Downtown Ontario Resource Team Report

Prepared For:

City of Ontario, Oregon
Resource Team
On-site: June 21 -23, 2005

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Resource Team Report

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Gateway Sketch

"If we don’t all work together, we’ll all get to fail separately.”
Local Ontario Resident

Introduction & Background

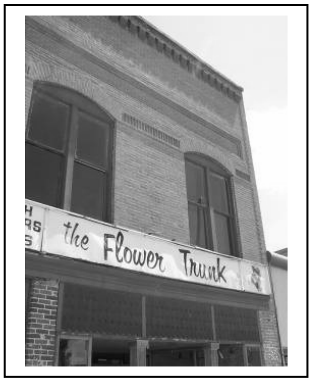
"There is just no energy in the downtown."

~ Quote from outreach meeting

Next step downtown planning efforts in Ontario were initiated when the City of Ontario and the Oregon Department of Housing and Community Services (OHCS) discussed the City's ongoing needs for a more vital downtown commercial district. As a regional center, Ontario is well positioned to capture retail spending from neighboring Idaho but business expansion in recent years has largely bypassed the traditional downtown business district. Specifically, the commercial area surrounding the I-84 interchange has seen significant success and some have been concerned that development on the eastside of this corridor will continue to hinder the vitality of the traditional downtown district. The purpose of this report is to assess business development strategies, design and downtown housing opportunities that would strengthen downtown Ontario.

The city has undertaken various planning efforts that included the downtown's infrastructure, traffic patterns, land use and others. However, city officials decided there was a particular need to address Ontario's downtown as a cohesive whole, in an integrated way that worked to improve downtown economics, housing options, marketing, public improvements and private improvements. ODDA worked with the City of Ontario and OHCS to develop a scope of work and a Resource Team was scheduled for on-site assistance June 21-23, 2005.

The Resource Team was uniquely tailored for Ontario's current downtown issues and included consultants in business mix analysis, architecture and landscape architecture. How these elements work together and ideas for how they might be prioritized are covered in detail in the report.



Brad Sinn from ODDA served as the Team's coordinator. The Resource Team convened in Ontario on June 21, 2005. While on-site, the downtown planning process included a 'kick-off' meeting; walking and driving tours; interviews with local stakeholders; a thorough examination of issues affecting the downtown district through collected information; analysis of issues that needed to be addressed; and recommendations related to those issues. A public presentation on the Resource Team's findings and recommendations completed the on-site portion of the work. This report serves as a more detailed planning document. It is based upon the final public presentation on June 23, 2005.

The public space design, architectural and business mix recommendations contained in this report are conceptual in nature and are intended to focus the community's efforts on business development, public and private property rehab and the potential to capture a greater share of the retail market. The aim of this project is to bring the community together to articulate a shared vision of downtown's future, then begin implementation of identified goals based on this vision. The ideas contained in this report are not written in stone; they should be used as springboards for further discussion as to which projects should be prioritized and implemented. Any successful plan will continue to be a "living document" that is continuously evaluated and updated.

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

- Downtown Business Mix and Clustering
- Design Recommendations
- Next Steps-Implementation

Project Issues & Goals

Five primary issues emerged from community and business discussions, analysis of past planning efforts, and on-site tours by the project team. Ontario's principal issues regarding downtown include:

1. The downtown business district is difficult to find when approached from I-84.
2. Oversupply of retail square footage in the entire community, but limited availability in downtown.
3. Lack of promotion and marketing (in cohesive way).
4. Lack of a strategic approach to commercial business development.
5. Inhospitable downtown streetscape environment.

The overarching theme for this Resource Team was to develop a plan to achieve a walkable, shopable, livable downtown business district. Regional shoppers will continue to be a key to success with a combined complementary market of visitors into the area. The challenge will be making necessary changes to attract them through the right business mix, attractive and high quality housing options and a dynamic downtown destination.

Each member of the Resource Team undertook their tasks with these issues in mind. The differing disciplines that each Team member brought to Ontario allowed them to address these goals in their own tailored way. Team recommendations and strategies are discussed in the sections that follow.

The Resource Team's Findings & Recommendations

General Recommendations for Moving Downtown Revitalization Efforts Forward

Community revitalization is a long-term, incremental process. In order for efforts to succeed, all of the components must function together in a strategic and organized fashion. Factors that weigh heavily in the success of downtown redevelopment include: leadership, shared vision, collaboration, a well thought-out and implementable plan, calculated risk-taking and perseverance. A strong sense of community and empowered 'ownership' of Ontario's future are also extremely valuable assets that can't be underestimated.

The general recommendations for Ontario include:

- **Create an action plan for each vacant or underutilized property in the downtown**. One distinct challenge of managing a downtown is the involvement of multiple property owners. Ontario has the unique challenge of having an apparent oversupply of retail square footage in the entire community while many buildings in the downtown are either unused or underutilized as retail space. The implications are that downtown must effectively package and market properties for complementary business.

- **Improve wayfinding to downtown from the I-84 exit.** In order for downtown to capture pass-through visitors and shoppers to the new interstate shopping node, they need to be able to quickly and easily find those stores. This report addresses design consistency issues and simple signage that would greatly improve downtown's visibility.

- **Organize downtown marketing and promotions.** There are currently a number of groups that market and promote Ontario's shopping choices.

Organizing components of these promotions into a strategic, cohesive and sustained effort will be key to downtown Ontario's success.

- **Improve physical environment of downtown.** Ask any retailer about success and you're likely to hear the phrase "location, location, location." Ontario's downtown is still a viable shopping location given traffic counts and proximity to customers. Improving the shopping district's attributes will greatly enhance the desirability of the shopping experience and increasingly result in park once, shop often behavior patterns. An organized effort can improve the downtown's "location".

- **Use a strategic approach to commercial business development.** Promotion and marketing are a piece of the picture in downtown redevelopment but more capacity is needed for successful business retention, clustering, recruitment, and property redevelopment.

Main Street Approach

The Main Street Approach is a locally-based, comprehensive strategy often used to revitalize older, traditional business districts. It has been applied to various-size communities across the nation. Whether or not a strict Main Street Program approach is for Ontario will need to be examined by local stakeholders. However, components of the Main Street approach are valid and found throughout this plan. As excerpted from *www.mainstreet.org*, they include:

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board or standing committees make up the fundamental organizational structure.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district.

Design means getting Main Street into top physical shape. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer.

Economic Restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Market Dynamics, Business Mix and Clustering

I. Introduction

This section of the Ontario Resource Team report focuses on market factors and business mix. It provides the City of Ontario, the downtown merchants group, the Ontario Chamber of Commerce and local volunteers with direction and guidance as they seek to create a more economically vibrant downtown area.

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

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

The findings and conclusions of the market assessment and business analysis are based upon the following: an electronic shopper survey of Ontario residents; community input during the Oregon Downtown Development Association's Resource Team visit from June 21-23; definition of downtown's trade area; analysis of demographic data; small group meetings during the team visit; and over a dozen in-store interviews with selected business owners. The findings are divided into the following sections.

Section II: Downtown Ontario's Competitive Position
Section III: Trade Area and Market Segments
Section IV: Shopper/Business Preferences
Section V: Market Potential/Business Mix
Section VI: Next Steps

II. Downtown Ontario's Competitive Position

Successful downtown districts of any size have a healthy business climate and a pro-active marketing program. Ontario's downtown commercial district was evaluated based upon business climate and marketing factors that affect business decision-makers seeking a profitable location.

Key for Rating
S = Strength
W= Weakness
N = Neutral

Downtown Ontario Analysis – Strengths & Weaknesses		
Critical Success Factors	**Rating**	**What Ontario Offers**
Marketplace		
Growing population base	**N**	Very moderate population growth in the market area with a 0.9% increase on an average annual basis, compared to 1.43 for Oregon as a whole.
Average or above average incomes	**W**	Median household income of $35,886 for Ontario's market area is significantly lower than Oregon's at $47,424 for 2005.
Diverse, growing employment base	**W**	Malheur County is home to 11,310 jobs with the largest employers being retail trade, education, government and health care, (Source: OR Employment Department, May 2005). The employment base is short on high wage employers and manufacturing jobs. County-wide, unemployment is relatively high at 9.9%. Holy Rosary Medical Center and Treasure Valley Community College however are regional draws.
Strong visitor market	**S**	Ontario has a large and growing visitor market with 676 hotel rooms and 2 R.V. parks. Recreation tourism is strong with numerous resources including Lake Owyhee State Park Succor Creek State Recreation Area The Kirby Conference Center is a strong magnet for numerous local and regional events and conventions. During the month of June 2005 alone, a dozen special events occurred at the cultural/convention center.
New development is planned or occurring	**N**	Residential development is occurring at a very moderate pace and has tapered off in recent years. Commercial development is also modest, however, the new retail strip center

Downtown Ontario Analysis – Strengths & Weaknesses		
Critical Success Factors	**Rating**	**What Ontario Offers**
		projects vigor and a positive image.
Available Shopping – a selection of quality shopping for a range of incomes available	**S**	Ontario is a regional retail center for parts of eastern Oregon and western Idaho. As a whole, Ontario has an abundance of shopping for a community its size, including Wal-mart and K-Mart. Benefiting in part from the draw of Idaho shoppers enjoying tax free shopping, the town is able to support more retail than otherwise possible just based on its local market. While shopper's goods (electronics, apparel, etc) will never be in ample supply, Ontario has a good selection of general merchandise and specialty goods.
Business anchors/attractors bringing repeat shoppers to town.	**S**	Downtown has three to four strong business clusters that draw customers from locally and Idaho: Home Furnishings, Gifts/Specialty Goods, Hispanic, and a Wedding/Special Event cluster.
Real Estate		
High occupancy rate	**S**	Most ground floor downtown Ontario space is occupied, with a select few vacancies on Oregon Street.
Quality commercial space with good signage, parking, accessibility and small flexible space options.	**S**	A small handful of vacancies exist on the main street downtown. They are appropriate retail spaces in size and frontage and most in relatively good condition. Several other buildings appear to be occupied with non-active uses (ie, storage) which is a likely code violation and should be addressed. The theater space will be a challenge to occupy.
Overall commercial space supply	**W**	Communitywide, Ontario appears to be oversupplied with commercial space judging from numerous large building vacancies and in-fill opportunities throughout town. The vacant mall is a critical issue. In general, retail is somewhat 'sprawled' throughout town.
Business incubator (reduces cost through shared expenses, and access to expertise)	**W**	There is no incubator (with or without walls) in Ontario, but home-based businesses are reportedly numerous and could benefit from such technical assistance.

Downtown Ontario Analysis – Strengths & Weaknesses		
Critical Success Factors	**Rating**	**What Ontario Offers**
An up-to-date inventory of available commercial buildings and sites for sale and for lease.	**W**	There is no current and centralized inventory of available downtown properties for lease or sale with price and basic property data. Some sites with development potential have no signage for sale or lease.
Attractive Shopping Environment		
Inviting, landscaped, well signed and appealing shopping environment that entices auto travelers to stop and shop.	**N**	Downtown Ontario has a has significantly enhanced its 'curb appeal' in the last five years through streetscape improvements, street furniture and other techniques to create a pedestrian friendly shopping district.
Attractive city entrances with good signage to downtown	**W**	Signage to downtown is minimal and hard to find among the general visual clutter. Shoppers need clear, consistent directional signage to the shopping district.
Storefronts reflect pride and ownership	**S**	By count (and not store size), many more businesses than not have created fresh inviting storefronts, with many regularly changing their window displays. These are positive signals of actively engaged business owners with pride in their image and merchandise.
Concentrated nodes or linkages of development creating a critical mass or dense shopping environment, attracting more shoppers.	**S**	As a whole, the core of downtown Ontario is a concentrated four block shopping district on Oregon St. Several blocks have a good concentration of businesses—mostly on one side of the street—such as the east side between 1^{st} & 2^{nd} , the west side b/w 3^{rd} & 4^{th}. The intersection of 3^{rd} & Oregon is clearly the strongest node—the '100% corner.'
Accessibility		
Parking to support stores and services.	**S**	The 3 day site visit to Ontario revealed ample available parking in front of stores and in the large lots behind the buildings.
Walkable shopping district to encourage browsing and impulse shopping.	**S**	A critical strength of downtown Ontario is the small, pedestrian scale shopping district it offers, easily walkable and friendly.

Ontario Business Climate Analysis – Strengths & Weaknesses		
What Business Wants	**Rating**	**What Ontario Offers**
Incentives		
Financial assistance	**S**	The City of Ontario has a long established low interest revolving loan fund with $250,000 presently available for business and property improvement and expansion—a strong asset
Façade improvement/sign assistance	**S**	The loan fund can be utilized for these purposes.
Landscape design/ assistance	**W**	No known incentive
Business Environment		
Local entrepreneurship	**S**	Downtown Ontario is filled with a variety of unique, locally owned shops—many of *exceptional quality*. At least three businesses were undergoing expansion and renovation during the resource team visit—a positive sign about the economic future.
A streamlined, one-stop regulatory process that is clearly articulated in planning documents and that is consistently administered.	**N**	Building permit information is on the City website, though a little hard to find. Both the City and the Chamber have very good, information-rich websites that could be enhanced with sections for those *'Looking to Start a Business?'* Provide a quick and easy reference guide of information, resources and contacts—of which there are many in town.
Business Ombudsman to shepherd new and expanding businesses.	**W**	No one at the City or the Chamber is formally established for this role.
A coordinated network of organizations or resource providers that provide a comprehensive array of technical assistance and financing for business.	**N**	Many organizations in the area offer assistance to small businesses, but do not appear to be coordinated through a Business Retention/Expansion/Recruitment Team that could be helpful to existing businesses throughout the community.
Networking	**S**	The Ontario Chamber is strong and growing with many networking opportunities. The downtown merchants group has recently been 'reborn,' and has the chance to engage

Ontario Business Climate Analysis – Strengths & Weaknesses		
What Business Wants	**Rating**	**What Ontario Offers**
		business owners in fun, interesting and meaningful activities and conversation.
Services coordinated through a business retention and expansion program.	**W**	There is no active program. No recent survey of Ontario area businesses to identify key needs and issues and a system of response.
Ongoing Business Recognition Program	**W**	Not occurring as of yet, but a future consideration of the Chamber
Marketing		
Special Events: *frequency, mix*	**S**	The community of Ontario as a whole has numerous special events which are well organized and listed on the Chamber web page. Downtown events include-America's Global Village & Festival; Japan Nite Obon Festival; October Fair
Business Promotions	**W**	Joint downtown business marketing and promotions have not occurred and are much needed.
Public Relations	**W**	No formal program focusing on downtown businesses and the unique shopping district.
Videos/CDs	**W**	None
Web site	**N**	Downtown would benefit if it had a 'special section' devoted to it on the Chamber&/or City websites. Data for existing or prospective businesses would be a helpful addition.
Community Newsletter/Newpaper	**S**	Ontario Independent paper and Ontario Chamber of Commerce newsletter are vital information sources. Downtown could create a one or two page 'Downtown Happenings' paper quarterly.
Design, logo, slogans	**W**	Downtown lacks a distinct identity and message. It seems somewhat transparent in the marketplace.
Business Attraction/Lead Generation Activities		
Specific types of businesses &/or merchandise identified to target	**W**	Not established, but should be guided by the Downtown Concept Plan
Recruitment campaign/business lead-generating activities	**W**	Not established, but should be guided by the Downtown Concept Plan

III. Trade Area and Market Segments

Trade Area Definition

The trade or market area is the geographic area from which the great majority of regular customers originate. It is based upon drive times, other competitive shopping areas and geographic boundaries. The market area was generally defined as a twenty-mile radius from downtown Ontario. The trade area map appears below.

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.

Ontario's *primary* customers are year-round trade area residents that shop there because of its convenience, location, and selection. Current demographics for the Ontario trade area market are in the following section.

