LOCAL PROGRAM EVALUATION REPORT

BDA Community Survey, January 2024

BEAVERTON DOWNTOWN ASSOCIATION

February 5-7, 2024

CONDUCTED BY:

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INTRODUCTION

Sheri Stuart, State Coordinator, Oregon Main Street (OMS), and Luke Hallowell, Economic Vitality Specialist, Washington Main Street, conducted the Local Program Evaluation for the Beaverton Downtown Association (BDA) on February 5-7, 2024. The purpose of a local program evaluation is to identify:

- Local perceptions, concerns, and issues affecting BDA and downtown revitalization efforts.
- Progress of BDA in implementing work plans based on the Main Street Approach™.
- Recommendations for moving the program forward.
- Program areas where technical assistance would be helpful.

PROCESS

The program evaluation process included:

- Broad based community engagement through an on-line survey –160 responses were received. A summary of survey responses can be found in the attachments.
- On-site focus groups with business owners, property owners, partner organizations, city representatives, as well as meetings with BDA committee members.
- Review of organizational material such as board minutes, bylaws, budget, workplans, etc.
- Review of city information, including city incentives, plans, etc.
- Written report for the BDA board that includes observations and recommendations for moving forward with downtown revitalization efforts.

HOW TO USE THIS REPORT

The observations and recommendations presented in this report are intended to serve as a guide for BDA to continue participation in the Main Street Track of the Oregon Main Street Network and for shaping the group's annual scope of work for roughly the next 12 to 24 months. While not all the recommendations may be appropriate at this time, they are intended to provide the community with a platform from which to discuss issues, future direction, and operational and project improvements identified during the assessment process.

For those recommendations which the organization wants to undertake, consider:

- Who should take the lead?
- What partnerships can be developed to implement the recommendation(s)?
- What human and financial resources are needed to execute the recommendation(s)?
- What is the appropriate and realistic timeline for implementation?

Where needed, develop written implementation plans ("work plans") that spell out how each project or activity will be accomplished. Finally, continue to use the services of OMS, particularly any recommended in the report. OMS staff is available on request to assist with the continued development of the organizational structure as well as identification of downtown activities.

Thank you to all who shared their thoughts and comments. Your input was critical to shaping the observations and recommendations shared in this report. Know that all comments were heard and helped inform the common themes that needed to be addressed. Heartfelt appreciation is extended to all the board members for your service to BDA and to the community of Beaverton. A special thanks to Kyle Todd, Executive Director of BDA, for scheduling the focus groups and pulling together all the material requested as part of the evaluation process.

OVERVIEW

Oregon Main Street (OMS) works with communities to develop local comprehensive downtown enhancement strategies based on the methodology developed by Main Street America™. The Main Street Approach™ is a common-sense, strategy-driven framework that guides downtown revitalization efforts. Building off four decades of success, this model harnesses the social, economic, physical, and cultural assets that set a place apart. The goal of this asset-based approach is to realize tangible outcomes, such as job creation, small business development, private/ public investment, and building rehabilitations which benefit the entire community. The success of the Main Street Approach™ is based on its comprehensive nature. By fully integrating four points into a practical downtown management strategy, a local program will produce fundamental changes in a community's economic base. The four points are:

Sustainable Organization involves building a Main Street™ framework to support successful revitalization efforts by ensuring adequate people and financial resources are available to implement projects and activities.

Effective Promotion creates excitement downtown. Street festivals, parades, retail events, and image development campaigns are some of the ways Main Street™ encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors, and visitors.

Quality Design enhances the attractiveness of the business district. Historic building rehabilitation, street and alley clean-up, colorful banners, landscaping, and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in, and live.

Economic Vitality involves analyzing current market forces to develop long-term solutions. Recruiting new businesses, creatively converting unused space for new uses, and sharpening the competitiveness of Main Street's traditional merchants are examples of economic vitality activities.

The beauty of the Main Street Approach™ is that it provides the structure for communities to develop their own strategies based on their own local assets and priorities. OMS helps communities implement this Approach™ based on a Tiered structure unique to our state. The Main Street Track, including the Affiliated, Designated, and Accredited Main Street levels, is for communities who are actively implementing the Main Street Approach™.

BDA is currently at the Designated Main Street level. As part of the program evaluation process, OMS staff looked at how BDA is doing in implementing the Main Street Approach™ and if there are areas that need to be strengthened and enhanced. The BDA board has made a concerted effort to programmatically develop goals and activities in all the areas that make for a vibrant downtown. Cumulatively, these efforts have had a positive impact on the district. And many would like to see these efforts continue. Indeed, through the community survey and focus groups, district stakeholders and community members value having a strong and vibrant downtown. Some survey comments that encapsulate this sentiment include:

"I'd like to see continued development of downtown Beaverton into a vibrant center of our community."

"I hope for a vibrant, charming downtown that maintains and even restores its history."

"An energetic, walkable, downtown with mixed use spaces that highlight the best of Beaverton, but also bring favorites from Portland into the emerging downtown area."

"An interesting walkable downtown core with available public parking. A destination rather than a drive-thru."

I hope it will be aesthetically pleasing. I would like to see better streetscape, sidewalks and better building facades.

"That Beaverton will handle the growth it is going through with mindfulness and patience."

The following report outlines some of the challenges and opportunities and a pathway for moving forward.

OBSERVATION AND RECOMMENDATIONS

The following are key observations and recommendations gleaned from the surveys and focus groups and presented through the Main Street™ organizational structure and the Main Street Four Point Approach™.

BOARD

The board is responsible for guiding the organization and its efforts to make a difference. The board is entrusted by the community and the government to ensure that the organization:

- pursues its mission.
- is compliant with all federal, state, and local requirements.
- implements activities with accountability and transparency.

The BDA board and volunteers have accomplished a lot and are managing a world-class dining district with great amenities and a sense of community pride. And many pointed to the value of having an organization like BDA in place. Much progress has been made to stabilize the organization after a tumultuous period of change, including multiple directors and a worldwide pandemic. The BDA board has good systems and processes in place including board recruitment, policies and procedures, and reporting. In addition, BDA has forged partnerships with the City of Beaverton, the Beaverton Area Chamber of Commerce, and the Tualatin Valley Visitor's Association among others. However, there are some perennial issues that continue to impact the organization's ability to achieve the full potential of implementing a comprehensive strategy to enhance and sustain downtown Beaverton.

BOARD OBSERVATIONS

- In the on-line community survey, 35% of people were either extremely or very familiar with BDA. An additional 45% were somewhat familiar with BDA for a total of 80% of the respondents somewhat to extremely familiar with BDA. This is a high recognition rate of BDA. The consensus is that BDA is a hardworking organization but is limited in impact due to lack of funding and adequate staffing levels.
- There is quite a bit of confusion over BDA's focus area with widely varying opinions over how and where BDA is, or should be, focusing your attention.
- The organization is being asked to level up to better serve the needs of the district, but limited staffing capacity combined with a heavy promotion workload is creating a lot of internal and external friction.
- BDA hired an experienced director with strong skills in the areas of Outreach and Economic Vitality, but a large portion of the organization's current project portfolio focuses on Promotion, which results in a skills mismatch, especially without a strong promotions committee to support that workload.
- Your current stated transformation strategy is "To see a downtown that is vibrant 18-hours a day, a place that is full of fun restaurants, unique shops, businesses, homes and apartments, and people enjoying life together." That statement is likely too broad as it contains multiple strategies within the statement. Here they are:
    - **An 18 hour downtown** - However, we see nothing stating where you are at and what you'd like to add to meet this goal. Do you need more activity from 9pm – midnight? Or more from 6am – 9am? If so, what is BDA doing to incentivize existing businesses to open earlier or later? How many hours is downtown currently open? Do the BDA's events target getting businesses to extend their hours to reach this goal?
    - **A place that is full of fun restaurants** - We feel you've met that goal—feel free to remove it from the strategy or change it to say something like—continue to support/retain our dining district.

- **A place that is full of "Unique Shops, Businesses"** - What do you mean by this? How is BDA able to influence this area? Is there a goal connected with this? How many unique shops and businesses do you already have? If I'm a volunteer, how can I help in this area? Do you have a clear strategy to support filling vacant storefronts with more unique shops and or other businesses?
- **A place that is full of Homes and Apartments** - Does BDA have a role in influencing housing development? If so, what is being done? While not a bad idea, it feels like this is happening without the BDA needing to do much. Consider a strategy of resident engagement instead of a focus on more housing development.
- **A place people enjoy life together** - While a nice sentiment, it lacks any specifics that are measurable, unless you are doing an annual quality of life survey to measure your impact in this regard. Consider a more specific, measurable outcome associated with quality of life. One tool you might consider using is the AARP Livability index, https://livabilityindex.aarp.org/, and use that to focus your efforts on improving your score.

