

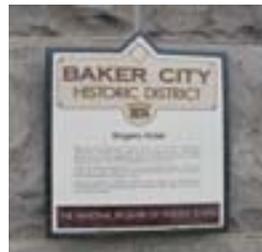


**Historic Baker City, Inc.
Resource Team Visit
Baker City, OR**

February 15-17, 2011

Prepared by:

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INTRODUCTION

Oregon Main Street provides a Resource Team visit to “Performing Main Street” level communities to assist in strengthening local downtown revitalization efforts. The purpose of the Resource Team is to examine current revitalization efforts, address emerging issues and opportunities, and suggest ways to make the overall effort more effective. This report presents the findings and conclusions of the Resource Team visit to Baker City on February 15 -17, 2011.

The team methodology involved three steps:

1. The team reviewed materials such as current work plans, promotional and organizational materials, historic information, planning documents, etc. supplied by Historic Baker City (HBC).
2. The team conducted interviews with individuals and small groups representing a cross-section of the community: merchants, property owners, city officials, residents, economic development organizations, and civic groups. The team also met with HBC board and committee members.
3. The team toured the city on foot and by car to better understand the layout of downtown and the surrounding community.

Most of this report is presented in outline form to avoid excess verbiage and to provide straightforward recommendations. The document contains specific suggestions for the community and general reminders of the elements of successful downtown revitalization programs. In addition, the report may include some information that was not mentioned in the verbal report due to time restrictions.

Members of the Resource Team included:

- ★ **Sheri Stuart** is Coordinator of Oregon Main Street. Prior to her current position, Sheri was the assistant coordinator of the Washington State Main Street Program and worked for the National Trust Main Street Center for eight years providing assistance to communities across the country. Sheri also served as executive director of the award-winning Port Townsend Main Street Program for eight years. Sheri has been a frequent speaker at state and national conferences on a variety of downtown revitalization topics, and has written articles on fundraising and promotions for *Main Street News*, as well as contributing to the “Board Member Handbook” published by the National Trust.
- ★ **Kathy La Plante** is a Senior Program Officer with the National Trust Main Street Center and has worked in the Main Street field for almost 20 years. She joined the staff of the National Trust National Main Street Center as a Program Officer in May 2007. Prior to accepting this position, she served as the first director of the New Hampshire Main Street Center where she worked in that capacity for ten years. Ms LaPlante began her Main Street career in 1989 as the Executive Director of the Chippewa Falls (WI) Main Street program. Seven years later, Chippewa Falls was a recipient of the Great American Main Street Award, recognizing it as

one of the top five downtown revitalization programs in the country. Prior to working in downtown revitalization, Ms. LaPlante spent 12 years in retail management, including ten years as manager of Spurgeon's Department stores in Wisconsin, Minnesota, and Iowa.

- ★ **Eric Hovee** is principal and owner of E. D. Hovee & Company, LLC, an economic and development consulting firm based in Vancouver, Washington. Since 1984, Eric's firm has been involved in conducting market and financial feasibility assessments as well as preparing and responding to development proposals for mixed-use development. His client list is varied and includes public agencies, nonprofit organizations, private business owners, and development companies. While focused primarily in the Pacific Northwest, he has also worked throughout the U.S. including project assessments on behalf of the National Trust Main Street Center and the National Trust for Historic Preservation.

- ★ **Joe Lawniczak** has been the Design Specialist with Wisconsin Main Street since 2001. He works daily with building owners, city officials, and volunteers in the thirty-six Main Street communities throughout Wisconsin, helping them preserve and restore historic building facades, provide preservation and design education, and establish local preservation tools such as design guidelines, design review, ordinances. Prior to joining Wisconsin Main Street, Lawniczak worked for twelve years at the architectural firm of Berners-Schober Associates in Green Bay, Wisconsin. For six of those years, he was an active volunteer on the Design Committee for On-Broadway, Inc., Green Bay's neighborhood Main Street program. Joe has been a featured speaker or provided hands-on design services for the National Trust Main Street Center and several other Main Street coordinating programs across the country.

- ★ **Megan Braunsten** is a community development professional who specializes in downtown revitalization. Raised in Seaside, OR, boasting one of the Oregon coast's premier historic downtowns, Megan has always held the belief that a downtown represents the heart of small communities. This belief led her to obtain a Bachelor's with an emphasis in architecture and political science, followed by a Master's of Urban and Regional Planning, focusing her studies specifically on downtown revitalization. Since that time she has spent her career helping to increase economic development in downtowns across the state. Most recently, she was the Executive Director of Gresham Downtown Development Association. One of her prime accomplishments during her tenure was to significantly raise the program's level of promotion, increasing participation on retail promotions, retail and special events, and assisting all stakeholders to improve image building activities.

It was a distinct pleasure for the Resource Team members to participate on this visit and work with HBC. We extend our heartfelt thanks to Ann Mehaffy for coordinating the visit and to all who gave their time to meet with the Team.

The Main Street Four-Point Approach®

The observations and recommendations of the Resource Team Report are based on the Main Street Four-Point Approach® to downtown revitalization. This successful approach has been proven again and again nationwide. It is important to remember that although the Main Street® methodology has an established track record, some Main Street® towns have failed in their mission. Without exception this has come about by a failure to adhere to the Main Street Approach® and its eight principles.

The Four-Points of the Main Street Approach®:

Organization establishes consensus and cooperation by building partnerships that will allow the development of a consistent revitalization program. Diverse groups from both the public and private sectors (bankers, city officials, merchants, chamber of commerce, property owners, community leaders, and others) must work together to create and maintain a successful program.

Economic Restructuring strengthens the business district's existing economic assets while diversifying its economic base. Activities include retaining and expanding existing businesses, recruiting new businesses to provide a balanced commercial mix, converting unused or underutilized space into productive property, and sharpening the competitiveness and merchandising skills of business people.

Promotion creates a positive image of the district to attract customers and investors, and to rekindle community pride in the district. Promotion includes the development of sophisticated joint retail sales events, festivals, and a consistent public image. This can be accomplished through graphic and media presentations, as well as through programs that attract investors, developers, and new businesses.

Design enhances the visual qualities of and takes advantage of the visual opportunities inherent in the traditional business district by directing attention to all physical elements: buildings, storefronts, signs, public improvements, landscaping, merchandising displays, and promotional materials. Its aim is to stress the importance of design quality in all of these areas, to educate people about design quality, and to expedite improvements downtown.

The Main Street Approach® is a process through which the four points are integrated into a comprehensive program designed to build upon local opportunities and to build community self-reliance for business district economic development. This involves not only attention to all four points of the Main Street Approach®, but also careful adaptation of the Main Street Approach® to each community's specific needs.

Main Street® Relies on Eight Guiding Principles:

While the Main Street Approach® provides the format for successful revitalization, implementation is based on eight guiding principles that pertain to the entire revitalization effort. The most successful Main Street revitalization programs use these principles to guide and strengthen their endeavors.

Comprehensive. Downtown revitalization is a complex process and cannot be accomplished through a single project. For successful long-term revitalization, a comprehensive approach must be utilized.

Incremental. Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop skills so that more complex problems can be addressed and more ambitious projects can be undertaken.

Self-Help. Local leaders must have the desire and will to make the project successful. The National Trust Main Street Center and the Oregon Main Street program provide direction, ideas and training, but continued and long-term success depends upon the involvement and commitment of the community.

Public/Private Partnership. Both the public and private sectors have a vital interest in the economic health and physical viability of the downtown. Each sector has a role to play, and each must understand the other's strengths and limitations so that an effective partnership can be forged.

Identifying and Capitalizing on Existing Assets. Downtown districts must capitalize on the assets that make them unique. Every district has unique qualities – like the distinctive buildings and human scale environment that give people a sense of place. These local assets must serve as the foundation for all aspects of the revitalization program.

Quality. Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs.

Implementation-Oriented. Activity creates confidence in the program and ever greater levels of participation. Frequent visible changes are a reminder that the revitalization effort is under way. Small projects at the beginning of the program pave the way for larger activities as the revitalization effort matures.

Change. Changes in attitude and practice are necessary to improve current economic conditions. Public support for change will build as the program grows.

The Organization Committee

While the Main Street Four-Point Approach® ultimately focuses on the historic downtown—the community core—HBC’s Board of Directors should include the entire community in developing a compelling vision for downtown Baker City, and in developing and implementing strategies to turn that vision into reality. The Main Street methodology itself is a process of building consensus and involving the community at large in making the most appropriate decisions for the downtown’s future.

The Organization point of the Main Street Four Point Approach® ensures that the Main Street program is supported and funded by a broad base in the community and that it is operated by a strong public private partnership. Typically, the Organization Committee works in three areas:

- **Membership and Fundraising:** A successful Main Street program must have strong support from the community and stable funding to carry out the mission.
- **Volunteer Management:** The comprehensive approach to downtown revitalization requires continuous management and volunteer support.
- **Education and Outreach:** Communication is vital to a successful Main Street program. The executive director and board members must be downtown advocates and must educate the general public regarding accomplishments, plans for the future and, above all, the importance of the program.

Observations and Recommendations

Organization Observations

1. HBC was established in 1982 as a volunteer organization with a focus of preservation and promotion of Baker City’s historic downtown as a means of economic and community development. 2012 will mark the 30th anniversary of the organization, certainly one of the oldest Main Street programs in the country. HBC’s mission is to develop and promote a healthy and prosperous downtown, serving a community rich with culture and history.
2. HBC’s 2010 income was just over \$56,000 but expenses exceeded income precipitating that almost \$4,000 from cash reserves be used to cover the budget shortfall. Of the \$56,310 income budget, \$38,000 is derived from the Economic Improvement District (EID). The EID represents over 65% of the income budget.
3. The City of Baker City makes no cash contribution to HBC and retains 6% of the EID collected as an administrative fee. The city does support the downtown through public improvement investments and assistance at a variety of special events; those sponsored by HBC and other organizations.

4. The County provides an annual grant to HBC to operate the Downtown Resource Center. This \$5,000 grant comes from the Transportation and Lodging Tax funds. A request will need to be made to the county for continued funding in 2012.
5. A new contributor funding campaign was initiated in late 2010 and brought in \$700 from businesses outside of the downtown district. The HBC board sees more potential in expanding this effort.
6. Over the years HBC has been extremely successful in attaining grants for a variety of projects for the city and downtown. Grant writing is an exceptional skill of executive director Ann Mehaffy.
7. There were nine Organization Committee projects outlined in the 2010 Work Plan overview, however a full detailed work plan noting objectives, outcomes expected, timelines and detailed tasks was not fully developed, for this, nor the other three committees. Rather than the board giving direction to the committees on areas of needed focus for the program, it is the committees who bring projects to the board to adopt.
8. Committee structure is not ideal at this point. Committees are largely made up of board members with a few other volunteers. It is the desire of HBC to make the committees more robust as the current volunteers are over-involved and trying to keep with a vast array of projects with a small core of volunteers.
9. The executive director has not gotten a raise in three years.
10. HBC hosts several fundraising events including the Home tour, Taste of Baker, and the Rubber Duck races.
11. HBC visits the City Council once a year to provide an annual report and provides a written quarterly report.
12. There was confusion among some interviewees who thought HBC was part of city government. In the not-so-distant past, there was discussion about changing the name of the organization to address this issue.

Organization Recommendations

The following recommendations are based on information gathered during the week of the resource team visit and are the team's recommendations for continuing to build on HBC's success. While the board might not activate every recommendation, all of these recommendations should be considered carefully and used as a tool to set priorities for the coming year. The Organization section of this report covers recommendations for the Board of Directors, as well as, the Organization Committee.

Board of Directors Recommendations

- Ensure the program continues to grow by setting strategic priorities each year that direct the work of each committee. Continue to build consensus and work toward the program's vision and mission by developing and following annual work plans for each committee, and work to ensure a strong future for the program by recruiting new leadership for the program.
- Work aggressively to strengthen committees by addressing committee member recruitment as a priority agenda item at HBC Board meetings, until each committee is at full strength. Each committee should have five to seven members. These committees will not get to full strength unless purposeful action is taken to identify and recruit volunteers. At the next board meeting review the projects for each committee and identify the skills sets needed to help HBC implement these projects.

Once the skills sets are known brainstorm as a board, people who could fill those roles. Think beyond just the business owners in the downtown and expand your consideration to downtown employees, residents, students, large employers outside of downtown, etc. Divide up the list of potential candidates and invite them to a brief informational session (with food and beverages served, preferably at a restaurant or coffee shop that might donate the refreshments). Board members would make the best speakers to talk about why they volunteer and inspire others to become involved too. If the board is unable to develop a list of prospects, invite past board members to a meeting and explain HBC's desire and need to build the committees and ask for their suggestions and help in making contact with these individuals.

Board members should also serve on the committees but should not make up the entire committee. Monthly meeting days and time should be consistent so that when someone volunteers they will know exactly what their commitment will be.

- Form a Nominating Committee to address board leadership transitions and to seek new board members. This is a perfect committee to involve past board members or volunteers who do not have time to serve on one of the other committees that must meet regularly. Each year, it would be the job of the Nominating Committee to address board members whose terms are expiring. If eligible, the committee would meet with him or her to determine their interest in serving for another three year term. It is among this group of renewing members that should also be considered for the officer positions for the board.

Vacant board positions would ideally be filled with people who have worked on one of the committees and proven commitment to the organization but missing stakeholder groups should also be considered for any open positions. Remember that your board should be diverse in its representation. Approximately 30 days before the annual meeting, the Nominating Committee should provide a recommended slate of officers and names of new and renewing board members to the board for consideration. As always even after a slate is nominated, additional submissions may be considered from the floor.

Another activity often assigned to the Nominating Committee is the task of reviewing the organization's bylaws annually to assure they have been adhered to and to recommend any changes that are needed.

- Provide Main Street 101 training to all board members and new volunteers. It's important for all volunteers to receive training in the Main Street Four Point Approach® so that they understand the comprehensive nature of your efforts. This training can be done by the executive director in coordination with each committee chair, or may be provided as a benefit to Baker City through the Oregon Main Street Program. There are also 15-20 minute training CDs available through the National Main Street bookstore. Provide this training annually.
- Hold an Annual Board Retreat or Strategic Planning Session. This is a service that can be facilitated by the Oregon Main Street or by a local facilitator. It is the board's responsibility to identify annually, the top 2-4 overall goals and strategies for the organization and downtown. From year to year, different priorities may present themselves. One year renewal of the EID might warrant focused efforts. Another year it may be economic downtown.

Once these overarching strategies are established, the committees are charged with developing projects that will help HBC address those issues. The committees develop their work plans and budgets, present them back to the board for approval, and once approved the committees can proceed with implementation. The board should hold this retreat at least four months before the end of the fiscal year so committees have the time needed for the work plan development and approval process.

For example, a key project for downtown Baker City may be filling vacancies in 2011. Each committee should then be sure that at least one of their activities or projects addresses the desire to fill vacancies in downtown:

- Organization may agree to host information meetings for all property owners to share your vision of downtown and hopes of the businesses HBC desires in downtown.
- Promotion can incorporate the vacant stores front into special events with displays in the windows.
- Design can develop incentives for rehabilitation the properties and putting signs in the windows that say, "This building is not empty, it's full of opportunity."
- Economic Restructuring could work on a business plan contest or other incentives to get entrepreneurs to look at opening a downtown business and make sure HBC's building inventory is up to date.

