OREGON DOWNTOWN
DEVELOPMENT ASSOCIATION

Resource Team Report

For

Rockaway Beach, Oregon

January 20, 21, 22, 2000

By

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Project Introduction

The Oregon Downtown Development Association (ODDA) was contacted by Val Folkema of the Economic Development Council of Tillamook County to develop a cluster program for the three communities of Garibaldi, Wheeler and Rockaway Beach. In December 1999, ODDA made a presentation to Rockaway Beach City Council about town-center conceptual planning that includes, public and private space recommendations, and business mix analysis through a three day Resource Team visit..

On January 20th, 2000, ODDA's Resource Team arrived in Rockaway Beach for three days of intensive on-site work on downtown and Port of Tillamook Bay issues and opportunities. The Resource Team consisted of Heidi E. Henry, ODDA; Ed Hilliard, licensed Landscape Architect, John David Duffie, licensed Architect, and Mary Bosch of MARKETEK, Business Clustering and Development Specialist.

The Team met with city and ODOT officials, local merchants, property owners and interested individuals. They worked with city and county staff and ODOT officials to collect relevant information. A public presentation of the Resource Team's conceptual plan and recommendations was presented at a public meeting at Council Chambers on the evening of January 22, 2000.

This report is a summary of information collected and synthesized by the ODDA Resource Team. It is based upon the findings and recommendations presented at the January 22nd meeting.

Rockaway Beach Resource Team
Executive Summery

Strengthening the Sense of Community & Place

♦ It is important to strengthen downtown as the "heart" of the community and as a
   logical place for people to gather. This can be achieved, in part, through elements of
   design, appropriate mixed-use development and capitalizing on history, culture, and
   events in this traditional resort community. Reconnecting with the Chamber of
   Commerce, and developing partnerships and opportunities with the Port of Tillamook
   Bay Railroad will also strengthen the community component within Rockaway Beach
   and can produce effective, unified economic development.

♦ A destination facility and expanded family facilities would attract new visitors and
   compound the need for a more comprehensive business mix and safe pedestrian
   pathways on, and between, main street, Mill Street and the beach. Community
   facilities like a new city hall/community center, a robust retail development and
   family entertainment options with a "Coney Island" feel will add to the family resort
   ambiance of the downtown.

Design: Public Space

♦ An opportunity exists to create better pedestrian and bike linkages along and across
   Hwy. 101 and the community; linking parks, beach access, and the motels to
   downtown. (See Appendix A).

♦ Pedestrian friendly streetscapes, with traffic calming features, are crucial to the
   success of the downtown area along Highway 101 (See Appendix B).

♦ Rockaway Beach currently has an indistinct commercial area. The long, straight, flat
   alignment of the highway, as well as zoning, have allowed for highway commercial
   sprawl in the traditional downtown of Rockaway Beach. Entrances into the North and
   South are vague and don't identify where the core commercial area begins and ends.
   Storefronts along Hwy.101 are not contiguous and offer good opportunities for infill
   in the form of additional two-story retail/service/residential – type buildings. (See
   Appendix C).

♦ The Oregon Department of Transportation (ODOT) in partnership with the
   community should undertake a transportation study and potentially designate the four
   blocks between SW 3rd and N 8th into a *Special Transportation Area* (STA). This
   formal designation by ODOT would allow the city and ODOT too keep the traditional

main street character and allow for special highway design and improved pedestrian access development (ODOT, 9).

♦ A parking study by a professional transportation planner would provide a location for additional parking for cars and RV's.

Design: Private Space

♦ The existing main street commercial development located on Hwy. 101 should be improved with facade rehabs that include transparent storefronts, pedestrian scale signage, and appropriate building colors. Rehabs should take the building facade back to the original Coney Island-40's style whenever possible, and should support the scale of the existing historic wooden one and two story structures. (See Appendix C)

♦ Architectural elements like wood horizontal lap siding and cedar shingle siding should be emphasized in rehabs and new commercial and residential buildings on main street. Building colors, trim and roofing should remain within the recommended traditional color scheme of natural or weathered gray wood with white painted window trim. Business signage should be pedestrian oriented utilizing wooden "blade signs" and monument signage. A modern and contemporary awning system should be developed to offer pedestrian protection against the weather. It is our recommendation that design ordinances incorporating a sign ordinance be adopted by City Council. (See Appendix D)

♦ There are numerous sites for infill development along Hwy 101. In-fill could incorporate professional offices, upper level dining with views of the ocean and mountains, and retail anchoring the first floor. The proposed infill should allow for pedestrian connections between the main street, the ocean and Miller. (See Appendix E1, E2, E3, E4)

Business Clustering, In-fill and Dynamics

♦ The primary and secondary market segments are currently not being serviced in Rockaway Beach.
♦ Downtown amenities such as public gathering spaces, restrooms, benches, etc. are needed. These will encourage visitors to stop and get out of their vehicles.

Market Dynamics, Business Mix and Clustering

I.   Introduction

This section of the Rockaway Beach Town Center report focuses on market factors and business mix and provides Rockaway Beach volunteers and City staff with direction and guidance as they seek to achieve the goal of creating a more economically vibrant downtown area. Among the key questions to address in creating a strong business district are:

- Who are downtown's customers?
- What are their shopping habits and interests?
- What shopping is available to them? What is the current 'supply' of retail/services?
- What is the market voids or niches that downtown can fill?
- How can downtown compete for the shopping dollars available in the trade area?
- What are the most profitable locations for businesses?
- How can all this information be 'packaged' to strengthen existing businesses and to recruit new businesses?

The findings and conclusions of the market assessment and business analysis are based upon the following: community input during the Oregon Downtown Development Association's Resource Team visit January 20-22, 2000; definition of downtown's trade area; analysis of trade area demographic and lifestyle data; and in-store and telephone interviews with selected business owners.

The findings are divided into the following sections:

Section II: Current Business Profile
Section III: Trade Area and Market Segments
Section IV: Competitive Advantages and Disadvantages
Section V: Business Mix
Section VI: Next Steps for Rockaway Beach

II.   Current Business Profile

Types of Activities

A successful business mix in virtually any size downtown will have a balance and mix of uses that includes housing, professional and government services, entertainment and retail shopping.   The core business district of downtown Rockaway Beach, for purposes of this analysis, is defined as Highway 101 from N. 3rd to S. 3rd.

Professional and Financial Services

This category includes banks, savings & loans, physicians, insurance agencies, financial advisors, attorneys, certified public accountants, home designers, and any other office situation that provides professional services. The function of this category is to provide downtown with employees that will use, and are able to pay for, other available services. This category tends to pay higher rents and has fewer turnovers than the retail and entertainment categories.

The prominent professional and financial service companies within downtown Rockaway Beach is: several real estate offices, insurance offices and U.S. Bank.

Retail

The retail category includes grocery, pharmaceuticals, apparel, dry goods, hardware, cards & gifts, home furnishings, and any other category that provides goods with or without services. Successful small downtowns offer a mix of largely convenience and specialty goods. The most likely retailer for the downtown core will be a home-owned, sole proprietorship or small Local Corporation. National corporate chains prefer mall locations.

Currently the town center of Rockaway Beach is home to several retail operations including: Larry's Market, Trash & Treasures, Things, Flamingo Jim's, Clothes Hanger, Country Exchange, Tillamook Bay Trading Company, Gene's Surplus, The Trading Post, The Old Crab Gifts, Pacific Moon Gallery, Crafters Coop, Gone Flying, Wimens Werk, among others. The merchandise emphasis is on gifts and souvenirs for visitors, though the local customer base also supports many of these businesses, as well.

Entertainment

This category is closely related to retail except that businesses function as attractors for customers seeking entertainment venues. Entertainment establishments include

restaurants, video stores, theatres, galleries, bars and taverns, coffee shops and any other business that attracts customers for social or entertainment purposes. This category supports the retail services category by offering the downtown customer an opportunity for entertainment and refreshment. It also helps retain employees in the central core area.

Downtown Rockaway Beach has a number of restaurants many of which serve tourists and area residents. These include: Cow Belle Cafe, The Float, Harold's Club, R'n R Espresso, Beach Pancake House, Sharkey's, Our Place, Island Style Teriyaki. Outside the core area are several other eating establishments: Cyber Cafe, Chinese, pizza and Mazatlon's Mexican.

Other entertainment-related businesses include the video store, arcade and a small mini-golf operation.

Convenience Services

Rockaway Beach is fortunate to have a number of other small businesses in the core business district that meets some of the basic needs of visitors and local residents alike. These include a gas/service station, hair salon, tanning salon, two Laundromats and a convenience store. The visitor center (Caboose) may also be considered a convenience service for out of towners.

Government Services

Downtown has been the traditional location for government offices and services such as the post office and library. Government offices, such as those found at City Hall and the Post Office, are essential in developing the personality of a community through their scale, character and design.

Anchor vs. Attractor Businesses

An important function of an anchor business is to establish a complementary cluster of retail businesses around its perimeter. Anchor businesses are found in malls and are used to attract smaller business operations which depend on customer traffic created by the anchor business. Small downtowns often do not have an anchor as a customer draw. Rockaway Beach is fortunate to have Flamingo Jim's as an anchor business. However, its present location on a short block between City Hall and a real estate office, limits the chances for additional retail to cluster in close proximity.

Small downtowns primarily depend on attractors for customer traffic. Attractors are businesses or services which steadily serve the local community. It is important to

recognize what type of customer business categories attract, and then leverage that information in recruiting new businesses into downtown.

The following primary attractors represent the reasons that local shoppers are currently using downtown Rockaway Beach.

Primary Attractors to Downtown Rockaway Beach (examples)

Professional and Financial Services:
- Banks
- Professional offices: realtors

Retail/Services
- Hair salon
- Convenience store
- Grocery
- Gas

Dining/Entertainment/Arts
- Restaurants
- Video rental
- Bingo

Government Services
- City Hall
- Post Office

III. Trade Area and Market Segments

Trade Area Definition

The trade area is the geographic area from which the great majority of regular customers originate. The market area was identified based on interviews with Rockaway Beach business owners, drive time estimates and the location of existing competitive shopping centers. The trade area drawn for this analysis is focused primarily on convenience shoppers and the provision of convenience goods and eating and drinking services. Over time as downtown Rockaway Beach improves its economic viability, the primary trade area will grow in size and potential.

Given the close proximity and potential retail linkages of Rockaway Beach and Garibaldi, the primary retail trade area was defined for both communities together. It is a

seven-mile radius from the center of Twin Rocks, extending north to Wheeler and south to Bay City. It includes these communities as well as Garibaldi and Rockaway Beach.

Target Markets

Market segments represent the consumers who currently or potentially shop in your downtown. Understanding who these consumers are, and knowing each segment's shopping habits and needs can help drive promotional campaigns, business recruitment and retention policies and business mix.

As already indicated, the primary market for downtown Rockaway Beach is a trade area customer that is using the downtown because of its convenience, location, and selection. These are primary residents of the area. Below are current demographics for the Rockaway Beach trade area market.

Exhibit 1: Rockaway Beach Trade Area Demographics

	1990	1999	2004
Population	4,081	4,438	4,545
Households	1,820	2,014	2,081
Median Household Income	$19,746	$28,769	$34,408
Median Age	48.4	50.8	52
Percentage Age 65 or over	27%	24%	23%

Source: CACI Marketing Services, U.S. Census

Most significant among the variables noted above is the very high median age of 50.8 years, compared with 36.8 years for all of Oregon. Twenty-four percent of the population is age 65 or over (compared with 14% for Oregon as a whole), reflecting the retirement population. Only 18% are age 19 or younger.

Population estimates by Portland State University for the City of Rockaway Beach, alone, show significant growth (a 32% increase) from 1990 (970 persons) to 1999 (1,260 persons). This growth is attributable, in part, to Rockaway Beach's rapidly expanding housing base. Nearly 300 single-family units have been added to the housing base in the last five years.

Other Target Markets

Other potential markets for downtown Rockaway Beach are tourists, second-home owners, visitors or attendees at the community's many special events, families of school children and pass-through traffic to the area. The following is data that illustrates the size of these market segments.

✓ Traffic volumes are very high: 1998 Average Daily Traffic (ADT) figures in downtown Rockaway Beach on Highway 101 were 6,700. All traffic on 101 provides excellent exposure to the business district and the chance to lure customers into businesses.

✓ Visitors (1999) to the Rockaway Beach Visitor Information Center (9 months) = 3,560. Phone calls (1999) to the visitor center (9 months) totaled 2,288. Tillamook County visitor spending is growing. In 1997, it totaled $164 million, up from nearly $125 million in 1991. One-third of Tillamook visitor spending can be tied to eating/drinking and food establishments; nearly one-fourth stems from retail spending. The visitor market has been characterized as primarily families, bicycle riders and retirees.

✓ Students attending junior/senior high school in Rockaway Beach (January 2000) = 395.

✓ Sixty-five percent of Rockaway Beach homeowners have a primary residence somewhere else. Conservatively, this part-time resident population is estimated to be 1,000 persons.

Local residents, part-time residents and area visitors offer significant untapped market potential for downtown Rockaway Beach businesses. More information on customer behavior is provided in Appendix A, "Buyers vs. Browsers."

Lifestyle Characteristics

Lifestyle, or psychographic, data for the trade area was analyzed to add dimension to the above demographic characteristics. Lifestyle data is derived from households within the trade area that is grouped into clusters. The groups bear descriptive names meant to convey a type of neighborhood or lifestyle. Psychographic data from the ACORN Lifestyle Reports provided by CACI Marketing Systems for the Rockaway Beach primary trade area is listed below.

Exhibit 2
Primary Lifestyle Characteristics
Rockaway Beach Trade Area
1999

Consumer Group	Percent	Population
Rural Resort Dwellers	37.3%	1,652
Senior Sun Seekers	17.9%	791
Middle America	1.2%	55
Prairie Farmers	3.0%	133
Heartland Communities	40.6%	1,797
TOTAL	100%	4,428

Source: CACI Marketing Systems, 1999

The profile of these groups is highlighted below.

