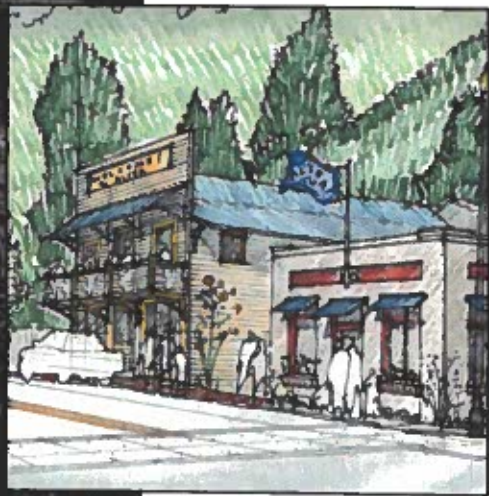


Alsea Downtown Resource Team Report

Prepared For:

Alsea Community Effort
Alsea, Oregon
Resource Team
On-site: October 4-6, 2005



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*"Can things get any worse?
I think we're all ready for change.
Any change."*

Local Alsea area resident at Resource Team meeting



Introduction & Background

"...take pride in
the town."

~ Quote from
survey
responses



Next step downtown planning efforts in Alsea were initiated when the Alsea Community Effort (ACE—a local non-profit group) was awarded a grant from the US Forest Service, called the *Alsea Downtown Revitalization Planning Project*, to fund technical assistance to survey and inventory Alsea's businesses, opportunities and needs, then map out a plan to help solve the community's economic problems through well-defined and implementable revitalization projects.

Jackie Nichols, of ACE, contacted the Oregon Downtown Development Association (ODDA) to discuss the potential of ODDA providing the services outlined in the Forest Service grant. On June 11, 2004, ACE convened a meeting to discuss the project and gather information from ODDA on their experience and format for working on downtown revitalization projects. In addition to ACE members, two representatives from the Benton County Planning Department were in attendance to discuss a related county project, the review and update of the community's Comprehensive Plan. It was agreed that these two projects should carefully integrate and support each other. From that meeting it was determined that ODDA should draft a scope of work for the US Forest Service grant part of the project *and* include a separate, but complementary scope of work focused on niche market development that could be funded through the Oregon Economic and Community Development Department.

Framework of Service Delivery: It was agreed that a three day Resource Team from ODDA would provide the best direction and appropriate tools for Alsea's efforts to revitalize the downtown. The work plan included collecting and analyzing information through public



meetings and making recommendations that best fit the needs of the community in a public presentation. The components of the Resource Team work included: market analysis and business development opportunities; recommendations for façade and building infill, including downtown housing opportunities; and analysis and recommendations of other factors to help revitalize downtown, as appropriate. ODDA worked with Alsea to develop a scope of work and a Resource Team was scheduled for on-site assistance.

The architectural, public space, and business mix recommendations contained in this report are conceptual in nature and are intended to focus the community's efforts on business development, property rehabilitation and the potential to capture emerging markets. The aim of this project was to bring the community together to discuss a shared vision of downtown's future, identify goals and then begin implementation of the projects. The ideas contained in this report are not written in stone; they should be used as springboards for further discussion as to which projects should be prioritized and implemented.

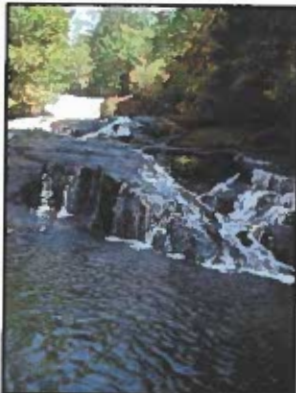
This report is a summary of information collected and synthesized by the ODDA Resource Team while working in Alsea. It is an expansion of the information presented at the final presentation. The recommendations in this report are broken into sections based on the team members' specialties:

- Business Information and Demographics
- Visitor Readiness Report
- Design Recommendations
- Next Steps



Project Goals & Overarching Theme

Five primary goals emerged from community and business discussions, analysis of past planning efforts, and on-site reconnaissance. They include:



1. Develop strategies to improve visitor awareness, minimize negative impacts, and increase visitorship to the Alsea valley.
2. Improve and promote visitor amenities in Alsea.
3. Strengthen the existing downtown core, improve and enhance existing local business and grow new businesses.
4. Address the need for a business start up space and locally produced goods.
5. Outline strategies that will facilitate development of vacant, underutilized or blighted properties within the town center, including housing opportunities.



The overarching theme for this Resource Team was to produce direction and concepts that will support the local vision while providing opportunities and amenities for visitors. Each member of the Resource Team undertook their tasks with these goals and this theme in mind. The differing disciplines of each Team member allowed them to address these goals in their own tailored way. Team recommendations and strategies are discussed in the sections that follow.



The Resource Team's Findings & Recommendations

General Recommendations for Moving Downtown Revitalization Efforts Forward

- **Goal: Develop strategies to improve visitor awareness, minimize negative impacts, and increase visitorship to the Alsea valley.**
 - Improvements to public infrastructure including, sidewalks, pedestrian crossings, street trees and intersections.
 - Improvements to private buildings and redevelopment of opportunity sites to present an updated, yet historically sensitive, renovated Alsea village.
 - Conduct two community clean-up days each year, working in cooperation with the local sanitation service.
 - Modifications to residential land use that will encourage transition from temporary to permanent housing and address areas of blight.
 - Active marketing of vacant buildings in town integrated with niche marketing.
 - Visitor marketing strategies (addressed in the Visitor Readiness section of this report).
- **Goal: Improve and promote visitor amenities in the Alsea area.**
 - The Village of Alsea alone does not currently offer anything other than convenience shopping and gasoline. The recommendations of this plan are to begin with marketing and packaging area amenities. Marketing the Alsea Valley Way, the scenic route to the coast, will be the starting point for larger efforts.
- **Goal: Strengthen the existing downtown core, improve and enhance existing local business and grow new local business.**
 - Conduct a census, and develop an inventory, of home-based businesses and artisans that may be interested in flexible retail space.
 - Starting a new business in any location is an uncertain venture. Alsea must demonstrate local commitment to revitalization in order to encourage others to take the risk.
- **Goal: Outline strategies that would facilitate development of vacant, underutilized or blighted properties in the town, including housing opportunities.**
 - Work with Benton County on new "Village Zoning" ordinance to encourage guidelines and redevelopment incentives for underutilized properties.

Community revitalization is a long-term, incremental process. Factors that weigh heavily in the success of redevelopment include: leadership, shared vision, collaboration, a well thought-out and implementable plan, calculated risk-taking and perseverance. A strong sense of community and empowered 'ownership' of your future are extremely valuable assets that are necessary for success.



Market Dynamics & Business Mix

I. Introduction

This section of the Alsea Resource Team report focuses on local market factors and business mix to provide ACE, Alsea, Benton County, and local volunteers with direction and guidance as they seek to achieve the goal of creating a more economically vibrant downtown area. This section is distinct from the Visitor Readiness section and focuses only on the local market. The local business market (i.e. local buyers) is limited, but businesses that serve both local and visitor needs will be key to Alsea's success.

Among the key questions to address in creating a viable business district are:

- Who are our markets? Our customers?
- What is our posture in the marketplace for business development?
- What is the business potential and the appropriate business mix? What are the market voids or niches that downtown can fill?
- How do we overcome key challenges and address important opportunities?

The findings and conclusions of the market assessment and business analysis are based upon the following: community input during the Oregon Downtown Development Association's Resource Team visit from October 4-6, 2005; definition of downtown's trade area; analysis of demographic data; small group meetings during the team visit; and in-store interviews with existing business and property owners.

The findings are divided into the following sections.

- Section II:** Alsea's Competitive Position
- Section III:** Trade Area and Market Segments
- Section IV:** Business Potential and Business Mix
- Section V:** Key Challenges and Opportunities

Additionally, there are a few other distinct issues that will be addressed:

- How do we overcome the challenges of property development?
- How can Alsea capture more spending from visitors?
- What are the local opportunities for business incubator and/or co-op space?
- How does Alsea develop a local niche market?

II. Alsea's Competitive Position

Successful downtown districts of any size have a healthy business climate coupled with pro-active marketing. Alsea was evaluated based upon business climate and marketing factors that affect business decision-makers seeking a business location.

<p>Key for Rating S = Strength W= Weakness N = Neutral</p>

Downtown Alsea Analysis – Strengths & Weaknesses		
Critical Success Factors	Rating	What Alsea Offers
Market Opportunity		
Growing population base	W	Population growth in the Alsea trade area is projected to increase over the next 5-10 years, with a growth rate of 0.9% less than the projected state average. From 2000 to 2005 the community saw a decline in population.
Average or above average incomes	S	Median household income of \$43,884 for Alsea trade area, slightly lower than Oregon's average at \$45,702 coupled with a lower cost of living.
Diversified employment base	W	Alsea has evolved into a bedroom community for employment centers in the Corvallis area and beyond. Employers within the community itself include the school district, health clinic, logging enterprises and John Boy's market.
Strong visitor market	W	Alsea has a number of attractions that are conveniently located. Alsea needs to enhance its visitor infrastructure—restaurants, lodging options and additional shopping venues to improve its attractiveness as a destination.
New development is planned or is occurring.	N	Alsea's local infrastructure and location limit housing growth. Nonetheless, some infill development is occurring and provides a lower cost alternative to Corvallis.
Business anchors/attractors bringing repeat shoppers to town.	W	The Farmer's Kitchen once provided a significant attractor but no such business exists today. An effective attractor businesses the chance to cross market and build upon the synergy. Destination dining is an obvious market possibility that would serve both the local and visitor market.

Downtown Alsea Analysis – Strengths & Weaknesses		
Critical Success Factors	Rating	What Alsea Offers
Real Estate		
Quality commercial buildings with good signage, parking and accessibility (walking from store to store in downtown). Buildings with small flexible space options.	W	There are a number of retail/commercial properties that appear to be available. However, only the Farmer's Kitchen is being marketed. The other properties are simply empty and are generally in poor condition. One building was recently purchased and low prices are a marketable advantage.
Land acquisition and assembly to encourage private development.	W	This is not actively managed by any local agency or development corporation. No strategy is currently in place.
Business incubator (reduces cost through shared expenses, and access to expertise)	N	There is no incubator (with or without walls) in Alsea, but home-based businesses are reportedly numerous and could benefit from such technical assistance. This is an opportunity to assist with building the visitor market.
An up-to-date inventory of available commercial buildings and sites for sale and for lease.	W	There is no current inventory of available properties for lease or sale with price and basic property data. Several sites with development potential have no signage for sale or lease. Properties do not appear to be actively marketed.
Attractive Shopping Environment		
Inviting, landscaped, well signed and appealing shopping environment that entices auto travelers to stop and shop.	W	Downtown Alsea is not currently identified by any signage or other amenities. Sidewalks are available in some locations but they are rudimentary. The recommendations of this report would establish those elements.
Attractive city entrances with good signage	S	Alsea has attractive entry signage on both sides of town.
Shopping – a selection of quality shopping for a range of incomes available	W	Most convenience shopping needs can be met in Alsea (grocery, hardware, gas, etc) at one location. No other shopping experiences are available.
Concentrated nodes or linkages of development creating a critical mass or dense shopping environment, attracting more shoppers.	W	As a whole, the core of downtown Alsea is a concentrated three block shopping district. In the future, this could be a strength. At present, there are no businesses to take advantage of the layout.

Downtown Alsea Analysis – Strengths & Weaknesses		
Critical Success Factors	Rating	What Alsea Offers
Transportation		
Parking to support stores and services.	S	Visits to Alsea reveal ample available parking in front of stores and on side streets.
Walkable shopping district to encourage browsing and impulse shopping.	S	Perhaps downtown Alsea's greatest strength is its small, pedestrian scale.

Alsea Business Climate Analysis – Strengths & Weaknesses		
What Business Wants	Rating	What Alsea Offers
Business Environment		
A streamlined, one-stop regulatory process that is clearly articulated in planning documents and consistently administered.	N	The regulatory agency for the Alsea area is Benton County. The processes are well-established but, historically, local participants report having difficulty with the county bureaucracy.
Business licenses and fees that are in line with other competitive cities/shopping areas and that are not burdensome in terms of costs.	S	Fees are low compared to other rural communities: Water hookup of \$250 and sewer hookup of \$500 .
Networking	S	We found many individuals with outstanding ideas and interest in improving the community. The School District, Grange, ACE, local churches and other organizations provide networking opportunities to bring individuals together to build a working group for the downtown.
Community consensus on economic growth.	S	Community surveys within the past 10 years indicate that although local residents do not want to lose the "small town feel" of Alsea, they do agree that a strong business community is important to sustaining the quality of life they desire. A consensus on what businesses are desired is not clear.

Marketing		
Special Events	W	Alsea does not host any special events.
Business Promotions	W	There are no joint business marketing and promotions. The local business base does not warrant such a program yet.
Web site	N	The community has a small web presence through the School District, some business/personal websites and a few links in area tourism information.
Community Newsletter/Newspaper	S	The Alsea Valley Voice locally reaches 660 households in the area.
Design, logo, slogans	W	Alsea does not currently have a unified image and message.
Business Attraction/Lead Generation Activities		
Specific types of businesses identified to target	W	Not established, but should be guided by the Resource Team Report.
Recruitment campaign/business lead-generating activities	W	Not established, but should be guided by the Resource Team Report.

III. Trade Area and Market Segments

Trade Area Definition

The trade area is the geographic area from which the great majority of regular customers originate. Alsea is unique in that the local market is relatively small. The opportunities presented by visitors are addressed in the Visitor Readiness section, while this section focuses only on opportunities within the local market area. For this report, the market area was defined as an eight-mile radius from downtown Alsea. The trade area map appears on the following page.

Target Markets

Market segments represent the consumers who currently or potentially shop in Alsea. Understanding who these consumers are, and knowing each segment's shopping habits and how they might integrate with visitors' needs can help drive promotional campaigns, business recruitment, retention policies and business mix.

Alsea's *primary* customers are year-round trade area residents that shop there because of its convenience. Below are current demographics for the Alsea trade area market. These are shown in comparison to state averages in order to better understand Alsea's relative market position.

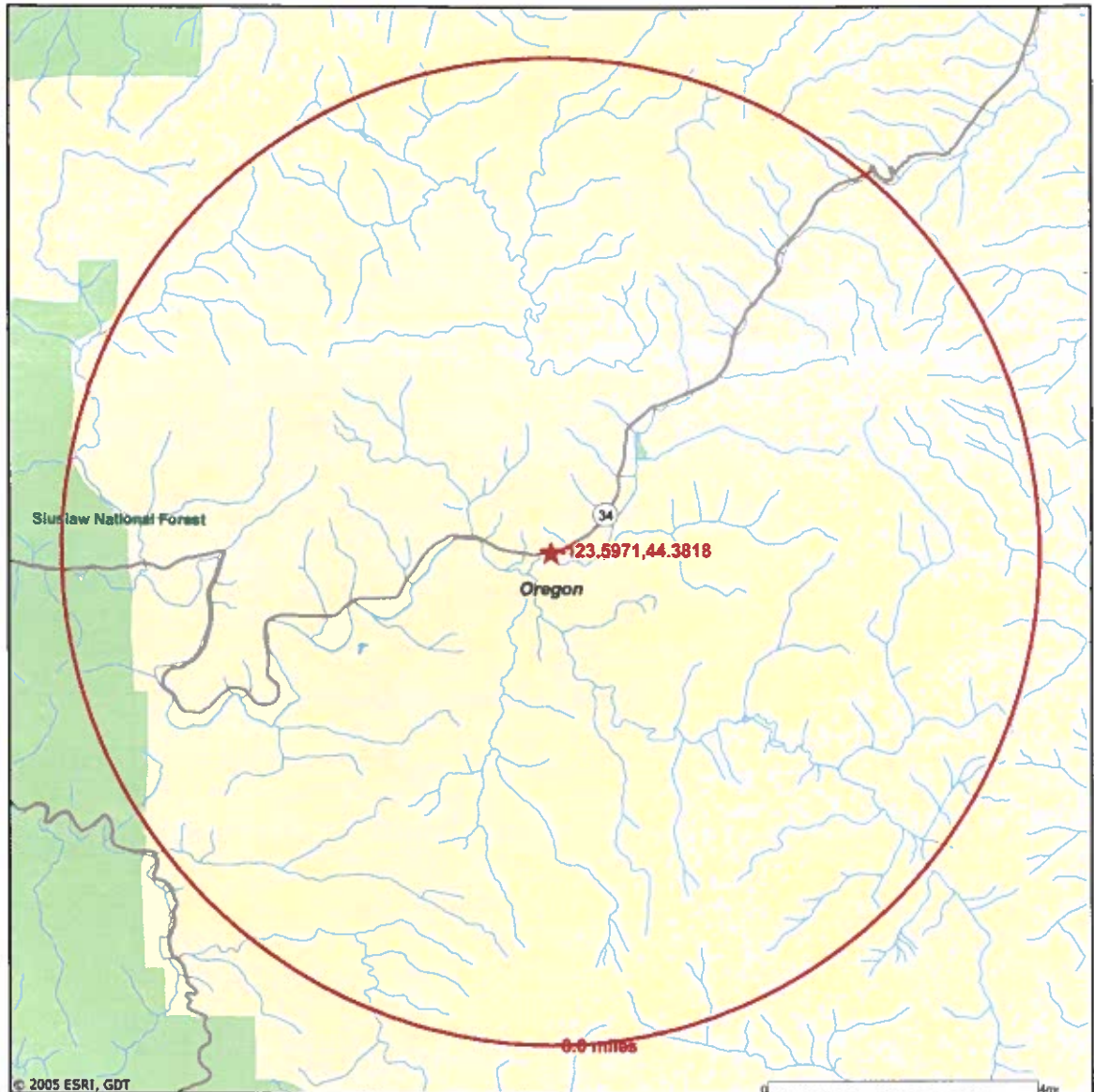
Exhibit 1: Trade Area Demographics, 2005

	Alsea 8-mile radius	State Of Oregon
Population, 2005	1,092	3.582 million
Population, 2010	1,142	3.7 million
Average Annual Projected Growth Rate (2005-2010)	0.9%	1.06%
Households (2005)	436	1.39 million
Median Age	39.1	37
Percentage Age 17 or younger	20.5%	26.4%
Percentage Age 65 or over	14.1%	12.8%
Median Household Income, 2005	\$43,884	\$45,702

Source: ESRI, Business Information Solutions

Most significant among the variables noted in Exhibit 1 (previous page) is the fact that Alesea trade area residents are an aging population, just above the state's median age, and that the household incomes are very close to the state's median household income. The Alesea trade area population is expected to grow at a slightly lower rate than the state over the next five years (0.9% annually, compared to 1.06%.)

Alesea, Oregon Trade Area



Other Target Markets

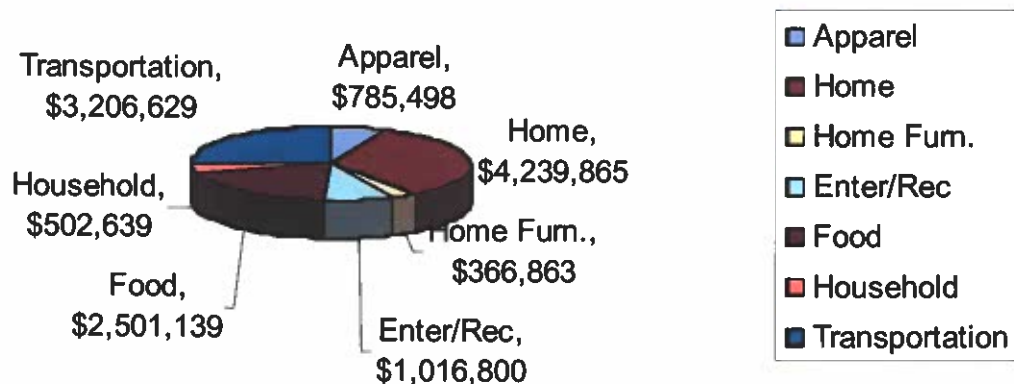
- Visitors. The visitor market for Alsea as an emerging economic force is highlighted in great detail in the Alsea Visitor Readiness Report.
- The number of employees in the downtown Alsea area (including school employees) is estimated to be around 35 persons.

Local residents, employees and area visitors offer the a small but significant market potential for downtown Alsea businesses. More information on customer behavior is provided in Appendix A, "Buyers vs. Browsers."

IV. Market Potential and Business Mix

Potential retail spending based solely on Alsea's 8-mile trade area resident population and household incomes totals approximately \$18 million annually in 2004 (source: US Census and ESRI Business Information Solutions). Visitor spending, especially for convenience goods, increases that potential by another 10-20%. Obviously, the vast majority of those dollars are being spent outside of Alsea. This retail spending is distributed as follows:

Resident Spending by Category (\$)



Youth have significant spending power as well. In one recent survey, conducted by ODDA in a rural Oregon Community, over 50 students returned surveys indicating they have an average of \$26/week to spend. Multiply that by the number of high school students in the Alsea school district, and that's an additional \$117,000 of discretionary income in Alsea each year.

In thinking of the appropriate business mix, Alsea must take into account both local residents and visitor interests. Surveys of tourists by the visitor industry reveal that vacationers and travelers are most interested in the following types of merchandise:

What visitors want:

- Unique, one of a kind goods such as arts, crafts, gifts, galleries
- Antiques/reproductions/gifts
- Convenience goods—gas, grocery, etc
- Recreational/sporting goods and services
- Apparel & accessories – unique
- Restaurants and unique eating places

They are also interested in a variety of cuisine and prices. One formula for success with your restaurant mix is to include a selection of:

- Caffeine
- Alcohol
- Carbohydrates
- Fat

(Source: Marketek, Inc.)

The youth identified the following priorities for improving Alsea:

- Movies
- Clean up the old buildings
- Family amusement
- Boys and girls club
- A basic hamburger joint

Two priorities we heard from the community were a laundromat and a pharmacy. Current spending potential (from trade area residents) on prescription and nonprescription drugs+ personal care products totals \$278,000 annually. That level of spending might support a small satellite pharmacy. Similarly, a Laundromat as part of another service would be a viable business enterprise.

Other opportunities identified include:

- Destination restaurant
- Senior Center
- Clearly, market opportunity exists in Alsea for new business. Equally important, there are business prospects and entrepreneurs within the community eager to open a business. More than a dozen home-based businesses with retail merchandise were identified. These entrepreneurs should be contacted too to understand their interest in a business location possibly as a shared space.

Alsea community leaders should think about attracting businesses that will 'mix and match' merchandise categories listed above. Stacking retail goods under one roof is a common and valuable business strategy in small shopping districts. All of the information presented in this section can provide the foundation for a business development marketing plan and preparing collateral material for business prospecting. Providing a link to this information through appropriate websites would also be very valuable.

Downtown Alsea will never be able to compete with large malls and strip centers in providing a large variety of retail goods, long and predictable shopping hours, and the image of low-cost retail items. However, the downtown customer will

respond favorably when he or she feels that they are receiving good value for money spent, have a convenient and safe place to spend time, and consider the downtown area an interesting and attractive place to be. To achieve the vision of downtown as a place serving multiple needs and markets, consideration should be given to the customer that is using the downtown as a destination to acquire needed items and services, or to spend time socializing and relaxing.

Downtown Alsea has the capability to serve local full-time residents, area workers and visitors with a wide range of goods and services. The keys will be to:

- Provide excellent service
- Offer unique, quality merchandise
- Target high dollar volumes per square foot for a business to succeed. In other words, smaller spaces with in-depth, high turnover inventory.
- Work with downtown Alsea's existing business community to provide complementary product lines.

Recommended Businesses Mix

The two primary goals of downtown Alsea related to business development should be to:

- 1) Retain, strengthen and expand the business base in downtown Alsea.
- 2) Recruit businesses that will complement and improve the existing downtown commercial mix and will enhance downtown's attractiveness to its target markets.

Success will be achieved with stores that:

- Serve both visitors and area residents
- Aggressively market to these target customer groups
- Offer multiple, complementary product lines of good quality
- Start small and grow to fill niches
- Have focus, imagination and strive to meet the needs of the customer

V. Key Challenges and Opportunities

Business/market development and expansion opportunities in downtown Alsea will require sharing your future vision. Building on the momentum of the Resource Ream and the Visitor Readiness Report, the following questions need to be addressed.

1. How do we overcome the challenges of property development?
2. How do we get more (\$\$) from visitors?
3. How can this information be 'packaged' to strengthen existing businesses and to recruit new businesses?
4. What are the local opportunities for business incubator and/or co-op space?
5. How does Alsea develop a local niche market?