- The organizational turnover has created a negative experience for some of the volunteers who are involved – there is a sense that the organization's lack of alignment with the Main Street Approach™ and principles and clear communication of the organization's mission and vision has resulted in volunteers feeling like their time and talent isn't being utilized properly because of perceived or actual organizational dysfunction.
- BDA has a lot of opportunities to provide direction, leadership, and a vehicle for community input, but trust must be established first, along with a clearer sense of mission, vision, values, and strategy.
- Unprompted, many interviewees shared the rapport they have developed with Kyle. Some of the comments include:
  - *"nice job coming around and visiting vs email"*
  - *"very approachable – feel seen and heard even if have a different viewpoint"*
  - *"fantastic"*

BOARD RECOMMENDATIONS

We sincerely appreciate the time, energy, and creativity all the current and former board members have given on behalf of BDA. You are doing this out of your own sense of commitment to Beaverton. However, there are some areas that could be strengthened:

- Your executive director is being asked to provide air traffic control to others while simultaneously flying a plane or two himself. While this is necessary because of the organization's small staff, much of his time should be spent focusing on providing air traffic control to maximize the organization's effectiveness. In an absence of having enough pilots to effectively fly all the organization's initiatives, projects, and events, the executive director is being asked to pick up the slack and abandon the post of traffic control, which leads to a directional vacuum that can result in a poor flight experience for volunteers. We often recommend that any initiative, project, or event that doesn't have a volunteer who is the Champion/point of accountability be scrapped.
- Ideally, BDA would have a more robust staff structure. At a minimum, there is a need for one more full-time staff position to assist with administration and events. Recognizing that funding is an issue at the present time, explore whether there are other resources to help with this support. Are recent retirees a resource? Mentorship opportunities?
- BDA needs to re-establish an office presence within the footprint of the district. There are a variety of reasons for this but two of the top reasons are that BDA needs to have a visible presence in the district you serve, and people need to have a place to go for information and to access resources.

- Until the BDA expands program boundaries, most of the programming and marketing needs to be focused on the current BDA footprint. If the BDA wants to serve a broader area, the board needs to determine whether there is capacity to do so, what are realistic expectations to serve a greater area, and what the goals are. One alternative is to look at a two-tier district but whatever you decide it needs to be clearly communicated to constituents.
- Continue to build out the committee structure to ensure you have adequate number of people to implement the full range of activities identified in the strategic plan. This is essential to ensure that you can use volunteer time wisely and that projects can move forward smoothly and effectively.
- Develop a good system to onboard new board members and volunteers. Include in the orientation:
    - How the organization works – processes and protocols (e.g., how to make a contribution, use of communication tools)
    - An overview of Main Street™
    - Role of leadership
- Consider re-engaging the Transformation Strategy process with the support of Main Street America. Check out these resources for more ideas in implementing this process:
    - https://georgiamainstreet.org/resources/cts_workbook/
    - https://www.miplace.org/4a3306/globalassets/documents/michigan-main-street/resources/people/mms-transformation-strategy-guidebook.pdf
- Additionally, look to invest time and energy into the development of a Strategic Plan for the next 3-5 years (the Transformation Strategy process can be a big part of that). Set a clear roadmap for your district that can be easily communicated to all stakeholders without the use of Main Street Jargon. Ruthlessly eliminate anything that doesn't move you towards that vision/destination in a clear and measurable way.

OUTREACH/ORGANIZATION COMMITTEE

- The outreach or organization component of the Main Street Approach™ lays the foundation to support a successful revitalization effort by ensuring adequate people and financial resources are available to implement approved projects and activities. In the event there isn't a separate Outreach Committee, these tasks fall on the board, so it is incumbent on the board to invest the energy in developing this committee. Specifically, the Outreach Committee is responsible for:
    - Communication strategies to create awareness of the overall main street enhancement effort and to promote the purpose and activities of the program.
    - Volunteer and leadership development, including recruitment, training, and recognition.
    - Developing an overall fundraising plan.
    - Fiscal oversights to ensure appropriate policies are in place and required reporting is completed.

OUTREACH/ORGANIZATION OBSERVATIONS

- The Outreach Committee lays the foundation to support the overall main street effort. This committee currently has a small pool of members which means that they are stretched thin in what they can effectively accomplish. The board should make it a priority to recruit new folks to the table.
- Volunteer retention and leadership development appears to be a challenge for BDA. Rather than growing over the years, volunteers have dwindled (especially in Promotions) and are just now being rekindled. This can be partly attributed to the pandemic but there might be other factors as well including some individuals not feeling welcome or unsure if their time is well-spent. As one survey respondent stated,

"I tried working with BDA for several years and it was incredibly frustrating. I'm not currently interested in working with them, but if I saw improvement in event planning, communication, and effectiveness, I would be happy to get involved."

- However, if asked, there are people interested in volunteering in several roles across the organization. In fact, 44 survey respondents shared their contact information so BDA can follow-up with them to get them plugged in to volunteer opportunities. The top areas the 76 people who answered the survey question regarding volunteer opportunities and are willing to give their time include (respondents were able to select more than choice):
    - 61% - Special events.
    - 45% - Beautification/clean-up.
    - 45% - Community engagement.
    - 24% - Serving on a committee.
- Currently, the BDA does use a wide variety of communication tools such as Facebook, email distribution, face-to-face, blog, and the website to share information on BDA, events, and activities. However, these tools could be used more effectively. For example, the Facebook group shows a lot about downtown businesses. But don't forget to continue including messages about the volunteers, the people who make the BDA function. On last review, there were more than 60+ posts without any mention of BDA volunteers doing great work. It's hard for a volunteer to see where they fit in if you don't keep sharing stories and invitations for people to get involved.
- Funding continues to be an issue for the organization, although the recent Sponsorship Package and re-instituting the Raise Up Beaverton campaign has promise.
- Long-standing board members will be terming out in the next year or two. There is a strong need to develop a succession plan to share institutional knowledge to ensure a smooth transition.

OUTREACH/ORGANIZATION RECOMMENDATIONS

DEVELOP A COMMUNICATION PLAN

- Develop a written communication plan to strategically use all the tools that you have developed. This means establishing goals for each of the tools, use, and frequency. All the tools need to be used to communicate the importance of a strong and healthy downtown to the community and to keep people updated on what you are working on. This includes, at a minimum:
    - Up to date Website.
    - Active Facebook page with postings scheduled for two to three times per week about BDA and importance of downtown. Currently, a majority of the postings are about specific businesses which could be an issue as a 501c3 nonprofit organization.
    - Face time with business and property owners.
    - Up to date email list of all the business and building owners, supporters, and other key organizations.
- All downtown businesses and property owners should receive the same information in a timely manner.

DEVELOP YOUR VOLUNTEER STRATEGY

- Volunteer development involves a strategy for recruiting, training, and retaining volunteers. Reach out to the folks that indicated on the survey that they are interested in volunteering for specific types of projects and activities – this is important to do sooner than later. There might be a variety of reasons BDA is engaging with people but fundamentally people need to feel that they are contributing to a cause they believe in and that they are valued. Feeling valued includes timely communication, being treated with respect, and given the resources needed to succeed. The volunteer development cycle includes

recruitment, training, and recognition – each step is important to attract and retain the folks you want and need to implement all the projects and activities you hope to accomplish.

- Develop a good system to onboard new board members and volunteers. Include in the orientation:
    - How the organization works – processes and protocols (e.g., how to make a contribution, use of communication tools)
    - An overview of Main Street™
    - Role of leadership
- Work with property owners to be able to include a volunteer flyer for new residents in downtown apartments.

DIVERSIFY YOUR FUNDING STREAMS

- The board also needs to work on diversifying the funding sources. Main Street organizations are funded through business and property owner contributions, local government support, fundraising events, major donor contributions, project specific fundraising, and, to a lesser extent, grants. The idea for an EID or BID was floated during some conversations. This could be a longer-term goal for BDA, but it doesn't feel like the time is right at the present time. The Organization/Outreach Committee can work with the board to determine how much money you need to raise and what sources are options for BDA. A lot of useful information can be found on the OMS website at www.oregonmainstreet.org.
- Consider a conversation with the city about outsourcing additional functions to the BDA to help grow its budget while it works to find more stable sources of funding from outside the public sector. Those could include:
    - Managing the public city parking garage (with some additional overhead resources to fund an event professional).
    - Management of the dining commons setup and maintenance.
    - More economic development programming, especially since the city has reduced staffing in some of those areas.

