

Resource Team Report

For

Detroit, Oregon

April 11, 12, 13, 2000

By

The Oregon Downtown Development Association

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Funding for the Resource Team visit and report was made possible through a partnership among Detroit City, the Mid-Willamette Valley Council of Governments, and the North Santiam Canyon Economic and Development Council and through support by the Oregon Economic and Community Development Department's Rural Investment Funds.

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Detroit Resource Team

Executive Summary

Recommendations for Strengthening Downtown's Image & Sense of Community

- ◆ It is important to strengthen Detroit as an important business district in the Cascade Range along Highway 22 and as a logical place for people to do business, interact, shop and visit. This can be supported, in part, through elements of design, appropriate redevelopment, business and image development and by capitalizing on Detroit's history, culture, and events in this resort community. Fostering new collaborations while taking advantage of opportunities to cooperate will also strengthen the community as a whole.
- ◆ Community pride, identity, and image are important issues that need to be addressed. The Detroit Lake web sight is a wonderful example of Internet image marketing. However, the business community could change their banners regularly, keep the streets clean, paint and upgrade storefronts, and plant flowers that are easily maintained to help improve downtown's image. Tourists will appreciate any additional amenities that are phased into the downtown plan: benches, drinking fountains, bike racks, and public bathrooms. Continuous, easy to maintain sidewalks along the main shopping street will add to the comfort and safety of pedestrians.
- ◆ Attitude is everything! In order for lasting, positive change to take place, community and area stakeholders must find common ground and work together to make things happen.
- ◆ In order to successfully get money from grants and sponsorships, the community must show a viable organizational structure to manage resources that fit within a clear, over-arching master plan. It's also important to be able to show success with prior grants and have enough community capacity to get the work done.

Public Space: Design Recommendations

- ◆ An opportunity exists to create better pedestrian and bike linkages along and across Hwy. 22. A median strip installed from north of Breitenbush Road intersection to east of the Guy Moore intersection would provide a pedestrian refuge, limit dangerous left-hand turns, and visually narrow the highway for a traffic calming. (See Downtown Plan Appendix A).

- ◆ The road connection between Clester Road and Short Ave. could be modified, or limited, to reduce unnecessary traffic in the residential area.
- ◆ Primary public parking should be located adjacent to the proposed community building/old elementary school. Additional angled off-street parking can be added to Detroit Avenue. If Front Street is modified as shown on the plan, additional parking can be developed for boats, trailers and RV's. (See Appendix B).
- ◆ The existing pedestrian school crossing at Forest Avenue is used to get children across the highway. It should be made safe with additional striping and well-lit signage. Construction of the proposed median could mean special paving for the crosswalk. Two additional cross walks should be added on Hwy. 22; one when the Guy Moore intersection is revamped and pedestrians can safely cross, and the other at the Breitenbush intersection, opposite the proposed roundabout at the north end of Detroit Ave. (See Appendix B). TRAFFIC LIGHT
- ◆ The excessive paving at Breitenbush intersection should be reduced. There is an unnecessary amount of pavement that is confusing for drivers and costly for highway maintenance crews. This area should be redeveloped to reduce the amount of pavement and make it easily understandable for drivers
- ◆ It is recommended that a right turn only off of Hwy. 22 onto Detroit Ave. be developed for safe access into the downtown. (See Appendix B).
- ◆ The downtown area has few sidewalks. Sidewalks could be paved with adequate drainage and textured for traction and safety. In the core commercial area, a boardwalk might be more in keeping with Detroit's historical past. (See Appendix B).
- ◆ The eastbound bike lane on Hwy. 22 should be moved to Patton Road, continue through downtown and to Detroit Flats, then reconnect back onto Hwy. 22 at Guy Moore intersection. Eventually, the Forest Service will most likely develop a bike trail around Detroit reservoir.
- ◆ New community center/post office and meeting rooms could be developed, as public schools buildings become available. The sports field or "Detroit Commons" could be used for fairs, markets, and festivals. The underutilized tennis courts could be redeveloped into a skateboard park and basketball court.

Private Space: Design Recommendations

- ◆ The existing main street commercial development located on Detroit Avenue should be improved with facade rehabs that include transparent storefronts, pedestrian scale signage, and appropriate building materials. The backside of the commercial buildings that face Hwy. 22 could be made more inviting by carefully planned and well-maintained murals, and landscaping. Building rehabs should utilize this historic heavy timber frame style whenever possible, and should support the scale of the existing wooden one and two story structures. (See Appendix C, D). *New Building*
- ◆ Architectural elements like covered, gabled front porches and heavy timber logs and beams should be emphasized in rehabs and new commercial and residential buildings in the commercial zone. In addition, porch foundations, chimneys, and storefront bulkheads could be faced with stone; either quarry or river rock. Building colors, trim and roofing should remain within the recommended traditional color scheme of natural or weathered gray wood. Business signage should be pedestrian oriented utilizing wooden "blade signs" and monument signage. Front gabled porches would help cover pedestrians during inclement weather, and bright window awnings and flower boxes would lend some nice color to the downtown. It is our recommendation that design ordinances incorporating a sign ordinance be adopted by City Council. (See Appendix F, G).
- ◆ There are several sites for infill development along Detroit Ave. and Hwy. 22. In-fill could incorporate professional offices in the upper stories with retail anchoring the first floor. The proposed infill should allow for pedestrian connections across the main street and connect all of the businesses into a contiguous commercial street development. (See Appendix B).
- ◆ Signage in downtown is inadequate to direct visitors to motel and retail service amenities that located next to the lake.
- ◆ All retail development should have lots of windows facing the street, be well lit and have attractive displays.
- ◆ The Lakeside Motel needs to have identifying signage on the side of the motel building facing out on Santiam Ave. (See Appendix I) *Rebuild ?*
- ◆ Terminus views down Detroit Avenue could be improved with an artistic entryway at the south end of town. (See Appendix H).

Assessment and Business Mix/Analysis Recommendations

- ◆ The primary and secondary market segments are currently not being serviced in Detroit, a “passage way” community, that marks the halfway shopping point between Bend and Salem.
- ◆ Downtown amenities such as public gathering spaces, bike racks, restrooms, public seating, and waste receptacles are needed. These will encourage visitors to stop, get out of their vehicles, and spend time in the community.
- ◆ There is an opportunity to create a stronger business district by working with existing businesses and recruiting new businesses. A good opportunity for market expansion is through the visitor market. Strong visitor numbers and the downtown’s location next to, but not on, the highway make this a viable area for expansion.
- ◆ Detroit’s identity has moved from a timber-based economy to recreational and eco tourism. Detroit needs to aggressively market itself as a year-round destination resort with water sports and hiking in the summer, and skiing and snowmobiling in the winter.
- ◆ Retail stores need to do a study their merchandise mix to capture and retain much more of the visitor spending on sports.
- ◆ Small conferences could be taking place in Detroit. This potential should be fully explored and marketing done to capture a portion of this market. There are rooms at the Lakeside Motel, and meeting rooms at the Korner Post Eatery.
- ◆ The vacant school building could be a potential small business or manufacturing incubator in addition to housing city services, the post office, and other office spaces.
- ◆ A positive self-image and attitude are important. It is important to recognize the fact that in order to successfully promote and sell your community to others; you must be fully bought into yourself!
- ◆ Detroit has major infrastructure projects it will be tackling in the next few years. Small projects like fixing, painting and updating the visitor information kiosks by city hall is an example of an easy, quick and effective project for downtown that can be done *today!* It is important not to overload volunteers with too many projects. It is more important to pace yourselves and produce high-quality projects.