Ontario, Oregon Market Area

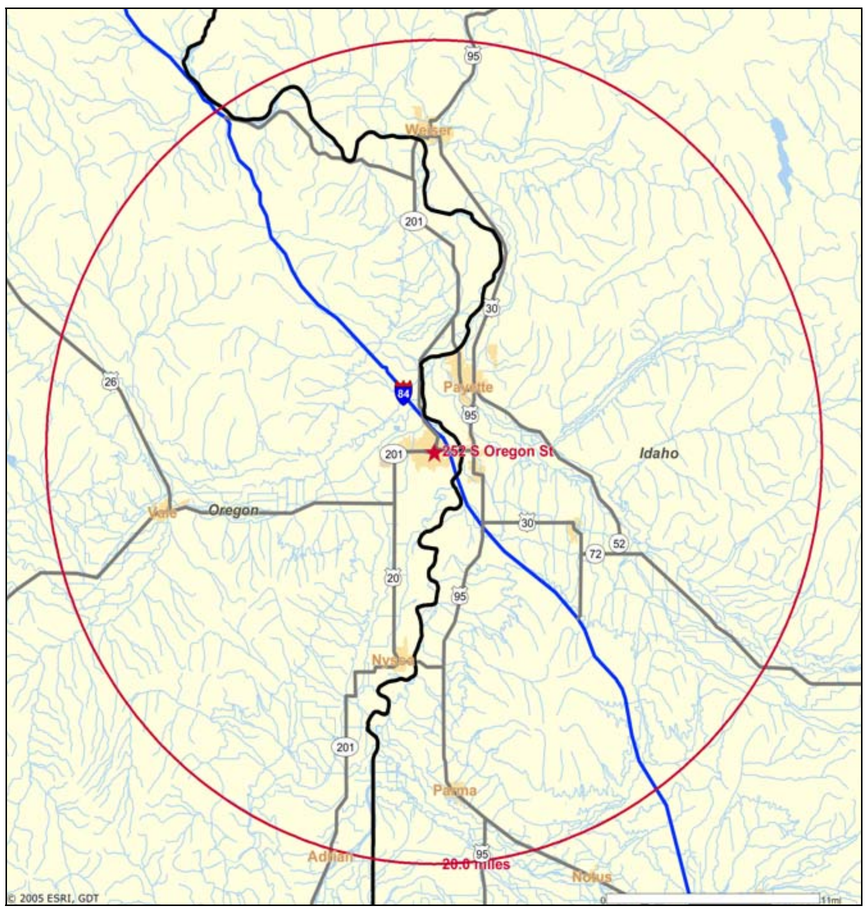
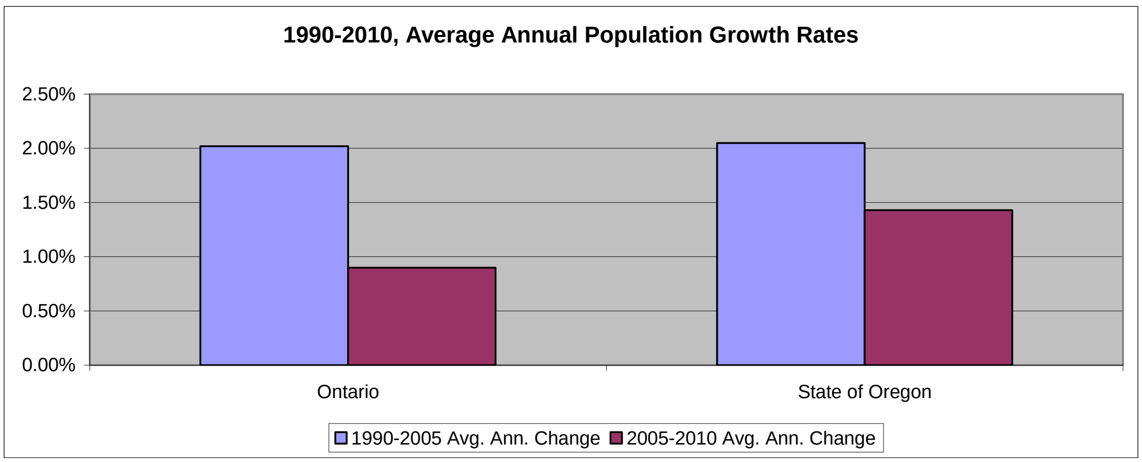


EXHIBIT S-1

POPULATION GROWTH
Ontario Market Area
1990-2010

Geographic Area	1990	2005 (Estimate)	Avg. Ann. Change 1990-2005 Number	Avg. Ann. Change 1990-2005 Percent	2010 (Forecast)	Avg. Ann. Change 2005-2010 Number	Avg. Ann. Change 2005-2010 Percent
Ontario Market Area							
Population	51,611	66,219	1,043	2.02%	69,199	596	0.90%
Households	18,668	22,541	277	1.48%	23,539	200	0.89%
Avg. Household Size	2.73	2.80			2.81		
State of Oregon							
Population	2,842,321	3,657,282	58,212	2.05%	3,919,026	52,349	1.43%
Households	1,103,313	1,422,666	22,811	2.07%	1,524,896	20,446	1.44%
Avg. Household Size	2.52	2.52			2.52		



Source: ESRI BIS

Most significant in the exhibit above is the fact that Ontario draws from a relatively large regional trade area of over 66,000 residents today, estimated to over 69,000 by 2010. Growth is modest at less than one percent annually compared to 1.43% for the State as a whole.

The age distribution of Ontario's market area residents follows revealing a relatively young population with a median age of 34.7 compared to 37.3 for the state. In fact, 30.5% of the population is 19 years of age or younger, compared to 13.5% age 65 and older.

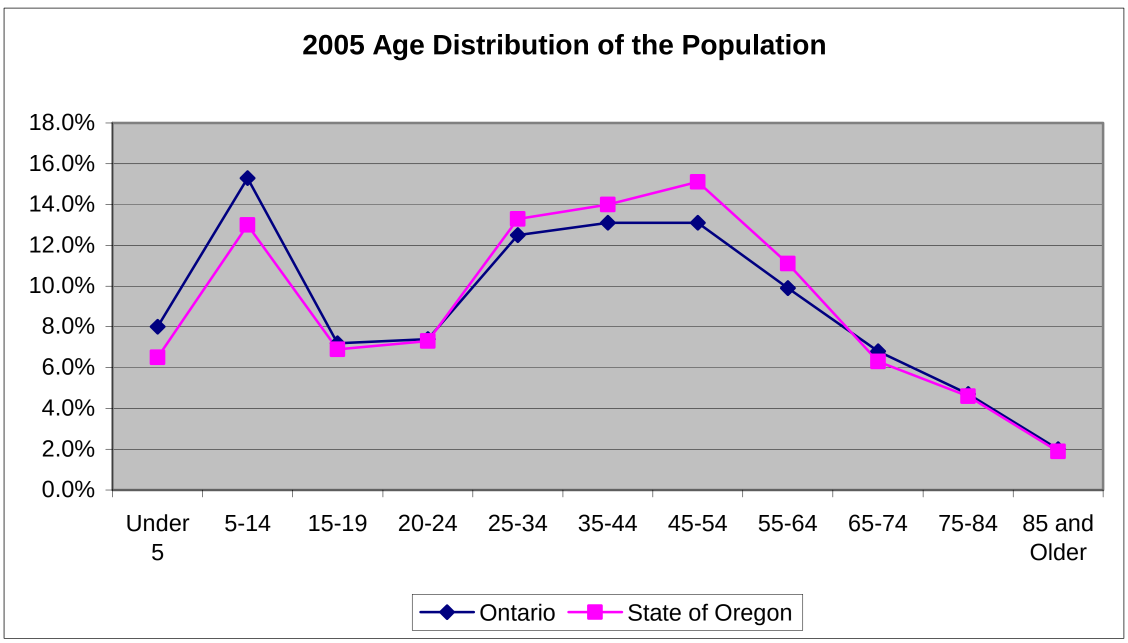
EXHIBIT S-2

POPULATION BY AGE

Ontario Market Area

2005

Age Category	Ontario Market Area	State of Oregon
Under 5	8.0%	6.5%
5-14	15.3%	13.0%
15-19	7.2%	6.9%
20-24	7.4%	7.3%
25-34	12.5%	13.3%
35-44	13.1%	14.0%
45-54	13.1%	15.1%
55-64	9.9%	11.1%
65-74	6.8%	6.3%
75-84	4.7%	4.6%
85 and Older	2.0%	1.9%
Total	66,219	3,657,282
Median Age	34.7	37.3



Source: ESRI BIS

Exhibit S-3 below depicts 2005 median household incomes significantly lower for the Ontario area than for the state as a whole, $35,886 vs. $47,424. Note, however, that about 15% of all households earn $75,000 or more.

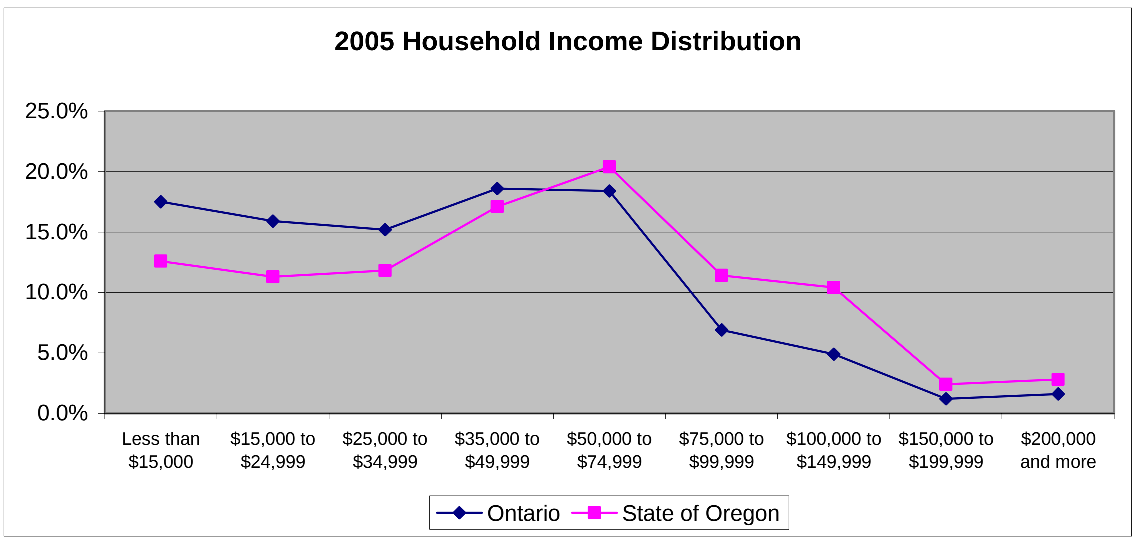
EXHIBIT S-3

HOUSEHOLD INCOME

Ontario Market Area

2005

Income	Ontario	State of Oregon
Less than $15,000	17.5%	12.6%
$15,000 to $24,999	15.9%	11.3%
$25,000 to $34,999	15.2%	11.8%
$35,000 to $49,999	18.6%	17.1%
$50,000 to $74,999	18.4%	20.4%
$75,000 to $99,999	6.9%	11.4%
$100,000 to $149,999	4.9%	10.4%
$150,000 to $199,999	1.2%	2.4%
$200,000 and more	1.6%	2.8%
Median Household Income	$35,886	$47,424



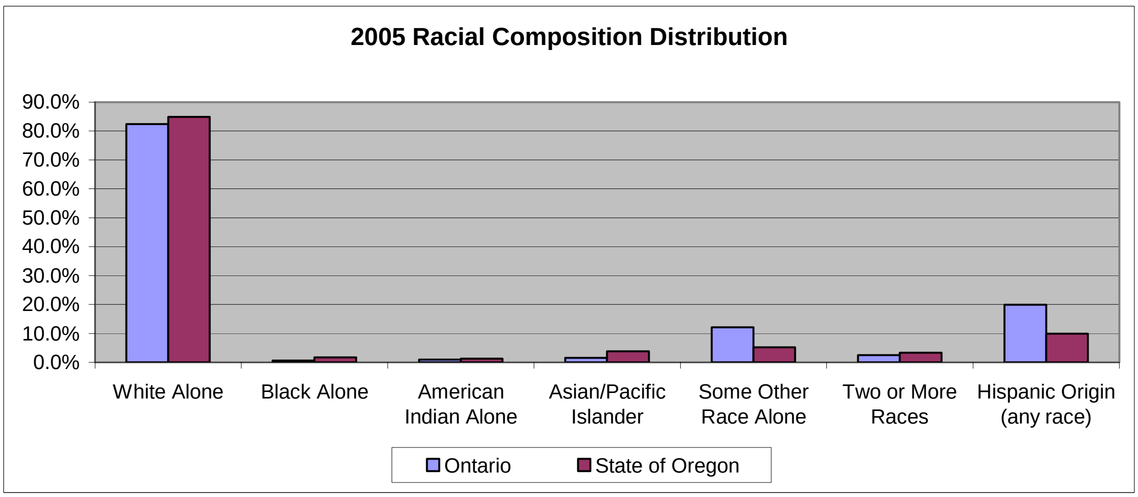
Source: ESRI BIS

Exhibit S-4 illustrates the racial composition of the market area, revealing the large Hispanic population, twice the size (percentage-wise) of the state's as a whole, 19.9% compared to 9.9%.

Exhibit S-4

RACIAL COMPOSITION
Ontario Market Area
2005

Race	Ontario	State of Oregon
White Alone	82.4%	84.9%
Black Alone	0.6%	1.7%
American Indian Alone	0.9%	1.3%
Asian/Pacific Islander	1.5%	3.8%
Some Other Race Alone	12.1%	5.2%
Two or More Races	2.5%	3.3%
Hispanic Origin (any race)	19.9%	9.9%
Total	66,219	3,657,282



Source: ESRI BIS

Community Tapestry or lifestyle data (developed by ESRI Business Information Solutions) categorizes neighborhoods throughout the nation into 65 consumer groups or market segments. Neighborhoods are geographically defined by census blocks, which are analyzed and sorted by a variety of demographic and socioeconomic characteristics as well as other determinants of consumer behavior. Based on this information, neighborhoods are classified as one of the groups and communities depicted by households representing these groups. Lifestyle data helps bring life to demographic variables and an understanding of consumer preferences.

Ontario market area households have been grouped into Community Tapestry market segments, which reveal a great deal of diversity. Characteristics of the top five largest market segments in Ontario representing 62% of all households are summarized in Exhibit S-6 and detailed in Appendix C.

Exhibit S-6

TAPESTRY/LIFESTYLE CHARACTERISTICS

HOUSEHOLDS BY PRIMARY MARKET SEGMENT (TOP 5 LISTED)

Ontario Market Area, Oregon

2005

	Market Segment	Percent of Households	Household Type	Median Age	Median Income	Consumer Purchases/Preferences
1	Prarie Living	17.2%	Married couples	40.0	$40,000	Working clothes, home maintanence/improvement, pets, bargain shopping
2	Rooted Rural	15.3%	Married couples	40.7	$36,000	Home improvement/maintanence, yard/garden care, bargain shopping
3	Salt of the Earth	14.7%	Married couples	39.8	$47,400	Home improvement, dining out, pets, hunting/fishing
4	Southern Satellites	8.6%	Married couples	37.0	$37,000	Hunting/fishing, pets, yard/garden care, television
5	Home Town	6.5%	Single / Married	33.6	$28,800	Outdoor activities, pets, urban attractions, movies, discount shopping
Total		62.3%				

Source: ESRI BIS

Other Target Markets

- Visitor market opportunities are strong for Ontario. From outdoor recreation to convention center activities, Ontario has a lot to offer. An organized Convention and Visitors Bureau is an asset as well. With an estimated 676 hotel rooms alone the potential for expanding the meeting/convention business is strong. The economic impact of visitors can be significant. Visitor spending in Malheur County has grown dramatically in recent years from $25.3 million in 1998 to $33.6 million in 2003. According to the Oregon Tourism Commission, fifty-six percent of visitor spending is tied to retail sales and dining out – giving downtown Ontario a good reason to attract more travelers.

- The number of employees in the downtown Ontario area including city government is estimated to be over 500 persons. Area workers are an important 'captive' market for local business to draw from as they come to Ontario on a daily basis throughout the year and are in close proximity to retail, restaurant and service establishments. Market research conducted by the Building Owners and Managers Association of America demonstrated that office workers (as one segment of the workforce) spend between 10 and 15 percent of their expendable incomes in and near their places of work.

Information on workday shopping behavior provided in a survey conducted by the International Council of Shopping Centers reveals that:

- The majority of downtown workers (76%) prefer to walk to lunch, up to three blocks.
- The most frequent items purchased by workers include cards, stationery, gifts, drugstore items, books and magazines.
- With lesser frequency, workers buy office supplies, jewelry, apparel, accessories, housewares, cosmetics, arts and crafts, and items found in galleries.
- Many workers (28%) will stop for "after work" activities (drinks, dinner and shopping) when such opportunities are available. Forty-eight percent (48%) of these workers are inclined to come back to the downtown district to eat and shop on weekends.

Local residents, employees and area visitors offer significant untapped market potential for downtown Ontario businesses. More information on customer behavior is provided in Appendix D, "Buyers vs. Browsers."

IV. Shopper/Business Preferences

Local Shoppers

In spring 2005, the City of Ontario coordinated an electronic survey of Ontario area residents and business owners/operators. The primary objective of this research was to gain an understanding of the perceptions, needs and motivations of local shoppers and businesses. Both of the surveys were available on the City of Ontario's website with publicity about it occurring through the schools, civic organizations, churches and other outlets. Detailed shopper survey results appear in Appendix F.

One hundred twenty-two (122) shopper surveys were completed by Ontario area residents. Nine (9) business surveys were completed. Key findings of the shopper survey include the fact that the overwhelming majority (65%) of shoppers go to Boise for their non-grocery shopping. The top reasons given by shoppers for shopping where they do were selection (76%), price (50%) and quality (47%).

