

# Small Town Downtown Turnaround

*Presented to:  
Madras, OR*



## **CIVILIS CONSULTANTS**

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[www.civilisconsultants.com](http://www.civilisconsultants.com)



ACKNOWLEDGEMENTS

**GRATITUDE!**





**Michele Reeves** @RethinkPlaces · 34m  
Hangin' our tonight at Madras first TH!





# AGENDA

- ❑ *Downtown 101*
- ❑ *Downtown as Store*
- ❑ *Public Sector Toolkit*



# AGENDA

- ❑ *Downtown 101*
- ❑ *Downtown as Store*
- ❑ *Public Sector Toolkit*

WHAT ARE YOU WORKING TOWARD?

**Economically Healthy**

WHAT ARE YOU WORKING TOWARD?

**Economically Healthy**  
=  
**Healthy Sales Per Square Foot**



# HOW DO YOU BUILD SALES PER SQUARE FOOT?

➤ Interconnected

# DOWNTOWNS ARE NOT LIKE ARTERIALS



# DOWNTOWNS ARE NOT LIKE ARTERIALS





# IDEAL DOWNTOWN?



# NO BLANKS





# NO BLANKS





# NO BLANKS





# DOWNTOWN IS A PEDESTRIAN ECONOMY





# PHYSICALLY CONNECTED, NO BLANKS





INTERCONNECTED INSPIRATION



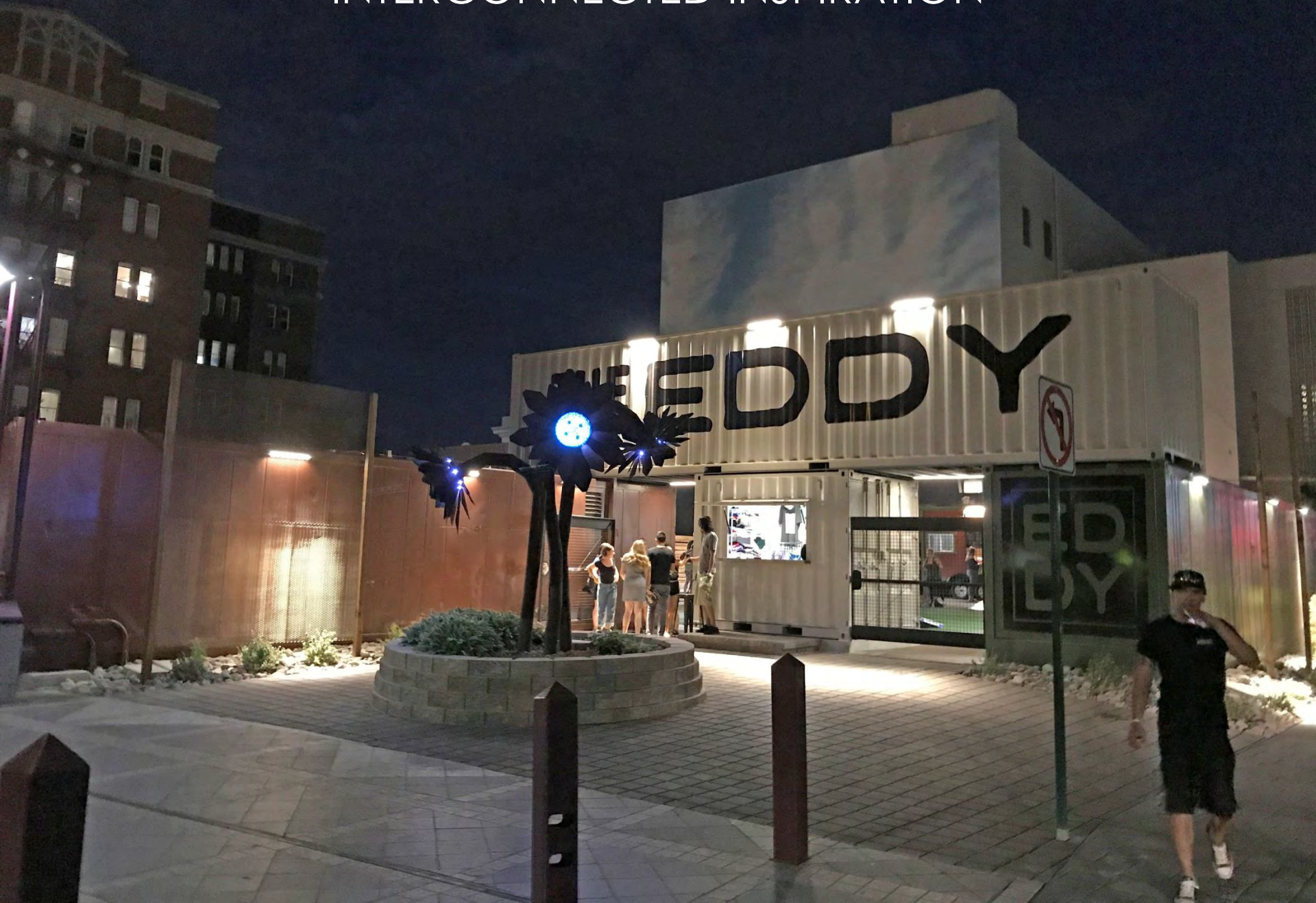


# INTERCONNECTED INSPIRATION





# INTERCONNECTED INSPIRATION





# INTERCONNECTED INSPIRATION





# HOW DO YOU BUILD SALES PER SQUARE FOOT?

- Interconnected
- Awesome on the Outside

# MALL OR DOWNTOWN?



# MALL OR DOWNTOWN?



AWESOME ON THE OUTSIDE

**The Brick &  
Mortar Experience  
Starts Long Before  
Someone Walks  
Inside a Door**



# AWESOME ON THE OUTSIDE



# AWESOME ON THE OUTSIDE



# HOW DO YOU BUILD SALES PER SQUARE FOOT?

- Get Connected
- Awesome on the Outside
- Awesome on the Inside



# AWESOME ON THE INSIDE



# AWESOME ON THE INSIDE





# AWESOME ON THE INSIDE





# UNIQUE ON THE INSIDE



# UNIQUE ON THE INSIDE



# HOW DO YOU BUILD SALES PER SQUARE FOOT?

- Get Connected
- Awesome on the Outside
- Awesome on the Inside
- Activity, Activity, Activity