◆ Sewer, water, roadways, sidewalks, etc. ◆

— Community Center

Project Introduction

The Oregon Downtown Development Association (ODDA) was contacted by Tom Lashor of the Mid-Willamette Valley Council of Governments to develop a cluster program for the four communities of Aurora, Amity, Detroit and Monmouth. In Spring of 1999, ODDA facilitated a series of meetings about town-center conceptual planning that included public and private space recommendations, and business mix analysis through a three day Resource Team visit.

On April 11, 2000, ODDA's Resource Team arrived in Detroit for three days of intensive on-site work on downtown issues and opportunities. The Resource Team consisted of Heidi E. Henry, ODDA, John David Duffie, licensed Architect, and Mary Bosch of MARKETEK, Business Clustering and Development Specialist.

The Team met with Ed Hilliard, Landscape Architect, to review the recently completed town center conceptual design plan for Detroit. The Team also met with local merchants, property owners and interested individuals and they worked with city and county staff and local forest service officials to collect relevant information. A public presentation of the Resource Team's conceptual plan and recommendations was presented at a public meeting at Council Chambers on the evening of April 13, 2000.

This report is a summary of information collected and synthesized by the ODDA Resource Team. It is based upon the findings and recommendations presented at the April 13 meeting.

Funding for the Resource Team visit and report was made possible through a partnership among Detroit City, the Mid-Willamette Valley Council of Governments, and the North Santiam Canyon Economic and Development Council and through support by the Oregon Economic and Community Development Department's Rural Investment Funds.

Recommendations for Strengthening Downtown's Image & Sense of Community

As the Resource Team gathered information about the community and canyon and received input on issues and opportunities, recurring themes emerged on the need to strengthen downtown's image and increase partnerships. It is important to strengthen downtown as the heart of the "mid-way" point between Bend and Salem, and as the logical place for locals and visitors to gather and interact. This can be achieved, in part, through elements of design, appropriate mixed-use development and by capitalizing on history, culture and recreational events. Creating strong partnerships between the North Santiam Economic Development Council, the Forest Service, and the City will also strengthen the community component within Detroit.

Detroit is a relatively homogenous community centered on recreational activities. In order for lasting, positive change to occur, community and canyon stakeholders must find common ground and work together to make things happen. Transitioning from an "us vrs. them" mentality to a "we" mindset will make all of the difference in successful project implementation as well as increase community pride and connectedness and empowerment. Fostering new collaborations while taking advantage of opportunities to cooperate will also strengthen the community and benefit the area as a whole.

Local pride, identity, and image are important issues that need to be further addressed. Efforts have begun, but Detroit needs a dynamic group of business volunteers who should begin an intensive education program. This group should attend as many downtown revitalization workshops, tourism conventions, and livability conferences throughout the State as possible. Networking with other successful small towns is an important step towards developing new marketing ideas and action plans for Detroit.

Now is the opportune time to move forward with projects that have been outlined in this plan. The community feels empowered to move forward and opportunities for project funding are good.

Market Assessment and Business Mix Analysis/Recommendations

Introduction

This section of the Detroit Resource Team report focuses on market factors and business mix and provides Detroit volunteers, the business association and City staff with direction and guidance as they seek to achieve the goal of creating a more economically vibrant commercial area. Among the key questions to address in creating a strong business district are:

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

The findings and conclusions of the market assessment and business analysis are based upon the following: community input during the Oregon Downtown Development Association's resource team visit April 11, 12 and 13, 2000; review of existing promotional and market materials; written business owner survey (completed by eight businesses) and in-store and telephone interviews with selected business owners, the US Forest Service and others.

Topics addressed in the following section include:

Current Business Profile

Trade Area and Market Segments

Competitive Advantages and Disadvantages

Business Mix

Next Steps for Detroit

Current Business Profile

* NEED TO BUILD A LIST OF WANTED BUSINESS *

Types of Activities

A successful business district in virtually any size community will have a balance and mix of uses that includes housing, professional and government services, entertainment and retail shopping.

Professional and financial services

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

Detroit has few businesses in this category due to its small population base, making it unable to support year-round professional service firms.

Retail

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

Detroit has three small grocery stores, one gas station and mini-mart, one hardware/sporting goods store, one laundry mat operating in the summertime

Entertainment

This category is closely related to retail except that businesses function as attractors for customers seeking entertainment venues. Entertainment establishments include restaurants, video stores, theatres, galleries, bars and taverns, coffee shops and any other business that attracts customers for social or entertainment purposes.

KC's, the Cedars Restaurant and Lounge, Alta's Mexican Food (with entertainment in the summertime), Kane's Hideaway Pub and the Komer Post fill this role in Detroit fill this role.

Government services

Downtown has been the traditional location for government offices and services such as the post office and library. Government offices, such as the post office are essential in

developing the personality of a community through their scale, character and design. They too are meeting places for local residents to gather and exchange information.

Detroit's city hall, fire station and post office are all located in the center of town.

POST OFFICE
STILL STANDING.

Lodging

Detroit has a selection of motels and lodging that are fully occupied in the busy summer months. These include: the Lakeside Motel, Repose and Repast Bed and Breakfast, All Seasons Motel and the Detroit Motel.

ALL GONE - Rebuilding?

Trade Area and Market Segments

Trade Area Definition

The local trade area is the geographic area from which the great majority of year-round customers originate. The market area was identified based on interviews with Detroit business owners, drive time estimates and the location of alternative shopping opportunities. The trade area for Detroit is focused primarily on the availability of convenience goods and services, as there is little available as far as competitive shopper's goods in the North Santiam Canyon area. For convenience goods, Detroit businesses rely upon Detroit, Idanha and other area residents within a twenty-minute drive time.

However, according to the business owner surveys, the majority of customers (and revenue) are visitors to the area. Details of business markets are discussed 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 practices and business mix.

Local Market

Below are the current population estimates for area residents. The very small size of the local market is depicted in these figures.