By far, the top concern reported regarding shopping in Ontario is poor selection, with 88% seeing this as a disadvantage. High prices (49%) and limited hours (39%) were also seen as disadvantages. On the flip side, survey results indicated the top advantages to shopping locally include: convenience (91%), support local business (73%), less traffic/crowds (64%), and friendly service (53%).

Sixty percent of shoppers say that the best time to shop during the week is after 5 p.m. On the weekends, 55% prefer to shop Saturday afternoons.

Listed below are the top merchandise/service business interests identified through the survey and the percentage of survey respondents who identified each:

- Apparel—Women's and Men's casual (79%/74%)
- Shoes, 78%
- Restaurants, 77%
- Bakery, 61%
- Linens and towels, 60%
- Books, 58%
- Specialty clothes—Teen, Women's, Men's, (58%/55%/52%)
- Tailoring/Alterations, 56%
- Dry cleaner, 70%
- Groceries, 67% (w/ the majority saying they need better price options)
- Steakhouse, 63%
- General health care, 62%

- Seafood, 61%
- Family restaurant, 51%
- Indoor recreation, 48%
- Outdoor recreation, 47%
- Furniture, 47%
- Fine dining, 47%
- Sporting goods, 46%
- Copy center, 46%
- Vision care, 45%
- Pack and Mail, 43%
- Children's and infant's clothing, 42%

When asked about recreation and leisure services, 66% responded that a swimming pool is needed and would be supported; 49% would support additional restaurants; 35% want an exercise studio; and 35% desire a bowling alley.

Shoppers expressed the following level of support/desire for various types of restaurants: Family, 52%; Steakhouse, 46%; Seafood, 41%; and Italian/Pizza, 31%.

When asked what they want to 'keep the same' about Ontario, respondents most frequently replied with *friendly small-town atmosphere.* When asked what they want to change about Ontario, top responses were: *becoming more positive about change, beautifying and revitalizing downtown, and creating more variety in shopping options.*

Survey respondents were asked to describe the image and identity they would like to see Ontario portray. The following words and phrases represent the themes shared: *Friendly, clean, progressive, cultural and historic center, small town with big town amenities.*

Eighty-five percent of survey respondents were age 25 or older.

Visitors

Surveys of tourists by the visitor industry reveal that vacationers and travelers are most interested in the following types of merchandise:

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

Business Owner Survey Input

- Of the nine businesses who responded to the business owner survey, six were retail and the remainder service. Five of the nine have been in business for ten years or more.

- Five reported that business is growing and one-third have concrete plans for expansion.

- All but one business had invested significantly in their business in the last two years with physical or system improvements and product expansion. The dollar amount invested ranged from $2,500 to $75,000.

- All the businesses noted Ontario and/or Malheur County has the area from where most customers come.

- Among issues or obstacles facing these businesses, the top ones identified were: Current Economic Conditions, Customer Traffic (shrinking) and Cash Flow.

- Marketing and Promotions topped the list of business needs for further information and assistance from six of the seven businesses responding to the question. Eight of the nine businesses reported being interested in joint or cooperative marketing with other businesses.

- Comments from business owners regarding retail and shopping needs were quite specific. These quotes are from the business survey:

  THING stores! More restaurants (not fast food), day spas recreation and tourism. Give people (tourist- travelers) an excuse to get off of the Interstate and take a break. A Clothing - shopping outlet mall would be a good idea

  Women, children and men clothing, shoes, etc. All of the "things" that are taking people out of the area - Boise - to purchase.

- Among the comments from business owners about the Image and Identity they want to see for Ontario as a whole were:

  I would like to see Ontario get a new downtown image. We need to improve the asthetics of the downtown buildings and surroundings. Landscaping, painting, etc.

  The town needs a clean look, make the town look more inviting. Window dressing would be a great training for some retailers.

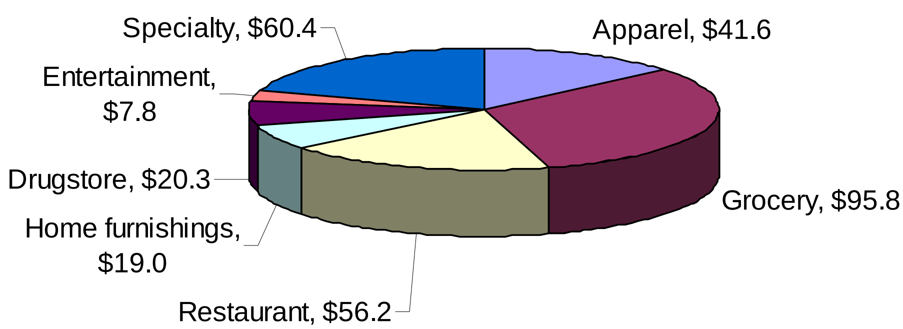
  A community that welcomes new ideas and concepts and is willing to adapt to changing demographic and marketplace. I would like to see all of Ontario as One

Cohesive Unit realizing that my helping improve your business can help me as well.

V. Market Potential and Business Mix

Potential retail spending based solely on Ontario's 20-mile trade area resident population and household incomes totals $301 million annually in 2005 (source: US Consumer Expenditure Survey and ESRI Business Information Solutions). Visitor spending especially for convenience goods increases that potential by another 10-20%. Based on the shopper survey, there is not doubt that a significant portion of that spending is occurring outside of Ontario. In some categories, such as apparel and specialty goods where there are limited shopping alternatives in Ontario, it is safe to assume that at least half of that spending is occurring out of town, making these categories important opportunities for business development. Retail spending potential is distributed as follows:

Ontario Market Area Retail Potential, $301 million, 2005



Source: ESRI BIS, U.S. Consumer Expenditure Survey, Marketek

Businesses Mix

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

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

Success will be achieved with stores that:

- Serve both visitors and area residents
- Aggressively market to these target customer groups
- Offer multiple, complementary product lines of good quality

- Start small and grow to fill niches
- Have focus, imagination and strive to meet the needs of the customer
- Providing excellent service
- Target high dollar volumes per square foot for a business to succeed. In other words, smaller spaces with in-depth, high turnover inventory.

The appropriate and successful business mix for downtown Ontario depends on the following factors:

- **Market potential—the target markets and the amount of money they have to spend.**
- **Existing business base—the current assets of downtown**
- **Business location to make it easy for customers**
- **Continuous marketing**
- **Retail trends**

Based upon community input from the shopper survey, visitor information and retail potential data, the following merchandise and business opportunities should be pursued to fill downtown vacancies and for infill development.

- Apparel of all kinds—women's, teen/youth, men's
- Sporting goods (more, with some golf accessories)
- Shoes
- Books (contemporary)
- Gifts & cards
- More quality consignment
- Bed/bath/linen
- Variety store (like Honk's)
- Home accessories (lighting, rugs, framing—to complement furniture)
- Bakery
- Restaurants—more variety, especially steakhouse, family-style, healthy foods, Italian

Services desired include:

- Tailor/alterations
- Exercise studio/weight room
- Copy center
- Computer repair and accessories
- Day Care

One priority for the community as a whole is *more recreation.*

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

Downtown Ontario 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.

Appendix E , 'Asking the Right Questions' will help guide Ontario's business development team in qualifying and screening prospective businesses for downtown Ontario.

VI. Next Steps

Clearly, opportunity exists in Ontario for new or existing businesses to fill market niches.

Business/market development and expansion opportunities in downtown Ontario 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. <u>Promote downtown's business clusters to leverage more sales.</u> Downtown Ontario is fortunate to have several clusters of complementary and comparative businesses that should be packaged and promoted extensively through brochures, rack cards and advertising to target markets, such as Idaho shoppers. The premise of clustering as noted by the Urban Land Institute is as follows: *A greater concentration of retail will always attract a larger number of shoppers and a higher volume of shoppers.*

Sample downtown clusters follow:

Home Furnishings & Accessories

- Chase Appliance
- Ashley Furniture
- Mattress Warehouse
- Silk Flower Outlet
- Flower Trunk
- LeAnns Four Corner Frame Shop

Unique, Specialty Stores

- Greif's Music
- George's Jewelers
- Mystic Vine
- St Francis Books
- Alvarado Jewelers
- Sports Card Center
- Intimate Image
- Care-O-Sell
- Trolee Awards
- Estano's Photo-Video
- Flower Truck
- Making Tracks
- Silk Flower Outlet
- Aspen Grove
- Tuxedos for You
- Aspen Grove

In addition, downtown Ontario has several quality Hispanic businesses interspersed throughout the district, which is very positive, rather than segregating this business market. These should be jointly marketed.

Another opportunity for downtown Ontario to target a particular market, such as 'Weddings and Special Events' with the many businesses in existence catering to these needs, such as:

Wedding Goods & Services

- Tuxedos for You
- Electric Beach Tanning
- Intimate Image
- Estano's Photo
- 6 Salons/Nail
- 3 Florists
- 2 Gift Shops
- 3 Jewelers

The Four Rivers Cultural Center serves many wedding parties and could be cross-marketed with the businesses in town ready to meet this markets needs. Appendix G provides a sample brochure from downtown Walla Walla, WA that could be emulated in Ontario.

2. <u>Promote the historic downtown business district to visitors</u>. Downtown would truly benefit from a simple, colorful brochure about the unique specialty shops and restaurants that have strong visitor appeal. This brochure or rack card should be put in

every hotel room in the city and other strategic locations such as the visitor center, city hall, hospital, etc. Develop a theme or tagline that will appeal to visitors—*Ontario's Unique Hometown Shopping District—locally owned and operated!*

As a whole, Ontario shopping should be promoted to western Idaho and the Boise area as *'Your Tax Free Regional Shopping Center.'* This competitive advantage should be front and center of a community retail marketing campaign.

3. <u>Increase/enhance the use of downtown as a special event location.</u> During the Resource Team visit, many ideas were shared about hosting a weekly farmer's market, a monthly First Friday event with music, food and festivities, and an arts festival. In addition, it was indicated that the October Fair could be expanded and better promoted. Choose two or three things to develop and promote as 'signature' downtown events and activities and make them a success. Encourage the downtown group to take on one of these events.

The point is bring customers to downtown as often as possible to encourage positive associations and images of downtown as the heart and soul of the community. Keep in mind that special events per se often do not generate retail sales on the spot, but are the best way to provide positive exposure to the businesses and services there and a chance to entice customers back with coupons and retail sales events in the future.

4. <u>Focus the downtown merchants group on positive, task oriented activities</u>. Under new leadership, this re-formed group has the chance to be a positive force among downtown business owners, neighbors and other stakeholders. In the long term, it may form the nucleus of a downtown organization. In the short term, get the group focused on 'what it wants to do' and then, do it! Here are some suggestions:

- Plan and Implement a Quarterly Downtown Retail Promotion
- Host Monthly In-store Business After Hours (moving from one business to the next) that includes a 'business topic' or presentation as well as business tour The topics could be anything from—"Getting More Sales from Existing Customers" to "Cross Promoting Opportunities Among Downtown Businesses." "Basics of Window Displays" is a training topic that many would benefit from.
- Spend one meeting touring all the Hispanic businesses in downtown, with a Hispanic business owner tour guide.
- Organize a Downtown Kudos Program that provides monthly recognition to business and property owners who are making positive changes and improvements of virtually any kind! Anyone can nominate someone who is making a difference.

- Send regular press releases and photos to the newspaper to share success stories and positive activities. Tell the shopping public what downtown is up to and how special it is. Do this over and over again, remembering repetition is critical to marketing success.

5. Concentrate Retail on Oregon Street to generate more foot traffic
Related to business clustering is the need to concentrate retail and hence, the pedestrian circulation to increase the 'draw' and foot traffic overall. In the short term, work to fill all vacancies on Oregon Street with retail stores or businesses that generate customer traffic and impulse shopping and have some link to the other businesses on the street. Put office and services businesses on side streets and in upper stories. Over time, the retail core will spread out from the main street.

6. Pursue upper story housing opportunities. Downtown housing is important for encouraging downtown Ontario to stay 'alive after 5' and for bringing more life and shopping to downtown at all times. Equally important is the fact that much existing upper story space is underutilized as storage or not used at all. Upper stories can and should be viewed as developable and potential revenue sources for property owners, as they originally were. The city and property owners should work together to identify specific obstacles to utilizing the space for housing and/or office uses and make a plan to tackle those issues.

7. Organize a downtown business development team that focuses on business retention, expansion and assistance first; later, focus on business recruitment. The team should include downtown business leaders, representatives from the college and Small Business Development Center, bankers, the city and the chamber. Include at least two members of the Hispanic community. The first order of business is to share the information from the ODDA Resource Team report, particularly regarding the marketplace, and identify 2-3 action tasks to begin with. The actions for example should include helping the Quilt Shop find a buyer for this viable business; business outreach to new businesses to help ensure their success; and business outreach/visitation to existing businesses to discern their needs and interests for education and technical assistance; identifying and sharing all the business resources available to help small businesses in the area—from services of the Economic Development District to the city's revolving loan fund.

The message of one downtown business owner offers encouragement and motivation about downtown Ontario's future:

- *"Downtown Ontario has A LOT to offer! We need to capitalize on what we have developed and move into the next generation of business by encouraging development, growth and a little urban renewal."*

Design Recommendations:

<u>This section includes:</u>
Introduction
Ontario Opportunities Map
Public Space and Circulation (larger, color drawings included in Appendix)
- *Wayfinding*
  - *Railroad Overpass*
  - *Gateway Study*
- *Streetscape Improvements*
- *Streetscape Perspective*
- *Mid-Block Crossing*
- *Downtown Park Perspective*

Redevelopment Concepts (larger, color drawings included in Appendix)
- *Flower Trunk Housing Study*
- *Flower Trunk Block Exterior Study*
- *Competition Appliance*
- *Infill Concept – Park Location*

INTRODUCTION

This section of the Resource Team Report addresses the physical and aesthetic design of private property, public streetscape, first floor-second floor configurations, and other public amenities in downtown Ontario. The recommended enhancements discussed in this section are meant to seamlessly integrate with each other to make the whole downtown district look better and function more effectively as an economic center. This section also includes a demonstration of the feasibility of second-story housing in downtown Ontario. This analysis includes not only the design and structural elements but market position as well. The existing character and historic attributes of the central business district help set the tone for the recommendations that follow.

One goal of the Design component of this project is to help create a stronger downtown commercial district through the enhancement of both public and privately owned spaces and through reintroduction of housing into the downtown commercial mix.

The public spaces in Ontario (sidewalks, street rights of way, cross walks, public buildings, and others) have outstanding geometry. Wide sidewalks, intact on-street parking, and the good relationship of buildings to the street contribute to the right "feel" to the shopping district. However, high traffic speeds, lack of street trees, dated facades and other elements are challenges to downtown and need to be addressed to allow it to function correctly. The physical design of both built and open spaces is critically important to a successful downtown environment.

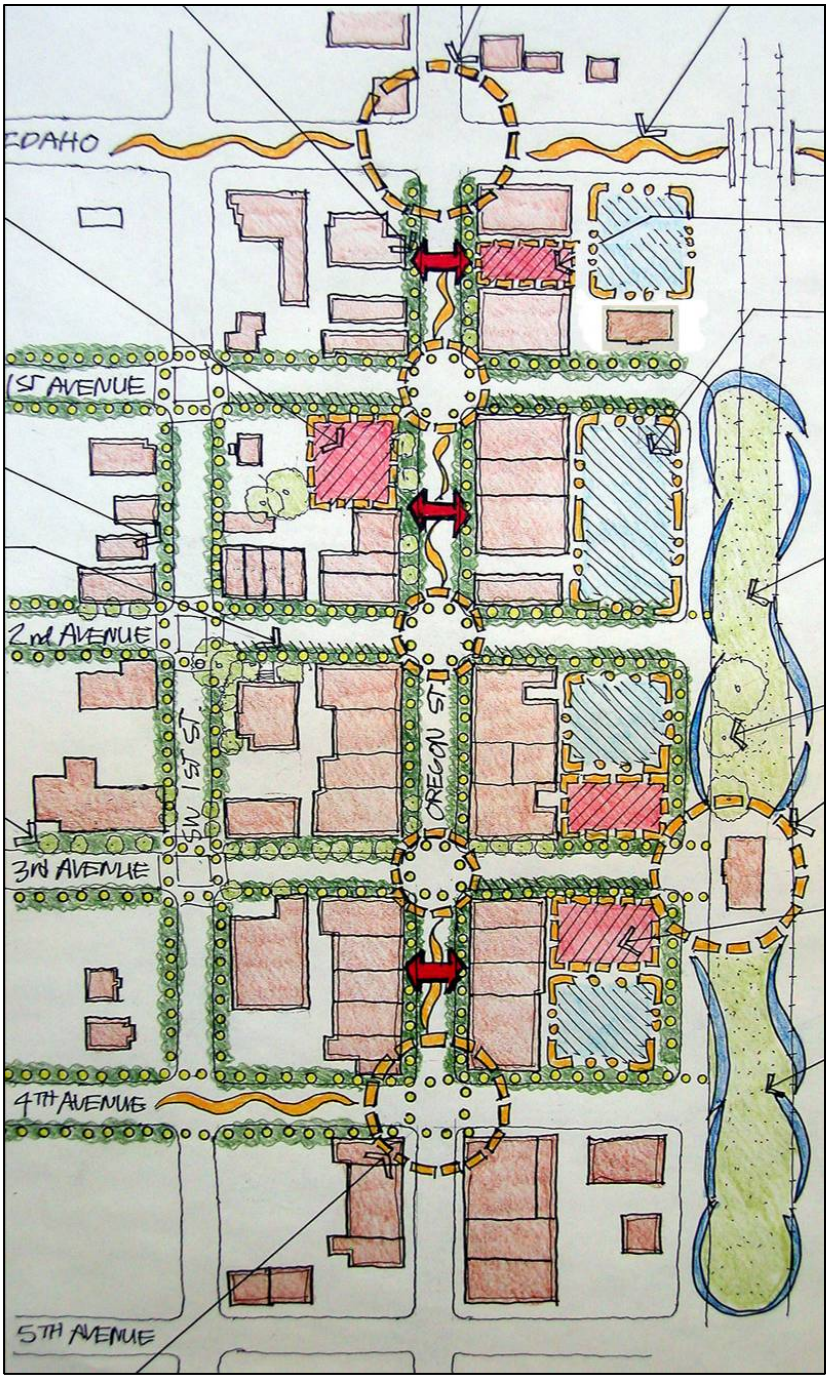
DOWNTOWN BOUNDARIES

The Resource Team has developed a series of recommendations for making improvements to various buildings and streetscaping elements in downtown that were identified by workshop participants as important. Ontario has the fortunate situation of having an intact and very "shopable" downtown district, defined for the purposes of this study in the adjacent aerial photograph.