How do we overcome the challenges of property development?

Downtown Alsea's #1 Issue is the lack of available, ready to occupy commercial properties. At present, there are many vacant properties but few of them are market ready for quality business prospects. In essence, as Alsea's business recruitment efforts progress, there is no 'product' for businesses looking for a Alsea location. Too many of the vacant properties are 'White Elephant' properties in prime locations. To move to the next level of downtown revitalization, Alsea must take control of its downtown real estate. The following steps suggest where to begin.

Steps:

1. Designate a Property Development Team that will manage the steps below. *(include ACE, area real estate representatives, key community members,, banker...)*
2. Identify and list all vacant, underutilized or uncared for downtown properties (buildings and parcels).
3. Evaluate the properties & identify 'most ready' for redevelopment/occupancy *(See assessment form in the appendix)*
4. Meet face to face with property owners to hear their motives, learn what moves them, and understand their interests and willingness to make a change or sell.
5. For any properties that are available and in good condition for showing, work with the property owner and/or a local realtor to begin to market these to business prospects. Prepare a one-page marketing fact sheet with key features, price information, a photograph, contact person and target businesses for the location.

6. Leverage the new Property Maintenance Code & other rules and regulations on the books to help address blighted properties.
7. Focus on ENFORCEMENT. Work with the County to avoid difficult situations and challenging relationships b/w a local resident/enforcement officer and a property owner.
8. Get ready to put your \$\$ where your vision is. A group of interested citizens and/or a nonprofit developer (CDC) can purchase and redevelop property on its own. A public-private partnership should be considered for such a venture. Urban renewal agencies are well-skilled at this technique.
9. Contact a real estate attorney to work through challenging property issues. Contact the League of Oregon Cities for recommendations.
10. Many properties are also filled with part-time tenants or inappropriate uses (storage, etc.) These properties should be included in the Property Development Strategy as they are not contributing to the downtown any more than a vacant building.
11. For any properties that are ready to market, put information on "Available Properties" link to a community web page.
12. Institute a 'vacant storefront' program for empty buildings whereby store windows are converted into galleries for student art work, nonprofit/service organization display sites or creative displays of merchandise with a sign: '*Your Business Here.*' A similar concept can be applied to vacant lots with landscaping and plantings. Here are some other ideas:
 - ◆ Start by washing the windows!
 - ◆ Paint storefronts
 - ◆ Adopt a Window – school room displays
 - ◆ 12 Days of Christmas
 - ◆ Homecoming Exhibits—tributes to graduates or current students
 - ◆ Historical displays & photographs
13. Ensure a commitment and A WILL to make it happen. Nail down a written action plan with 'due dates.'



How can Alsea capture more spending from visitors (and local shoppers too)?

Alsea's desire to capture more local and visitor shopper dollars should be at the forefront of the local agenda. Form a promotion committee to specifically tackle this challenge. Here are some suggested activities in pursuing this goal related to local efforts. A more comprehensive look at regional visitors is addressed in the Visitor Readiness section.

1. Provide technical assistance to business owners to implement creative and practical *free* marketing and promotional strategies.
 - For example, provide Visual Merchandising technical assistance to downtown and other businesses, (to include window displays, lighting, entry way ideas, store displays, etc) There may be students at one of the local universities who would be able to take this on through a class or special project.
 - Never lose sight of the critical objective--*Make it irresistible for visitors to stop!*
2. Develop a Downtown Promotion Calendar and other activities to get more business from the market that is already coming through Alsea! For example, get the 3,000 Jamboree visitors into the stores!! Develop a coupon book or other activity to get visitors into the stores.

In addition, consider the following retail promotions for local shoppers:

- Frequent shopper or Buy Alsea campaign
 - Senior citizen days and student discounts
 - Holiday promotions (July 4, Valentine's Day, etc.)
3. Promote what you do have!
 - Develop a simple business directory including home-based or farm-based businesses.
 - Develop a series of rack cards focused on: restaurants, gifts, and specialty. As noted, there are several gift shops in downtown.
 - *Keep it simple.* Visitors won't take the time to read elaborate write-ups.
 4. Business owners need to challenge themselves to know and respond to their customers inside and out! Guidelines include:
 - Customer service is the #1, #2 and #3 most important issue
 - *Constantly*, offer something new and fresh
 - Adapt to the season! Longer hours in summer season.
 - Focus on your Destination Product(s)
 - Create impulse-oriented displays



What are the local opportunities for business incubator and/or co-op space?

Rural Business Incubators

Throughout the nation, many small town and rural communities are turning to business incubators or similar concepts as a key strategy for economic expansion and diversification. Incubator development is increasingly recognized as one strategy to combat dwindling populations and declining employment and tax bases in rural America. They are seen as an alternative way to retain youth who are being forced to seek employment opportunities in larger metropolitan areas, as well as employees laid-off by a town's major employer who must choose between moving, or taking a lower skilled/lower paying job locally. The Alsea Village Market (in the design section) is one concept of a flexible retail space and redevelopment that would meet these needs.

Limited population and/or resources often dictate more creative approaches to rural incubator development. Clients of rural incubators are often entrepreneurs who would like to tie into existing major employers in the area; those who moved away for work but have always wanted to return home; young people searching for a way to remain in a small town; young professionals desiring a small town for quality of life; and residents of nearby counties. Technology is increasingly enabling companies to rely less on proximity to markets and labor pools, which presents a significant opportunity for rural incubation development.

While incubators typically provide office space to clients, rural incubators often forgo the traditional real estate model and have achieved success by establishing "hub" satellite programs that network incubators throughout a region, incubators-without-walls that operate free of real estate or locations within public servicing agencies or universities/colleges that provide services to the incubator. David Fisher, director of the Hawaii Small Business Development Center, perhaps sums it up best: *"The most important thing about incubators is not the building...it's the network of people."*

Successful operation of incubators in rural areas is an ongoing challenge. Limited budgets often impact the quality of management and level of service. An incubator manager compensation study conducted by the NBIA found that the median annual pay of top executives of rural incubators was only 71% of that earned within the overall industry. A key for rural incubators is to identify services that are already available in the region and provide in-house services that are not already accessible within the immediate area. Networking is often a key component of rural incubators, linking rural entrepreneurs to capital sources, colleges/universities and business development service providers.

To better understand the issues and obstacles facing rural incubators, the NBIA, in collaboration with the Ohio University College of Business, conducted a study of *rural* incubators within the southeastern United States in 2001. The research found that top performing incubators generally:

- Operated under a clearly defined and realistic mission.
- Conducted a feasibility study prior to start-up that identified size and composition of client base, anticipated revenues/expenses and prospective clients.
- Organized appropriately to serve areas with low populations.
- Secured community/political buy-in.
- Complied with widely accepted incubator best practices.
- Adequately compensated management.
- Networked or were in the process of building networks.

Among the top three performing incubators, all served county or multi-county areas. One served 16 counties via a satellite system that offered business training, computer technology and e-commerce; the second served a three-county area with three incubator facilities; the third served one county but was in the process of developing a satellite system. Average square footage of the three incubators was 52,374 square feet and the average population of the region was 108,000. Operating expenditures averaged \$170,000, of which payrolls consumed approximately 48%. Relative to the weakest performing incubators surveyed, managers of top-ranked programs were better paid, worked more hours (an average of 40 hours per week), and secured considerable volunteer assistance in providing services. This, again, demonstrates the need for Alsea to partner with larger efforts to make local efforts succeed.

Typical of rural incubator programs, managers at top performing programs reported that major obstacles facing their clients included: insufficient financing, lack of entrepreneurial background and expertise, inadequate management teams, limited access to relevant networks and difficulty accessing networks due to distance. Clients tended to be regional, national and international rather than local. Obstacles most frequently facing top performing incubator programs included a lack of skilled labor, inadequate financial resources and limited community awareness.

Conclusions and Next Steps

Evidence gathered for this report through site visits and personal interviews supports the conclusion that at the present time there is not strong interest in the area for a traditional Business Incubator facility. This is true from many perspectives. From the point of view of the potential user, only a small number of users are located in the vicinity. Regional economic development players also

did not express a demonstrated need based on their local business market knowledge.

The fact that rural business incubators pose their own unique challenges further contributes to the prevailing sentiment against moving forward. Without a critical mass of paying clientele, financial sustainability is impossible. In addition, it is apparent that some of the basic 'office services' associated with incubators, such as providing answering services and high speed internet connections, are already outmoded.

Still, even given the voice advising against a Business Incubator, the information gathered for this study indicates other opportunities that Alsea should continue to explore how to serve its micro businesses and aspiring entrepreneurs. Through interviews and local participants, there is a strong base of self-employed artisans that might be successfully marketed through available space or an organized co-op. Many factors contribute to the determination that positive actions can be taken. First and foremost, survey respondents and economic development partners alike agree that there can never be enough one-on-one technical assistance to individuals organizing, running or growing a small business—at virtually any stage of development. Perhaps this is why many said they would support and help promote a shared facility should it be developed.



How does Alsea develop a local niche market?

Finding your place in the modern economic market will be a difficult journey. More and more, local downtowns are relying upon a small “niche” in which to carve out their economic future. This is a particularly challenging concept for a rural community that has historically relied upon a natural resources base for jobs and dollars. For a community to be successful in developing a new economic future, that future must grow out of the local landscape. It cannot be imposed by a plan or outside entity. One of the most-cited examples of developing a new niche market comes from Joseph, Oregon. Their direction was to develop the role of sculpture (specifically, bronze sculpture) in their local economic mix. From our interviews on-site there are a significant number of people in the area that are producing high-quality arts and crafts.

The arts are emerging as a potent force in the economic life of cities and rural areas nationwide. They are assuming an important role as direct and indirect contributors to regional and state economies. Arts and heritage activities help give definition and identity to many communities throughout the United States, making them important economic drivers. In this sense, arts-related activities have long been regarded as important components of tourism development - - often helping seasonal economies transition to year round economies.

In 2000, the arts had an overall impact of more than \$262 million within Oregon, according to a study commissioned by Northwest Business for Culture and the Arts. Oregon’s non-profit arts groups paid \$55 million in wages and arts groups purchased more than \$28 million worth of goods and services from other Oregon businesses. (The study addressed the impacts of nonprofit arts activities, not artists as entrepreneurs.) The report also stated that cultural heritage tourism is an important component of Oregon’s economy. In addition to direct spending at festivals, cultural heritage activities are integrated into tourism efforts through Oregon and attract affluent visitors to activities throughout the state.

According to the tourism statistics, in 2003 Benton County had over \$65 million in visitor spending at destinations within the county. This accounted for over 1,100 jobs. Beyond their importance to tourism and cultural heritage activities, the arts are gaining recognition for their role in making communities attractive to workers who want to be identified with and participate in art-based activities both as full time professions and through leisure. In the past decade, communities have begun to realize that their economic fortunes are increasingly tied to the local preferences of highly mobile, knowledge-based workers who form the intellectual backbone of the New Economy. These workers value ‘quality of place’ above nearly all other factors - - including job market conditions - - in choosing where to locate.

Like any other type of economic development activity, arts based development requires a strong infrastructure to be successful and sustainable over the long haul. Following are recommended strategies to build and develop a local, integrated infrastructure that supports arts based development.

Focus On, Commit To, and Support Arts Based Development through Both the Public and Private Sectors

It is critical that both the public and private sectors commit to and support arts based development to ensure that efforts have enough 'horsepower' to move ahead and the arts agenda doesn't get sidetracked or ambushed! Often, efforts to undertake arts based development rest almost entirely in the hands of local artists and arts organizations - - with other groups missing from the conversation. Having the County and other local organizations at the 'arts table' as strong and willing partners in this effort will help ensure a higher level of overall success.

It is not enough for ACE to verbally agree to support arts based development. It is crucial that the ACE and the County recognize this strategy as a stated goal in local plan documents such as Strategic or Community Development Plans. This not only raises visibility for the arts, it also denotes an official stance supporting arts based development. In Paducah, Kentucky, the City is committed to arts based development through their Artist Relocation Program. Through an urban renewal district, over \$1.2 million have been committed to the Artist Relocation Program, with an additional \$1.2 million spent on streetscape and infrastructure improvements within the targeted area.

Communicating with, and connecting to other local civic organizations by inviting them to participate in arts based development efforts is another way to build support and consensus. As mentioned earlier, bridging the arts to the wider community is a way to increase visibility, expand partnerships and connect to the community at large.

Another component in developing a sustainable arts infrastructure is to develop and nurture arts philanthropy through both corporate giving and private patronage. Studies show that an area's ability to attract and retain artists is closely tied to the activity of philanthropists and quality arts establishments. These components act like a welcome mat; with the community's or region's reputation for this supportive infrastructure spread by word of mouth around the country and even internationally.

Create a Long-Range Arts Based Development Plan

An arts based development plan, or 'roadmap', is an essential next step following adopting the goal of arts based development. In the Recommended Next Steps section that follows, the action to develop a Long-Range Arts Based

Development Plan is listed as something that should occur within the next year or so. By pushing this activity into the future, local partners in both the public and private sectors will have time to plan and develop the process to cultivate a community-based arts plan.

Build Local Networks of Artists & Arts Organizations

In *The Artist Dividend: The Arts Hidden Contribution to Regional Development*, Markusen and King state, "Networks and organizations where artists can meet others in the same and related occupations are central to the success of artistic entrepreneurship."

"Membership organizations, including unions, professional groups, and voluntary groupings provide a forum for exchange of information and insight, ideas for improvements in one's art, and inspiration from hearing others' stories. Many such organizations run training sessions and workshops in business management, marketing, self-representation and other crucial elements of entrepreneurship, tailored to the art form. Literally every economically successful artist we spoke to credited such forums for helping them at specific junctures in their careers."

From feedback gathered during the on-site portion of this project, it became clear that artists in and around Alsea are ready for more networking and interaction. Building and nurturing this component of the local arts infrastructure is a critical piece of the puzzle to grow and sustain arts based economic development.

As part of the overall effort to build a local network of artists, it may be necessary to create a community non-profit that assumes the leadership role within the private realm to 'champion' the cause of arts based development.

Create Affordable Arts Spaces for Working and Living

Affordable spaces for artists to live and work are another lynchpin in developing an arts infrastructure. Artists have a range of needs depending on their artistic medium, income level and family size. Some artists need a separate workspace in an industrial zone while others may want to convert a garage into a studio. Others may prefer a combined live/work space.

Offering affordable spaces for artists to live and work is not presently an issue in Alsea and could be a strength. Addressing the challenge of providing quality living and working space for artists in the local real estate market will take a concerted and collaborative effort. But it is a crucial issue to address in order to develop a stronger, larger and sustainable arts sector.

Create Art Spaces for Exhibiting, Performing and Gathering

Any community that is focusing on the arts as an economic development driver must 'walk the talk' by providing a multi-functional community art space. Even the small, rural community of Condon, Oregon (population: 729) has an outstanding community art space on Main Street. According to Boyd Harris, founder of Co-Arts (the Greater Condon Art Association), the City owns and maintains Memorial Hall and partners with Boyd's group on grants and through volunteer efforts. In the 1970s, the fledging Co-Arts group approached the City to redevelop a rundown building on Main Street into a multi-purpose community space that could house all types of arts activities. The City and Co-Arts partnered on grants and fundraising to rehab the dilapidated building. The work and partnership on Memorial Hall continues with the City recently receiving a Community Development Block Grant to rehab the kitchen facilities. The open, flexible gallery space has room for an exhibit of 75-80 pieces and can be configured for performances and meetings to suit a variety of community needs and activities. (Housed in Memorial Hall, Condon's biennial Art Slate show has grown from a juried show, to an invitation-only show.) This on-going, synergistic partnership between the City and Co-Arts is a good example of 'a whole equaling more than the sum of the parts.' The City's support of the arts through its collaboration with Co-Arts is an excellent example of a public/private partnership that truly benefits the arts and the community as a whole. Some examples of how this might be addressed in Alsea are shown in the Design Recommendations.

Paducah, Kentucky, a town of just over 25,000, committed to growing their arts economy and has been very successful at doing so with their innovative and award winning Artist Relocation Program. This community just completed the construction of a \$44 million performing arts center. The community also boasts a center for the visual arts and one of the top ten community theaters in the country.

Artists' 'clubhouses', multi-functional spaces for artists to use for exhibits, performances, workshops, and to informally gather, are a necessary ingredient in building an arts based economy. These spaces help support artist networks and organizations by providing much needed space for meetings and gatherings. They also provide a dedicated venue for exhibits and performances. And when these spaces can be configured for trainings and provide an environment for artists to just hang out, the benefits of a community art space of this type compound.

Available exhibit and performance space for artists is critical if a community wants to be taken seriously in their efforts to develop a more vibrant arts economy.

Create Incentives for Arts Based Business Development

In many communities across the country, the public sector has played a major role in jump-starting the local arts economy by providing infrastructure projects, subsidies, tax breaks and amenities that support and solidify local arts activity. Some communities offer free lots for artists who want to build live/work spaces, 100% financing for existing houses/studios, and free design assistance for building rehabs within the target area.

Another innovative way to incent artists is by investing in activities that nurture artistic entrepreneurship. These could include micro-business loans as well as workshops, web-based training, and technical assistance focused on business management, marketing, self-representation, and other elements of entrepreneurship that are tailored specifically to the arts. Other incentives such as discounted web pages and collective ways of providing health care coverage and retirement plans will also be strong draws to artists who, as a whole, struggle with these issues.

Creating a multi-dimensional package of incentives for artists that addresses more than one type of need will help make Alsea more competitive in retaining and recruiting artists. Partnering with other entities will be the key for Alsea.

Undertake a Multi-Faceted Marketing Effort to Attract Artists, Promote Arts Events, etc.

A multi-faceted marketing plan is necessary to get the word out to recruit artists, collectively promote artists, and to publicize local arts offerings and events to visitors. Marketing to each of these target markets will require different methods and approaches.



Visitor Readiness Report

Introduction

This Visitor Readiness Report is intended to complement the "Downtown Resource Team Report" that we have developed for Alsea. This report has been designed to enable Alsea to address the critical issues that are most likely to strengthen the appeal of the village as an attractive place for visitors to stop, stay, and spend some time.

A grant from the Oregon Economic and Community Development Department enabled the Alsea Community Effort to contract with Oregon Downtown Development Association (ODDA) to conduct an assessment of the village from a visitor's perspective and create the Visitor Readiness Report. The ODDA team created the report after three days in Alsea and surrounds that included interviews and group discussions, meetings with local leaders, and a comprehensive destination appraisal.

This Visitor Readiness Report has been designed to identify the issues, opportunities, and actions that will create a more viable visitor economy for Alsea - ultimately encouraging longer stays and stimulating new businesses. It is not intended to be a comprehensive tourism strategy or marketing plan but rather a series of recommendations to improve the essential elements for Alsea to readily address the "leaks" in its visitor economy.

Alsea is a quiet village with a population of 1,200 in the beautiful Alsea River Valley, approximately 40 minutes west of Corvallis, and approximately 45 minutes from the Oregon Coast. The village is bounded by the river and forested slopes. The traffic count on Highway 34 as it passes through Alsea is approximately 1,600 per day.

The foremost consideration in developing tourism in Alsea is to increase the overall number of potential visitors to the village by introducing and promoting the Alsea Valley Way. It is envisaged that this will be an attractive alternative to Highway 24 to the Oregon Coast.

We suggest that all of the recommendations be implemented within the next two years. During this period the primary focus should be on getting the product right and ensuring that the village is able to attract more customers to build onto the buying power of residents and deliver highly satisfying experiences. Addressing

all of the components of this report in a cohesive and comprehensive way will ultimately enhance Alsea's ability to attract visitors and build a healthy visitor economy.

Methodology

The development of the Alsea Visitor Readiness Report involved broad research and consultation that included:

- An extensive review of past reports and plans relating to Alsea.
- Review and analysis of past and current marketing materials for Alsea and the surrounding region, including brochures, maps and web sites.
- Online research to identify and review web sites relating to Alsea and Benton County, as well as those that potentially should carry references to Alsea.
- Pre-visit research to "test drive" the availability and quality of the village's information services and appeal.
- Personal interviews and group discussions with local residents and community leaders.
- Discussions with Corvallis Convention & Visitor Bureau.
- On-site inspections at the village and the key points of interest along Highway 34.
- A community presentation to outline our key recommendations.

Tourism Means Business

Tourism is Economic Development

Tourism can be a key element in the economic development of many small communities.

Tourism is an export industry. That notion may initially seem a little strange. After all, when we think of exports we usually think of container ships or trucks, stacked full of consumer goods, machinery, agricultural produce, or raw materials such as coal and lumber. Tourism is what economists call an “invisible export” because the customer must come to the source of production for the products.

Tourism is a business of small businesses. International research studies show that tourism is one of the most effective catalysts for activating and sustaining small and medium-sized businesses by providing new opportunities for full time and part-time entrepreneurs.

Tourism makes even more sense when we consider that an average “mom and pop” small business injects 54 cents of every dollar they earn into the local economy compared to a “big box store” which contributes just 14 cents in every dollar into local pockets. (Civic Economics)



The multiplier has its effects. From the spending at a local hotel, restaurant, attraction or store by visitors, this income pays salaries and operating costs (rent, utilities, insurances, loans, repairs, etc) and continues to filter through the local economy and is spent and re-spent, generating jobs at all salary levels.

With effective management, the community benefits from tourism can include:

- Diversifying, stabilizing, and enlarging the local economic base
- Stimulating entrepreneurial activity
- Sustaining existing businesses by supplementing resident spending
- Raising the image of the area, making it attractive as a place to live, work and invest
- Supporting and expanding facilities and amenities that locals can use, e.g. galleries, theaters, restaurants, shops, museums, etc.
- Helping to sustain local heritage sites, facilities, customs, and artifacts
- Enhancing both the natural and man-made environments because tourism thrives in attractive environments
- Generating additional lodging and sales tax revenues
- Stimulating the sale and export of local products, e.g. agriculture, wine, artifacts, furnishings, etc.

Tourists Come in All Shapes and Sizes

Tourists can so often go unnoticed in a community. We sometimes have preconceived and stereotypical images of who is a tourist and how they may behave.



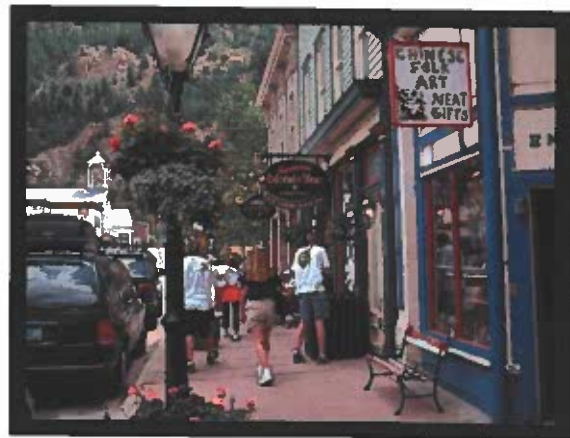
A look around a town can reveal more tourism activity than at first thought. It could be that a family driving an SUV has been attending a soccer championship. Birders are having breakfast at the coffee shop before heading out along the river. Sitting across from them, enjoying their coffee, is a group of off road cyclists. In the B&B parking lot, businessmen are exchanging business cards at the conclusion of their executive retreat. A retired couple in their RV are stocking

up on groceries and gas. A group of Asian students are searching the town for places they saw in a movie that was once filmed here. A film crew staying at the motel is filming in many places around the town. And of course, there are the friends and relatives who come here all of the time.

Some of them may be day visitors, some are staying overnight, while others may be in transit. As a destination matures it needs to more specifically target the types of tourists that it wants to host.

Tourism Trends

Today's tourists are experienced travelers. They are discerning and are increasingly seeking authentic experiences in locations that are largely unaffected by the incursions of franchises, look-alike streets and "big box stores". They are more sophisticated, knowledgeable and many seek to learn and understand the places that they visit. This search for authentic experiences has been one of the catalysts for the growth in tourism with a cultural and heritage influence.



The World Tourism Organization has identified the following as being among the leading trends influencing tourism today:

- ▶ Shorter duration stays
- ▶ Multiple short breaks during the year
- ▶ A shift from active vacations to vacations as experiences
- ▶ Travelers want a participatory, authentic experience which provides them with opportunities for new knowledge.

It Has to Be Worth the Trip

A simple rule of thumb used by many destination planners is that a community, event, or attraction needs to entertain or keep day visitors busy for about four times longer than it takes for them to travel to that location.