PROMOTION COMMITTEE

Promotion helps generate interest, excitement, and investment in downtown. Fundamentally, promotional efforts are economic development in the sense of creating an environment conducive to generating business within the district, but they also fulfill an important function in building a sense of community. Typically, downtown revitalization programs using the Main Street Approach™ work in three broad areas of promotional activity, each with a specific purpose to promote the downtown business district as a center of neighborhood activity – a great place to live, work, shop, eat, invest, and recreate:

- **Special events** give people a reason to come to the business district and create a sense of liveliness activity.
- **Image building** activities enhance the positive aspects of the district and minimize the negatives.
- **Retail or business-generating** activities should generate business as a direct result of activities.

PROMOTION OBSERVATIONS

- BDA has a robust calendar of events. Some that were positively mentioned include the Art Walk, Lagerfest, Pride Parade, Booverton, Family Bike Ride. Others mentioned were Restaurant Week and the previous Passport. Many businesses expressed relief that the Wine Walk has been discontinued.

- Promotion lead has developed detailed project plans to help with implementation of promotional events and activities. However, there isn't a committee in place, so a lot of organizational tasks have fallen to board members and staff.
- Overall, the community is very appreciative of the events and activities that take place, however, many feel like follow-through isn't as good as it could be.
- Marketing activities again have both folks that think they are nice and others that don't feel like they highlight the intended business as much as they should. In particular, the social media posts for the health and wellness cluster were felt to be too generic and could highlight a more personal connection with businesses, such as using a videographer to highlight business owners.
- Interviewees felt BDA does a good job with post-event surveys.
- There is a lot of community confusion related to the district's identity, brand, and boundaries – the Image-making/District Identity/Brand should be a strong priority moving forward.

PROMOTION RECOMMENDATIONS

DEVELOP VOLUNTEER TEAMS AROUND PROMOTIONAL ACTIVITIES

- It is critical to build volunteer teams around specific promotional activities or to re-start a Promotion Committee to oversee all the work that needs to be accomplished. Too much of the executive directors' time is needed to implement the range of projects including two monthly events in addition to the other annual events. For example, Beyond Labels is a new monthly activity instituted. This is a good example of where a volunteer team could lead the planning and implementation. Also look at what events can be spun off to other organizations.
- If you can't find volunteers or a lead beyond the executive director, then seriously consider whether to pare back or pause promotional activities.

CREATE A BRAND IDENTITY

- The one area under the Promotion umbrella that could be added is to develop a brand identity for the district. Many interviewees expressed this is a challenge and a need. This will involve work across three Committees:
    - Outreach – A neighborhood/district identity campaign should be a key priority in 2025.
    - Design – Once the identity is established, it should be passed to design to develop wayfinding and brand elements to create a stronger sense of place. Some of the loop project funding should be used to create this as part of the pedestrian and vehicle signage included in that project. Since Downtown is technically 3 separate districts, work needs to be done in identifying a shared downtown Beaverton identity while still recognizing the unique individual identity of each district.
    - Promotion - Once a district identity is established, the promotion committee should focus energy on sharing and building the downtown brand.

DESIGN

This component of the Main Street Four-Point Approach™ helps improve the physical environment of the district by renovating buildings, constructing compatible new ones, improving signage and merchandise displays, creating attractive and usable public spaces, and ensuring that planning and zoning regulations support Main Street® revitalization. The Design Committee plays a key role in shaping the physical image of downtown as a place attractive to shoppers, investors, business owners, and visitors. To succeed, this committee must:

- Educate others about good design.
- Provide good design advice.
- Plan Main Street's development.
- Enhance public spaces.
- Motivate others to make changes through incentives and targeting key projects.

DESIGN OBSERVATIONS

- Community members value the historic character of downtown and like the many building improvement projects that have happened over the past few years and would like to see this continue. As stated by one respondent to the community survey:

  "restore buildings in need of repair while maintaining historic feel and culture…"

- BDA has been active with physical improvements in downtown including accessing the Oregon Main Street Revitalization Grant (OMSRG). In addition, other design successes include the history walk and lighting project. Some also mentioned the Co-sign project. The Design Committee has several ideas they are considering including a mural project and other placemaking activities. We suggest the committee review the Main Street 101 videos for Design that can be found on the Oregon Main Street website here.
- The City of Beaverton has incentive programs available to help with building improvements and includes design assistance. Many respondents indicated these have been useful and easy to access.
- A major point of discussion in the focus groups was the future of The Commons. There are widely…and strongly…held opinions about whether to make it more permanent, continue as a semi-permanent space, or to open back up. Some feel that it disrupts the flow and visual appearance, others feel that it is providing an essential gathering space.
- Some of the top design issues mentioned in comments in the community survey and focus groups are crosswalk safety and out of date wayfinding signs. Further, ADA accessibility was also mentioned as an issue which needs further exploration about the needs and challenges. There were also additional ideas to improve a broader part of downtown by expanding some of the beautification efforts to side streets.
- Other design issues facing downtown, community members shared the following concerns in the online survey:
  - Parking - 66%
  - Infrastructure (sidewalks, bike lanes, etc.) – 30%
  - Traffic – 29%
  - Walkability – 27%

DESIGN RECOMMENDATIONS

PARKING

- Work with the city on a parking study for downtown to determine current usage patterns and identify opportunities for better management of parking. Here's a link to a recent blog by Main Street America on parking that would be good background for the committee to review (also attached). A potential source of funds for this is Transportation Growth Management. Some ideas shared in the focus groups and survey include:
  - Enforcement of existing parking times.
  - Encouraging/requiring business owners and employees to park out of the high traffic areas.
  - Diagonal parking on side streets where there is capacity to do so.
  - Event parking in lots.

- Better wayfinding signage.

- A visual clue could also be designating areas for customer parking and for customer and employee parking like they do in downtown Albany.

CLEAN-UP AND MAINTENANCE

- Put together a brochure that briefly lists all the local, state, and federal grants that are available for building improvements including the city incentives, Oregon Heritage grants, historic preservation tax credits, etc.
- Identify projects for community clean-up days. This is a great activity to do in partnership with SOLVE and the High School.
- Share information on how to maintain historic buildings – what to look for and appropriate techniques. Some communities put together a calendar to distribute to building and property owners as a reminder of what to check throughout the year (see attachments for a sample). La Grande hosted a workshop on this topic with great success attracting building owners, contractors, realtors, and potential investors – you could contact them for an agenda or work with the Preservation program at Clatsop Community College in Astoria. This type of project is a good fit for National Trust Preservation Grants which are open three times per year.
- Build a relationship with property owners. Ask them the best way to let them know when you see a potential issue with their property – especially with out-of-the area owners.
- Host a property owner bootcamp to learn from others about property development.

SAFETY

- Consider partnering with a consultant on a lighting project possibly supported with grant funds to design and improve lighting on multiple buildings in downtown to address some of the perceived safety issues associated with poor downtown lighting. See an example of this type of project by FrontdoorBack in Vancouver (WA): https://youtu.be/ubBlbBfnlyE.

PLACEMAKING

- Placemaking type projects are an opportunity to expand the perception of main street beyond a couple blocks to side streets. Undertake some "lighter, quicker, cheaper" placemaking activities to help downtown feel more vibrant. Some examples are pop-up art projects that engage children and local artists. For example, there is an idea to update and expand the downtown banners. Consider working with local artists to create original art that can be screened onto banners. This could be a good match for the Oregon Arts Commission's Art Builds Community grant program to fund the first set of banners which can be auctioned off to provide seed money for future banners (click here to see an example of this type of project in Rawlins, WY).
- This is also an opportunity for some tactical urbanism to help with safety concerns (http://tacticalurbanismguide.com/about/). Consider adding pedestrian flags on the major crossings, especially on Hall and Watson to cross Farmington. See an example here: https://bikeportland.org/2018/09/11/it-can-happen-here-there-are-crossing-flags-at-a-ne-portland-intersection-289130.

ECONOMIC VITALITY

This component of the Main Street Four-Point Approach™ concentrates on strengthening the district's existing economic base while finding ways to expand its economy and introduce compatible new uses. The Economic Restructuring Committee has the job of:

- Identifying new market opportunities.
- Strengthening existing businesses and recruiting new ones.
- Finding new uses for historic commercial buildings.
- Stimulating investment in property.