A number of contributing features are concentrated at the "100% corner" of Oregon and 3rd Street including individual buildings, updated streetscaping and infill housing opportunities.

The following *Opportunities Map* represents an overview of downtown Ontario and highlights the locations of proposed public and other improvements. It also provides some context for the very real issue of the opportunity to develop more downtown housing.

Proposed improvements on the *Opportunities Map* include:



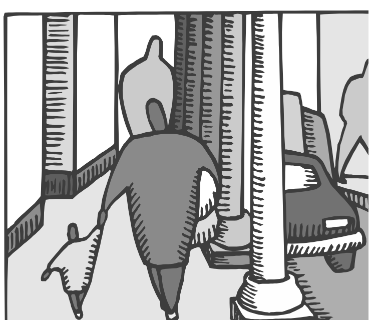
- North gateway to downtown to redirect traffic flow and introduce streetscape elements.
- Enhance mid-block crossings with concrete surfacing and landscape additions.
- Redevelop park property as either a public park or civic building.
- Pedestrian improvements should include updated accessible ramps, benches and street trees.
- Enhanced connections to neighborhoods
- South gateway opportunity plus stop sign for east-bound traffic on 4th Avenue.
- Potential infill site just to south of TIG insurance to strengthen streetscape edge.
- Enhanced parking lots with landscape islands and shade trees.
- Depot park expansion.
- Housing infill or mixed-use infill along 3rd Avenue, east of Oregon Street.
- Second-story housing above retail on Oregon Street.

Design Recommendations: Public Space & Circulation

Topics covered in this section include:

Wayfinding
 Railroad Overpass
 Gateway Study
Streetscape Improvements
Streetscape Perspective
Mid-Block Crossing
Downtown Park Perspective

Introduction



This section of the Ontario Downtown Plan addresses public space design and circulation, both pedestrian and vehicular. In this project, the following components served as the framework for the public space recommendations: *Wayfinding, Gateways, Streetscape Improvements and Downtown Park.* Each of these elements address specific issues.

Wayfinding

One of the goals of downtown Ontario is to improve its wayfinding, visibility and access. A coordinated design language, beginning with signage at the I-84 interchange and continuing under the railroad overpass and throughout the downtown is a recommended strategy. Generally, signage alone is not adequate help, but the creation of a consistent, easily recognizable design, shape, font and color will draw shoppers and visitors into the downtown area. These recognizable themes shuld be carried throughout in downtown wayfinding signage helping convey a sense of place and feeling of arrival.

This section specifically includes:

- Gateway and paving concepts for the East Idaho Avenue and South Oregon Street interchange
- Railroad overpass design
- A discussion of integrated signage that could be implemented prior to major construction project and introduce recognizable design elements.

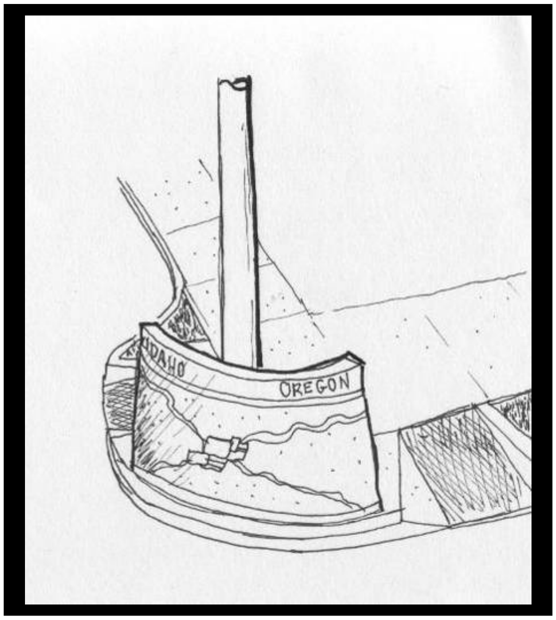
WAYFINDING

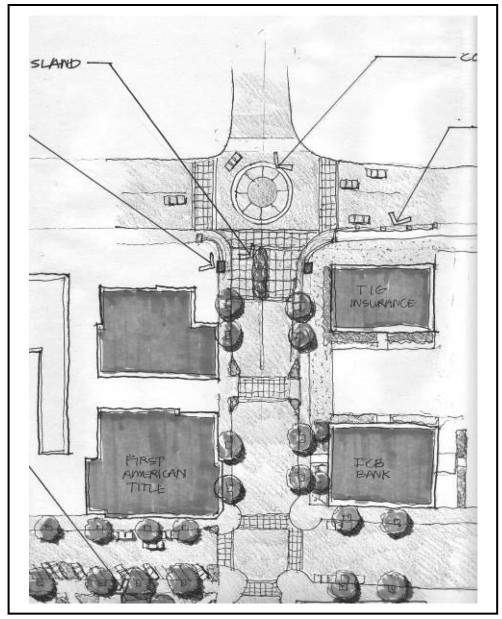
Visitors finding downtown Ontario was highlighted early on in the project as a high priority. Travelers at the I-84 interchange wishing to discover the downtown must travel west with little or no wayfinding assistance, cross under the railroad overpass and turn right off of Idaho Avenue. onto Oregon Street. Although this route is easily negotiated by locals, it is not an intuitive route for those not familiar with the community. Simple signage can serve a useful purpose in a wayfinding plan but beginning a design "language" that provides a clear and consistent trail to follow fulfills a more comprehensive strategy.

RAILROAD OVERPASS

The railroad overpass received mention as a barrier but we also saw possibilities in the grade separation for a gateway. The structure is used in this concept as a gateway into the western part of the town and an opportunity to set some thematic design elements.

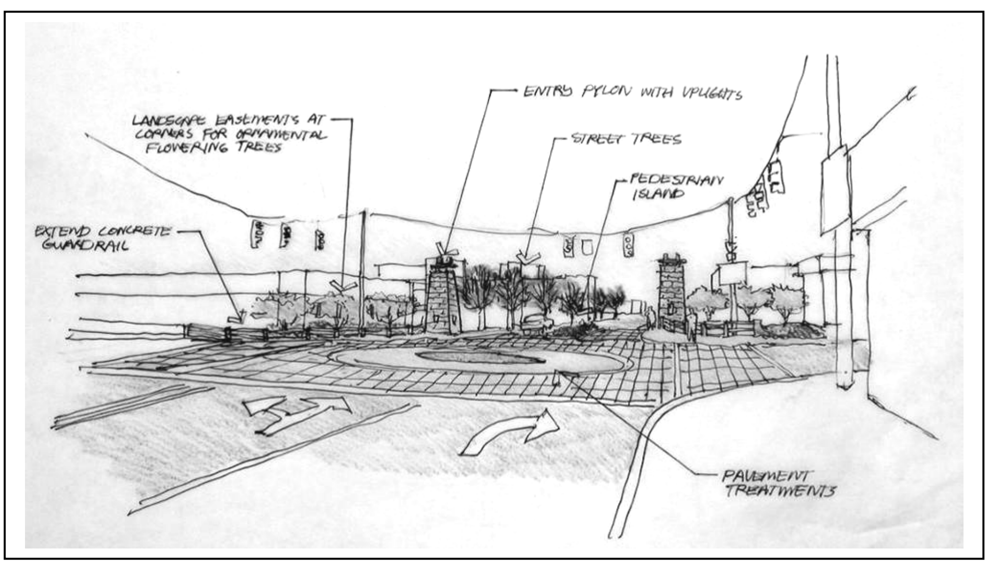
Gateway and Paving Study





The primary intersection leading into downtown is shown at the left with both horizontal and vertical design elements. Proposed paving patterns and materials would create a distinctly "pedestrian" feel on Idaho Avenue but projecting downtown streetscape elements beyond the shopping district to signify a gateway entry and allowing the downtown to be discovered.

Design themes from the bridge are extended west to the intersection. A strong entry island would serve to provide shelter and perhaps pedestrian refuge. The downtown entrance could be formalized by large pylons that, again, bring a consistent design and transition from the overpass into the more intimate downtown setting.

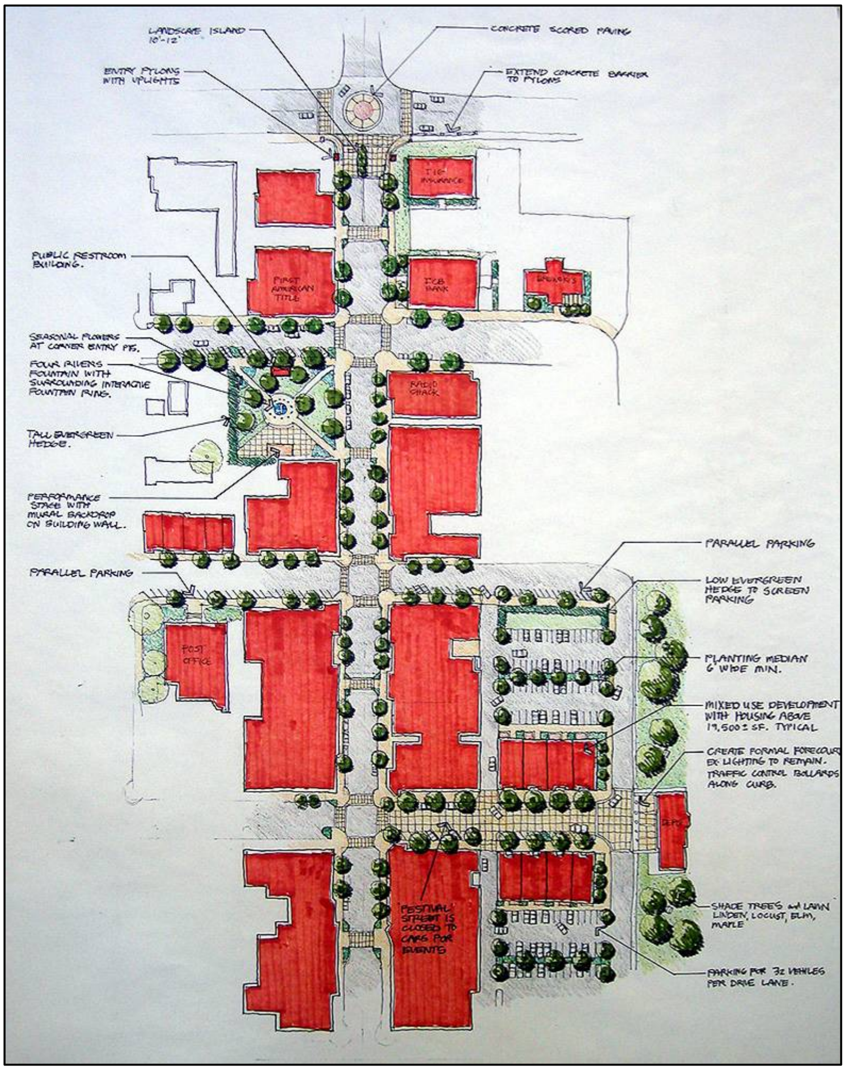


PUBLIC SPACES

Ontario might want to consider using a hybrid combination of entry treatments to better announce, and define, the downtown business district as a special and unique place. Gateways would reinforce the transition between ‘highway commercial,’ or more suburban areas, and the traditional downtown business district. The design solutions introduced in the Wayfinding section would be extended into other public space elements including:

- **Streetscape enhancements**
- **Festival Street on 3rd, east of Oregon St.**
- **Downtown park development**
- **Parking lot enhancements**

Streetscape Master Plan

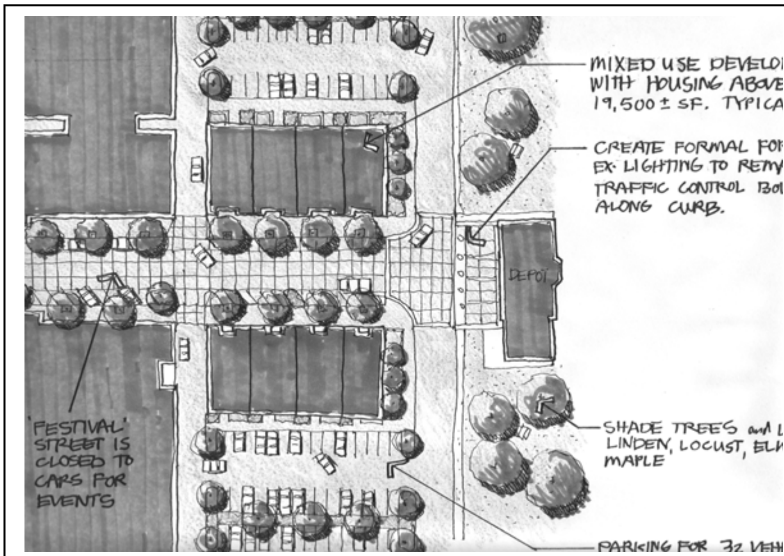


Streetscape Improvements

The elements of the downtown streetscape are designed to enhance the pedestrian experience, making Ontario a more comfortable place to shop, work and live. This section includes renderings of suggested improvements to the downtown streetscape..

East 3rd Street

This concept for east of Oregon Street on 3rd highlights the 100% corner and the restored Depot by using those elements as the anchors for a festival street. The street would be constructed of scored concrete and could be closed using bollards or barricades for special events or as a location for intermittent market days.