This means that if a day visitor travels 15 minutes, they need to be entertained for an hour. If they travel one hour they need to be occupied for four hours.

These are the principles that are often used by planners and developers when they locate facilities such as movie theaters, shopping centers and attractions.



A destination's objective should be to develop facilities, events, attractions and activities that will sustain visitor interest for much of the day if they want to encourage people to travel for at least two hours (in each direction) to reach them.

Target Markets

It is essential for Alsea to be highly focused in the allocation of its financial and human resources, and to target specific audiences in which it will actively conduct marketing activities. Naturally, the village will attract visitors outside of the following target list, however these are provided to assist in the future focus of promotional resources.

Transit Motorists	Motorists traveling to and from the Coast or enjoying a leisure drive on Highway 34.
Outdoor Enthusiasts	For example, fishing, kayaking, bird watching, and hiking.
Special Interest Visitors	Gardening and nurseries, arts and crafts.

These audiences can be influenced through a variety of low cost marketing activities that may involve information distribution, public relations, a strong internet presence, and co-operative marketing through third parties. Vital to all of these markets is the delivery of a quality experience at every point at which they are in contact with Alsea. The recommendations contained in this report propose the actions that we consider to be the greatest priorities in addressing initial marketing and visitor experience requirements.

Recommendations

Organization and Management

These elements provide the directions for the way that the community is organized for tourism. They include resources, partnerships, marketing, and cooperative communication programs.

Existing Conditions:

This Visitor Readiness Report provides many suggestions on how to market and promote the village and the touring route. However, before concerted promotional programs commence, the focus should be on ensuring that the visitor experience is going to be a rewarding and satisfying one and that it will elicit strong word of mouth promotion. The production of brochures, web sites, and other promotional elements should be aligned with "getting the product right".

Alsea is not yet at a point where its small town charm and downtown are functioning as attractive visitor assets. Prospective visitors can choose from many delightful small towns or routes that currently offer more compelling visitor experiences. This is not to say that Alsea cannot become a viable competitor in the future. The village has considerable undeveloped potential, however it needs to be mobilized and packaged to resonate with visitor needs. Tourism is a highly specialized and competitive field in which long term success requires a strong customer focus. While there are a number of groups in the community engaged in a wide range of volunteer projects, the long term success of the Alsea Valley Way and the Alsea Village visitor experience will require a working group dedicated to these objectives. In time, this working group may evolve into a more formalized tourism organization. Information on establishing a formalized tourism association is included in Appendix 1.

Recommended Actions:

1. The major **allocation of resources** for tourism should be phased in a manner to focus initially on "getting the product right" to ensure that the Village and Way deliver outstanding experiences. Otherwise, the tourism image of the village and the route may be damaged through premature publicity.
2. Establish the **Alsea Valley Way Working Group** to launch and implement the program with the view to introducing a more formalized approach in the future.

Small Business Enhancement

Existing Conditions:

Tourism is a highly effective job creator. It is labor intensive and requires friendly, efficient and professional service, especially at the interface with visitors. Behind the scenes, it requires a wide range of strategic, technical, and managerial skills. Well-trained and educated staff at all levels of the industry is an important competitive need for communities focused on tourism. This includes training in small business management skills and supporting entrepreneurial initiatives. These issues will become more important as the local visitor economy enters new phases. To strengthen experience delivery and small business viability, all businesses (and non profits) should be encouraged to work with organizations providing educational and training programs to address the issues essential to a viable local business climate. These may include marketing, management, web design, e-commerce, and service skills.

Recommended Actions:

3. Present introductory business and tourism **education programs**.
4. Provide **briefings and updates** to "front line" organizations on events and tourism opportunities to ensure that all are aware of forthcoming events and activities.
5. Encourage **cross selling** of local attractions and businesses through networking and information flows between local individuals and organizations.

Recommendations

Attractors

These are the elements that attract visitors to a place. They encourage them to stay longer and are the core components of a destination's appeal. They may include natural, cultural, and man-made attractions, events, traditions, venues, and places.

Existing Conditions:

In building a local visitor economy, communities can function as either a destination in their own right or in conjunction with a number of other places in the form of a touring route or region, or both. The visitor appeal of Alsea can be readily seen along Highway 34 that winds through the scenic Alsea River Valley. Among these points of interest and the leading visitor experiences to be found along this scenic corridor are:

- Alsea Falls
- Arts and crafts
- B&Bs
- Camping
- County parks with river access
- Covered bridge
- Fish hatcheries
- Fishing
- Forest trails
- Gardens and nurseries
- Horse riding
- Kayaking
- Mary's Peak
- Pick your own produce
- River scenery
- Rural scenery
- Special events
- Villages
- Wildlife viewing

Packaging and communicating the totality of these offerings will lead to a healthier visitor economy for Alsea.

Recommended Actions:

6. Establish the **Alsea Valley Way** as an alternative route to and from the Coast and as an attractive touring route in its own right.
7. **Invite interested businesses, individuals, and organizations** to become involved in supporting the Alsea Valley Way through their businesses, services, and volunteer efforts.
8. Encourage ODOT and Benton County to **formally recognize** the Alsea Valley Way.

9. Identify sources of funding for the **identity and directional signage** along the Alsea Valley Way to clearly designate the route.
10. Plan the type and location of the **identity and directional signage** along the Alsea Valley Way.
11. Capitalize on the appeal of covered bridges by providing **directional signage** from Highway 34 to the Alsea covered bridge, a wider pull out bay at the edge of the road, and interpretive signage to tell the story.

Alsea Village Market

Existing Conditions:

There are currently no events designed to attract visitors. However, there are many people in the community who are actively engaged in a variety of arts and crafts who have an interest in marketing their work direct to the public. Additionally, the area has many gardens, nurseries and farms that produce products that are suited to a market environment. Art and craft enthusiasts have indicated that they would like to introduce a regular market to attract people to the village. The market would also serve to encourage motorists driving Highway 34 to stop for an hour.

Recommended Actions:

12. **Conduct a meeting** to gauge the interest in establishing the Alsea Village Market. Consideration should be given to:
 - Ascertaining who is interested in participating and the range and quality of their products and services.
13. **Develop an action plan for operating the Alsea Village Market, using the Special Event and Festival Checklist provided in Appendix 5.**
 - Identify the volunteer skills available to support the Market.
 - Decide the desired operating conditions such as ideal event location, dates of operation, and participation costs, etc.
 - Low cost marketing through a well-designed banner across Highway 34 or tent signs by highway, press releases, advising information centers in nearby cities, invitations included in mailings to customers, and inclusions in newsletters.
14. **Encourage participation by appropriate Alsea Village arts and craft studios to participate in the statewide, Oregon Crafted program.**

Tell the Story

Existing conditions:

Destinations often must package, interpret, and combine features to provide more appealing and satisfying visitor experiences. This does not always involve developing new facilities or activities, but is a matter of mobilizing those that already exist in a more meaningful manner for visitors. Along the Alsea Valley Way the visitor experience can be greatly enhanced by providing improved interpretation and interactive displays at points of significant natural and historical significance. Of particular relevance could be telling the story of the Alsea River, logging heritage, fish and wildlife, and significant natural features at various points.

Recommended Actions:

15. Conduct a **basic inventory** of points of interest along the Alsea Valley Way, identify the priority locations, assess interpretation needs, and tell the story through professionally designed, illustrated, and written signs.
16. Enhance the trails that run off the Way through the addition of **heritage and nature interpretation** of significant sites.
17. Source **high quality historical photos** of Alsea to concisely tell the story of the village in the Welcome Center when it is opened.

Recommendations

Infrastructure, Signage and Presentation

These are the elements that underpin the functionality of the place as a visitor destination. They influence access, and the efficient operation of the destination.

Gateways

The gateways to a community create an important first impression and provide a valuable insight into its appeal from a visitor perspective. For Alsea, first impressions are vitally important because a key strategy is to encourage people to stop and spend some time. The first impressions gained from gateways can be influenced by welcome signage, tidiness, streetscapes, and appearances.

The Downtown Resource Team Report addresses issues relating to village gateways in addition to those below.

Recommended Actions:

18. Redesign the gateway signs to say, **Welcome to Alsea Village**. The signs should be located where they can be clearly seen by oncoming motorists at a distance of at least 40 yards. The signs should be professionally produced and consideration should be given to designing elements of the sign to resemble the border of a quilt to reinforce the country feel and as a valuable link to the Alsea Village Market.
19. Ensure that the **welcome signs** are always well maintained, free of moss and are not obscured by vegetation.

Streetscapes and Beautification

An important objective for Alsea Village is to encourage motorists to stop and spend some time in the town. A key part of the village's welcome and invitation to stay longer has to be the creation of a more relaxing environment where visitors can sit and enjoy the slower pace of village life. To assist this there needs to be more trees, seats and picnic tables and play areas for kids close to the future Welcome Center and businesses.

Recommended Actions:

20. **Introduce trees, flowers, planter boxes, seats, tables and lighting** as outlined in the ODDA Resource Team Report.

21. Conduct **periodic clean-up days** as outlined in the ODDA Resource Team Report to ensure that Alsea Village streets and properties always create a positive first impression.

Alsea Valley Way Signs and Billboards

Signage and billboards serve vital roles in the visitor experience. They inform, guide, and motivate people. This has already been demonstrated in Alsea where 20 years ago a group of business people established a billboard in Philomath to direct motorists to Alsea. This was very successful, but the effort was not sustained and visitor flows subsided. Billboards will be valuable in creating awareness of the Alsea Valley Way and in guiding visitors from both Philomath and Waldport. This will be important to the success of the route.

Recommended Action:

22. **Design billboards** to be strategically positioned in Philomath and Waldport and each end of Highway 34. The highest priority is to locate a billboard at the Philomath entrance to the route. These billboards should be professionally designed to promote the benefits of the route and not individual businesses. They must be able to be read in 4 seconds by motorists and should include no more than 10-12 words. Additionally they should project a distinct identity for the village and the Alsea Valley Way through their style, design, colors and lettering. Refer to Appendix 6 for more information regarding billboards.

Empty Buildings and Store Fronts

An issue that consistently generated high levels of discussion in our interviews and group discussions related to the number of prominent buildings and storefronts that are empty and the long period that some had been that way. This situation is detracting from the visitor experience and attractiveness of the village. The village has the potential to offer a more comprehensive shopping and browsing experience.

The Downtown Resource Team Report addresses other issues relating to empty buildings and storefronts in addition to those below.

Recommended Actions:

23. Establish the **Alsea Welcome Center** in the old bank building to provide information for visitors. Tell the Alsea Story (old photos), and offer changing exhibits.

Business and Promotional Signage

Existing conditions:

The quality, style and design of business signs can enhance the ambiance of the village, draw people from their cars, and encourage them to become pedestrians. The standard and quality of business signs in Alsea varies considerably from building to building. Some signs are of poor quality and are detracting from the streetscape and the buildings that host them. As these buildings are populated with new businesses the quality of signs should be considered.

Recommended Action:

24. Address the development of guidelines for a basic **business signage code** within the village and encourage business owners and landlords to recognize the benefits of quality signage and the benefits that they bring. The type of sign, images and fonts used should, where appropriate, support the notion of a country village atmosphere.

Alsea River Access

Existing conditions:

The Alsea River offers many ideal locations for observing wildlife, and for fishing and boating. Benton County has established several easily accessible riverside parks along Highway 34. The ODDA team site visits revealed that some of the boat launch ramps are almost unusable for all but 4-wheel drive vehicles and are in need of repair.

Along the Alsea Valley Way, Benton County maintains several excellent riverside parks. The advance warning signs to all of these parks are for "Benton County Park 50 yards". On arrival at the parks it may be identified for example, as Mill Creek Park. The advance warning signs should be the same as the name of the individual park. The boat launch ramps at some of these parks also require some maintenance.

The river running through Alsea Village affords excellent opportunities to watch spawning salmon. Improved walking trails from downtown could provide better paths, crossings, and interpretive signage on a loop trail.

Recommended Actions:

25. Change the **advance warning signs** at Benton County parks to reflect the actual name of each park.

26. Conduct a periodic, objective, customer-oriented **review of each County riverside park**, boat launch ramp, fishing location and campground to ensure that all facility (including on-site) information is of the highest quality.
27. **Repair boat ramps** and river access as needed.
28. Design and construct the **Alsea Salmon Walk** in the form of a loop from downtown over the road bridge, along the dike, then across a new pedestrian bridge at 3rd Street (recommended in the Resource Team Report). The Walk should be well signposted from downtown.
29. Provide **interpretative markers** along the Alsea Salmon Walk to explain points of interest along the paths. This should include markers on the bridges to explain the activities of the fish in the water that visitors may witness during each month of the year.



Restroom Facilities

Existing conditions:

The provision of clean, safe restrooms is one of the most important visitor facilities that small towns can add to encourage people to stop their cars. When these facilities are located near “the cash registers”, visitors start spending money.

Recommended Action:

30. Construct **restrooms** as outlined in the ODDA Resource Team Report and ensure that they are clearly signposted and always clean.
31. Establish a **volunteer program** to ensure that restrooms are always safe, clean and well lit. Consider adding fresh flowers to the restrooms and landscaping outside to remind visitors that they are in a beautiful and peaceful country area.

Recommendations

Visitor Services

These are the elements that enhance the visitor's experience and create a distinct sense of place and welcome.

Welcome Center

Existing Conditions:

One of the roles of the Alsea Welcome Center will be to attract visitors and encourage them to stay longer. This center should be responsible for handling visitor inquiries by phone, mail and email. Skilled volunteer assistance for the Center will be needed for a successful long-term operation. Refer to Appendix 2 for additional information regarding the establishment and operation of a visitor information center.

Recommended Actions:

32. Create an **operating plan** for the Welcome Center.
33. Recruit appropriate volunteer assistance to handle **visitor inquiries** and other tasks as needed.
34. Ensure that all **volunteers have a sound knowledge** of all aspects of the Alsea Valley Way and a customer focus to appropriately address the needs of visitors, including those related to fishing, hiking and all aspects of the river.
35. Introduce a covered **visitor information display** that can be accessible 24/7 when the welcome center is closed. It should always be kept up to date and provide a clear map of the village and Alsea Valley Way, as well as lodging (with contact details) and dining opportunities.

Lodging

Existing conditions:

The lack of appropriate lodging is currently a limiting factor in the development of tourism to the village. The country, small town ambience and the potential of the Alsea Valley Way create an excellent foundation for more lodging to be established in the long term.

Recommended Action:

36. Support the introduction of **additional lodging options**, particularly those associated with quality boutique-style lodging. Such a development must be subject to a comprehensive feasibility study.

Dining Options

Existing conditions:

Alsea Village does not have a restaurant and this severely limits the capabilities of the Village to attract and hold visitors. The success of the Alsea Valley Way will depend on the availability of quality dining opportunities along the route. A good restaurant, as has been previously proven through Country Kitchen, can act as a destination in its own right.

Recommended Action:

37. Support the introduction of **additional dining options** in Alsea Village. Such developments must be subject to their own comprehensive feasibility studies.

The Spirit of Hospitality

Oregon's visitors are becoming more experienced and discerning in what they expect from the places they visit, where they stay, shop, eat and relax. While the ODDA team experienced very friendly service throughout their visits to Alsea, that situation may change as the local business base expands and more people become involved.

The "Q Program" developed by Oregon Tourism Commission is an excellent primer for communities to refresh or focus on service. Very often it is difficult to get people to attend these sessions. Not surprisingly, it is also the worst "offenders" who most often do not attend. A particular objective should be to encourage managers and owners to attend, and not just junior and customer contact staff.

When the number of visitors to Alsea starts to increase, it will be important to commence monitoring visitor satisfaction and seek ways of improving the experience that is offered by the village. This can best be achieved by making a simple survey form or card available through all lodging, dining, and major retail outlets. The objective of this survey is to not necessarily register a high number of responses, but to monitor the specific issues that visitors raise in regard to the quality of their experience and identify where improvements might be necessary.

Recommended Actions:

38. Introduce the “**Q Customer Service Training Program**” to Alsea. Note: this is only a start and is part of a never-ending focus on quality assurance programs.
39. Provide ongoing opportunities for visitors to provide feedback on their experiences by making a **simple satisfaction survey** or feedback form readily available.

Recommendations

Marketing

These are the communications programs that influence customer behavior and form a brand identity for the community.

Web Site

Existing Conditions:

The internet has enabled small communities to project their message globally at a fraction of the cost of a decade ago. Simply having a web site does not guarantee visitors will access the site or, once there will spend time at it.

Visitors searching for web sites are seeking three important benefits. First they want to find the site they are looking for quickly; second they want it to be very easy to navigate, and thirdly they want comprehensive and credible content.

The current Alsea Library web site does not readily meet these requirements. An Alsea Village web site should be designed to meet the specific needs of two distinct customer groups – local partners and prospective visitors. It must also act as the web site for the Alsea Valley Way.

The design, content and photo images on the site must project what people can do along the route and within the village, how they will feel, and to more fully promote Alsea Valley Way as a very rewarding alternative to Highway 24.

Note: Do not start making promises that you cannot keep. The promotion should be aligned with the enhancements that you make to the Village and the activities along the route.

Recommended Actions:

40. A concise plan and architecture is needed for the Alsea Village web site. The **web site should be designed** to connect with prospective customers through images, content, and navigation.
41. **Design the web site** using the same visual and verbal identity elements used on the brochure and billboards.
42. The Home Page should be **updated every month**, or more frequently if necessary, to include current and future activities and events.

43. Consider offsetting some web site production and maintenance costs by offering sponsorship and “advertising” exposure to organizations and events along the Way. This commercial support should not result in the site being populated with a host of inappropriate advertising and logos that destroy the look and feel of the site.

Where possible, try to make the exposure in the form of features with copy and images that address the specific needs of visitors. These features should enhance the brand identity of the village by providing valuable information for visitors. In other words, try to make this exposure look as though it is not paid. That makes it even more credible and often more usable for customers.

Search engines visit web sites and sift through their content to analyze, index, and catalog every word on every page. After thoroughly analyzing the site algorithms are assigned to individual words and phrases and a value applied to the overall site. The web site’s content and ease of navigation are instrumental in determining the priority that it is assigned by search engines. Additional elements that enhance the profile of web sites for search engines are meta tags and meta descriptions that aid search engine optimization.

Our team had difficulty finding Alsea related web sites. On examination of these sites, we found that part of the reason for this is the absence of content, ease of navigation, meta tags, and the key words and the type of descriptions that will aid search engines in cataloging the sites.

Recommended Actions:

44. Add **meta tags, meta descriptions, and key word density**, terms may include: “Alsea, Alsea Village, Alsea Valley Way, Alsea River, fishing, Oregon, Alsea Salmon Walk, visitor information, Thyme Garden, Waldport, Corvallis, etc.
45. Ensure that the **home pages** of the sites are also populated with terms and names that are important descriptors of Alsea and Alsea Valley Way, and are important to visitors as well.
46. **Maximize links** to the site from all local partners, Corvallis Convention & Visitors Bureau, Travel Oregon, Oregon.com, nearby cities, and other third party sites. This helps ensure a higher ranking by search engines.

Photographs have a very important role to play in destination marketing. It is important that photo images are always of a very high standard and that they enhance the promise that is being made to prospective visitors.

Deeper and more enticing copy should be developed. Additionally, it has to be easier to find. In fact, the Home Page should lead the visitor to the information

that they need within two or three clicks. It may pay to review the web sites of other destinations that do a good job of providing visitor information, such as.

www.visitcarlsbad.com

www.tourismchilliwack.com

www.bellingham.org

www.gonewport.com

www.oregoncoast.org

Recommended Actions:

47. Provide **online access to key brochures**, maps, events, walks, trails, and visitor activities as PDF files. This enables customers to access information 24/7 and does not take staff time and postage.

48. Provide **intuitive navigation** through the site's content using a series menus and sub menus related to visitor interests that draw visitors through the site.

Rich content can be a motivator to travel especially for people who seek participation in a special interest activity. This particularly applies to motorists, hikers and horse riders, etc. who may have a wealth of questions that need to be answered before they select a destination. Web sites are the ideal medium to communicate this depth of information. This material can be presented on pages that are possibly three levels "down" in the sites architecture. Advice on what information to include on the site can possibly be obtained from people who are currently answering these questions from visitors. Some of the information may relate to:

- History of the Alsea River Valley (not just Alsea). Try if possible to relate this to places they can actually visit.
- Fishing locations, rules, outfitters, best times.
- Hiking trails.
- The types of birds to be seen, times, locations, local guides.
- Local artists and crafters. Their products, bios, contact details.
- Farm and rural experiences, e.g. horse riding, pumpkin patches, B&Bs, etc.
- The Salmon Walk.
- Alsea River access.
- Visitor services along the Alsea Valley Way.

Recommended Actions:

49. Provide web pages with **deep content** and online PDF “brochures” with comprehensive information specifically for motorists, fishers, hikers, and horse-riders.
50. Provide a virtual tour of the Alsea Valley Way by using quality images of points of interest with captions naming and describing their location.

Publications

Existing conditions:

There is currently no visitor brochure for Alsea or Alsea Valley Way. A publication should initially be designed for distribution through:

- Corvallis, Albany, Philomath, Waldport, Coast and other visitor centers within 50 miles.
- Outlets along the Alsea Valley Way including all points of interest, lodging, restaurants, and partner businesses.

The brochure needs to be easy and fast to read because these people are ready to drive. Care needs to be taken that it is written and designed in a manner that enables prospective short-term visitors to quickly reference the type of information and activities that they are seeking.

Initially, a quality, crisp black and white design on good quality white stock can be very effective. A central feature of the brochure should be a map of the Way. This could be an actual map or the route as a straight line. Whichever design is adopted it must show the mileage marker for all key points of interest along the route. The objective is to sell the route first to create a larger pool of prospective customers for businesses along the Way. To achieve this the brochure must sell the Way first and not be overpopulated with advertising that seriously detracts from the key message and objective.

More space should be allocated to the points of interest and activities than the businesses along the route, unless the business is a major draw for visitors in its own right, e.g. Thyme Garden and a horse riding ranch are stronger attractors than a gas station or store. Business sponsors may only require a basic listing including a one or two sentence description. It should be made clear to visitors where various services and businesses are along the route. Where possible, supporters with similar products and services should be placed together in the publication. This adopts the same successful format as Yellow Pages directories, which provide information in an easy to find layout.

The Alsea River is a very scenic and rewarding location for fishing, however information for visitors on places to fish is not readily available.

Brochures should also be available online as a PDF file.

Appendix 4 provides more detailed information on brochure production.

Recommended Actions:

51. Produce the **Alsea Valley Way map and brochure** to focus on easy to reference experiences and activities along Highway 34 as an alternative to Highway 24. This should also serve as the brochure for Alsea Village.
52. At a time in the future when the Alsea Valley Way and village's tourism infrastructure, attractions, and visitor services are in place, produce a "**rack card**" style brochure for wide external distribution to act as a lure to the village. This card should be of a standard that it is appropriate for art, craft, nurseries and other local businesses to send to their customers in other cities.
53. Produce a one color Alsea Valley **fishing, boating, and camping brochure**. A well designed, one color production will satisfy this need. This should also include information on B&B and lodging opportunities.
54. Ensure that **detailed information on County parks**, boat launch ramps, fishing, and camping locations is available on the Alsea Valley Way web site.

Publicity

Existing conditions:

Generating exposure for events, attractions and destinations through print, online, and broadcast media can be an important catalyst for increasing visitation, and it does not necessarily require great expense. Publicity can be achieved by sending a simple, but well-written, one-page press release to selected media. The most important objective should be to inform them of what is of interest, why it is of interest, what is happening, opening hours, any costs, and where to get more information. Ideally, it should lead to your web site for more detailed information. It should also list nearby lodging and always project Alsea Village and Alsea Valley Way a rewarding country experience not far off the beaten path. It may be possible to obtain the assistance of a qualified local volunteer to assist in writing press releases.

Recommended Actions:

55. Develop a simple database of **target media contacts** for Oregon's general media, as well as specialist travel, gardening, fishing, arts, crafts and lifestyle media in Oregon. Don't forget other tourism organizations such as convention & visitors bureaus, chambers of commerce, and Tourism Oregon.

56. Develop a program to prepare and **distribute press releases** covering upcoming events and activities at appropriate intervals. After launching the Alsea Valley Way send regular press releases on different aspects of the Way to the travel media.
57. Provide **regular communications** to Oregon's arts and crafts related web sites and media.

Guide Books

A visit to a bookstore will show that there are dozens of books about traveling in Oregon. They cover a wide variety of interests from traveling with children and pets, to driving, hiking, camping, and bird watching. These guides are widely distributed in the USA and are highly influential in assisting readers with their travel decisions.