Remember it is the board who should be establishing goals and objectives of the committees so that everyone is working toward the same vision. At the board retreat session, HBC might also choose to review its mission and vision statements, an activity that should be done every two to three years to make sure it is in line with changing priorities.

- The board and each of the four committees need to use detailed, written work plans, beyond the summary listings of projects that HBC currently has for its committees. Detailed work plans will guide the work of the executive director and volunteers, and identify specific projects that new volunteers can be involved with. It will become the budget tool for money and volunteer time. It will also be the best publicity piece for HBC as the public asks the

questions, “What is HBC doing?” A community can only do so much with the resources it has. Projects that are great ideas but don’t make it into the work plan for lack of money or volunteers, can be saved for future years’ work plans.

A detailed work plan includes: the objective and expected outcome, identifying realistic timetables and budgets, assigning volunteers to specific detailed step by step tasks and guides the meeting agendas for all board and committee meetings. A sample work plan worksheet has been provided.

Having a detailed, written work plan is also a requirement for Baker City to become a Nationally Accredited Main Street Community. It also ensures that there is work being done under each of the Four Points of Main Street (Organization, Promotion, Design, and Economic Restructuring).

- Engage former board members. In almost 30 years, HBC has had many board members, some who are still in and active in the community. Host an event to ask these leaders to come together and give HBC advice on two issues of particular need: funding and building the leadership pool for the Main Street program. Although these leaders are no longer on your board, they may be interested in coming back to lead a special project such as an annual fundraising campaign, or to take on a short term project. Tap into their wisdom. When current board members leave the board, make sure you invite them to remain involved on committees or with their favorite projects.
- Be the leader and voice for downtown. Businesses in downtown look to HBC to speak for them in support of community projects they believe will have an impact in downtown. One particular example shared during the Resource Team Visit was the hope that HBC would be the advocate for the street closing and park development on Court Avenue. While being advocates for any issue will require discussion at the board level first, this is exactly a topic appropriate for a board meeting—to discuss the broader work of HBC, versus focusing on the work of the committees.
- During the Resource Team it was mentioned that a name change for HBC had been considered, one perhaps that would make it clear that HBC was not part of city government, or one that more clearly described the work of the organization. The Resource Team advises that HBC remain with the name that has been in place for almost 30 years.
- Produce an annual report. An annual report can be the best sales tool an organization has when it comes to fundraising and recruiting volunteers. Make sure the annual report continues to be delivered to the city council but also distribute it to all HBC stakeholders and post it on your website.
- Provide agendas and keep meeting minutes for Board and Committee Meetings. Both the board and committees should be keeping accurate minutes of actions taken. Minutes need not be detailed capturing of a meetings entire discussions but should record any decisions and any action steps that board or committee members have agreed to take on.

- Always encourage board members to attend Oregon Main Street training opportunities. This is an excellent way for volunteers to learn, and more importantly, to network with board members from other communities. The HBC board should request that staff and volunteers who attend trainings make a presentation to the board.

Organization Committee Recommendations

Historic Baker City has been working on downtown revitalization since early 1982. A steady source of funding has kept the program on track. The Organization Committee should focus on these activities:

- Develop comprehensive fundraising strategies and initiatives to ensure that the program has broad based, stable funding in the community;
- Engage the community and build a larger corps of active volunteers for committee and project implementation by developing and working from a volunteer management plan that includes recruitment, retention, management and recognition;
- Promote the HBC and its participation in the Oregon Main Street Program and the importance of downtown revitalization to the community;
- Encourage the board, committees and volunteers to take advantage of training opportunities;
- Work to ensure a strong future for the program by recruiting new leadership for the program.

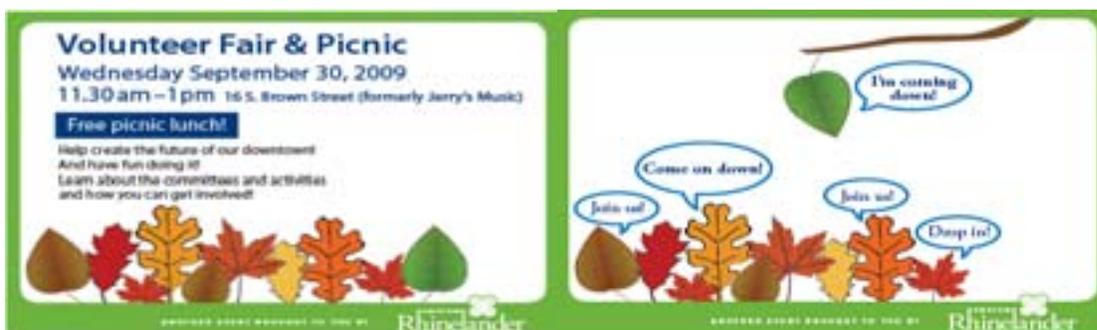
Volunteer Management and Recruitment

- Find New Volunteers for the Organization Committee. Review the Organization Committee handbook and review HBC’s work plan. Typical people who serve on the Organization Committee include:

<p>Communicators</p> <ul style="list-style-type: none"> • Salespeople • Media Representatives • People w/Communication Skills; writers • Teachers • Social media savvy (students) <p>Organizers</p> <ul style="list-style-type: none"> • Managers • Librarians • Perfectionists • Attorneys 	<p>Money Managers</p> <ul style="list-style-type: none"> • Accountants • Bankers • Financial Investors • Business/Property Owners • Individuals with fund-raising or grant-writing experience <p>Givers of Time and Money</p> <ul style="list-style-type: none"> • Reps from other civic organizations • Residents/Newcomers • Seniors • Students
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Brainstorm names with the committee and the board of directors, on individuals who fit any of the categories listed above. This truly does need to be an exercise for the entire board as without the resources (people and money), the rest of the organization cannot accomplish its goals. Reenergizing this committee should be a high priority.

- Get the Committees Kick Started. This does not have to be complicated or cumbersome, but some initial planning will save a lot of time in the long run and avoid the burn out of the current volunteers who are carrying a heavy volunteer workload. Review each committee's list of projects, and match HBC's needs to skill sets of people known in the community. Revisit the list of past board members; look for employees from downtown businesses, as it doesn't just have to be the business owner who becomes involved in Main Street. Set specific times and days for the regular meetings of these committees so when you are asking someone to join a committee, they know exactly when the committee meets.
- The organization committee must consider the volunteer needs and have an active plan for recruiting volunteers. Consider many alternatives, some already noted previously in this report, including:
 - One-on-one active recruitment by board and committee members. The number one reason people volunteer is because someone asks them. Board members need to have a clear understanding of current needs and have an eye out for specific volunteers.
 - People asking people—make sure that your volunteers have a general idea of your volunteer needs so that they can ask their friends and co workers to volunteer.
 - Use the HBC website to promote specific volunteer opportunities within each committee.
 - While you look for people to fit a need, don't forget to look for people from groups or organizations not currently represented in your organization.
 - Work with the Promotion Committee to target major employers in Baker City for volunteer recruitment and for promotional activity. An idea being considered is hosting an ice cream social for OTEC, the hospital, and others. Pursue this idea, it's a good one.
 - After each committee has developed its work plan, write a one-page sheet outlining all the volunteer opportunities. Post on your website, provide to the high school for community service hours for students, distribute at public speaking engagements with Lions, Rotary, etc.
 - Hold a volunteer recruitment gathering. Rhinelander, Wisconsin holds an annual volunteer drive by hosting a volunteer Fair and Picnic. Each committee sets up a table with information about the projects they are responsible for and talk with individuals who attend. Distribute your general information brochure and plan for a take-away free item to remind them about HBC. Post cards for this event can be mailed directly to possible volunteers.



A complete volunteer management plan must consider all of the following: planning, recruitment, training, information management, retention, and recognition. The first step

should be to identify the kinds of projects and work that needs to be done in the current work plan. Then consider the types of people that you need to do the work. Be very specific when you recruit volunteers. If you ask someone to volunteer for HBC, they might tell you they don't have the time. If you ask them to do a specific project, with a definite start and end date, your chances improve considerably.

A volunteer development exercise sheet is included in the attachments as a general brainstorming guide. Ask all board members, and current committee members to complete this sheet. They should fill in as many blanks as possible. You can also customize this sheet if you want to add areas of expertise that HBC desires. Once everyone has complete they sheets, begin the process of making contact with these individuals.

As you work with volunteers in any capacity, begin collecting and organizing information on them to establish a volunteer inventory. (There are sample volunteer information forms available on the National Trust's Main Street Center web site.) Use these forms to collect information about volunteers, thereby matching people with jobs and finding new opportunities with greater responsibility until many of them become groomed to take on leadership roles in the program. If you have information about their experience and expertise you can better match them to a job that will challenge them and be more effective for you. Avoid the temptation that sometimes it might be easier to do the work yourselves, but remember that you are getting people involved for more than one reason—growing the program to best represent the community and to develop new leadership.

- It is easier to retain a volunteer than it is to recruit one. There are many ways to work to retain a volunteer, and there are many resources for learning those methods. Here's a few things to remember.
 - Give volunteers new challenges and opportunities.
 - Honor their time and commitment by being organized and making the best use of their time.
 - Honor their time and commitment by being professional and starting and ending meetings on time.
 - Honor your commitments. Keep promises.
 - Be clear on expectations.
 - Do everything you can to make the working environment productive, yet fun. If volunteers have an enjoyable experience with your organization, they will work with you again.
 - Let them rest after completing projects.

- Additionally, make sure you recognize the efforts of volunteers. This will assure their return but also works as a valuable recruitment tool when others see that you appreciate volunteers' efforts. You cannot thank your volunteers enough. Thank them as many ways as you can:
 - Thank them in person.
 - Thank them in writing.
 - Acknowledge them in news articles, on the web site, in the newsletter, in photos on
 - FaceBook.

- Acknowledge them in your annual report.
 - Acknowledge them at your annual meeting.
 - Find other creative ways to acknowledge volunteers, with serious or gag awards at the annual meeting.
- Consider engaging more youth in all aspects of the organization. All committees should determine how engaging youth can best work for projects within their work plans. Several activities that they could be invited to participate in are:
 - Duck Races
 - Christmas Parade
 - Downtown Clean up
 - Surveys
 - Website Assistance

It will be important to remember that this group should not just be doing busy work for the program, but indeed should have some challenges and have some projects where they can be creative and take charge. Be sure to include them when honoring volunteers.

Public Relations

- Continue to improve on the Annual Meeting. This annual event can be a tool for every organizational area—fundraising, volunteer management, and education and outreach. As one mayor of a Michigan Main Street community said about doing their annual meeting, “We engage this event for two reasons, to come together to celebrate, but also to refocus on the challenge we have undertaken.” HBC’s Organization Committee should evaluate the annual meeting and investigate ways to make the most of this event. Consider the following questions:
 - Can HBC make money at this event?
 - Can HBC invite guests and use this event as a volunteer recruitment tool?
 - Can HBC use the annual meeting as a volunteer recognition event?
 - Can HBC host a keynote speaker designed to motivate or educate?
 - Can HBC target potential corporate sponsors?
 - Can the annual meeting serve as a fundraiser where corporations can buy tables and invite guests?
 - Can HBC tout accomplishments and announce plans for the future?
 - Can the annual meeting serve as a public forum for discussion of issues?
 - Can HBC award some “Big Deal” grants at the meeting?
 - Can the annual meeting become a media event?
 - Can HBC do all these things? No, maybe not all of them. But consider all or your options and make the most of this annual event.
- Develop a comprehensive publicity plan to help build recognition of HBC and the work of revitalizing downtown Baker City. Communication is vital to a successful Main Street program. The director and board members must be downtown advocates and must educate the general public regarding accomplishments, plans for the future, and above all, the importance of the program. While the Resource Team is not in favor of changing the

organization's name, building greater visibility should be undertaken. There will be a great opportunity when HBS celebrates its 30th anniversary. Develop a story line about where downtown started back in 1982 and why people gathered to form HBC, and then point out all the accomplishments along the way. There are a number of events you can host to celebrate the milestone. This may be where past board members play a significant role. Although HBC has been around for almost three decades, what is less known about the organization is that it is part of the Oregon Main Street Program and thus the National Main Street Program. Create links from your webpage to the Oregon and National Main Street Centers. Feature their logos as well. Make a closer connection by making sure "Main Street" is mentioned in every newsletter, even featuring the benefits Baker City receives for being part of this statewide and national program.

Part of the PR plan should be to increase the distribution of the E-News. It should be provided to every business in the district, every funder, and every potential funder or volunteer. Collect email addresses at special events. Create a place on your website for people to sign up for the newsletter. Print hard copies of the newsletter to distribute or mail to those who do not have email.

Consider putting temporary screen in vacant storefront windows to inform the public about the work of HBC and its mission. This type of screening can also acknowledge design or financial assistance HBC may have provided to a property owner and will be more attractive than an empty, sometimes dirty storefront.