ECONOMIC VITALITY OBSERVATIONS

- Wanting to both activate economic vitality activity and to forge stronger relationships with downtown business owners, the BDA recruited an all-business owner Economic Vitality Committee. The intent was for the committee to provide input to the board on issues that are of importance to the downtown business community. It's great that some of the local business knowledge is being tapped., However, there are areas of broader economic vitality activity that aren't taking place. In addition, there are business owners that aren't included in the meeting who feel that their voices aren't being heard.
- Community members shared the following economic concerns affecting downtown:
    - 66% - Parking.
    - 21% - Houselessness.
    - 32% - Store Variety.
    - 29% - Traffic.
- When asked what type of businesses people would like to see in downtown, top desires included:
    - 40% - Entertainment.
    - 37% - Ethnic/Cultural Grocery Store
    - 32% - Clothing.
    - 31% - Pub/Brewery/Restaurant.
    - 31% - Art/Craft.
    - 31% - Fine Dining
- There were a lot of ideas for other types of businesses that might be a good match for downtown Beaverton. Ideas included retail, grocery, bakery/dessert/ice cream, different restaurant types to fill gaps, gift/home goods. Additional information can be found in the summary of survey results in the attachments.
- In the focus groups and surveys, participants felt the City of Beaverton has achieved its goal of strengthening the variety of restaurants in downtown. Incentive programs have been critical to achieve this goal. People also feel that downtown is strong in service busineses, especially in the health and wellness cluster. The missing piece is retail. This is an area participants would like to see BDA and the City focus on expanding through programming and incentives.
- Several business owners felt it would be nice to help businesses better connect. Also discussed was the need to help building owners be developers.
- Some people mentioned a desire to work with the Lanphere family on developing incentives to inspire them to develop additional retail options to grow the Broadway retail cluster. However, it is unknown what the owner's interest or plans for their property are.
- The EV committee expressed that they have done a lot of functions of a traditional outreach/organization committee, especially the streamlining of communication processes for BDA.
- Since the BDA's primary focus has been on events, folks in the EV committee are wary of being pulled into promotion committee work, but they have been doing some of the necessary work to evaluate the effectiveness of events—this could be a great role for the committee in 2024.

- The committee expressed interest in doing some Ecosystem evaluation work, as it feels like there is some confusion over the roles of the BDA, City/BURA and the Chamber, especially with the Chamber's recent role in the discussion over the dining commons.
- The EV committee feels disconnected from the BDA and from an outsider's perspective that feels like it weakens the BDA's ability to communicate effectively and represent the interests of downtown stakeholders. While meeting separately from BDA staff for a period may have been necessary to rebuild the committee and create trust between business owners and the BDA, it's time to ensure that BDA staff are involved in the committee. This is especially important with leadership transition on the horizon as the chairs have indicated that they plan to term off within the next 2 years. Having staff involved can support that transition and ensure projects are completed.
- Additionally, the lack of staff presence in the meetings sends a message to outsiders that BDA isn't trusted by downtowners. The result has been that there are a lot of smaller groups vying to speak on behalf of downtown and it waters down the message significantly. The EV committee's goal should be to unify the downtown community in solving key downtown issues, but that will be very difficult in its current format.

ECONOMIC VITALITY RECOMMENDATIONS

RESTRUCTURE THE ECONOMIC VITALITY COMMITTEE

- There is a need to develop an Economic Vitality Committee focused on the broad range of activities that the community would like to see happen to strengthen the downtown economy. The current Economic Vitality Committee was recruited specifically for a narrow focus and promised only 1 hour of time commitment per month - although they have contributed 10 hours per month. And this doesn't even touch on the full range of activities that is important for this Committee to undertake.

  The current committee could function as a subcommittee under the recommended Economic Vitality Committee.

  In recruiting for an Economic Vitality Committee, consider the wide range of skills that would be helpful including partner organizations like the City of Beaverton economic development staff, the Chamber of Commerce which has the Impact Beaverton assistance program, property owners, other economic development organizations, business owners, and others.

  Once formed, have the committee watch the MS 101 webinar for the Economic Vitality Committee – this is a great introduction to the role of this committee and some of the typical types of projects. This can be found here. Attached is a copy of the handout that goes with this training and includes several fun ideas for the committee to consider undertaking.

BUSINESS ASSISTANCE

- Be a connector between business owners and the Chamber of Commerce's Impact Beaverton assistance and other resources that might be available to them.
- Longer term, develop a system of business assistance to expand support to existing downtown businesses and property owners. Talk to business and property owners to determine what their economic issues and challenges are and to identify how BDA could assist owners with those issues—possibly through providing information, referrals, technical assistance, creation of new financial assistance, advocating about city policy and regulations, etc.
- Gather information from owners through a written or online survey, one-on-one conversations, and small-group discussions (which could be organized around type of business, e.g. restaurants,

makers, service, professionals, etc.). Consolidate the feedback, and then discuss and identify ways in which the committee could respond to address the most common or pressing issues identified. Once the Economic Vitality Committee has consolidated the feedback and decided what it will do in response, be sure to report the findings and the Economic Vitality Committee's intended actions to the owners so that they understand what the BDA is doing about their concerns.

PROVIDE ADDITIONAL DINING COMMONS DATA

- It's clear that the dining commons have created a divide in downtown when the intention was to unify the community during a challenging time. We understand that a variety of surveys have been conducted but the results aren't conclusive as there exists some level of skepticism about the processes. The committee can provide support in this area to BDA to ensure that the final decisions that are made on the dining commons are data driven. Consider partnering with a data provider to get historical data on the commons as well to establish the value of project.

CONTINUE WORKING TO QUANTIFY EVENT RESULTS

- The committee's efforts to get surveys out after each BDA event provides tools to help make decisions on which events to continue investing in, along with which events may need to go. Since parking is already a challenge, there isn't a huge need to generate downtown traffic—events should be focused on getting people spend more money downtown instead of further compounding the parking challenge.

FIND WAYS TO DIVERSIFY THE RETAIL SECTOR

- Work with the City specifically on developing tools and resources to support and expand the retail mix. One idea promoted in one of the focus groups was for BDA or the City to be proactive and secure space for retail.
- Store Variety was cited as the 2nd biggest challenge on the survey, and our interviews revealed that there is a perceived lack of quality retail options downtown, especially with the gift and flower shop closing. Additionally, there are a limited number of vacant properties to work with. The EV committee should work to support this effort to diversify by providing some market research to get clarity on what type of retail would be supported by existing downtown customers and provide that data to landlords with vacant properties. A low-cost version of this type of effort could be a s simple as doing a "Dot Survey" at an existing BDA event, similar to this one in Camas: https://www.facebook.com/downtowncamas/posts/pfbid0kNXeFT4u4E86dhXPcoLYZee5muBLMffd2MBCn8eg5ziXRWmzKHY9y671YfpiYNZml. A more comprehensive effort might resemble this survey in Vancouver https://www.dropbox.com/scl/fi/gm8lhsuk0ga84d6vwafn8/23-Vancouver-WA-AAG-TP-Survey-Results-V1.pdf?rlkey=u8rqvhz65mkw78m9r3afww7w2&dl=0.

CONCLUSION

In general, people feel optimistic about downtown Beaverton and want to see it thrive. When asked to share one word to describe downtown, the responses were overwhelmingly positive with “friendly” and “quaint” being the most frequently mentioned words. This was followed by many other positives like, growing, charming, improving, and welcoming, which far outweighed negative words like disjointed, crowded, and political. These quotes capture the hope for downtown:

“I am excited for 2024 and have heard a change in the overall voice of those I speak to downtown. It’s got a bit of pep in the step and I think this is the year we could bring everyone together even more. Beaverton is my home and I would like to stay here longer.”

“I just love our city and all that is happening. Want to help keeping the momentum.”

“I’d like to see downtown Beaverton continue to develop into a destination for people from all over the Portland Metro.”

To help continue the forward momentum, the Main Street Approach™ is still a good fit for the community. What needs to happen is for BDA to focus on a more sustainable funding structure and to continue to build a more inclusive and welcoming organizational effort to invite more people in to help achieve what people envision for their town.

