of these components is addressed by a committee, which works as a team to solve problems in the downtown.

### **DESIGN**

The design committee enhances the "streetscape," or physical appearance of the downtown by making or encouraging improvements to buildings, window displays, signage, sidewalks and all other elements that convey a visual message about how our downtown presents itself.

### ECONOMIC RESTRUCTURING

The economic restructuring committee, or "ER," works to strengthen existing businesses and recruit new ones by providing information and research, identifying opportunities for market growth and developing financial incentives for building rehabilitation and business development.

### **ORGANIZATION**

The organization committee focuses on recruitment and training of volunteers, communications via quarterly newsletter and website, and raising funds to ensure Batavia MainStreet remains a vital organization.

### **PROMOTION**

The goal of the promotion committee is to create retail promotions, special events and a positive image of the business district that will bring people back downtown to shop, recreate and socialize.

# WHAT CAN YOU DO FOR BATAVIA MAINSTREET?

ainStreet will be effective only if we work together as a community. There are several ways you can help:

- Volunteer. Every aspect of MainStreet revolves around volunteers. People are needed on the four working committees: design, economic restructuring, organization and promotion; a thirteen member volunteer board also serves MainStreet and is elected at the annual meeting in the spring; office volunteers are needed to assist with special event preparation, mailings, archiving, database work and special projects
- Become a Partner. MainStreet is funded locally by contributions from individuals, families, businesses, building owners, local government, grants and proceeds from special events and fundraisers. Donations are tax deductible and are used to implement projects and programs to enhance and promote downtown Batavia.





### **MEMBERSHIP BENEFITS:**

- Resources and training materials for a volunteer board and committee volunteers
- Design and marketing of brochures, maps, pamphlets and other materials to promote a positive image of downtown Batavia
- Free workshops for business and building owners on topics such as design assistance, building maintenance, effective window displays and strategic planning for our downtown
- Referral services and access to professionals in the business and historic preservation fields
- Free, professional design consultations and assistance through the Illinois Historic Preservation Agency
- Staffing and operating an office with a paid Director to ensure the organization remains focused and moving forward
- Technical assistance and resources to existing business owners and new business ventures
- Investing in the "heart and soul" of our community

### BE A PARTNER IN DOWNTOWN BATAVIA!

By making a financial investment in Batavia MainStreet, you are giving your community a gift that will be repaid over and over through increased hometown pride, successful businesses, beautification projects and more. Because we receive no state or federal funding, your partnership is important.

### PARTNERSHIP APPLICATION

I (we) believe in Batavia MainStreet and would like to be a partner.

Name(s):
Business Name:
Address:
City:ST:Zip:
Phone:
Email Address:
Volunteer Opportunities: I am interested in the following committee(s):
☐ Design ☐ Promotion
☐ Organization ☐ Economic Restructuring
Partnership Levels:
Individual (\$25): Single Individual only—newsletter and mailings; non-voting
Family (\$75): Individual benefits plus MainStreet decal; non-voting

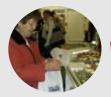
- Friend: (\$100): Family benefits plus one vote at annual meeting
- \_\_\_ Spirit of Batavia: (\$250): Friend benefits plus one (1) set of downtown database labels
- Bridge Builder: (\$500): Spirit of Batavia benefits plus one (1) newsletter insert
- Challenge: (\$1,000): Bridge Builder benefits plus engraved brick and listing on major players page on MainStreet Web site
- \_\_\_ Cornerstone: (\$2,500): Challenge benefits plus business logo on Web site and newsletter
- \_\_\_ Founder: (\$5,000 and up): Cornerstone benefits plus 1x partner spotlight article in newsletter

Businesses joining at \$250 level and above must contact the MainStreet office to arrange for benefits.