Be on the street. HBC cannot rely on communicating solely through media sources. Time should be allocated for staff and the board to talk to people face to face, don't just rely on press releases or electronic communications. HBC's partners and downtown businesses want to see people associated with the organization, in their businesses and having one-on-one conversations. At a minimum the executive director should meet one-one-one

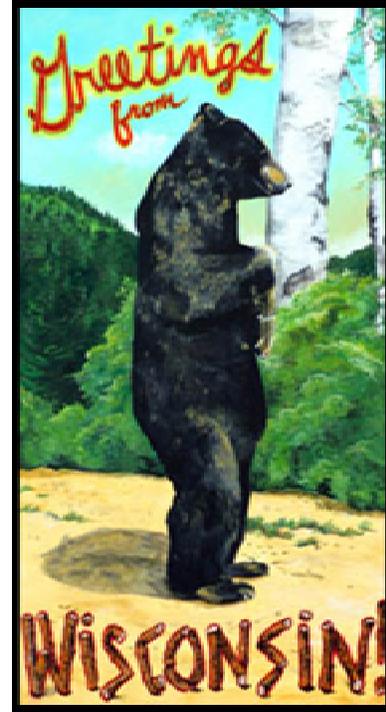
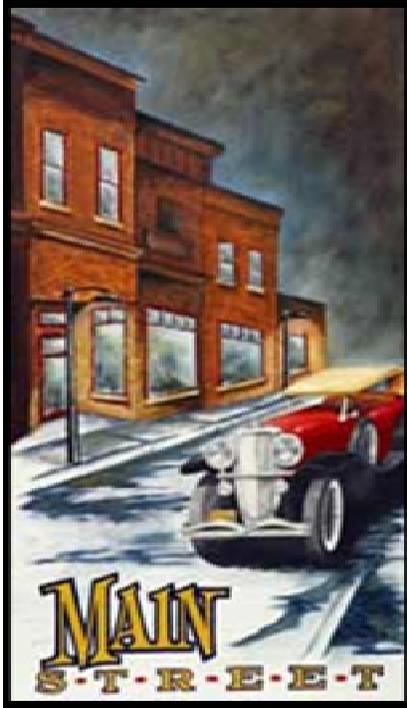
- Consider ways to partner or continue partnering with the following groups and accommodate them in the downtown area. It is amazing how much you can get done in a community if you don't care who gets the credit!
 - City of Baker City
 - Crossroads Arts Center and local artists
 - Baker County Chamber of Commerce
 - Baker County Tourism/Basecamp Baker
 - Baker County Economic Development

- Baker Heritage Museum and Adler House Museum
- National Historic Oregon Trails Interpretative Center
- Anthony Lakes Ski Resort
- Area media outlets
- SCORE/SBDC
- Small Business and Technical Development Center
- Blue Mountain Community College
- Oregon Department of Transportation
- Local Businesses
- Local Churches

Fundraising

- Develop a Comprehensive Fundraising Plan. Included with this report is an outline to follow when developing a fundraising plan. This was reviewed with the HBC board on a visit to Baker City in the fall of 2010. Areas that HBC should address is expanding the list of funders, and reaching out to businesses within Baker City, but not in the downtown. This effort has already begun and should continue. Another area with room for improvement is with promotional activities and the potential income that can be generated by events. Whether you ask for donations for admission to events, to increasing sponsorships, to developing more activities where fees can be charged, the Promotions Committee has the opportunity to increase its fundraising capacity for the organization. Set a goal for them and let them work out the details.
- Raise More Funds from the Rubber Duck Race. The duck race is one of HBC biggest fundraisers and has potential to raise even more:
 - Have more than one duck race. A children's duck race, which would feature all prizes aimed at children (bikes, camping gear, electronics, etc) could be sold for \$1 each or 6 for \$5
 - An adult duck (or beaver) race should feature big cash prizes and tickets would sell for \$5 each or \$25 for 6. Ticket buyers would be encouraged to buy a "Flock of Ducks" – the six packs of ducks.
 - Start ticket selling earlier and get them into businesses and in the hands of board members and volunteers to sell.
 - A third race that could occur is a business race with decorated decoy ducks. For \$100 Or \$150, businesses would be given their own decoy to decorate in the spirit of their business. The winner gets a pizza party that is donated by a local establishment and of course, bragging rights.
 - Volunteers for the duck race can be given "Waddle Worker" T-shirts. A local sponsor should be sought to pay for the T-shirts with their logo screened onto the shirt sleeve. This is a great way to thank and identify HBC's volunteers for the day.
 - Recruit more sponsors who could get extra marketing by having their banners on display along the river bank.
 - Think about selling some "duck" items at an HBC booth during the event.

- Secure City funding or contract for work with the City. Most Main Street programs receive financial support from their municipalities. In the case of Baker City, the city actually retains a portion of the EID receipts to offset administrative costs. The fee that the city collects is miniscule compared to the overall city budget, but could be very beneficial to HBC. In return, the City could direct all calls with concerns about the EID to HBC. The board should consider a request to the city, asking them to waive this fee. However, acknowledging the current state of many municipalities, HBC may instead offer to take on work on contract with the city contract for those services. For example, the executive director of HBC has proven to be an excellent grant writer and could apply for grants funds for projects such as the Court Avenue project. HBC can show the city a list of grants that HBC has already brought to the city. Additional activities that HBC may offer to take on for the city under contract would be to water the flower and trim trees.
- Combine the fundraising dinner with the Annual Meeting. As discussed during the fall of 2010 fundraising visit, a dinner with auction can be a big fundraising opportunity, raising even more money than the duck race. Sponsors can be lined up for every aspect of the event, from programs, coaster, napkins, auction paddles, entertainment, centerpieces, etc. Ticket price can be kept reasonable for attendees and live and silent auction items can be the income generators. Look for unique items to auction off. If you have silent auction tables close them one at a time so the bidding can continue. Make it a fun evening but allow yourselves at least six months to plan and organize the event. Again, this would be a great event to involve past board members.
- Have a fundraiser as part of the Motorcycle Poker Run. Whether it's a food stand, or selling beverages, this is a good opportunity to raise funds from people coming from outside your community. Make it simple with little investment.
- Consider a public art fundraiser. Although the timing is too short for 2011, it would have been a fun idea to have artists paint mini-Airstreams in celebration of the Airstream rally coming through Baker City. But since, Baker City is such a strong arts community there must be other ways that artists and amateur artists can get involved with an auction fundraising for HBC. Rice Lake, Wisconsin annually asks artists of all talents to submit design for their banner program. Each submit the original art work which, if selected is turned into the banner. A sponsor's name is on the opposite side of the banner. At the end of the summer, all the banners and original art work are auctioned off. Bids are accepted on line as well. Funds are used to pay for Rice Lake's petunia plantings. The project raises about \$6,000-\$9,000 annually. Some of their banners are shown below.



Summary for Organization

HBC should be proud of its many accomplishments. Remember that the eight principle of Main Street apply to the Organization Committee as well, so in developing the work plan ahead keep theses principles in mind and good luck with your continued success.

Economic Restructuring

This section addresses the economic restructuring component of the Main Street Four-Point Approach[®]. At its most basic level, economic restructuring is about creating and sustaining both business and community prosperity, meaning:

- The retention, expansion and attraction of *businesses* generating sales sufficient to pay for costs of merchandise and payroll—with enough profit left to make the work and risk of any business venture worthwhile for the business owner.
- Income from *property* to the owner adequate to pay the mortgage and property operating costs—yielding a return on invested equity commensurate with other investment opportunities.
- Building, maintaining and replenishing a *community asset*—that supports the City’s tax base, other economic development investment, visitor spending, and civic pride.

The Main Street term “restructuring” sometimes seems confusing but is intentional. Downtown is always changing. Businesses, property owners, and the entire community should be prepared to anticipate and respond to change if downtown is to be sustained as an economic and community asset both now and for generations yet to come.

Community Strengths/Assets Related to Economic Restructuring

From this visit, three major downtown attributes captured the Resource Team’s attention:

- *Historic Baker City has been and remains the most identifiable source of local community pride and vitality.* While a healthy downtown is important to most communities, for Baker City it appears integral to local and regional identity. In the words of one person we interviewed, “Downtown is the face of Baker City.” The city grew up around the downtown as a trading center to serve early mining activity; its historic character remains remarkably intact even as the economic base of Baker County has shifted over time. It is what Baker City is known for throughout the Pacific Northwest and beyond.
- *Downtown businesses have adapted to serve the diverse shopping, entertainment, and service needs of residents and visitors alike.* Our experience is that independent retailers in small cities thrive best by building real community from within. Businesses and downtowns that work for residents also draw tourists seeking an authentic visitor experience. While the precise customer mix will vary from one business to the next, the combined effect is for a broader range and better quality of retail activity than reliance on either residents or visitors alone could support.
- *The level of extraordinary commitment demonstrated in saving and restoring Baker City’s historic structures over the last 20+ years will prove pivotal to the challenge of sustained downtown vitality in the years ahead.* As countless other communities are discovering, the job of downtown revitalization is never done. The opportunity ahead is to build from those

businesses already successful while filling in gaps to enhance property utilization and income needed for ongoing preservation.

While substantial, these economic assets alone do not guarantee on-going success for Historic Baker City. The following observations and recommendations are aimed at encouraging HBC and its partners to move to the next level – for sustained preservation and economic vitality.

Observations and Recommendations

We now focus on those conditions that can be expected to affect prospects for successful economic restructuring in the year ahead and over the next 3-5 years of Baker City's renewed Main Street commitment.

Economic Restructuring Observations

Based on interviews, walking tours, and review of some pertinent data, several observations are offered that suggest both opportunities and challenges ahead:

1. Downtown businesses have learned to survive, sometimes thrive, in a challenging economic environment. As one of our interviewees said, the economy of Baker County does not experience “radical ups and downs.” The County experienced positive employment growth and some diversification over much of the last decade, especially in sectors of education and health, utilities and transportation, and in professional services. Agriculture represents a particular renewed bright spot, especially for exported products.

However, business has been affected by this most recent economic downturn. The region was a latecomer to the recession; recovery also may take place more slowly than in much of the rest of the U.S. Household incomes are well below the rest of the state and have fallen further behind over the last decade.

In downtown, some businesses have closed. Recent examples include furniture retailer Clark and Company, a jeweler, a bistro, and dry cleaner. A poor economy contributed but has not always been the only reason for these closures.

Others have reportedly done well even through the downturn. One business owner we interviewed said this has been the “best year ever.” A majority of early respondents to the HBC business survey also indicate that business has improved over the last three years.

Keys to success through turbulent times include ever more attention to customer service, promotion, and diversification to meet changing customer interests. An added comment is that in this continued challenging business climate, owners “gotta want to build their business.”

2. Demographics matter. The population of Baker County is grayer than the rest of the state and getting older. School age population is reportedly shrinking and education levels of the adult

population are below the statewide average. The “typical” local household also has fewer residents than is the case statewide.

Downtown businesses can benefit from this demographic which may have more affinity and loyalty to Historic Baker City. Merchandising to the needs of seniors, including health care related products and services, represents a market that can be expected to expand, especially in conjunction with a strengthened Saint Alphonsus Regional Medical Center.

At the same time, downtown businesses can be looking to cultivate the next generation – including youth from grade to high school. Downtown can play a pivotal role in attracting young adults as the work force and leaders of the future – with vibrant retail, culture, employment and residential options.

3. Despite limitations, there are clear opportunities for increased retail activity both in downtown and community-wide. Retail sales data we have reviewed indicates that retailers countywide capture only about 65% of the consumer demand generated by residents living in Baker County. The remaining 35% represents sales leakage, experienced as residents travel to La Grande, Boise, or elsewhere to make their purchases.

Outshopping is fairly common in rural communities. With less than 17,000 residents, the customer base living in Baker County does not offer the “critical mass” needed by the full range of contemporary retail industry standards.

However, downtown businesses could make a difference toward reducing unneeded leakage in categories including home furnishings, garden supply, health and personal care, apparel, specialty retail, and (to a lesser extent) dining. These categories coincide reasonably well with suggestions for added retail made by those interviewed, including more gift-related stores, garden supply, added clothing options, medical-related goods and equipment, and recruitment of a new dry cleaner.

Many of these opportunities represent types of retail that can be targeted to serve visitor as well as local customer needs. The ability to serve residents as a core business activity plus visitor needs offers that extra cushion of profitability needed for sustained success through ups and downs of the national and local economy.

4. Cultural and recreational tourism has and will continue to contribute to a level of downtown retail activity beyond what the local population could readily support on its own. Tourism expenditures directly account for an estimated 11% of employment in Baker County, more than double the statewide proportion.

The regional visitor draw stretches to Boise, the Tri-Cities area of Washington State, and the Portland metro area. A smaller but important international clientele is attracted by appeal of the American west, even ghost stories.

More of the visitor dollar in Baker County is spent on retail purchases in Baker County than statewide, much of which can be attributed to the iconic appeal of an historic downtown.

More of the customer dollar is also being spent on fuel than is typical and travel growth has been below the statewide average over the last decade.

County-wide marketing of *Base Camp Baker* plays well to the strengths of downtown as the hub for lodging, retail and cultural activities from which the visitor can venture out to diverse historic, scenic and recreation attractions county-wide and regionally. However, strong visitor market penetration can not be taken for granted, especially in an emerging era of tightened household budgets and potentially increasing travel costs. This suggests the need for ever closer coordination of downtown and regional tourism marketing, continuous visitor feedback and market research, and strategic choices affecting everything from geographic and demographic markets targeted to cultivation of the most productive promotional events and festival activities.

5. Business clustering is at work to create more on-the-street interaction but with significant gaps in occupancy at key locations. Identifiable nodes of downtown activity both on and off Main Street include:
 - ✓ A retail core from roughly Washington (anchored by the Geiser Grand Hotel) north two blocks to about Church Street. Key businesses include retailers such as Sears, Bella, Barbara Jeans, LaDonnas Fiber Arts, Charlies, Sycamore Tree, Courtesy Home Furnishings, Barley Browns, Treasure Quilt, Copy Ship & Mail, and Flagstaff Sports. Other businesses attracting customer and client activity include the YMCA, US Bank and HBC. The YMCA is an example of a destination that draws more than 300 participants per day, bringing what has been described as added “energy” with customers that otherwise might not be downtown.
 - ✓ Immediately north of Church is the Clothes Outlet, the ArtCraft paint and glass store, and Ford dealer. However, these three blocks extending to Campbell quickly transition from retail to service business and then historic single family residential uses.
 - ✓ At the other end of the historic business core, the three blocks extending south from Washington to Auburn are populated by well established retailers, but with more substantial gaps of vacant and underutilized ground floor spaces. The *west side* of the street is generally more active – with businesses including Main Event, newly opened Zephyr bakery, Jimmy Chan’s, art gallery, Marilyn’s Music Plus, and Betty’s Books, extending to the Baker Tower Block with Ryder Brothers Stationery (and toys) De JaVu, and pending Sweet Wife Baking. The *east side* of the street has restaurants including Domino’s and Baker Café, retailers such as Baker City Gold and Silver, as well as several antique and collectible stores (some of which are not open on a regular basis) together with substantial vacancies on each of the three blocks.
 - ✓ A traditional civic core is identifiable in the vicinity of Main and Auburn, including the Baker Tower, old Post Office building, and City Hall. However, this civic presence is not as strong today as previously. A pivotal newer anchor for the civic core is the Crossroads Carnegie Art Center off Main at Auburn and First.

- ✓ First Street accommodates a mix of customer oriented activities together with service and office-related businesses. Key anchors include the Eltrym Theater (one block north of the Art Center), and the Pythian Castle restoration in progress (including the new Earth & Vine wine bar). Some side streets also have emerging retail and related service business activity (an example being Washington between First and Main).
- ✓ Resort Street has several anchor activities at dispersed locations including Del's Feed & Farm (at Church), the Dollar Tree store (at Baker), and the public library (between about Madison and Campbell). While not as integrally linked to Main Street, these uses all draw patrons that can also reinforce retail activity elsewhere throughout the downtown.

While there is continued opportunity to strengthen, infill and then expand out from the existing two-block Main Street retail core, priority emphasis is suggested to address vacancies which are more pronounced with the three block long area toward the southern end of Main Street. Parallel streets of First and Resort should provide opportunity for complementary civic, professional office, and housing, as well as ancillary retail/entertainment activity.

Economic Restructuring Recommendations

HBC is in the process of re-invigorating its committees to actively engage all four points of Main Street revitalization. The goal identified by HBC for the Economic Restructuring Committee is to “improve the downtown business environment and retention, provide assistance for recruitment efforts, and provide assistance and resources to new and existing businesses.”

Based on the results of this Resource Team visit including discussion with current committee members, suggestions for a visible, accomplishment-oriented agenda involve broadening of committee participation, property and business owner outreach, business information packaging, and economic development coordination for business retention, expansion and recruitment.

Broadening ER Committee Participation

The Economic Restructuring (ER) Committee is re-starting with two members. The incoming president of HBC will be rotating off with expanded responsibility to coordinate all four Main Street Committees. For greater visibility and effectiveness, the Main Street approach depends on substantially broadened committee participation, including desired representation from:

- Downtown retail and professional service businesses
- Financial institutions
- Property owners on and off Main Street
- Real estate brokerage and development interests
- Non-profit, governmental, cultural and civic organizations
- County-wide and regional economic development organizations

Both long-standing interests and newcomers should be at the table. In addition to inviting volunteers, active recruitment may be needed to fill key slots in committee membership. Meetings should be regularly scheduled, with defined agendas and clear committee goals.