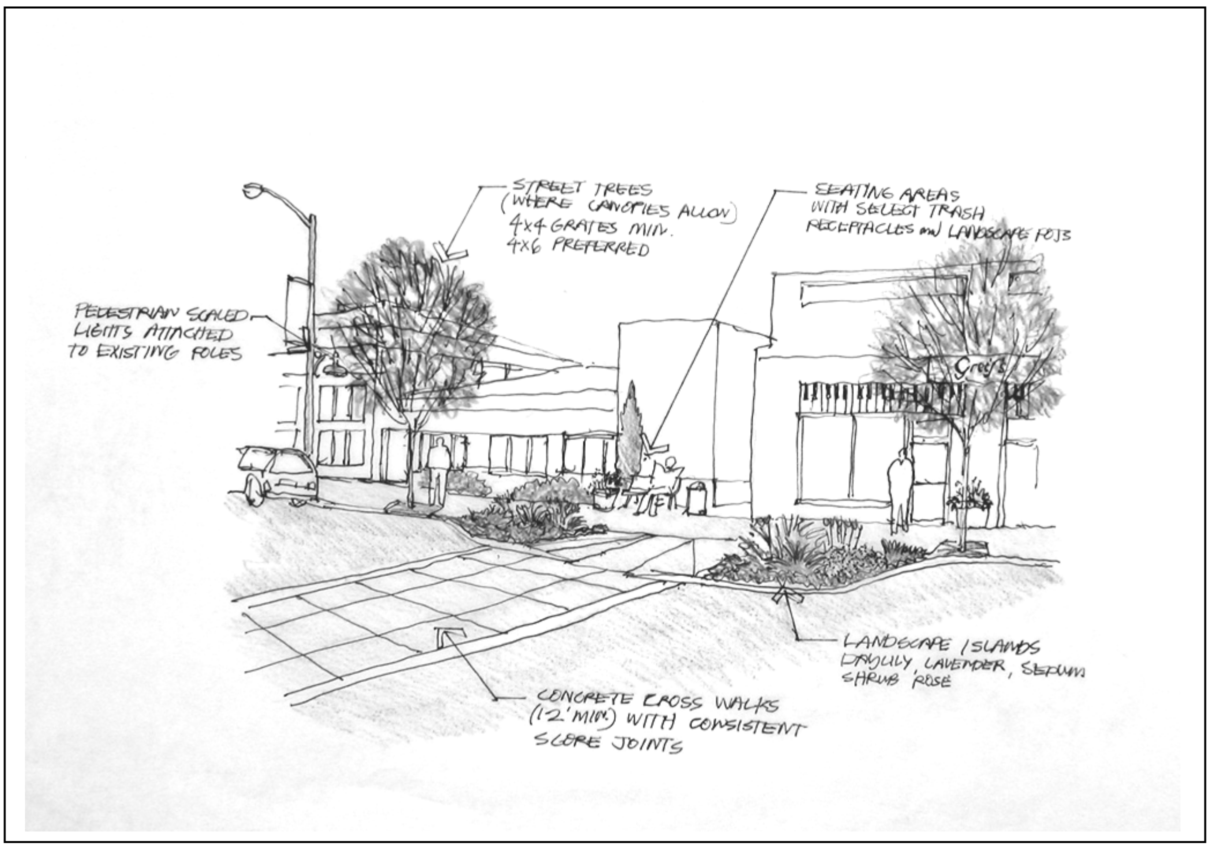
Streetscape Perspective

Streetscape improvements should include pedestrian scaled lighting, crosswalk enhancements, and other public space improvements that help make the downtown inviting, safe and comfortable.

- Downtown lighting should be pedestrian scaled, using the existing poles and spaced appropriately to enhance the commercial environment.
- Uniformity in design is critical for street furnishings as it helps to provide a feeling of consistency. Benches are an important downtown amenity for visitors and residents alike.
- Trash receptacles should also be provided in sufficient number and be strategically located in order to minimize littering. Containers should be attractive and constructed of some non-corrosive material like aluminum, powder coated steel or cement. Their design should complement the other street furnishings.

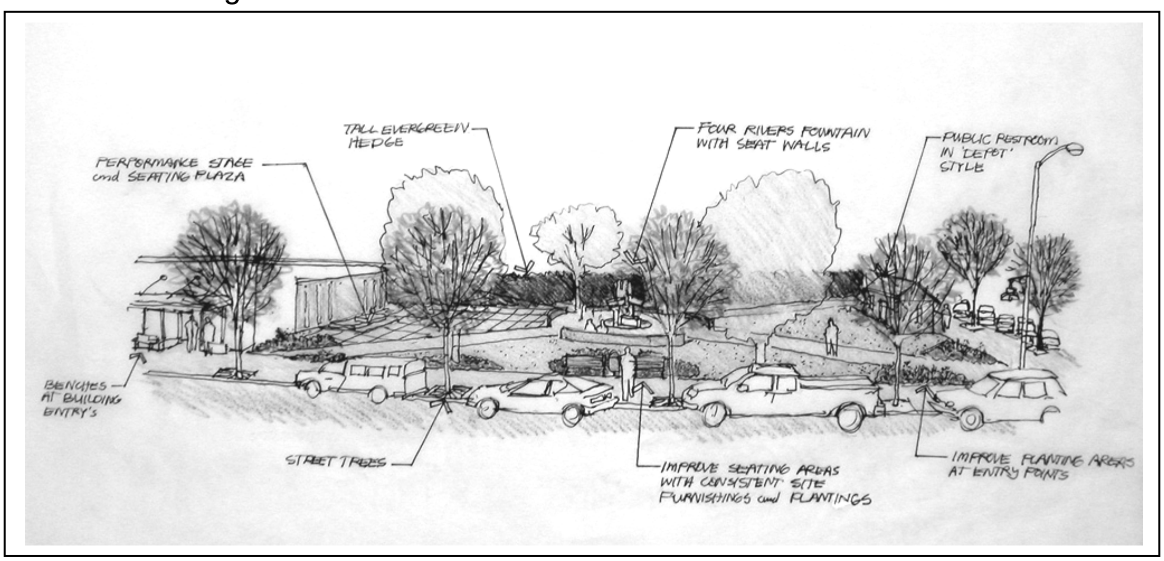
Mid-Block Crossing

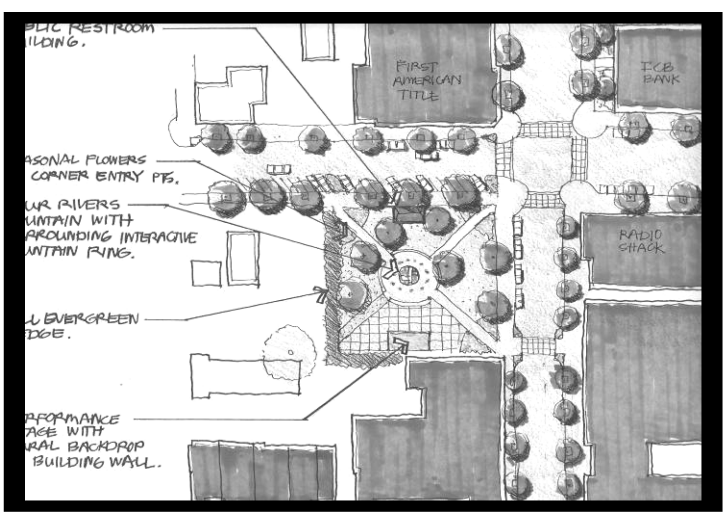
Ontario is in the enviable position of having mid-block crossings at numerous points throughout downtown. The pedestrian options and traffic calming effect of such crossings are well known and many communities add them to help to achieve these outcomes. The concept below shows how these crossings could be extended to reduce the “exposure” time that a pedestrian must spend in the travel lanes. These extensions also create opportunities for landscaped islands and street trees. Ontario has various barriers to having a consistent street tree grid (such as under sidewalk vaults). These mid-block crossing islands would provide a ready location for street trees without the need to address those other constraining issues.



Downtown Park Perspective

At the southwest corner of Oregon and 1st, there is a private lot that has been used as an ad hoc city park. This plan recognizes that the fact that the land is privately owned, but the site is an excellent opportunity for a more developed public park and plaza. This concept shows a performance space along with a fountain that echoes the "Four Rivers" theme found throughout the community. Additionally, the park would have a public restroom, always a welcome amenity in a downtown setting.





ONTARIO'S ARCHITECTURAL STYLE

Ontario is fortunate to have a business district containing five blocks of intact commercial architecture along S. Oregon Street alone and over eleven square blocks total, including the side streets. The relationship of the buildings to the street allows for generous sidewalks and many opportunities to enhance the streetscape within the existing right of way. One of the most important elements of any downtown district is the appropriate clustering of complementary shops, within an easy walking distance, that work in concert to provide a varied and integrated shopping experience. Ontario's basic layout of standard city blocks provides the perfect base to manage those uses around designated "nodes". Moreover, the interesting and varied architecture of downtown Ontario offers a solid foundation for future investments.

Ontario's architectural style is a mixed bag of one and two story brick buildings built in a traditional downtown style. Most of the original downtown buildings are of brick construction with a wide variety of façade treatments. A few of the original building facades remain, particularly on the larger two-story structures, but many have been updated over the years in a variety of styles. This eclectic mix of styles allows for great flexibility for future buildings. However, the design recommendations in this plan support a return to the building's original appearance, rather than attempt themes or enforce strict historical standards.

Renovations of existing buildings should reflect, or complement, their original style. The architectural styles of the rehab proposals in this report are based on the idea that the renovated buildings are traditional and historical, but do not only apply to a narrow window of the town's founding. They are richly representative of a variety of styles, reflecting Ontario's "growing up" from its founding up to the 1940's. This kind of eclectic mix allowed for redevelopment of a relatively recent structure, the Old Nursery, into a business concept that has ties to the historic timeline of the town without creating the need for an entirely new building.

BUILDING REHAB OPPORTUNITIES

There are many things that the community can do to improve the function and appearance of the existing buildings downtown. They include façade rehabs, appropriate, pedestrian-scaled signage, and inviting window displays to attract shoppers. In combination with the streetscape improvements, building improvements will greatly enhance Ontario's downtown shopping district.

The Resource Team identified a variety of buildings that would benefit from renovation or exterior upgrades. In many cases, the work proposed for building facades would provide a high-impact improvement for relatively low cost. The buildings addressed in this report include:

Flower Trunk Housing Feasibility
Competition Appliance Rehabilitation

Flower Trunk Housing Feasibility

Creating a 24-Hour neighborhood with a wide spectrum of housing options is necessary for a dynamic, economically-strong downtown. A substantial residential base near and in downtown has a positive effect on the retail climate, local transportation systems, and overall quality of life. An inhabited city center creates an exciting place to live, and promotes a positive pedestrian atmosphere. In turn, downtown residents enjoy the convenient availability of community services, retail goods, cultural activities, and nearby employment.

To encourage a diverse downtown population, a wide variety of housing opportunities, retail and service business, food stores and other businesses providing basic goods and services should be available.

Maintaining and strengthening the traditional residential character of the near-downtown neighborhoods is also essential for the economic and social sustainability of downtown Ontario. Due to their close proximity to downtown, adjacent neighborhoods face unique challenges to preserving their traditional residential character. It is important to resist development pressures and uses within these neighborhoods that are not consistent with their residential nature.

The Resource Team used one property, the Flower Trunk Building, as a model for other downtown properties. The study property houses a retail florist on the ground level. The second story is used by the business for storage and has substantial square footage that could easily be converted into a single residential apartment.

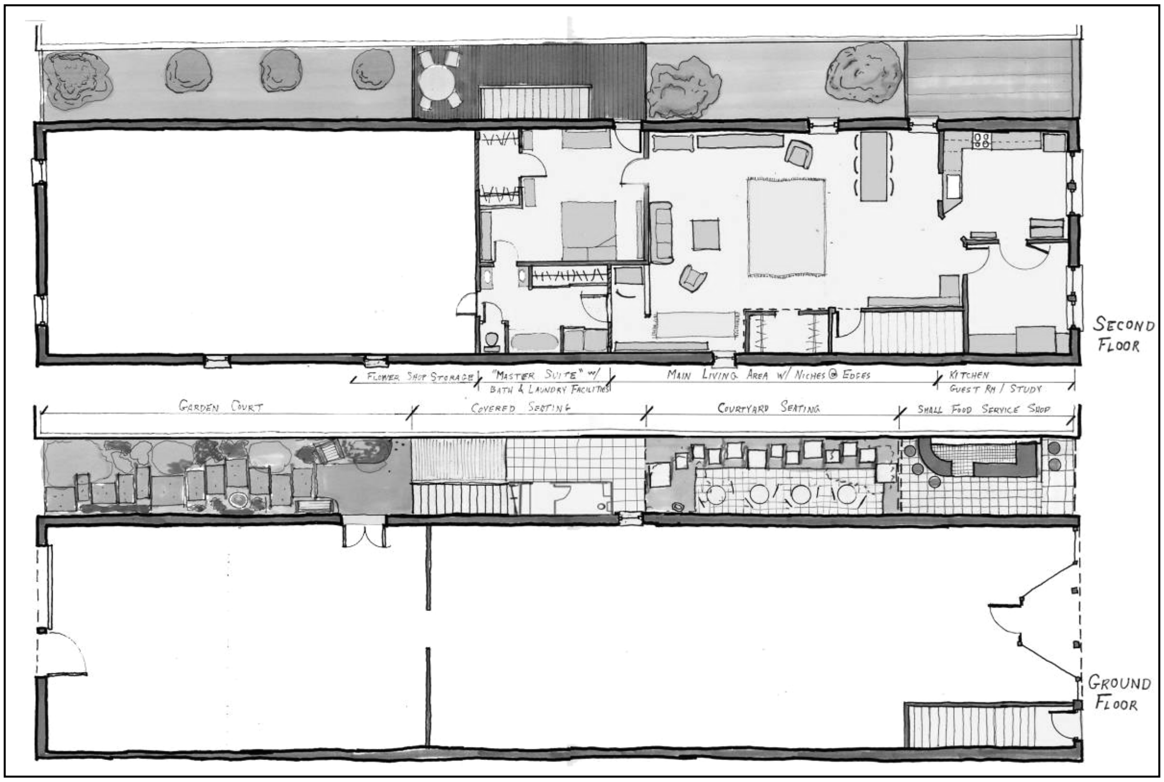
The particulars of the design recommendations for the Flower Trunk Building are shown in this section. This study was envisioned as market-rate residence by the owners of the building and the retail business. This analysis undertook to estimate the costs involved for the conversion/remodeling and to demonstrate the feasibility in the local housing market. The summary demonstrates that not only is housing desirable in downtown Ontario but it is feasible and market appropriate. The details of the economics are available in Appendix G.

Flower Trunk Exterior

This study shows the exterior of the Flower Trunk building, along Oregon Street, with the structures to the north and south. Historic features and character are revealed through the removal of decades of remodeling that obscured the original proportions and details. The Flower Trunk building still portrays much of its original charm and this rendering shows how much the block would be enhanced by adjacent property owners making similar changes.

Flower Trunk Floor Plan

This floorplan shows the interior of both the first floor and second floor of the Flower Trunk building. The renderings clearly show not only how the details of second floor residential (even in this narrow building) are possible, but the result is a generous living space of over 1700 square feet. This space is made even more desirable by the soaring ceilings and views to the west.



Competition Appliance

Competition Appliance is located at the southeast corner of the 100% corner of downtown. This building is another example of various exterior updates that have covered over the structure's original design elements and charm. This rendering leaves the building form unaltered but exposes the original brickwork and opens clearstory windows onto Oregon Street. This design also makes improvements to the north side of the building, providing a much more pedestrian friendly 'face' to this expanse of the building.

RECOMMENDED BUILDING FEATURES THAT CONTRIBUTE TO AN INVITING DOWNTOWN

The layout of Ontario's downtown along Bridge Street provides a pleasing and largely intact architectural fabric. In order to make the most of existing architectural assets, the following are general recommendations to help improve the look and functionality of the downtown district.

- Basic building maintenance is all that is required of a number of downtown facades.
- Rehabilitation of existing downtown buildings should be historically sensitive.
- Reference historic nature of the downtown in new infill buildings' scale, mass, context, materials, and siting.
- Buildings should often offer sidewalk and pedestrian protection through awnings or other structural elements.
- Transparent storefronts with large, clean windows and inviting displays invite pedestrian interest.
- Use an appropriate color palette.
- Building rehab projects and new infill should break up horizontal building lines with vertical structural elements.
- Articulated parapets should vary in height and character from building to building. They Grey Dawn Gallery is a good example of how new construction can look like a comfortable 'long-time downtown resident.'
- Eliminate blank walls, empty parking lots, vacant lots, and drive through areas to help keep pedestrians moving down the sidewalk, shopping…and hopefully spending money!

SHOW ME THE MONEY!

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

LOCAL REDEVELOPMENT TOOLS

- Explore Urban Renewal for Ontario. One opportunity the City might want to explore in more depth is an Urban Renewal District for downtown Ontario, implemented through the City. It is a tool the City should explore to help fund downtown improvements through Tax Increment Financing.
- Encourage, promote, and provide incentives for public / private partnerships. Ontario's existing façade and streetscaping program is an excellent example.
- Develop a Downtown Enterprise Zone or other similar downtown improvement incentives. Streamline permitting and inspection procedures by giving priority to downtown, commercial, and industrial projects. Don't make your economic base wait in line!
- Implement a Vertical Housing Development Zone. At the time of writing, the Vertical Housing Development Zone legislation is slated for updating in this legislative session. We recommend the community explore this development tool after it has gone through its revisions. This program will be 'housed' at Oregon Housing and Community Services.
- Offer design assistance and façade loans or grants.
- Promote use of existing Ontario PUD energy programs.

GRANTS

- Grant funding is available for a wide variety of downtown projects. State and Federal agencies and private foundations may fund all or part of well planned projects in the community. Although most grant programs are targeted to public rather than private improvements. That said, one community received grant funding for a façade program as part of a larger marketing effort.
- Use your downtown plan as reference and support material when applying for grant funding and demonstrate how specific projects fit into a larger, long-range plan. Grantors are very careful to select projects that have the

best chance of success. This plan demonstrates Ontario's long term commitment to downtown improvements.

- Nearly all grant programs, whether from public or private funding sources, require some level of local match. Local dollars act as "seed money" for projects that otherwise might be too expensive. Many grant programs allow in-kind services to be used to meet grantor match requirements.
- Ontario has several potentially eligible applicants for grant funding including; the City of Ontario, Malheur County, Eastern Oregon Visitors Association, the Chamber of Commerce, the Convention and Visitors Bureau and other local partners. There may be other local groups able to provide partnership support on many of the projects recommended in this plan.