Please complete and return with your check made payable to:

Batavia MainStreet

2 E. Wilson St., Batavia, IL 60510 (630) 761-3528



First Holiday Cookie Quest well attended by hundreds . . . . . 3



ARTS WALK to be held in October 2009. . . . 3



Wharf District Branding & 300 Block of High Street Streetscape Completed.....4



# Main Street Morgantown lity Institute Report:

Responsible Hospitality Institute Report: Managing an Emerging Nighttime Economy

In December 2007 the Responsible Hospitality Institute (RHI) was contracted by Main Street Morgantown to conduct a Hospitality Zone Assessment (HZA). The purpose of this effort is to bridge the gaps and to address issues as they relate to a downtown's daytime, evening and late-night economies. The HZA will determine trends and emerging issues and then will formulate recommendations and an action plan.

A transformation team was organized as a steering committee to help plan events, to identify and to recruit individuals to participate in one of four Roundtables, organized by perspective: hospitality, safety, development and community.

On January 25, 2008, Allison Harnden, vice president of RHI, visited Morgantown and presented an overview of the program to HZA participants and conducted a tour of the hospitality zone. HZA members were asked to do their own late-night tours and to gather pertinent information to bring to the Roundtables.

On February 26-27, 2008, four focus group Roundtables involved representatives from hospitality, safety, development and community perspectives. The purpose of these Roundtables was to gather information about trends, issues, resources and gaps relating to dining and entertainment. The Roundtables formulated strategies to enhance the economy, public safety and quality of life for residents.

More than 40 representatives participated in the four Roundtable discussions. Participants were asked to focus on six

trends and core elements associated with safe and vibrant hospitality zones, as identified by RHI's research and assessment:

- Music and Entertainment: Nurturing talent and venues for multi-generational entertainment.
- Community Policing: Adapting regulatory compliance and policing for an active nighttime economy.
- Security, Service and Safety: Internal policies and procedures in dining and entertainment businesses.
- Multi-use Sidewalks: Managing the sidewalks as a venue, creating more activity, entertainment and seating.
- Late-night Integrated Transportation: Assuring coordinated late-night transportation options.
- Quality of Life: Managing impacts from sound, trash, traffic, pedestrians and disorder.



RHI's Recommended Action Steps

### 2008 - 09 Main Street Morgantown Board of Directors

Rich Brant - President
Becky Rees - Vice-President
Dan Boroff - Secretary
Darlene Dunn - Treasurer

Bob Bell, Matt Breakey, Mike Ellington, Heather Gentile, David Hall, Barbara Joseph, Ron Justice, Connie Merandi, Charlie McEwuen, Bob Merow, Dan Nagowski, George Papandreas, David Straface

Ex-Officio:
Tom Arnold, Mark Wise



### **Business Directory**

Main Street Morgantown is in the process of updating its business directory and five kiosks. The directory is in the form of rack cards to allow more flexibility and opportunity to update on a 6-to 12-month basis if needed.

The cost per business listing is \$30. Businesses have the option of paying to be listed on more than one rack card. Some businesses may fall into more than one category and wish to purchase listings on each.

To be included on the cards and in the kiosks, a business must be a Main Street Morgantown member. This is a great time to join Main Street Morgantown.

To receive a directory sign-up packet or additional Main Street Morgantown membership information, please contact barb@downtownmorgantown.com.



### **RHI's Recommended Action Steps**

An analysis of the information presented in the 6 Core Elements' section, as well as additional feedback and discussions, was organized and consolidated into five action items.

These are, in no particular order:

- 1. Address Late-Night Transportation Gaps
- 2. Collaborate To Improve Perceptions of Safety
- 3. Enhance Existing Communication Forums
- 4. Expand Vitality of Dining and Entertainment Economy
- 5. Contemporize Rules and Regulations

### **Next Steps**

The next stage of the HZA was a Leadership Summit with the Transformation Team members selecting five representatives from each of the Roundtables to review the report and recommendations and to finalize an implementation plan to accomplish the action steps. Having the HZA completed is progress toward identifying and enhancing all the different economies in the downtown and positioning Downtown Morgantown for increasing customer visitation. New visitors will come from the WVU community, the new Waterfront Event Center, local residences and tourism.