Heartland Communities: 40.6%
Civic-minded consumers, active in their community
Enjoy adult education, crafts and hobbies, hunting and fishing
Home improvement expenses are average
Over 40% of these households receive social security income
Households are predominately families

Rural Resort Dwellers: 37.3%
Love the great outdoors.
Four-wheel drive vehicles, hunting, fishing, wilderness sports
Local full-time residents, concentrated in 55-plusage group
Earn a modest living from seasonal work
Spending likely to include cameras and women's apparel

Senior Sun Seekers: 17.9%
Have income and time at their disposal
Golf, read, travel, socialize
Spend modestly on home improvements, cars (standard to luxury)
A top market for investment and savings, lottery tickets

Middle America: 1.2%
Nation's largest consumer group
Family-oriented
Like hunting, fishing, bowling, crafts, hobbies, pickup trucks

Shop for home improvements, groceries, children's apparel and toys
Most own pets
Incomes at national average
81% are homeowners

Prairie Farmers: 3.0%
Practical and conservative, farm-oriented
Well-insured, spend frugally
Families, married couples
80% own homes
Enjoy fishing and hunting, barbecues and watching television

IV.   Downtown Rockaway Beach's Competitive Advantages and Disadvantages for Business Development

Competitive Advantages

1.   Growing target markets as indicated in Section III.   Direct and indirect indicators demonstrate that Rockaway Beach target markets are growing, though at a moderate pace.   Some businesses commented that the "second home owners" who appear largely on the weekends in winter sustain many businesses year round.

2.   Downtown Rockaway Beach's location is also an advantage for business development. Situated right on Highway 101, adjacent to outstanding Pacific Ocean beaches, and with exposure to thousands of vehicle traffic daily, is a true plus for encouraging business development.

3.   'Attractor' businesses and institutions. A number of businesses have large and loyal customer bases and several draw from outside the immediate area. Examples include: Flamingo Jim's, U.S. Bank, and several restaurants, which serve as anchors for the area. City Hall and the Post Office are also important magnets for bringing potential customers to the downtown area. Specialty businesses such as The Blue Hen, Gone Flyin, The Float, Dreamcatchers, Trash and Treasures Country X-change and Crafters Co-op (undergoing reconstruction) are also critically important for enticing customers.

4.   Businesses and individuals are investing in downtown signaling confidence in the future. Our Place and Sharkey's are refurbishing. Several property owners appeared eager to improve building facades.

5.   A cluster of restaurants in the downtown area provides an opportunity for joint marketing and promotions.   A simple brochure with a map and summary of cuisine could be distributed at the visitor center and at hotels.

6.   Visitor infrastructure exists and can serve as the foundation for expanding shopping and services to this market. Among the key features are over a dozen lodging options, ten restaurants, an ocean front park with parking and a visible visitor information center that is well staffed with volunteers, and year-round promotions? The close proximity to the Portland visitor market is also a crucial advantage for promoting to this target customer group.

7.   Downtown's current business mix is balanced. Most convenience shopping and service needs are met with grocery and convenience stores, hair salons, video rental, banking, liquor store, Laundromat and other businesses that all serve important convenience needs of the nearby resident population as well as visitors. In addition, there are numerous unique specialty and gift businesses for visitors and local shoppers.

8.   Ready for action. Several individuals interviewed during the resource team visit mentioned that the timing is right for taking action in the commercial core. The City and business community is moving beyond past differences. "Boxes of studies" sit gathering dust and the community is as ready for change and organized action as it will ever be.

9.   Entrepreneurs are taking risks in Rockaway Beach. New businesses are opening in the core. Island Style Takeout and the Tillamook Bay Trading Company are examples of two businesses that have opened in the last year and are pleased with their progress. These local, start-up businesses are also encouraged from the standpoint that one of Rockaway's refreshing qualities is the absence of chains and franchises. Hopefully, this will be reinforced by additional entrepreneurial activities.

Competitive Disadvantages

1.   The long narrow district makes it especially challenging to market the district as a unified business district. The significant physical separation of the west and east sides of the district is especially severe due to the presence of the rail line and the highway. A number of quality specialty stores are in destination locations at the edge of town, lengthening the shopping district even further. The combination of these factors together make it difficult to create a shopping district with a significant critical mass of businesses.

2.   Blank spaces. Empty lots, empty buildings and the presence of a number of office occupants on the East Side of Highway 101, together with a number of unkempt properties are not enticing to potential shoppers driving by in cars or walking along the street. Creating a unified pedestrian-oriented district demands uninterrupted storefronts and active retail or entertainment businesses with strong street appeal. This allows the district to develop a critical mass of businesses and serve as a destination for a large

number of shoppers looking for a unique and broad selection of merchandise in an attractive and inviting atmosphere.

3. <u>Not enough for kids to do to stay engaged in the downtown.</u> Although most small towns voice this complaint, this is a particular concern if Rockaway Beach is to market itself as a family destination. The beach is not enough!

4. <u>Misuse of prime retail space.</u> A number of first floor locations in the heart of the commercial core are occupied by office businesses. Ideally, these businesses should be located in upper story space, on side streets, or further away from the roughly three-block area that is the retail core. Downtown is missing opportunities to sell more to shoppers and to create a more pedestrian oriented shopping district.

5. <u>Absence of an anchor attraction.</u> Rockaway Beach is competing with large, well-promoted destinations on the Oregon Coast such as the Lincoln City casino and the Cannon Beach arts community. Without a special attraction to distinguish itself, some feel that Rockaway Beach is just another Highway 101 town.

Opportunities

1. <u>Vacancies, infill and upper story development.</u> Several vacancies exist in downtown Rockaway Beach that should be the first priority for business development and expansion. Ground floor vacancies and infill lots in highly visible locations identified by the Resource Team provide important opportunities to influence the business mix and identity of downtown Rockaway Beach and are therefore considered opportunities. Upper stories in a number of downtown's buildings are vacant or used for storage. In downtowns throughout the state and country these spaces are successfully converting to residential and office uses.

2. <u>Hardware store space.</u> The recently vacated hardware store on the highway in the center of downtown is a pivotal property for downtown's future development and success as a vibrant economic district. If at all possible, ground floor space should be devoted to retail uses.

3. <u>Creation of a distinctive, dynamic retail districts.</u> A successful strategy for downtown Rockaway Beach will be to focus on building the retail base of a few core blocks, beginning from north First to south Second and gradually expanding from there. This would entail helping existing retail/restaurant businesses succeed and filling other ground floor space with retail as spots become available. The physical improvements recommended in the Design section of this report go hand in glove with creating a positive image for shopping.

4. <u>Developing an anchor visitor facility,</u> such as a quality hotel/restaurant/conference center was mentioned by several individuals as a key strategy for expanding the

local visitor industry and providing a destination to serve a higher end market. The Shifting Sands motel site was identified as the most logical location for such an endeavor.

Challenges

Identity, Image and Marketing

For many decades, Rockaway Beach was a convenient destination for visitors to access and enjoy miles and miles of the beautiful Oregon coast. With increasing competition for the visitor dollar and a changing demographic makeup in the local population, it is imperative that Rockaway Beach establish a clear identity for itself and market that identity fully.

While some would like to see Rockaway Beach target the higher end visitor market, as Cannon Beach has done, the present reality is that the town is still one of the best all-around, laid-back family beach communities on the coast. Promoting Rockaway as a family destination and/or a 'historic beach village' as others have suggested are examples of the type of positioning statement that the community must develop to build a successful marketing campaign. The following questions must be addressed through an aggressive and focused tourism campaign:

- ☐ What is Rockaway Beach's identity?
- ☐ Who is its primary target (visitor) market (geographic area, age, income, etc)?
- ☐ How can they be reached through marketing and promotion? (Print media, PR, joint promotions with other towns and visitor organizations, etc.)
- ☐ What tools should be developed to reach and expand the market? (From special packages to hospitality training)
- ☐ What is the impact of the marketing program? (Monitoring and measuring results)

V. Business Mix

Downtown Rockaway Beach will never be able to compete with large malls and strip centers in providing a large variety of retail goods, long and predictable shopping hours, and the image of low-cost retail items. However, the downtown customer will respond favorably when he or she feels that they are receiving good value for money spent, have a convenient and safe place to spend time, and consider the downtown area an interesting and attractive place to be.

To achieve the vision of downtown as a place serving multiple needs and markets, consideration should be given to the customer that is using the downtown as a destination to acquire needed items and services, or seeking to spend time socializing and relaxing.

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

- ☐ Providing excellent service
- ☐ Offering unique, quality merchandise
- ☐ Targeting high dollar volumes per square foot for a business to succeed. In other words, smaller spaces, in-depth, high turnover inventory.
- ☐ Working with Rockaway's business community to provide complementary product lines.

Retail Clusters

One way to look at the downtown business mix is to examine the existing retail clusters. When there is a healthy retail cluster in place, it encourages shopping activity. Common features of successful retail clusters include maintaining visual appeal with interesting window displays, and street beautification and a contiguous storefront line.

A successful cluster must also be large enough and have several categories in order to maintain the interest of the browsing customer. The **competitive business cluster** is a grouping of similar businesses that serves the customer of the primary market by offering more choices, like a food court at a shopping mall. With seven restaurants in close proximity, Rockaway Beach has in place a restaurant business cluster. The **complementary business cluster contains** businesses offering different products or services but appealing to the same customer profile.

Recommended Businesses Mix

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

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

Building upon the existing business anchors and responding to the needs identified by residents during the site visit, listed below are the merchandise and business types with the greatest chance for success:

- ✓ Bookstore/gift shop

- ✓ Entertainment lines (EX: adding computer games for youth to Cyber Cafe offerings)
- ✓ Specialty apparel and accessories, particularly women's
- ✓ Gifts, cards, unique arts
- ✓ More coffee shops and bakery
- ✓ Recreation: gym-fitness center; bowling alley
- ✓ Specialized sporting goods: surf and sand merchandise
- ✓ Movie theater/dance hall
- ✓ Specialty foods and updated family-style restaurants
- ✓ Local arts and crafts (more of what already is available)
- ✓ Beach toys—sandals, sweatshirts, socks, etc.
- ✓ Quality antiques and gift items
- ✓ Kids--kites, go carts, games
- ✓ Microbrew

Success will be achieved with stores that:

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

Features of Successful Downtown Businesses

Retail and business standards are just as important as the types of businesses attracted to downtown Rockaway Beach. The focus should be on superior retail standards when qualifying and recruiting a prospective downtown business. They include:

Strong Business Values

- · *Planning*
- · *Commitment*
- · *Passion*
- · *Tenacity*
- · *Understanding*

Strong Merchandising Elements

- · *Up to date point-of-sale practices*
- · *Appropriate turnover of goods*
- · *Interesting visual displays*

Emphasis on value over price

Superior Customer Service
Developing human relationships
Determining customer needs
Servicing customer needs
After-sale contact

Appendix Two includes a more detailed summary of considerations for qualifying a prospective business for Rockaway Beach.
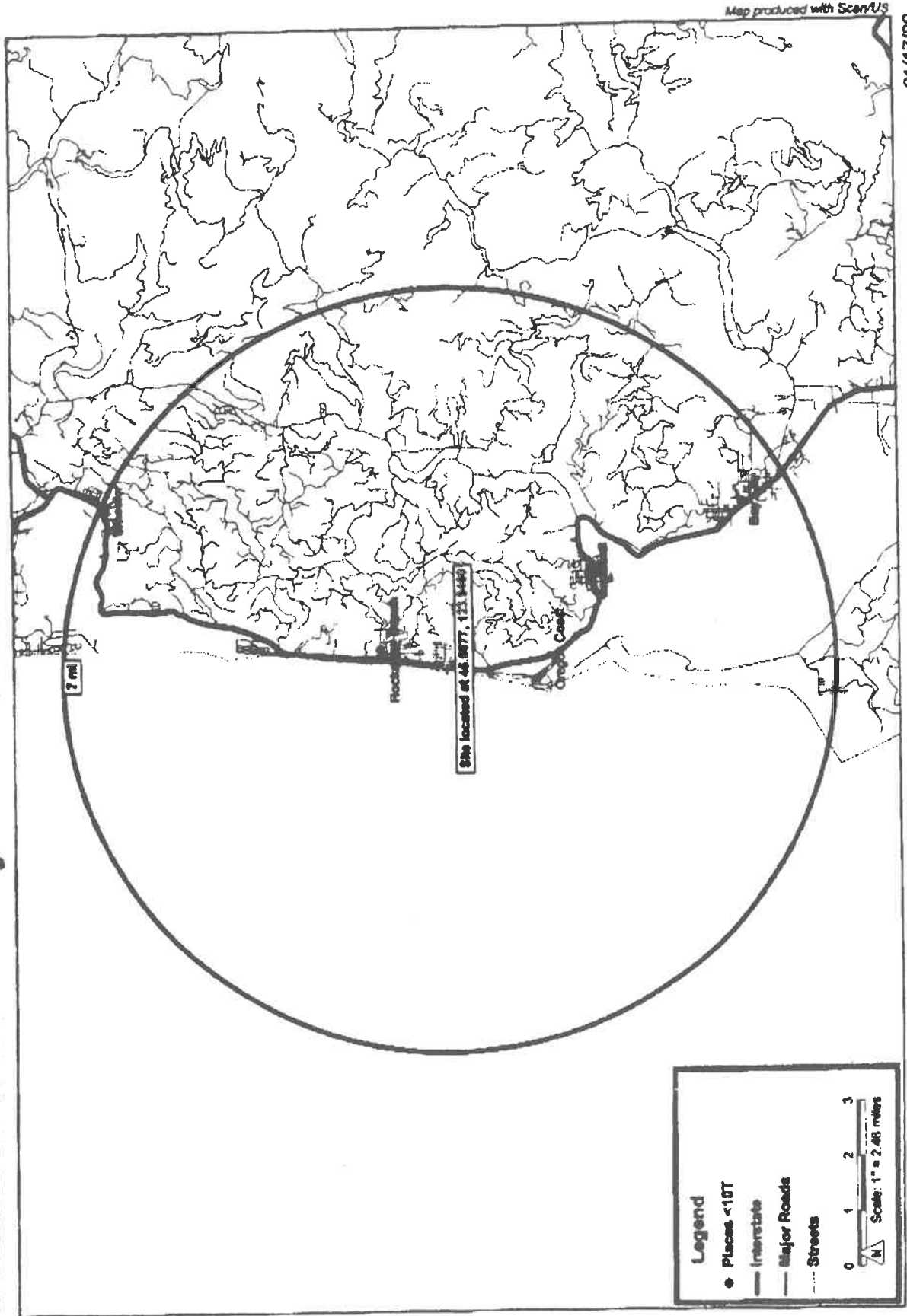
VI.   Next Steps

Business development and expansion opportunities in downtown Rockaway Beach are strong. Building on the momentum of the Resource Team and the market assessment, the following recommendations are provided as *next steps* for action.