Recommended Action:

58. Review the coverage of Benton County and Alsea in **visitor guidebooks**. Check for accuracy and whether Alsea is projected in the best light. Ensure the coverage conforms to the identity that the community wants to project. Approach guidebook publishers with any suggested additions or corrections. Look for ways to promote the Alsea Valley Way as an alternate route to the Coast.

Third Party Marketers

Destination marketers rely on the co-operation of a wide variety of organizations and partners to distribute information about their travel products and destinations. Alsea is no exception and in this regard there are many organizations such as Oregon Tourism Commission, AAA, Willamette Valley Regional Tourism Organization, Corvallis CVB, and Oregon.com that are in touch with prospective visitors to Alsea.

Existing conditions:

A short time exploring online search engines and the brochure racks in visitor information centers will reveal many opportunities for coverage of Alsea, Alsea Valley Way and individual partner businesses. At times, Alsea may have been inadvertently omitted from these publications, articles and web sites. Harnessing the distribution power of third parties through their web sites, maps, and brochures can provide considerable leverage and credibility for a small destination such as Alsea or a scenic touring route such as Alsea Valley Way.

Recommended Actions:

59. Review the coverage of Alsea in **third party brochures, maps and web sites**. Check for accuracy, whether they project Alsea in the best light, (or at all) and whether they conform to the identity that the community wants to project. Approach the organization with any suggested additions or corrections. A particular priority for Alsea should be Corvallis Convention & Visitor Bureau.
60. Meet with the **Corvallis Convention & Visitor Bureau and the Waldport Chamber of Commerce** when the Alsea Valley Way is ready to discuss how they can assist in publicizing the route as a scenic alternative to the Coast. The Way may actually enhance the appeal of Waldport because it will be perceived as giving a more rewarding experience.

Information Distribution

Alsea and Alsea Valley Way visitor information should be widely available throughout the year for prospective visitors who may be within a one-hour drive of the village. This particularly includes visitor information centers of nearby cities, along the Way and along the Oregon Coast.

Recommended Actions:

61. At a point in the future when the Alsea Valley Way services and attractions are developed, ensure constant **distribution** of up-to-date Alsea Valley Way brochures at key locations within a one-hour drive of Alsea.
62. Install a simple **Alsea Valley Way map** showing mileage markers at the key points of interest along the Way.
63. Ensure that information about Alsea is available at appropriate **trailheads along the Way**. This may require the installation of weatherproof boxes to house brochures and leaflets.

In Conclusion

After implementing the actions outlined in this Visitor Readiness Report, and the ODDA's Downtown Resource Team Report, Alsea will be a much more complete and inviting 'package' from a visitor's point of view. It will have higher visibility and will offer the experiences and services that contribute to positive word of mouth and return visits. The actions recommended in this report are essential in order to capture more of the available tourism markets and have them visit, stay longer and *spend more!*

Appendix 1

Developing a Tourism Organization

Forming a tourism organization is an important first step for communities wanting a focused and coordinated approach toward tourism.

The primary purpose of the organization is to have a singular focus on accomplishing the tourism goals set by the community. The organization is the foundation upon which their tourism plan will be built. It spells out who is to do what, when, how, and where. It will only be as successful as the competency and commitment of those directly involved in making, implementing, and evaluating the results.

In an industry as competitive and fragmented as tourism, cooperation and coordination are essential. Cooperation means doing things together. Coordination then occurs because as people cooperate, communication channels are established and coordination is improved. As ideas and information are exchanged, members are more focused and have an understanding of how they can all work cooperatively.

Ten Steps to Get Started

1. Get endorsement from tourism groups, local business and government for the organization's proposed role in tourism.
2. Select a distinctive name that creates an image and identifies the group.
3. Develop a statement of purpose and by-laws.
4. Develop an action plan: set goals and methods for accomplishing them.
5. Set up committees and sub-committees if needed.
6. Create awareness of the goals and plans of the organization.
7. Identify sources of sustainable funding.
8. Unite to solve mutual problems and to achieve common goals.
9. Work in close cooperation and coordination with other organizations.
10. Encourage recognition of tourism as an important element of economic development.

Appendix 2

How to Establish a Visitor Information Center (VIC)

Although a growing number of communities are establishing visitor information centers, research has shown that all too often little attention is paid to determining whether the VIC is a justified and viable proposition. Rather, some centers have been and are being established solely on the basis of a perception that in order to develop tourism, a VIC is essential. This is not always the case.

For organizations considering the establishment of an information center, there are two issues that must be addressed:

1. Is the center justified?
2. Can operation of the center be sustained?

There may well be a valid reason for this facility. Nevertheless, unless the need and potential for an information center is carefully considered, the project can be a waste of time and money. Sometimes enthusiasm overshadows the need to fully investigate its feasibility, with the result being a financial disaster.

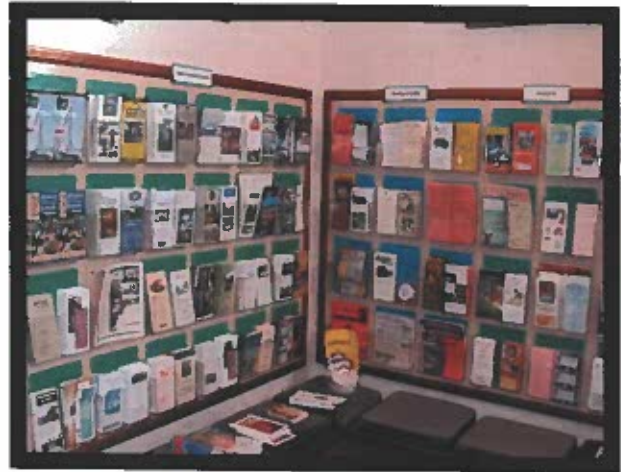
The following checklist provides the guidelines for feasibility assessment. These guidelines are not exhaustive. Circumstances vary from area to area and elements such as the level of tourism, product range, and strength and location all play a part in determining whether a VIC is needed.



Checklist

1. Does the area have sufficient tourism product, i.e. attractions and facilities to attract a substantial level of visitation?
2. Is the area attracting, or have the potential to attract, increasing visitation?
3. Are new tourism products/initiatives being developed in the region which will attract more visitors?
4. Can the existing VICs in the region adequately serve visitors to your community?
5. Can a center be established at a point that will attract a large percentage of visitor traffic to extend their stay?
6. What are the location/site options?
7. What are the advantages and disadvantages of each site?
8. Is the site easily accessible?

9. Is sufficient free parking available?
10. What type of premises are required?
 - Existing building or purpose-built?
11. If existing premises are available:
 - Will there be sufficient floor area to operate the center effectively?
 - Will the internal layout impose any constraints on operation?
 - Will access for disabled travelers be available?
12. If the VIC is to be established in shared premises:
 - Will the VIC be compatible with other activities/businesses in the premises?
 - Can the information center function be clearly separated?
13. For construction of a purpose-built VIC:
 - What are the physical constraints?
 - Are utility services available: power, telephone, water, etc.?
14. What will be the establishment costs of the center?
15. Have establishment and operating budgets been prepared?
16. How will funding be obtained for the start-up and ongoing operation?
17. How will the center be staffed?
 - Paid staff; or
 - Volunteers; or
 - Paid staff supported by volunteers?
18. How many volunteers will be needed?
19. Are there sufficient qualified volunteers available in the community?
20. What volunteer recruitment and management procedures will be required?
21. Are job descriptions in place for paid staff and volunteers?
22. What will be the brochure acceptance policy?
 - Only for members of the local or regional tourism organization; or
 - Free of charge to any business; or
 - Monthly charge for businesses outside the community to display their brochures?
23. Is it intended to provide an after-hours information facility? If so, how will this after-hours service be provided and updated?
24. Will the center operate a booking service?
25. What financial management system will be required for the booking service?
26. What are the other revenue-generating opportunities?
27. What staff and volunteer training programs will be necessary? How will this training be provided and what will be the training cost?
28. Has a Business Plan been prepared?



Information Kiosks

In areas some distance from information centers, and to provide after-hour information, one the most appropriate distribution methods is by providing roadside information kiosks. In a broader context this static information plays an important part in the information distribution system in the following ways:

- By highlighting attractions, main facilities, and services;
- By encouraging visitors to travel around the area and extend their length of stay; and
- By aiding travelers traveling to a particular location within the area.

These facilities should include a large map of the area as a central focus, showing:

- "YOU ARE HERE" clearly marked.
- Location of lodging, attractions and points of interest, coded with a number relating to legend text.
- Location and operating times of information centers.
- Locations of public restrooms, and access hours.
- Phone numbers of medical and other emergency services.

It is desirable to have a panel beside the map to allow quality advertising by local tourism operators and other businesses. The advantages of grouping advertising in this way are:

- It assists in reducing requests and pressures from the business sector to place individual signs elsewhere in the community.
- It creates the opportunity to generate revenue to offset development costs of the information kiosk.

This advertising can be managed in accordance with the following criteria:

- All advertising should be the same size to avoid business 'one-upmanship'.
- Advertising should be negotiated on an annual contract to ensure that the signs are well maintained.
- Production and placement of advertising, information and ongoing maintenance should be the responsibility of the managing organization to maintain high standards.
- The first year charges should cover the cost of the sign, installation, and annual rental of the space.

Source: "How to Establish & Operate a Visitor Information Center", Rob Tonge, Gull Publishing

Appendix 3

The Advantages of Cooperative Marketing

The task of attracting visitors to a community or destination is extremely competitive and it is often cost prohibitive for individual businesses and communities to finance marketing initiatives. Hence, the marketing efforts of many communities are based on co-operative marketing principles. Essentially, this involves several organizations working under a common umbrella, while retaining their individual identity.

There is virtually no end to the variety of co-operative marketing options that are available. It could be as simple as buying advertising space in the community brochure, sharing space at a trade show, paying to display brochures in the visitor center, participating in joint sales calls on tour operators, or establishing a loop or touring route. Some of the most common ways are:

1. Cooperation with and among other local tourism interests.
2. Participation in regional or State marketing programs where they will assist in reaching target markets more cost effectively.
3. Combining with other nearby communities where appropriate, e.g. a Scenic Byway or to promote a special interest activity, such as bird watching or heritage sites.

Cooperative marketing is not limited to individual enterprises participating with the local Chamber of Commerce, but it involves communities working together, or cities and regions working under the umbrella of the State, or everybody working together under the USA banner at an international trade show. They have not lost sight of the fact that they are creating a better climate for their own business, while supporting the overall marketing effort.

While the advantages of cooperative marketing may seem obvious, there are some small businesses that have a problem in cooperating with communities and businesses that they see as competitors. This is a very shortsighted approach. Some of the advantages of cooperative marketing are:

- Better use of promotional funds
- Greater unity and focus of resources and effort generates greater impact
- More matching grant funds may be available to allow more marketing impact
- A much stronger product and appeal for prospective customers
- More cross-selling between partners
- Shared learning that allows participants to become more sophisticated in their approach

The combined effort creates a bigger market. In other words it creates a bigger "pie" for all to gain a larger slice. The alternative is the destructive path of

everyone competing with each other without growing the market and each fighting over the size of a slice of the "pie". The failure of some local businesses to recognize the need for co-op marketing has had a negative effect on many small communities. It is essential for everyone to realize that in almost all cases, you must sell the community and its experiences first, before you can sell your own product. It is far more effective to combine forces.

The more appealing that you can make your community by combining with others, the more visitors you will receive, and the more you will be able to stretch your marketing budget.

Appendix 4

How to Produce a Destination Brochure

Fundamental to designing a brochure is determining whether you intend to distribute it directly to the consumer, or whether you use it as an information piece for the travel trade, distribution to tour operators, or all three. It will also depend upon the level of proficiency in English held by your target customers.

On the other hand, do you even need a brochure? Web sites that contain comprehensive content are reducing the need for printing and distributing volumes of glossy brochures, thus conserving budgets. Make sure that the content on your web site will enable a prospective visitor to get the information that they need. You can provide visitors to your web site with the opportunity to download a PDF version of your "online brochure".

Getting the Brochure Right

Brochure production and distribution can be the major cost center in promotional expenditure. Observing a few basic principles during the design phases may improve the effectiveness of the publication and save money.

Full-color printing may not be necessary as long as the brochure is informative, well conceived and attractively produced. It depends on the role the brochure serves and when prospective visitors will receive it. Does it have to lure visitors to the area from thousands of miles, or to decide to turn at the next junction in the road? Here are some important tips to help with your brochure production decisions.

Before you start consider:

- What do you want to achieve?
- Will a brochure achieve this for you?
- How will it be distributed?
- Who are your target customers and what do they need?
- What is your budget, including distribution? Distribution and storage costs are often forgotten in the planning phase.

Don't just rush in. Spend some time to research the best layout, contents, and photographic needs to motivate the positive responses that you are seeking from readers. To start:

- ✓ Review competitor brochures and those of similar locations in other parts of the country
- ✓ Determine the brochure style that will most suit your target market
- ✓ Assess distribution methods and costs

- ✓ What will be the most appropriate brochure size?
- ✓ How long does it have to be valid?
- ✓ Do not compromise on quality because it reflects directly on how readers perceive the community
- ✓ Solicit comments and advice from partners

Simple is Often Better

Front Cover

The layout of the front cover of any brochure irrespective of size is most important. It should attract attention immediately. The following information should be on the cover:

- ✓ *The name of the destination and a promotional message – e.g. “Big River County - Escape to the Extraordinary”*
- ✓ *A strong visual depiction of a benefit relevant to the target audience.*
- ✓ *The name of the community and State*

Quality Photographs

So many communities use poor quality photo images in their promotional materials and web sites. A bad photo can actually discourage prospective visitors. So use only evocative images that demonstrate your products' and the area's greatest benefits. Good images speak for themselves. Try to use a professional photographer skilled in capturing the specific images that you want to project. The State tourism office may be able to suggest experienced photographers with a sound tourism track record.

Focus on Your Target Market

Always write copy and design the layout with the specific customer needs in mind. Consider the level of information that may be required. Also take into account preferences and cultural sensitivities if it is likely to be used overseas e.g. some Islamic countries are offended by women in swimwear and by alcohol consumption. Different brochures may be required for different markets, i.e. changes to text and images may be required.

Brand Identity

Be sure, at all times, that the content, images, tone, feel and design of your brochure consistently reflect the brand identity and personality that you have adopted for your community.

Include Maps

Include a small map and description of how to get to your community. It is also advisable to show the location on a map of your state and indicate the larger cities in your area. Use distance measurements from major cities or gateways. Use miles as well as approximate driving times.

Cooperative Participation

Many communities offset costs of brochure production by accepting advertising from local businesses. Be very careful that the advertising does not distract from the quality and credibility of the brochure. Maintain strong control over where advertising can be placed and the production quality and relevance to visitors of each placement.

Legal Matters

Always ensure that descriptions are accurate and that copy and photographs are in no way misleading. Never hype your product or anything associated with it. If you are unsure about the content of your brochure, seek advice.

Appendix 5

Special Event and Festival Planning Checklist

The following checklist summarizes many of the steps required to successfully operate major events and festivals. They are provided only as a guide because the exact requirements for each type of event will vary according to local requirements and the nature of the event. This may involve variations to the checklist depending on the size, scope, type and frequency of the event.

1) Preliminary Considerations

- a) Is the idea and opportunity feasible and realistic?
- b) Ensure a clearly identified opportunity or need exists for the event.
- c) Define the objectives to be achieved. These objectives should be specific, measurable, agreed among stakeholders, and be realistic and time specific.
- d) Ensure that all members of the organization are aware of and fully understand the objectives.
- e) Set the event date. Avoid clashing with other events, and consider weather conditions at that time of year.
- f) Determine the lead-time that is required and be sure to allow ample time for all aspects of event and promotion to be prepared and implemented.
- g) Develop the Operations Plan, with a month-by-month action plan that specifies responsibilities and completion dates for each activity.
- h) Aim to have all arrangements in place and tasks completed no later than 2-4 weeks prior to the event date.
- i) Determine the need for specialist expertise and assistance.



2) Establish an Event Committee

- a) Create an event committee.
- b) If the special event committee is not part of a club or association, draft the Constitution and By-laws.
- c) Arrange legal status of the organizing group if the initiating club or organization is not an incorporated body or non-profit group.
- d) Appoint or elect the Event Coordinator.
- e) Appoint the key positions of Secretary and Treasurer.
- f) Set the committee meeting dates for each month leading up to the event.
- g) Establish lines of communication.

- h) If appropriate, review the results and records of previous events. Interview those who were involved in organizing past events to gain first-hand advice.

3) Sub-Committees

- a) Form sub-committees for various special functions if appropriate.
b) Establish reporting requirements and authority of each sub-committee.
c) Typical core sub-committees are:

Funding & Finance – responsible for:

- ▶ Fundraising
- ▶ Establishing the budget
- ▶ Financial management

Sponsorship – responsible for:

- ▶ Developing a sponsorship plan
- ▶ Identifying major and minor sponsors
- ▶ Preparing submissions to sponsors
- ▶ Sponsor communications

Event Program – responsible for:

- ▶ The program of events
- ▶ Appointment of judges and officials, if required
- ▶ Obtaining necessary equipment
- ▶ Public risk management
- ▶ Tickets and passes

Transport & Support Service Liaison – responsible for:

- ▶ Transport to and from venues
- ▶ Vehicle parking
- ▶ Liaison with government, police, other regulatory authorities and medical services
- ▶ Power, water supply and toilet facilities
- ▶ Security

Marketing – responsible for:

- ▶ Development and implementation of the marketing plan
- ▶ Media communications
- ▶ Creation of promotional material
- ▶ Promotional activities
- ▶ Public relations / publicity
- ▶ Signs

Other Sub-Committees that may be required include:

Catering – responsible for:

- ▶ Coordination of food and beverage services
- ▶ Coordination and negotiating with concessions

Accommodation – responsible for:

- ▶ Liaison with lodging
- ▶ Coordination of bookings

Participant Registration – responsible for:

- ▶ Registration, liaison, and co-ordination

VIP Hosting – responsible for:

- ▶ Hosting invited dignitaries and VIPs
- ▶ Coordinate transport, accommodation and other requirements

Entertainment & Special Functions – responsible for:

- ▶ Determining entertainment plan and requirements
- ▶ Organizing entertainment
- ▶ Organizing special program elements, i.e. official opening

4) Budgeting & Financial Management

a) Identify appropriate and realistic funding sources including:

- ▶ Sponsorship
- ▶ Competitor entry fees
- ▶ Estimated gate-takings
- ▶ Fees for stallholders and concessions
- ▶ Merchandise sales
- ▶ Program advertising revenue
- ▶ State and local government grants

b) Prepare submissions for grant funding

c) Establish an appropriate financial management plan

d) Prepare a detailed budget

e) Allow for post-event costs including: auditing of financial statements for grant providers, event evaluation, reports for sponsors

f) Monitor budget on a monthly basis

g) Compile a Register of Assets



5) Sponsorship

a) Allow sufficient time to gain sponsorship, and approach sponsors as early as possible

b) Prepare a sponsorship plan

c) Determine benefits to be offered to sponsors

- d) Identify potential major sponsor/s
- e) Identify minor sponsors
- f) Prepare submissions to sponsors
- g) Request written confirmation of sponsorship commitments

6) Developing the Event Program

- a) Create a distinctive event program that will differentiate the event and be better than competitor events
- b) Decide the various elements of the program
- c) Establish the time and resources required for each event component
- d) Design the program to maintain interest compatible within the duration of the event
- e) Determine the special functions within the program e.g. Official Opening, Official Dinner, Presentation Ceremony, and establish timing
- f) For annual events endeavor to introduce something new or different into the program
- g) Ensure the overall program schedule allows the event to finish on time

7) Licenses, Permits & Approvals

- a) Apply for the required licenses, permits and approvals as early as possible
- b) Depending on the type of event, licenses, permits, and approvals may be required from:
 - ▶ Local government
 - ▶ Police
 - ▶ Venue managing body
 - ▶ Government departments and agencies



8) Volunteers

- a) Decide the number of volunteers needed
- b) Create a volunteer management plan
- c) Recruit the volunteer labor force
- d) Brief volunteers on the objectives of the event
- e) Allocate the various tasks and advise volunteers when their services will be required
- f) Draw up rosters for the day of the event
- g) Identify how recognition can be given to volunteers for their assistance
- h) Know the rights and responsibilities of volunteers and the event committee

9) Printing

- a) Decide the initial requirements, e.g. letterheads, entry forms, submissions
- b) Identify the print items needed prior to the event, e.g. posters, leaflets, invitations, information kits

- c) Determine the print items needed during the event, e.g. programs, tickets/passes
- d) Develop a printing schedule
- e) Be sure to subject all printing jobs to competitive bids. Consider obtaining one bid for all of the printing.
- f) Schedule completion of printing requirements at least one week prior to the date the items are needed, to allow for unforeseen delays

10) Procurement

- a) Identify all the procurement requirements from each sub-committee
- b) Make the necessary procurement arrangements as soon as possible in the planning process, e.g. venue, catering arrangements, equipment hire, venues for special functions (i.e. official dinners), first aid, police, support services (i.e. power, garbage removal), service club assistance, judges for competitive events, announcer/MC, PA system, flags and decorations, entertainment

11) Lodging

- a) If block bookings are required for visiting VIPs, teams or individuals:
 - ▶ Determine lodging needs
 - ▶ Negotiate discounted tariffs and/or sponsorship arrangements
 - ▶ Compile a lodging list giving details of tariffs and distance from the event venue
- b) Book lodging for VIPs as soon as their attendance is confirmed
- c) For large events that will draw a high volume of visitors, consider establishing a centralized booking service

12) Special Equipment

When organizing the loan and hire of equipment, contact the suppliers and clarify:

- a) When the items are to be delivered
- b) Who will be responsible for transport to and from the venue
- c) Who will be responsible for insurance during transportation and at the event venue
- d) If equipment is to be erected, who will be responsible for this action

13) Information Kits For Visiting Participants

- a) Prepare information kits for visiting teams or groups of spectators, to include the following information:
 - ▶ Event details & event functions
 - ▶ Organizing committee contact names & telephone numbers
 - ▶ Lodging options

- ▶ Local transport services & taxis
 - ▶ Special transport arrangements (if any)
 - ▶ City map
 - ▶ Medical facilities
 - ▶ Restaurants
 - ▶ Laundries
 - ▶ ATM locations
 - ▶ Tourism information
- b) Seek assistance in compiling this information from the regional tourism association

14) Officials & Event Judges

- a) Always over-estimate the number of volunteer officials to allow for illness or last minute 'no-shows'
- b) For competitive events, arrange judges well in advance
- c) If judges are involved, ensure that they are thoroughly briefed on their responsibilities and are familiar with contest rules
- d) Arrange identification for officials and judges

15) Traffic Management & Parking

- a) Identify potential traffic problems and bottlenecks
- b) If necessary, arrange for assistance from police
- c) Check requirements of the transportation authorities and/or local council
- d) Assess special traffic signage needs for the event, and obtain permission for placement of signs
- e) Make sure there is ample parking area available including an area for buses and RVs if expected, and don't forget about the needs of disabled guests
- f) Arrange sufficient parking attendants on site to facilitate ease of parking and traffic flow
- g) Designate a special parking area for competitors or exhibitors

16) Venues

- a) Check and book the venues well in advance
- b) Develop a site plan to allocate space for specific purposes, including stalls and booths for retail outlets
- c) Check cleanliness and condition of:
 - ▶ Grounds
 - ▶ Stands
 - ▶ Catering areas
 - ▶ Changing rooms
 - ▶ Restrooms
- d) If scoreboards are to be used, ensure these are available and operational

- e) Check the electricity supply and lighting, and that the supply is adequate to cope with the expected load
- f) Ensure sufficient litterbins are available. Arrange for trash removal
- g) Make sure sufficient toilet facilities will be available, and arrange for regular cleaning during the event
- h) Determine venue decoration requirements
- i) Identify locations for sponsors' banners and signs
- j) If necessary, arrange a dais for official functions

17) Security

- a) Develop a security and crisis management plan
- b) Arrange security for accumulated cash at key points, i.e. gate and catering areas
- c) Arrange after-hours secure storage or banking if necessary
- d) Determine potential crowd control problems and have contingency arrangements in place to cope with any problems quickly and efficiently
- e) Clearly designate restricted areas at the venue with barriers and/or signs

18) Catering

- a) Decide the type of catering required
- b) Negotiate and select catering providers, i.e. parent body or concessionaries
- c) Ensure variety, high standards, and quality of catering
- d) Keep prices at a reasonable level
- e) Ensure catering outlets comply with Health & Safety standards
- f) Establish catering arrangements for:
 - ▶ Competitors
 - ▶ Volunteers & Officials
 - ▶ VIP Guests

19) P.A. System

- a) Ensure a spare microphone is supplied
- b) Arrange to have a back-up amplifier
- c) Arrange installation of the system in ample time for the event
- d) Ensure speakers are placed in positions to avoid 'feedback'
- e) Know how to operate the equipment
- f) Thoroughly check all equipment including the back-up system before the event starts, and set the volume and balance
- g) Ensure all electrical cords and PA system cables are positioned to prevent inadvertent disconnection, and danger to the public
- h) If background music is to be used at any time, make sure this music is appropriate, and the volume kept at a reasonable level

20) Hosting V.I.P. Guests

- a) Prepare the VIP guest list
- b) Send invitations as early as possible
- c) Allocate responsibility for VIP hosting
- d) Where necessary, arrange VIP lodging, meals, transport, event entry tickets, functions
- e) For VIP speeches, advise the schedule and time allocated to each speaker

21) Marketing the Event

- a) Identify the target markets:
 - ▶ Competitors and Participants
 - ▶ Spectators
 - ▶ Tourists
 - ▶ Sponsors and community leaders
- b) Decide the methods of promotion, e.g.:
 - ▶ Press / radio advertising
 - ▶ Leaflets
 - ▶ Posters
 - ▶ Newsletters
 - ▶ Public notice boards
 - ▶ Direct mail to special interest groups
 - ▶ Banners
 - ▶ Web site
 - ▶ Internet marketing
- c) Determine appropriate methods of distributing printed promotional material
- d) Arrange free publicity through:
 - ▶ Regional event calendar
 - ▶ News releases
 - ▶ Media interviews
 - ▶ Public speaking about the event
 - ▶ Through friends and relatives
- e) Establish media relationships
- f) Prepare news releases on the basis of:
 - ▶ Who?
 - ▶ What?
 - ▶ Where?
 - ▶ When?
 - ▶ Why?
- g) Identify appropriate media for advertising



- h) Select print media for advertising on the basis of:
 - ▶ Target readership
 - ▶ Timing
 - ▶ Circulation and readership numbers
 - ▶ Deadlines for submitting the advertising copy
- i) Arrange advertisements and aim to achieve four objectives in the advertising:
 - ▶ Attract attention
 - ▶ Develop interest
 - ▶ Create desire
 - ▶ Induce action
- j) If permitted:
 - ▶ Erect event signs on entry roads to the town
 - ▶ Erect banners in the main street
- k) For larger or one-off events, endeavor to arrange:
 - ▶ Outside broadcasts
 - ▶ Television coverage
 - ▶ Feature articles in the print media
- l) Prepare a marketing plan
- m) For larger events, consider using the service of an advertising agency.