Main Street Morgantown would like to thank the City of Morgantown and West Virginia University for not only financially supporting this important initiative but also for being an active stakeholder throughout the project.

For additional information or for a copy of the complete report, contact barb@downtownmorgantown.com or call 304-292-0168.

downtownmorgantown.com



# 2009 and beyond

### PROMOTIONS

### Chocolate Lovers' Day Saturday, April 18, 2009

The 9th annual "Chocolate Lovers' Day": A one-day extravaganza in Downtown Morgantown and in the Historic Wharf District. Ticket buyers are invited to indulge themselves in an array of chocolate creations while experiencing all that Downtown Morgantown and the Historic Wharf District have to offer. Last year more than 30 businesses participated, and each one prepared a different chocolate treat. Participants registered to win a trip for four to Hershey Park. This year we are expecting the biggest turnout in the event's history. You *cannot* miss this once-a-year opportunity!

### Kids' Day and Creative Kids Saturday, July 18, 2009

Kids will take over the downtown and the Historic Wharf District as we celebrate with more than 60 scheduled events. Kids of all ages will learn about safety, play games, receive free goodies from area businesses, make crafts and play in the giant sand box. Enjoy live entertainment, free PRT rides, trolley trips and horse & buggy rides. Thousands of families attend this event make sure your business reaps the benefits.

### ARTS WALK October 2009 TBD

This October take a self-guided tour of Morgantown and the Historic Wharf District's Arts and Entertainment, Gallery Openings, Live Music, Unique Shops and Dining!

### Holiday Cookie Quest November 2009 TBD

The first Holiday Cookie Quest held in November 2008 attracted hundreds of participants to Downtown Morgantown. Join us as we prepare Downtown Morgantown and the Historic Wharf District to kick off the Holiday Shopping Season with the 2nd annual Holiday Cookie Quest. Registrants will visit participating businesses and receive delicious cookies. Be a part of this exciting holiday tradition as we showcase what Downtown Morgantown has to offer.

### Winter Carnival February 20, 2010

Main Street Morgantown will be hosting the 2nd Annual Morgantown Winter Carnival.

Professional ice sculptors will create amazing designs to display downtown and in the Historic Wharf District. Committees are now being formed to shape this into another successful event. The bi-yearly attraction will again be free and open to the public. Contact our office about sponsorship opportunities.

To get involved in any of these exciting, high-visibility promotions, contact the Main Street office at 304-292-0168 or via barb@downtownmorgantown.com





# Streetscape Completed on Third Block of High Street

Trees have taken root in the renovated sidewalks along High Street, and crews have put the finishing touches on the city's latest portion of the streetscape project.

Work on the project began in early May and was completed this past October. The streetscape was part of a multi-year project to spruce up the downtown area between Walnut and Pleasant streets. The High Street Streetscape between Willey and Pleasant streets has now been completed. In November the City selected AECOM to complete the design and engineering for the 100 block of High Street (between Pleasant and Kirk streets). Plans are for construction to begin in 2010.



portals to the Caperton Trail. What was once an old warehouse district is now a revitalized growing commercial and residential center. Located next to the Monongahela River and the Caperton Trail, the Wharf District area is growing rapidly. Public and private investments have combined to include street and trail improvements, restaurants, retail, the Hazel Ruby McQuain Riverfront Park, the WV Children's Hospital Fit Pit and Waterfront Web (trail recreation area), professional service offices and luxury condos. An 80,000-square-foot Multi-use Event Center, featuring 25,000 square feet of exposition space, seating for 500-900 people in a main concert hall and seating for up to 1,500 in the banquet hall, should be complete by 2010.