1.   Organize a business development committee made up of business and property owners, realtor(s), Tillamook County Economic Development Commission, the City and the Chamber. Coordinate the work with Rockaway Beach. The purpose of the committee is to market downtown properties, businesses and business opportunities. Specific committee tasks in the near term are listed below.

2.   Create an inventory of first floor vacant properties in the downtown area for use in business recruitment and expansion. Prioritize the vacancies according to readiness for occupancy and suitability for various business types.

3.   Develop strategies for encouraging property owners of dilapidated properties to upgrade or sell.

4.   Prepare a simple, easy to read directory of all of Rockaway Beach's retail and service businesses, not just Chamber members. Place the directory in all stores, at the hotels, the visitor center, City Hall and other locations like service stations where visitors stop.

5.   Send several members of the Business Development Committee to Oregon Downtown Development Association's Business Recruitment Workshop in March 2000 to learn more about the steps and process for business development.

6.   In the meantime, begin to develop a recruitment package including the highlights of the downtown Resource Team report and market assessment. This will include demographics and other market information, property information sheets for individual properties available for rent or sale and selected visuals from the design component of the resource team.

7.   Organize a series of business promotions that capitalize on the special events already occurring. There are countless ideas for getting visitors into stores during events: set up a bingo or poker card that visitors take around to all participating stores and play; establish coupon books with free giveaways for the first 25 customers of the day. The more imaginative the better!

Garibaldi & Rockaway Beach, OR

7 mi

Site located at 45.5877, 123.8487

Crab Creek

01/17/00

Legend
● Places <10T
—— Interstate
—— Major Roads
---- Streets

0   1   2   3
N   Scale: 1" = 2.46 miles

Appendix A

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

> **Buyers** are those who are prepared to make a
> purchase and are looking for the right item to buy.
> **Browsers** are those who may buy only if they find the
> item that fits their needs.

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

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

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

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

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

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

Comparing Needs of Browsers and Buyers

Browsers prefer:	**Buyers** prefer:
long-term public parking	short term, convenient parking
interesting streetscape	easy access
high value	low price
time to browse	immediate service
buying for entertainment	buying to fulfill a need
attractive store design	functional store design
fun displays	clear displays
unique selection	large selection
comfortable environment	clearly defined sections

Appendix B

Asking the Right Questions of Start-up
and Expanding Businesses

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

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

What are the **industry categories** of the business?
(Refer to workbook *Step-by-Step Market Analysis*)

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

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

What are the anticipated annual **sales per square foot**?
(Refer to workbook *Step-by-Step Market Analysis*)

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

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

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

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

Rate each of these business **values**:

Commitment	_ high	_ low	How serious is the owner?
Passion	_ high	_ low	Does the owner truly like the business?

Tenacity	_ high	_ low	Are they committed for the long haul?
Understanding	_ high	_ low	What he/she does vs. what industry they're in?
Planning	_ high	_ low	Is there a written, flexible business plan with short and long term goals?

How is the business **organized**?
(As sole proprietorship, partnership, corporation, LLC?)

To what extent is the business **customer driven**?
(vs management driven)

To what extent does the business cater to **shoppers?** To **buyers**?
(Does management know the difference?)

What is the **market area** for the business?
(Geographic market, tourist trade?)

What **demographic segment** is most likely to support the business?
(What is the life-style and age of customer? What percentage of the population?)

How will the business **position** itself in the market?
(What is the identity of the business to the customer?)

How will the business **market** itself?

• Image (How it presents itself)

• Advertising (Direct mail, print, radio, TV)

• Public Relations (This ranks higher than advertising)

What will be the strategy for **merchandising**?
(Value vs price)

What is the **exit plan** for the business?
(Sell or close?)

Expanding Businesses should consider these questions:

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

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

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

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

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

Strengthening the Sense of Community and Place

In our efforts to gather information about the community and receive input on issues and opportunities, the Resource Team heard recurring theme of the need to create a sense of community and place within Rockaway Beach. It is important to strengthen downtown as the heart of the community and as the logical place for locals and visitors to gather and interact. This can be achieved, in part, through elements of design, appropriate mixed-use development and by capitalizing on history, culture and events. Creating strong partnerships with the Chamber, Port of Tillamook Bay Railroad and the City will also strengthen the community component within Rockaway Beach.

Public art, youth activities, and a "Coney Island" type feel of a traditional ocean-side village should be expanded as themes in downtown. This includes integrating public art into downtown public spaces, creating youth and family entertainment activities in, or near, downtown, expanding and improving the shopping and eating services, and expansion of the visitor center.

Design: Public Space

Topics Addressed in This Section
> *Pedestrian – Bike Trails Opportunities*
> *Identification of Downtown Rockaway Beach*
> *Proposed Special Transportation Area*

Pedestrian – Bike Trail Opportunities

In addition to improving cross walks, we propose to create a safe pedestrian environment by replacing the existing bike lane on Highway 101 with a mountable curb and sidewalk. This will create a pedestrian area on the West Side of Highway 101 in keeping with traditional downtown streetscape environments, which promote the safety, and visibility of pedestrians to highway traffic. Pedestrian access across the railroad tracks should be provided for and marked clearly to ensure safe pedestrian flow from East to West Side. (See Appendix B)

The Southbound bike lane should be relocated from Highway 101 West Side to the East Side of Miller Street. This will promote safe bicycle circulation through downtown through during peak summer season and will provide an additional six feet of space along Highway 101 for pedestrians.

We propose that Miller Street be primarily a pedestrian street with limited vehicular access for local business and residences who front Miller Street. This area could be identified by signage, pavers, pedestrian scale lighting, plantings, public art and

fountains, and other public amenities indicating a place where pedestrians are welcome. (See Appendix B)

Identification of Downtown Rockaway Beach

Entryways into Rockaway should be identified by signage at North and South 3rd Streets. Evidence of arrival into the downtown core could be pedestrian lighting, benches, planting, trash receptacles, pedestrian paving, and clearly defined crosswalks. In addition, the traditional beach character could be enhanced by the presence of banners, flags, sails, kites, and windsocks. (See Appendix A). Rockaway Beach has one distinct type of highway commercial development in the downtown. It's characterized by storefronts set close to the street and small, contiguous storefronts. It is important to keep commercial zoning and in-fill appropriate to current massing.

Proposed Special Transportation Area

An important recommendation is that Rockaway Beach work with the Oregon Department of Transportation (ODOT) to designate Highway 101 in the downtown area from N 8th Street to SW 3rd Street as a *Special Transportation Area*. This designation would allow Rockaway Beach to maintain its economically important Highway 101 on-street parking, reduce highway speed, and articulate more clearly defined pedestrian crosswalks and on street lighting. Traditional downtown development has smaller contiguous storefronts that are not set back from the sidewalk. It will be important to keep downtown development, in-fill and building rehab within these traditional downtown design guidelines. This subject will be further discussed in the Market Dynamics, Business Mix and Clustering section of this report.

Design: Private Space

Topics Addressed in This Section

Architectural Influences in Rockaway Beach
Traditional Downtown Storefront Design Features
Recommendations for Highway 101 Storefronts
Improving the Community Image for Locals and Visitors

Architectural Influences in Rockaway Beach

Historically, the resort, fishing, and railroad industries influenced the development of the Rockaway Beach area. Thus, local architecture is a practical bungalow-style featuring gabled roofs, double-hung, wood sash windows, and horizontal wood-lap siding. Out of

these styles, there are common design elements that will make the downtown work better and encourage people to get out of their cars and walk around downtown. (See Appendix D, E2)

Recommendations for In-fill and Facade Rehab (See Appendix E1)
Facade elements that contribute to a healthy, livable downtown include:
♦ Sidewalk protection i.e. sturdy fabric awnings or canopies.
♦ Transparent storefronts at the street level, i.e. large windows.
♦ Bulkheads below the storefront windows.
♦ Recessed storefront windows.
♦ Breakup of the horizontal building line with vertical structural elements, i.e. pilasters or columns.
♦ Upper levels punctuated with rhythmic use of vertically proportioned windows.
♦ Articulated parapets that vary in height and character from building to building. (See Appendix C)

Recommendations for Highway Traditional Commercial Storefronts

♦ Repair and paint existing building facades. Deferred maintenance is a real problem with many of the downtown commercial buildings. Years of putting off building maintenance is evident and will become more of an issue if not addressed in the very near future.
♦ New businesses in designated in-fill areas should conform to this plan's suggested architectural context which is identified as a "historic beach-front resort" community
♦ Commercial design guidelines are proposed and should include a sign ordinance, paint and material recommendations, and a facade grant/loan improvement program. This is a good opportunity to create partnership between the Chamber, the City and the local Beautification Committee.
♦ The community should adopt appropriate storefront signs, which address both vehicular and pedestrian traffic. Currently, there is a draft sign ordinance that should be reconsidered for adoption. This would provide a consistent image and help create a unifying appearance.
♦ To encourage pedestrian traffic along Highway 101, buffers should be added to increase the feeling of pedestrian safety. This would include parking spaces, planters, benches, and garbage cans. (Appendix B)
♦ Storefront display windows are not fully utilized and well lit.

Improving the Community Image for Locals and Visitors

A good community image is critical in presenting a positive impression. It is important to visitors, business owners wishing to locate in Rockaway Beach and locals who care about

their community. A good community image will continue to increase local pride, encourage businesses to locate here because of community livability, and encourage visitors to stop and spend time and money in the downtown.

Community attitude is an integral part of overall promotion and image. The business and community leaders need to make a conscience effort to create a positive outlook about the future, and emphasize the many benefits and assets that are uniquely Rockaway Beach.

Improving Rockaway's community image encompasses a wide range of projects and activities:

- Facade rehabs and commercial in-fill projects that fit within the scale and context of traditional downtown development.
- Business signage that is high in quality and scaled to pedestrian and slow vehicular traffic (25-30 mph).
- Clean and inviting storefronts and display windows.
- Sidewalks, streets and open spaces that are attractive, inviting and litter free.
- Streetscape and other public space improvements that are not only inviting, but help define the downtown core and encourage pedestrian movement.
- Public amenities such as restrooms, benches, trash receptacles, and interpretational signage in the downtown core.
- Top-rated customer service.

Partnering For Success

In order for downtown revitalization to be truly successful in Rockaway Beach, its critical that partnerships and collaborations be strengthened to help move the community's vision forward. A good start has been made with the city and chamber focusing on image and visitor information. Coming together with the Port of Tillamook Bay Railroad, ODOT, the Chamber, the City, and the Tillamook County Economic Development Council to create long-term plans and short term action items for downtown.

The work of the Resource Team serves as a springboard for community discussion as to the future of downtown and how revitalization efforts should move forward. Rockaway Beach is full of opportunities to create a livable downtown that serves as a community gathering place and strong commercial center. This can come about only by building consensus and becoming champions for the community's vision for downtown.

We've got the Plan,
Now what?

- *Have a "Town Hall" community meeting to discuss the plan, recommendations, and next steps with the City, local groups, the Port, and other community stakeholders.*

- *At this meeting closely examine the local capacity that's needed to carry out the various pieces of the plan. Are there energy, commitment and capacity to move forward successfully? How can capacity be increased and volunteer burnout avoided? Discussing these issues and finding solutions is a key ingredient to successful implementation of the plan. It is also critical to define the various roles & responsibilities associated with the plan's implementation...who will take responsibility for implementing different pieces of the plan? It is critical to coordinate, collaborate and cooperate in putting together the framework for implementation. Create a collaboration matrix those details, which's doing what, and when.*

- *Create short-term and long-range categories for implementation. Decide which projects have the highest level of community support, the best chance of success and highest priority. Then create the short-term (1 year) workplans and long-range plans (2+ years) based on what can be successfully accomplished.*

- *One year workplans should be action-oriented and implementation based with specific timelines, names of persons responsible, budgets, and a check-off when the project is completed. It is important to do fewer projects very well, than too many projects haphazardly! Keep this in mind when creating the workplan. More projects can be added to the workplan list as others are taken off when completed.*

- *Bring the groups together on a regular basis to report on implementation progress...keep these meetings focused on the workplan and its implementation.*

- *Evaluate your progress and make adjustments as needed! No plan or workplan is static; it should be adjusted to address issues and opportunities that arise.*

- *CELEBRATE YOUR SUCCESSES! Keep the community informed on the plan and its implementation!*

- *KEEP MOVING FORWARD!*

OREGON
DOWNTOWN
DEVELOPMENT ASSOCIATION

Appendix

POST OFFICE

3rd Street

Pathway

ROCKAWAY BEACH
REALTY

Beach Bakery & Dinner House

4th Street

GAS STATION

APPENDIX E3

vinyle siding

shingle siding

ROCKAWAY Hardware

SALT AIR PLAZA

The Added Touch

2ND STREET   HARDWARE STORE

~ THE ADDED TOUCH ~

~ US BANK ~

~ STREET ELEVATION STUDY ~

OODA   • ROCKAWAY •   1-20-00

Appendix E4

new restaurant

awning

Shade sign

shingle awning
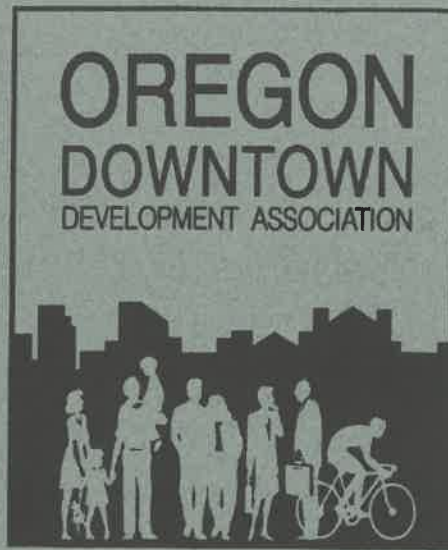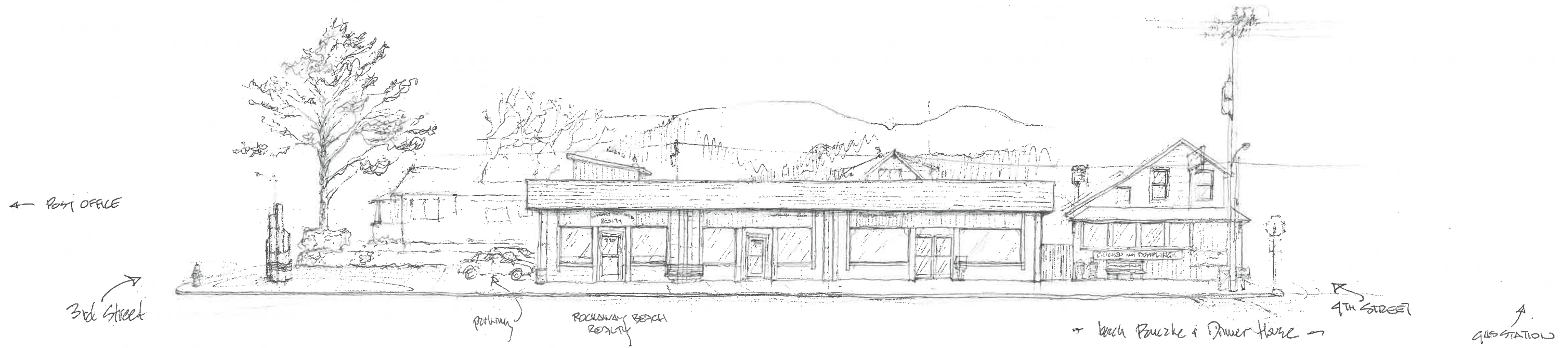
CLOTHES HANGER