# PEOPLE!



# PEOPLE!





# PEOPLE!



# ACTIVITY, ACTIVITY, ACTIVITY





# ACTIVITY, ACTIVITY, ACTIVITY



# ACTIVITY, ACTIVITY, ACTIVITY







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COLD BEER

ICE CREAM

GREAT FOOD

CRAFTS

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WILD BLEU





**Rio**  
Distinctive Mexican Cuisine

OPEN





BY ROSARIO



# AGENDA

- Downtown 101*
- Downtown as Store*
- Public Sector Toolkit*



# AGENDA

- Downtown 101*
- Downtown as Store*
- Public Sector Toolkit*

# DOWNTOWN AS STORE



**Front Doors**

**Aisles**

**Fixtures**

**Products**



# DOWNTOWN AS STORE

**Front Doors = Entries to Town**

**Aisles**

**Fixtures**

**Products**

# DOWNTOWN AS STORE



**Front Doors**

**Aisles = Roads, Sidewalks, Trails, Etc**

**Fixtures**

**Products**



# DOWNTOWN AS STORE



**Front Doors**

**Aisles**

**Fixtures = Buildings**

**Products**

# DOWNTOWN AS STORE



**Front Doors**

**Aisles**

**Fixtures**

**Products = Businesses**



# DOWNTOWN AS STORE



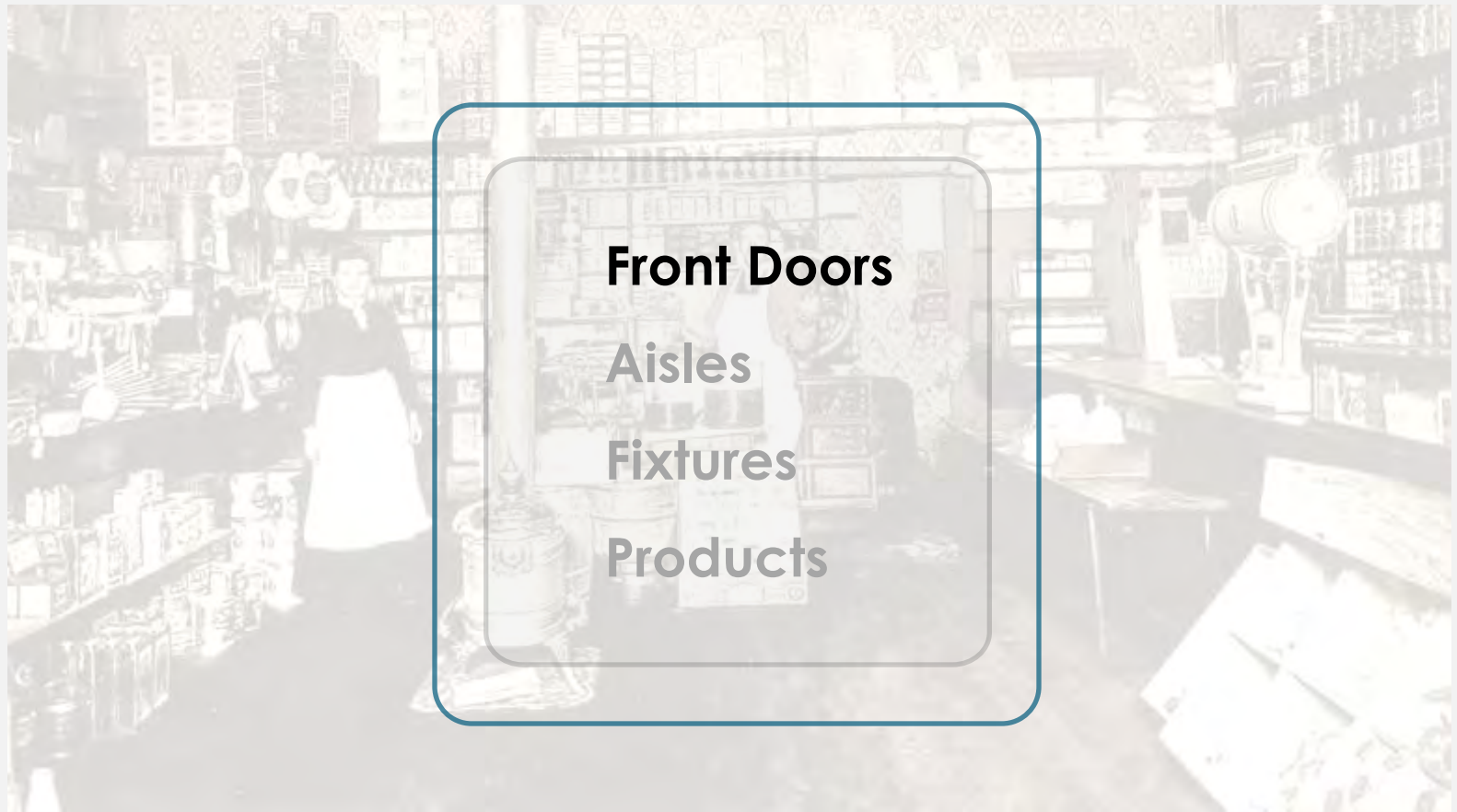
**Front Doors**

**Aisles**

**Fixtures**

**Products**

# DOWNTOWN AS STORE



**Front Doors**

**Aisles**

**Fixtures**

**Products**



FRONT DOORS

**Are We  
There Yet?**

# FRONT DOORS





# ARE WE THERE YET?



# HOW DO WE FIND FRONT DOORS?





# HOW DO WE FIND FRONT DOORS?



# HOW DO WE FIND FRONT DOORS?





# HOW DO WE FIND FRONT DOORS?

MID-CENTURY CORRIDOR



ADA BING

WHITE BUFFALO BOUTIQUE

REINOSO

SCHOOL SPEED LIMIT 20

ARGAIN HUNTERS

live play

SCHOOL SPEED LIMIT 20

844-FX

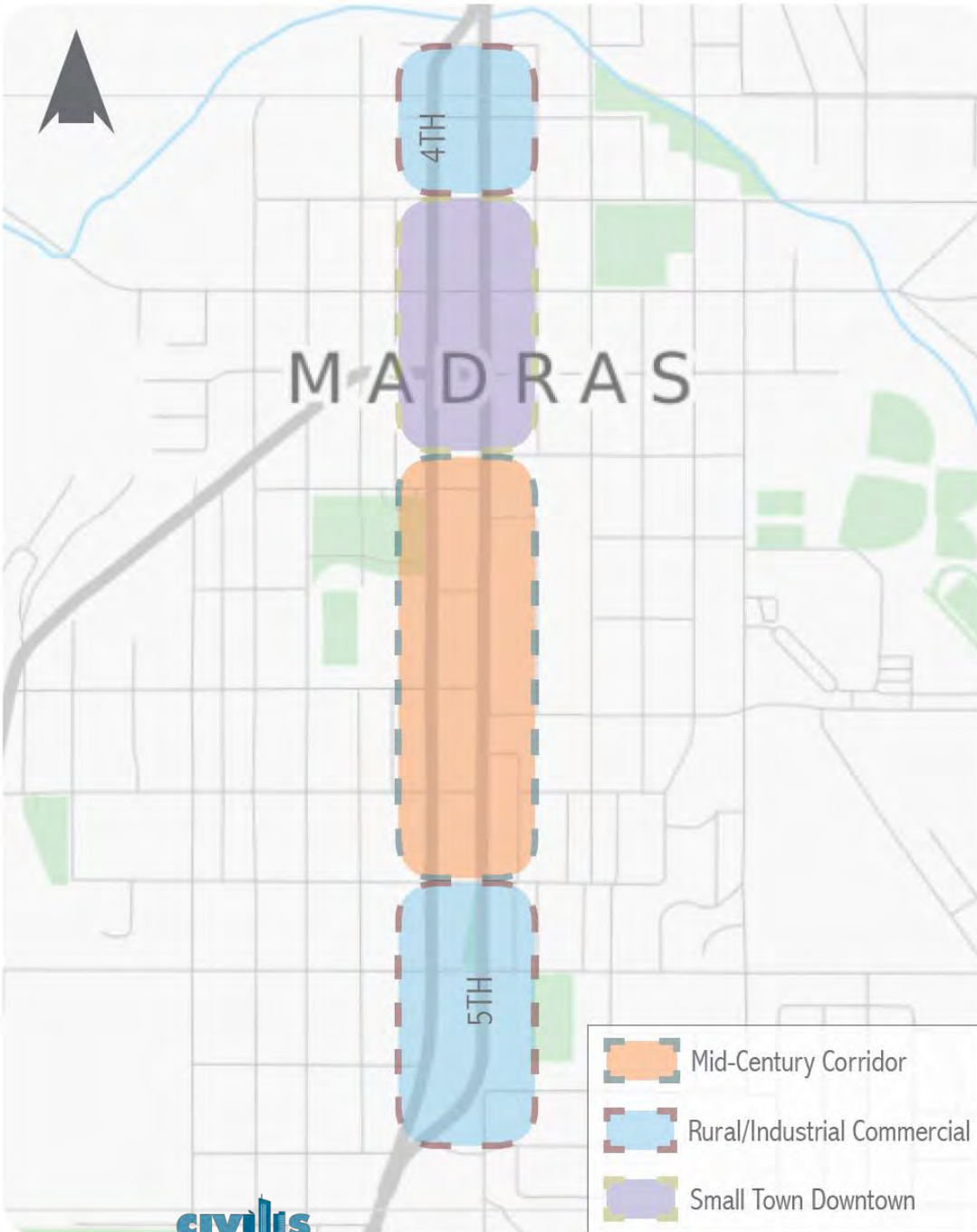


# HOW DO WE FIND FRONT DOORS?

YES, THIS FEELS  
LIKE DOWNTOWN!