ATTACHMENTS

1. ***BDA Community Survey Results***
2. ***Sample Maintenance Calendar***
3. ***MS 101_EV***
4. ***Downtown Vancouver Survey at a Glance***

Summary of themes from BDA Community Survey

Questions 3 & 4: TOP ISSUES and IDEAS to resolve them

Summary of responses regarding outdoor dining and related issues:

1. **Governance and Representation**: Concerns about power dynamics within the Beaverton Downtown Association (BDA), with some feeling excluded from decision-making processes and critical of the BDA's alignment with the mayor's agenda.
2. **Parking and Traffic**: Numerous suggestions for addressing parking shortages, including building parking structures, repurposing existing lots, providing free parking, and improving signage. Traffic congestion, pedestrian safety, and accessibility issues were also highlighted.
3. **Homelessness and Public Safety**: Calls for addressing homelessness, improving public safety, and reducing the impact of homelessness on public spaces like parks and downtown areas.
4. **Business Diversity and Support**: Desire for a greater variety of businesses beyond restaurants, including retail stores, boutiques, and grocery options. Requests for support for local businesses, including incentives for providing parking and addressing parking permit issues.
5. **Community Engagement and Communication**: Suggestions for improving communication between stakeholders, including businesses, residents, and the city government. Emphasis on community events, partnerships, and feedback mechanisms.
6. **Infrastructure and Urban Planning**: Recommendations for infrastructure improvements, such as pedestrian bridges, crosswalk enhancements, and traffic calming measures. Calls for balanced urban development and consideration of walkability in downtown planning.
7. **Environmental Concerns**: Suggestions for addressing noise pollution, promoting sustainability, and improving cleanliness through better waste management and litter cleanup efforts.
8. **Public Transit and Transportation**: Calls for expanding public transit options, including bus routes and shuttle services, and creating more bike-friendly infrastructure.
9. **Cultural and Recreational Amenities**: Desires for more cultural events, recreational spaces, and community-focused initiatives to enhance downtown vibrancy and appeal.
10. **Policy and Ordinance Recommendations**: Suggestions for policy changes, such as prohibiting leaf blowers, addressing parking regulations, and diversifying businesses while avoiding over-reliance on restaurants.

Overall, the responses highlight a diverse range of concerns and suggestions aimed at improving the livability, accessibility, and vibrancy of downtown Beaverton, with a focus on community engagement, infrastructure improvements, and economic development.

Question 5 – Ideas for diversifying businesses

The responses express a desire for a more diverse retail landscape in downtown Beaverton, emphasizing the need for less focus on restaurants and more variety in business offerings. Specific suggestions include:

1. **Retail Diversity**: Calls for a broader range of retail establishments, including boutique clothing stores, game stores, bakeries, and art studios.
2. **Family-Friendly Options**: Suggestions for family-oriented businesses such as indoor play spaces, activity venues, and kid-friendly stores.
3. **Cultural and Entertainment Venues**: Desire for cultural amenities like art galleries, theaters, music venues, and performance spaces for live events and entertainment.
4. **Grocery Stores and Convenience**: Requests for grocery stores, corner stores, and convenience shops to cater to residents' daily needs.
5. **Specialty Stores**: Interest in specialty shops such as record stores, gift shops, antique stores, and candy shops.
6. **Diversity and Inclusivity**: Calls for more diverse restaurants, BIPOC-owned businesses, and inclusive cultural offerings.

7. **Brunch and Breakfast Spots**: Demand for breakfast and brunch options, as well as late-night dessert and sweets shops.

Overall, the responses highlight a desire for a more vibrant and diverse downtown area with a broader range of retail, cultural, and entertainment options beyond the current restaurant-centric focus.

Question 6 – Business Owner Concerns

The responses predominantly highlight concerns about parking issues in downtown Beaverton, with many expressing frustration over limited parking availability for customers and staff. Other notable points include:

1. **Safety Concerns**: Some respondents mentioned safety issues related to walking at night, with particular emphasis on the safety of teenagers and elderly individuals.
2. **Business Support and Community Engagement**: Several respondents expressed a desire for more support for small businesses and a stronger sense of community engagement, emphasizing the importance of fostering connections among business owners.
3. **Impact of Construction**: Construction activities, such as the building of a parking structure, were cited as having both positive and negative impacts on businesses, with complaints about disruptive behavior from construction workers.
4. **Other Challenges**: Other challenges mentioned include theft, delays in business openings due to permit processing, criminal activity, and the presence of transient individuals affecting customer experience.

Overall, parking emerges as the primary concern, with calls for better enforcement, increased availability, and improved safety measures to address the issue.

Question 7 – Hopes for Downtown

The responses express a variety of hopes and desires for downtown Beaverton:

1. **Increased Accessibility and Parking**: Many respondents express a desire for improved parking availability and accessibility, hoping for a vibrant downtown that is easy to access by foot, bike, or car.
2. **Diverse Business Mix**: There's a consensus on the importance of maintaining and growing a diverse mix of businesses, including restaurants, shops, and entertainment venues.
3. **Community Engagement and Safety**: People hope for a strong sense of community engagement, safety, and inclusivity, where families and individuals of all backgrounds feel welcome and comfortable.
4. **Continued Growth and Development**: The overarching theme is a desire for downtown Beaverton to continue its positive trajectory, evolving into a vibrant, walkable destination with a strong sense of community and identity.
5. **Concerns about Overdevelopment and Urban Issues**: Some express concerns about overdevelopment, maintaining the area's unique character, and avoiding issues such as homelessness and traffic congestion experienced in larger cities like Portland.

Overall, there's a shared vision of downtown Beaverton as a thriving, inclusive, and accessible hub that offers something for everyone, whether it's shopping, dining, entertainment, or simply enjoying the community atmosphere.

Question 9 – BDA Effectiveness

The responses regarding the effectiveness of the Downtown Beaverton Association (BDA) vary:

1. **Positive Feedback**: Some respondents believe that the BDA is proactive, engaged in the community, and has made significant improvements to downtown Beaverton in recent years.
2. **Room for Improvement**: Others feel that while the BDA works hard and communicates effectively, there is still room for improvement, particularly in terms of visibility, communication, and coordination of events.

3. **Lack of Clarity**: Several respondents express uncertainty about the BDA's goals, vision, and activities, indicating a need for clearer communication and more visible impact.
4. **Mixed Views on Leadership and Organization**: There are mixed views on the leadership of the BDA, with some expressing confidence in the current leadership and others feeling disconnected or uncertain about recent changes in leadership.
5. **Challenges of Volunteer-Based Organization**: Some respondents acknowledge the limitations of a volunteer-based organization like the BDA, noting the challenges it faces in effecting meaningful change.

Overall, while some see the BDA as effective and instrumental in improving downtown Beaverton, others feel that there are areas where it could enhance its effectiveness, particularly in terms of communication, organization, and community engagement.

Question 10 – Ideas for BDA Projects/Activities

The responses outline a variety of suggestions and ideas for improving downtown Beaverton:

1. **Parking Solutions**: Many respondents emphasize the need for better parking options to attract more visitors and businesses to downtown Beaverton.
2. **Community Events and Activities**: There's a strong desire for more community-building events catering to various age groups, including adults, families, and children. Suggestions include outdoor concerts, movie nights, holiday-themed activities, street fairs, and festivals.
3. **Improving Infrastructure and Beautification**: Ideas include beautifying the area by removing electric lines, enhancing sidewalk safety, creating more green spaces, installing public art installations, and hosting walking tours to explore the historical aspects of downtown Beaverton.
4. **Business Support and Promotion**: Respondents suggest providing workshops and support for small businesses, improving digital marketing efforts, hosting mixers and meet-and-greets, and highlighting local businesses through newsletters and advertisements.
5. **Safety and Cleanliness**: There's a focus on enhancing safety measures, increasing community clean-up events, and addressing issues related to homelessness in a compassionate and inclusive manner.
6. **Cultural and Diversity Initiatives**: Suggestions include hosting culturally themed celebrations, supporting minority-owned businesses, and advocating for inclusivity and diversity in downtown Beaverton.
7. **Collaboration and Communication**: Many respondents stress the importance of better communication between the BDA, businesses, and the community, as well as fostering collaboration to address common challenges and goals.
8. **Youth and Entrepreneurship**: Ideas include creating opportunities for youth entrepreneurship through initiatives like lemonade stands and providing support for young entrepreneurs.

Overall, the responses reflect a desire to make downtown Beaverton a more vibrant, inclusive, and welcoming community through a combination of events, infrastructure improvements, business support, and collaborative efforts.

Question 16 – What we didn't ask.