DUFFIE

"R & R"
w/ 2nd story addition

pedestrian path

proposed in-fill structure
(set back from street)

FIRST RESORT REALTY

• ROCKAWAY •

ODDA   1-21-00

Appendix E1

new paint!

new divided windows & trim

new paint

new shingle siding

new trim

new pedestrian street lamps

new awning

redesigned parking & landscape (see plan)

~ STREET ELEVATION STUDY ~

~ LAUNDRY ~   ~ CONVENIENCE STORE ~   ~ WAYSIDE ~

ROCKAWAY (west side of 101)   1/20/00   ~ Proposed Facade Remodel ~

ODDA   • ROCKAWAY •   1·21·00

Appendix E2

standing seam metal roof
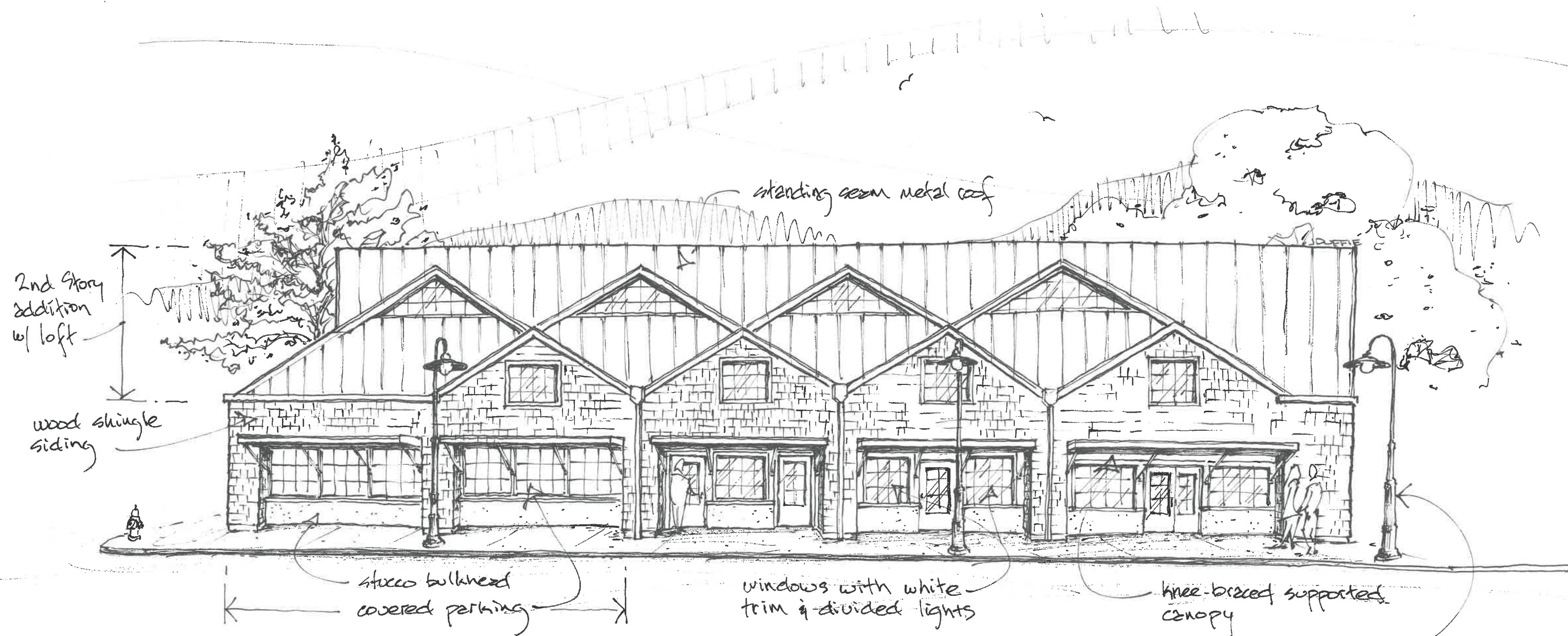
2nd Story addition w/ loft

wood shingle siding

stucco bulkhead covered parking

windows with white trim & divided lights

knee-braced supported canopy

proposed street lamps

PROPOSED REMODEL TO BUILDING @ 3RD ST & HWY 101

ODDA

1.20.00

° ROCKAWAY °

Appendix D

new windows, trim & paint

white trim

horiz lap siding

recessed balcony

restructure damaged facade projection

replace canopy with new awning

new paint

proposed clock tower

potential 2nd story addition

white trim & shingle siding

PC PEEP

knee braces

white window trim

brick bulkhead & pilasters

HAROLD'S CLUB

new pedestrian street lamps

GENES SURPLUS ~ new outdoor Market Place ~ OUR PLACE LOUNGE ~

ISLAND STYLE take out

~ ISLAND STYLE take out

~ NEW BUILDING ~ (In-fill)

~ TRASH & TREASURES ~

~ COW BELLE CAFE ~

~ ROCKAWAY ~

OODA.   1.21.00

Appendix C

ROCKAWAY BEACH

CONCEPTUAL
CROSS SECTION
LOOKING NORTH

SCALE ☐ = 5'
2d Hillind, L.A. 1/2000

MILLER ST.
20'

R.R.
20'

11'

14'

SIDEWALK
NEW
10'

12'

14'

8'

10'

POTB RR R.O.W. 60'

HWT 101 R.O.W 60'

Appendix B

ROCKAWAY BEACH
CONCEPTUAL TOWN CENTER PLAN
SCALE 1"=50'   Ed Hilliard L.A.   1/2000

← NORTH

POST OFFICE

N 3RD
N 2ND
N 1ST
NEHALEM

BANK

S 2ND

FARMERS MARKET
CONF. PARK
E&J CARS
FIRE HALL

S 3RD

BIKE TRAIL

CITY HALL

STATE WAY SIDE
E&J CARS

1ST AVE

PUBLIC RESTROOMS

R.V. PARK

PACIFIC PARK STREET

APPENDIX A
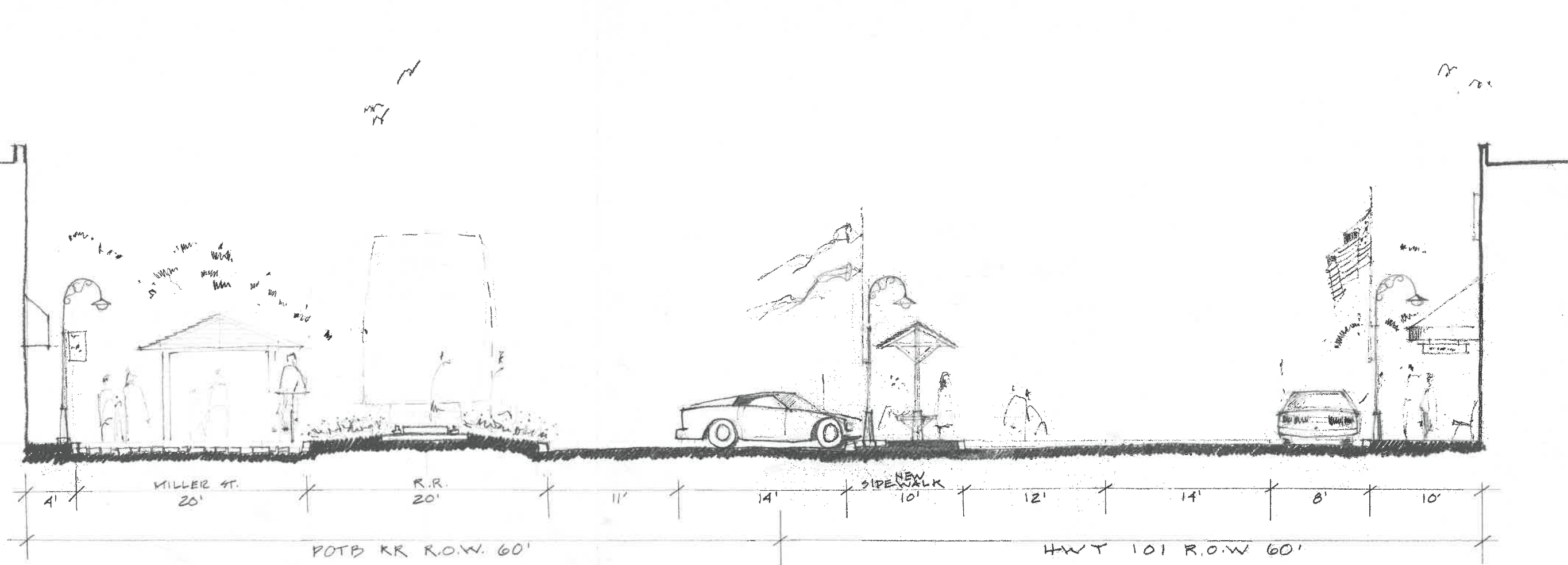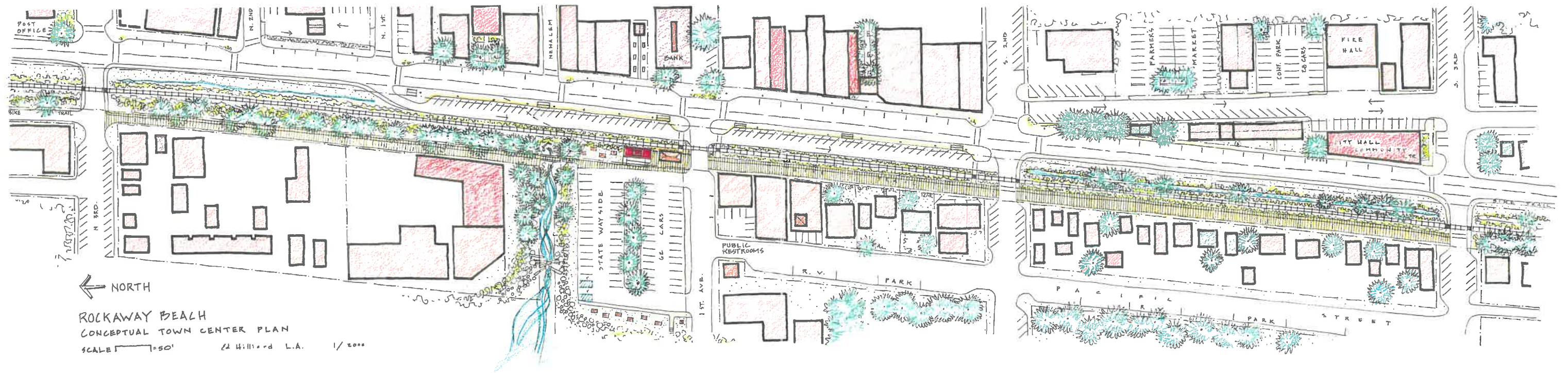
STOREFRONT DESIGN

The Four-Point Main Street Approach to downtown revitalization emphasizes that no single event or process causes deterioration to our commercial districts. Likewise, no single project or scheme will return vitality to them. Successful downtowns are borne of many elements. In the Main Street process, key ingredients are effective promotions, a strong organizational structure, good design, and business retention/recruitment. Using a comprehensive approach to downtown revitalization is key to effecting positive and significant, long-lasting change.

For the purposes of downtown revitalization, good design means far more than renovating old buildings. In the broad sense, it means presenting the best possible image to the ublic. This includes the image of the downtown as a whole, as well as that of individual businesses.

It is well known that an improved image results in better sales. Good design is only one element in creating a positive image. Service, selection, and quality also contribute. However, if the merchant wants to expose customers to these other elements, they must first be sufficiently interested to enter the store. The outward appearance of the store is the lure.

Given the choice between a neat, well-designed store and one which has been neglected, most shoppers will opt for the store that shows some concern for the face it presents to the public. More likely, that shop owner will be seen as conscientious and interested in the customer's business. Storefront renovation then, should be viewed as a way to invest in the future of a business. In most cases, storefront improvements do not take the form of pristine restoration. Rather, simple enhancement of existing architectural elements with the proper use of color and quality signage can make a dramatic impact on even the plainest structure. A small investment and a healthy respect for the integrity of a building can achieve significant results. This practical view of storefront rehabilitation will be the focus of both this article and an article in the next issue of Downtown Dispatch.

Remember, good design is only one part of what is needed to awaken downtown. Unless accompanied by a strong organization to help manage the downtown area, promotions to help increase pedestrian traffic, and a plan for retaining and recruiting businesses, a design project will have limited effectiveness.

Keeping Up Appearances

What makes for a successful Main Street business? It can't be measured exactly; there is no single success formula. Product, price, display, service, location, and market all play a part. So too, does the appearance of the storefront, the outside image of the business.

Many store owners seem to regard appearance as secondary to the more immediate concerns of running a business. Too often, the building is neglected or mishandled. Yet experience has shown time and again that appearance is extremely important to a healthy business. With merchants working together to create an attractive image, downtown as a whole can benefit.

With the 20th century came changes for Main Street. As the automobile increased mobility, competition between downtown, commercial strips, and shopping centers also increased. In response, downtown merchants turned their attention to passing cars. Merchants tried to compete by modernizing their buildings to imitate the competition, and putting up large or brightly colored eye-catching signs. In many ways, the result has become a sorry one. Downtown now appears as a curious cross between neglected old buildings and a commercial strip. It presents a confused image to the shopping public.

The idea of visual relatedness is crucial to the goal of an integrated Main Street. Historically, Main Street facades complemented and reinforced one another. Compare the drawings on page two. Notice how the remodeling of the old facades have destroyed their continuity. They are no longer visually tied together. Each facade is unrelated to the next, and the character of the building group as a whole suffers.