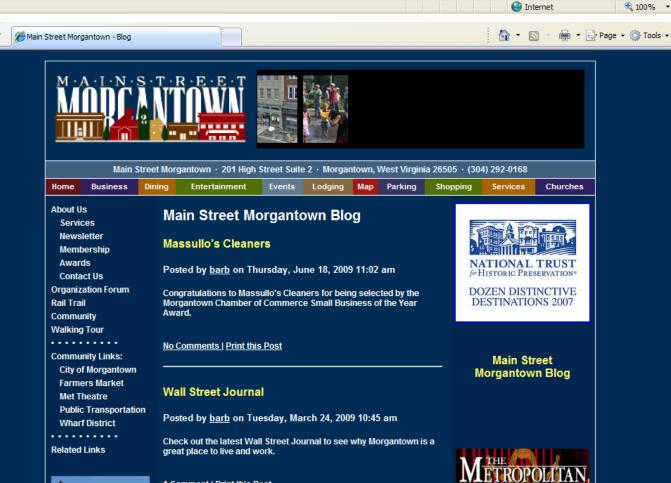
The MSM Wharf District sub-committee is planning to unveil its new branding in March 2009. This image will be used on all media, external and internal communication, and signage.

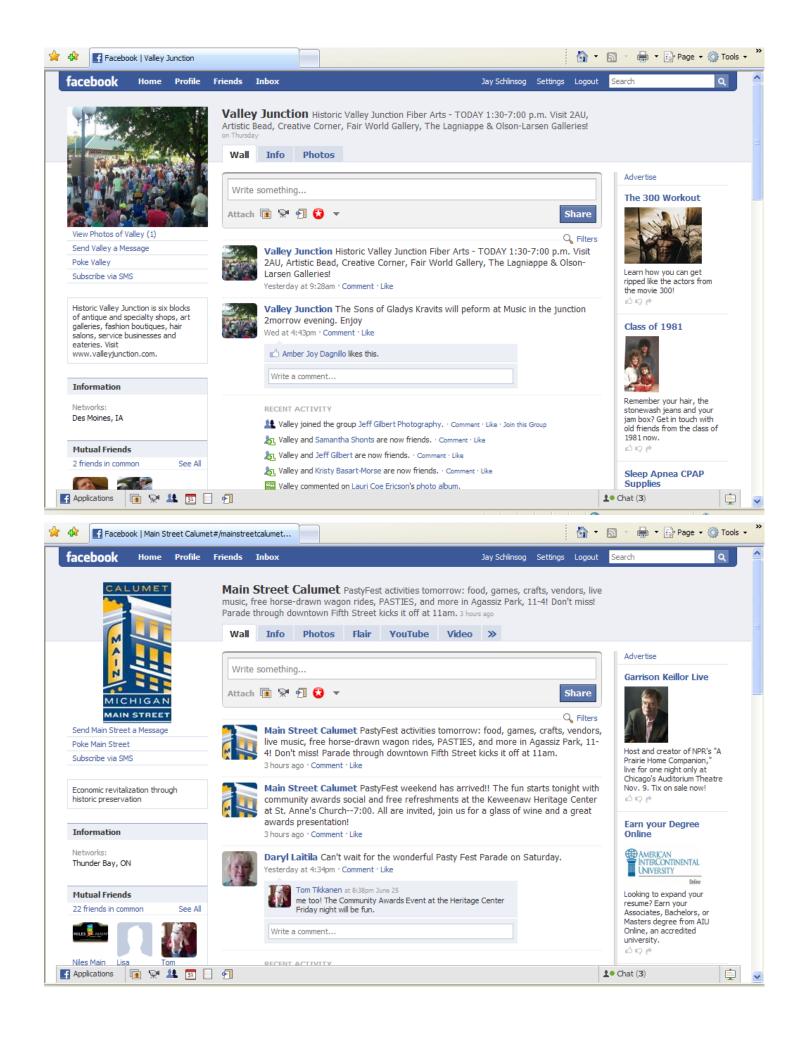


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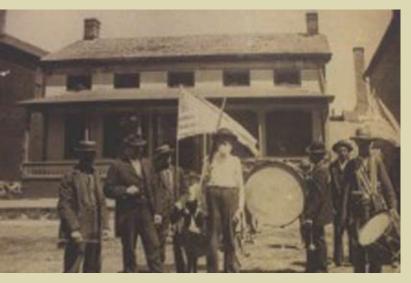
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Downtown Revitalization





(Left) A marching band pauses to pose for a picture in front of 109 West Blackhawk Avenue, while on the right shows a picture of what is the PDRI office today - The Knowlton House.