The responses express a range of sentiments, including:

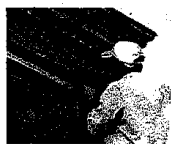
1. **Positive Feedback**: Several respondents express their love for downtown Beaverton and appreciate the positive changes happening in the area.
2. **Parking Concerns**: Parking remains a significant issue for some, with several respondents highlighting it as a deterrent to engaging more in downtown activities.
3. **Community Engagement**: Some respondents appreciate the efforts to gather feedback and suggest focusing on family-oriented activities and community wishes to further engage residents.
4. **Suggestions for Improvement**: Ideas for improvement include addressing noise pollution, exploring alternatives to personal vehicles, clarifying downtown boundaries, and ensuring fairness in property taxes for businesses utilizing sidewalk space.

5. **Transparency and Accountability**: A few respondents raise concerns about transparency, accountability, and the alignment of the Beaverton Downtown Association's charter with community needs.
6. **Appreciation for Efforts**: Many respondents express gratitude for the work being done and encourage the continuation of positive momentum in downtown Beaverton.
7. **Preservation of Unique Identity**: Some respondents emphasize the importance of maintaining Beaverton's unique identity and avoiding emulation of Portland's downtown.

Overall, the responses reflect a mix of appreciation for progress, concerns about specific issues like parking and noise pollution, and suggestions for further community engagement and improvement.


2007





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NOTES

After extreme weather, inspect building's exterior for damage and the interior for roof leaks (30 min)

Remove plants growing on or close to walls and foundation (30 min)

Visually check for moss or lichen, especially around parapets, sills and downspouts (30 min)

Check grading at foundation to makes sure water will drain away from building and not pool (15 min)

Inspect basement or crawl space for excessive water during wet weather (30 min)

Inspect interior of building for leaks during first heavy rain of the season (30 min)

Examine roof slope to make sure water is not pooling at any areas on the roof (15 min)

Make sure water can flow freely through the gutters and downspouts. Clean out if they are clogged (30 min)

Sweep debris from flat or low sloping roofs (30 min)

Check weather stripping around windows and doors. Install to prevent air infiltration (1 hour, depending on type)

If applicable install interior storm windows for winter (2 hours)

Caulk any gaps in wood for a temporary water tight seal (30 min)

AUGUST

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OCTOBER

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DECEMBER

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ECONOMIC VITALITY 101

A QUICK-LOOK GUIDE TO EV BASICS AND HINTS & TIPS FOR GETTING STARTED

OREGON MAIN STREET

Oregon Main Street (OMS) is part of Heritage Programs in the Oregon Parks and Recreation Department. OMS is designed to assist with the revitalization of traditional downtowns and historic commercial districts, promote economic development, and encourage historic preservation.

The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their assets, unique architecture, personal service, local ownership and entrepreneurship, and sense of community.

Oregon Main Street is a Main Street America™ Coordinating Program.

MAIN STREET AMERICA™ *Coordinating Program*

OMS coordinates resources and provides technical assistance based on the Main Street Approach® (Organization, Promotion, Economic Vitality, and Design) to communities that are working in historically relevant business district settings and that meet certain threshold criteria.

MAIN STREET ECONOMIC VITALITY — *What is it?*

Main Street is Economic Development within the Context of Historic Preservation.

Main Street Economic Vitality (EV) is about investing in the livelihood of our traditional downtown and historic business districts. It's about creating jobs, stimulating public and private sector investments, and retaining and growing businesses. What's different is the way Main Street also works to respect and celebrate the historic fabric of our communities by preserving and restoring structures, amenities and special features that are an important part of each community's heritage, and that help to distinguish each district as a distinct, special place—an approach that offers real competitive advantages in today's marketplace.

Main Street is Economic Development within the Existing Economy.

Unlike economic development often connected with industrial sites and sprawling commercial developments, Main Street economic development occurs within an existing economy that has, often times, evolved over a hundred years or more. Main Street Economic Vitality strategies engage existing property owners, business community members, local government and other community economic development partners to retain businesses, and to identify and promote opportunities for businesses to expand and for new businesses and entrepreneurs to join the mix. Redevelopment strategies go beyond commercial uses to identify and promote opportunities for a full range of uses appropriate to each district, such as residential and live/work uses, community and local government facilities, processing and light manufacturing uses, and special attractions.

Main Street is Economic Development Powered by a Shared Vision and Grassroots Initiatives.

Main Street offers opportunities for stakeholders, investors, residents and advocates of all ages, backgrounds and walks of life to be part of a movement breathing new life into the hearts and souls of our traditional downtown and historic business districts. The most successful Economic Vitality initiatives and strategies demonstrate teamwork at the core and recognize that when the community comes together and efforts are concentrated, everybody wins!

ECONOMIC VITALITY 101

A QUICK-LOOK GUIDE TO EV BASICS AND HINTS & TIPS FOR GETTING STARTED

EV: TAKING TO THE STREET

1 SUPPORTING BUSINESSES

ECONOMIC VITALITY WORKS WITH THE EXISTING ECONOMIC BASE TO FACILITATE AND PROMOTE COLLABORATION, ADVOCACY AND ASSISTANCE.

Communicating is not enough. It's about building relationships!

Build a strong foundation for Main Street Economic Vitality activities and success by building a strong rapport with—and earning the trust of — district property owners and business community members. Challenge your Main Street organization to develop and deploy a mix of high-touch and high-tech tools and techniques to engage the players.

High-touch techniques emphasize "old school" personal communications, face-to-face conversations and ongoing relationship-building activities. Examples include networking and business roundtable events; a block captains or business visitation program to nurture a personal rapport – and trust – with downtown business owners; and conversations with local economic development partners to provide updates and identify ways to collaborate.

High-tech techniques capitalize on electronic communication tools and forums to connect and maintain contact with district stakeholders and other important audiences. Tools and communication channels include websites, social media, e-mail blasts and updates, texting or messaging apps, and other electronic media-driven avenues.

High-touch techniques, in particular, offer a way for the Main Street organization to stand out among the sea of electronic communications and media flooding inboxes, texting apps and social media feeds. Moreover, high-touch avenues provide an opportunity to demonstrate you really care and to build long-lasting relationships that will be critical to business development and district redevelopment initiatives.

EV ACTIONS TO SUPPORT BUSINESSES

– Examples

- ☐ Organize an EV volunteer-led business visitation program and/or block captains program
- ☐ Host business roundtable events on timely topics of specific interest to district members
- ☐ Host business and stakeholder networking events to build camaraderie, share ideas, and build awareness
- ☐ Create a private invitation-only Facebook Group page for business community members to share information
- ☐ Conduct an annual or biennial business survey to, in part, identify business needs; target technical assistance and business development resources, accordingly
- ☐ Work with economic development partners to inventory and promote business assistance resources
- ☐ Create a district owner's manual with a "who to call" directory for information and assistance
- ☐ Host and promote continuing education and training opportunities for business owners and managers

- ▶ What are **ways** you can **build and strengthen relationships** with, and among, business community members?
- ▶ What **programs and resources** are already in place to help **support businesses?** What would you like to **change or add?**

ECONOMIC VITALITY 101

A QUICK-LOOK GUIDE TO EV BASICS AND HINTS & TIPS FOR GETTING STARTED

EV: TAKING TO THE STREET

2 PROMOTING OPPORTUNITIES

ECONOMIC VITALITY WORKS WITH PROPERTY OWNERS AND PARTNERS TO PROMOTE THE STRATEGIC USE OF SPACE AND DEVELOPMENT.

The Cost of an Empty Storefront

A circa 2012 Georgia Main Street-commissioned study conducted by Donovan Rypkema with Place Economics in Washington, D.C. estimated the cost of an empty storefront—or lost economic activity—at more than $386,000. Figures used accounted for estimated losses in at least nine different categories attached to a small building sitting empty for one year in a small town commercial district, including lost sales, lost sales tax revenue to state and local governments, lost rents to the property owner, lost owner compensation or profit, lost employee payroll, and lost building and business loan demands to local banks.

Though the estimates and variables have likely changed in the time since the study was conducted and could differ widely based on other factors (i.e. geographic location, building size, etc.), the study and resulting estimate of lost economic activity does, nevertheless, demonstrate that it's in everybody's best interest to maximize real estate—the district's most valuable commodity.

Promoting opportunities goes beyond tactics to simply market properties, buildings and spaces. While marketing efforts are important, strategies to maximize space should also consider adaptive reuse opportunities and trends toward micro-retail, pop-up spaces, shared spaces, and new spaces that could be created using demising walls; and development opportunities to accommodate a broad range and mix of uses that make for a vibrant district.