With its buildings, history, setting, and place within the community, downtown is unique and special. It makes sense to acknowledge these resources and take full advantage of them by developing these inherent qualities of downtown.

;liminates the design qualities of the original building and creates an unnecessary clash between new and old.

Changes happen gradually and have a cumulative effect on a building's appearance. While some alterations are hardly noticeable, change upon change over the years can completely ignore the original facade.

Labels on diagram:
DECORATIVE CORNICE
WINDOW HOODS
MASONRY WALL
REGULARLY SPACED WINDOWS
STOREFRONT CORNICE
TRANSOM
MASONRY PIER
DISPLAY WINDOW
BULKHEAD
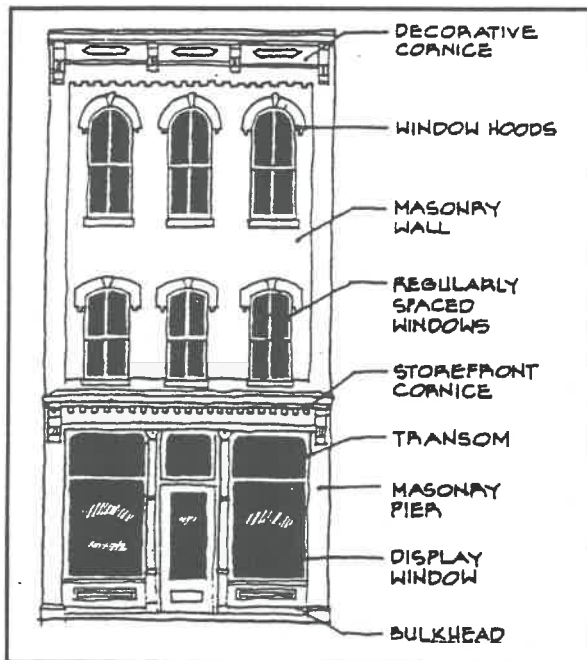
Understanding Storefront Design

Every traditional Main Street facade has a well-defined opening the original storefront filled. The area is bounded by a pier on either side, the sidewalk on the bottom, and the lower edge of the upper facade on top.

Whether you are considering a restoration or more contemporary treatment, the storefront should be based on a traditional storefront design. The basic configuration can often be derived from old photographs of the building.

Many problems with altered facades today are a result of the storefront straying out of its natural place within the facade. It is no longer contained and instead appears pasted on.

The following ideas suggest ways to change your storefront. Each is founded in the design of the traditional storefront; however, these ideas are not historical in nature. They are functional and make the storefront more attractive and ccessible to shoppers.

Contain the Storefront

A general rule for future remodeling can be stated as follows: A storefront should be designed to fit inside the original opening and not extend beyond it. To emphasize this feeling of containment, a storefront might even be set back slightly (6 to 12 inches) from the front.

Make it Transparent

The traditional storefront was composed almost entirely of windows, providing maximum light and display. This large glass area creates a visual openness that is part of the overall proportional system of the facade and is as valid today as it was in the past.

Generally there should be more glass and less wall at the storefront level, balanced by more wall and less glass on the upper facade.

Storefront Materials

The color and texture of the storefront materials should be simple and unobtrusive:
1) the storefront frame can be wood, cast iron, or anodized aluminum; 2) the display windows should be clear glass; 3) transom windows can be clear, tinted, or stained glass; 4) the entrance door should have a large glass panel and can be made of wood, steel, or aluminum; 5) the bulkheads can be wood panels, polished stone, glass, tile, or aluminum-clad plywood panels; 6) the storefront cornice can be made of wood, cast iron, or sheet metal and, sometimes the horizontal supporting beam can serve as the storefront cap; 7) the side piers should be the same material as the upper facade, or stuccoed and painted to look the same.

Certain materials and design elements should never be used on a traditional commercial building. A mansard roof with wooden shingles, rough textured wood siding, fake bricks or stone, and gravel aggregate materials are just not appropriate and will look out of place.

Inappropriate historical themes should be avoided. Small window panes, colonial doors, and storefront shutters are 18th century elements that do not belong on most 19th or 20th century facades.

Keep it Simple

When designing a new storefront or renovating an existing storefront, remember the emphasis should be on transparency. The basic storefront design should include large display windows with thin framing, a recessed entrance, a cornice or a

Restoration - This approach requires that the facade be brought back to its original condition. It involves the exact duplication of the original storefront, detailing, color schemes,

FACADE IMPROVEMENTS

EXISTING FACADE · MINIMAL REHABILITATION $3-5,000 · MAJOR RENOVATION $8-15,000 · RESTORATION $10-20,000
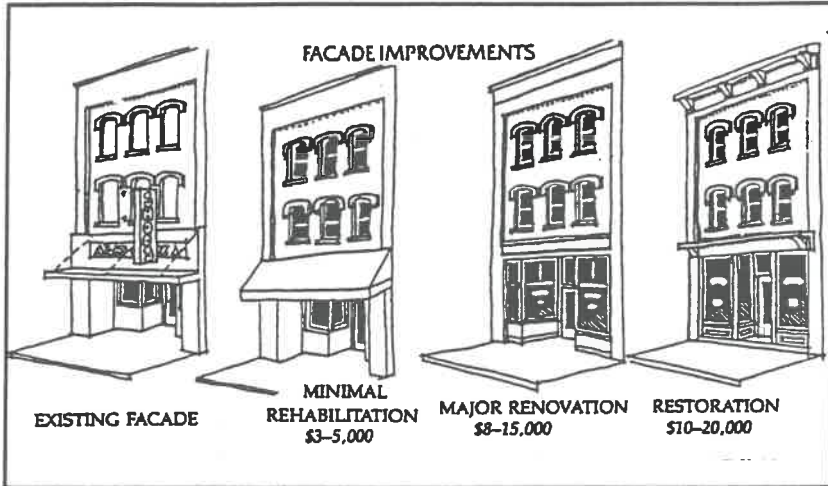
and sign placement. If a building has undergone only minor alterations, restoration may be inexpensive and desirable.

In considering each of the above approaches, always remember to retain as much of the original facade as possible. Carefully analyze the effects of any improvement both to your building and to the streetscape.

SIGNS:
YOUR BUSINESS' PERSONALITY

The prominent location and design characteristics of signs make them an important influence on consumers' perceptions of downtown and its businesses. Easy-to-read, well-designed, quality signs contribute to an overall feeling of welcome in the downtown and call attention to individual businesses. An effective sign communicates the location and image of your business while complementing the building's design.

A sign is to a building what a signature is to a person. It is an identification and expression of personality. A sign also conveys your personal business message. This message should be easy to read and to the point. It should be simple enough to get your message across, yet unique enough to stand out against other signs and visual communication. Don't try to out-shout surrounding businesses with larger, more colorful signs. The most effective signs are those which draw attention to he business while complementing the surrounding environment.

Be careful when using signs supplied by national distributors. While often inexpensive and easy to obtain, these signs may lack the personality and uniqueness you want your sign to convey. They are also typically made of inappropriate materials (such as back-lit plastic) in sizes which are inappropriate for historic buildings. If you plan to display a distributor's sign, think about the size and shape of the area where it will be placed. Signs which are too large, too small, or the wrong shape can appear added-on to the storefront.

Although back-lit plastic is not an appropriate material for historic building signs, many other materials are. Some options include wood, metal, solid plastic, stone, neon, canvas, paint on glass, paint on brick, and etched or stained glass. Consider how the qualities of each material might complement your needs.

A sign must also relate well to your building. Consider the following:

Shape and proportion. A sign should fit a building just as a window or door fits. The wrong shape or size of sign for the area in which it is placed will detract from its effectiveness.

Several options exist for sign placement or **location**. Lettering and graphics can be painted on storefront windows. Wooden, plastic, metal signs or 3-D letters can be flush-mounted between the storefront and second story window sills. Hanging or projecting signs can be attached to the facade. Awnings can also provide an alternate location for signage.

The **size** of a sign is directly related to its location. A window sign should be large enough to be read by a pedestrian but not obscure the display area. A flush-mounted sign should be contained horizontally by the storefront and should not be more than 2.5 feet high. Lettering should be between 8 and 18 inches tall and occupy no more than 65% of the sign board. It is not necessary for signage to have billboard-size letters to be readable to passing motorists or pedestrians. Eight inch letters can be read from a distance of 250 feet while 12-inch letters are readable up to 400 feet. When using an awning for signage, 6 to 8 inch letters are sufficient. The size and distance from the ground of a projecting or hanging sign should be carefully considered so that it does not interfere with neighboring signs or violate city codes.

Designing a sign using a little **color** offers you an opportunity to be creative and express the image and personality of the business. Let the color scheme of your building, and to a lesser extent the colors of the surrounding buildings, influence those used in the sign. The simpler the sign, the fewer number of colors should be used. Three colors are usually enough. Some additional color highlights might be added to a graphic or illustration. Generally, light-colored letters on a dark background are easiest to read. For window signs, light-colored or gold leafed letters with a dark outline are effective.
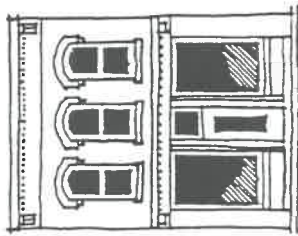
THE MAIN STREET ARCHITECTURAL TRADITION

This is the basic building block of Main Street—the traditional streetfront commercial facade. Although built in many sizes, shapes and styles, it was always essentially the same facade.

Facades of this type lined Main Street on both sides.

One next to another, they formed strong, solid blocks, marked by the rhythm of repeating parts.

Because it was composed of similar facades, the block had a consistent, organized and coordinated appearance. Facades were related to each other through compatibility in height, width, setback, proportions of openings, composition and rhythm.

With these blocks facing each other, the street took on a distinct character. Compared with the typical residential street, Main Street created a feeling of containment. The street became an outdoor room, filled with activity.

The sidewalk (or the "pedestrian street") was a window-shopper's delight. One after another, the store windows formed a continuous display case of Main Street merchandise.

OUTDOOR ROOM CREATED BY BUILDING FACADES
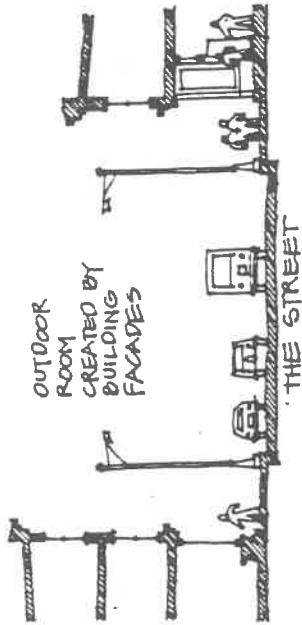
'THE STREET'

STOREFRONTS LINE THE "PEDESTRIAN STREET".
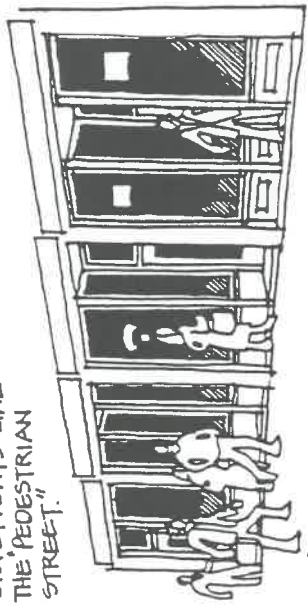
Thus, the appearance of Main Street today is largely a result of a strong architectural tradition. Beginning with the early buildings of the 1800s and continuing through the 1930s, this tradition controlled how Main Street looked.

The consistency of this building tradition brought about a unity that strengthened Main Street as a whole. If traditional business districts today are to benefit from this unity, changes to buildings must respect this tradition.
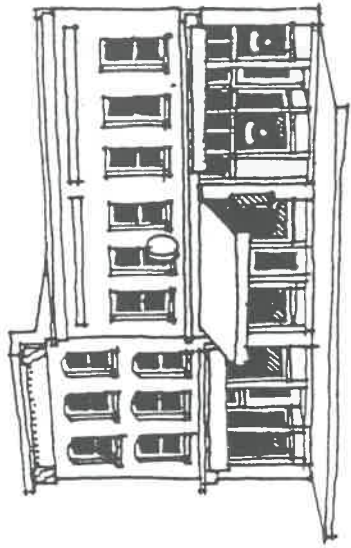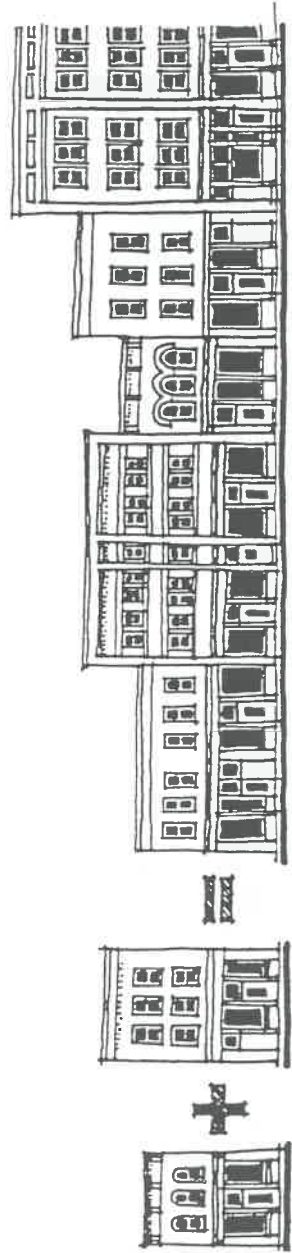
ORIGINAL FACADES

A Note of Emphasis

The idea of visual relatedness is crucial to the goal of an integrated Main Street. Historically, Main Street facades complemented and reinforced one another.

Compare these drawings. Notice how the remodeling of old facades has destroyed their continuity. They are no longer visually tied together because their rhythms and proportions have been altered. Each facade is now unrelated to the next, and the character of the building group suffers.