Our mission is to re-establish downtown as the social and economic heart of our community.

Revitalization efforts will champion historic preservation as a means to create a unique and aesthetically-rich environment that is a lively and friendly destination for business and recreation.

### Board of Directors:

Luanne Neumann, *President*Christine Seeley, *Vice-President*Marlene Dyer *Secretary*Tom Farrell, *Treasurer*Michael Douglass
Kathleen Hein
Lara Czajkowski Higgins
Judy Wall
Todd Yeomans
Karl Steiner, *Ex-Officio* 



# Financial Report Expense Promotions Programs Administration Revenue Government

Memberships

Grants

Other

**Fund Raising** 



### By Luanne Neumann - 2008 PDRI President

The preparation of PDRI's annual report is another opportunity to share with our members and supporters highlights from the past twelve months and outline some future goals. In this annual report we've crunched some numbers; showcased pictures of projects, wonderful volunteers and promotions; expressed our vision and goals; and let a few of our leaders have their say. As you read through this report, I hope on first reading you will be pleased with the positive gains we have made; however, I ask you not to stop there.

I invite you to come back to this report for a second read and see where you find your mark on the organization and the accomplishments of 2008. Are you the volunteer who swept up the city parking lot after the 3,000 attendees left the Colgate Country Showdown or helped prepare the floats for the St. Patrick's Day or Holiday Parades? Are you a business owner who attended one or more of PDRI's CBED business skills workshops or obtained a \$2,000 CBED mini-grant through PDRI free of charge? Are you one of those businesses who implemented backdoor hospitality to give your customers an extra option while Blackhawk Avenue was home to earthmoving equipment? Are you part of one of the many families who call downtown their home's neighborhood? Are you a customer of that shopkeeper who gives you the world's best customer service every time you shop? Have you invited that entrepreneur you know to take the next step in bringing their business to downtown Prairie du Chien? Where is your mark on what PDRI has been up to in 2008?

Since the carp dropped marking the New Year in Prairie du Chien there has been a rollercoaster of emotions for all of us. We as Americans looked to the inauguration of President Obama as a truly historic event. Just a week later we had to steady our resolve as news of more job losses and economic setbacks captured the headlines. While I'm not foolish enough to put my head in the sand and ignore the fiscal downturn, many people will concur that it is times like these that present many great opportunities for business growth and downtown expansion. I am excited by the opportunities we have made for making strides in re-establishing downtown Prairie du Chien as a destination for business, cultural and tourist activities for many years to come.

Thanks to those who share PDRI's vision and are willing to leave your mark.

### The Main Street 4 Point Approach

### **DESIGN**

- Building Improvements
- Public Improvements
- Signage & Awnings
- Visual Merchandising
- Historic Preservation Planning

### Design Committee

### By Kathleen Hein - Chairman

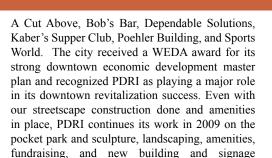
For a second straight year the Design Committee's streetscape project consumed a majority of its volunteer and staff time, with about 500 hours in 2008 alone. This committee helped mitigate commonly-associated construction problems by providing way-finding signage and back-door entry plans; instituting block captains and weekly written updates and open lines of communication between affected parties and PDRI and its block captains and the city and engineering staffs. We created our streetscape amenities brochure that helped us raise \$10,000 for new holiday/winter banners and new garland with those distinctive blue LED



Facade plans for renovation of historic Ft. Crawford Hotel



lights and, by year-end, we raised 20% of PDRI's \$50,000 financial commitment to the city for the streetscape project. Prairie View Insurance/Krause Monument completed its building and signage façades, qualifying them to receive PDRI grants to cover part of their renovation cost. In the fall, we welcomed a state tech visit with downtown business presentations on historical rehab tax credits and establishing a national register historic district, plus the architects drew six new façade renderings for



### **PROMOTION**

- Image Development
- Special Events

facades.