EV ACTIONS TO PROMOTE OPPORTUNITIES

— Examples

- ☐ Use window treatments (e.g. "This space is not empty, it's full of opportunity!" posters) to highlight opportunities on the street
- ☐ Organize and host periodic open house-style property tours for prospective businesses, entrepreneurs and investors to tour available properties and spaces
- ☐ Work with property owners to identify best uses for available properties or spaces, or how spaces could be adapted to house multiple uses or tenants (i.e. pop-up spaces, demising walls, etc.)
- ☐ Perform research to identify and profile business types and uses that could be targeted for expansion and recruitment based on gaps and market demand
- ☐ Share market information with existing businesses, especially those that might have opportunities to fill product and service gaps, to expand, or to reposition
- ☐ Perform research to gauge demand for district housing, and preferred styles, amenities, price points, etc.
- ☐ Host housing tours to showcase district living and opportunities for new or rehabilitated housing
- ☐ Review existing land use plans, ordinances, and codes to ensure compatibility with uses targeted for development (i.e. housing, processing and light manufacturing, etc.)

- What are your **ideas** for **promoting opportunities** in your district?
- Compile a list of **five to ten good reasons** to **invest and do business** in your district.

ECONOMIC VITALITY 101

A QUICK-LOOK GUIDE TO EV BASICS AND HINTS & TIPS FOR GETTING STARTED

EV: TAKING TO THE STREET

3 FORGING PARTNERSHIPS

ECONOMIC VITALITY WORKS WITH PARTNERS TO ASSEMBLE ECONOMIC PARTNERSHIPS AND RESOURCES.

Revitalization is a Big Job!

District revitalization, economic development and redevelopment projects are big undertakings with many moving parts that require resources, expertise and devoted attention. Simply put, a Main Street organization operating in isolation can't do it alone. It only stands to reason, then, that the most successful district revitalization and enhancement initiatives demonstrate high levels of collaboration and leverage the resources, experience and expertise of community economic development partners.

Strong partnerships that engage the full roster of community and economic development players are, in many ways, the underpinning to success and fuel the ability to unleash a downtown's or historic business district's full potential.

The list of potential partners can be extensive and often includes the usual suspects along with others who share an interest in the district's livelihood such as:

- Local Government
- Chambers of Commerce
- Area Economic Development Organizations
- Foundations
- Universities and Extension Offices
- Small Business Development Centers
- Utility Providers
- Financial Institutions
- Brokers and Real Estate Firms
- Marketing and Media Organizations
- Others…

Activities revolving around entrepreneurial support systems, business start-up programs, and property development projects offer some of the best examples and illustrate the importance, and impacts, of strong partnerships at work.

EV ACTIONS TO FORGE PARTNERSHIPS

— Examples

- ☐ Work with economic development partners to assess and enhance the local entrepreneurial support system with consideration given to training and mentoring, access to capital, availability of appropriate space, etc.
- ☐ Explore opportunities for the staging of a business start-up or business plan contest that offers entrepreneurs a chance to enter the market at a low entry cost, or to test market business concepts
- ☐ Work in unison with economic development partners to help entrepreneurs, prospects and investors navigate start-up and development processes, and to promote a business-friendly environment
  - ○ Create a business start-up guide
  - ○ Work with local code officials to map permitting processes in user-friendly terms
  - ○ Develop and maintain online how-to business start-up content and a directory to resources
  - ○ Package information for developers that outlines key steps in the local development process and that promotes opportunities, incentives, and reasons to invest
- ☐ Work with partners to identify and pursue appropriate tools and resources (i.e. grants, tax credits, etc.) to address problem properties and/or catalyze investment

- ▶ Make lists of **partners** already on board, and those who need to be **invited**.
- ▶ Is your community **business-friendly?** What are those areas you **excel** in, and where is there **room for improvement?**

ECONOMIC VITALITY 101

A QUICK-LOOK GUIDE TO EV BASICS AND HINTS & TIPS FOR GETTING STARTED

EV: TAKING TO THE STREET

4 FIRST STEPS

AND HINTS & TIPS FOR GETTING STARTED

Make it Personal

Invest time to build strong relationships—and trust—with district property owners, business community members and economic development partners. Make a commitment to listen, and employ high-touch communications that advance meaningful discussions and demonstrate you care.

Do the Groundwork

Creating and maintaining a current building and business inventory, market information, and statistics tracking changes and progress in the district requires time and attention to detail. Yet, it's this same information that will provide a solid foundation for Economic Vitality success.

Build on Assets

Identify businesses, anchors, attractions and special features that help drive the district's economy and distinguish the district as a special place. Build on those assets in a way that offers opportunities for existing businesses to grow, and for new businesses and uses to join the mix.

Plan Together

Engage stakeholders and economic development partners at the ground level of planning processes to help build ownership and to mobilize the community's collective talent, experience, expertise and resources around the cause for revitalization and positive change.

Create a Vibe

Highlight accomplishments, showcase progress and successes, and use testimonials and positive messages to create an air of excitement surrounding the district, its future, and the chance for others to climb on board.

TO DO:

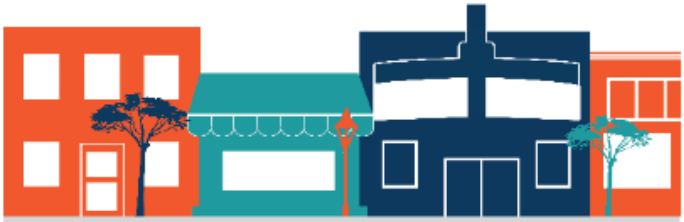
WHAT ARE YOUR **FIRST STEPS** TOWARD **ECONOMIC VITALITY SUCCESS?**

1.
2.
3.
4.
5.

dpn downtown professionals network

Franklin, Tennessee USA 37067
(615) 236-6082
downtownpros.com

OREGON MAIN STREET



oregonmainstreet.org

DOWNTOWN VANCOUVER | VANCOUVER, WASHINGTON

At a Glance

Vancouver's Downtown Association

2023 TOP PROSPECTS SURVEY RESULTS

Survey Sample Characteristics

835 Total Sample	70% City Resident	21% Work Downtown
79% Woman	56% Age 25 to 54	61% $100K+ HH Income

Q: What is the name of the business or place in Downtown Vancouver that you visit most often?

Popular Places | Top Five

Farmers Market	7.9%
Waterfront (Spaces and Places)	6.7%
Amaro's Table	3.6%
Bleu Door Bakery	2.8%
Vancouver Community Library	2.8%

Downtown Vancouver Trends

SEVENTY-ONE PERCENT

Describe recent trends in Downtown Vancouver as **"Improving or making progress."**

Question: Which of the following best describes recent trends in Downtown Vancouver?

Improving or making progress	71.1%
Steady or holding its own	20.9%
Declining or losing ground	8.0%

Opportunities Ahead

Eating & Drinking Places

Top 4 prospects for expansion and recruitment as determined by survey respondents' top choices.

Food Hall	Farm to Table	Breakfast/Brunch	Dog Bar
Top Choice: **44.8%**	Top Choice: **14.0%**	Top Choice: **11.5%**	Top Choice: **8.5%**
Top Features:	**Top Features:**	**Top Features:**	**Top Features:**
Outdoor seating	Locally sourced foods	Egg scrambles and skillets	Enclosed green space
Live entertainment	Seasonal produce	Omelets and frittatas	Pub-style food
Mediterranean cuisine	Outdoor seating & service	Griddle selections	Coffeehouse selections
Middle East/Falafel cuisine	Organic and vegan options	Fresh-made sandwiches	Beer and wine selections
Desserts	Meat and fish entrees	Outdoor seating	Green space attendant
Survey Demo: Age	**Survey Demo: Age**	**Survey Demo: Age**	**Survey Demo: Age**
25 to 44: **36%**	25 to 44: **20%**	25 to 44: **22%**	25 to 44: **54%**
45 to 64: **46%**	45 to 64: **53%**	45 to 64: **42%**	45 to 64: **29%**
Survey Demo: HH $$	**Survey Demo: HH $$**	**Survey Demo: HH $$**	**Survey Demo: HH $$**
$50K to $100K: **27%**	$50K to $100K: **22%**	$50K to $100K: **28%**	$50K to $100K: **27%**
$100K to $150K: **29%**	$100K to $150K: **28%**	$100K to $150K: **29%**	$100K to $150K: **26%**
$150K or greater: **35%**	$150K or greater: **38%**	$150K or greater: **26%**	$150K or greater: **31%**

Potential Market Traction

Eating & Drinking Establishments

Question:
How likely would you be to patronize each of the following types of expanded or new Downtown Vancouver eating & drinking establishments on a consistent basis?