We've Got the Roadmap, Now What?

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

- *Have a community meeting to discuss the plan, recommendations and next steps. Make sure to include representatives from all local stakeholder organizations. Your best chance of success hinges on expanding the support base you have already worked so hard to build.*

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

- *Organize your "human element." Each group or committee working on any facet of the plan needs it's own workplan with a stated mission with goals and responsibilities. Organization of your base is one of the most crucial planning elements and doesn't require any money.*

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

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

- *Take advantage of other efforts to leverage support for your plan.*

- *Bring all the groups working on revitalization projects together on a regular basis to report on implementation progress. Keep these meetings focused on the workplan and its implementation.*

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

- *Managing Change: How Ontario deals with inevitable changes will largely determine it's future. Change will occur; it's up to you to either manage the changes, or live with results of allowing the changes to simply happen.*

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

KEEP MOVING FORWARD!

Implementation Launch

Creating a timeline of benchmarks will help keep Ontario moving forward in the implementation of projects outlined in the plan. Here are some suggestions for how Short-term and Mid-term projects could be prioritized.

Short-Term: 0-3 months

- Reorganize the Downtown Business/Merchants Group. We would propose using the capacity of the Chamber of Commerce and create a downtown group as a committee within that organization.
- Produce a Downtown Business District Brochure. A map showing business locations and other amenities along with an initial promotion.
- Put a business development team in place.

Mid-Term: 3-9 months

- Develop annual work plan for downtown committee. Expand and strengthen special events.
- Prioritize capital improvements within the community and within the city's capital program. Look for ways to leverage dollars locally and through grant funding sources.
- Streamline and market façade improvement program.

Partnering for Success

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

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

"To bring an idea to life, the community must get behind it."

APPENDIX

OREGON
DOWNTOWN
DEVELOPMENT ASSOCIATION

Appendix

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APPENDIX A
Participants/Acknowledgements

	Name	Business/Organization
	LeRoy Cammack	Mayor
	Steve Gaschler	Business Owner and City of Ontario
	Coby Harrod	City Intern
	Jim Griffith	Radio Shack
	Audrey Jacobs	City Council
	Rita Lewis	First Bank
	Jennifer Trainor	
	Scott Trainor	City of Ontario
	Barb Edal	Mystic Vine
	Sue Greif	Greifs Music
	Wilson Creek	Creek House B & B
	Ruth Creek	Creek House B & B
	Cindy Nephena	First Bank
	Cheryl Cruson	Ontario Pipe-Oregon Trail Hobbies
	John Fager	Romio’s Pizza and Pasta
	Patti Fager	Romio’s Pizza and Pasta
	John Breidenbach	Chamber of Commerce
	Michelle Device	
	Mark Felder	
	Jessica Keller	Argus Observer
	Todd Heinz	Jolts & Juice
	Mark Radabaugh	DLCD
	John Gaskill	City Council
	Damaro	Romio’s

APPENDIX B

Ontario Resource Team Kick-Off Meeting Session Notes

June 21, 2005

The first day of the three-day on-site began with a kick-off meeting. The basic notes of that initial session and each individual meeting are included on the following pages and reflect the unedited and uncompiled comments of the participating stakeholders.

History of Ontario businesses.
  Mall was thriving not too long ago.
  Some now at the marketplace, some not.
  People do come to town but the town needs more energy.
  Some just kaput
  We have the customers but they don't come into downtown
  People try to shop here but some things just aren't here
  The mall that's currently being sold may have been complimentary

Can both "sides" of the interstate succeed?
In 5-10 years we need a downtown that will attract people
Farmer's market
Town needs to stay open
Twin Falls is a good model

Better entrance, more attractive Oregon Ave.
Easier to find

Aesthetics matter. Why do people shop? Clean comfortable safe

We have to show we care.

Longer more active shopping district

People in Ontario drive first

Chamber should be more visible, closer to I-84
Strong cohesive stable downtown merchants group
Parking not really a problem
Traffic speeds too fast on Oregon and 4th
Hard to find Oregon Ave.

What makes Ontario special?
  Good bones. Sidewalks, geometry. Need more trees
  Icons: Depot, park, Jolts & Juice

Maybe nothing makes us special. Maybe that's the problem.

APPENDIX C

Lifestyle/Tapestry Descriptions

By ESRI Business Information Solutions

Prairie Living (17.2% of households)
Demographic:
Small, family-owned farms in the Midwest dominate this stable market. At a median age of 40 years, these married couples, with and without children, are somewhat older than the United States median age of 36 years. The rural setting renders multiple vehicles in a household a necessity. Three-quarters of the households have two or more vehicles, and one-third have three or more. These communities have little ethnic diversity; most *Prairie Living* residents are white.
Socioeconomic:
One in four residents are self-employed. Labor force participation is higher, 66 percent, and unemployment is naturally low, about four percent. Agricultural jobs are an important part of the *Prairie Living* economy, although workers may also be employed in manufacturing or construction. Almost a third of the households are now receiving Social Security, and over 40 percent receive some type of investment income. Their median income is $40,000, and their median net worth is $82,000. Most have graduated from high school or attended college.
Residential:
Single-family homes, many built before 1940, are characteristic of these farm communities. Mobile homes and seasonal housing are also common. The median home value in *Prairie Living* neighborhoods is $92,000. Despite the long-term decline in agricultural employment and family farms, *Prairie Living* is growing, although slowly at less than one percent annually.
Preferences:
Their purchases reflect their rural lifestyle; *Prairie Living* residents buy work boots and hunting clothes. They own separate freezers, coal and wood stoves and pressure cookers. To fill those freezers, *Prairie Living* residents plant vegetable gardens in addition to crops and hunt or fish. **To take care of their possessions, *Prairie Living* households own riding lawn mowers, gardening equipment, vehicle and home repair tools. They service their own vehicles and tackle home improvement projects such as remodeling their kitchens. They own pets, particularly dogs. Since cable television is not available in many rural neighborhoods, they often have satellite dishes.** ***Prairie Living* residents are loyal country music fans and turn to both radio and television for their favorite music. They enjoy hunting and fishing. Politically, they lean toward the conservative side. They prefer their vehicles, often a truck, to be from a domestic manufacturer. Civic-minded *Prairie Living* residents serve on church boards, address public meetings, volunteer for charitable organizations, and help with fundraising.** Prairie Living *households shop for bargains. Wal-Mart is by far their department store of choice, followed at a distance by Kmart and JC Penney. They often rely on a Walmart Supercenter for their extra grocery shopping.*

Rooted Rural (15.3% of households)
Demographic:
The population is older than the national median of 36.0 years with a median age of 40.7 years. Married couples with and without children are typical of *Rooted Rural* households. Most of the *Rooted Rural* residents are white.
Socioeconomic:
The median household income for *Rooted Rural* households is $36,000; their net worth is $71,500. Both of these figures are nearly three quarters of the U.S. medians. Income is derived from wages and retirement income. About one-third of the households are already drawing Social Security benefits. They have attended high school. *Rooted Rural* residents rank in Tapestry's top five segments for employment in farming and agriculture. Other employment opportunities are available in the manufacturing, construction, retail, and healthcare industries.
Residential:
Rooted Rural neighborhoods are located in rural areas or small towns and include mainly single-family detached houses with an above-average percentage of mobile homes and seasonal housing. More than 80 percent of their homes are owner-occupied with a median home value of $79,500. Most homes were built after 1970. They tend to "stay put" and don't move very often.
Preferences:
Rooted Rural residents are "do-it-yourselfers"; they have installed vinyl flooring and service their vehicles themselves. They might spend more than $500 per year on tires. They own welders, chainsaws and drill presses. They buy tillers, tractors, lawnmowers, vegetable plants and seeds to tend their gardens. To hold the bounty from their gardens, *Rooted Rural* residents own a separate freezer. They tend to own investment CDs longer than six months, and join special seniors banking clubs. Favorite grocery stores are IGA and Safeway. They use shortening, yeast and cornmeal for meal preparation. They take prescription medications for diabetes and arthritis. They buy western boots and hunting clothes. They attend country music performances, join civic and veterans' clubs, read hunting and fishing magazines, listen to country radio, and own a satellite dish. Rooted Rural residents order merchandise from the J.C. Penney catalog, and seeds, plants and coffee by mail, phone or online. They probably wouldn't participate in a regular exercise program, read women's magazines, listen to jazz radio or shop at Bon Marche.

Salt of the Earth (14.7% of households)
Demographic:
These married couples with and without children have a median age of 39.8 years. One fourth of S*alt of the Earth* residents live in single-person households. Nearly 95 percent of the population is white.
Socioeconomic:
Salt of the Earth residents live in blue-collar neighborhoods in rural areas or small towns. Hardworking, primarily in agriculture, manufacturing, or mining, these workers are slightly older than the U.S. median age of 36 years with low unemployment rates. They earn a median household income of $47,400 that parallels that of the United States median. Income sources include wages, dividends, rental income and Social Security benefits. Their net worth is nearly $90,000.
Residential:
Most *Salt of the Earth* residents own single-family detached homes with a median value of $111,200. Some live in mobile homes.
Preferences:
As the segment name implies, *Salt of the Earth* residents are settled, traditional and hard working. Their consumer preferences reflect their background; they concentrate on home, yard and auto maintenance. They're frequent shoppers at True Value hardware stores and order garden supplies, seeds and plants by phone, mail or online. They purchase men's gloves, work boots and hunting clothes. Salt of the Earth residents heat their homes with oil, coal or wood stoves and kerosene heaters. Do-it-yourself lawn and landscaping maintenance requires tools; *Salt of the Earth* residents own riding lawnmowers, garden tractors, garden tillers, and purchase vegetable and flower seeds and plants. They're equally busy inside, installing exterior doors, vinyl flooring and papering walls. Tools owned by *Salt of the Earth* residents for these projects include woodworking equipment such as saws and welders. They own two- or four-door trucks to haul their do-it-yourself materials. *Salt of the Earth* residents are also vehicle tinkerers; if they can't perform the task themselves, they take their vehicles to discount department stores. No "designer" coffee for this segment; *Salt of the Earth* residents drink Maxwell House Rich French Roast. Television is important to Salt of the Earth households; they own satellite dishes and three sets. They watch entertainment and news specials, Country Music Television and QVC. Their magazine preferences reflect their lifestyle; they read hunting, fishing and gardening publications. They listen to country music radio. Leisure time is spent with their pets, hunting, fishing, and playing softball. Salt of the Earth investments are conservative; residents own U.S. savings bonds, carry personal loans, and hold a personal credit line. They hold low-value homeowners' and life insurance policies. Always searching for bargains, *Salt of the Earth* residents patronize chain grocery and warehouse stores. Health-conscious *Salt of the Earth* residents take One-A-Day vitamins, visit nurse practitioners, and take prescription medications for sinus congestion and headaches. Civic-minded *Salt of the Earth* residents visit elected officials, join veterans' clubs and fraternal organizations, belong to a union, serve on church boards and fund-raise.

Southern Satellites (8.6% of households)
Demographic:
Primarily found in rural areas, especially the South, this market segment makes up about three percent of all U.S. households. It is one of the most sparsely populated market segments in the U.S. Most *Southern Satellites* households are married couples, with or without children, and some single-person households are typical. Their median age is 37 years, slightly older than the U.S. Almost 40 percent of the householders are 55 years or older. This segment is not ethnically diverse; more than 87 percent of the population is white.
Socioeconomic:
Median household income for *Southern Satellites* residents is $37,000 and their median net worth, $51,000. Although some *Southern Satellites* residents receive Social Security benefits, most of the income for this segment comes from wages or salary. These neighborhoods are dominated by a single manufacturing and/or construction industry. Almost one-third does not have a high school diploma, a figure well above the U.S. average of one-fifth.
Residential:
Single-family homes and mobile homes are the primary housing types in *Southern Satellites* neighborhoods. Two-thirds are single-family homes, while almost a third are mobile homes. *Southern Satellites* homes are newer; two-thirds were built after 1970. The median home value of $79,000 is about half the U.S. median. Most households own their homes. They tend to move less often than the average U.S. households do. Vacancy rates in the *Southern Satellites* neighborhoods are above average.
Preferences:
These rural residents enjoy the country living. Fishing and hunting are two of their favorite leisure activities, and *Southern Satellites* residents would spend money on magazines, clothes and gear related to these interests. Their taste in music is, of course, country. Their rural setting makes satellite dishes common and, in many cases, necessary when cable is not available. **Their households often include pets, cats and especially dogs. Home activities do not include many home improvement projects, but they do invest time in their property with vegetable gardening. They are likely to own riding mowers, garden tractors and tillers. Trucks are also common in these neighborhoods. *Southern Satellites* households prefer domestic car manufacturers to foreign ones. Most households have two or more vehicles to meet their transportation needs.** Politically, they tend to consider themselves conservative. Newspaper and magazine readership is low, but they listen to the radio. *Southern Satellites* households enjoy watching television. Favorite channels include Country Music Television, The Nashville Network and ESPN; favorite programming includes fishing and NASCAR racing. Home personal computers and accessing the Internet have not made the inroad in this market as much as in the other segments

Home Town (6.5% of households)
Demographic:
The median age for *Home Town* residents is 33.6 years. Above-average concentrations of single parent and single-person households characterize these neighborhoods. *Home Town* neighborhoods are almost 75 percent white, with above-average percentages of blacks and American Indians.
Socioeconomic:
The median household income for *Home Town* residents is $28,800; their net worth is $59,200. With slightly more than 70 percent of their income derived from wages and salaries, they also rely on Social Security, supplemental security and public assistance for support. In education, 34 percent haven't graduated from high school compared to 20 percent nationally. Only seven percent hold a Bachelor's or graduate degree compared to 25 percent nationally. Although unemployment is fairly high, most of those who are working find service or skilled labor jobs. The manufacturing, retail trade, construction, transportation and support services industries are the primary sources of employment for these residents.
Residential:
These low-density, settled neighborhoods in rarely change. *Home Town* residents may move from one house to another, but they seldom cross the county line. More than 70 percent live in single-family detached homes; another 12 percent live in two-to-four unit structures. Nearly half of the homes are owner-occupied with a median value of $55,300, only 40 percent that of the U.S median value. Most homes were built before 1960.
Preferences:
***Home Town* residents buy books from a department store, join a special seniors banking club, and own a lawn or garden tractor. *Home Town* residents will eat no-bake cakes, cook with cornmeal, and serve children's prepared dinners. They hold personal property insurance policies valued below $25,000, visit online chat rooms, and serve on a church board.** *They watch syndicated television such as* Sabrina, Mad About You *and* The Jenny Jones Show *and listen to the radio on weekends. They search the Yellow Pages for video equipment, insurance agents and supermarkets.* Home Town *residents own dogs as pets and buy packaged moist dog food. They eat at Golden Corral and Ponderosa type family restaurants; their fast-food favorites are Hardees, Rally's and Krystal's Burgers. They shop at Belk and Wal-Mart Pharmacy; they also buy cosmetics in-home from Avon.* Home Town *residents are heavy smokers. They enjoy practicing martial arts, attending Monday night pro-football games and freshwater fishing.*

APPENDIX D

Buyers vs. Browsers

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

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

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

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

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

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

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

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

Comparing Needs of Browsers and Buyers

Browsers *prefer:*	***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 E

Asking the Right Questions of Start-up and Expanding Businesses

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

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

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

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

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

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

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

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

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

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

Rate each of these business **values**:

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

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

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

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

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

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

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

How will the business **market** itself?