Developing a revised first year work plan represents the first order of business with a reconstituted committee.

Property & Business Owner Outreach

Continued and expanded property and business owner outreach is suggested as the pivotal first step of an ER Committee work program. Key elements of this ongoing outreach program are to:

- Continue and complete the *business survey* already started. As of the date of the Resource Team visit, 32 surveys had been returned on a base of over 160 downtown area businesses. The survey provides a platform from which to build on-going relationships and about Main Street Baker City.

Early returns: The longest running business has been in Baker City since 1913, several moved in this past year. Early returns confirm what many have suggested in interviews – most with fewer than 10 employees, widely varied (or inconsistent) store hours.

Surprises? A majority (so far) indicate that business has improved over the last three years, track their customers, and would be interested in attending business resource or assistance workshops. A significant minority (about one-third) are not familiar with the Oregon Main Street program.

- Implement a similar *downtown property owner survey*. Records on ownership should be available through the County assessor office. The survey could include questions related to topics such as specific buildings/properties owned, whether the owner also operates a business on-site, prior building rehab/upgrade experience, future improvement plans, current availability of vacant space, interest in participating with a property owners roundtable (described below), and interest in providing information about available space for rent or sale.
- Beyond these initial contacts, it is recommended that the ER Committee continue a process of active involvement and *owner contact*, particularly with property owners. This can include one-on-one visits (with protocols to assure confidentiality). These on-going contacts can yield the early intelligence needed to pro-actively provide assistance before business concerns build to the point of possible closure or relocation from downtown.
- Building from the success of the HBC Retail Roundtable, also suggested is the possible creation of a *property owner roundtable* for periodic meetings on topics of common interest ranging from business recruitment to property maintenance. This roundtable might be organized as a cooperative initiative of the ER and Design Committees.
- Establish a program to provide business planning for existing and prospective start-up businesses interested in downtown Baker City. Consider creating a *business plan contest* in cooperation or with sponsorships from area financial institutions. The program could involve free or low cost business planning workshops, with a prize given to the best plan submitted. Claiming the prize would be contingent on opening the business downtown within one year.

The National Main Street Center has examples of successful business plan contests conducted successfully in other comparable downtowns.

- Perhaps the top initial priority of the ER Committee to date has been an initiative to encourage clean up and *better presentation of vacant Main Street buildings* with window screenings and displays. The purposes would be to reduce the negative perceptions of existing vacancies (especially when a large empty or cluttered space is readily visible) and to convey a sense of other activity both downtown and community-wide. Known as “staging” with residential real estate, this technique can be instrumental both to attract new users and engage community support.

While Committee members have made some property owner contacts (with no takers to date), we endorse a renewed and expanded effort involving other peer-to-peer contacts using the full range of networking contacts offered by a fully reconstituted ER Committee. This also is an activity that might be coordinated with the Design Committee. The Oregon and National Main Street programs can also offer numerous examples of vacant building clean-ups and temporary display techniques that have proven successful (and often a lot of fun) across the U.S.

Business Information

HBC already provides substantial information and assistance to downtown businesses including administration of the Destination Downtown façade matching grant program. Recommended is that HBC position itself as the *go to* place for up-to-date, real time information useful for businesses that are considering locating, repositioning their store mix, or expanding in downtown Baker City. Key resources the *business information toolkit* could include are:

- *Continuously updated inventory* of vacant ground and upper floor downtown building space including information regarding amount of space available, special features, and leasing/sales contact. This inventory could be prepared as a service to interested property owners and in cooperation with real estate firms involved with commercial and investment properties.
- *A business improvement packet* prepared in cooperation with the Design Committee identifying resources and tips for building preservation and adaptive reuse specific to downtown Baker City.
- A companion *incentives guide* listing public and private financial incentives available for business development as well as building improvement including state and federal tax incentive programs, other grant and incentive programs of Business Oregon and of regional economic development programs including HBC, the Small Business Development Center (SBDC) through Blue Mountain Community College, Northeast Oregon Economic Development District (NEOEDD), and the county’s new economic development program.
- Provision of simple but regularly updated basic demographic, retail sales and tourism information *stat sheets* for existing and prospective businesses. This project could be conducted in cooperation with other economic development organizations.

- Implementation of low-cost options for regularly updated market and customer research. Two ideas that could yield useful market research (with a bit of fun along the way) are suggested for near term exploration:
 - Conduct of *web based customer surveys* linked to sites of HBC, the Chamber, and Base Camp Baker using readily available software tools such as *Survey Monkey*, with one survey for residents and another for visitors. This could be conducted periodically, on an on-going basis, or as a new question of the month. Also consider prize drawings for participation.
 - Administration of a *women only focus group* to probe in more detail what Baker City women like and dislike about the downtown shopping experience and what they most want to see that is not readily available today.

Information should be in a form that can be readily assembled and customized to meet requests of varied existing and prospective business interests. Summary material should also be posted with the HBC web site.

Business Retention, Expansion & Recruitment

Our understanding is that overall economic development responsibilities of Baker City are being transitioned to economic and community development organizations being created in partnership with Baker County. A major focus of county-wide economic development initiatives will be on *traded sector* firms that sell goods and services to customers beyond Baker County – bringing new wealth into the community.

HBC can serve to complement this broader economic development function with specific focus on business development in downtown Baker City. Ongoing downtown revitalization can be pivotal to county-wide economic development efforts in several respects: a) as a quality of life amenity helping draw other employers to the community; b) by reducing sales leakage which serves a traded sector objective of bringing local money back home; and c) by building the tourism base which also brings in non-local dollars and new wealth to Baker County.

HBC's role is best focused on augmenting county-wide economic development in several respects:

- Working as a resource and advocate for existing retail and other businesses to make sure that their plans for business improvement or expansion can be accommodated downtown with resources ranging from business planning to City planning and building permitting assistance to providing referrals to pertinent public/private financing resources.
- Identifying specific retail and service business niches not currently served by the downtown, targeting local and non-local / regional businesses to recruit to downtown Baker City, and serving as a referral to suitable properties – as well as an advocate in working to facilitate public agency reviews and financing support.
- Working in concert with the City and County to identify other anchor (or “big hit”) uses that might consider downtown building reuse or new development as a viable flagship or satellite

location. Though perhaps well along in the planning process, an example could involve further consideration of upper floor building space to meet some or all of the needs for an expanded Blue Mountain Community College presence in Baker County. A downtown location would not only serve to further historic sustainability, but could provide image and presence that helps the college attract and serve both students and faculty.

- Serving to encourage and facilitate new options for residential living in and near downtown. In addition to continued encouragement of upper floor space reuse for housing (with continued interaction and support from Baker City building officials), other residential options might be considered in the years ahead. Examples include mixed use, townhome/brownstone, and artist live/work space just off Main, for example, with redevelopment of vacant or underutilized streets along the Resort Street corridor and extending to the Powder River.

A final HBC role directly related to economic restructuring involves anticipated updating of the 2001 *Plan of Historic Baker City*. A key topic for further consideration will be to assess how better to encourage new and more varied downtown residential and professional office uses without compromising the integrity and “verve” of a vital Main Street retail experience. Getting actively engaged and achieving success with business retention, expansion and recruitment is predicated on successful results with ER committee involvement, business and property owner involvement, and business information. While some initial opportunities may be presented near term, ramped up activity in this arena can be expected to take shape more in the 2nd and 3rd years of Main Street implementation.

Promotion

Historic Baker City has much to offer, from well-preserved historic architecture, to an increasingly eclectic business mix, to regional assets such as the Geiser Grand Hotel and Crossroads Art Center...which also means it has much to promote. It is the task of the Promotions Committee to promote downtown Historic Baker City and the businesses within it to both visitors and the local population. The purpose of promotion is to not only entice new visitors to discover what downtown has to offer, but to also invite those who have visited before, including locals, to explore all of the positive changes. Through promotion, HBC can help reestablish Historic Baker City as the center of social activity and excitement, reclaiming downtown as the "living room" of the community.

Main Street programs typically work in three broad areas of promotional activity, each with a specific purpose to promote the downtown as a great place to live, work, shop, eat, invest and recreate:

- **Marketing and Image Building** activities sell a positive image of Historic Baker City, with a promise of what downtown can offer. The factors that influence a district's image include its physical attributes, the types of goods and services it offers, attitudes about the district, how people use the district, and how a district is programmed. Image-building activities can help shape what people think about Historic Baker City, as well as combat any negative perceptions. Typical image-building activities include image advertising, print materials, and image-building events.
- **Retail/Business Promotions** focus the community's attention specifically on the commercial aspects of downtown and hopefully "ring the cash registers". The purpose is to connect potential customers with interesting goods and services. Retail/business promotions are typically either cooperative promotions designed to promote businesses within a single category, cross-business promotions designed to promote businesses with complementary goods and services, or niche promotions focusing on a specific consumer group, rather than the goods and services. Retail/business promotions vary in scope including sidewalk sales, coupon books, co-operative advertising, or retail specific events.
- **Special Events and Festivals** generate a large amount of foot traffic and introduce the district to either new visitors, or introduce new activities to return visitors. While these events typically do not bring in immediate sales, by exposing potential customers to the range of goods and services available downtown, they will hopefully return to shop at a later date.

Having a mix of each of these types of promotions within a balanced event calendar is important, as each event can serve as a building block for the next. Throughout the year there are predictable spikes in retail spending, such as Valentine's Day, Christmas or back to school. Organizing retail promotions to occur immediately prior to such spikes will ensure that when customers are ready to spend money, they first think of spending it downtown. Scheduling special events and festivals interspersed with retail and business promotions brings people to the district to see all that the district has to offer and creates a habit of visiting downtown. Finally,

planning image-building events in advance of major special events will spark that initial interest in visiting downtown to see all of the new changes. Thus, through a well-coordinated and balanced promotional calendar, you can create mutually reinforcing activities.

Promotion Observations

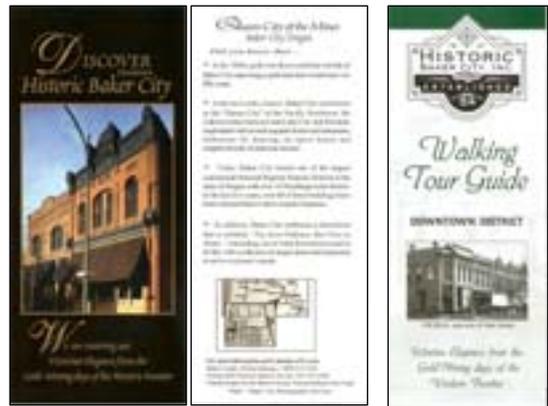
1. The Promotion Committee is currently housed as part of the weekly Retailers Roundtable meeting. The purpose of the roundtable is to provide information and provide a chance to network. Part of the information sharing includes upcoming events and asking for volunteers. Unfortunately, this model has led to a system where staff or one or two volunteers are taking the brunt of the planning and implementation.

No official evaluation processes currently exist for promotional events other than to note if an event paid for itself or not.

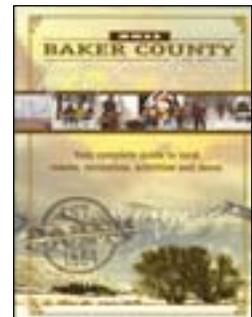
The majority of promotional activities are currently funded by sponsorship, grants or from the HBC budget. This past year vendors of the "Taste of Downtown Baker City" were charged a fee of 10% of their profit.

2. Marketing and Image Building

Both the "Discover Downtown Historic Baker City" flier and the "Walking Tour Guide" are wonderful image-building material. Both are unified in portraying the "Queen City of the Mines," i.e. Baker City, as currently "restoring Victorian elegance from the gold-mining days of the western frontier." HBC prints 10,000 copies of both items every year. They are currently available at local hotels, information centers, and anywhere the Chamber of Commerce distributes.



A key part of image-building is controlling the messaging that occurs about downtown. This includes ensuring that downtown is included wherever appropriate and that the image being portrayed is the one that you want. The resource team reviewed marketing material produced by partners such as the Baker City Herald, the Baker County Chamber of Commerce & Visitors Bureau, and Baker County Tourism and found mixed results regarding what was included about downtown, or whether it was included at all, such as with the *2011 Baker County Winter Guide*.



In today's technologic age, people find most of their information online. HBC's website <http://www.historicbakercity.com/> is a great starting point for a Main Street website. It looks good and is user friendly; however, it highlights the organization instead of the district. The ideal Main Street website should have three primary targets. First, it should target the visitor. The landing page sells the image of their downtown and entices the visitor to delve

deeper into the site. It then provides tools the visitor is looking for, such as a list of downtown events and activities and what types of stores they can find. This usually starts with industry categories, which can then link to a complete business listing. This should include lodging and dining categories as those tend to be the two items visitors plan first.



The second target is business or property owners. The site should include information each would find useful, such as copies of the newsletters, information regarding any grant programs, a vacancy listing, and other resources.

The third target are those interested in finding out more information about the organization. This would include its mission, board and staff biographies, contact information, and how to volunteer.

The team experienced, as well as heard it reported by several interviewees, that the people who work in downtown are extremely friendly. In fact one conversation included the suggestion of using it as part of Historic Baker City's image. Good customer service is key to a successful experience.

There was no unification of the hours of operation for stores or restaurants. This included multiple stores not being open at all some of the days the team was there. Especially given the relatively high vacancy rate, stores that are closed during peak shopping hours give a downtown the image of being uninviting and closed. Studies have shown that the times when the majority of Americans shop are Monday through Friday 5-8pm and on the weekends.

3. Retail/Business Promotions

The "Taste of Downtown Baker City" is the primary activity during the "Fall Festival." As a business promotion, it seems to be a success. Multiple restaurant owners who participated this year stated that it was a successful money-making event for them.

HBC recently partnered with Baker County Tourism to coordinate cooperative television advertising for the Tri-Cities market. Almost all retailers interviewed stated that their key out-of-town market was Boise first, Portland second, leaving Tri-Cities for last.

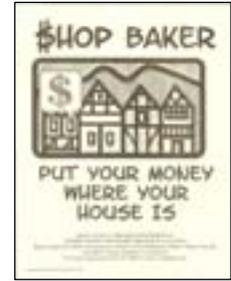
HBC used to help coordinate cooperative print advertising, but hasn't in several years.

"1st Friday," an event put on by Baker Art Guild, seems to be a burgeoning success. Several interviewees suggested an expansion of the event throughout downtown stores.

"Terrific Tuesday" sounds like a great retail event. As it was described to the resource team, customers have the opportunity to win a prize at participating businesses. Sometimes the

prize is an item from that store and other times it is a gift certificate from another downtown venue.

The "Shop Baker" posters were evident in store windows throughout downtown. It appears you are in the midst of restructuring the campaign and gearing to start it up again.



4. Special Events and Festivals

HBC hosts "Halloween Trick or Treat" each year, with each merchant handing out approximately 1000-1200 pieces of candy either standing outside their store or within. While cash registers are most likely not ringing during this event, it helps cement Historic Baker City as the community's gathering place.