22) Post-Event Action

- a) Arrange venue cleanup and trash removal
- b) Arrange for dismantling and removal of loan and hired equipment
- c) Remove decorations
- d) Return display material to sponsors
- e) Send letters of appreciation to sponsors, key organizations and individuals who have given support
- f) Conduct an evaluation of the event
- g) Arrange audited financial statements for grant providers
- h) Prepare reports for sponsors
- i) Update the Asset Register

23) Stagnation and Decline Of Annual Events

- a) Endeavor to pinpoint the reason/s for stagnation or decline
- b) Assess the following options to address the problem:
 - ▶ Extend the timing of the event to every two or three years
 - ▶ Change the date of the event to a more appropriate time of the year
 - ▶ Expand the marketing effort
 - ▶ Boost the event program with new experiences
 - ▶ Combine with compatible events to for greater impact and wider interest
 - ▶ Discontinue the event

24) Risk Management

- a) Allocate responsibility for risk management
- b) Conduct an audit and a regular review of potential risk areas
- c) Take action to minimize hazards
- d) If necessary, seek professional advice

25) Insurance

- a) If the organizing committee has a long standing Public Liability policy, check that the coverage is adequate for the contemporary needs for the event
- b) Gain professional advice to ensure adequate coverage
- c) Ensure Public Liability insurance covers:
 - ▶ Spectators
 - ▶ Competitors
 - ▶ Volunteers & officials
 - ▶ Organizing committee / parent body
- d) Check if insurance cover is required for:
 - ▶ Items of equipment hired or on loan
 - ▶ Expensive items to be awarded as prizes

26) Crisis Management (For Larger Events)

- a) Establish a Crisis Management Team and Action Plan

27) Post-Event Evaluation

- a) Conduct the evaluation in three ways:
 - ▶ A debriefing meeting/planning assessment
 - ▶ Assessment of the event outcomes
 - ▶ Assessment of local business activity during the event

Source: "How to Organize Special Events & Festivals", Rob Tonge, Gull Publishing

Appendix 7.

How to Create a Billboard / Welcome Sign

A well-designed billboard / welcome sign that has been professionally produced can be a powerful catalyst for increasing visitor spending in a community. They can be particularly important sources of incremental business because they can influence prospective visitors at critical points in their decision-making. A welcome sign or billboard should be eye-catching and give travelers a specific reason to visit the community and reflect the essence of its tourism appeal.

One of the most common problems with billboards is that the sponsor tries to say too much. Remember, the driver may be approaching the sign at 60 MPH with a car full of irritable children. The billboard must get its message over in just 4 or 5 seconds. To achieve this you must:

- Use strong colors
- Use the largest font size possible
- Avoid reversed type
- Use a maximum of 8-12 words
- Have a singular message

Paying attention to the combination of colors can make the sign more legible and attractive. Psychological color tests indicate that the following color combinations are the most legible:

- Black on yellow
- Dark blue on white
- Yellow on dark blue
- Black on white

For the long term success of the billboard / welcome sign ensure that:

- The area surrounding the sign is clean and long grass is removed
- Landscape the immediate area of the sign
- An amount is allocated in the budget every year to maintain and update the sign.

Useful Contacts

Organization	Web site	Activities
<i>Brand Oregon</i>	www.myoregonstory.com	<i>Oversight of Oregon's branding programs</i>
<i>Corvallis Convention & Visitor Bureau</i>	www.visitcorvallis.com	<i>Marketing + visitor information center</i>
<i>National Tour Association</i>	www.ntaonline.com	<i>Opportunities for group travel sales</i>
<i>National Trust for Historic Preservation</i>	www.nationaltrust.org	<i>Historic preservation</i>
<i>Online Highways.com</i>	www.ohwy.com	<i>Publishes Northwest Travel and Online Highways</i>
<i>Oregon Arts Commission</i>	www.oregonartscommission.org	<i>Grants, community development</i>
<i>Oregon Commission on Historic Cemeteries</i>	http://shpo.prd.state.or.us/ochc/facts.php	<i>Protection of historic cemeteries</i>
<i>Oregon Economic & Community Development</i>	www.econ.state.or.us	<i>State economic development marketing</i>
<i>Oregon Parks & Recreation Department</i>	www.oregonstateparks.org	<i>State Park camp ground management</i>
<i>Oregon Tourism Commission</i>	www.traveloregon.com	<i>State tourism marketing</i>
<i>Oregon Travel Information Council</i>	www.OregonTIC.com	<i>Signage, Welcome Centers, Markers</i>
<i>Travel Industry Association of America</i>	www.tia.org	<i>Research, International marketing</i>
<i>USDA Forest Service / Bureau of Land Management</i>	www.fs.fed.us	<i>Forest and national park management</i>
<i>Waldport Chamber of Commerce</i>	www.waldport-chamber.com	<i>Visitor information center</i>

Design Recommendations:

This section includes:

Introduction

Alsea Improvements Plan

Central Business Plan

Main Street near School

Alley Concept

Redevelopment Concepts

Alsea Village Market

Alsea Essentials

Operating Gas Station

John Boy's Mercantile-patio plan

Old Library and Feed Store

New Infill at 1st and Main

New Flea Market

(Larger drawings included in Appendix.)

INTRODUCTION

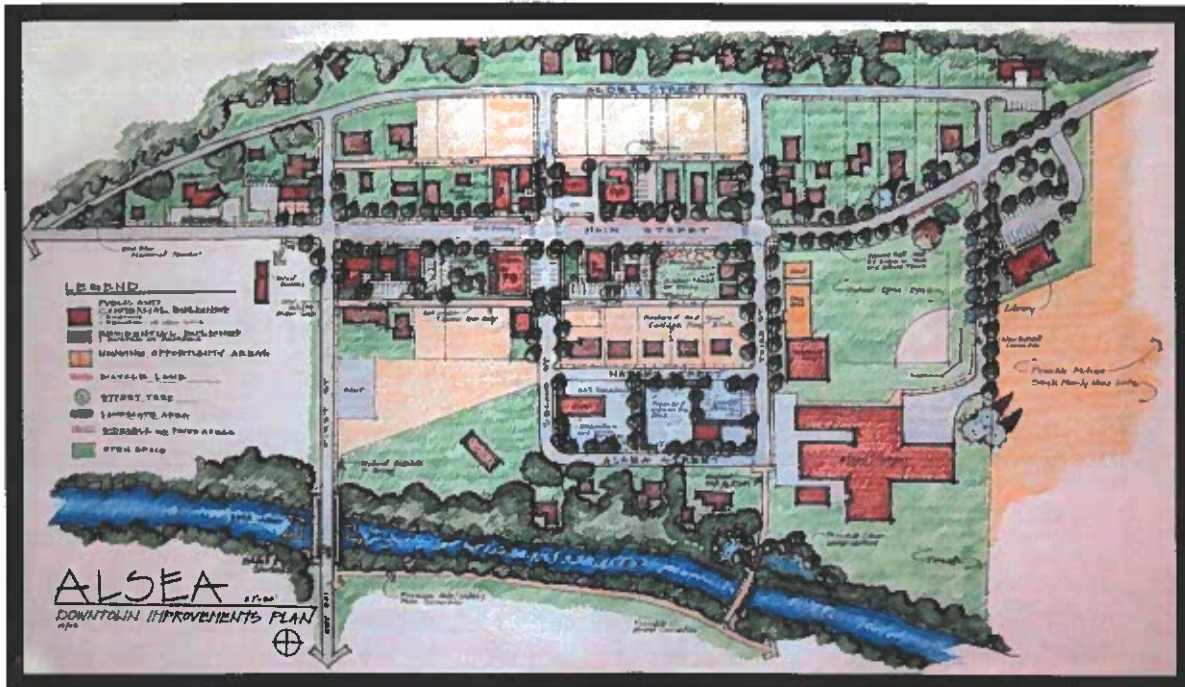
This section of the Resource Team Report addresses the physical and aesthetic design of public and private properties in downtown Alsea. The development projects suggested in this section are meant to integrate with each another and make the downtown district look better and function more effectively. Implementation of the recommendations that follow will be the result of a long-term sustained redevelopment effort.

One goal of design recommendations is to help create a stronger downtown commercial district through the redevelopment of privately owned properties. Public spaces in Alsea (sidewalks, street right of ways and others) have also received considerable attention in the concepts. Land uses, local demographics, and business climate are more intimately connected in small communities. Recognizing these interconnections, the team also addresses housing choices and other public improvements. The proposed street and streetscape design incorporates critical elements that improve pedestrian and automobile circulation, linking important spaces, and solve design problems that hamper pedestrian movement and activity - - ultimately producing a more pleasant and functional downtown environment.

ALSEA IMPROVEMENTS PLAN

The Resource Team has developed a series of recommendations for making improvements to various buildings in downtown that were identified by the community as priorities. Alsea has the good fortune of having highway traffic volumes, and the corresponding customers, through the commercial shopping district. Conversely, the highway's downsides include higher traffic speeds and precarious cross walks. The design details focus on addressing these issues along with showing how individual buildings could be improved, often at a relatively low cost, to produce a more attractive, marketable, and economically viable downtown.

The *Alsea Improvements Plan* below, represents an overview of downtown Alsea and highlights the locations of public improvements, featured buildings, housing opportunities, and future open space. It also provides some context for the very real issue of encouraging investors to take a risk in Alsea.

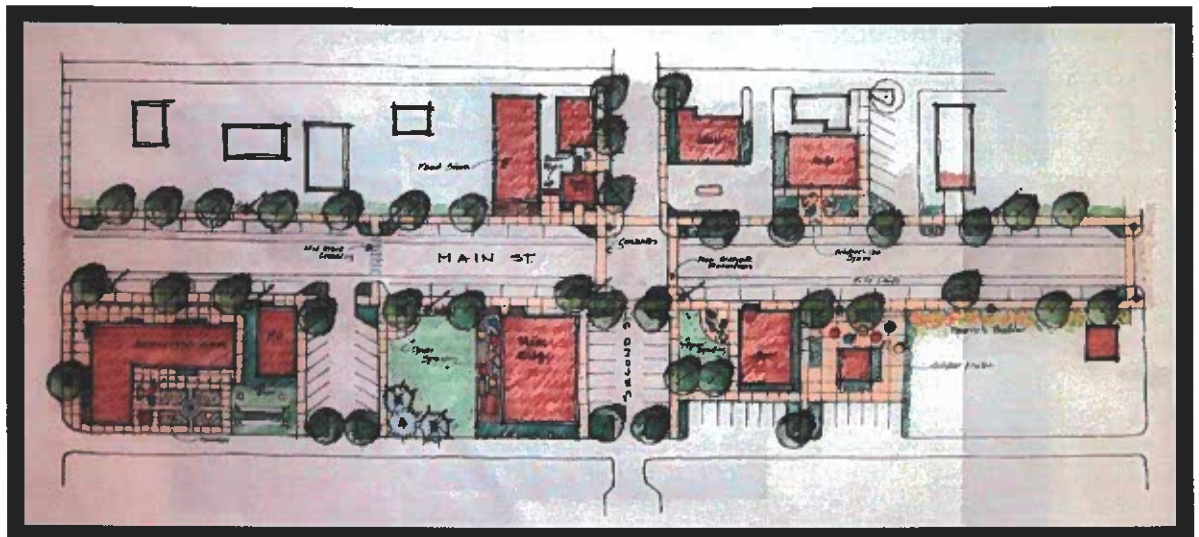


Proposed improvements on the *Alsea Improvements Plan* include:

- Proposed building redevelopments along Main Street that have the greatest potential for impact. If renovated, these sites offer the greatest potential to create a cohesive downtown shopping district and would fulfill many of the key components in this plan.
- Concepts for trail connections. Main Street (Highway 34) features bike lanes and also show enhanced linkages along First Street and Third Street to allow pedestrians access to the Alsea River.

- Housing opportunities within the community are shown in yellow. Within the developed areas of town, three areas are highlighted as housing opportunities. The area south of Alder Street, north of Market Street and generally west of Second Street. These might be areas considered for fee waivers or other “streamlining” of county processes to encourage development.
- Future housing opportunities, adjacent to the existing village, would provide additional single-family residential potential.
- Streetscape elements (crosswalks, sidewalks, pedestrian-scale lighting and parking) are highlighted along Main Street. The focus of the recommendations is to begin efforts at the intersection of Main Street and Second Street, then work further out.

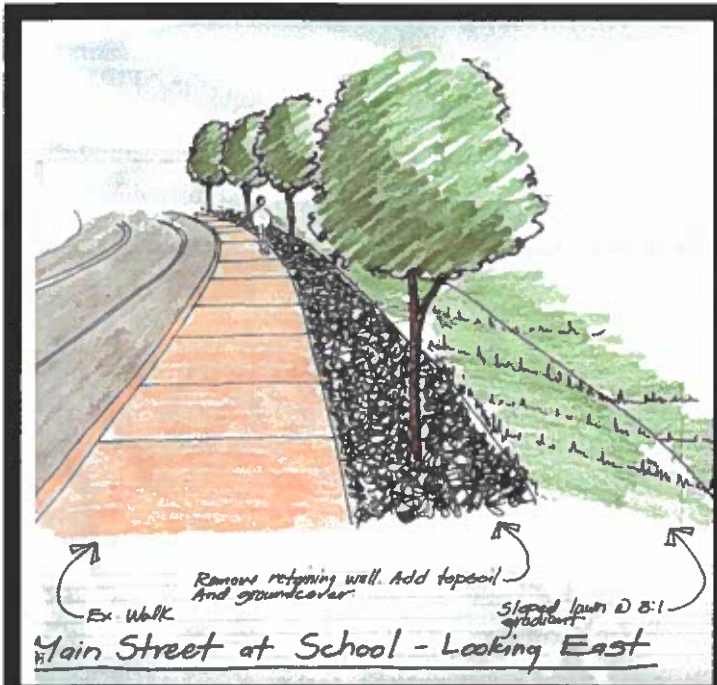
Central Business District Plan



This rendering shows many of the key elements of the two block area along Main Street. The center of downtown (Main Street and Second Street) is the 100% corner. There is little commercial activity so it will be important to build from the small existing base. Parallel parking along Main Street is preserved and modest bump-outs at key corners will serve to slow traffic and create safer pedestrian crossings. Existing head-in parking on the side streets has been retained and organized with striping and sidewalk edges to increase, and contain, parking supply.

Parking is always a primary component of downtown commercial planning in communities of any size. This plan shows many spaces provided as on-street parking plus shared off-street parking on the side streets.

Main Street near School

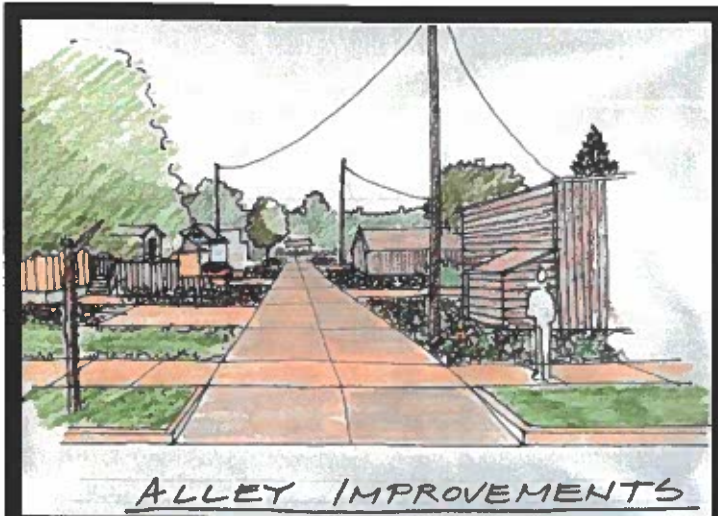


The cross section to the left shows the new sidewalk near the school along Main Street. Although the new sidewalk is a welcome pedestrian addition, this section of roadway could also serve double duty as an inviting eastern entry statement into town. The retaining wall has been replaced or backfilled with a grassed slope allowing a boulevard planting of trees that will soften the edges and lend a vertical narrowing effect to help slow highway traffic coming into town.



Gateway features are prominently mentioned in the Visitor Readiness section of this report. This section of roadway offers an opportunity to greet visitors at Alsea's "front door" of Alsea with a simple, elegant and memorable design.

Alley Concept

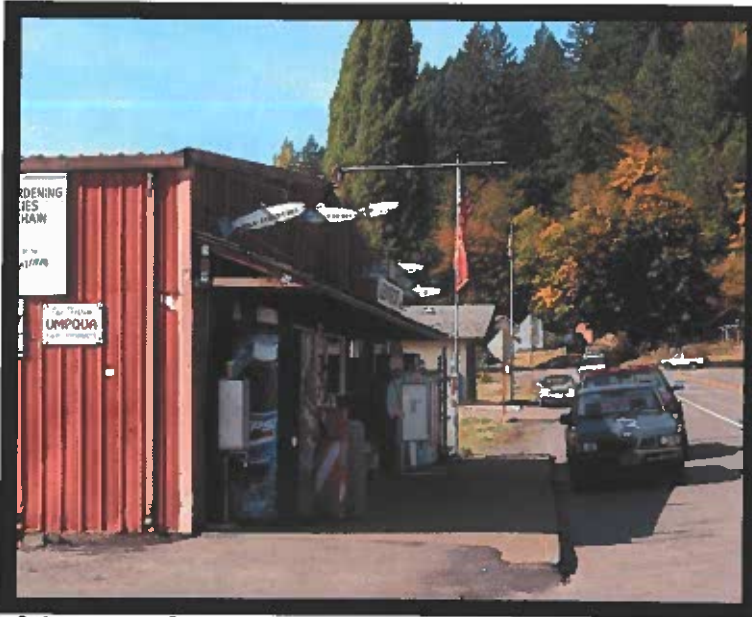


Alsea has two alleyways one-half block north and one-half block south of Main Street. These alleys provide the necessary access to utilities, garages and loading docks but their functionality and appearance could be greatly improved.

The Resource Team addressed the concept of an "improved alley" because they largely serve as the primary access to properties. The proposed design features concrete surfacing, improved curb cuts and formalized property accesses. The effect is much more organized, efficient and inviting.



ALSEA'S ARCHITECTURAL STYLE



Presently, Alsea does not have a discernible architectural style. Infill development from the market to the post office to the new library have all taken place over a number of decades and were completed in the contemporary styles of the time. Originally, Alsea's buildings were wood-framed. Historic photographs show board and batten siding and a commercial building with a

false storefront. Alsea is fortunate to have a business district containing two blocks of concentrated commercial activity. One of the most important elements to any downtown district is a cluster of shops, within easy walking distance, that provide a varied shopping experience. Alsea's downtown has that potential.

Renovations of existing buildings should reflect, or complement, their original style. Infill development should be sensitive to that history. To that end, the architectural styles of the sketch proposals included here do not attempt to replicate a specific time period. A purely historic preservation approach to Alsea would not fit the building stock. Instead, building concepts are based on the idea that certain building renovations could be historically sensitive while others are updates with traditional downtown elements like awnings and storefront lighting.

BUILDING REHAB OPPORTUNITIES

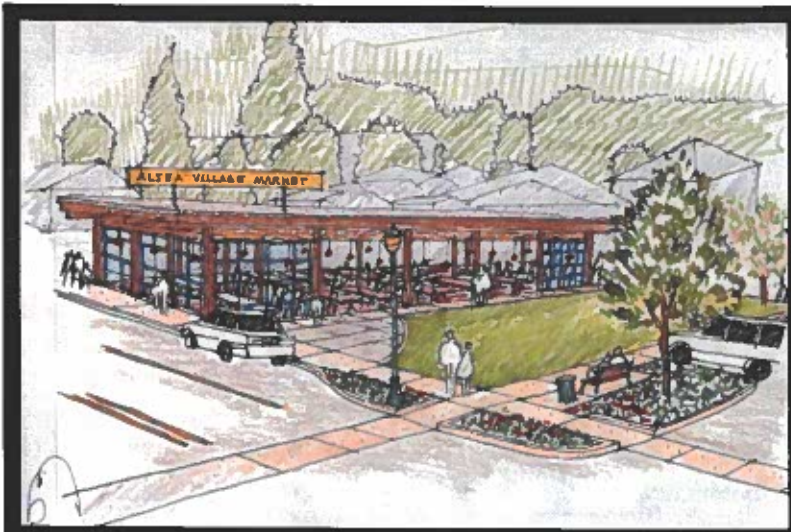
There are many things that can be done to improve the function and appearance of the existing buildings in the downtown. They include façade rehabs, appropriate signage, and inviting window displays to attract shoppers. In combination with the streetscape improvements, building improvements will greatly enhance Alsea's appeal as a shopping district.

The Resource Team identified a variety of buildings that would benefit from renovation or exterior upgrades. In a few cases, the work proposed would provide a high-impact improvement for a relatively low cost. Other buildings would require major structural improvements.

The buildings addressed in this report include:

- Alsea Village Market*
- Alsea Essentials*
- Operating Gas Station*
- John Boy's Mercantile-patio plan*
- Old Library and Feed Store*
- New Infill at 1st and Main*
- New Flea Market*

Alsea Village Market



This concept converts the existing café/tavern into a flexible indoor-outdoor space. The model uses roll up doors that can be either open, for use as an open air market, or closed, as a weather tight building. The existing roof structure of beams is left in place. The building update was designed to integrate with the community's potential to bring the products of area craftspeople to a flexible retail space.



The existing open structure at the school playground offers a chance to try the open village market concept. If a weekly or monthly market day were to be successful, perhaps a more permanent building place would be desirable.

Alesea Essentials



This particular building receives a modest facelift in the architect's rendering. The building is currently available and the remodel reflects a cottage mix of potential businesses, sharing one space. The former service station's basic form remains unchanged, even the siding remains. This is a good example of how an existing building could be attractively refitted at relatively low expense.