- Business Events
- Tourism Development



### Promotion Committee

### By Christine Seeley - Chairman

June's Colgate Country Showdown was the featured event the Promotions Committee put on with generous support from our local WQPC/WPRE radio station that attracted over 3,000 people to downtown Prairie du Chien for a night of music, dancing and socializing in the streets - the first downtown street dance in decades! This committee helped meet the unique retail and parking needs by implementing the "Construction Rewards" bracelet program encouraging continued downtown shopping throughout the streetscape construction. We held the first annual women's "My Day Downtown"; supported Crawford County Celebrates by organizing window displays of professional and amateur photographers' works; hosted over 150 children and parents for costume judging, hay wagon riding, and trick-or-treating throughout downtown's annual Spooktober; sponsored the third annual Chili Cookoff that brought in over 350 people to Blackhawk Junction to sample some of the best chili in town; and held a very successful "Holiday Cheer" contest with 112 participants -- 33% of them visited all eight local establishments. This committee showcased its downtown businesses by purchasing group radio and ad space in a pull-out flyer or special section reserved for downtown businesses to announce special promotional events. In 2009 our plan is to continue developing a new grand special holiday event that would attract thousands of downtown visitors as it grows, conduct a Promotional / Marketing Study, and enhance our downtown image campaign.

### ORGANIZATION

- Fundraising
- Volunteer Development
- Promoting The Program



### Organization Committee

### By Marlene Dyer - Co-Chairman

From an Organization Committee's perspective, our 2008 highlight was PDRI's November gala affair "Tastes, Toasts and Tomfoolery - An Evening in Paris", which is fast becoming Prairie du Chien's "must-attend" event of the year, thanks to our volunteers, our generous business partners, and the monetary support of our sponsors. As an entertainment and fundraising success, this event alone realized a 38% net gain in fundraising dollars over its previous year and that means PDRI can expand its downtown promotional and special events to get cash registers ringing or help more business owners get PDRI's façade and signage grants to improve their properties. Other fundraising crusades included the Colgate Country Showdown's 50/50 raffle, Alliant Energy's \$1,250 award for downtown's pocket park, donation of an antique 1961 Chris-Craft wooden boat (cross your fingers - we have interested purchasers right now!) and our Annual Giving Campaign



PDRI's Annual Fundraiser Taste, Toast & Tomfoolery

Breakfast, all of which have helped PDRI expand its membership base over the previous year. One of this committee's greatest challenges is growing our volunteer base, so last summer PDRI sponsored a delightful picnic to honor all of its hard-working volunteers with great food, fun, prizes and recognition awards. Our 2009 work plan includes improving our volunteer recruitment and retention process, increasing our fundraising dollars and completing other long-term goals.

### Economic Restructuring Committee

By Judy Wall - Chairman

The PDRI Economic Restructuring Committee is comprised of hard-working professionals who have dedicated their time to the improvement of our business district. We have completed work on a Business Survey as well as a major portion of the Consumer Survey. These

### ECONOMIC RESTRUCTURING





• Real Estate Development

two works will be combined with the City of Prairie du Chien's Housing Survey to become a valuable resource for the expansion of existing businesses as well as for recruitment of new businesses from outside of Prairie du Chien. We are presently working on development of a downtown loan pool that will be available to assist businesses in the downtown district. Real Estate Development is another major goal of this committee. We wrote a Hope VI Grant for funding on the Fort Crawford Hotel project and, while it was a top contender for the funds, it was not chosen in 2008 but we plan to re-submit the application in 2009. The ER Committee works closely with the Department of Commerce to bring in available resources to Prairie du Chien.