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

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

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

Expanding Businesses should consider these questions:

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

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

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

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

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

Appendix F

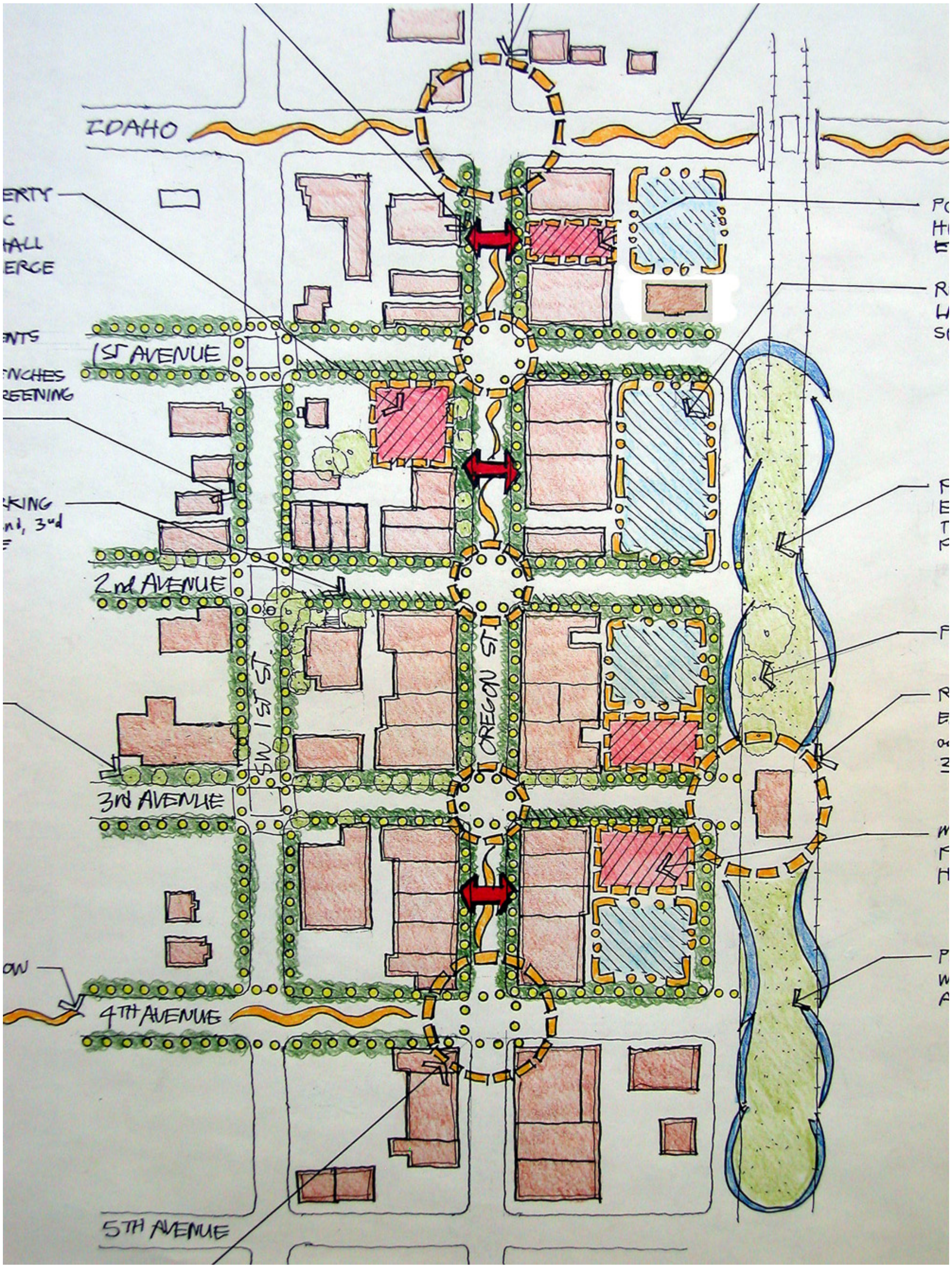
Flower Trunk Housing Pro-forma

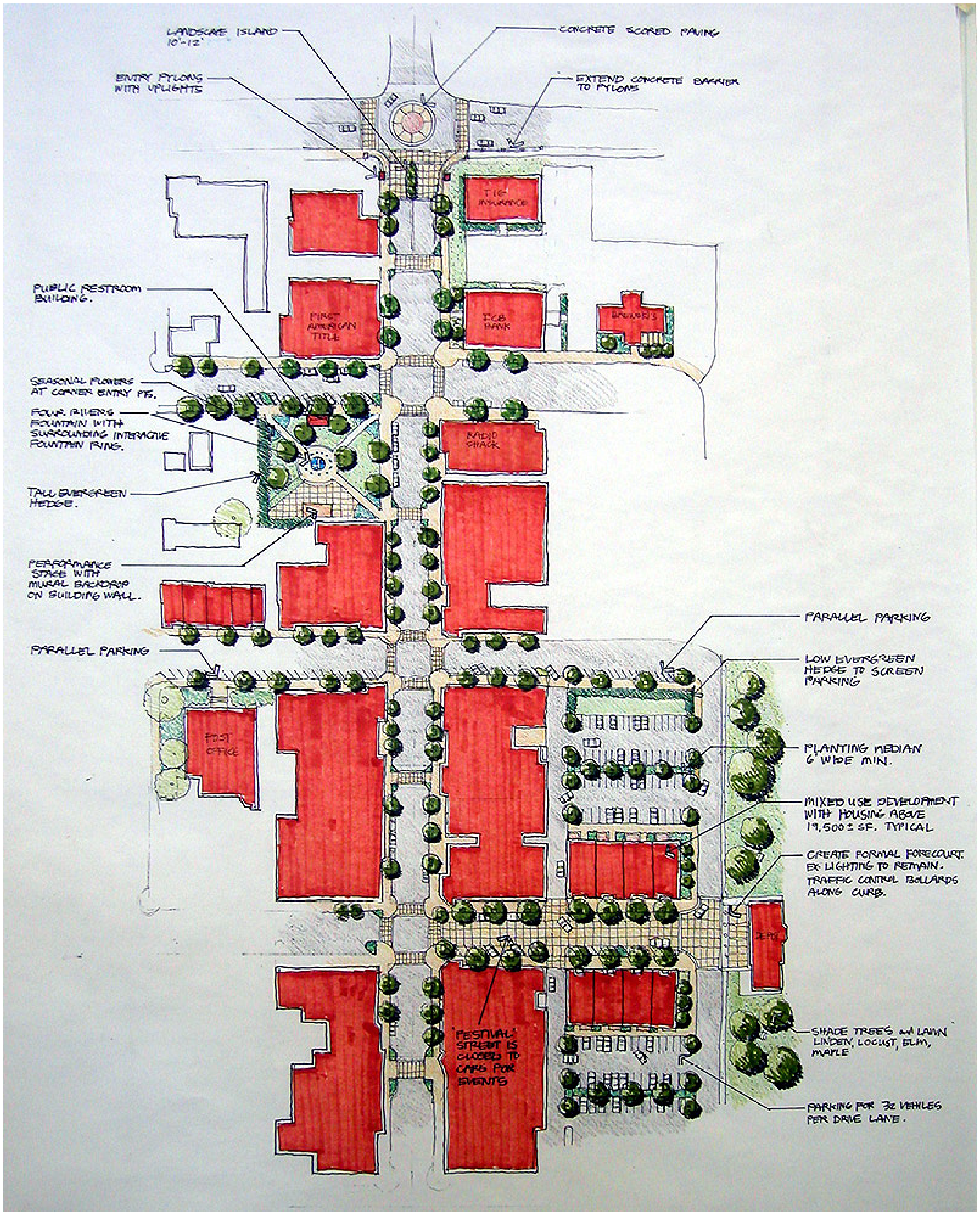
Description	Estimate
Roof @ 3921 SF [incl parapet caps]	8500
Façade & signage	2000
Front entry door & stairs	2500
Selective demolition	1500
Firewall, seismic shear wall [thru ceiling to roof]	3000
2nd exit [incl glazed door, deck & stairs]	15000
HVAC [1720 SF, incl ducting]	7500
Insulation, attic crawl space [1720 SF]	2000
Electrical [incl fixtures]	4000
Plumbing - Bath [incl fixtures, cabinetry]	4000
Plumbing - Kitchen	2000
Cabinetry - Kitchen, appliances	7500
Windows	8000
Demising walls	2000
Selective tuckpointing	5000
Finishes, incl flooring	6000
Sub-total	80500
Contingency @ 10%	8050
Total Hard construction cost	88550
$ / SF @ 1720 SF	51
Soft costs [aggregate] @ 10% of hard costs	8855
Total Project cost	97405
$ / SF @ 1720 SF	57