The "Essentials" could include a Laundromat, Hair Salon, and satellite Pharmacy under one roof. The demand for these services is well expressed and the spending market in the Alesea area is quite small. Shared business space

would be a viable "incubator" for some of these services.

Operating Gas Station and Cafe



This particular building is the community's only gas station and is staffed and operated in conjunction with John Boy's Market. This concept reintroduces a canopy and shows a modifying siding material. The basic form of the station doesn't lend itself to a historical treatment so the form is more modern.



The café just next door also highlights the significant impacts of moderate changes. The café concept here shows a more historic board and batten siding along with the addition of a canopy.

A service bay is shown because the potential for local automotive service remains a service need.

John Boy's Mercantile

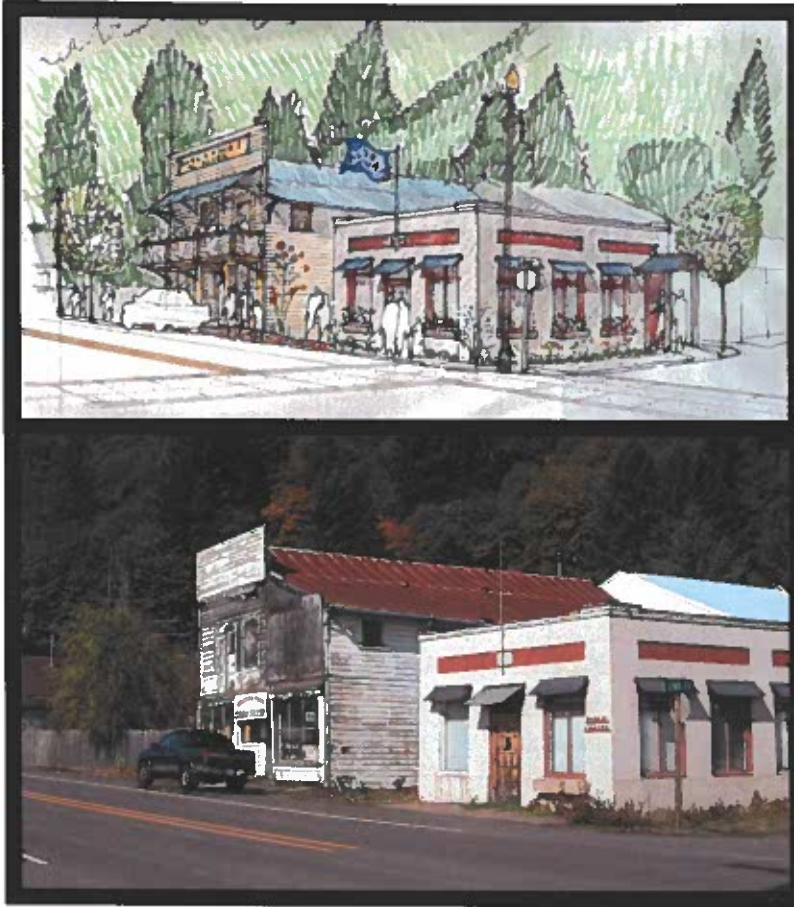


The mercantile serves as convenience store, restaurant, sporting goods store, hardware store, community center and bulletin board. This design concept brings an outdoor patio to the west side of the building. This would increase the usable space and provide an attractive location for to stop.



Ultimately, infill development could occupy this vacant corner but the patio space shows the impact of a low-cost change.

Old Library and Feed Store



These two structures are the historic remnants of an earlier Alsea, they offer a real opportunity to strengthen the intersection of Main and Second Street. In this rendering, the Old Library gets only a freshening of new paint, updated doorway awnings and window boxes. The Feed Store is a more significant reconstruction. The western style false-front is expanded the full width of the building and a second-story balcony is added, along with replaced windows and new paint.

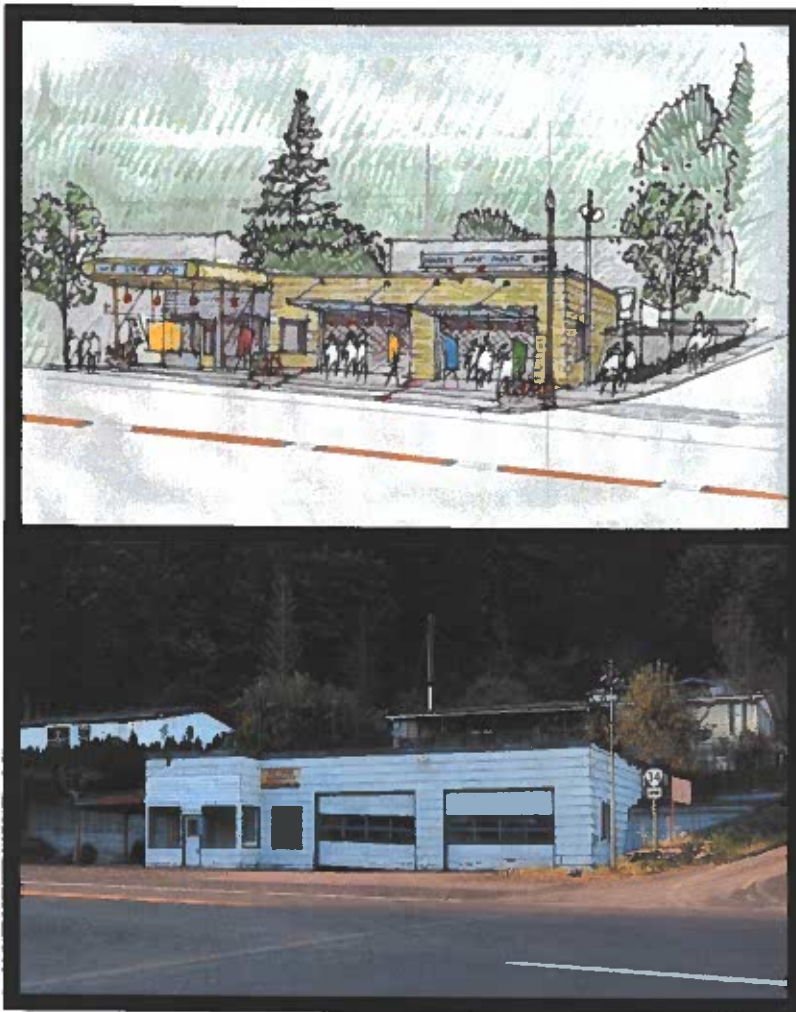
1st Street Infill



At the southeast corner of Main and First Streets there is a prominent vacant lot that offers an outstanding opportunity to anchor another corner with a traditional two-story building. The design of the building serves as a bridge between the historic elements in Alesea and the more modern infill. There are traditional forms, like the boardwalk, covered porch, and board/batten siding, blended with the modern southern wing (facing First Street).



New Flea Market



This gas station was recently purchased (at the time of this writing) and the Resource Team took the opportunity to make some design suggestions for its reuse. This sketch of how the updated building might look includes replacing the overhead doors with glass awnings and adds a covered space for outdoor display. The basic building form is unchanged and the service bays even reuse the current siding.

Presently, the new owners of this property plan to open a high-quality flea market and antique location. This design shows how the interior square footage could be flexibly

continued into the parking area.

RECOMMENDED BUILDING FEATURES THAT CONTRIBUTE TO AN INVITING DOWNTOWN

The layout of Alsea's downtown along Main Street could ultimately provide a pleasing, and shoppable, village district. In order to make the most of existing architectural assets, the following are general recommendations to help improve the look and functionality of the downtown district.

- Basic building maintenance is all that is required of a number of downtown facades.
- Rehabilitation of existing downtown buildings should be historically sensitive as appropriate.
- Reference historic nature of the downtown in new infill buildings' scale, mass, context, materials, and siting.
- Buildings should often offer sidewalk and pedestrian protection through awnings or canopies.
- Transparent storefronts with large, clean windows and inviting displays invite pedestrian interest.
- Use an appropriate color palette.
- Building rehab projects and new infill should break up horizontal building lines with vertical structural elements (just like the Feed Store and Old Library).
- Articulated parapets should vary in height and character from building to building.
- Eliminate blank walls, empty parking lots, vacant lots, and drive through areas to help keep pedestrians moving down the sidewalk, shopping...and spending money!

SHOW ME THE MONEY!

The first question that's asked when a community goes through a process to develop a Downtown Plan is, "How are we going to pay for this?" This section of the report is intended to offer ideas and tools that are available to assist Alsea as they move ahead with revitalization projects.

LOCAL REDEVELOPMENT TOOLS

- Encourage, promote, and provide incentives for public / private partnerships.
- Develop Opportunities for local resources to get together.
- Conduct local fundraisers to raise money for grant matching funds.
- Continue to pursue Community Development Block Grant funds through local partnerships.
- Explore an Urban Renewal District to provide local matching funds.

GRANTS

- Grant funding is available for a wide variety of downtown projects. State and Federal agencies and private foundations may fund all or part of well planned projects in the community. Although most grant programs are targeted to public rather than private improvements. That said, one community received grant funding for a façade program as part of a much larger marketing effort.
- Use your downtown plan as reference and support material when applying for grant funding and demonstrate how specific projects fit into a larger, long-range plan. Grantors are very careful to select projects that have the best chance of success. This plan demonstrates Alsea's long term commitment to downtown improvements.
- Nearly all grant programs, whether from public or private funding sources, require some level of local match. Local dollars act as "seed money" for projects that otherwise might be too expensive. Many grant programs allow in-kind services to be used to meet match requirements.
- Alsea has several potentially eligible applicants for grant funding including; the ACE, Benton County, Corvallis Area Chamber of Commerce, and the Benton County Historic Society.



WE'VE GOT THE ROADMAP, NOW WHAT?

Creating the downtown conceptual plan is the easy part! Now is the time for the key stakeholders to begin partnering on its implementation. Following are steps to help move the process forward.

- *Have a community meeting to discuss the plan, recommendations and next steps. Make sure to include representatives from all local stakeholder organizations. Your best chance of success hinges on expanding the support base you have already worked hard to build.*
- *At this meeting closely examine the local capacity that's needed to carry out the various pieces of the plan. Is there energy, commitment and capacity to move forward successfully? How can capacity be increased and volunteer burnout avoided? Discussing these issues and finding solutions is a key ingredient to successful implementation of the plan. It is also critical to define the various roles & responsibilities associated with the plan's implementation...who will take responsibility for implementing different pieces of the plan? It is critical to coordinate, collaborate and cooperate in putting together the framework for implementation. Create a collaboration matrix that details who's doing what, and when.*
- *Organize your "human element." Each group or committee working on any facet of the plan needs it's own workplan with a stated mission with goals and responsibilities. Organization of your base is one of the most crucial planning elements and doesn't require any money.*
- *Create short-term and long-range categories for implementation. Decide which projects have the highest level of community support, the best chance of success, have potential funding, and are the highest priorities. Then create the short-term (1 year) workplans and long-range plans (2+ years) based on what can realistically be accomplished.*
- *One year workplans should be action-oriented and implementation based with specific timelines, names of persons responsible, budgets, and a check-off when the project is completed. It is important to do fewer projects very well, than too many projects haphazardly! Keep this in mind when creating the workplan. More projects can be added to the workplan as others are crossed off when completed.*

- *Take advantage of other efforts to leverage support for your plan.*
- *Bring all the groups working on revitalization projects together on a regular basis to report on implementation progress. Keep these meetings focused on the workplan and its implementation.*
- *Evaluate your progress and make adjustments as needed! No plan or workplan is static; it should be adjusted to address issues and opportunities that arise.*
- *Managing Change: How Alsea deals with change will largely determine it's future. Change will occur; it's up to you to either manage it, or live with results of allowing the change to happen TO you.*
- *CELEBRATE YOUR SUCCESSES! Keep the community informed on the plan and its implementation!*

KEEP MOVING FORWARD!



PARTNERING FOR SUCCESS

In order for Alsea's community revitalization to be a truly successful and ongoing effort, it is critical that partnerships and collaborations be strengthened to move the vision forward. This is particularly critical for unincorporated areas. Downtown revitalization should be a community effort. It is critical that different groups and stakeholders "take on" appropriate pieces of the plan for implementation. The more groups and people involved in the process, the more pride and ownership will be evident in the results.

The work of the ODDA Resource Team serves as a springboard for community discussion as to the future of downtown and how revitalization efforts should move forward. Alsea is full of opportunities to create a more attractive and livable community that serves as a gathering place, visitor destination, small commercial center and hometown. Success can only come about by building consensus, becoming champions for the community's vision, then moving forward with implementation in an organized and cohesive way.

Chaotic action is preferable to orderly inaction.
Will Rogers

APPENDIX



Appendix
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APPENDIX A

Funding Sources & Programs for Downtown Revitalization Activities

Downtown revitalization programs and activities are typically funded by a multitude of sources. This report provides a synopsis of popular public and private funding sources that can be tapped for various aspects of downtown/community/economic revitalization initiatives. They are listed below together with websites that provide detailed program descriptions and contact information.

(Note: this list is current at the time it was published (12/04); sources and guidelines may change.) Updated 8/05

Private/Nonprofit Funding Sources

Often, in order to access funding from foundations, the organization requesting funding must have 501c3 tax exempt status, or be a city. Check each source for their specific requirements and programs.

- The Ford Family Foundation & The Ford Institute for Community Development. <http://www.tfff.org/>
- Meyer Memorial Trust. <http://www.mmt.org/>
- Northwest Grantmakers. <http://www.lib.washington.edu/gfis/resources/pnw-links.html>
- Oregon Community Foundation. <http://www.ocf1.org/Default.htm>
- Philanthropy Northwest. <http://www.philanthropynw.org>

For a full listing and description of Oregon Foundations, see the Oregon Foundation Data Book, www.FoundationDataBook.com.

- Cascadia Revolving Fund is a non-profit financial institution that provides loans and technical assistance to entrepreneurs and non-profit organizations unable to access traditional financing and support. Cascadia lends to businesses owned by low-income people, women or minorities; and to childcare businesses, businesses that restore or improve the environment or have strong potential to create family wage jobs. Cascadia provides intensive, one-on-one business counseling to borrowers at no additional cost. Contact Cascadia Oregon office at (503) 235-9635 or visit www.cascadiafund.org.
- The Oregon Microenterprise Network (OMEN) is a statewide association of microenterprise development programs and their supporters. These programs provide training, lending and other enterprise opportunities to entrepreneurs with limited access to economic resources. They offer an excellent free publication called *The Microenterprise Development Resource Guide*. <http://www.oregon-microbiz.org/>
- Rural Community Assistance Corporation, RCAC, is a major resource for the rural west. Core services include technical assistance and financing

for affordable housing, environmental infrastructure and community facilities. In 1996 the U.S. Treasury certified RCAC as a Community Development Financial Institution (CDFI). RCAC believes rural citizens can better control their own future by creating healthy and sustainable communities. Oregon office: 503.228-159 or <http://www.rcac.org>.

- SOLV, provides materials, planning assistance and small grants to communities/organizations who want to organize a restoration, enhancement, cleanup or beautification project.
<http://www.solv.org>

Public Funding Sources

The State Community Solutions Team (CST) is made up of the directors of five state agencies serving as a cabinet-level advisory board on community development. The CST directors meet regularly to coordinate policies, programs, and investments for the following state agencies:

- Economic & Community Development
- Environmental Quality
- Housing & Community Services
- Land Conservation & Development
- Transportation

Many of the relevant funding resources are listed in this section. Visit the Governor's Economic Revitalization Team website for a complete listing of funding sources associated with these departments:

<http://www.gert.oregon.gov/Gov/ERT/funding.shtml>

Oregon Arts Commission has several small grant programs which are summarized below. <http://art.econ.state.or.us/programs.htm>
800.233.3306 (in Oregon) oregon.artscomm@state.or.us

Arts Services Grants

Call Shannon Planchon, 503-986-0086, for more information

Arts Services Grants will support the services, activities, and outreach of local and regional arts councils, and other organizations providing arts services that benefit Oregonians on a local or regional level. It is the intent of the Oregon Arts Commission that all Oregon communities have access to programs and services which: 1) encourage all people to participate in arts activities; and, 2) enhance the capacity of artists to contribute to the economic, social, and cultural well-being of their communities.

Through this new program, the Oregon Arts Commission will work to:

- 1) reach more areas of Oregon with arts services;
- 2) reward sustainability and quality of arts service delivery;

3) recognize partnerships, collaborative projects, and other measures for maximizing public benefit.

Arts Across Oregon

Call 503-986-0082 for more information

Arts Across Oregon Grants support projects that strengthen and expand the quality of and access to the programs of Oregon's medium and large not-for-profit arts organizations. They are intended for professionally-staffed arts groups whose previous year's cash income totaled at least \$50,000. Arts Across Oregon grants must be matched at least dollar-for-dollar with other earned or contributed income.

Proposals were accepted in the following categories:

Excellence: To support the creation, production and presentation of quality arts products and projects by and for Oregonians.

Learning In and Through the Arts: To support projects that advance learning in the arts for children and youth and/or which offer lifelong learning opportunities for Oregonians.

Outreach and Access: To support projects that create opportunities for Oregonians to experience and participate in a wide range of art forms and activities, and which may extend the arts to underserved populations – those whose opportunities to experience the arts are limited by geography, ethnicity, economics or disability. This category may also support projects that enable arts organizations and artists to expand and diversify their audiences. *The Arts Commission places a low priority on applicant projects requesting funds to provide free tickets to diversify their audiences.*

Arts Build Communities

Call Oregon Arts Commission, 503-986-0083, for more information

Arts Build Communities grants recognize and support both the arts in local communities and the involvement of the arts and artists in community development. The program recognizes the expanding role arts organizations are taking in the broader cultural, social, educational and economic areas of community life. Support will be provided to arts and other community-based organizations to form alliances and partnerships to strengthen communities through projects that connect the arts with local issues and opportunities.

Individual Artists Fellowship Grants

Call 503-986-0082 for more information

The Commission recognizes the achievements of Oregon artists and the contributions they make to the cultural health of the state through its annual Artist Fellowship grants non-matching \$3,000 stipends to a select group of the state's most innovative creators. The Commission will consider applications annually according to artistic discipline. In 2004, visual artists, craftspeople, photographers, and other engaged in the design arts are eligible to apply.

Arts and Trails

Contact Oregon Arts Commission at 503-986-0083 for more information . . .

Arts & Trails is a regional initiative designed to identify and support projects that demonstrate the connections between the arts, the landscape, outdoor recreation and trail corridors. It brings together the state arts agencies of Idaho, Washington and Oregon working in partnership with Rivers, Trails and Conservation Assistance Program of the National Park Service, which works with community groups and local and state governments to conserve rivers, preserve open space, and develop trails and greenways.

Rural Artist Residencies Grant Program

Contact Vicki Poppen at 503-986-0085 for more information

With funds from The Ford Family Foundation, the Arts Commission has identified rural and underserved schools across Oregon to host artist residencies. Identified through the Oregon Arts Education Network, these schools demonstrated a commitment to building capacity in arts education and that they are willing to host multiple on-site artist residencies over a three-year period.

Financial Programs Offered Through Oregon Economic & Community Development Department

Business Financing

Advanced Telecommunication Facilities

Brownfield's Redevelopment Fund . . . direct loan and grant program to conduct environmental actions on brownfields.

Business Development Fund . . . fund works with banks to secure necessary funds.

Business Retention Program . . . designed to help private sector companies. Program provides multi-industry expertise in finance, marketing, operations, turnarounds, restructurings, feasibility studies, etc.

Capital Access Program . . . program helps lenders make more commercial loans to small businesses.

Cascadia Revolving Fund . . . provides loans and technical assistance to entrepreneurs and non-profit organizations that are unable to access traditional financing and support.

Construction in Progress Program . . . new commercial facilities exempt from property tax for a period of time.

Credit Enhancement Fund . . . loan insurance tool that lenders can use to help businesses needing extra security to obtain financing.

Electronic Commerce Enterprise Zone . . . an enterprise zone Enhanced Designation.

Enterprise Zones . . . are designed to encourage business investment in economically lagging areas of the state.

Entrepreneurial Development Loan Fund . . . initial, direct loan to help companies get started in Oregon.

Industrial Development Revenue Bonds . . . designed to help Oregon manufacturers grow. These are tax-exempt bonds, issued by the state of Oregon. They provide long-term financing for land, buildings and equipment. . .

Local Revolving Loan Funds . . . funds available for small business financing.

Oregon Trade Promotion Program—Financial assistance (partial reimbursement) for Oregon companies seeking to enter new markets.

Small City Taxable Income . . . exemption for Business Development.

Strategic Investment Program . . . exempts a major portion of large capital investments (more than \$100 million) from property taxes.

US Small Business Administration 504 Loan Program and the US Small Business Administration 7(a) Loan Guarantee Program

Administered by Department of Energy: Business Energy Tax Credit.

Administered by Department of Energy: Small Scale Energy Loan.

Administered by Department of Environmental Quality: Pollution Control Tax Credit, Reclaimed Plastics Product Tax Credit.

Administered by Department of Revenue: Research Tax Credit, Dependent Care Tax Credit and other tax credits.

Community/Public Programs and Finance

Brownfields Redevelopment Fund . . . activities ranging from site assessment to cleanup for properties where known or suspected environmental contamination is a barrier to redevelopment.

Community Development Block Grants . . . construction and/or improvement of a wide variety of facilities and infrastructure that will primarily benefit low- and moderate-income persons; funding of microenterprise business programs.

Marine Navigation Improvement Fund . . . provides the matching funds needed for a project that has received funding from the US Army Corps of Engineers; projects that directly support or provides access to a federally authorized navigation improvement project.

Port Revolving Fund . . . loans for construction and/or improvement of facilities and infrastructure that promote maritime shipping, aviation and commercial activities of ports.

Port Planning & Marketing Fund . . . planning and marketing activities to improve a port's trade and commerce capacity.

Regional Investment Fund and Rural Investment Fund . . . locally controlled funds to help carry out a region's plan for economic and community development.

Safe Drinking Water Revolving Loan Fund . . . low-cost financing for construction and/or improvements of public and private water systems.

Special Public Works Fund . . . construction and/or improvement of infrastructure needed to support industrial, manufacturing and certain types of commercial development.

Water/Wastewater Fund . . . construction and/or improvement of water and wastewater systems to meet state and federal standards.

State Historic Preservation Office Programs, in the form of grants and/or Federal Historic Rehabilitation Tax Credits are available for improvements to historic

property and other activities related to local preservation efforts. The Federal Historic Rehabilitation Tax Credit Program provides a 20% income tax credit for qualified rehabilitation of depreciable, income-producing, certified historic properties.

<http://www.shpo.state.or.us>

Grants Program: kimberly.dunn@state.or.us

Federal Historic Rehabilitation Tax Credit Program: david.skilton@state.or.us

Housing Grant & Tax Credit Programs are often used to bring housing into downtown settings, either through the redevelopment of existing property or new development. For more information on what these programs are, how they work and their timelines: <http://www.hcs.state.or.us>.

State Pedestrian & Bicycle Grants are for pedestrian or bicycle improvements on state highways or local streets. Projects must be situated in road, street or highway right-of way. Project types include sidewalk infill, ADA upgrades, street crossings, intersection improvements, minor widening for bike lanes. Oregon Dept. of Transportation (ODOT)

<http://www.odot.state.or.us/techserv/bikewalk/funding.htm>

TEA-21 (Transportation Efficiency Act for the 21st Century) is a federal grant program administered through state Departments of Transportation. For more information on this program contact Pat Rogers Fisher at the Oregon Department of Transportation:

patricia.r.fisher@odot.state.or.us

The Transportation Growth Management (TGM) Program is a joint effort between the Department of Transportation and Department of Land Conservation & Development. TGM mission is to: "To enhance Oregon's livability, foster integrated land use and transportation planning and encourage development that results in compact, pedestrian-, bicycle-, and transit-friendly communities." The TGM program has several tools to fulfill this mission. The program offers planning Grants to local governments. Grants help local communities plan for streets and land use in a way that creates livable, transportation-efficient communities and makes the best use of state highway infrastructure.

TGM consultants provide transportation efficient design alternatives to development proposals. On request, a team helps a community or developer meet Smart Development design objectives. Code Assistance is provided to local governments to prepare or amend development codes for transportation systems and land use plans, and apply urban growth management tools. The TGM Outreach program is aimed at increasing the understanding and acceptance of smart development principles through workshops, a partnership program and technical assistance for practitioners. <http://www.oregon.gov/LCD/TGM>.