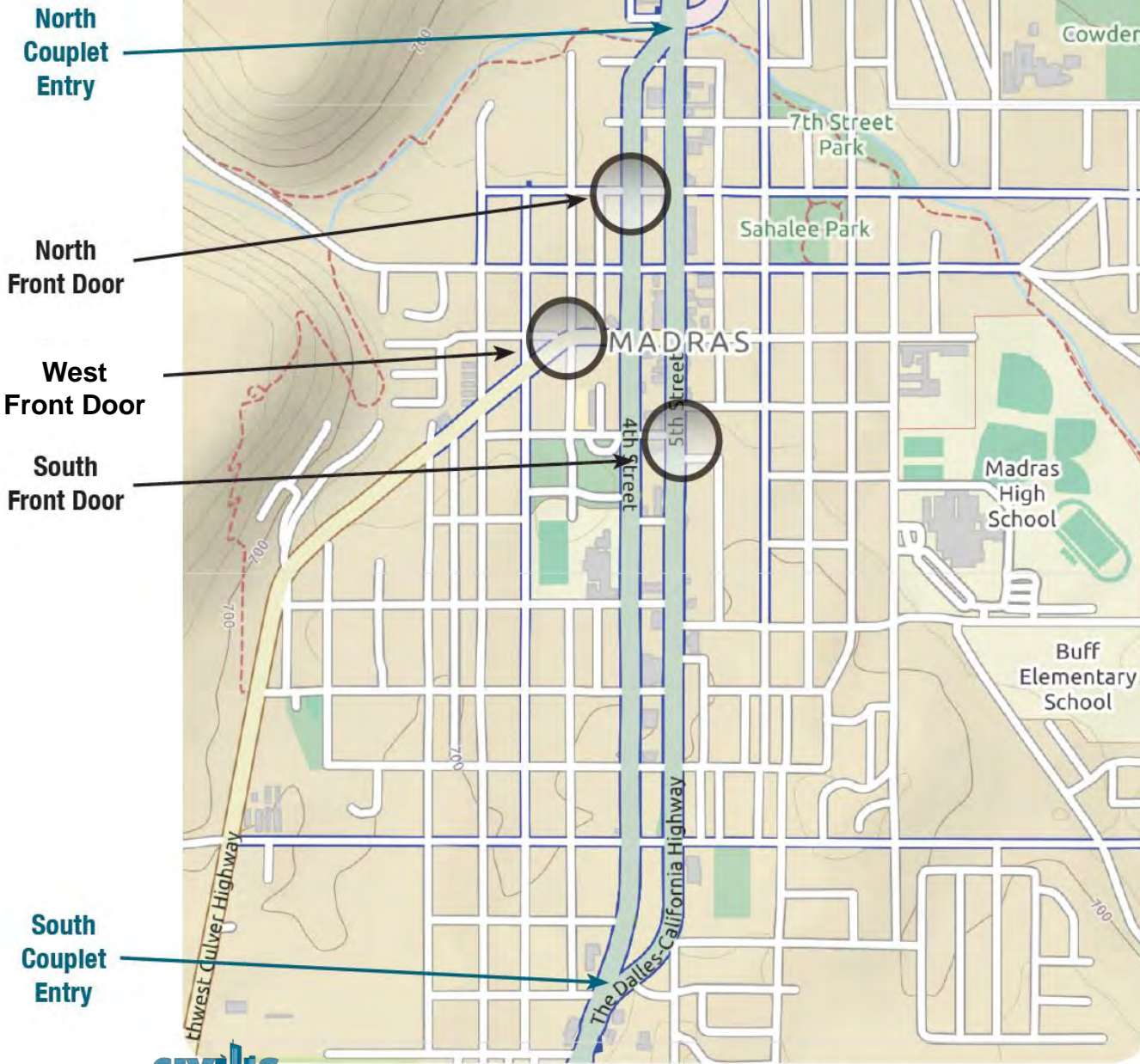


# HOW DO WE FIND FRONT DOORS?





THESE ARE  
YOUR  
FRONT DOORS



# NORTH FRONT DOOR





# NORTH FRONT DOOR IMPROVE THIS SPOT!



# SOUTH FRONT DOOR





# SOUTH FRONT DOOR WALLS ARE MOST VISIBLE ELEMENT





# WEST FRONT DOOR





# D STREET: FIX IT UP!



# DOWNTOWN AS STORE



Front Doors

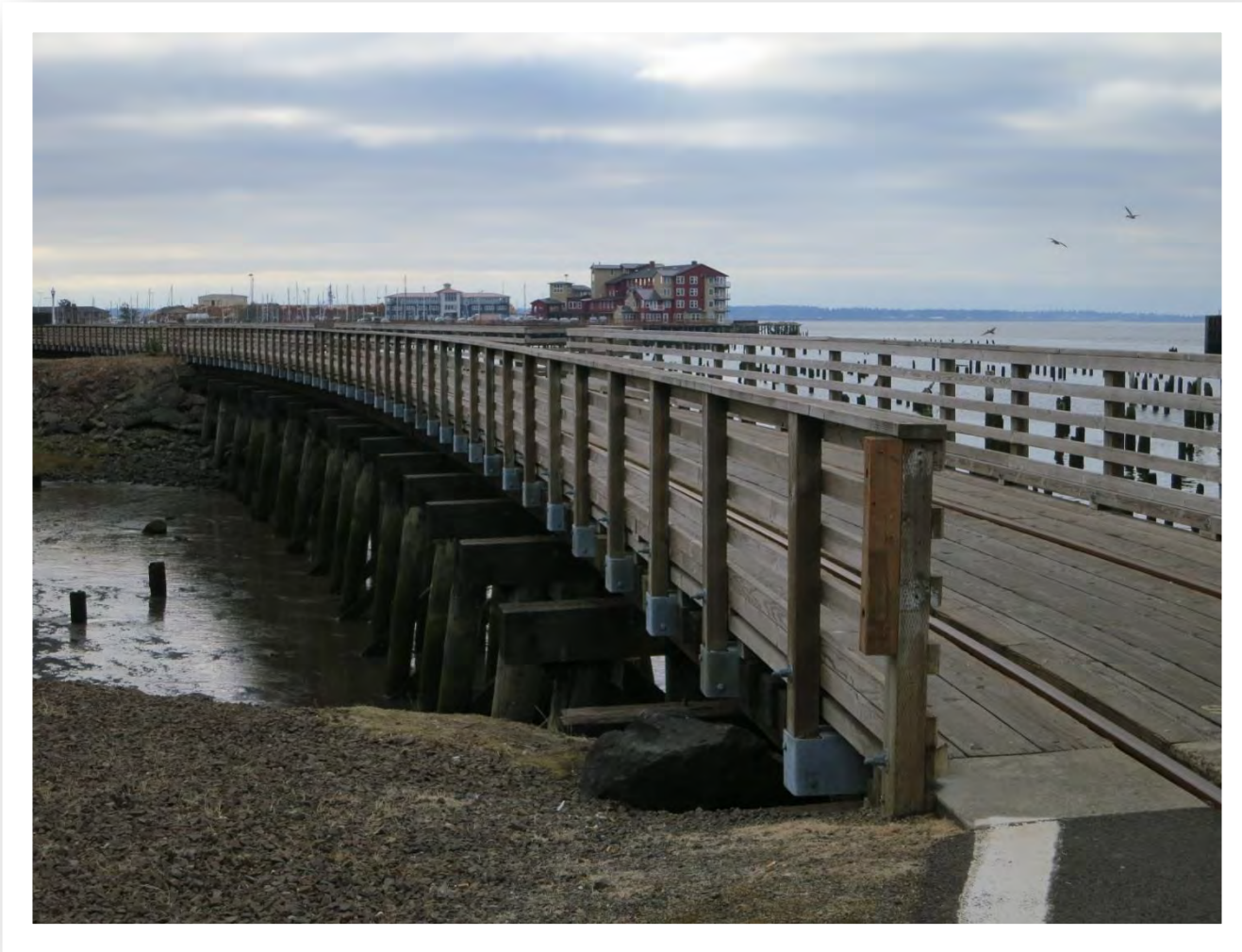
**Aisles**

Fixtures

Products



# AISLES



# AISLES



**Roads, Sidewalks,  
Alleys, Trails, Bike  
Lanes, Rivers,  