Local Trade Area Population

	1990	1999
Detroit	331	375
Idanha	289	370
North Santiam Cities	3,612	3,925*

Source: U.S. Census and Portland State University
*1998 estimate

Part-time residents (those persons who own second homes or cabins and visit seasonally) are estimated to be about 300 persons.

The Detroit Post Office presently has 192 boxes being utilized by area residents. This facility is a good magnet for bringing regular potential customers to downtown.

Visitor Market

At the present time, the visitor or tourist market is perhaps the most important customer base for the majority of businesses in Detroit. The business owner surveys verify that visitor and pass-through customers are 'bread and butter' business for most stores and restaurants. Below are data that illustrate the size of this market segment.

- ✓ Traffic volumes are high on Highway 22. According to the Oregon Department of Transportation, average daily traffic (ADT) adjusted seasonally on Highway 22 just east of Breitenbush Road is 3,800. At the eastern city limits traffic is 4,200. All traffic provides good exposure to the business district and the chance to lure customers to businesses.
- ✓ Breitenbush Hot Springs Retreat and Conference Center, just ten miles from Highway 22 at Detroit, attracts 8,500 visitors annually.
- ✓ Estimates of summer weekend visitor traffic to the Detroit Lake area are 4,500.
- ✓ Within Marion County as a whole, the visitor market is growing rapidly. Visitor spending totaled \$174.8 million in 1997, up from \$124.8 million in 1991 for an average annual growth rate of 5.8%, the same as the State of Oregon as a whole.

Visitor market retail and service needs, together with the needs of local residents should to be considered together in planning the future merchandise and business mix for Detroit. General information on customer buying behavior is provided in Appendix 1, "Buyers vs. Browsers." This is good background information for existing and potential businesses to take into account as consideration is given to meeting the needs of customers.

Detroit's Competitive Advantages and Disadvantages for Commercial Business Development

Competitive Advantages

1. Strong visitor and pass-through markets with growth potential. An important, related asset is the variety of overnight lodging choices from several hundred campsites to RV spots, at least 40 hotel/motel units, cabin rentals and a Bed and Breakfast. Overnight visitors will typically spend two to three times as much as day-use visitors and should be encouraged.
2. Downtown Detroit's location is also an advantage for business development-- *adjacent to but not on the highway!* This makes its small and cozy commercial district amenable to pedestrians and shopping without the scare of fast moving traffic on the street. It has a truly quaint and friendly feel.
3. Businesses and individuals are investing in downtown and throughout Detroit signaling confidence in the future. Detroit Realty recently opened its doors and purchased a downtown property. A family moving to Detroit from out of town recently purchased the Korner Post restaurant. Other business owners discussed potential plans for expansion.
4. Detroit has a good base of convenience businesses that serve the convenience needs of local residents and visitors. These include three small grocery stores and a convenience mart, a gas station, a seasonal laundry mat and a hardware/sporting goods store.
5. Reasonable lease rates and property. Although specific data were not gathered, individuals reported this as an advantage for attracting businesses and individuals.

Competitive Disadvantages

1. Lack of a critical mass of retail storefronts and the gaps or blank spaces in the commercial core make it challenging to market downtown Detroit as a unified business district. Large parking lots, large vacant lots, some building vacancies and a few run down properties all work against creating a pedestrian-oriented shopping district that encourages people once out of their cars, to keep walking down the street, visiting businesses and spending money.

Creating a unified pedestrian-oriented district demands uninterrupted storefronts and active retail or entertainment businesses with strong street appeal. This allows the district to develop a critical mass of businesses and serve as a destination for a large number of shoppers looking for a unique and broad

selection of merchandise in an attractive and inviting atmosphere. This is particularly key to capturing visitor dollars in town.

2. Absence of a well-defined identity. Creating a strong, concrete image as a business district takes time and consistent, continuous promotions and marketing. Downtown Detroit has the potential to create a positive image and unique identity. It truly is business 'junction' or service hub on Highway 22 for local residents and visitors or those passing through the area.
3. Limited visitor appeal. While the natural environment and recreation are clearly a draw, the town of Detroit as a whole does not send a visible message that it welcomes and wants visitors. There is no signage on the highway drawing visitors in. ("Espresso" "Restrooms" or any related signs would help!) The visitor kiosk in town is in poor shape. There are no planters or flower baskets enlivening the business district. Gravel hasn't been swept off the streets.
4. Merchandise selection and variety are limited. Visitors will likely stop and take care of their convenience shopping needs, but there are few businesses that from the highway or the street will capture their attention and encourage them to stay for a while and shop.

Opportunities

1. Visitor market opportunities can be expanded.

Some of the things that the Detroit has going in its favor are:

- Outstanding nature-based, recreation activities in Detroit Lake, the many wild and scenic forests, parks, the river and mountains.
 - Detroit has an established visitor base of people who come year after year to utilize the lake and surrounding area. A visitor database could be established and mailings sent about specific off-season events or 'packages' to attract visitors throughout the year.
 - Excellent web page(s) prepared through the business association. (www.detroitlakeoregon.org) A number of businesses also have their own web pages.
 - 4,200 cars a day going by on the highway! Just imagine if 10% of those cars and trucks were enticed to stop in Detroit for a few minutes or hours and each of them spent \$10. That's \$4,200 a day being pumped into the local Detroit economy.
2. Vacancies and infill development. A few vacancies exist in downtown Detroit that should be the first priority for business development and expansion. The sewer and water system development is still at least two years away. At that time, new infill development can occur at prime locations such as Forest and Detroit Avenues across from Lake Detroit Market. This site could support a small strip shopping center with

a variety of businesses. Another key site is across from Mt. High Grocery at the southern entrance to town.

In the meanwhile, existing space can be better utilized. For example, Cedars Restaurant apparently uses the triangular shaped building next door for storage. It would make a good location for a gift shop/general merchandise type business. The space being vacated by Detroit Realty would also be well suited to retail. They represent important opportunities to influence the business mix and identity of downtown Detroit.

3. Detroit's identity and image as a mountain resort community can be far more extensively promoted. This could be tied to both a summer and off-season visitor industry campaign. Many people mentioned the need for Detroit to find that something "uniquely Detroit" for the town to become known for. In Rockaway Beach, it's Flamingo Jim's. In Newport, it's the Sylvia Hotel or the original Moe's Restaurant, in Sister's it's the rodeo or "old West." What is Detroit's specialty? The obvious answer is fishing and boating, but the absence of a fish house is notable.
Image building takes careful planning and doesn't happen for any town overnight.

4. Vacant elementary school. Although many would like to see a multi-purpose community facility develop at this site, it should first be promoted to state economic development professionals to see what the potential is for attracting multiple employers.
It may be adapted for use as a business incubator, warehousing space, small light industrial facilities or other economic purposes.