The "Twilight Parade & Tree Lighting" is another traditional event that involves multiple crews of volunteers to be successful. The amount of in-kind hours and supplies (including the tree itself) is a great feat for any event.

Festivals usually take a year or more to plan. They typically include a multitude of activities that hopefully keep families entertained over several hours. Multiple interviewees commented that while the "Taste of Downtown Baker City" portion of the "Fall Festival" was well received, much of the rest of the 2010 festival was not. Comments included that the rest of the festival was planned by only a couple key volunteers and staff and that the additional events were not well attended (50 people estimated at the peak). Other concerns raised included a City requirement that to close one block of Main Street, you must close four, leaving a large amount of unnecessary empty space.

Given that the purpose of having special events in downtown is to produce foot traffic to introduce the district and the positive changes taking place, it is not critical that HBC plan all events. In fact, if other organizations want to hold their community events downtown, it shows success at making downtown the community's gathering space. It is important to be a resource to other events to ensure an event works well for everyone. Other special events that occur in downtown, but are not organized by HBC, include the "Hells Canyon Motorcycle Rally," a first time event that the City helped sponsor in 2010 that included some logistical issues, but was reported as a great sales day by many retailers; the "Elkhorn Classic Stage Race" a 3-day, 4-stage bicycle race that includes downtown in one of the stages, and "Miner's Jubilee," the largest event in Baker City, primarily held at Geiser Pollman City Park, a block and a half from Main Street. HBC has joined the planning committee for the 2011 "Hells Canyon Motorcycle Rally."

Promotion Recommendations

Promotion Committee

- Separate the Promotions Committee from the Retailers Roundtable. Find five to seven volunteers committed to meeting at least once a month to plan and prepare promotional

activities. For larger events, sometimes adding sub-committees is also important. The committee should include members from a variety of backgrounds and with a variety of skills. Likely candidates include: downtown merchants and employees, school board members, teachers of marketing and design, graphic designers and artists, arts organizations, advertising professionals, and people who want to be "part of the action."

- Continue hosting the Retailers Roundtable, but add regular speakers to discuss topics such as advertising, visual merchandising or customer service. Maintain the current goals of information sharing, networking and volunteer recruitment. If it isn't occurring already, go around the table and let each merchant talk about how business is going or announce any upcoming changes in merchandise or sales they are expecting. This will help with cross-marketing.
- Create an Annual Promotions Calendar, preferably through the end of 2012. Major events take time to plan, which means that not all of the desired activities will be able to occur in 2011. Further recommendations about the three types of activities are below.
- Evaluate all 2010 and 2011 promotional activities. Evaluation is key to determining whether the promotion was worth the money and effort, and if it met the organization's mission. It also is a great tool for determining how to alter an activity to better reach its goals. Going forward, make sure all promotional activities include specific goals that can then later be used to evaluate success. Please find a sample evaluation sheet attached.
- Partner with the City to create a formal downtown event management role for HBC. The role should encompass:
 - *Street Closures*: A street closure permit process should be created, if not already in place, that includes an application stating which streets they are requesting to close and for which dates and times. A map should be provided with the locations of any tents and/or structures that the fire department would want to be aware of, as well as where barricades will go. This latter part can be something that HBC can assist with. The application should then be sent around for sign-off to the various city departments, as well as to HBC. This gives HBC the opportunity to verify there are no other conflicting events and assist with the placement of tents to help maximize access to stores and parking. Attached, please find an example application from Gresham, OR.
 - *Hanging Banners/Decorations*: Many communities have rules and regulations on what can be hung on public property, how much of it can be advertising for a commercial business, etc. HBC could be the point group for banner/decoration applications to assist groups make appropriate design decisions.
 - *Notification Support*: Part of the street closure permit process should be the requirement that all immediately neighboring businesses and residences be notified about the street closure. Each community has different regulations about whether notification needs to occur by hand or if they can be mailed. Either way, HBC should be the keeper of the updated contact list.
 - *Marketing Support*: HBC should create a comprehensive list of advertising sources, including relevant contact information. This list will need to be updated annually. HBC should want any event that occurs in downtown to market to the widest area possible.

HBC should therefore share this list with upcoming events. It also provides a handy check-off list for HBC to use on its own event marketing.

- HBC should determine which rule requires that if any part of Main Street is closed, four blocks minimum need to be closed and work to change it. Street closures should only happen when necessary and when activity is due to be occurring that the sidewalks alone cannot support. Closing off blocks unnecessarily takes away parking close to the event and leaves a dead-zone in front of businesses.
- All retail/business promotions and special events and festivals should pay for themselves. Many image building activities also provide opportunities to pay for themselves. Organizational budget constraints should not limit promotional activities. After creating the Annual Promotions Calendar, identify the funding needed for each event through the Work Plan process. Once these figures are known, create a funding strategy for each event. Be creative. Funding can come not only from sponsorships but from gate or ticket receipts, vendor fees, food and beverage concessions, merchandising, advertising, government support, donations and even hosting special fundraisers.

Even though sponsorship is down throughout the community, it will still be a key part of most funding strategies. Restructure what HBC offers to sponsors in return for their sponsorship. Investigate the other events and activities in the area that use sponsorship dollars and determine what they are offering. Then, create a professional-looking sponsorship package that places your sponsorship in their marketing budget instead of their donation line-item. It is difficult to compete with charities with great causes. It is easier to make the case that it makes good business sense to market their business by sponsoring an HBC event or activity.

Each event/project could have its own sponsorship packet, or there could be one packet for all events, outlining the full calendar of activities and making one ask for the whole year that could include payment plans. This would also give the opportunity for a company to become a main sponsor for all events. Either way, it is also important, especially in this economy, to personalize sponsorships. For example, if the local car dealership would be willing to give at a stage sponsorship level, but instead of being able to decorate the stage and have 2 minutes of microphone time they would prefer to park a couple of their cars at a key location inside the event, be willing to negotiate, or even start the conversation by bringing that deal to them.

Marketing and Image Building

- Obtain a list of publications planned for production by partners such as the Baker City Herald, the Record Courier, Baker County Chamber of Commerce & Visitors Bureau, etc. Determine which of the publications would be appropriate to include a mention of Historic Baker City and request a partnership. This could include offering to write a section, or perhaps have a section written in return for assisting to organize cooperative advertising. At a minimum, make suggestions regarding which points you would like them to highlight about Historic Baker City in each publication.

- Create a publication that can be mailed that includes marketing for the district as a whole and perhaps includes the calendar of events for the year. Ideally it should be something that people can put on their refrigerator. The below postcard example is from Port Townsend:



- Reorganize the website to focus on the district first. Think about the three target audiences discussed above and organize the website to meet their needs. Libertyville,IL (<http://www.mainstreetlibertyville.org/>) is a great example. Research additional sites through the Oregon Main Street network communities and the National Trust Main Street Center's website.
- Begin educating downtown store owners regarding the importance of having hours that match shopping habits. By being open only during the week between 10-4, they are catering only to the unemployed. Encourage businesses to track the number of customers on an hourly basis to determine local shopping patterns and to identify whether there are opportunities to shift hours that are more convenient to shoppers. Continue with regular promotions about downtown staying open later, or on Sundays if you are successful in having some change their hours. This will help train the local population that they don't have to go elsewhere when they are ready to shop because downtown is open for business. Make sure that you have a mechanism in place for those who stay open to evaluate the effectiveness, though warn them that this will require changing the habits of locals and could take a year or two before progress is really evident.

One example of self-evaluation includes a ladies clothing store in Gresham, OR. Contemplating opening on Sundays, they decided to run their own experiment. After opening on Sundays for two months, they did some calculations and determined the store always made at least enough to pay a staff person to be there for the day and any extra was profit. They realized that even on the weeks they didn't make any profit, having the locals coming from church or meeting at one of the restaurants for brunch and seeing their store open was an image-building exercise in itself and was worth permanently opening on Sunday.

- Add two to three image-building events to the Annual Promotions Calendar. This could include having a tour guide dressed in historic garb walk people through the "Walking Tour Guide: Downtown District." Other Main Street examples include Port Townsends "Family Portrait," where they brought the entire community together for a picture with downtown in the background. Another example is Buffalo's "100 Good Things Going" contest, where they challenged the community to a 100 word essays on what they liked best about Downtown

Buffalo. The top winning essays were then scattered throughout the downtown on posters. Feel free to contact OMS for further ideas.

Retail/Business Promotions

- The Art Guild's "1st Friday" event is heralded as a success. Determine if partnership opportunities exist to expand the event down Main Street, having businesses remain open later and show off local art, or other activities as agreed upon.
- Continue the great efforts on "Terrific Tuesday," expanding it to as many businesses downtown as possible. It is also recommended that you alter the prizes to only be cross-promotional, using gift certificates or merchandise from other downtown stores. This will not only promote spending even more money in downtown, but also be great image-building.
- Restructure the "\$hop Baker" campaign. Buy local campaigns come in many different variations. Some things to consider:
 - *What is the definition of "local"?* To some communities, it means "shop in this City", to others it means "shop in this City's small businesses."
 - *What type of messaging do you want to use?* Some communities use statistics stating how much money stays local for every \$1 spent. Others are more personal, such as, "The job you save could be your neighbors!" And still others promote shopping local as a matter of community pride, such as Athens, GA's campaign, "Shop Your Ath Off!" or Orlando's "Ourlando" campaign.
 - *"\$hop Baker" products?* They can include posters in the windows or at cash registers, stickers on cars, table tents at restaurants, or articles or advertising in the local paper.
 - *Want to hold a contest to promote shopping local in a fun way?* One example is Nacagdoches, TX's "The Great Gas Giveaway" where for every receipt brought in over \$25 from a Main Street merchant, they would be entered into a drawing for a gas card. Another example is from east Multnomah County's "Try Local First" effort, where they direct people to their website to enter into 2-3 major contests a year. In return, visitors to www.trylocalfirst.org are exposed to statistics about shopping local.
 - *Can individual stores promote shopping local?* In Collerville, TN, Square Beans Coffee, a non-Main Street store, gave a reward for Main Street shoppers. Customers received a 10% discount if they showed a same-day receipt from one of the Main Street merchants.
- Create a Restaurant Guide that can be distributed to hotels, at the information centers, at major events, and at participating restaurants. Printing costs should be paid for by the participating businesses each year.
- Begin organizing cooperative advertising again. This could be in the form of a partnership with other organizations or with HBC event advertising. It could be for a TV or radio spot, a billboard, print ads, screen shots on local theaters, or even a section in local event programs. Be creative and find out what markets downtown businesses would be interested in advertising to and what mediums. Also think about whether you want each piece to be a cooperative marketing effort (advertising a single type of business) or a cross-promotional effort (advertising any complimentary business in downtown).

- Include four to six retail or business promotions on the Annual Promotions Calendar each year. Below, please find two examples that would work well for Baker City. Attached, please find a list of additional ideas.
 - One idea is "Santa Bucks" - coupons that state, "Just because Santa is on vacation, doesn't mean you can't be as well. Isn't it time to buy something for yourself?" This was Washington, MO's promotion. The coupons were then printed in the local newspaper and were \$5 off any purchase of \$25 or more. The first year of the promotion 20 businesses participated and cost each business \$15 for their portion of the advertising. In the end, most coupons that were returned were for purchases that exceeded the \$25.
- 
- Another idea would be to plan a "Girls Night Out." While there are many variations of this event, one of the most popular is to keep businesses open late one night and serving wine and appetizers. After the "girls" have time to shop 'till they drop, they retire to an after party with more food, fun and prizes. One example is from Port Townsend, where one year they had a Paris theme, suggesting participants wore beret's, and sold goodie bags where all proceeds went to support breast/cervical cancer testing.
 - Given that January and/or February are currently slow months, it is recommended a retail promotion be planned for that time, such as the above-mentioned "Santa Bucks." Other opportunities for 2011 include the upcoming celebration over the 4th of July weekend of Wally Byam's birthday, the inventor of the Airstream, and the Oregon Main Street Conference Wednesday, October 5th through Friday, October 7th, which will include 150-250 attendees. The latter gives the committee the opportunity to create packages and/or retail promotions that should be aimed at trying to keep many of the participants in Baker City over the weekend.

Special Events and Festivals

- Evaluate the "Fall Festival" event. Use the information to either alter the event to result in a more festival-like atmosphere, or stop planning the event and focus solely on building the "Taste of Downtown Baker City."
- Include four to six special events or festivals on the Annual Promotions Calendar each year. Again, these could be non-HBC sponsored events as long as HBC is a key partner and they are meeting the goals of bringing in foot traffic and introducing the district. Special events could be held to celebrate community heritage, such as the Oregon Trail, Baker City's mining and logging history, or even as the place where Paint Your Wagon was filmed. Or, HBC could create an event to celebrate one of the holidays, such as having a "Cinco de Mayo" event, or something similar to McMinnville's turkey bowling. Or the event could be a social event such as a street dance or a car show.

Design

This component of the Main Street Four Point Approach works to improve the physical appearance of downtown through building improvements, new construction, signage, visual merchandising, public improvements, sustainable design, and the utilization of historic preservation tools. The physical appearance of the downtown reflects the image of the entire community. A series of quality building restorations, attractive signage and pedestrian amenities gives the impression of a unified commercial district, and in turn affects the decisions that residents, visitors, consumers, and investors make about the district.

Historic Baker City has had an impressive number of successes over the years as it relates to design. A successful façade improvement grant program has resulted in numerous façade restorations. They have been a leader in creating the Leo Adler Parkway and other planned downtown improvements, such as Central Park, Court Street Plaza, and Resort Street improvements, among others.

Downtown revitalization is never completed however, and HBC seems ready to continue working toward future design successes to keep downtown viable and vibrant.

Design Observations & Recommendations

1. While downtown Baker City has a wonderful supply of historic buildings as well as recreational and cultural amenities, there is little in the way of signage to entice and direct people to downtown from I-84. Once downtown, there is little signage directing them to various points of interest. Most of the directional signage that does exist is standard highway-type signage with no individuality or character.



The existing wayfinding signage consists of standard highway-type signs with no individuality or character.

2. With the proposed upgrades to Resort Street, Central Park and Court Street, the building facades along Resort Street will become more visible and prominent. Currently, there is a

“back-alley” appearance to much of the street. Many of the streetscape improvements will help improve the image of the street, but more will need to be done with the buildings themselves, both in appearance and use, in order to make the street the best it can be. Similarly, several of the alleyways throughout downtown are in need of improvements as well.

3. The fact that Main Street, Broadway and other streets downtown are extremely wide presents both opportunities and challenges. Currently, there is little in the way of pedestrian-orientation on the streets themselves. Many of the intersections have faded or non-existent crosswalks, making pedestrian movement across the streets and back a challenge. There is little cohesion with the existing pedestrian amenities such as benches, trash receptacles, etc. There is also inconsistent maintenance with the street trees lining the streets since each property owner is responsible for the tree(s) in front of their property.



These photos illustrate the lack of a clear, defined crosswalk at some of the intersections downtown. This creates a major issue in Baker City because of the wide streets.