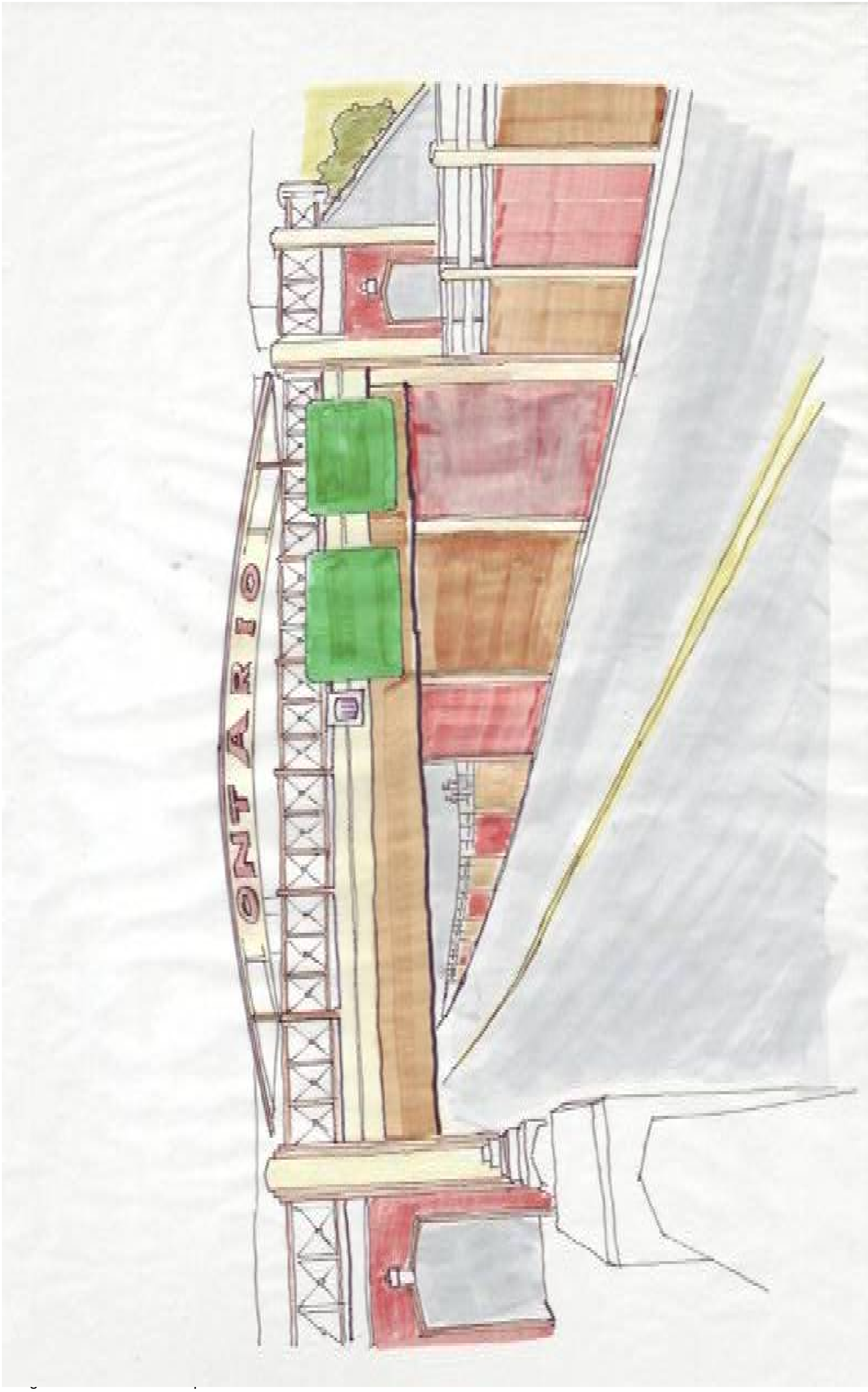
Alternates:
Skylights
Deli

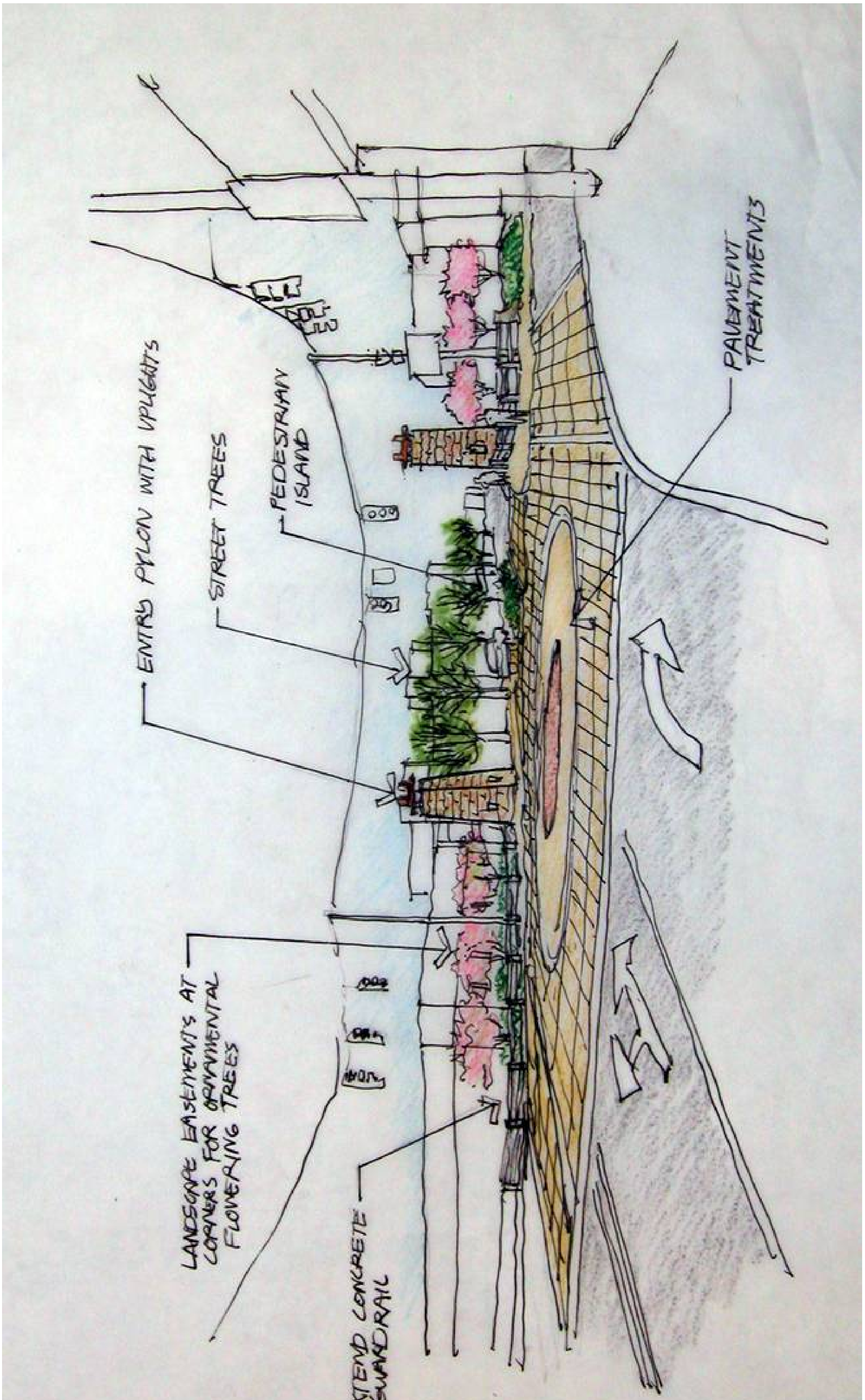
APPENDIX G

Design Recommendations

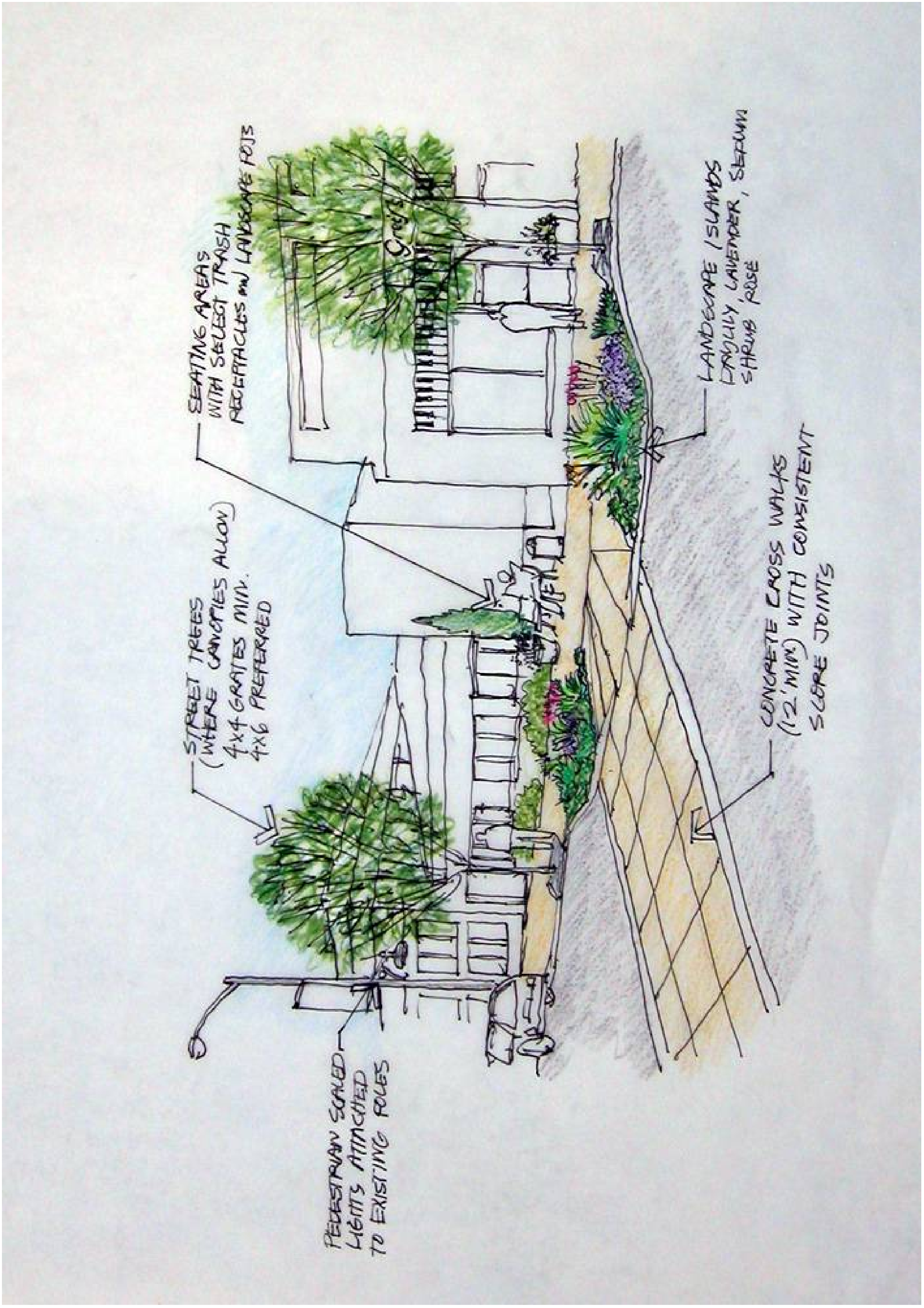


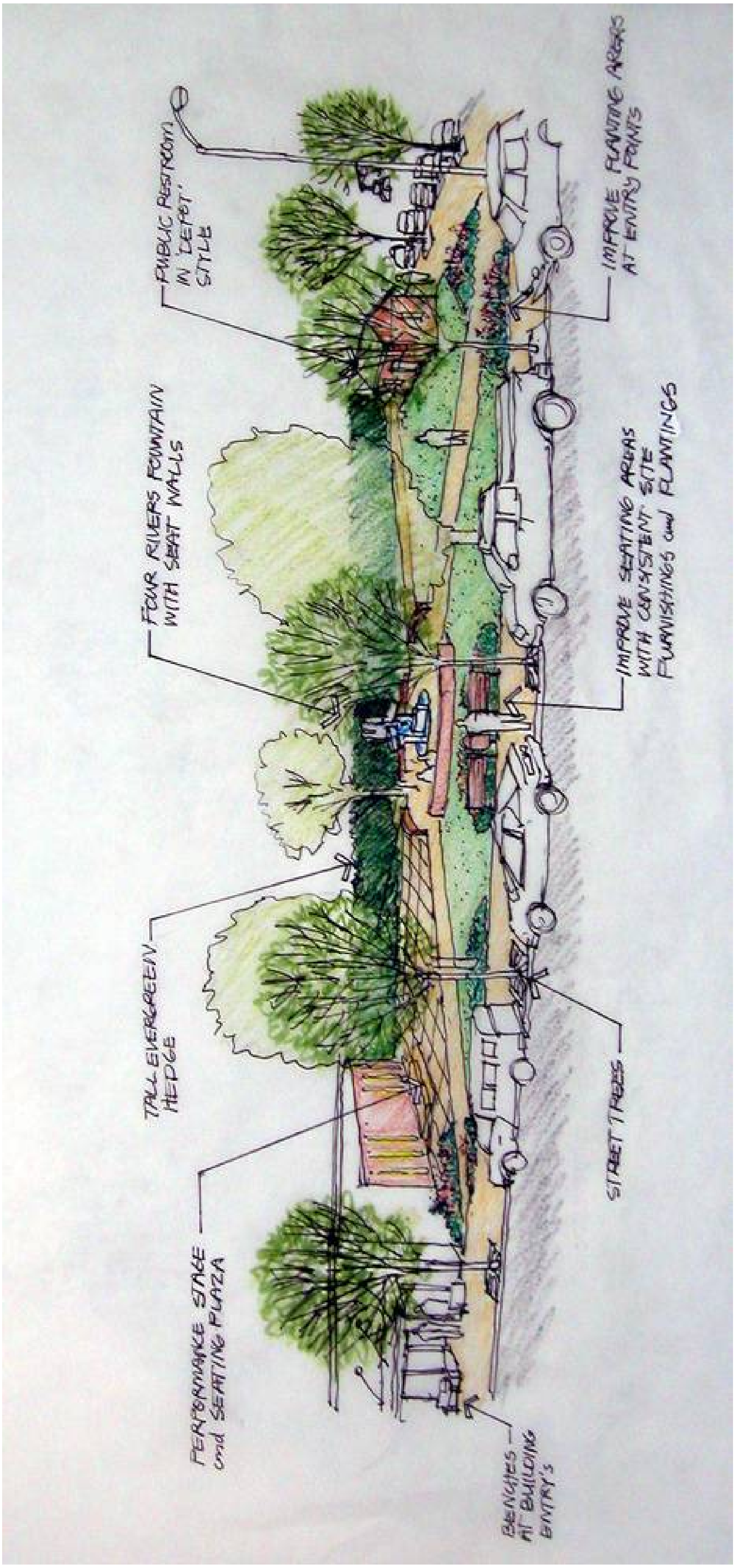

LANDSCAPE ISLAND
10'-12'
CONCRETE SCORED PAVING
ENTRY PYLONS
WITH UPLIGHTS
EXTEND CONCRETE BARRIER
TO PYLONS
PUBLIC RESTROOM
BUILDING.
FIRST
AMERICAN
TITLE
RADIO
SHACK
SEASONAL FLOWERS
AT CORNER ENTRY PTS.
FOUR RIVERS
FOUNTAIN WITH
SURROUNDING INTERACTIVE
FOUNTAIN RING.
TALL EVERGREEN
HEDGE.
PERFORMANCE
STAGE WITH
MURAL BACKDROP
ON BUILDING WALL.
PARALLEL PARKING
PARALLEL PARKING
LOW EVERGREEN
HEDGE TO SCREEN
PARKING
POST
OFFICE
PLANTING MEDIAN
6' WIDE MIN.
MIXED USE DEVELOPMENT
WITH HOUSING ABOVE
19,500± SF. TYPICAL
CREATE FORMAL FORECOURT.
EX LIGHTING TO REMAIN.
TRAFFIC CONTROL BOLLARDS
ALONG CURB.
'FESTIVAL'
STREET IS
CLOSED TO
CARS FOR
EVENTS
SHADE TREES w/ LAWN
LINDEN, LOCUST, ELM,
MAPLE
PARKING FOR 32 VEHICLES
PER DRIVE LANE.

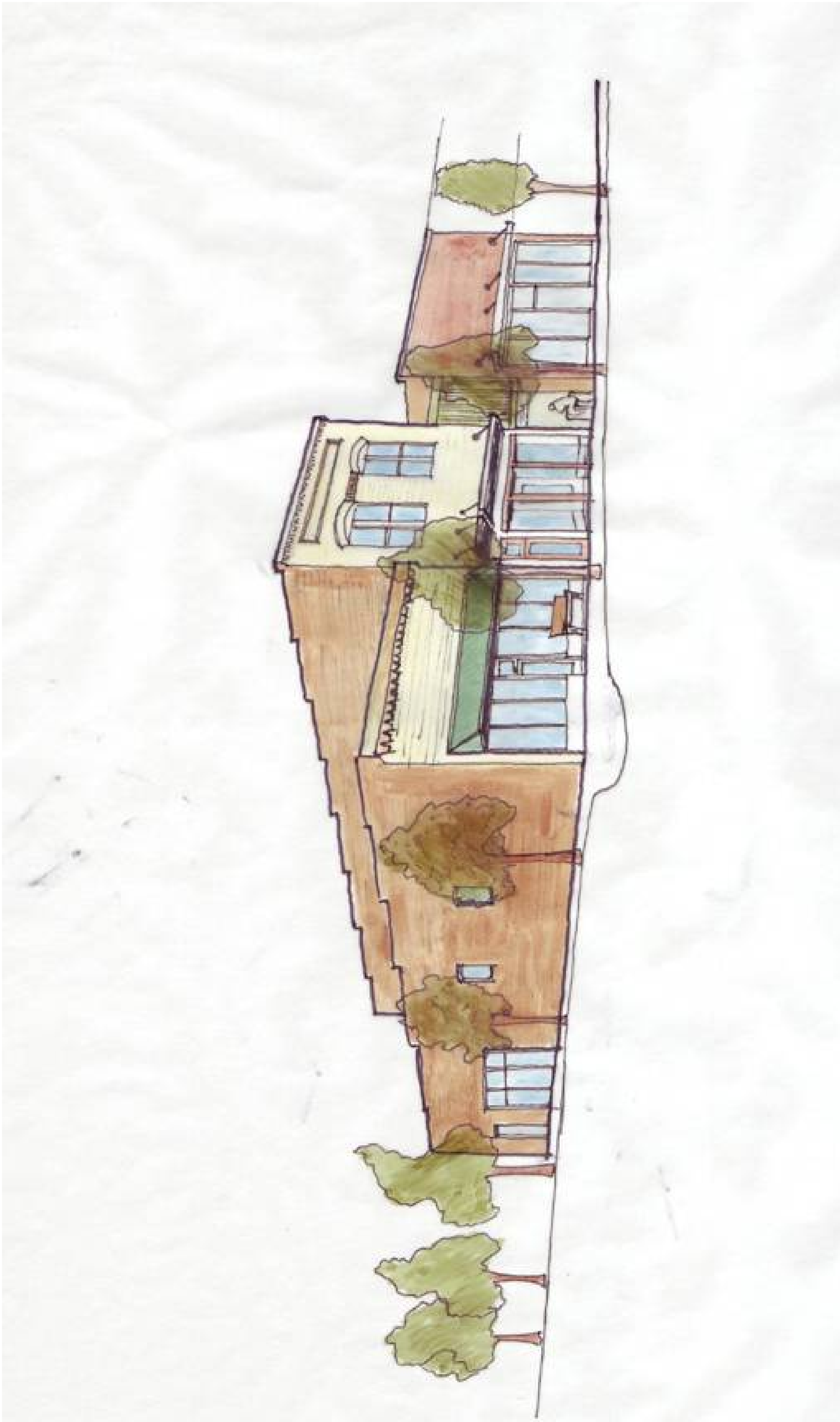

ONTARIO


ENTRY PYLON WITH UPLIGHTS
STREET TREES
PEDESTRIAN ISLAND
PAVEMENT TREATMENTS
LANDSCAPE EASEMENTS AT CORNERS FOR ORNAMENTAL FLOWERING TREES
EXTEND CONCRETE GUARDRAIL


CONSIDER PEDESTRIAN SCALE LIGHTING AS ATTACHMENTS TO EXISTING UTILITY POLES, OR AS NEW INFILL UNITS (12'-14'H)
SHADE TREES IN 4'x6' PLANTING PIT WITH IRRIGATION and WIRING FOR LIGHTS. COORDINATE LOCATIONS w/ AWNINGS and UNDERGROUND VAULTS.
UPGRADE AWNINGS and DEVELOP BLADE SIGN SYSTEM
DEVELOP FURNISHINGS ZONE ALONG BUILDINGS WITH BENCHES, LANDSCAPE POTS and OUTDOOR DISPLAYS
SALE TODAY


SEATING AREAS
WITH SELECT TRASH
RECEPTACLES w/ LANDSCAPE POTS
STREET TREES
(WHERE CANOPIES ALLOW)
4x4 GRATES MIN.
4x6 PREFERRED
LANDSCAPE ISLANDS
DAYLILY, LAVENDER, SEDUM
SHRUB ROSE
CONCRETE CROSS WALKS
(12' MIN) WITH CONSISTENT
SCORE JOINTS
PEDESTRIAN SCALED
LIGHTS ATTACHED
TO EXISTING POLES


PUBLIC RESTROOM IN 'DEPOT' STYLE
FOUR RIVERS FOUNTAIN WITH SEAT WALLS
TALL EVERGREEN HEDGE
PERFORMANCE STAGE and SEATING PLAZA
BENCHES AT BUILDING ENTRY'S
STREET TREES
IMPROVE SEATING AREAS WITH CONSISTENT SITE FURNISHINGS and PLANTINGS
IMPROVE PLANTING AREAS AT ENTRY POINTS

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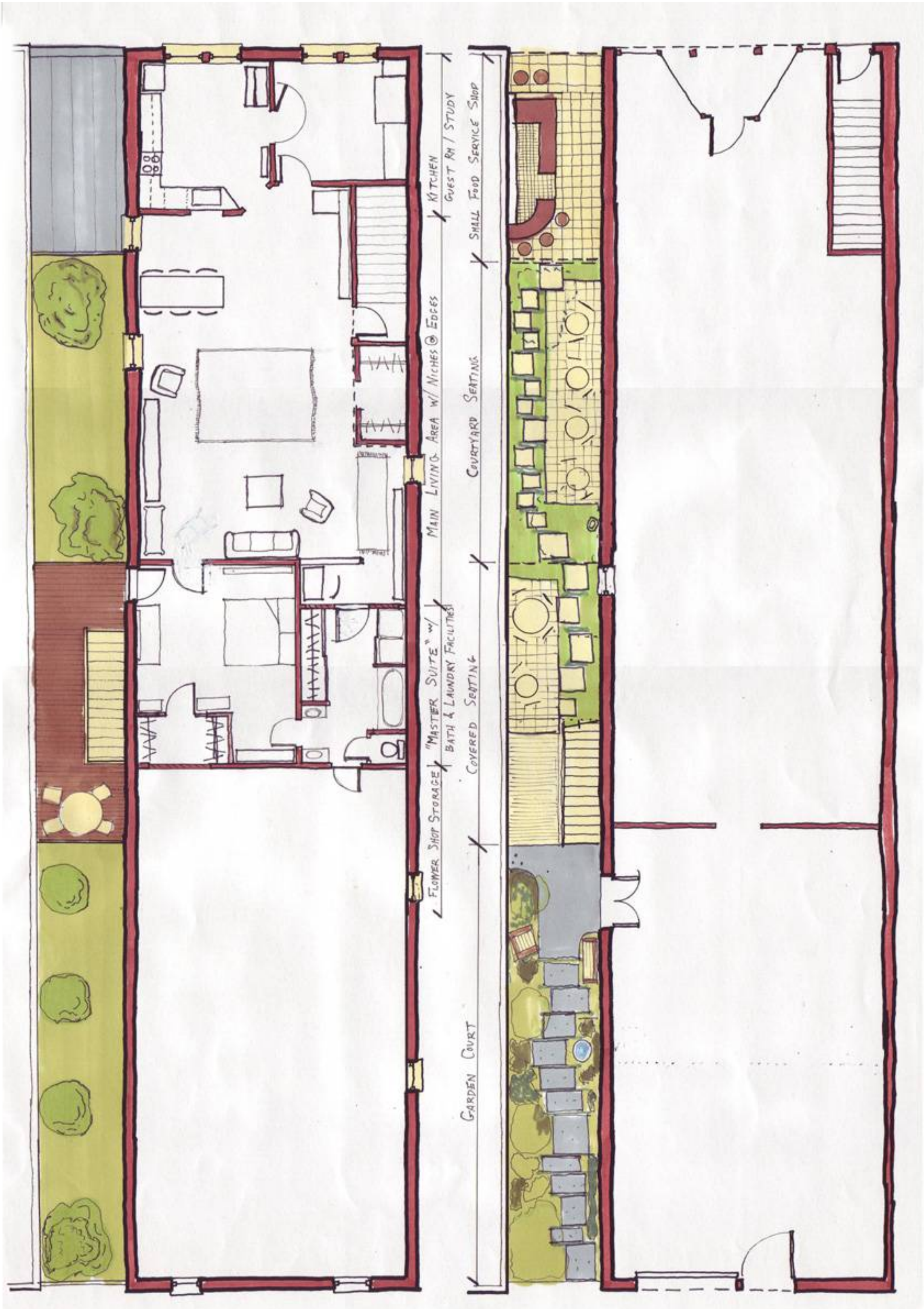
KITCHEN
GUEST RM / STUDY
SMALL FOOD SERVICE SHOP
MAIN LIVING AREA W/ NICHES @ EDGES
COURTYARD SEATING
"MASTER SUITE" W/ BATH & LAUNDRY FACILITIES
COVERED SEATING
FLOWER SHOP STORAGE
GARDEN COURT