REMODELED FACADES

7. Decide how much you want your sign to say. It is important to keep the message simple and to the point. Remember, your sign will be viewed as part of a very complex environment filled with written and visual messages.
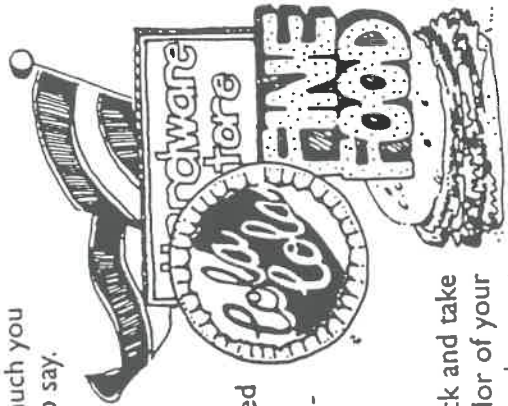
8. Now step back and take a look at the color of your sign and the colors you see on the surrounding structures. Take hints from these when selecting colors for your sign. You will usually get the best results if you opt for a simple color scheme—a range of three colors. Avoid garish, Day-Glo colors; they belong out on the highway!
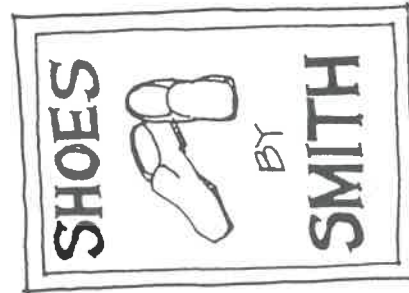
9. As with colors, lighting is important. If you illuminate your sign at night, the light source should be as inconspicuous as possible. Try to avoid obtrusive or gaudy lighting techniques that merely distract attention from the sign.

Signs can be illuminated with incandescent, fluorescent, or halogen lights. Incandescent lighting is used primarily to "wash" the entire sign with a soft, yellowish light either from above or below. Fluorescent bulbs produce a white light. They are often concealed behind the face of the sign and shine through a translucent material. Fluorescent bulbs are most effective if only the sign's message, not its background, is lit. Halogen lighting produces a white light. While the bulbs are very small and thus can be easily concealed, they are fairly expensive.

10. Express the personality of your establishment through the type style you select. To learn about various styles, look at other signs around town. Think about what each style says about the business and product it advertises. Then, define the image you want your sign to project.

There are three basic styles of type—serif, sans serif, and script—with numerous variations of each.

Serif This is a historically appropriate style, with many variations, from plain to fancy.

ABCDabcd
ABCDabcd
ABCDabc

Sans Serif This is a more contemporary letter style, with cleaner, bolder lines.

ABCDEF
ABCDabc
ABCDabcd

Script A more personal and decorative style, script is often used for signs painted or gold-leafed on glass. (Both upper- and lower-case letters should be used in script-style signs.)

election of

Ask local sign makers to show you a selection of type styles and consult with your local and state Main Street offices.

11. Quality of workmanship and construction is also a vital consideration. A simple, well-made sign speaks more highly of your establishment than an extravagant, but sloppy sign.

Choose a sign-maker carefully; ask to see samples of previous work.

12. Signs provided by national distributors are not appropriate. They don't reflect the individuality of your business and usually appear as add-ons to your storefront advertising. The signs you display should advertise your personal business message.

Your best advertising

13. Now consider this idea. Your entire building conveys an image that acts as a sign. Your building's appearance is more subtle than a word, symbol, or number sign, but it can be more effective.
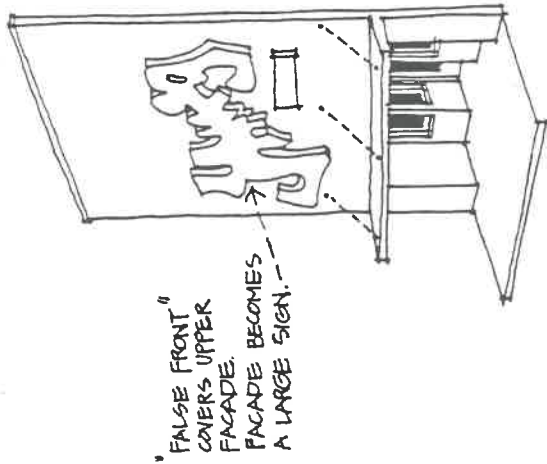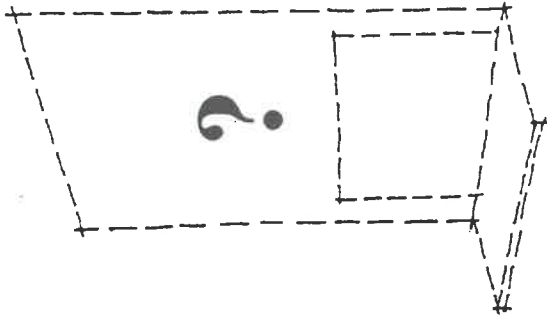
Quality is Priceless

Antiques

SHOES BY SMITH

5. More Storefront Change

ORIGINAL WINDOWS DETERIORATE DUE TO LACK OF MAINTENANCE.

NEW LARGER HANGING SIGN.

NEW STOREFRONT CANOPY VISUALLY ISOLATES UPPER FACADE.
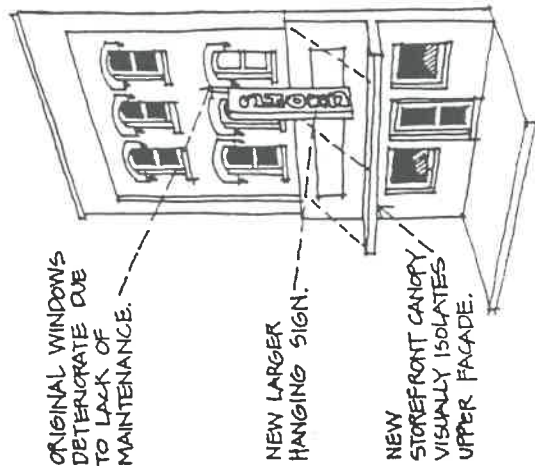
6. Another Storefront Remodeling

SOLID PANELS COVER ORIGINAL WINDOWS.

NEW STOREFRONT IS TOO DEEPLY RECESSED.
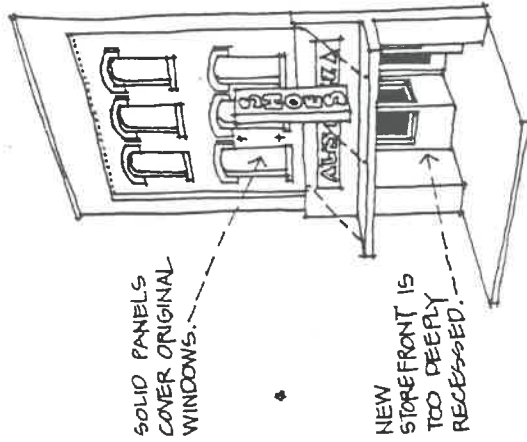
7. Drastic Facade Change - The Original Facade Is Gone.

"FALSE FRONT" COVERS UPPER FACADE. FACADE BECOMES A LARGE SIGN.

8. The Future - What Direction Will Future Change Take?

Some Observations on the Facade Change

Note how changes to the facade happen gradually and have a cumulative effect on its appearance. While some are hardly noticeable on their own, change upon change over the years has completely transformed the original facade.

Note the changes in signs and the effect on the facade. As they get bigger and more numerous, signs begin to dominate the facade. Eventually the whole facade becomes a sign, obscuring the familiar building pattern.

Throughout the series of facade evolution drawings, note how the qualities of the original facade—its rhythms, proportions, materials and composition—have been ignored. Various new storefronts, extending beyond the enframing piers and storefront cornice, and signs have been applied without respecting the original resource.

An Example of Sensitive Change

The facade drawing at right shows the same building facade as in the sequence above. In both, the existing facade has been remodeled. But here, unlike the others, change has complemented the qualities of the old facade.

The upper facade retains its traditional character and window openings. Signs are subtle and well placed. The new storefront fits within the original storefront opening and is enframed by the storefront cornice and piers. It is also similar in design to the original storefront, retaining a recessed entry, large display windows and a kickplate. (See "Storefront Design.")

WINDOW DISPLAYS

Window displays should be an attractive part of your storefront—a pedestrian-level sign. Well-designed displays help draw customers into your store. However, to create a window display that really works for your business, you must expend a little thought and effort.

1. First, define your buying audience. Find out who your customers are: businesspeople? homeowners? gardeners? Your display should attract the attention of those important people on the other side of your window.

2. Now consider the merchandise you sell. Is it colorful or bland? Intricate or simple? Large or small? Does your product have "eye appeal"? Use your imagination to give your merchandise some life. For example, try opening the door of a dishwasher to show what it looks like inside.

Looking at your product in different ways can give you new ideas.

3. Think of the display window as a large picture framed by your storefront. Step back and observe how they relate. The building and window should create a single unit that is complimented by the display in color and proportion.

4. Give some thought to the message you want to communicate. How much do you want to say and what is the most effective way of saying it in your "picture window"? Remember, your window primarily invites people to come in and shop, but it can present more specific information about your products and services as well.

Develop a clear idea of what you want to show your consumer audience. Decide on the most important concept and limit yourself to a single theme. Don't confuse people with too much of a good thing. The idea is to entice people into your shop, not to display every product you sell.

5. Let your product speak for itself. Displays that exhibit actual products provide immediate communication without words. Color, shape, size, material, texture—and, in some cases, smell, taste, and sound—are subtle ways to get your message across.

...w display and use smaller fixtures. A well-lit window display also improves public safety by lighting the sidewalk and allowing police to see inside your shop at night.

10. To keep customers interested, change displays often. Your windows can change with the seasons, as well as reflect holidays and special events throughout the year.

11. Consider investing in reusable seasonal displays. Properly stored and protected, a sturdy display can be used for three or four years, and its cost can be prorated. A memorable display for Easter, Christmas, or Halloween will be anticipated by shoppers each year as a traditional part of the holiday.

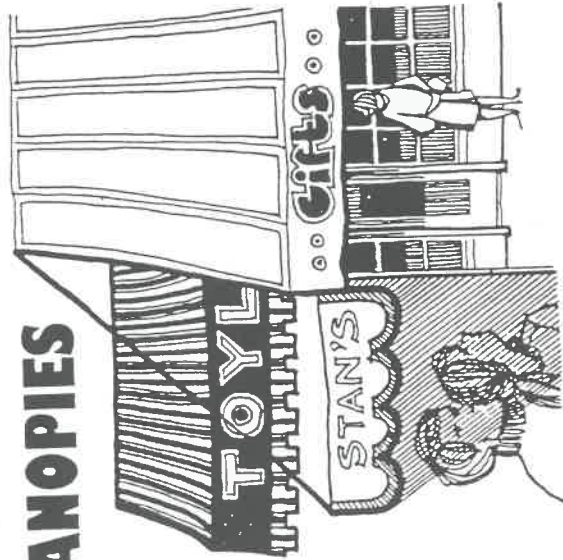12. If your store has display windows next to rear entries (see "Rear Entrances"), displays should be simpler than those in the front, but should be of similar quality.

SPRING · WINTER · SUMMER · AUTUMN

13. Remember, your window display is an integral part of your business. It contributes to:
- the character and success of your store;
- the character of your street; and
- the character of the business district as a whole.

Your display is an invitation to come inside and shop. Make it a good one.

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6. Color can help pull your display together. Look at the color of your building, particularly the storefront; now look at your merchandise. Think about colors that go together with the building and your product, then decide on a color scheme.

WARM COLORS
COOL COLORS
RED
ORANGE
YELLOW
GREEN
BLUE
VIOLET
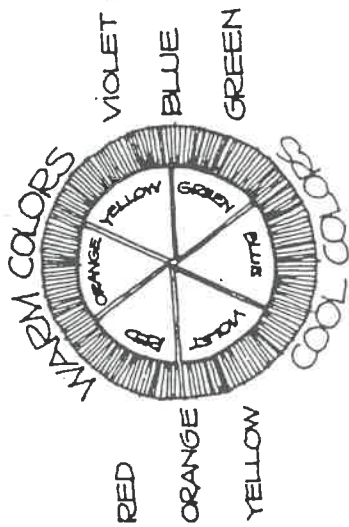
Remember, however, that too many colors can be confusing, while too few will make a dull display. Accents like red or yellow can brighten up your window, but don't overdo it.

7. Look at your window display as a composition—as if it were a sculpture or an oil painting. Compliment or emphasize the shape of your window by using vertical or horizontal elements. Think in terms of a group—how do your products work together? Group similar elements to convey a message that's easy to "read." Think of size as well. A large object can balance several smaller items. Experiment with different arrangements before you finally decide what looks best in your window.
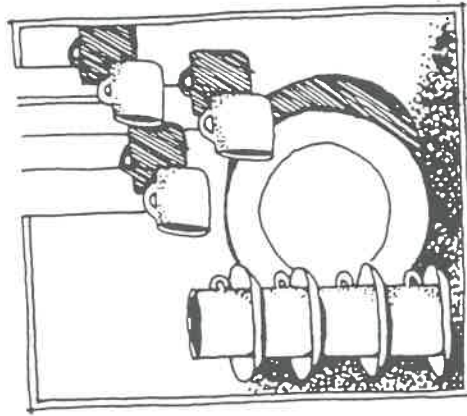
ROPERS

SALE
Womans Shoes
$6⁴⁰ to 26⁴⁰
Summer Bags 33⁴⁰

SALE
Men's 7⁴⁰
Shoes $8⁴⁰

Do not overwhelm your window display with signs.

8. If words or prices are part of your display, signs should also contribute to your overall theme. Select an appropriate typeface (see "Signs") and a color that does not overwhelm your products. For professional quality, hire an experienced signmaker.

9. An attractive, well-lit display can entice nighttime window shoppers to return during business hours. Incandescent spot lighting, mounted on ceiling tracks or recessed into the ceiling, can effectively highlight products as well as provide adequate overall lighting. Consider using halogen bulbs which, although more expensive than incandescent bulbs, last longer.

Daylight


Night Lighting

AWNINGS AND CANOPIES

An awning or canopy can be both a decorative and functional addition to your storefront. It serves as an energy saver by regulating the amount of sunlight that enters your window. Shaded by an awning or canopy, shoppers are enticed to stop, look, and step inside.

1. An awning or canopy creates a pleasant space in front of your building, in the same manner as trees. It provides shade and shelter for busy shoppers, a resting place where pedestrians can pause and get out of the flow of traffic.
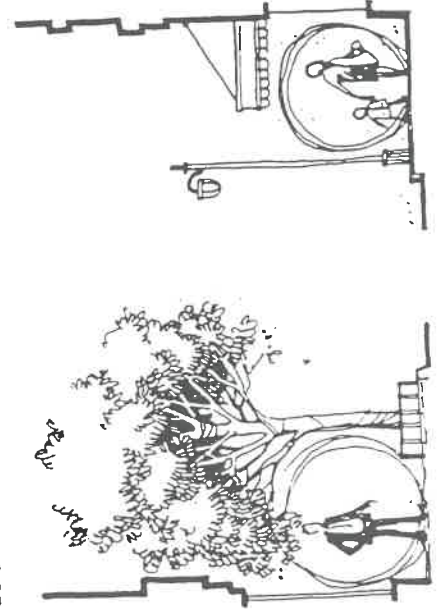
2. Awnings and canopies regulate the amount of sunlight that comes in your windows. Based on the building's orientation to the sun—north, south, east, or west—you can determine whether your storefront needs an awning or canopy.