4. There appears to be an overall appreciation and respect in the community for the downtown historic buildings. There are a few ongoing methods being used by HBC to educate people on the history of the buildings and people of Baker City, including building plaques, historic walking tours, etc. There have also been other methods used in the past, such as slide shows

of “before and after” photos that could be used again. In addition, there are a number of ghosts signs that exist on many buildings that are still visible.

5. There is a relatively high percentage of vacant storefronts downtown. While many of the buildings are in decent shape and still retain their original character, these aesthetic assets are somewhat overshadowed by these empty spaces. However, it seems that many people in the community have forgotten what downtown looked and felt like prior to the formation of HBC in 1982. And it seems that many people may not realize what role HBC has had and continues to have on improving downtown. It seems that HBC needs to do a better job of “tooting its own horn” and turning negative situations into opportunities.
6. While there are a number of incentives at the local, state, and federal level available to property owners downtown to make building improvements, there is no one place or resource in which to obtain information on these programs.

Recommendations

Wayfinding

- It is recommended that a comprehensive wayfinding signage system be implemented that includes destination signs, entry signs, parking signs, informational kiosks, banners, etc. This new signage should take design cues from the existing “Baker City Historic District” signs, with the white and brown color scheme being a unifying feature throughout.

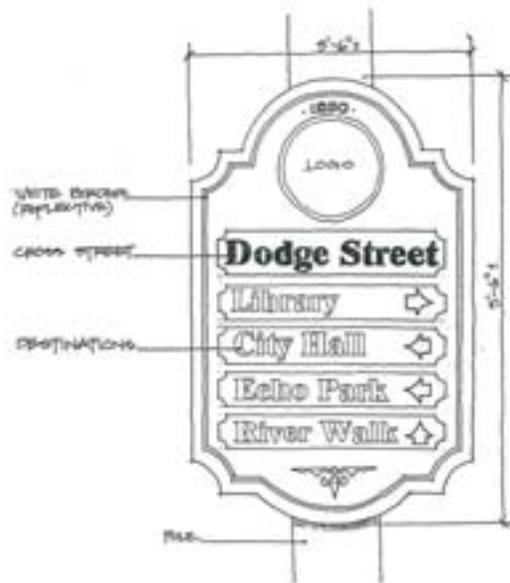


Each of these existing signs utilize a semi-uniform white and brown color scheme. New wayfinding signage should follow this and should take design cues from the existing historic district signs.

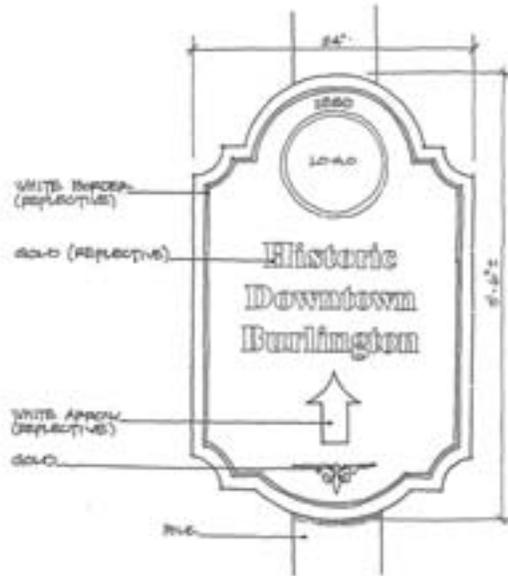


A comprehensive and unified wayfinding system is needed throughout the community to direct people to downtown and to various points of interest. Photo courtesy of Arnett Muldrow & Associates.

All new directional or trailblazing signs should be limited to no more than 3-5 lines of text, and the text and arrows should be clearly visible from an optimal distance, such as a quarter block, so drivers have ample time to determine which direction they need to go. Types of destinations to be listed could include places such as the Historic District, the Crossroads/Carnegie Arts Center, the Library, the Leo Adler Parkway, the future Court Street Plaza and Central Park, the Downtown Resource Center/Visitors Center, the Chamber's Visitor Center, City Hall, the Adler House, Baker Heritage Museum, Geiser-Pollman Park, etc. It is also recommended that nearby destinations such as the Elkhorn Scenic Byway, the Oregon Trail Interpretive Center, and Hells Canyon Byway be included to reinforce the image of Baker City as the "base camp" to so many nationally significant assets. Avoid highlighting individual businesses however, unless they represent an important cultural or historic destination. Location of these signs should be strategic so that any newcomer to Baker City will not have to guess or even have a map in order to find their way to and around downtown and other attractions, but it shouldn't be overdone. Locate them at each major intersection and entrance into the community, and wherever turn-offs are to various attractions.



Concept Design
Directional Signs



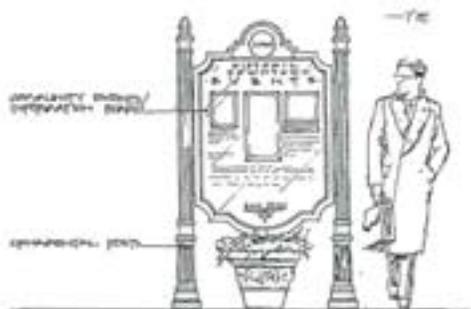
Concept Design
Trailblazer Signs



Concept Design
Entrance Signs



Custom Sign Brackets



Concept Design
Directory/Information Signs



ADDITIONAL OPTIONS:
 * CANE ALUMINUM WITH PAINTED
 FINISH AND LANTERN
 * PLAC OR BRASS/STAINLESS
 ALUMINUM & APPLIED GRAPHICS

Concept Design
Street Signs

These schematic drawings indicate various size recommendations for the different types of wayfinding signs.



Instead of relying on standard highway-type signs, each entrance into the city, especially at the I-84 exits, should be accentuated with a landmark-style entry sign with landscaping at the base.



Signs directing people to public parking areas are very important for reversing any perceptions that there is a lack of parking downtown. As with all wayfinding signs, the design should reflect the white and brown appearance of the existing historic district signs.



Signs at the entrances to public parking lots should also be landmark-type signs with a design similar to all other wayfinding and entry signs.



Other sign types such as unique street signs throughout the historic district can help to enhance the sense of place downtown. And a multi-directional sign such as this, located near the Leo Adler Parkway and incorporated with bike racks, could have mileage markers for places such as Independence, MO, Hells Canyon, Mt. Hood, etc, thus enhancing the image of Baker City as a base camp, as well as an important stop on the Oregon Trail.



Despite the intersection of Main and Campbell Streets being the main gateway into downtown, there is very little, aside from standard signage, to let people know there is a wonderful historic downtown just blocks away.



Creating a unique archway or a set of monumental pillars on Main Street just south of Campbell Street would help visitors know that something special lies just beyond.

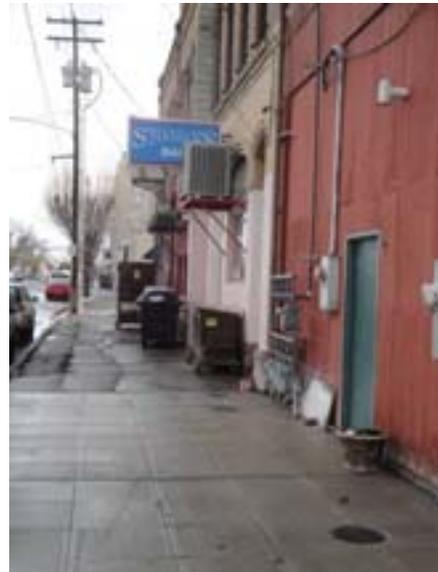
It is the opinion of the Resource Team members that the Court Street Plaza and Central Park projects are essential for the vitality of downtown. Currently, when on Main Street, there is nothing to suggest that the wonderful recreational asset that is the Powder River and the Leo Adler Parkway even exists. So connecting the two physically and visually is important. It is recommended that an archway or monumental pillars, similar to the proposed archway or pillars at Main and Campbell, be incorporated into the design of Court Street Plaza at Main Street.



The current “entrance” to the future Court Street Plaza provides little indication that the Leo Adler Parkway and future Central Park lie just beyond. An archway or monumental pillars, in addition to the proposed paving and landscaping improvements, could help to draw people’s attention toward the river.

Improving Character of Resort Street

- While many of the facades along Resort Street are essentially rear facades, there is an opportunity to create a unique atmosphere here...a somewhat “funky urban” feel. This idea was originally brought up in a past downtown plan, and the Resource Team feels there is a lot of merit to it. The team envisions artist live-work spaces, where gallery and studio space occupies the storefront areas, and living quarters occupy the rear of the spaces or the upper levels. With this “funky” atmosphere, it will not be necessary to make each of the building facades look like primary Main Street facades. A district like this can become even more unique with a bit of “grit” to it. So it is recommended that HBC begin working with the building owners along Resort to plan for future uses for these spaces, and to work with the arts community to begin generating interest.



While the current “back-alley” appearance of Resort Street is unattractive now, it has the opportunity to become a “funky, urban, artistic” part of downtown.



Communities from Mangum, Oklahoma (left) to Seattle, Washington (two photos on right) have learned to use alleyways as unique arts destinations.

Even with the “grittiness” of the facades, it will still be important that the street be attractive and pedestrian-friendly. The Resource Team recommends that HBC work with the city to make sure the future streetscape improvements actually do occur, including helping with fund-raising and grant writing if necessary, and that all design elements blend with the rest of the downtown and future Court Street Plaza/Central Park. Also work diligently with the local utility companies to bury as many of the overhead lines as possible. Also work with property owners and businesses, both on Resort Street and throughout downtown, to utilize combined dumpster locations to help reduce clutter.



Combined dumpster corrals like this one reduce clutter and make maintenance easier for an entire district. The design elements of dumpster enclosures should blend with the adjacent buildings and streetscape elements.



Concealing utilities such as meters and condensing units behind attractive enclosures can reduce clutter as well.

Any existing surface parking lots, both on Resort Street, and throughout downtown, should be repaved, and pedestrian amenities such as lighting, landscaping, signage, and perimeter buffering should be installed to make them as attractive, safe, and as inviting as possible.



Pedestrian-friendly elements such as lighting, landscaping, and perimeter buffering give surface parking lots more of a “park-like” appearance and they become more inviting and safe for users.

Resort Street, as well as other locations downtown, offer unique areas between and behind buildings that create opportunities for courtyards and other spaces. Again, this idea was presented in previous downtown plans, and the Resource Team thinks it has merit. HBC should

work with the building owners adjacent to these spaces to determine what, if any, shared spaces could be created.



There are a number of hidden areas downtown with the potential to become unique and inviting spaces.



Landscaping, murals and archways can make a dark alley space into a safe and inviting corridor, as these examples from Raleigh, NC (photos on left) and Columbia, SC (right) illustrate.



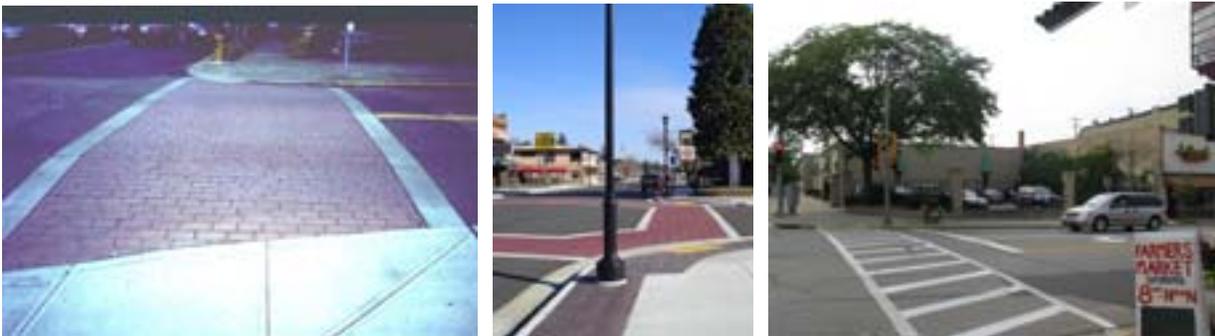
This unique courtyard abuts the rear facades of several buildings in downtown Madison, Wisconsin, and creates an almost New Orleans feel. This courtyard serves one single establishment, the Great Dane Brewpub.



Similarly, this courtyard, called Sundance Court, in Ft. Worth, Texas, abuts the rear facades of several buildings, but unlike the Madison example, it serves all of the businesses adjacent to it.

Creating a Pedestrian-friendly Environment

In the short term, it is highly recommended that crosswalks at all intersections downtown be painted or repainted. In the future, it is recommended that all crosswalks be redone using stamped and dyed concrete to further accentuate them.



Accentuated crosswalks are very important for pedestrian safety, especially in Baker City, with its wide downtown streets. Effective crosswalks vary from simple painted stripes, to dyed or stamped concrete, to brick pavers. Some are even raised slightly so motorist can see them better.



This photo of Marshfield, WI illustrates how well defined the pedestrian areas, such as crosswalks and sidewalks, are in the overall streetscape.

In the future, when Main Street needs to be redone, the Resource Team recommends that additional pedestrian-friendly elements be added to the streetscape. Corner bumpouts would be very effective in downtown Baker City given the width of the streets. This would not only slow auto traffic, but would shorten the distance for pedestrians to cross the street. In addition, pedestrians would be able to walk to the edge of the parked cars to see if traffic is coming, while still being behind the safety of the curb. This method can work for angled or parallel parking.

Also in the future, consider installing a flat, even median accentuated with stamped and/or dyed concrete. This would give pedestrians a resting spot halfway across the street, and if it is even with the rest of the pavement, it would not inhibit snow removal.



Bumpouts such as these not only slow down traffic, but lessen the distance pedestrians must walk to cross the street. They can be used in areas with angled and parallel parking.



A flat, even median, similar to this, would allow a resting place for pedestrians crossing the street, but would still allow for snow removal.

In addition to pedestrian safety elements, HBC should continue and expand its fundraising drive to purchase new and more uniform pedestrian amenities, such as benches, planters, banners, bike racks, etc. And in the long term, if bumpouts are installed, entire corners could be sponsored by donors to pay for the amenities within each. But there needs to be a concerted effort to create more consistency with all the amenities downtown. All benches, trash receptacles, planters, etc. should be the same.



Above is an example of a comprehensive fundraising drive for pedestrian amenities in Prairie du Chien, Wisconsin. See attachments for a copy of the sponsorship brochure.



There is quite a variety of streetscape amenities downtown, and it is recommended that more consistency and uniformity be created with any and all new amenities in the future.



Uniformity in the appearance and placement of benches is important. It is vital that they are placed in areas where people will feel comfortable using them. This example from Madison, Wisconsin is an extreme example where they essentially created a sitting room. Not many downtowns have the space for such a set up, but the philosophy of making it inviting should be the same.

Trash receptacles, while unglamorous, are vital to the appearance of downtown. People cannot be expected to walk over half a block to throw their own trash away, much less pick up other's trash, but if receptacles are placed strategically and conveniently, people may be more apt to dispose of their refuse rather than litter. It is recommended that receptacles, both trash and recycling, be placed at every corner, and where feasible, at mid-block as well. The design of these receptacles should be uniform throughout downtown.



Trash and recycling receptacles are a vital part of keeping downtown clean and appealing.