Rail Lines**



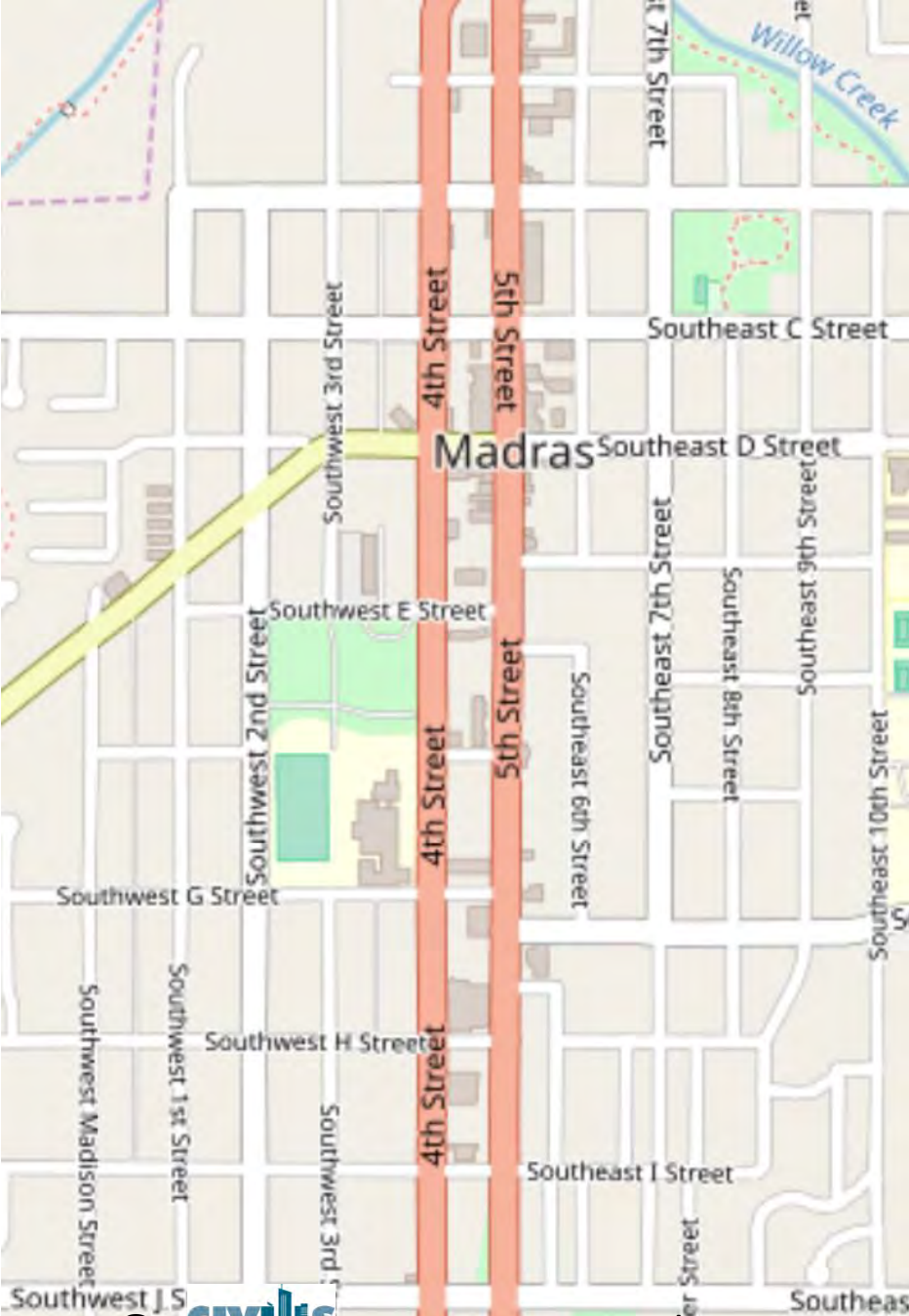
# AISLES

- Roads
- Sidewalks

# AISLES

- Roads
- Sidewalks





DOWNTOWN AISLES:  
ROADS ARE ON A GRID

# GRIDS ARE GOOD!

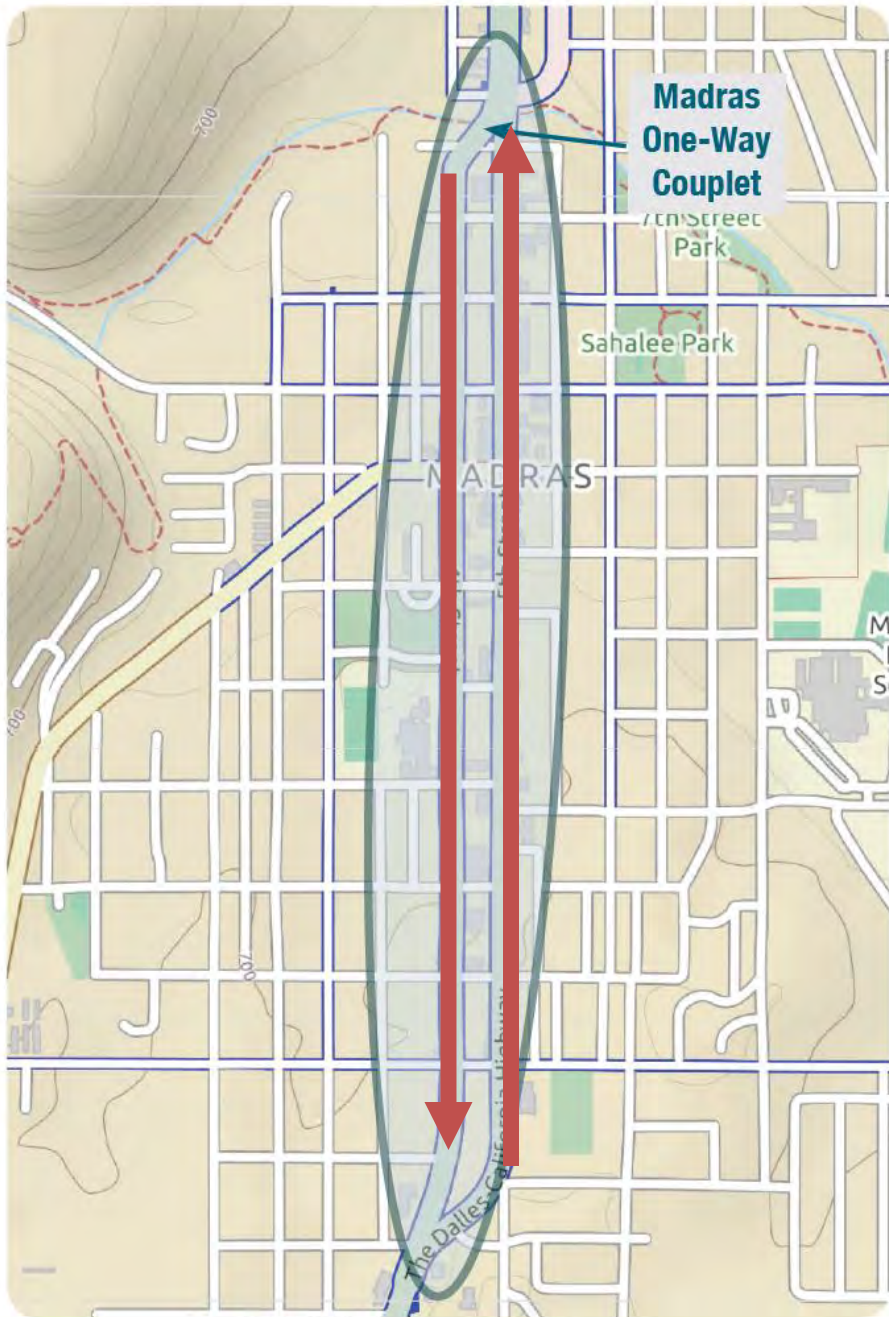


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# ONE-WAY COUPLET

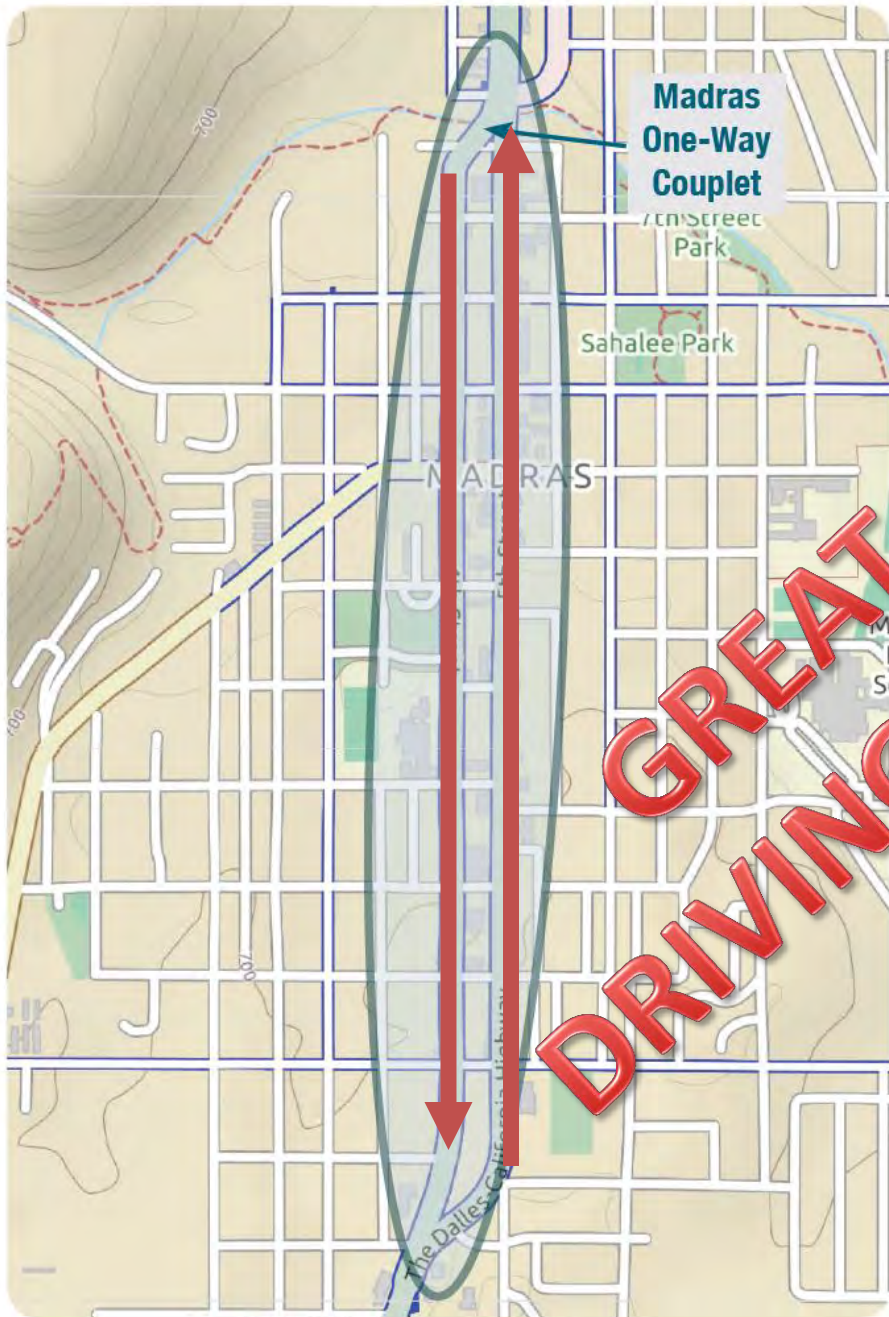




# ONE-WAY COUPLET

**Downtown Turnaround**

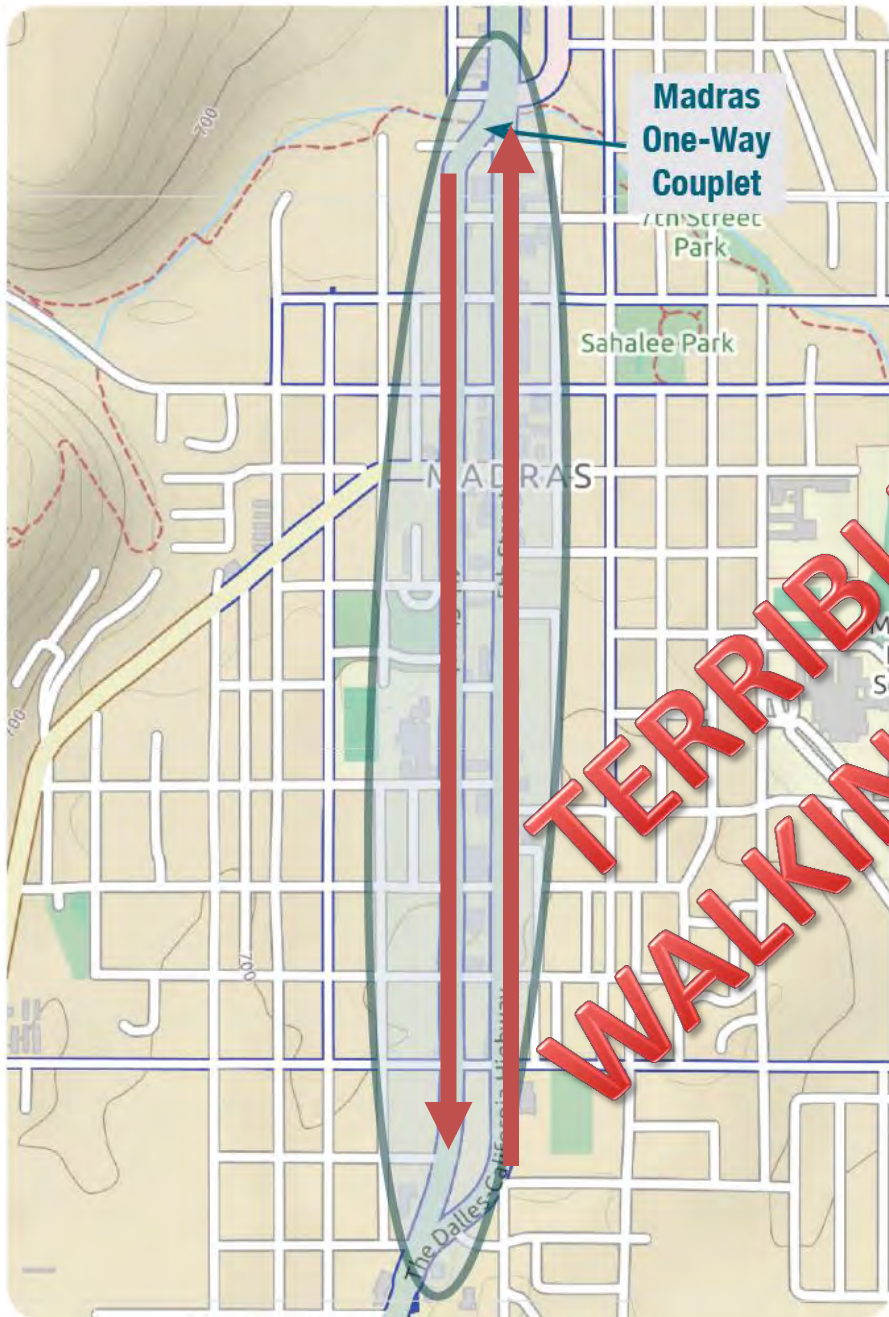




ONE-WAY COUPLET

**GREAT FOR DRIVING THROUGH**

**Downtown Turnaround**



ONE-WAY COUPLET