SOUTH-FACING BUILDINGS

NORTH-FACING BUILDINGS
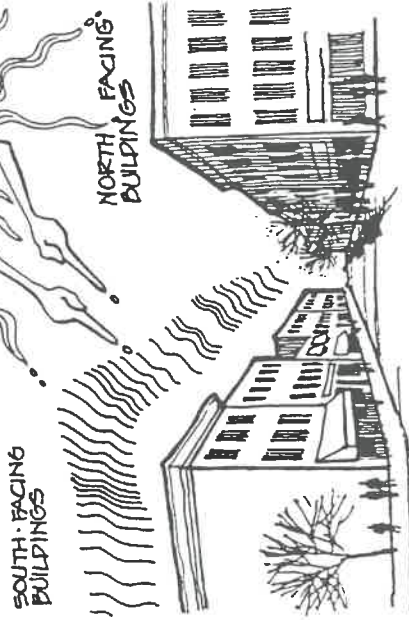
If your building faces north, it probably won't need an awning or canopy. For a building with a southern exposure, however, awnings and canopies can be excellent climate control devices. A combination of insulating glass (see "Energy Conservation") and an awning or canopy can significantly reduce your energy costs.

SUMMER SUN

WINTER WIND

AWNING + INSULATING GLASS = REDUCED HEAT LOSS AND HEAT GAIN
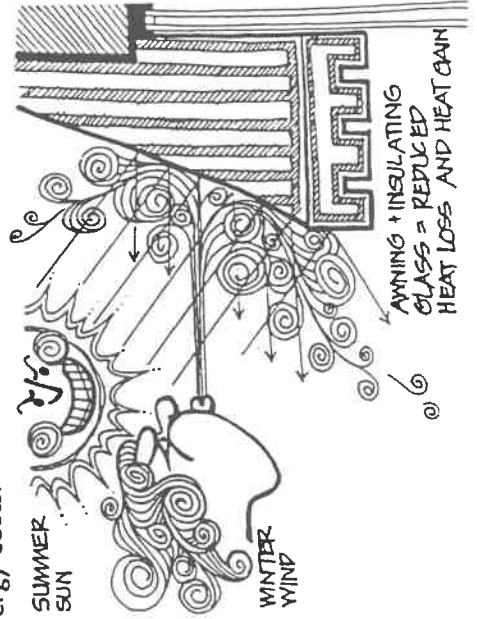
3. The installation design will determine, in large part, how energy effective the fixture will be. Do you want an awning that can be opened and closed? Or do you want a fixed awning or canopy that remains permanently extended?

Awnings Open or Permanent

MEATS

Open

Operable awnings

Closed
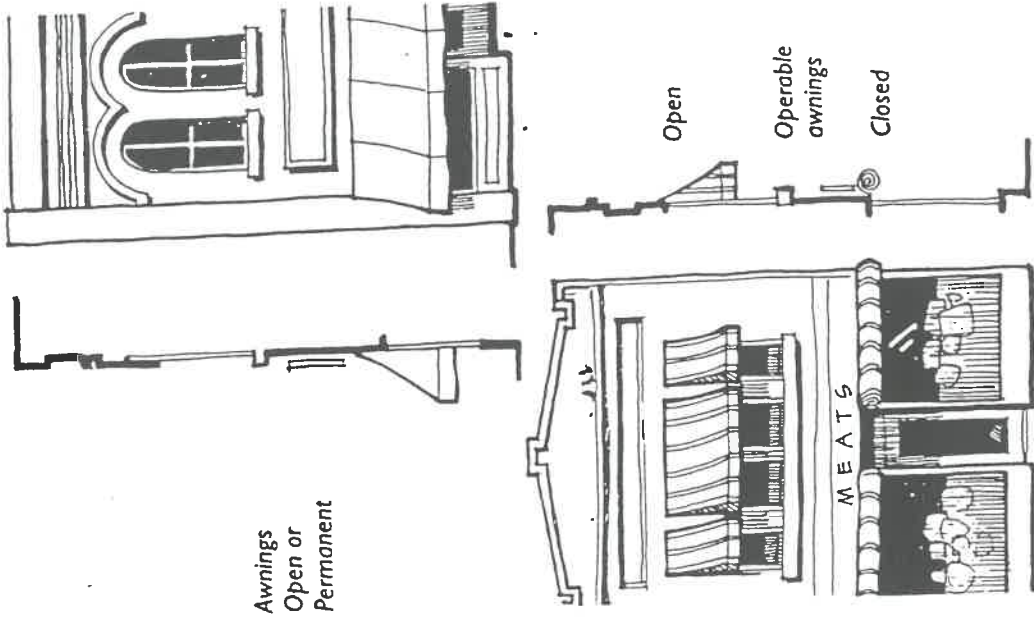
An operable awning lets sunlight into your building on cold days, helping to heat the interior. It shades your window when it is sunny outside. Although it is more expensive to install an operable awning than a fixed one, you will probably recoup the extra cost through reduced energy consumption.

4. As a visual element, an awning or canopy can add character and interest to your storefront. You should think about how it will appear in relation to the scale of your building. How will it affect existing architectural features? Will it overpower the proportions of your windows and facade? Look at neighboring buildings and imagine what impact the addition of an awning or canopy will have on the character of the streetscape.
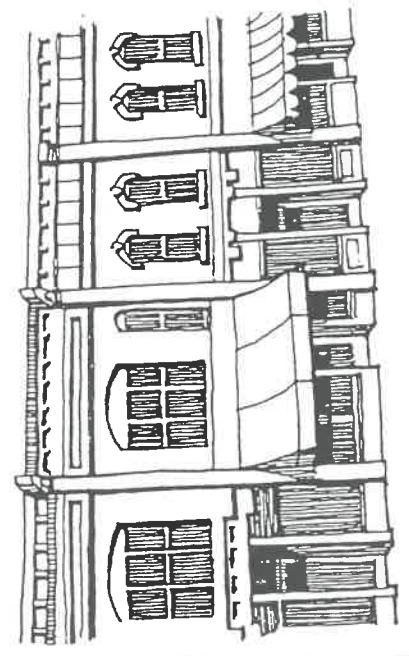
5. Awnings can be constructed from a variety of materials. Canvas is traditionally popular. It is flexible, but must be weather-treated before installation. Although initial installation costs are lower than for other awning materials, canvas may require greater maintenance.
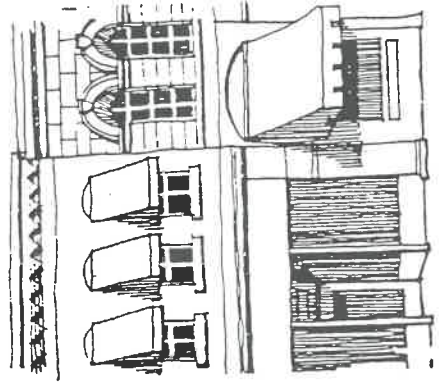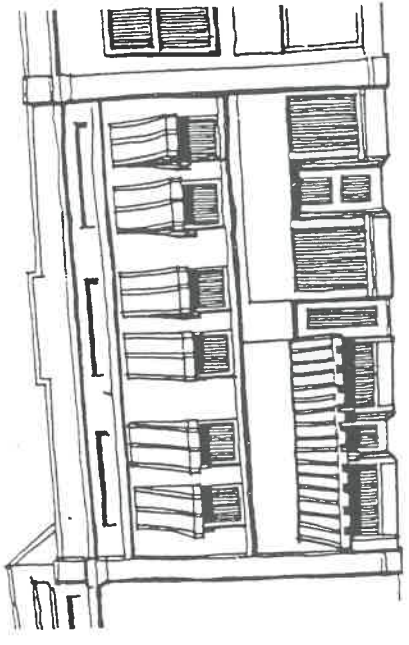
A vinyl awning can be very handsome, if designed with consideration for the rest of the building. Vinyl is flexible and generally requires less maintenance than canvas. On the other hand, vinyl is often very shiny and thus inappropriate for many storefronts on Main Street.

6. Canopies are usually constructed of metal and wood. They should be securely fastened to the facade; steel rods are often used to anchor canopies. Positioning the rods so that they blend into the design of the upper facade is important.
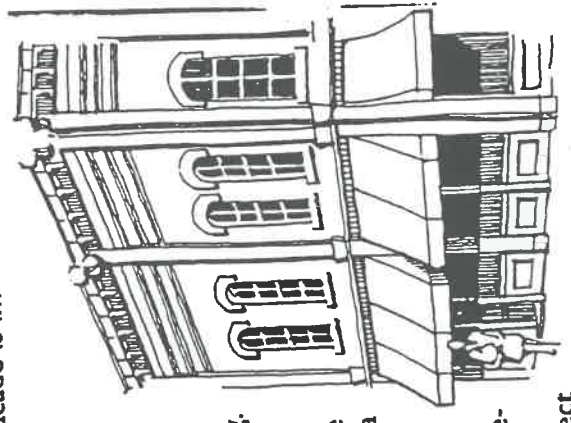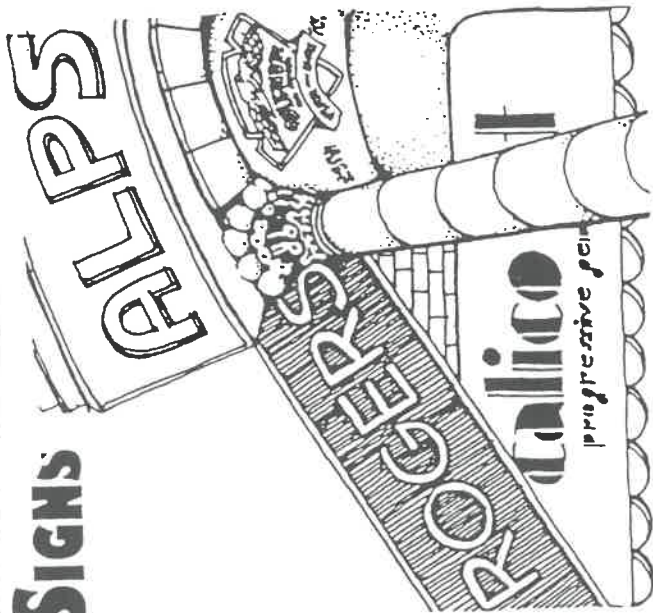
7. Before choosing a color for your awning or canopy, look at the entire building. If it has minimal architectural detailing, it can be "jazzed up" with a bright accent color. A more decorated facade should be complemented with a subtle shade. Select an awning or canopy color that enhances the existing building features. (See "Paint Color.")

8. Awning patterns are important too. Plain and simple, striped, or bold solid—what image do you want to convey? Again, the choice of a pattern (or no pattern at all) should depend on the character of the facade.

9. Awnings and canopies have long been used to display the names of businesses.

If you choose to include a sign on your awning or canopy, keep the message simple and direct. Signs are best located on the returns (sides) and valances (flaps) of awnings and should be attached to the facia of canopies.

10. Make sure the material you choose is guaranteed to be weather resistant. Most awning fabric is chemically treated to retard deterioration by rain or snow. With the exception of aluminum, most of the woods and metals used in canopies should be painted to resist weathering. Sun bleaching is another problem to consider, particularly when choosing a color for the awning.

11. Awnings or canopies are not appropriate solutions for every storefront design. However, when well-designed and properly placed, they can save you money, spruce up your storefront, and create a pleasant sidewalk space for shoppers.

Signs

Signs are a vital part of any Main Street. With a sign, you call attention to your business and create an individual image. But it's often forgotten that signs contribute to a commercial district's overall image as well. Merchants try to out-shout one another with large, flashy signs.

If Main Street is to present a harmonious appearance, its signs must serve both of these images. Consider the following guidelines when designing your sign.

1. Stand back and question the purpose of your sign.

- Does it merely identify your business?
- Do you want to let the personality of your store or office shine through?
- Is it necessary to provide information about your products on the sign?
- What kind of customers are you trying to attract?
- Is the sign meant to be read by pedestrians, motorists, or both?

2. Think about the type of sign you want.

- *Word sign*—This type of sign employs words to describe your business and its products.
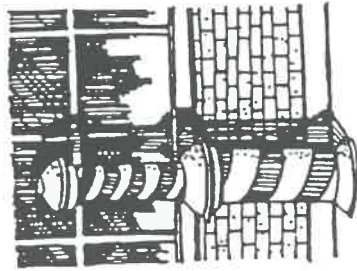
- *Symbol sign*—Often, a recognizable symbol conveys the image of a business better than words.
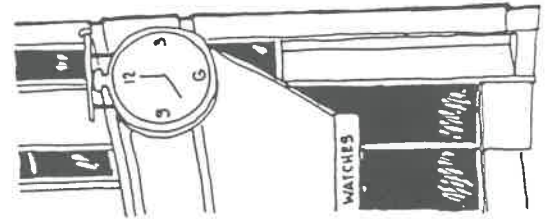
- *Numbers sign*—Some signs use numbers instead of symbols or words; the most common of these are street address signs that help customers locate your business.

Perhaps you'll want to combine words, symbols, and numbers in the same sign.

3. Consider the possibilities of using different materials. Each has unique qualities that can be exploited to create a sign suited to your needs.

Signs can be made from wood, metal, stone, neon, canvas, paint on glass, gold leaf, and etched or stained glass, to name a few. Signs can also be made of plastic. The most suitable use of this material for Main Street is to create signs made of individually formed letters, symbols, or numbers. Vacuum-formed plastic signs are almost never appropriate.

4. You may want to look at photos that show how your building looked in the past to see how signs were related to historic architectural details.