Retail Workshops Provided by PDRI & CBED Grant



Colgate Country Showdown & Hoedown



### Committee Members

### **DESIGN**

Kathleen Hein, Chair Michael Douglass Terry Meyer Linda Munson Luanne Neumann jake Stephenson Joanne Tesar Ken Wall Dave Welter

### ECONOMIC RESTRUCTURING

Judy Wall, Chair Jamie Jones Louis Lochner Luanne Neumann Corri Schmidt Janell Swenson Angie Tramburg

#### **PROMOTIONS**

Christine Seeley, Chair Kim Corpian-Tesar Louanne Davis Bonnie Fuller Janet Iverson Dan Moris Shodi Moris Bob Moses Luanne Neumann Donna Teynor Sandy Vold

### **ORGANIZATION**

Marlene Dyer, Co-Chair Becky Hackett, Co-Chair Allan Althof Lara Czajkowski Higgins Michael Douglass Mary Dow Cheryl Mader Luanne Neumann Cindy Noel Pam Ritchie Susan Rangel Mary Ann Stemper

### STREETSCAPE TASK FORCE

Kathleen Hein, Lead Terry Meyer, Lead Louanne Davis Michael Douglass Bonnie Fuller **Curt Kramer** Jamie Jones Dan Moris **Bob Moses** Bill Nelson Tom Nelson Lisa Peterson Christine Seeley Ron Stark Mary Ann Stemper Judy & Ken Wall

### TT&T EVENT SUBCOMMITTEE

Kay Wessling, Chair Ginger Arms Michael Douglass Becky Hackett Vickie Howe Luanne Neumann Pam Ritchie Lynda Welter Bob & Diane Witt



### By Rogeta Halvorson, Executive Director

We did it! Can a community complete total reconstruction of its main commercial street in one construction season, while maintaining access to businesses, limiting disruption and combining multiple funding programs to avoid using the local tax levy and general obligation tax dollars? Prairie du Chien -- the oldest city on the Upper Mississippi River -- did just that in our 2008 revitalization of historic downtown along Blackhawk Avenue.



The new streetscape consists of picture-frame concrete with colored and textured brick-look accents, period streetlights, benches, planters, waste receptacles, trees, and bubblers and it incorporates several components that highlight local history and heritage and set this project apart from other typical streetscapes. A pocket park includes decorative stone walls built with limestone salvaged from local buildings and benches consisting of 6' long limestone steps well worn by decades of local parochial school children's foot traffic, all donated by local businessman Blair Dillman. Plans are underway to add a sculpture depicting community life as seen through the eyes of a local artist. Custom electric power pedestals were installed at two intersections to facilitate music festivals and other planned street events.

The sanitary sewer and water main, along with street restoration, were funded by the sewer and water utilities with low-interest loans from WDNR's Clean Water Fund and Safe Drinking Water Loan Program. A Transportation Enhancement grant from WDOT funded the streetlights and streetscape items, and a Community Development Block Grant from the Wisconsin Department of Commerce funded storm sewer and miscellaneous items. The

### 2009 PDRI GOALS...

Goal 1: Increase the capacity of PDRI

Goal 2: Realize the property development potential of our downtown

Goal 3: Re-establish downtown as a destination

Goal 4: Develop a working network of partnerships

Goal 5: Develop a comprehensive marketing plan which ensures downtown will be a viable business and cultural spot for years to come

remaining local and matching share (only \$150,000 of the \$1.8 million project cost) came from two of the City's Tax Increment Districts and private donations raised by PDRI selling sponsorships for each of the streetlights, benches, and other street furniture items.

These Streetscape & Utility Improvements are central to an overall downtown revitalization effort by the city and PDRI. This project will tie into adjacent WDOT highway improvements planned for the next several years, proposed new commercial riverfront development at the west end of the project, and business facade renovations undertaken with

assistance from PDRI and the Wisconsin Main Street program. The sound infrastructure and creative streetscape are providing the catalyst for increased business and tourism in the community for generations to come.

Even though the streetscapes and amenities are complete along Blackhawk Avenue, PDRI and its volunteers and supporters have made a long-term commitment to the city and its business owners and residents to continue championing economic development and historic restoration efforts throughout downtown. It is important to

remember that this is not just a beautification project but an important step to re-establishing and maintaining our downtown as the social and economic heart of our community.