5. Small conference center. A number of individuals mentioned the desire for a conference center in Detroit. Given Detroit's picturesque surroundings and location midway between the population centers of the Willamette Valley and Central Oregon, it may well offer potential for small conferences. With a little imagination and marketing ingenuity, Detroit can market *what it already has* in terms of lodging, eating and meeting space to attract small group meetings. Detroit has accommodations and restaurants and a meeting room at the Korner Post or the elementary school or other locations. Idanha also has a conference center.

Another related idea also shared during the resource team visit was to promote the gym facility for group gatherings. For example, a dance group wants to begin using the gym for weekend dance events to bring people from Central Oregon and the Willamette Valley.

6. Retail sales leakage. A recently completed market analysis for the City of Idanha identified approximately \$54 million of retail sales potential related to the spending potential of North Santiam Canyon population. About \$10 million in

potential spending can be tied to Detroit and Idanha. Much of the retail potential is *not* captured by existing North Santiam Canyon (or Detroit) businesses and is *leaking out* of the area to Salem and other shopping centers.

Development Outlook

Below is a table summarizing many of the issues and changes that Detroit faces as identified by residents and resource team members. It is intended to provide an illustration of how Detroit continues to adapt to changing circumstance over time.

	BEFORE	TODAY	FUTURE
Economic base	Mill town	Mountain resort town	New and different year-round jobs, including visitor ind.
Commercial district	Full service shopping	Convenience goods	Expanded retail/service sector to serve visitor needs
Identity	Disjointed/changing identity; Discontent	Healing, forward-looking	Unified, ability to attract and retain positive local residents, new talent
Population	Small population	Small, modest growth	Moderate growth
Special events	Water festival	50s Cruz-in event	New celebrations
Lifestyle	Making ends meet	Living with less	Stable, more prosperous
Community atmosphere	Major economic transition: <i>crisis</i>	Making a plan	Taking positive action
Development Issues/opportunities	Infrastructure deficient Septic system overtaxed	Water/sewer action plan moving ahead; no new growth	Potential new development

Business Mix

By virtue of its location and the small size of its trade area, Detroit will not be to provide a large variety of retail goods, long and predictable shopping hours, and the image of low-cost retail items. However, the visitor or shopper in Detroit will respond favorably when he or she feels that they are receiving good value for money spent, have a convenient, friendly and safe place to spend time, and consider the area an interesting and attractive place to be. These are important values and realistic goals for downtown Detroit.

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

Downtown Detroit has the capability to serve local residents and visitors with additional goods and services. The keys will be:

- Providing excellent service
- Offering unique, quality merchandise
- Targeting high dollar volumes per square foot for a business to succeed. In other words, smaller spaces, in-depth merchandise and high turnover inventory.
- Working with existing Detroit businesses to expand or provide complementary product lines.

Recommended Businesses Mix

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



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

Local residents or businesses repeatedly identified the following types of businesses during the resource team as ones being in demand. Certainly, if marketed to Detroit, Idanha and surrounding residents as well as to visitors, they may be successful convenience or niche businesses.

- Hair salon/barber
 - Auto-related services and repair — 90s station (old school?)
 - More convenience items for visitors—sporting goods and accessories for hikers, campers, bikers, fishermen and nature enthusiasts; bike and boat rentals
 - RV supplies and service
 - Books, cards, curios, arts/crafts particularly related to the local area
 - Specialty restaurant—fresh fish
 - Fly fishing shop
 - Gift shop: *Made in Detroit*
 - Gardening
 - Year round laundry mat with dry cleaning service
 - Brew pub
 - Pharmacy/housewares
- Handwritten annotations: Blue lines connect several items to a circled '(1)' on the right. The items connected are: 'More convenience items...', 'RV supplies and service', 'Books, cards, curios...', 'Fly fishing shop', and 'Gift shop: Made in Detroit'. Another circled '(1)' is located below the 'Gift shop' item.

Some existing businesses may benefit from expanding product lines, seasonally. For

instance gardening and nursery supplies may be highlighted by the hardware store during spring time. offering seasonal merchandise. The Cedars might consider expanding its gift corner to include "Made in Detroit" merchandise.

Success will be achieved in downtown Detroit with stores that:

- ✓ serve trade area customers and visitors
- ✓ aggressively market to these target customer groups
- ✓ offer multiple, complementary product lines
- ✓ fill specific, unique niches
- ✓ have focus, imagination and strive to meet the needs of the customer

Features of Successful Downtown Businesses

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

Strong Business Values

Planning

Commitment

Passion

Tenacity

Understanding

Strong Merchandising Elements

Up to date point-of-sale practices

Appropriate turnover of goods

Interesting visual displays

Emphasis on value over price

Superior Customer Service

Developing human relationships

Determining customer needs

Servicing customer needs

After-sale contact

Appendix 2 includes a more detailed summary of considerations for qualifying a prospective business for downtown Detroit.

Next Steps

Business development and expansion opportunities in downtown Detroit have potential. Building on the momentum of the resource team, the following marketing and promotion recommendations are provided as *next steps* for action.

1. A regular monthly newsletter is needed and being implemented through the City. Many persons said better communication throughout town and even with visitors is much needed. Put the newsletter in restaurants and at city hall. Post it at the visitor kiosk.
2. Clean up! It's time to institutionalize how Detroit concerns itself with its appearance. Initiate a Kudos program to recognize exceptional contributions towards the clean-up effort, and identifying volunteers for an "Adopt A Block" program are strong ways to move in the right direction. Wash the windows! Pick up the trash! Paint the visitor kiosk. Hang plant and flower baskets.
3. Invite representatives of the Marion County Visitor Association, the state tourism division and the Oregon Community and Economic Development Department to a special meeting or event to get their input on the best ways for Detroit to achieve the goals to expand the visitor industry, to utilize existing resources (gym and elementary school) and to demonstrate the ways Detroit is working together toward a positive future! Give them a tour, feed them, and entertain them. In other words, show off, ask for help, demonstrate a ready and willingness to partner. Give them the message that everyone is bought into the vision and is working together to make change.
4. Become ACTIVE in all the tourism and visitor organizations that are accessible/available to Detroit. Join, attend, and participate on a regular basis. Networking, gaining visibility and learning all that you can about these resources will be an invaluable way to grow this industry.
5. Related to this is developing a separate visitor/marketing committee for the Detroit area. Form your own tourism committee of local businesses, Corp of Engineers, USFS, the City, etc.. Some say such a group already exists; others no nothing about it. Its purpose would be to develop a visitor marketing plan and then to organize and implement an aggressive marketing campaign for visitors. It can start off small with rack cards or simple brochures, "100 Things to Do in Detroit—Summer, Fall, Winter, Spring." Ultimately, there can be special campaigns for special activities and events. EX: Develop and promote November Eco-tours of the Willamette Forest. Develop an event or weekend promotion focused on the fascinating mountain heritage of the area: Hogg's Railroad, Native Americans, a Mountain Spirit Festival, the relocation of the town of Detroit to make way for the lake, etc. The key to long-term success at increasing visitors and visitor spending will be a very focused local effort.