There are a number of different styles of bike racks downtown. That, in and of itself, is not a bad thing. Bike racks are one streetscape element where some freedom of design should be allowed. In fact, bike racks can often become public art pieces if done well. But setting guidelines on size and placement is still recommended. The resource team recommends that local artists be encouraged to submit designs for one or more bike racks downtown, and each design be displayed in a public space, such as the Library or the HBC office, and people be allowed to vote on the ones they like the best. Then the top 5 or 10 designs be constructed and installed at

various locations downtown. This could even be a fundraising opportunity for HBC, the Leo Adler Parkway, and local bicycling organizations if sponsors for each are sought.



While freedom of design should be given for bike racks downtown, regulating the size and placement is still important.

Similar to bike racks, local artists should be solicited to provide public art throughout the downtown, including on the sidewalks, in the parks, and along the river.



Public art throughout the downtown, like these in Green Bay, WI, can add vibrancy and interest to the streetscape.



Even elements such as tree grates should be consistent and uniform throughout downtown.

The fact that each property owner is responsible for maintaining the street trees in front of their building causes a series of problems. The first is that there is an inconsistency in maintenance. Second is that some property owners may not know the proper methods of pruning trees, thus jeopardizing the tree itself. And thirdly, since property owners can choose the type of tree to plant, there is an inconsistency in appearance. It is recommended that one entity be chosen to select, plant, and maintain all street trees downtown. This could be done using a local civic group, or HBC volunteers. This group would not necessarily need to be master gardeners or professional arborists, but they should undergo training in proper tree selection and maintenance. This group could be overseen by HBC, and possibly be funded by a contract for services from the City through HBC.

The same is true of other plantings throughout downtown, including planters and other landscaping at gateway areas, parks, parking lots, etc. There needs to be a consistency in design and in maintenance. Proper equipment, such as watering devices, pruning tools, planters and the plants themselves will need to be purchased through this contract for services, or whichever way it ends up being funded.

For information on proper pruning techniques, see http://www.natlarb.com/html/tree_care.html



Local civic groups are often a good resource for providing consistent maintenance.



Maintenance equipment will be a significant, but worthwhile expense in ensuring proper upkeep of plantings and landscaping downtown.



All plantings downtown should be consistent in design to create a unified appearance.

Interpreting History in Downtown Baker City

- The existing plaques on the historic buildings are some of the best the Resource Team has seen. They are attractive and educational, and are a great accent to any walking tour. The walking tour brochure itself is very attractive as well. It is recommended, however, that more of the historic buildings listed on the back be featured in the brochure with photos and narratives. Downtown Baker City is blessed with an unusually high number of significant historic buildings. It's a shame to not highlight more of them. This would surely increase the cost of the brochure if printed, but to minimize the printing costs, it is recommended that a downloadable PDF format of the brochure be available on the HBC website so users can print it at home. A number of professionally printed brochures will still need to be available for general circulation, but the online version would reduce the number of printed versions needed. In addition, new technologies based on smart phones could also be explored.
- There is a lot more to the history of downtown Baker City than just individual buildings. It is recommended that interpretive signage be incorporated into the streetscape as well. These signs can tell the stories of the people, the events, or entire blocks of downtown. Examples could include a narrative and photos of John Jett and how he influenced the appearance of downtown with the use of volcanic tuff stone. Or showing before and after photos of the Geiser-Grand Hotel. Or describing the legacy that Leo Adler or the Geiser Family left on the community. Or having photos depicting life during the gold rush era, etc.



Interpretive signs such as these in Garden City, Kansas (left) and Dodge City, Kansas (right), tell the story of a community's history beyond just the buildings.

- In addition, the Resource Team learned that HBC used to present a slide show periodically that included before and after photos of recent renovations. It is recommended that this slideshow be updated and be shown on a continuous loop at all HBC events. This slideshow could also be shown from time to time at various community centers, such as the library, local banks, the Crossroads Art Center, HBC offices, local museums, etc. This will help to remind everyone of where HBC has come over the past 30 years, and will remind people that downtown revitalization is never done.
- There are a good number of well-preserved ghost signs and murals downtown that help to tell the story of Baker City. It is recommended that a ghost sign walking tour brochure be created that tells the history of the murals much in the same way as the architectural walking tour does. In addition, consider creating plaques or small interpretive signs that explain the history as well.



There is an impressive number of intact ghost signs downtown.



These murals in Cape Girardeau, Missouri include interpretive signs explaining each.

Vacant Storefronts

There are several methods for filling vacant storefronts that fall under the watch of the Economic Restructuring Committee, such as market analysis, surveys, inventories, business recruitment, etc. But there are several things from a design standpoint that can be done to assist in filling these empty spaces. First of all, there needs to be a concerted effort to resist the urge to demolish these vacant historic buildings or to allow uses such as ground floor residential or storage. Even if a building sits vacant for an extended period of time, that is still better than demolishing these irreplaceable structures. And downtowns depend on a series of commercial storefronts to portray an image of a unified business district.

- The first recommendation is to convince owners of vacant properties to make needed repairs and improvements BEFORE new tenants or buyers are sought. Improving the curb appeal will aid in finding quality occupants, where as waiting until a tenant or buyer are found will only hinder any effort to fill the space or sell the building. In addition, it is often easier to make improvements while the space is vacant rather than having to work around a tenant. Things such as removing drop ceilings, exposing transom windows, addressing ADA issues, painting, upgrading lighting, HVAC and plumbing systems, etc., are all projects that should be done before a tenant or buyer search begins.
- While this construction work is being done, the HBC Design Committee should amplify the interest in the building using things such as creating signage or other simple tactics. Signs that say “Pardon Our Progress”, or “This Building Isn’t Empty, It’s Full of Opportunity”, generate interest, and are a lot more effective than plastering the windows with “for lease” or “for sale” signs.



MAIN STREET Pardon Our Progress

Estimated Completion Date- Jan, 2010
This project is being completed with the help of a facade grant from Port Washington Main Street. For more information on grant opportunities, go to www.mainstreetportwashington.com



This Building is Not Empty.



MAIN STREET

It is Full of Opportunity

For more information on business opportunities, go to www.mainstreetportwashington.com

Simple, creative signs such as these can generate interest in the building before and during repairs and renovations.



Keeping a building creatively concealed can generate a lot of anticipation about what the final product will look like.

- Any time HBC assist in any way with a building rehab or filling a vacancy, make sure to promote this fact. One of the easiest ways to do this is with window signs stating that HBC was a partner.



Window signs like these remind people that your organization was a partner in making progress happen.

- In addition, work with local artists, businesses, museums, organizations, schools, etc., to create simple, inexpensive window displays in the vacant storefronts. These displays could feature local artists' works, before and after photos of recent rehabs, current downtown plans, seasonal items, historic photos of downtown, or even merchandise from nearby businesses.



Temporary window displays can make a vacant storefront appear occupied.

Encouraging Façade Improvements

- It is recommended that when the next comprehensive fund raising campaign for HBC is implemented, include additional funding for the façade grant program as an option for people to donate to.
- To help with deferred or neglected maintenance of properties, consider adding a clause to any and all local incentives requiring the building to comply with at least the minimum aspects of the existing property maintenance ordinance. In other words, all routine maintenance and life-safety requirements must be completed first. This will not only discourage neglected maintenance, but will also help to encourage building owners to maintain their buildings, and will not reward those that fail to do so. It will also ensure that the limited funds available are going towards positive physical improvements instead of just routine maintenance, and will be more visible. It is recommended that it be set up so this

stipulation only applies to an applicant who has owned the building for a certain period of time (such as six months), so it doesn't penalize a new owner for a previous owner's neglected maintenance.

- As soon as any changes to the local incentives are finalized, create new, updated brochures for each. Then create an attractive folder that includes the new financial assistance brochures, along with any application forms, a map of the HBC district, a copy of the design guidelines and/or Secretary of Interior Standards <http://www.nps.gov/hps/tps/tax/rhb/guide.htm> , information about HBC, Oregon Main Street, local permit procedures, ordinances, design review procedure, federal rehab tax credits <http://www.nps.gov/hps/tps/tax/> , an index of the online Preservation Briefs from the National Park Service <http://www.nps.gov/hps/tps/index.htm> , ADA guidelines and checklists <http://www.ada.gov/smbusgd.pdf> and <http://www.ada.gov/racheck.pdf> , local contact info for code reviewers and contractors, etc. In other words, anything that a building or business owner would need to know from the time they have an idea to the time they complete their building improvement.



Informational packets from West Bend, WI (left) and Green Bay, WI (right)

- Once all of the above information is compiled, Design Committee members should be assigned certain blocks where they are responsible for disseminating the information to the building and business owners within those blocks. It would be the responsibility of each "block captain" to not only provide the information, but to sit down with each of the building and business owners individually and explain what all of it means. If or when a project occurs within their area, they would be responsible for assisting them through the design review/permit process, helping them find quality contractors, etc.

Attachments

Organization

- Volunteer development worksheet
- Fundraising plan

Economic Restructuring

- Data tables
 - Comparative demographics
 - Employment trends
 - Baker County retail sales & leakage
 - Comparative tourism trends

Promotion

- Evaluating promotional activity information
- Gresham street closure information
- Retail and business promotion ideas

Design

- Sample streetscape funding brochure

Volunteer Development Worksheet

1. Name someone who lives in your neighborhood who you think would enjoy working with Main Street. _____
2. Name a friend or associate who you enjoy but never get to see. _____
3. Name the owner of one of your favorite downtown stores. _____
4. Name someone who works at one of your favorite downtown stores.

5. Name someone you work with who you think would enjoy working with Main Street.

6. Name a former co-worker who you think would enjoy working with Main Street.

7. Name a co-worker or former co-worker who you would enjoy getting to know better or who would work well with you on a project. _____
8. Name someone who you admire and respect who knows little or nothing about Main Street but ought to.

9. Name someone from your church or other organization you belong to who you think would enjoy working with Main Street. _____
10. Name someone who does not support Main Street who needs to be turned.

11. Name someone who has moved to the community within the past year.

12. Name a teenager in the community who you admire and respect _____
13. Name another teenager in the community who you admire and respect.

14. Name someone who you admire and respect who has recently retired.

15. Name the busiest person you know. _____
16. Name someone who has too much time on his/her hands. _____
17. Name someone who works with teenagers. _____
18. Name someone who works at a college or university. _____
19. Name a teacher. _____
20. Name a person 20-30 years old who you think would enjoy working with Main Street.





FUNDRAISING PLAN

Total Income/Operating Budget \$

Income Sources

Municipal Support \$

All Downtown Businesses (retail, service) \$

Businesses Outside of Downtown (industrial, retail, service) \$

Residents (giving levels and local philanthropists) \$

Civic Organizations (can include project support) \$

Special Event Income

Fundraising Event Income \$

Special Projects Fundraising (streetscape, etc.) \$

Grants (specifically applied for grants not corp. donations) \$

Merchandise Sales (not related to special events) \$

Special Assessment Districts \$

Other (please note specifically) \$

Data Tables

Comparative Demographics (2000 - 2010)

	Baker City	Baker County	Oregon
Population			
2000 (Census)	9,860	16,741	3,421,399
2010 (PSU estimate)	10,160	16,440	3,844,195
2010 Average Household Size	2.34	2.35	2.51
Median Household Income			
2000	\$28,847	\$30,338	\$40,947
2010	\$37,424	\$36,924	\$53,104
Median Age of Population			
2000	40.7	42.7	36.3
2010	42.7	45.8	38.2
2010 Adult Population 25+ by Educational Attainment			
Some College, No Degree	26.2%	27.6%	25.2%
Associate Degree	4.8%	5.6%	8.4%
Bachelor's Degree	11.9%	11.8%	18.1%
Graduate/Professional Degree	3.8%	4.8%	10.6%

Source: U.S. Census, Portland State University, ESRI.

Employment Trends (2001 - 2009)

NAICS	Industry Description	2009 Conditions			Average Annual Growth Rate (2001-09)		
		Firms	Jobs	Avg Pay	Firms	Jobs	Avg Pay
11, 21	Agriculture, Forestry & Mining	33	176	\$25,783	-0.7%	0.7%	-0.1%
23	Construction	78	207	\$24,349	1.0%	2.0%	1.4%
31-33	Manufacturing	27	550	\$34,751	0.0%	-1.1%	2.4%
42	Wholesale Trade	20	90	\$26,952	0.0%	-2.4%	2.9%
44-45	Retail Trade	73	698	\$21,520	-2.6%	-0.4%	2.7%
22, 48-49	Utilities, Transportation & Warehousing	28	209	\$46,574	3.7%	3.3%	2.3%
51	Information	11	78	\$26,132	-1.1%	-1.1%	0.9%
52	Finance & Insurance	29	121	\$31,412	1.4%	-2.7%	-1.0%
53	Real Estate	20	51	\$21,696	1.3%	-7.0%	4.5%
54	Professional Services	33	160	\$29,914	3.0%	2.7%	2.8%
55	Management	3	23	\$40,234	-3.5%	-3.7%	4.3%
56	Administrative & Waste Mgmt	20	82	\$24,035	-1.7%	0.2%	3.9%
61-62	Education & Health Services	63	734	\$32,332	4.0%	3.6%	3.8%
71	Arts, Entertainment & Recreation	5	22	\$10,815	-4.1%	-0.6%	3.4%
72	Accommodation & Food Services	57	559	\$13,282	1.4%	0.4%	3.0%
81	Other Services (Private)	71	272	\$23,776	-1.5%	-0.2%	3.8%
92	Public Administration	75	1,254	\$36,945	3.7%	0.0%	1.9%
99	Private Non-Classified	2	(c)	(c)	9.1%	(c)	(c)
	Total Employment	646	5,286	\$29,264	0.6%	0.3%	2.4%

Source: Oregon Employment Department (for jobs covered by unemployment insurance).

Baker County Retail Sales & Leakage

NAICS	Retail Categories	Demand (Retail Potential)	Supply (Retail Sales)	Leakage (Demand-Supply)	Leakage % of Demand
441	Motor Vehicle & Parts Dealers	\$28,084,349	\$16,428,994	\$11,655,355	42%
442	Furniture & Home Furnishings Stores	\$2,908,662	\$614,360	\$2,294,302	79%
443	Electronics & Appliance Stores	\$2,998,141	\$1,788,102	\$1,210,039	40%
444	Bldg Materials, Garden Equip. & Supply Stores	\$4,207,867	\$1,304,228	\$2,903,639	69%
445	Food & Beverage Stores	\$29,983,551	\$21,303,821	\$8,679,730	29%
446	Health & Personal Care Stores	\$5,030,681	\$1,752,500	\$3,278,181	65%
447	Gasoline Stations	\$21,475,815	\$16,454,920	\$5,020,895	23%
448	Clothing and Clothing Accessories Stores	\$3,928,301	\$987,315	\$2,940,986	75%
451	Sporting Goods, Hobby, Book, & Music Stores	\$1,862,975	\$1,011,707	\$851,268	46%
452	General Merchandise Stores	\$9,480,660	\$6,412,450	\$3,068,210	32%
453	Miscellaneous Store Retailers	\$1,812,974	\$1,224,314	\$588,660	32%
454	Nonstore Retailers	\$262,137	\$728,611	-\$466,474	-178%
722	Food Services & Drinking Places	\$13,781,826	\$11,974,925	\$1,806,901	13%
44-45, 72	Total Retail Trade and Food & Drink	\$125,817,939	\$81,986,247	\$43,831,692	35%

Source: ESRI and E. D. Hovee & Company, LLC.