1. Food Hall	4.07
2. Breakfast/Brunch Restaurant	3.99
3. Farm to Table Restaurant	3.94
4. Bakery	3.89
5. Dog Bar	2.66
6. Family Fun Café	2.63

Weighted Average Scale: 1 = Definitely would not | 5 = Definitely would

At-a-Glance
2023 TOP PROSPECTS SURVEY RESULTS

DOWNTOWN VANCOUVER
VANCOUVER, WASHINGTON

OPPORTUNITIES AHEAD
RETAIL ESTABLISHMENTS

Top 4 prospects for expansion and recruitment as determined by survey respondents' top choices.

Meat/Fish Market	Arts & Crafts	Gifts & Souvenirs	Mercantile
Top Choice: **37.3%**	Top Choice: **18.3%**	Top Choice: **14.9%**	Top Choice: **13.4%**
Top Features:	**Top Features:**	**Top Features:**	**Top Features:**
Fresh fish and seafood	Craft and hobby classes	Vancouver and WA items	Gifts and novelties
Fresh cut-to-order meats	Artist supplies	Plants/Foods from locals	Home furnishings
Organic & grass-fed meats	Crafts and supplies	Events, classes and demos	Convenience grocer items
Lunchmeat & charcuterie	Hobby and craft tools	Locally themed decor	Household supplies
Sausages and hot dogs	Group workspace	Vancouver insignia apparel	Crafts & crafting supplies
Survey Demo: Age	**Survey Demo: Age**	**Survey Demo: Age**	**Survey Demo: Age**
25 to 44: **36%**	25 to 44: **37%**	25 to 44: **30%**	25 to 44: **33%**
45 to 64: **43%**	45 to 64: **42%**	45 to 64: **40%**	45 to 64: **43%**
Survey Demo: HH $$	**Survey Demo: HH $$**	**Survey Demo: HH $$**	**Survey Demo: HH $$**
$50K to $100K: **21%**	$50K to $100K: **42%**	$50K to $100K: **28%**	$50K to $100K: **26%**
$100K to $150K: **30%**	$100K to $150K: **26%**	$100K to $150K: **34%**	$100K to $150K: **29%**
$150K or greater: **41%**	$150K or greater: **20%**	$150K or greater: **26%**	$150K or greater: **28%**

POTENTIAL MARKET TRACTION

RETAIL ESTABLISHMENTS

Question:
How likely would you be to patronize each of the following types of expanded or new Downtown Vancouver retail establishments on a consistent basis?

1. Meat & Fish Market	3.87
2. Mercantile	3.61
3. Arts, Crafts and Hobbies Shop	3.52
4. Specialty Gifts & Souvenirs Store	3.37
5. Candy Store	2.85
6. Drug Store	2.80

Weighted Average Scale: 1 = Definitely would not | 5 = Definitely would

GROWTH OPPORTUNITIES

70 POTENTIAL **PROSPECTS**

Q: Are you interested in expanding your existing downtown business, in moving your business to Downtown Vancouver, or in opening a new business in Downtown Vancouver?

— Interested in **expanding my existing business**	**26**
— Interested in **moving my business to downtown**	**9**
— Interested in **opening a new business in downtown**	**35**

DOWNTOWN VANCOUVER HOUSING OPPORTUNITIES

43%

Of non-downtown residents are or may be interested in living in Downtown Vancouver.

BUYERS: PREFERRED HOUSING STYLES
MORE LIKELY TO BUY | UP TO TWO SELECTIONS ALLOWED

2 Bedroom Condominium	40%
3+ Bedroom Townhome	32%
2 Bedroom Townhome	30%
3+ Bedroom Condominium	18%

RENTERS: PREFERRED HOUSING STYLES
MORE LIKELY TO RENT | UP TO TWO SELECTIONS ALLOWED

2 Bedroom Apartment	49%
1 Bedroom Apartment	22%
2 Bedroom Townhome	22%
Loft	20%

VDA Vancouver's Downtown Association

(360) 258-1129 vdausa.org

WASHINGTON STATE MAIN STREET PROGRAM

Vancouver is a Washington Main Street community.

The Washington State Main Street Program helps communities revitalize the economy, appearance, and image of their downtown districts using the successful Main Street Approach™, a comprehensive revitalization strategy built around a community's unique heritage and attributes. Washington Main Street is a program of the Department of Archaeology and Historic Preservation and is managed under contract by the Washington Trust for Historic Preservation.

SUPPLEMENT
2023 TOP PROSPECTS SURVEY RESULTS | AT A GLANCE

DOWNTOWN VANCOUVER
VANCOUVER, WASHINGTON

IS DOWNTOWN A GOOD PLACE TO LIVE?
EIGHTY-SIX PERCENT
Of current downtown residents are **very or somewhat likely to recommend** downtown to friends and family as a good place to live.

Q: How likely are you to recommend Downtown Vancouver to friends and family as a good place to live?

Very likely	52.1%
Somewhat likely	33.9%
Neither likely nor unlikely	6.6%
Somewhat unlikely	5.0%
Very unlikely	2.5%

DOWNTOWN HOUSING INTERESTS

Q: Are you interested in living in Downtown Vancouver?

Yes	12.9%
Maybe	22.7%
No	48.0%
I already live in Downtown Vancouver	16.3%

POTENTIAL RESIDENT CHARACTERISTICS
For respondents who are or may be interested in living downtown

More Likely to Buy or Rent?

Buy	71.0%	Rent	29.0%

Buyers: Likely Price Range	
Less than $300K	5.3%
$300K to $499K	52.4%
$500K to $699K	31.0%
$700K or more	11.2%

Renters: Monthly Rent (Willing/Able to Pay)	
Less than $1,200	25.0%
$1,200 to $1,599	26.3%
$1,600 to $1,999	35.5%
$2,000 or more	13.2%

Buyers: Household Income	
Less than $50K	4.8%
$50K to $99.9K	23.1%
$100K to $149.9K	33.3%
$150K or more	38.7%

Renters: Household Income	
Less than $50K	27.3%
$50K to $99.9K	36.4%
$100K to $149.9K	13.0%
$150K or more	23.4%

REASONS NOT INTERESTED IN LIVING DOWNTOWN

I like my current living situation and have no desire to move	65.3%
I prefer to have my own yard or outdoor space	25.8%
I prefer a single-family detached home	24.9%
I need a garage or private off-street parking	12.3%

Top 4 shown. Up to two selections allowed.

DOWNTOWN FEATURES

Q: To what extent do you agree or disagree with the following statements about Downtown Vancouver?

Statements	Avg. Weight
I like the historic buildings, character, and vibe in downtown.	4.40
Outdoor recreation should be an important part of downtown.	4.36
Downtown Vancouver is a good place to invest.	4.06
Downtown Vancouver presents a positive image to visitors.	3.88

Average Weight based on cumulative responses for frequency range.
Scale: 1 = Strongly Disagree | 2 = Somewhat Disagree | 3 = Neither Agree nor Disagree | 4 = Somewhat Agree | 5 = Strongly Agree

PRIORITIES: NEW AND ONGOING EFFORTS

Q: On a scale from 1 (Low Priority) to 5 (High Priority), please indicate the level of priority you would place on each of the following new or ongoing Downtown Vancouver enhancement efforts?

LEVEL OF PRIORITY FOR NEW AND ONGOING ENHANCEMENT EFFORTS

Potential Enhancement Efforts	Avg. Weight
Improve downtown streets, sidewalks, lighting, etc.	4.29
Restore and preserve the downtown's historic character	4.19
Improve downtown parks and trails	4.16
Introduce more arts & cultural activities in the downtown	4.01
Create more outdoor dining and lounging areas	3.89

Average Weight based on cumulative responses for frequency range. Scale: 1 = Low | 5 = High

Q: Using the same scale from 1 (Low Priority) to 5 (High Priority), please indicate the level of priority you would place on each of the following new or ongoing downtown business and real estate development efforts?

LEVEL OF PRIORITY FOR BUSINESS AND REAL ESTATE DEVELOPMENT EFFORTS

Potential Business and Real Estate Development Efforts	Avg. Weight
Redevelop vacant and underutilized buildings and sites	4.50
Support existing downtown businesses and help them expand	4.16
Attract new eating and drinking places to expand options	4.08
Attract new retail businesses to expand shopping options	4.03
Create more housing opportunities in the downtown	3.42

Average Weight based on cumulative responses for frequency range. Scale: 1 = Low | 5 = High