6. Keep Detroit Lake water level up through the end of October to expand the visitor season by an additional month. This is a recommendation that has been discussed locally and posed to the Corp of Engineers, reportedly. However, there is confusion about whether or not this change will be implemented during the 2000 lake season. Determine the accurate story and what it may take to make the change, even if it means a visit to Congressional representatives.

7. Welcome new businesses! Welcome new initiatives by existing businesses! Give them 100% of the community's support. Some individuals interviewed during the resource team mentioned animosity or suspicion toward new businesses. A positive attitude is an essential element of community success, particularly related to marketing and promotions.

8. Remember the 4 P's of marketing success for any community: Position, Product, Packaging and Promotion!!! Clearly state the image and identity (market position) you wish Detroit to convey. Identify all the products (amenities, lodging, trails, restaurants etc) Detroit offers visitors. Figure out ways to package them (such as marketing small conference, selling eco-tours, bird watching expeditions, etc.) Then, promote, promote, promote through signage, brochures, visibility in tourism organizations, advertising/direct mail, etc.

9. Interview and survey visitors to Detroit this summer. For example:

What brings you to this area? _____

Lake

What are you and your family interested in doing? _____

Boating, Hiking

What kinds of goods and services are you seeking while in Detroit? _____

Snowmobiling

Lodging
Food
rest area
fuel

Public Space: Design Recommendations

Topics Addressed in This Section Include:

Downtown Relationship to Hwy. 22
Traffic Circulation/Intersection Improvements
Parking
Pedestrian Circulation and Amenities
Streetscape Improvements
Bike Route
Proposed Use of Vacant School Property

Downtown Relationship to Hwy. 22

Hwy. 22 bypasses downtown Detroit. The highway is one block away from the center of town. The proximity to the highway has advantages and disadvantages for the downtown. Downtown has a good visibility from the highway where an average of 4,200 cars pass by daily; an advantage for retailers and service businesses. The disadvantage lies in local traffic and pedestrians crossing the highway safely.

Traffic Circulation/Intersection Improvements

The Oregon Department of Transportation may be considering a median strip on Hwy. 22 stretching from north of the Breitenbush Road intersection to east of the Guy Moore intersection. The median would restrict left-hand turns, provide a pedestrian refuge, and visually narrow the highway to reduce traffic speeds. Eventually, the Guy Moore intersection could be eliminated and tied into the Myer Street intersection.

The intersection of Front and Forrest Ave. is currently hazardous to motorists because it's so close to the highway. Cars are unable to "stack" or line up to get onto the highway, so the plan recommends limiting Front Street access to Hwy. 22. In addition to added safety, relocation would allow additional parking for boat trailers and RV's along Front Ave. (See Appendix A).

The connection between Clester Road and Short Ave. could be restricted to reduce unnecessary traffic in the residential area, and the north exit off of Hwy. 22 to Detroit Ave. should be developed into a right exit only.

Parking

The primary public parking area for downtown should be adjacent to the proposed community center at the old elementary school building. From there, visitors and shoppers can walk to downtown, do the Lake Loop trail or walk to the local park.

There is room for additional angled-in parking that can be easily developed along Detroit Avenue, If Front Street is modified from its present location along Hwy. 22 on the northeast side, there will be additional parking room for boat trailers and RV's. (See Appendix A).






Pedestrian Circulation and Amenities

Presently, there is one marked pedestrian/school crossing on Hwy. 22 at the Forest Ave. intersection. This crosswalk requires improvement including striping, median construction and signage indicating that it is a pedestrian crosswalk. A new pedestrian crosswalk needs to be developed at the Breitenbush intersection and opposite the new roundabout on the North end of Detroit Ave. (See Appendix B).

A third crosswalk should be planned on Hwy. 22 when the Guy Moore intersection is combined with Meyer Street South intersection. This cross walk would allow easy and safe access for community members to walk to the lakeshore.

Streetscape Improvements

Streetscape improvements can include lighting, sidewalks and curbs, street trees and plantings and street furniture.

- ✓ Lighting for the streets and park should be provided to improve pedestrian movement, to improve the visual environment, and to enhance safety and security within the town center. Light poles should be in the range of 12-15 feet tall and space appropriately to enhance pedestrian environment. 
- ✓ Sidewalks and curbs should be installed in the downtown. Sidewalks can be paved, although in the core commercial area, a boardwalk might be more in keeping with Detroit's historical past. Sidewalks should be a consistent width within the block, especially if public improvements occur over time in a phased manner. 
- ✓ Street trees and plantings should occur only in carefully planned areas. Forests surround Detroit, and the vistas downtown might be obscured by additional tree plantings in the commercial area. Plantings can be seasonal and/or perennial, but are intended to provide seasonal color and foliage. Plantings can be designed for a changing display of flowers throughout the growing season. 
- ✓ Uniformity of design is critical for street furnishings and to provide a measure of unity and consistency. Benches are important for visitors and shoppers to enjoy the local vistas. Benches should provide a variety of seating conditions, both in the sun and in the shade. They should be made of wood for comfort and should have backrests. 
- ✓ Trash receptacles should also be provided in sufficient number and strategic locations to minimize littering. It is preferable that the trash receptacles be durable and heavy or anchored in some fashion to prevent removal or damage. The containers should be one type or design and easy to maintain. 

Bike Route

The current bike route follows Hwy. 22 bypassing town. It is recommended that the bike route going east be moved off of the highway and on to Patton Road all the way through Detroit to the festival area, on to Detroit Flats, and then back onto Hwy 22. (See Appendix A).

Proposed Use of Vacant Schools

If the local school complex is purchased or handed over to the city, we recommend that the elementary building be used to house city hall, community center, library, senior center and other professional offices and perhaps small business incubators. The old high school site could become the aquatic center and the sports field could be a "common" area for fairs, festivals, markets, etc. The little-used tennis courts could be remade into a skateboard park and a basketball court.

Private Space: Design Recommendations

Topics Addressed in This Section:

Private/Public Partnerships

Architectural Influences in Detroit

General Recommendations for Storefront Rehabs

Rehab and Redevelopment Opportunities

Signage

Private/Public Partnerships

Private improvements are also critical in the public-private sector partnership. In concert with the public improvements, private or business improvements are important ingredients in any successful economic revitalization effort. Hand in hand with a public improvements program, the private sector is positioned to achieve results that provide a positive contribution to the downtown environment.