5. Visualize how your sign will appear in relation to the entire facade. The sign should not dominate; its shape and proportions should fit your building in the same way a window or door fits.
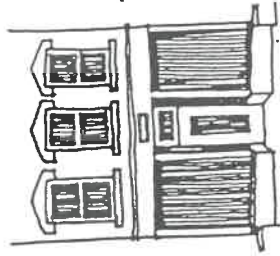
For example, a sign hung under the storefront cornice complements the building's architecture and therefore presents a strong image.
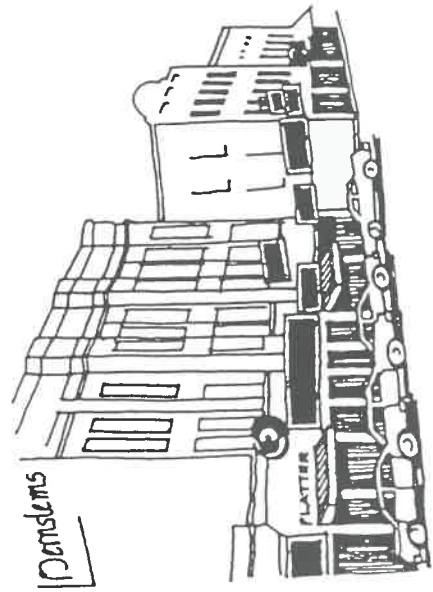

6. Decide where you want to put your sign. There are several suitable options:

- under the storefront cornice
- painted on glass
- on the side of the building
- projecting from the building
- on the awning valance or return
- on the canopy facia

Some types of signs are not appropriate, such as signs made of vacuum-formed plastic or oversized signs placed on top of the building or applied over the upper facade.
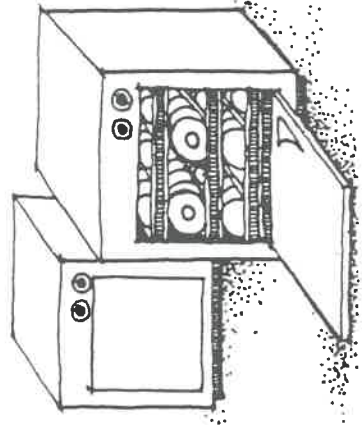
WINDOW DISPLAYS

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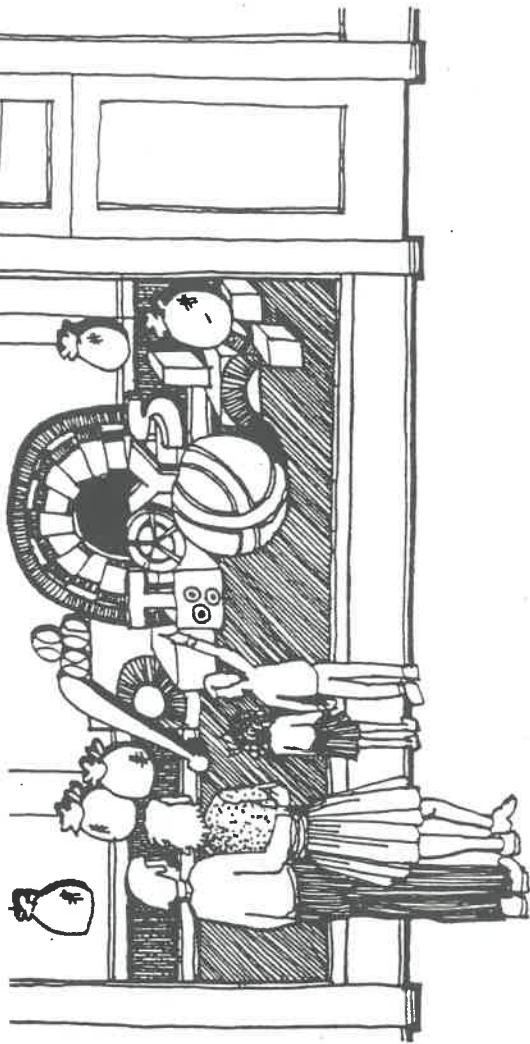
1. First, define your buying audience. Find out who your customers are: businesspeople? homeowners? gardeners? Your display should attract the attention of those important people on the other side of your window.

2. Now consider the merchandise you sell. Is it colorful or bland? Intricate or simple? Large or small? Does your product have "eye appeal"? Use your imagination to give your merchandise some life. For example, try opening the door of a dishwasher to show what it looks like inside.
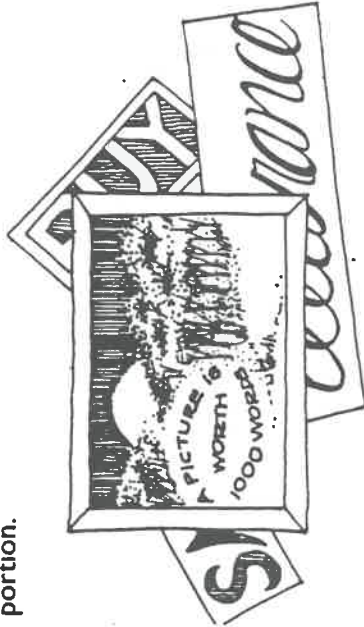
Looking at your product in different ways can give you new ideas.

3. Think of the display window as a large picture framed by your storefront. Step back and observe how they relate. The building and window should create a single unit that is complimented by the display in color and proportion.

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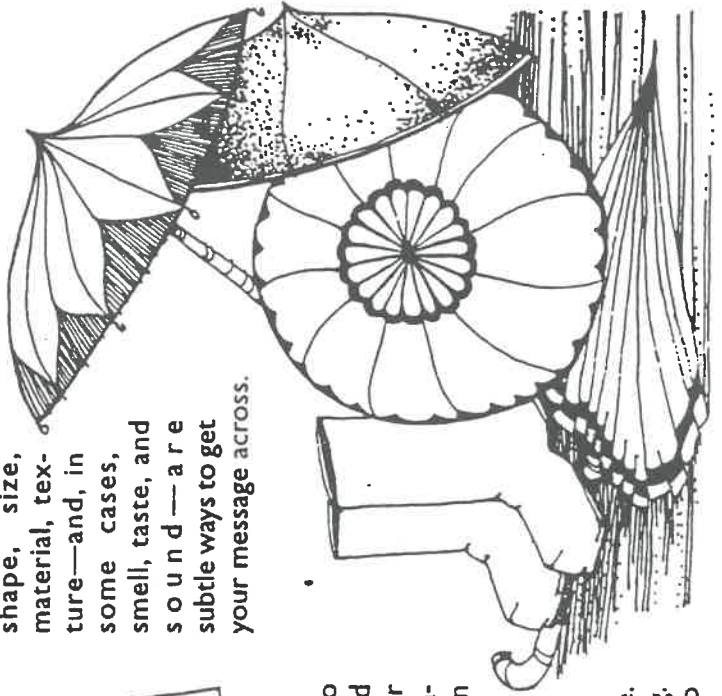
5. Let your product speak for itself. Displays that exhibit actual products provide immediate communication without words. Color, shape, size, material, texture—and, in some cases, smell, taste, and sound—are subtle ways to get your message across.

SHEBOYGAN FALLS MAIN STREET DESIGN INCENTIVES

1. Free Facade Drawings
    Main Street Role: Main Street dedicates approximately $1,200 from its operating budget to pay a consultant for facade drawings and color schemes.
    Object: Gives an owner a sense of what the completed project will look like before anything has started.

2. Free Sign Designs
    Main Street Role: Main Street dedicates approximately $200 from its operating budget to pay two or three sign companies for sign designs and color schemes.
    Object: Gives an owner a sense of what the completed sign will look like.

3. Low-Interest Loan Pool
    Main Street Role: Main Street's economic restructuring committee established the low-interest loan to assist business and building owners with exterior improvements. Since 1990, the program has lent nearly $400,000.
    Design Committee approves an owner's proposed renovation. A letter of agreement is signed between the owner and Main Street to use the low-interest loan funds. The owner can approach two different local banks - Norwest Bank and Bank of Elkhart Lake. The owner can borrow up to $20,000 at 3 percent below prime. Each bank agrees to a 1 percent buy-down and a local manufacturer - Bemis Manufacturing agrees to buy-down the other 2 percent.
    Object: Because of the lower interest rate, perhaps the project becomes more economically feasible. As with all the design incentives, it also allows for the Main Street Program to play a role in ensuring that the project is completed according to preservation guidelines.

4. Facade Grant
    Main Street Role: Main Street solicited a local foundation, the Joseph and Evelyn Richardson Foundation, to provide a pool of funds to be used as grants for facade improvements.
    If a building or business owner makes more than $5,000 of approved facade improvements, he/she will receive a Main Street grant of $1,000. Since 1989, the Foundation has issued 11 grants. * Please note that some projects involved multiple building restorations, however, only one grant was issued.

5. Sign Grant
    Main Street Role: Main Street solicited a local foundation, the Joseph and Sharon Richardson Foundation, to provide a pool of funds to be used as grants for signage improvements. Main Street agrees to reimburse the business owner up to half the costs of the approved sign. With a maximum grant amount of $250. Signs can include awnings as well. Since 1991, the Main Street Program has issued 27 grants.

Building Improvement Incentive Programs

Main Street
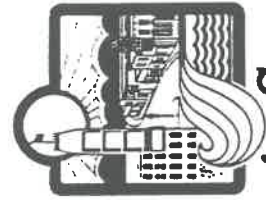SHEBOYGAN FALLS, WI.

Who Is Eligible

Any commercial property or business owner located in the Main Street District.

How To Apply

1) Contact the Main Street Program Manager for a facade and/or sign design assistance application.

2) Complete the brief application and submit it to the Design Committee for review.

3) The Design Committee will approve or suggest changes to the plan.

4) Once Design Committee Approval is obtained a Letter of Agreement regarding the project is signed.

5) Design assistance is given before the project begins. Work crew assistance is provided as needed. Loan monies are subject to credit approval and are distributed according to bank policies. Grant monies are awarded upon project completion.
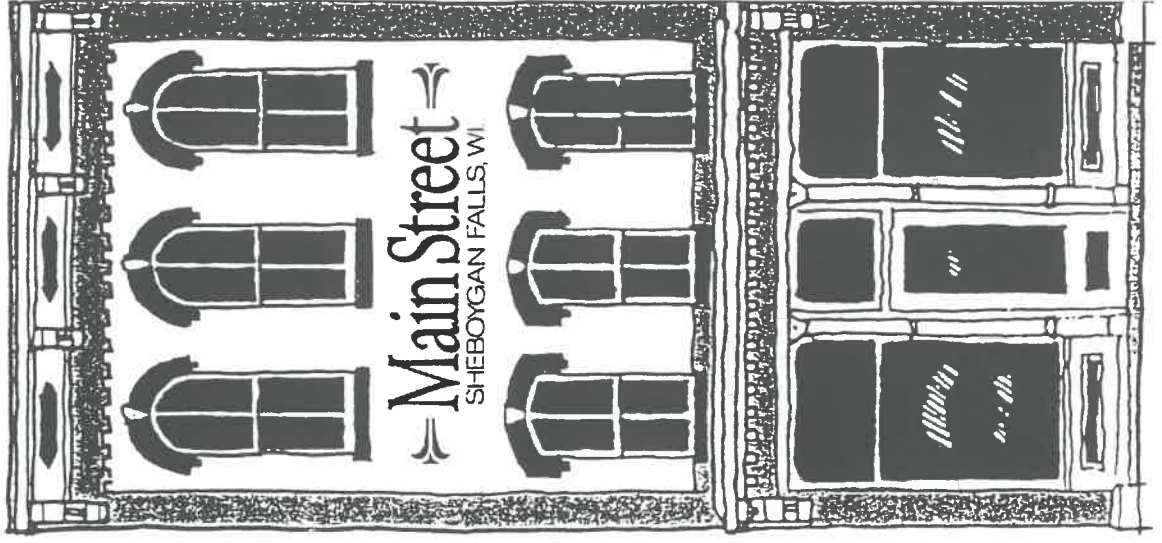
For More Information

Contact the Main Street Office
110 Pine Street
Sheboygan Falls, Wisconsin 53085
Phone 467-6206

Main Street
SHEBOYGAN FALLS, WI.

LOW-INTEREST LOAN POOLS

Investment in many downtowns has been steadily declining over the past twenty years. Unable to successfully compete with shopping malls, the core areas of small towns have fallen victim to the patterns of disinvestment-- neglected or abandoned property, low rents, poor management, marginal or undesirable businesses, and a declining level of retail sales. Low interest loan pools have been used successfully with the Main Street Approach to reverse the trend of downtown deterioration. A loan pool is an agreement between lenders that provides a set level of funds at a favorable rate for specific projects within a delineated area. Most loan pools involved with the Main Street Program share common characteristics and may vary in only a few areas. The following two examples outline the most common approaches taken in setting up community low-interest loan pools.

Why should any lender wish to participate in a program which, at first glance, denies them the opportunity to make the best possible return on their money? the benefits to the individual lender and to the community at large exceed the relatively minimal cost involved. Ideally, a loan pool should work in conjunction with a program like Main Street that takes a comprehensive look at the economic ills of downtown, and provides for some quality control on individual projects. Working in cooperation, loan pools can help generate increased business activity. Advantages to the lender and the community include the following:

- A community loan pool creates an incentive to invest in downtown. It helps establish a new, positive investment pattern in the core area.

- A loan pool indicates that a community is serious about creating opportunities for economic development. It sends a signal to established and new businesses that a community is progressive and willing to support the expense involved in relocation or expansion.

- Creation of a loan pool puts the lending community in a leadership position in local economic development initiatives. The cooperative nature of such indicates a willingness by financial institutions to be active instead of reactive to the new needs of downtown businesses.

- A psychological point is made through the establishment of a loan pool. It is an affirmative step signaling that change is coming to the community.

- The cost to each participating lender is minimal. In fact, experience has shown that a business owner will frequently borrow beyond the loan pool limit, at a conventional rate, to complete a project; thereby generating additional business for the lender.

- Participation in a loan pool will help lenders satisfy the requirements of the Community Reinvestment Act concerning reinvestment in their home communities.

- Loan pools frequently coax recalcitrant property owners into action by offering inexpensive loans during a limited timeframe.

(over)

EXAMPLE A

Proposed Total Loan Pool Amount: $150,000

Participation by Lenders: Each lender will participate equally.

Proposed Rate: 8%

Term: 5 Years

Security: Determined on a case-by-case basis.

Maximum Loan Amount: $10,000 (per building or facade).

Design Assistance: Required (may be part of the loan amount up to $250).

\dministration: One lender to take the lead in processing applications. Will "bill" other institutions on quarterly basis for their portion.

Fees: Lead institution will collect all origination fees.

Review: At the end of 12 months the program will be re-evaluated.

Projection: A maximum of 15 projects could be funded. If a 4:1 ratio is assumed for private dollars to loan pool dollars, a $600,000 investment in downtown would be realized.