Comparative Tourism Trends (2000 – 2009)

	Baker County		State of Oregon	
	2000	2009	2000	2009
Total Direct Travel Spending (millions)				
Visitor Spending at Destination	\$32.1	\$39.1	\$5,500.0	\$6,900.0
Other Travel*	\$0.2	\$0.0	\$700.0	\$800.0
Total Direct Spending	\$32.3	\$39.1	\$6,100.0	\$7,700.0
Visitor Spending by Commodity Purchased (millions)				
Accommodations	\$5.1	\$6.0	\$1,000.0	\$1,200.0
Food Service	\$7.4	\$9.2	\$1,200.0	\$1,700.0
Food Stores	\$3.9	\$4.8	\$400.0	\$500.0
Local Tran. & Gas	\$6.6	\$10.1	\$1,000.0	\$1,400.0
Arts, Ent. & Rec.	\$3.0	\$3.1	\$700.0	\$800.0
Retail Sales	\$6.0	\$5.8	\$900.0	\$900.0
Visitor Air Tran.	\$0.0	\$0.0	\$300.0	\$400.0
Spending at Destination	\$32.1	\$39.1	\$5,500.0	\$6,900.0
Tourism Employment (jobs)	600	580	83,000	88,000
	% Change 2000-09		% of Total 2009	
	Baker Co	Oregon	Baker Co	Oregon
Total Direct Travel Spending				
Visitor Spending at Destination	22%	25%	100%	90%
Other Travel*	-100%	14%	0%	10%
Total Direct Spending	21%	26%	100%	100%
Visitor Spending by Commodity Purchased				
Accommodations	18%	20%	15%	17%
Food Service	24%	42%	24%	25%
Food Stores	23%	25%	12%	7%
Local Tran. & Gas	53%	40%	26%	20%
Arts, Ent. & Rec.	3%	14%	8%	12%
Retail Sales	-3%	0%	15%	13%
Visitor Air Tran.	0%	33%	0%	6%
Spending at Destination	22%	25%	100%	100%
Tourism Employment	-3%	6%	--	--

* Note: Other Travel includes resident air travel and travel agencies.

Source: Dean Runyan Associates.



Evaluating Promotional Events

Implementing an event is only half the battle in a successful promotion. After the event has occurred, a thorough evaluation will help you to identify the strengths and weaknesses of your event. Armed with this information, you can then improve the event or other similar events in the future. Benefits of evaluating events and measuring results include:

- Credibility for the organization:
 - with event sponsors
 - with event participants
 - with district businesses
 - with the public in general

- Identification of current and future target markets

The evaluation should measure:

- Attendance: who and how many?
- Volunteer, participant, and businesses attitudes: how did they feel about the image created for the district/event? Did they feel the event generated sufficient recognition and awareness for the district? How well did the logistics of the event work? What needs to be improved?
- Sales volume (if retail sales was a component of the event).
- Media value for sponsors: did sponsors receive sufficient coverage?

Ways to measure attendance:

- Pedestrian counts: count at random locations and different times.
- Parking volume: calculate number of cars and approximate number of people per car.
- Photos: can instantly document crowd levels for later counting.
- Exit surveys: as people are leaving, survey them for residence, demographic information, reason for attending, length of attendance.
- Coupons: if used, coupons can give a good indication of number of participants.

Ways to measure attitudes:

- Surveys: volunteers, businesses, and attendees can be surveyed regarding their opinions of the event.
- Committee evaluation: the committee implementing the event should provide evaluation

forms for volunteers, entertainers, vendors, sponsors, government officials, and businesses to get feedback on the event

- Evaluation of logistics: discuss problems and strengths. Discuss ways to fine-tune in the future.
- Overall evaluation: did the event meet its objectives? Do you want to implement it again?

Ways to measure sales volume:

- Survey selected merchants. It's helpful if they're able to compare sales during the event with sales on a normal day.
- Survey food, beverage, and product vendors.
- Conduct exit surveys at parking and transportation areas. Ask people if they purchased, how much, and why or why not.

Ways to measure value for sponsors:

- Evaluate the cost and value of their sponsorship based on number of people, types of people, and their estimated buying power.
- Gauge product/sponsor awareness by conducting exit surveys of participants and measuring on-site product sales.
- Prepare a final report for sponsors including attendance numbers, demographic profile, assessment of value, photographs that show their visibility.

CITY OF GRESHAM

Department of Environmental Services, 1333 NW Eastman Pkwy, Gresham, OR 97030
Phone: (503) 618-2525 Fax: (503) 661-5927

Parade/Street & Parking Lot Closure Application

Pursuant to City of Gresham Revised Code Sections 8.55.020, 8.55.030 and 8.05.040, applications for permits must be submitted **30 days prior to date of parade or street closure**. Applications for neighborhood **Block Parties** or parking lot closure must be submitted for approval a minimum of **14 days** prior to the event. (Note: There is separate info on block parties you need to get from the City)

Type of Event/Please circle one: Parade Walk / Run / Race Event *Block Party Parking Lot Closure Other

Date Application Submitted Permit No. _____
(assigned by DES)

Name of Applicant/Person Responsible Name of Organization/Group _____

Applicant Address, City, Zip _____

Contact Phone _____

Name of Event _____

Email Address _____

Number of Motorized Vehicles involved in event: _____

Date(s) of Event _____

Number of Participants involved in event: _____

Set-up Time: From _____ to _____

Event Time: From _____ to _____

Number and Type of Animals involved in event _____

Specific Location of Closure and/or Proposed Parade Route - Attach map of specific area, proposed parade route and traffic control plan.

IMPORTANT: PARADE/STREET CLOSURE APPLICANT TO CONTACT SHIRLEY BLOCK W/ TRI-MET AT (503) 962-8117, A MINIMUM OF 2 WEEKS PRIOR TO EVENT, TO INFORM HER OF ROUTE IN CASE EVENT DISRUPTS BUS SERVICE.

INSURANCE REQUIREMENTS

If you need any assistance or do not have an insurance agent where you can purchase insurance, you can call City of Gresham Risk Management at 503-618-2507 for information. Except for neighborhood block parties, the City of Gresham requires that the Permittee carry Commercial General Liability insurance in the minimum amount of **\$1,000,000** and name the City of Gresham as an additional insured. Claims made in excess of the policy will be the responsibility of the Permittee. Permittee shall provide a certificate of insurance as proof the required insurance coverage has been obtained. An application will not be considered without insurance.

Insurance Company _____ Policy No. _____

Coverage Limits _____

(Attach Insurance Certificated if required)

RULES AND REGULATIONS

(Please initial each item to indicate understanding of requirement)

- ____ Participants shall yield right-of-way to Emergency vehicle traffic at all times, unless directed otherwise by a police officer.
- ____ The event will be conducted in such a manner that will ensure the safety of all participants.
- ____ Public events are REQUIRED to have a recycling and refuse plan when expected attendance is of 250 persons or more. To submit the plan, applicants should contact the Recycling and Solid Waste Division at the City of Gresham at (503)618-2525 (a minimum of 2 weeks prior to the event).
 - o Regardless of expected attendance applicants may request free recycling containers for cans and plastic bottles. Please indicate the number of containers the event would need: _____
- ____ No alcoholic beverages are permitted on city streets unless an OLCC license has been issued for a community event.
- ____ No through-street closure applications will be considered for anything other than a community-wide event unless otherwise approved by the City.
- ____ **Residences & businesses located adjacent to the proposed closure must be notified a minimum of 10 days prior to the event. A copy of the notification must be turned in before event takes place.** _____
(TO BE CHECKED ONCE NOTICE IS RECEIVED BY CITY)
- ____ It is the applicant's responsibility to check with the Fire Department for additional permits which may be required: (503)618-2355 or City's Website at www.greshamoregon.gov/City/Departments/Fire/Permits.

SIGNAGE

- Barricades and cones are available at no cost from the City of Gresham Operations Center by calling 503-618-2626. If the event is in *Downtown Gresham*, contact Megan Braunstein @ GDDA for barricades and signage. To ensure availability, **allow for 30-day advance notice**. Availability is on a first come, first served basis. Participants are responsible for pickup and return of barricades. Return is required on first business day following the event.
- SIGNAGE IS THE RESPONSIBILITY OF THE APPLICANT**. If a Traffic Control Plan (TCP) is designed by the City's Transportation Dept. for your event, then Barricades and Signage are **REQUIRED** unless otherwise noted. **NO PARKING** signs must be in place a minimum of **24 hours** in advance of the event. These signs must be red letters on a white background, a minimum of 11x17 size; 4 per block. This is in addition to the barricades for the event.

PERMIT ENFORCEMENT

A person commits the offense of unlawful use of street if the person obstructs the free movement of vehicles or pedestrians using the streets without first obtaining a Parade/Street or Parking Lot Closure Permit from the City. A Parade/Street Closure or Parking Lot permit can be revoked if circumstances reasonably show that the event can no longer be conducted consistent with public safety. It shall be the duty of public safety officers to enforce this permit. Violators may be issued a citation in addition to any provision for towing of vehicles. In the event of a fire or other public emergency, public safety officers may direct traffic, as conditions require. The permittee is responsible to pay for repairs for any damage to a street or parking lot.

INDEMNITY AGREEMENT

Permittee shall defend, indemnify and hold harmless the City of Gresham, its officers, agents and employees against any claim, demand, suit or action of whatsoever nature resulting from or arising out of this event.

APPLICANT SIGNATURE

I hereby certify that I am the authorized representative of the named group, that the above statements are true to the best of my knowledge, and that I will abide by all restrictions, administrative rules and applicable City Ordinances.

I have read and understand all of the above statements.

Signature (Please print if illegible) Date

Retail and Business Promotions Ideas

Updated 2/24/11

Cooperative Promotions ("sell" businesses in the same category)

- *Cooperative Ads* - A similar cluster of businesses purchase an ad together. For example, all clothing and jewelry/accessory stores get together and purchase an ad that states, "Can't figure out what to wear today? Come Downtown for all your clothing and accessory needs." The ad then either lists the participating businesses, or has separate smaller ads for each. This can also work for services.
- *Progressive Dinners* - Introduce customers to the full array of dining options in the downtown by having a progressive dinner where each course is held at a different restaurant.

Cross-Business Promotions ("sell" businesses with complimentary goods and services)

- *Cooperative Ads* - Place an ad marketing downtown as a whole as a great place to shop and eat. Have any store participate that wants to.
- *Sidewalk Sales* - Each retail business in downtown places merchandise out on the sidewalk.
- *Shopper Cards or Key Tags* - For a minimal fee, a customer can obtain a card that gives them discounts at participating stores. In Liberty, MO the cost for a "Shop Liberty" card is \$20. In return, they could receive up to \$575 worth of discounts and offerings. In Gresham, OR, the Try Local First effort sells key tags that when shown at participating businesses also receive a discount. Each month the stores can change what discount is available and the full listing is on the Try Local First website.
- *Sip & Stroll* - The Main Street Program sells wine glasses for \$10, which participants can then take around to the various retail and/or offices where wine is being poured. Same can be done with a Chocolate Walk.
- *Snowball/Ping-Pong Ball Drop* - Held in Augusta, KS and Sister Bay, WI, the annual Ball Drop has been a tradition for 50 years. Merchants write specials/gifts on plastic balls. A gold ball, worth \$100 in downtown cash, is added along with several red balls worth a free turkey. In Augusta, all the balls are held up in a net until Santa's arrival, at which time the fire department drops them on the waiting adults and children below. In Sister Bay, a helicopter drops the balls - over 10,000 annually.
- *Downtown Bucks and/or Gift Certificates* - Downtown dollars or gift certificates that are able to be used at participating downtown businesses. Typically the customer cannot get cash back, and once collected, it is the merchants job to contact the Main Street office to exchange for cash.
- *Earlier Than the Bird* - In Livermore, CA, the Saturday before Thanksgiving all of the shops open early and offer special discounts from 7am - 10am. Many stores even offer prizes if they come in their pajamas.

- *A Dicken's of a Christmas* - Ripon, WI and Laconia, NH produce "living windows", placing volunteers in the windows during the holiday celebration. Examples included a man handing a woman a necklace in a jewelry store or a man putting together a bike in a bike shop.
- *Children's Christmas Shop* - Using a vacant space in downtown, Newkirk, OH provides a place where parents can drop their children off to shop. Newkirk was able to get 100% of the retail merchants to participate by bringing pre-marked items in even dollar amounts under \$10. "Elves" are present to help the kids shop, wrap and play, giving the parents an opportunity to be shopping in the rest of downtown.
- *Direct Marketing via Email* - Lee's Summit, MO emailed a 20% off at 25 participating downtown businesses coupon. It could be used at more than one store, assuming customers print their own. Businesses were then encouraged to email it out to their own lists as well. This could also be done with a postcard using direct-mail.
- *Why Wait?* - Lake Orion, MI had a restaurant that became so popular after remodeling post-fire that 30-90 minute waits was normal on the weekends. So, the downtown association helped purchase pagers that had a wide enough range that those who were waiting could shop in the rest of downtown while they waited.
- *Scavenger Hunts* - Scavenger hunts come in many different themes and types, but the idea is to have customers having to go inside many stores to find pieces of information they need for the game. Once they have everything they need, they are entered to win a prize.
- *Shopping Scramble* - Petoskey, MI held a golf-themed shopping FUNdraiser that include a "day of shopping, dining and enjoying the amenities without worrying about sand traps or water hazards." Each participant was given gift bags from the merchants and businesses were encouraged to have golf-related specials. Participants recorded purchases on golf score cards and brought them to an after event where prizes were given out for the "Longest Drive" (lived farthest away), "Closest to the pin" (preset \$\$), and "Hole in One" (whoever spent the most).
- *Show Us Your Produce* - Kissimmee, FL partnered with the Farmers Market and had stores give discounts, sales or gift-with-purchase to anyone who brings in their bag of farmers market produce. This would be best if reusable bags with downtown's logo on it are used.

Niche Promotions (focus on single consumer group rather than goods and services)

- *Bel-"Hair" Back to School Festival* - Baltimore's Belair-Edison neighborhood hosts an annual back-to-school festival featuring local hair salons that put on an incredible hairstyle show to model the latest fall fashions and showcase this important service business cluster. School supplies are given away to participating schools.
- *High School Girls* - A new jewelry shop in Paragould, AR challenged high school girls to bring in a picture of themselves at Prom. The school with the most entries would be treated to a 25% off day on all purchases.
- *Ladies Night or Men's Night or Date Night* - One night a year shops stay open for one population, offering specials and fun activities throughout the evening.

**WANT TO
SOLD OUT!!!**



STAIN

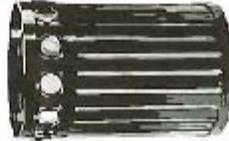
Number Available: 2
Sponsorship Level: \$1,000

**SIDEWALK
BENCH**



Number Available: 26
Sponsorship Level: \$500

**FLOWER & TRASH
BASKET**



Number Available: 9 & 21
Sponsorship Level: \$250

STREET LIGHT



Number Available: 61
Sponsorship Level: \$750

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