Architectural Influences In Detroit

Historically, this is a timber mill town that emphasizes smaller one and two story wood structures. Gabled roofs were and are necessary in the winter to shed the rain and snow pack. Covered, gabled front porches that face the main street protect store entryways from weather, and the "rustic mountain heavy timber" motif is present throughout a number of the commercial and residential buildings in Detroit. Rock foundations, storefront bulkheads and heavy timber bracing are all features of some of the commercial structures presently in Detroit. ~~River rock~~, ledge stone or quarry rock could be used in the building materials for the commercial district

Storefronts are not contiguous along Detroit Ave., and there are few sidewalks that lead the pedestrian shopper from store front to store front. The visual continuity of downtown will come through the proposed streetscape improvements, and infill buildings that are outlined in this section.

General Recommendations for Storefront Rehabs (See Appendix D)

Facade elements that contribute to a healthy, livable downtown include:

- ◆ Sidewalk protection i.e. sturdy covered porches.
- ◆ Transparent storefronts at the street level, i.e. large windows.
- ◆ Bulkheads below the storefront windows.
- ◆ Recessed storefront windows.
- ◆ Breakup of the horizontal building line with vertical structural elements, i.e. pilasters or columns of heavy wooden piers.
- ◆ Upper levels punctuated with rhythmic use of vertically proportioned windows.
- ◆ Articulated parapets that vary in height and character from building to building. (See Appendix C).

Rehab and Redevelopment Opportunities

There are opportunities up and down Detroit Avenue to upgrade and rehab building facades, and to add a new retail shopping area. The existing commercial area has some empty lots which could be filled with new commercial buildings. The “main street” philosophy of having contiguous storefronts with large display windows that “lead” a shopper from store to store should be an important consideration when designing new downtown retail buildings. There is space for a new retail shopping center on the corner of Forest Avenue and Detroit Avenue (see Appendix A, G). This retail center could feature a town clock, retail stores, and offices and parking. There is an empty lot at the north end of Detroit Avenue that could be better utilized as an inn and perhaps visitor information center. The year-round inn could feature proposed design guidelines and emphasize winter ski specials/packages, etc.

Signage

Informational and identification signs are essential elements of any successful business district. Signs are one of the most significant elements of any downtown revitalization program, and are often the least expensive to implement. Signs have a huge impact on the visual environment, which can be cluttered and chaotic or controlled and informational. Communities that have successfully revitalized their downtown have established and implemented sign codes and standards that contribute positively to an attractive, visual streetscape. For Detroit, signs should be oriented to the pedestrian and to the slow moving vehicle. Tall signs or “lollipop” signs are inappropriate and fail to recognize the context of a historic lumber town. Wooden blade signs and colorful, imaginative, well lit building signage can be phased in as retail and service signage ages and needs to be replaced. (See Appendix J).

We've Got The Plan, Now What?

- *Have a "Town Hall" community meeting to discuss the plan, recommendations, and next steps with the City, local groups, agencies, and other community stakeholders.*
- *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 those details, who's doing what, and when.*
- *Create short-term and long-range categories for implementation. Decide which projects have the highest level of community support, the best chance of success and highest priority. Then create the short-term (1 year) work plans and long-range plans (2 - years) based on what can be successfully accomplished.*
- *One-year work plans 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 work plan. More projects can be added to the work plan list as others are taken off when completed.*
- *Bring the groups together on a regular basis to report on implementation progress...keep these meetings focused on the work plan and its implementation.*
- *Evaluate your progress and make adjustments as needed! No plan or work plan is static; it should be adjusted to address issues and opportunities that arise.*
- *CELEBRATE YOUR SUCCESSES! Keep the community informed on the plan and its implementation!*

KEEP MOVING FORWARD!

Partnering For Success

In order for downtown revitalization to be truly successful in Detroit, it's critical that partnerships and collaborations be strengthened to help move the community's vision forward. A good start has been made with the collaboration on this project of the Forest Service, the North Santiam Canyon EDC, the City, and the Council of Governments.

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. Detroit is full of opportunities to create a livable downtown that serves as a community gathering place and strong commercial center. Success can come about only by building consensus and becoming champions for the community's vision for downtown.

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- Appendix B Aerial view of downtown Detroit study

Private Space Improvements

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- Appendix D “After” study of the real estate office showing local styles and design guidelines
- Appendix E “Before” study of the Detroit Market
- Appendix F “After” study of the Detroit Market
- Appendix G New retail center conceptual design plan on the corner of Forest Ave. and Detroit Ave.
- Appendix H Kevin’s Backhoe Service Gate recommendation
- Appendix I Lakeside Motel signage and suggested improvements
- Appendix J Wooden blade sign examples

Market Assessment/Business Mix

- Appendix 1 Buyers vrs. Browsers
- Appendix 2 Asking the Right Questions of Start Up and Expanding Businesses

Main Street Design Guidelines

List Of Detroit Meeting Participants

Bryan Balfur
Jack Barton
Tee Berthel
Joseph Berthel
Pat Carty
Al Furbish
Sandra Furbish
Connie Erickson
Mr. Fowler
Rosemarie Heyer
Hans Heyer
Mayor Pam Hills
Harold Hills
Phyllis Ingram
Steve Irving
Bob Layman
Darlene Mann
Tom Mask
Mia Mohr
Alberta Phillips
Lyle Sander
Margaret Scott
Dave Shelton
Greg Sheppard
George Smith
Tom Vuyovich

Potential Grants for Projects

Please check with each contact person to make sure your town qualifies

<u>Project</u>	<u>Funding Source</u>	<u>Contact Person</u>
Water & Sewer	Community Block Grant	OECD D Tom Fox 503-588-6235
Housing Rehab	Community Block Grant	OECD D Tom Fox 503-588-6236
Community centers, sr. centers, food banks day care, homeless shelters, youth centers	(up to \$600,000) Community Block Grant	OECD D Tom Fox 503-588-6236
Downtown Revitalization curbs, sidewalks, street-lights, landscaping, water,	(up to \$300,000) Community Block Grant	OECD D Tom Fox 503-588-6236
Survey and historic property inventory; nominations of historic districts, planning neighborhood preservation	Historic Preservation Fund Grant	State Historic Preservation Office Kimberly Dunn 503-378-6447 x230
Projects or festivals that further tourism, a new publication to attract tourism or conventions, tourism consulting/planning, media advertising, small tourism construction project, visitor kiosk or increased signage	Matching Funds Program	Oregon Tourism Commission (OTC) 503-986-0123
Public recreational boating facilities master planning, expansion, rehabilitation, parking areas landscaping, restrooms, access roads, signs	Boating Facility Grant Program	Oregon State Marine Board Dave Obern 503-373-1405
Downtown master plans, start-up & operations for downtown associations	Rural Investment Funds	Council of Governments Ray Teasley 503-588-6177



ODDA's Criteria To Evaluate a Community's Capacity to Move Forward with Downtown Planning and Projects

The Oregon Downtown Development Association, ODDA, is a state-wide non-profit that assists communities with downtown revitalization projects and activities. In their efforts to provide assistance to communities, ODDA has found that communities have varying capacities for project and plan implementation. In order to help assess a community's capacity to successfully move forward with downtown projects, ODDA has created a set of eight criteria to help determine the community's ability to successfully undertake and complete projects. Following are the criteria ODDA uses for evaluation.