A Vertical Housing Development Zones is a tax abatement tool to help promote

redevelopment within core urban and rural community centers and transit oriented areas. The goal of this program is to provide increased residential density in concert with commercial development in targeted areas. The percentage of tax abatement is determined by the number of residential floors above the groundfloor commercial space. This program is expected to be shifted from the Oregon Economic and Community Development Department to Oregon Housing and Community Services during the 2005 Legislative session.

Federal Programs

Small Business Administration, or SBA, is "America's small business resource." SBA's Office of Business and Community Initiatives administers programs and activities designed to provide information, education, and training to prospective and existing small business owners. The Office engages in co-sponsorships with private sector partners that are designed to provide small business owners with information, education and training that is cost-effective, of high quality and reflective of trends in small business development. As a result of these co-sponsorships, small businesses receive a broad variety of education and training opportunities, written materials, and other forms of assistance that are provided free of charge or at extremely low cost.

Oregon office

contact: marlin.mowery@sba.gov; helpful SBA websites include:

<http://www.sba.gov/aboutsba/indexprofile.html> or

<http://www.sba.gov/l/programs.html>.

USDA - Rural Development is another excellent resource for economic revitalization activities. USDA Rural Development Intermediary Relending Loan Program provides financing for "the establishment of new business, the expansion of existing businesses, creation of employment opportunities, saving of existing jobs, or community development projects."

Though specific grant programs are not published, USDA, Rural Development has been an active partner throughout the state in business improvement programs.

Contacts: Pendleton Office, Donald C. Hollis, (541) 278-8049, Ext. 129, don.hollis@or.usda.gov

Redmond Office, Robert K. Haase, Cooperative Development Specialist (541)923-4358, Ext. 124 bob.haase@or.usda.gov.

Public/Private Sources

Creation of a sustainable funding district to support downtown economic revitalization activities is becoming increasingly popular in Oregon communities. Listed below is a synopsis of these special assessment districts.

Business Improvement Districts (BIDs)/ Business License Fees – implemented by city and paid by business owners for revitalization programs and projects. Fee can vary widely. Usually renewed every 5 years.

Economic Improvement Districts (EIDs) – implemented by city an assessment on property and used for revitalization programs/projects. Fees can be based on a variety of criteria. Up to 5 year duration, with option to renew.

Local Improvement Districts (LIDs) – implemented by city, paid for by property owners and focused on capital improvements. One time payment or payment over time.

Urban Renewal Districts – implemented by city, uses tax increment financing for capital improvement projects. Duration: 20-30 years.

Technical Assistance Organizations

The Association of Community Development Corporations, AOCDO, is a statewide nonprofit organization supporting community development corporations, and nonprofits developers of affordable housing around Oregon committed to improving the quality of life and living conditions of poor families around the state. <http://www.aocdo.org>

The Oregon Downtown Development Association, ODDA, is a statewide non-profit that provides downtown revitalization assistance to communities through "Tools, Training and Technical Assistance." ODDA's *Tools* are a wide variety of user-friendly handbooks on a wide range of downtown redevelopment topics. ODDA's *Training* consists of highly successful quarterly workshops and an annual statewide conference. *Technical Assistance* is provided through on and off site work with communities; tailored to their specific needs. For more info: <http://www.odda.org>

Oregon Association of Minority Entrepreneurs, or OAME, is a non-profit organization formed to promote and develop entrepreneurship and economic development for ethnic minorities in Oregon. OAME provides training, technical assistance, access to credit, access to markets and asset development. <http://www.oame.org>

A Native American Business Network (ONABEN) provides business training, one-on-one business counseling, access to markets and access to credit through their programs. <http://www.onaben.org>

The Neighborhood Partnership Fund, NPF, is an Oregon non-profit that provides ideas, resource and training to community development organizations and partners to create economic opportunities and affordable housing for low-income people. <http://www.tnfpf.org>

Rural Development Initiatives, RDI, is a non-profit organization that assists rural community leaders, the organizations they create, and those that support them. RDI's services include: leadership development, action training, strategic planning and special projects. <http://rdiinc.org>

The State Network Office of Small Business Development Centers can guide you to the nearest Small Business Development Center for personal hands-on help for small businesses and potential businesses. Experienced advisors and instructors address all aspects of business ownership to help create prosperous businesses. The centers are hosted by community colleges and universities throughout Oregon. <http://www.bizcenter.org>

Technical Assistance for Community Services, better known as TACS, provides assistance to nonprofit organizations to help them develop the people and skills they need to achieve their missions. TACS has provided training and/or consultation for over 3,000 non-profits throughout Oregon and Washington. TACS provides workshops, networks, and consultations on financial management, board development, strategic planning, building diversity, organizational development and leadership issues. <http://www.tacs.ogec>

APPENDIX B

Alesea Resource Team Participants

October 4 Attendance 9AM Kick off meeting:

1. Leslie Hockema
2. Marian Spears
3. Richard Riddle
4. Scottie Jones
5. Kay Podmore
6. Martha Christensen
7. Linda Dinnocenzo
8. Julie Hendrix
9. Mimi Stout
10. Barbara Dallmann
11. Donna Sims
12. Anita Snedker
13. Ann Clark
14. Ann Smith
15. Randi Otness
16. Eileen Clark
17. John Clark
18. Rolfe Hagen
19. Janet Hagen
20. Mary Lou Keeler
21. John DeFever
22. Angie DeFever
23. Kathy White
24. Terry Cutsforth
25. Don Wagner
26. Pat Danton
27. Joe Danton
28. Erik Goretti
29. Christy Goretti
30. Jackie Nichols
31. Ramona Rhinehart
32. Ruth Gordon

October 4 visits outside the downtown (Brad and Bill)

- Scottie Jones Leaping Lamb Farm—B&B or Farm retreat questions
- The Thyme Garden- a tour
- Yew Wood Nursery—Fuchsia business

Day 2--October 5, Appointments, interviews and visits:

9 AM – 10AM

1. Jodie Free—downtown trailer resident behind John Boy's Mercantile
2. Bernice Rhinehart, owner of house and lot on Main Street with beautiful flower garden
3. Nancy Cooke – resident and former ACE board member
4. Jeni Lanning, Rural Community Coordinator for the Clinic
5. Scottie Jones and Ramona Rhinehart homeowners outside the downtown—to get consultation about Farmer's Kitchen restaurant possibilities

10 AM—Offsite Restaurant Interest Group meeting at Rolfe Hagen's house: (2 hr meeting plus travel) attendees interested in copying his success as former owner of the Farmer's Kitchen

6. Janet
7. Rolfe Hagen, (Ramona Rhinehart, Marian & George Spears—names listed already today)
8. Joan and
9. Mr. Long, John Clark,
10. Russ Kaufman,
11. Steve Moore,
12. Barbara Dallmann,
13. Tom Bird, and
14. Peter Karasic

10 AM—

15. Sue Rhinehart—out-of-town home and farm owner who has an idea for a horse trail on USFS land in Five Rivers (would attract people to the Alsea Valley on their way out to Five Rivers.)

11AM—Visit with the Alsea Rural Health Care Clinic (Brad Sinn, ODDA)

16. Jeni Lanning,
17. Mary Ann Carr

11:30

18. Alan Rack—specialty knife design marketing

12:30

19. George and
20. Marian Spears – Woodworking business

1 PM

21. Muriel McCauley- owner of the old grocery west of town

2PM

22. Wendy Wyatt—owner of the old tavern and service station next to Bernice Rhinehart

2:30PM

23. Chris Bentley- Benton County consult plus travel time 2:30-4:30

4PM

24. Mimi Stout –Property owner re: property expansion for possible homes and parks (Measure 37).

5 PM—

25. Ilona Haines seamstress business

5:30 PM

26. Billie Davis—seamstress who also met later with Ilona

6PM

27. Peg Goracki New Co-owner of Old Chevron Station by the Farmer's Kitchen

7 PM

28. Naomi and

29. Billie Shadwick—Siletz Tribe grant consultant regarding grant possibilities for downtown improvement

7:30 -9PM

Benton County Parks Board Meeting Wednesday October 5, 2005 at the Alsea Library Community Room— Parks Board Proposal for Handicap Access at Clemens Park. Jackie Nichols provided a summary of Alsea Revitalization Project, and how it ties in with the Parks Board proposal.

Day 3

Peggy Goracke

Barb Hartley

Dave Kerby

Ann Clark

Leslie Hockema

Martha Christensen

Terry Cutsforth

Don Wagner

Erik Christy

Bud Stout

Mimi Stout

Kay Podmore

George Spears

Kyle Odegard

Ann Smith

Rolfe Hagen

Janet Hagen

Nancy Cooke

Wendy Wyatt
Greta Van Horn
Joe Van Horn
Randi Otness
Bill Shadwick
Naomi Shadwick
Chris Fegles
Anita Snedker
Linda Dinnocenzo
Donna Sims
Katty White
Terry Adams
Kathy Sapp
Jill DeWolfe
Jan Olsen
Jo Haley
Holly Olsen
Steve Roberts
Jackie Nichols
Barbara Dallmann
Charles Dallmann

October 6, 9PM At Final Meeting's End

Attendees signed up to participate in newly-forming groups:

Alsea Business Association

Peggy Goracke
Leslie Hockema
Linda Dinnocenzo
Kathy White
Jan Olsen
Kathy Sapp
Terry Adams
Mimi Stout

Artist or Crafts Group

Martha Christensen
Linda Dinnocenzo
Randi Otness
Donna Sims
Terry Adams
Kathy Sapp
Ann Smith
Shelley Smith
Debbie Richman

Others who signed up later:

Larry Stover
Sara Parker
Darrel Shultz
Craig Zafforoni

Downtown Beautification Group

Martha Christensen
Terry Cutsforth
Leslie Hockema
Linda Dinnocenzo
Jill DeWolfe
Kathy White
Donna Sims
Jan Olsen
Kathy Sapp
Wendy Wyatt

Food or Restaurant Interest Group

Linda Dinnocenzo
Kathy White
Donna Sims
Kathy Sapp
Charles Dallmann

Recreation, Trails, etc.

Wendy Haber
Sue Rhinehart

APPENDIX C

10 Big Reasons to Shop at Home

1. Your tax bill.

When you shop in local stores, part of every dollar you spend goes to pay your local tax bill - leaving less for you to pay toward their cost.

2. Selection.

You determine what services are available locally. If there is a demand for a product or service, your local businesses are glad to provide them.

3. Employment.

Hometown business employs local residents - creating jobs for you, your children, your friends and neighbors.

4. Economic Development.

Every dollar you spend at home does the work of \$7. Market analysts say a dollar spent in a local business will circulate seven times through the local community. A dollar spent out of town is gone forever.

5. Quality Merchandise

When you buy a product locally, you know the reputation of the business. Any dissatisfaction you have with the merchandise will be handled on a personally.

6. Community Interest.

Local merchants financially support the interests of your children and grandchildren, opening a wide range of opportunities to them through schools, organizations and churches.

7. Save Money.

Most times a local merchant offers products at prices competitive to larger cities. You save time and gas by purchasing locally rather than driving many miles.

8. Personal Service.

Can't decide what to give that hard-to--buy-for person. Local merchants know their customers and can aid in gift selection.

9. Variety of merchandise.

If you can't find what you're looking for, ask a merchant if it can be ordered.

10. We care about our customers.

When you shop locally, you know you're not just another face in the crowd. You'll be greeted with a hello and a smile, and you can shop at your leisure.

J. Brian Monihan
Publisher - Lake Oswego Review

APPENDIX D

Buyers vs. Browsers

Customers in each market segment act in one of two ways: buyers and browsers.

Buyers are those who are prepared to make a purchase and are looking for the right item to buy.

Browsers are those who may buy only if they find the item that fits their needs.

To support buyers, a commercial district needs ample and convenient parking; a large selection of merchandise; and service that supports buyer needs. To support browsers, a downtown commercial district needs available long-term public parking; well-designed merchandise displays; and service that is oriented to the comfort of the customer.

Businesses that serve **browsers** should be encouraged to cluster together.

A successful **browser retail** cluster will have:

- No interruption in the visual building line of the street;
- Storefront design features that are at a human rather than automobile scale;
- Merchandise that is oriented towards value rather than price.

A successful **buyer oriented** cluster will have:

- Low building density vs. the land area (strip malls, for example);
- Design features that maximize automobile usage;
- Stores that compete through niche specialty, price and selection.

Comparing Needs of Browsers and Buyers

Browsers prefer:

long-term public parking
interesting streetscape
high value
time to browse
buying for entertainment
attractive store design
fun displays
unique selection
comfortable environment

Buyers prefer:

short term, convenient parking
easy access
low price
immediate service
buying to fulfill a need
functional store design
clear displays
large selection
clearly defined sections

APPENDIX E

Asking the Right Questions of Start-up and Expanding Businesses

The Oregon Downtown Association can assist downtown businesses by providing information specific to downtown, such as demographics and visitor counts. This is different from a Business Assistance Team (BAT) or the Small Business Development Center (SBDC) in that it provides general information about the business environment downtown rather than specific business advice. The Small Business Development Center is an excellent resource for businesses needing specific technical or other assistance.

The following questions should serve as a checklist of details that every businessperson should consider as they embark on a new downtown business venture.

What are the **industry categories** of the business?
(Refer to *Downtown Market Analysis & Business Recruitment Made Easy* handbook.)

What **trade organizations** will support the business?
(Trade shows, product reps, training programs, published material)

What are the anticipated **gross sales** of the business?
(Annual gross sales divided by days open, sq ft, employees)

What are the anticipated annual **sales per square foot**?
(Refer to *Downtown Market Analysis & Business Recruitment Made Easy* handbook.)

What is the anticipated merchandise **turnover**?
(Annual turnover as an industry standard)

What are the anticipated **sales per employee**?
(Percentage of employee cost to gross sales)

What is the **cost of sales**?
(Defined as activities that create sales)

What is the anticipated **overhead cost**?
(Defined as all costs not related to sales)

Rate each of these business **values**:

Commitment:	_ high	_ med	_ low	How serious is the owner?
Passion:	_ high	_ med	_ low	Does the owner truly like the business?
Tenacity:	_ high	_ med	_ low	Are they committed for the long haul?
Understanding:	_ high	_ med	_ low	What he does vs. the industry?
Planning:	_ high	_ med	_ low	Is there a written, flexible business plan with long & short term goals?

How is the business **organized**?

(As sole proprietorship, partnership, corporation, LLC?)

To what extent is the business **customer driven**?

(vs. management driven)

To what extent does the business cater to **browsers**? To **buyers**?

(Does management know the difference?)

What is the **market area** for the business?

(Geographic market, tourist trade?)

What **demographic segment** is most likely to support the business?

(What is the life-style and age of customer? What percentage of the population?)

How will the business **position** itself in the market?

(What is the identity of the business to the customer?)

How will the business **market** itself?

- Image (How it presents itself)
- Advertising (Direct mail, print, radio, TV)
- Public Relations (This ranks higher than advertising)

What will be the strategy for **merchandising**?

(Value vs. price)

What is the **exit plan** for the business?

(Sell or close?)

Expanding Businesses should consider these questions:

What **training program** is in place for employees?
(Part of the cost of expansion)

What aspect of your business will be **replaced** in expansion?
(Will customers see the change as a negative?)

How will your **position** in the market change with the expansion?
(Will it feel like the business has closed and reopened?)

How will you **promote** the changes in your business?

What are the **positive elements** of the change?

APPENDIX F

Overview of Urban Renewal

Provided by Tashman Johnson, LLC

What Is Urban Renewal?

The purpose of urban renewal is to improve specific areas of a city that are poorly developed or underdeveloped. These areas can have old deteriorated buildings and bad streets and utilities or the areas can lack streets and utilities altogether.

Urban renewal provides the following tools:

- First it allows for the use of tax increment financing (explained below) to finance improvement projects.
- Second, it allows for special powers to buy and assemble sites for development or redevelopment, if that is desired.
- And third, it allows for special flexibility in working with private parties to complete development projects.

For a municipality to use urban renewal, it must establish an urban renewal agency and it must adopt an urban renewal plan.

What is an Urban Renewal Agency?

Urban renewal agencies are created by state law (ORS Chapter 457) but are specifically “activated” by the governing body. The agencies are separate legal bodies from the governing body, but in most cases the urban renewal agency board is composed of members of the governing body.

What are Urban Renewal Plans?

To undertake urban renewal projects with tax increment financing, the projects must be authorized in an Urban Renewal Plan. The plan applies to a specific geographic area of the city, which is called the Urban Renewal Area.

What Can Happen Under An Urban Renewal Plan?

Urban renewal agencies can do certain projects or activities under an adopted urban renewal plan. These activities include:

Construction or improvement of streets, utilities and other public uses.

The most common type of urban renewal project is infrastructure development, including streets and utilities. Urban renewal also commonly funds parks, plazas and pedestrian facilities. These urban renewal projects are aimed at making areas attractive and ready for private investment.

Rehabilitation or conservation of existing buildings

An urban renewal agency can assist in rehab projects of any type (residential, commercial, industrial), typically through loans and grants to private property owners.

Acquisition and improvement of property

An urban renewal agency can acquire property, typically for re-sale for private or a combination of public/private development. The agency has the power of eminent domain (condemnation) for redevelopment purposes, which is not a clear power of cities or counties themselves. The agency must identify properties to be acquired in the urban renewal plan. Properties must be acquired at fair market value. Once acquired, urban renewal agencies can clear and improve the properties prior to resale or lease. Any persons or businesses displaced by agency property acquisition are entitled to relocation assistance, which makes the process more fair and acceptable to the community.

Re-sale or lease of property

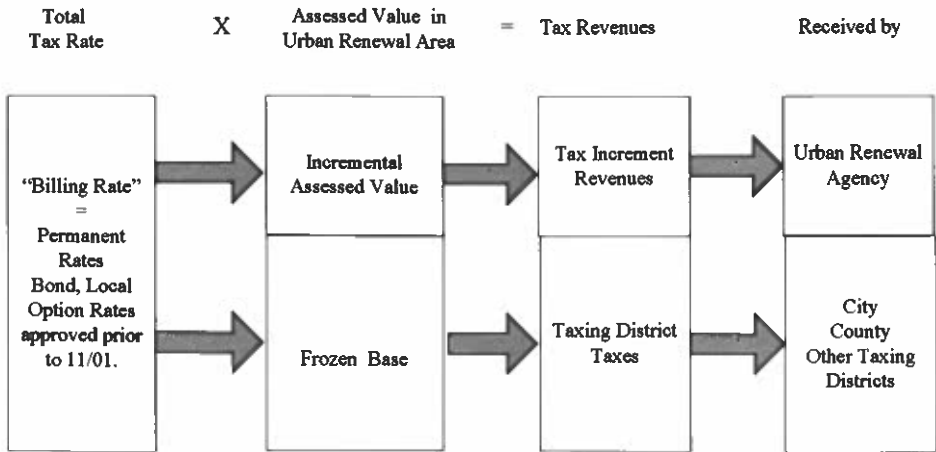
An urban renewal agency can sell or lease property it owns for redevelopment. Unlike cities and counties, the agency can legally sell for less than fair market value. Property can be sold for its "fair re-use value" which is the value for a specified use required in the urban renewal plan. This allows property to be reduced in price to make particularly desirable development projects financially feasible.

How are Urban Renewal Plans (Post Measure 50) Financed?

Urban renewal is unique in that it can be funded by tax increment revenues. Tax increment revenues are the amount of property taxes generated by the *increase* in total assessed values in the urban renewal area from the time the urban renewal area is first established. The assessed value of an urban renewal area at the time the plan is adopted is called the "frozen base". Growth above the base is called the "increment."

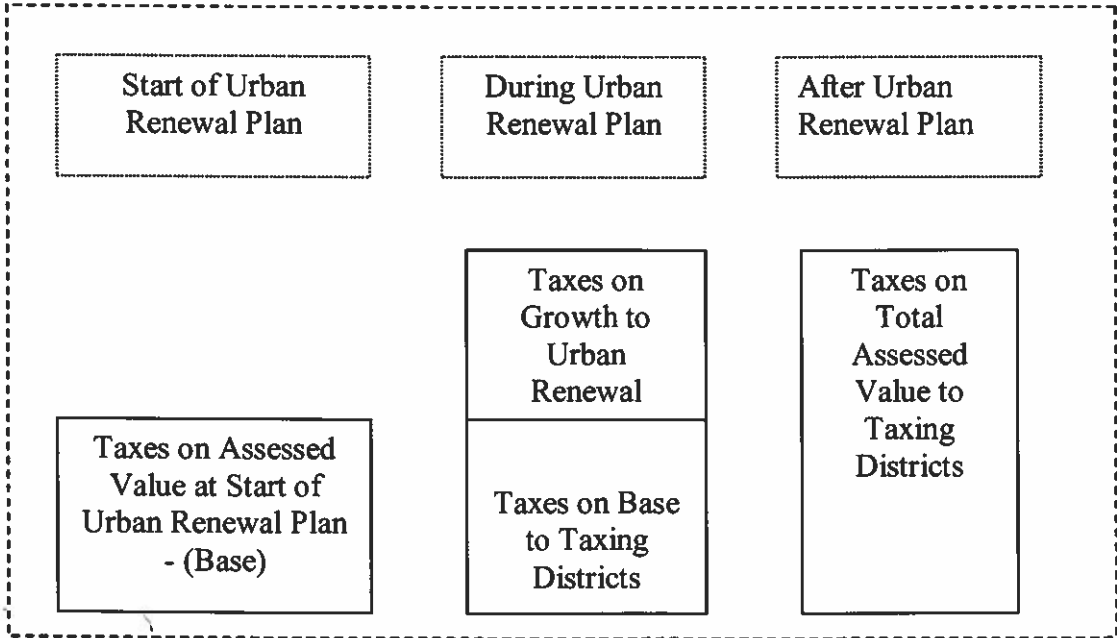
The diagram on the following page shows how this works for urban renewal plans adopted after Measure 50.

Urban Renewal Division of Taxes



Though the *amount* of tax increment revenue is determined by the growth inside the urban renewal area, for the purpose of complying with Measure 5 property tax limits, the taxes are actually raised from all property within the city. The normal taxes paid by each property owner in the city are divided, so that taxing districts and the urban renewal agency get their proper share.

Over time the urban renewal plan helps create growth in assessed values. After the plan is completed, the taxing districts revenues are higher than they would have been without an urban renewal plan. This is shown in the diagram below:



ARE THERE STATUTORY LIMITATIONS ON URBAN RENEWAL?

Existing statutes limit the scope and size of urban renewal plans and require a thorough public process for adopting or making major changes to urban renewal plans.

- For cities with over 50,000 people, urban renewal areas cannot include more than 15% the land area or 15% of the assessed value of the municipality.
- For cities with less than 50,000 people the limits are 25% of land area and assessed value.
- Adoption or major changes of an urban renewal plan require that the city “consult and confer” with affected taxing districts, present the plan or amendment to the planning commission and adopt the plan or change by non emergency ordinance. Notice of the hearing on adoption of the plan or amendment must sent to each individual household within the city.
- Once adopted an urban renewal plan area cannot be increased by more than 20% of the original size. Expanding the area by more than 1% involves the same public process as the original adoption of the plan.
- Every urban renewal plan has a limit on the amount of tax increment debt used to finance the plan. Increasing this “maximum indebtedness” also involves the same public process as the original adoption of the plan.

How are Urban Renewal programs started?

Urban renewal programs are established when a local government adopts an urban renewal plan.

What’s Contained in an Urban Renewal Plan and Report?

Urban Renewal Plan Contents

An urban renewal plan is required to contain, among other things:

- A description of each urban renewal project to be undertaken
- A map and legal description of the urban renewal area.
- An explanation of how the plan relates to local objectives, such as relevant objectives of the comprehensive plan, target area plans and other public policy statements.
- If the plan calls for the use of tax increment financing, a limit on the maximum amount of indebtedness to be issued to carry out the plan.
- A description of what types of changes to the plan are to be considered substantial amendments. Substantial amendments must be adopted using the same process as the adoption of the original plan. The following amendments must be considered substantial: (1) expanding the urban renewal area by more than one percent; and (2) increasing the maximum amount of indebtedness that may be issued.

Urban Renewal Report Contents (cont.)

The urban renewal report must contain detailed information on conditions within the urban renewal area, the schedule for urban renewal projects, and the impacts on affected taxing districts.

Procedural Requirements for Adoption of an Urban Renewal Plan

There are various procedural requirements that relate to adopting an urban renewal plan. In addition the Agency must provide for public involvement in all stages of the development of the plan.

Planning Commission Review

If the municipality has a planning commission, the plan and report must be presented to the commission for its recommendation before the plan may be presented to the city governing body or county commission for adoption.