Criteria:

- 1) City leadership is in place and fully functioning; including a mayor and city council.
- 2) A strong local volunteer base is in place and is active.
- 3) The community has reached consensus on the services they want and need. These have been identified in the community's strategic plan.
- 4) The community is willing to support the project with in-kind and/or cash matches.
- 5) Risk factors that might derail the project have been identified and evaluated.
- 6) Adequate and cooperative administrative capacity exists to perform basic tasks and provide information flow (ie. meeting notices, logistics, correspondence).
- 7) The community has the ability to work through issues and challenges through open communication and dialog.
- 8) As opportunities arise, the community is committed to implementation of projects that are identified in the plan.

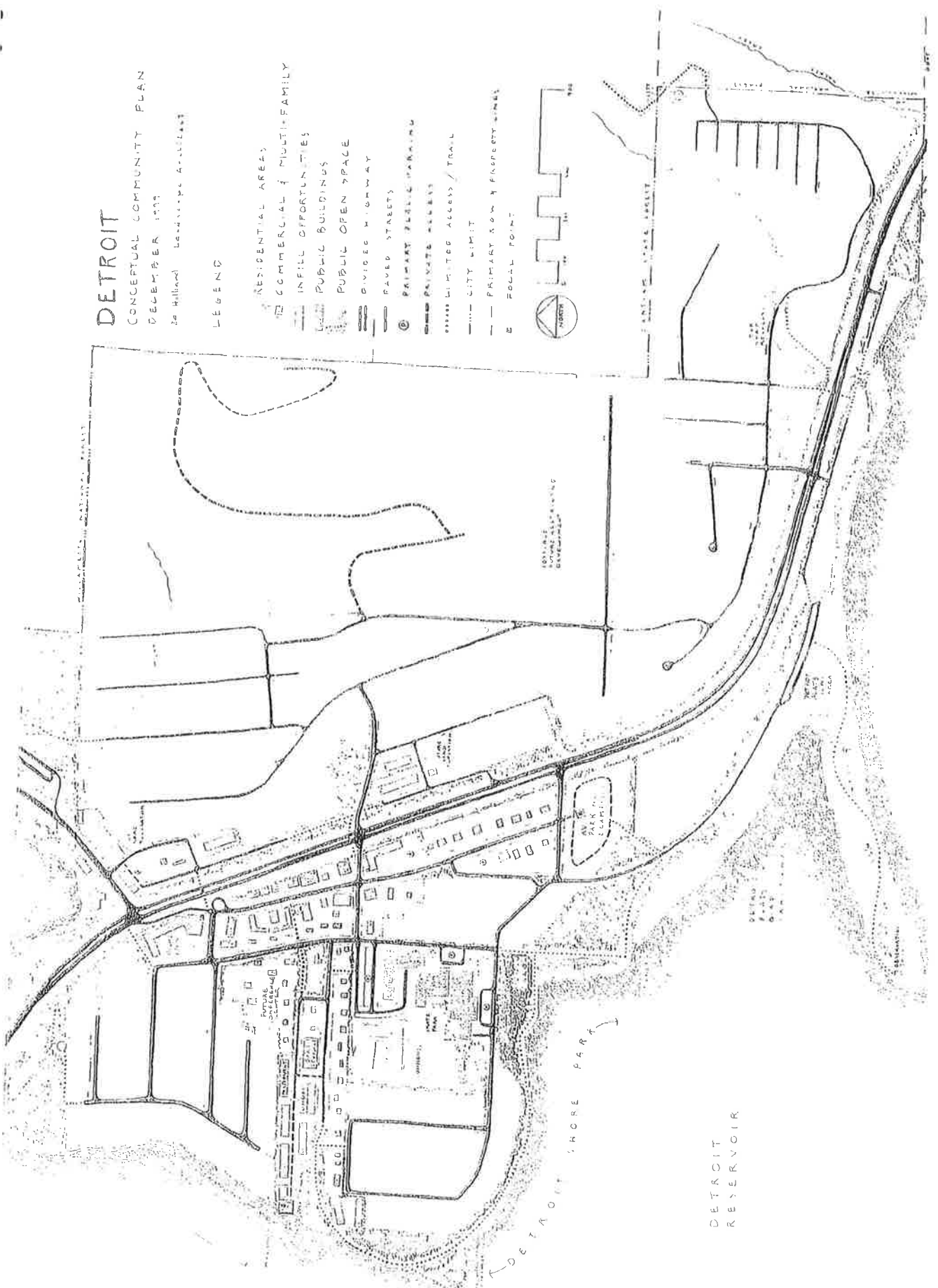
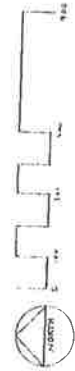
DETROIT

CONCEPTUAL COMMUNITY PLAN
DECEMBER 1947

20 Hillwood Landscape Architects

LEGEND

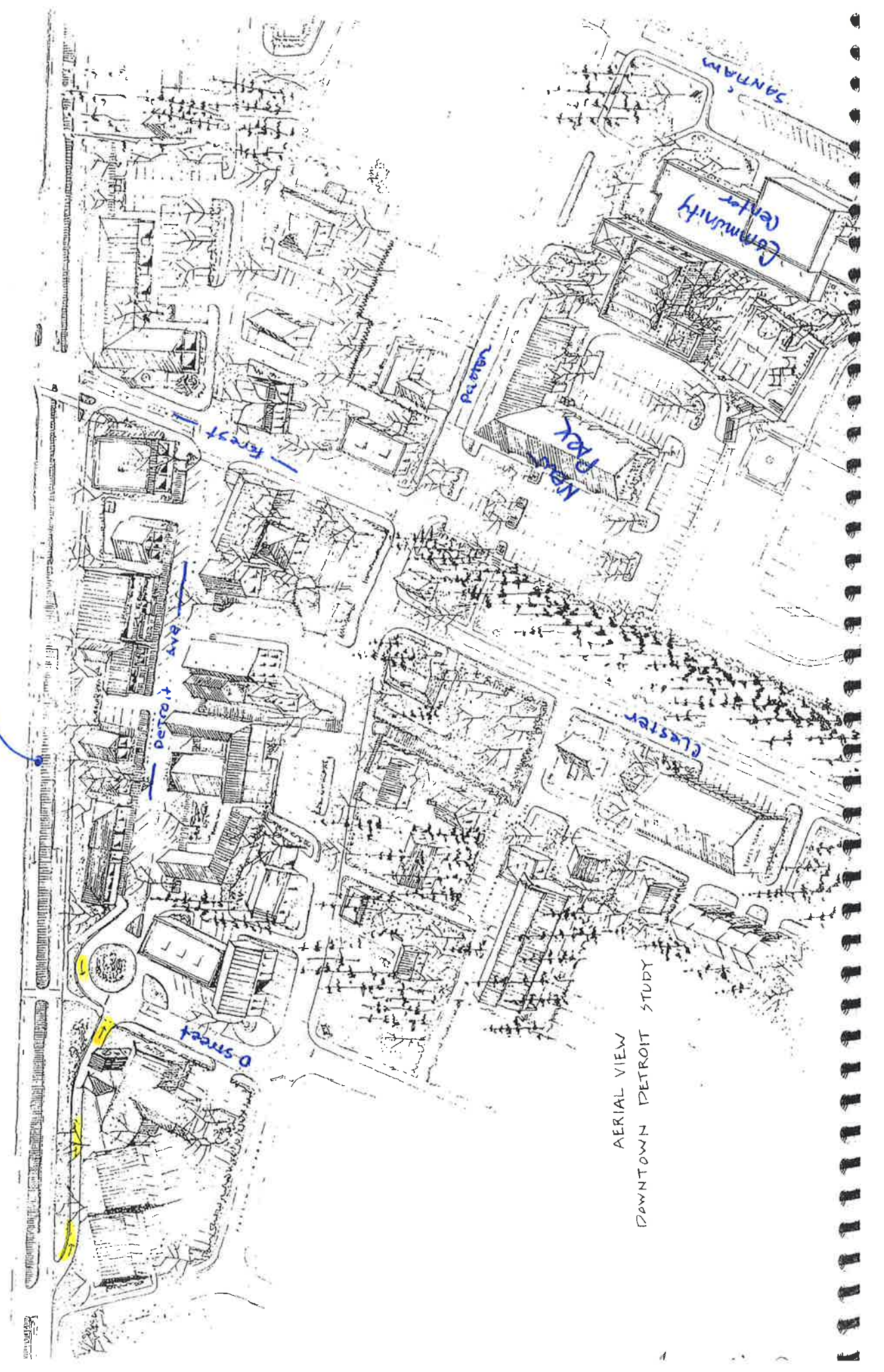
- RESIDENTIAL AREA:
 - COMMERCIAL & MULTI-FAMILY
 - INFILL OPPORTUNITIES
 - PUBLIC BUILDINGS
 - PUBLIC OPEN SPACE
 - DIVIDED HIGHWAY
 - PAVED STREETS
 - PRIMARY PUBLIC PARKING
 - PRIVATE ALLEYS
 - LIMITED ACCESS / TRAIL
 - CITY LIMIT
 - PRIMARY & N.Y. PROPERTY LINES
 - POLLAR POINT



TO DETROIT SHORE PARK

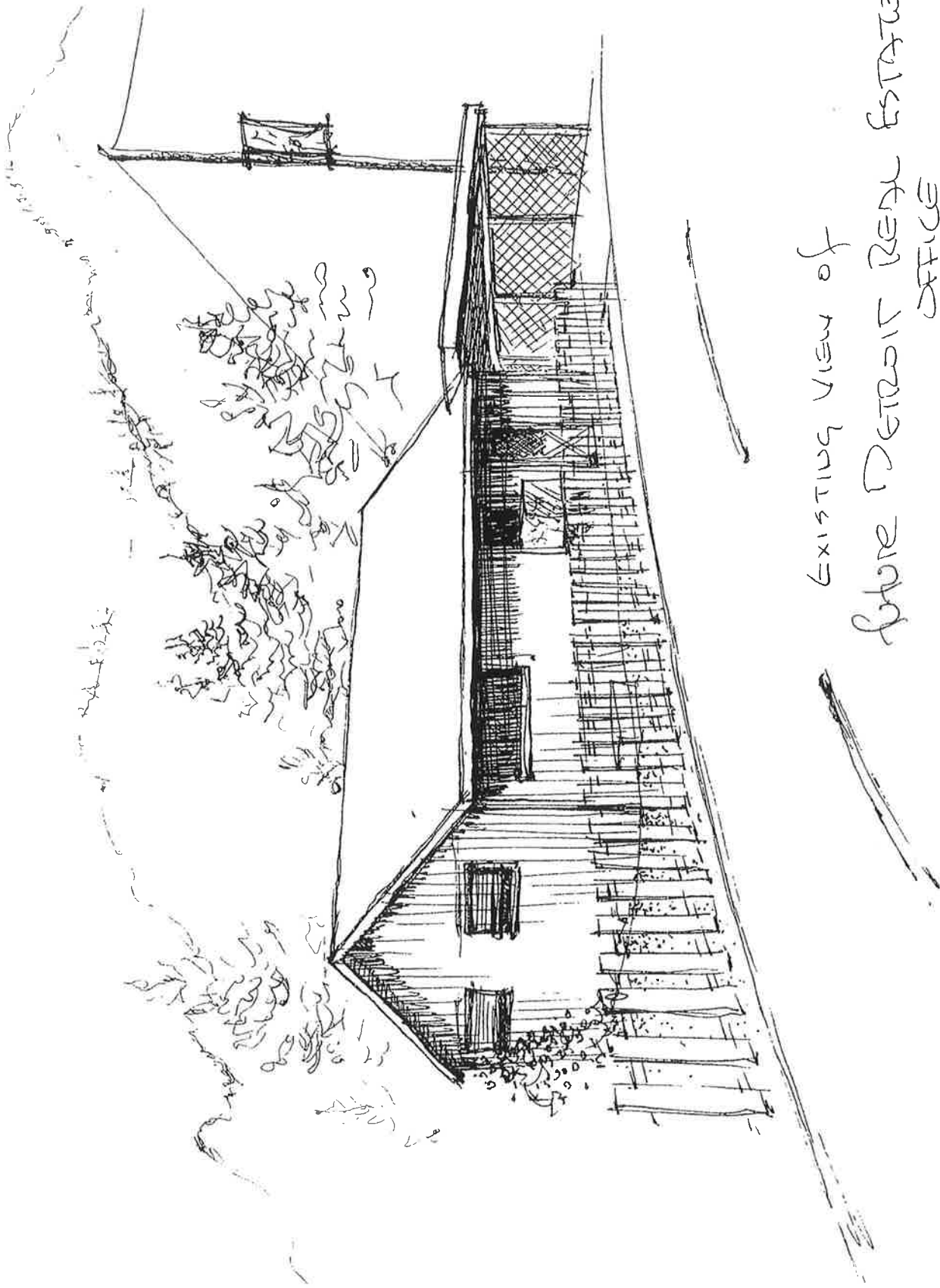
DETROIT RESERVOIR

HWY 22



AERIAL VIEW
DOWNTOWN DETROIT STUDY





EXISTING VIEW OF
FUTURE DETROIT REAL ESTATE
OFFICE

Appendix C