Consultation with Affected Taxing Districts

Typically, the city will discuss with affected taxing districts the purpose of the urban renewal plan, the potential impacts on their revenues, the plan's expected time frame and the rationale for the projects proposed. This consultation commonly begins at the very beginning of the urban renewal planning process.

By law, the plan and report must be sent to the governing body of any taxing district that is affected by the plan. Any written recommendations of these taxing districts must be specifically accepted, rejected or modified by Governing body in adopting the plan.

Presentation to County

A City proposing to adopt an urban renewal plan must present the proposed Plan to the County Board of Commissioners for their comment. No action is required of the County Commission.

Approval of the Plan

To take effect, the plan (not including the report) must be approved by the city council by non-emergency ordinance.

Notice Requirements

Direct notice of the public hearing on the ordinance adopting the plan must be mailed to each household in the city and any portion of the urban renewal area that extends beyond the city.

Public Hearing

At the public hearing on the ordinance, the governing body will take public testimony and consider the recommendations, if any, of the planning commission and of affected taxing districts. Any written recommendations of the affected taxing districts must be formally accepted, rejected, or modified.

Ordinance Requirements

The ordinance must be a non-emergency ordinance and it must incorporate the plan (not the report) by reference. During the period between the adoption of the ordinance and its effective date, the adoption ordinance can be referred to voters for their approval.

APPENDIX G

Design Guidelines for Buildings, Signage and Infill

Although Alsea doesn't have any historically significant buildings located on the existing Main St., many of these recommendations would apply to appropriate infill and could be administered through the county with assistance from a local design committee.

Once a property owner makes a decision to rehabilitate a historic commercial building, he faces a series of important decisions, including:

- If the original storefront has survived largely intact but is in a deteriorated condition, what repairs should be undertaken.
- Are there important functional considerations that were not addressed by the original design or materials, ie, excessive heat gain or loss, UV damage, or security concerns?
- If the storefront was modernized at a later date, should the later alterations be kept, or restored to its original appearance, or should an entirely new design be chosen?
- If the building's original retail use is to be changed to office or residential, can the commercial appearance of the building be retained while accommodating the new use?

Guidelines for Rehabilitating Existing Historic Storefronts

- Become familiar with the style of your building and role of the storefront in the overall design. Don't "early up" a front. Avoid stock "lumberyard colonial" detailing such as a coach lanterns, mansard overhangs, wood shakes, non-operable shutters and small-paned windows, except where they existed historically.
- Preserve the storefront's character even though there is a new use on the interior. If less exposed window area is desirable, consider the use of interior blinds and insulating curtains rather than altering the existing historic fabric.
- Avoid the replacing existing original material with materials that were unavailable when the storefront was constructed; this includes vinyl and aluminum siding, anodized aluminum, mirrored or tinted glass, artificial stone, and brick veneer.
- Choose paint colors based on the building's historical appearance. In general do not coat surfaces that have never been painted. For early storefronts, contrasting colors may be appropriate, but avoid too many different colors on a single façade.

(Excerpt from "The Preservation of Historic Signs", Preservation Brief No. 25, by the Technical Preservation Services Branch, Preservation Assistance Division, National Park Service, Box 37127, Washington, DC 20013-7127, Oct. 1991)

New Signage for Historic Buildings

Preserving old signs is one thing. Making new ones is another. Closely related to the preservation of historic signs on historic buildings, is the subject of new signs for historic buildings. Determining what new signs are appropriate for historic buildings, however, involves a major paradox: historic sign practices were not always 'sympathetic' to buildings. They were often unsympathetic to the building, or frankly contemptuous of it. Repeating some historic practices, therefore, would definitely not be recommended.

Yet many efforts to control signage lead to bland sameness. For this reason, the National Park Service discourages the adoption of local guidelines that are too restrictive, and that effectively dictate uniform signs within commercial districts. Instead, it encourages communities to promote diversity in signs—their sizes, types, colors, lighting, lettering and other qualities. It also encourages business owners to choose signs that reflect their own tastes, values, and personalities. At the same time, tenant sign practices can be stricter than sign ordinances. The National Park Service therefore encourages businesses to fit their sign programs to the buildings:

- Signs should be viewed as part of an overall graphics system for the building. They do not have to do all the 'work' by themselves. The building's form, name and outstanding features, both decorative and functional, also support the advertising function of a sign. Signs should work with the building, rather than against it.
- New signs should respect the size, scale and design of the historic building. Often features or details of the building will suggest a motif for new signs.
- Sign placement is important: new signs should not obscure significant features of the historic building. (Signs above a storefront should fit within the historic signboard, for example.)

Guidelines for Designing Infill Storefronts in a Downtown District Scale

Respect the scale and proportion of the existing building in the new storefront design.

Materials

Select construction materials that are appropriate to the storefronts; wood, cast iron and glass are usually more appropriate replacement materials than masonry which tends to give a massive appearance.

Cornice

Respect the horizontal separation between the storefront and the upper stories. A cornice or fascia board traditionally helped contain the store's sign.

Frame

Maintain the historic relationship of the storefront to the façade of the building and streetscape (if appropriate). Most storefront frames are generally composed of horizontal and vertical elements.

Entrances

Differentiate the primary retail entrance from the secondary access to upper floors. In order to meet current code requirements, out-swinging doors generally must be recessed. Entrances should be placed where there were entrances historically, especially when echoed by architectural detailing (a pediment or projecting bay) on the upper stories.

Windows

The storefront generally should be as transparent as possible. Use of glass in doors, transoms, and display areas allows for visibility into and out of the store.

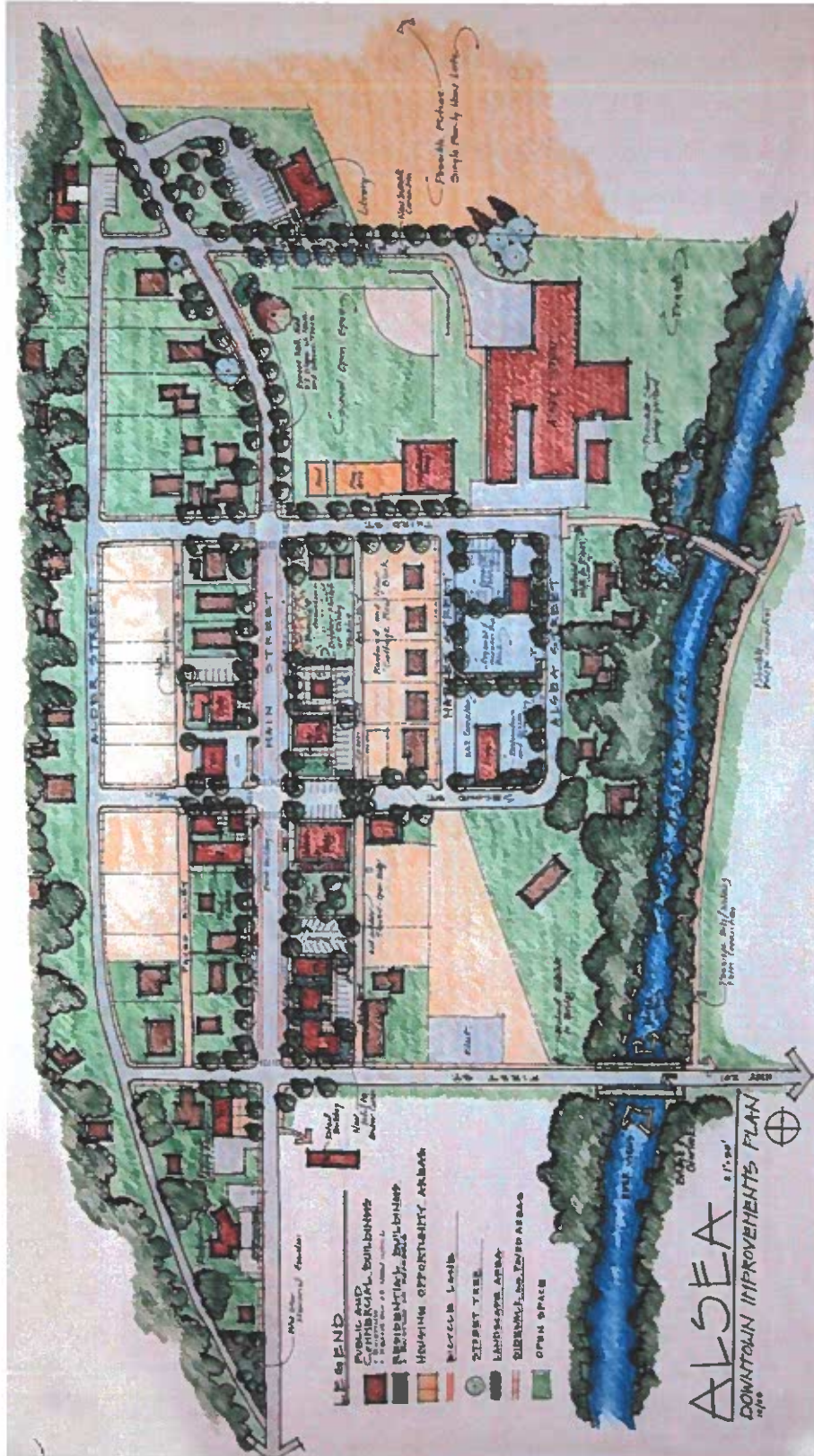
Secondary Design Elements

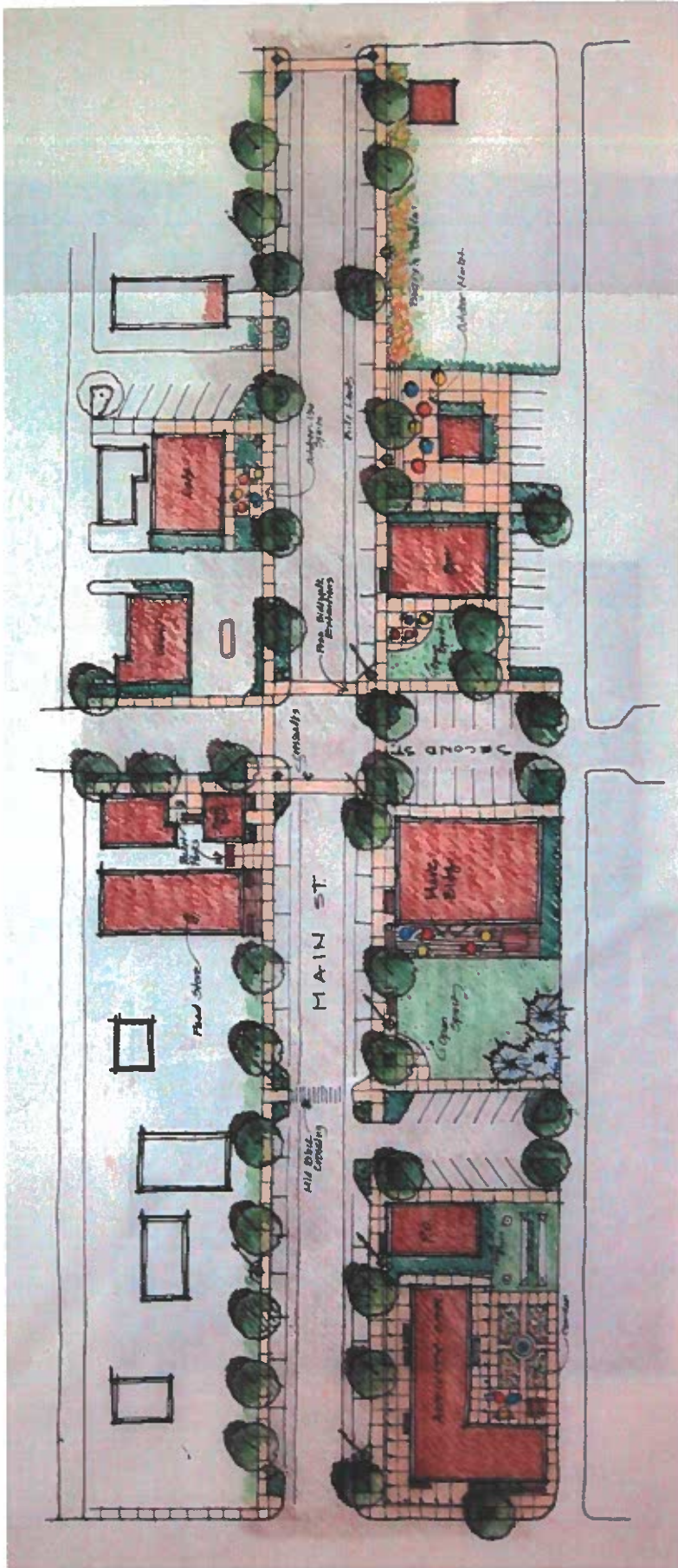
Keep the treatment of secondary design elements such as graphics and awnings as simple as possible in order to avoid visual clutter to the building and it's streetscape

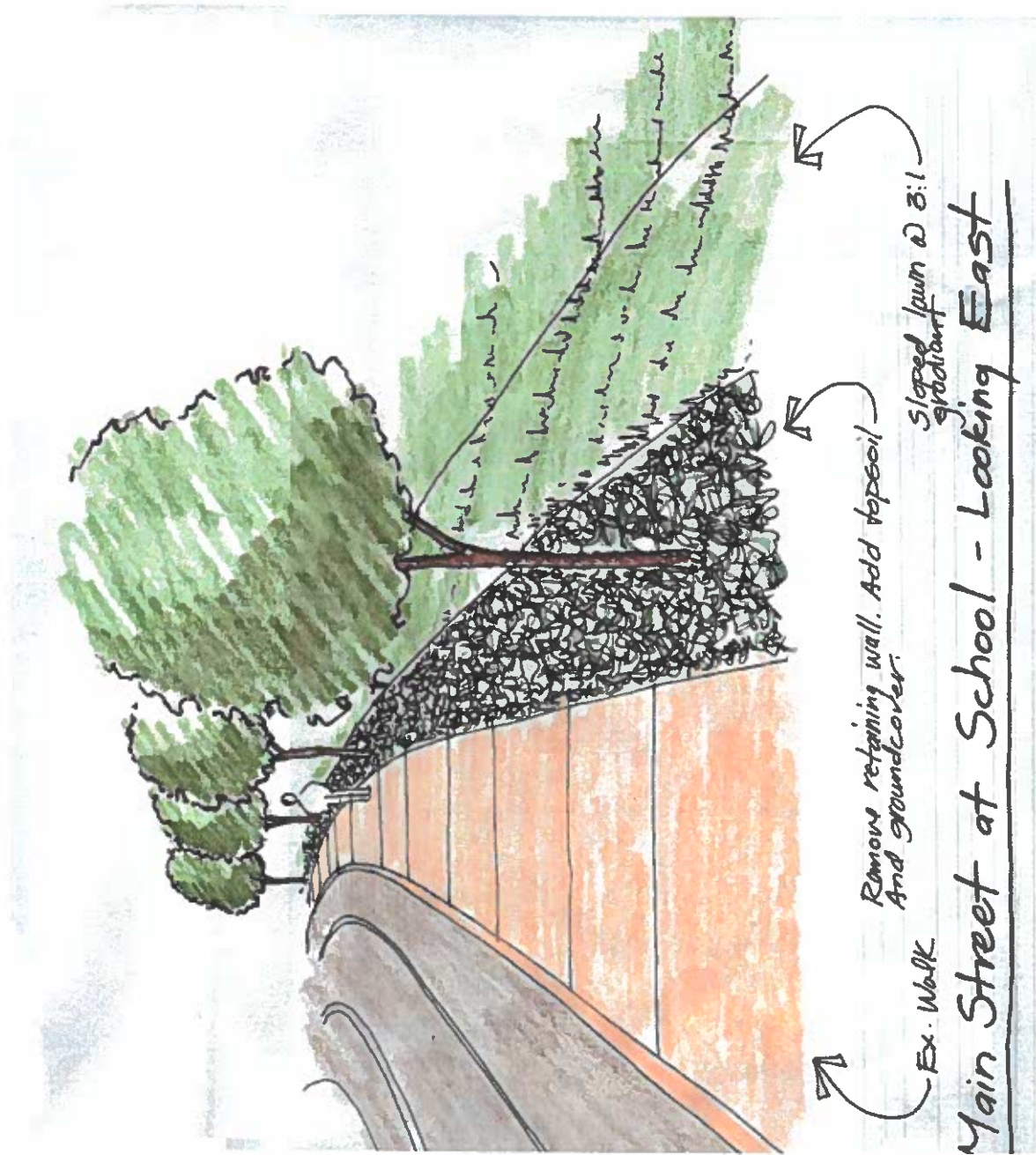
- New signs should also respect neighboring buildings. They should not shadow or overpower adjacent structures.
- Sign materials should be compatible with those of the historic building. Materials characteristic of the building's period and style, used in contemporary designs, can form effective new signs.
- New signs should be attached to buildings carefully, both to prevent damage to historic fabric, and to ensure the safety of pedestrians. Fittings should penetrate mortar joints rather than brick, for example, and signloads should be properly calculated and distributed.

APPENDIX H

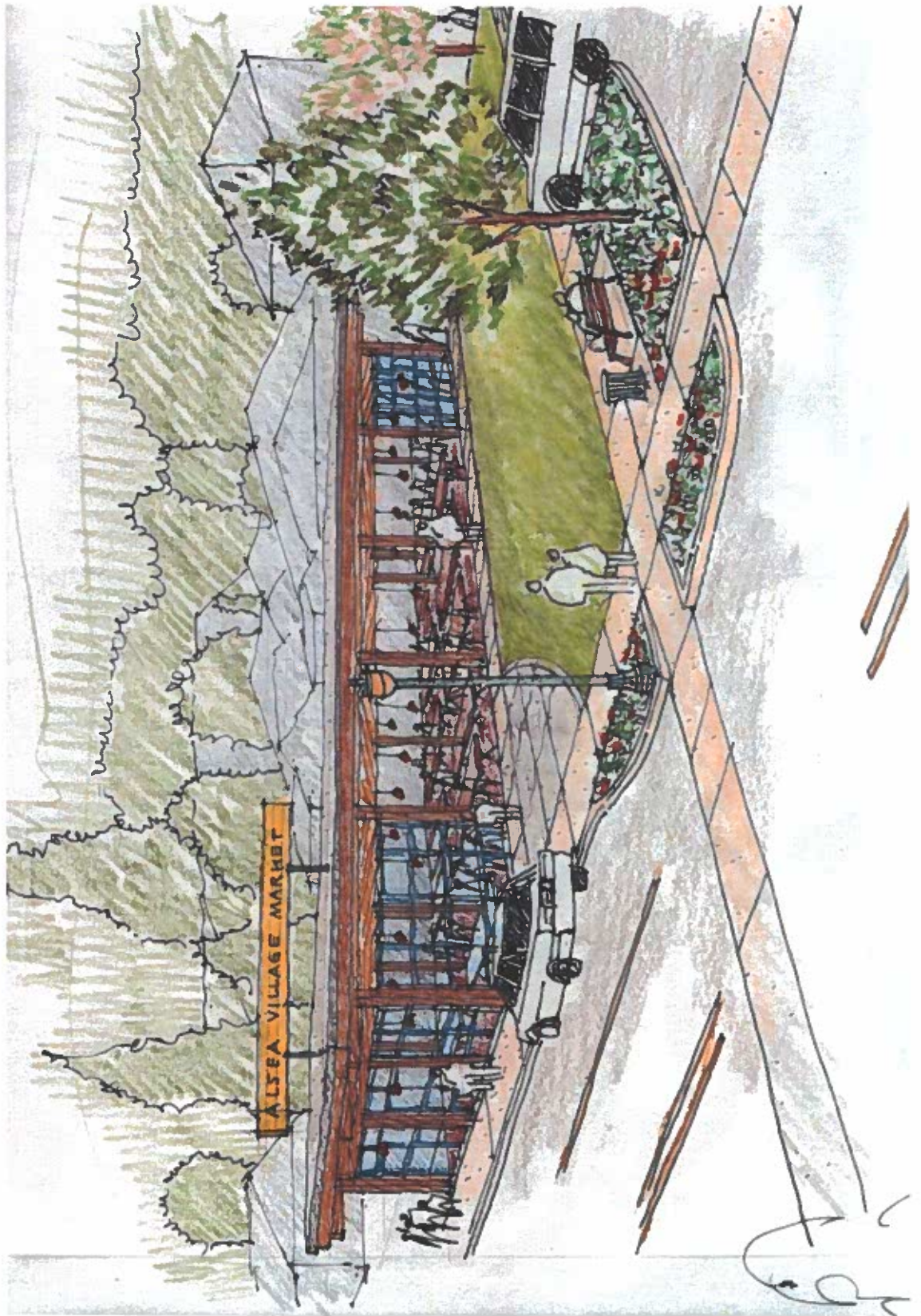
Design Recommendations

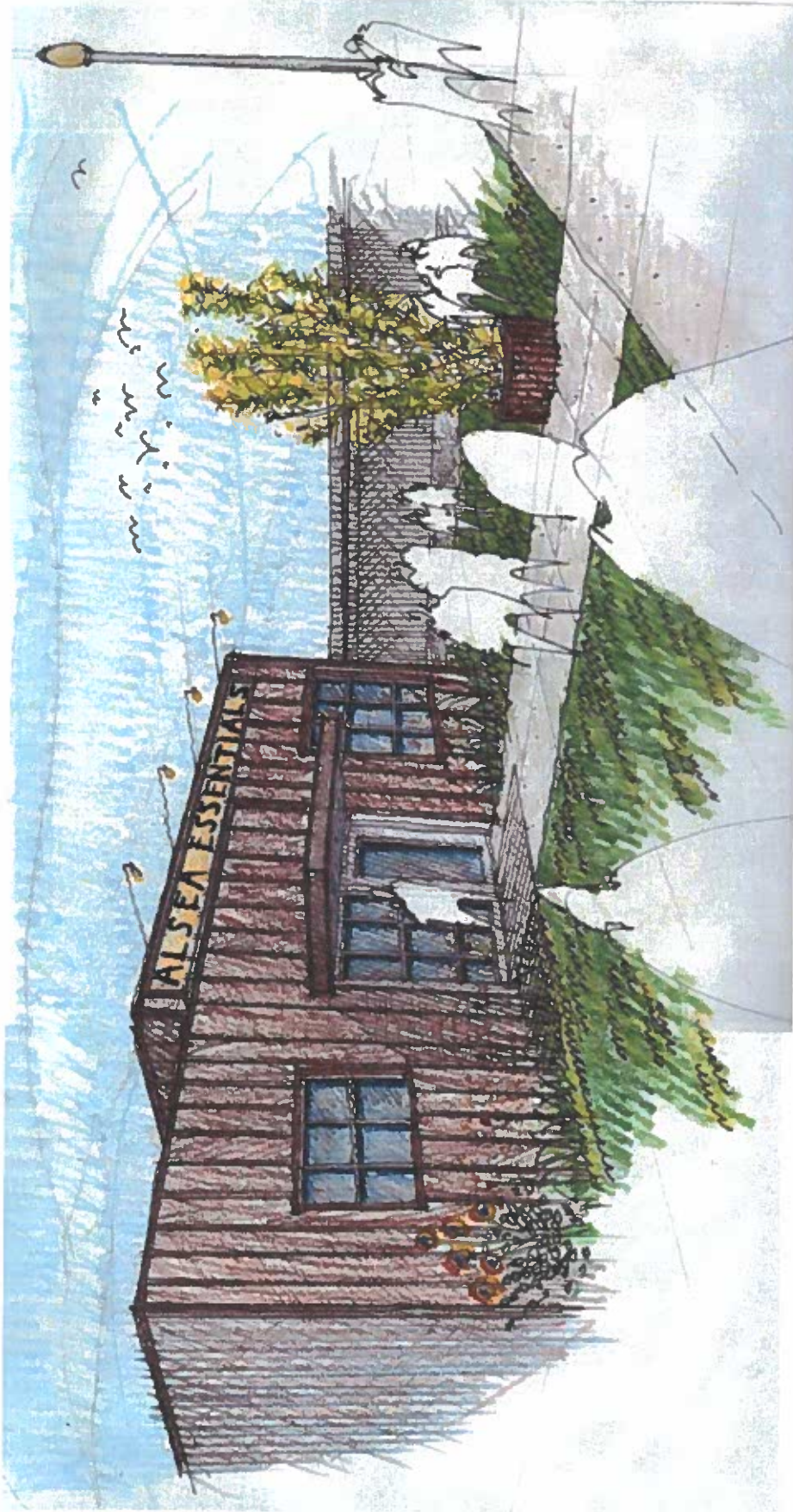
























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