TERRIBLE FOR WALKING AROUND

**Downtown Turnaround**





ONE-WAY COUPLET  
=  
LOG FLUME!

# ONE-WAY COUPLETS HURT DOWNTOWNS

- ✓ End up with more parking lots/auto-focused development.



# AUTO-FOCUSED



# MADRAS IS WHERE PARKING LOTS GO TO DIE





# MADRAS IS WHERE PARKING LOTS GO TO DIE



# MADRAS IS WHERE PARKING LOTS GO TO DIE





# WHERE PARKING LOTS GO TO DIE



# WHERE PARKING LOTS GO TO DIE





# ONE-WAY COUPLETS HURT DOWNTOWNS

- ✓ End up with more parking lots/auto-focused development.
- ✓ A lot of walls! You see walls everywhere.

# WALLS WALLS WALLS





# WALLS WALLS WALLS



# WALLS WALLS WALLS





# WALLS WALLS WALLS



# WALLS WALLS WALLS





# ONE-WAY COUPLETS HURT DOWNTOWNS

- ✓ End up with more parking lots/auto-focused development.
- ✓ A lot of walls! You see walls everywhere.
- ✓ Usually end up with a front and a back!

# 5<sup>TH</sup> FEELS LIKE THE FRONT OF THE COUPLET





# 4<sup>TH</sup> FEELS LIKE THE BACK OF THE COUPLET



AISLES







Photo: Dan Burden

**La Jolla Boulevard, Bird Rock, San Diego, California**  
**22,000 ADT**

**Before**





Photo: Dan Burden





Photo: Dan Burden





Photo: Dan Burden



# THE COUPLET: WORK WITH ODOT

- ✓ Road Diet?
- ✓ Cross Walks
- ✓ Bumpouts
- ✓ Landscaping
- ✓ Narrower Lanes
- ✓ Bike Lanes

# AISLES

- Roads
- Sidewalks



# AISLES

- Roads
- Sidewalks

# SIDEWALKS...





# SIDEWALKS



# SIDEWALKS





# SIDEWALKS



# SIDEWALKS







# SIDEWALKS

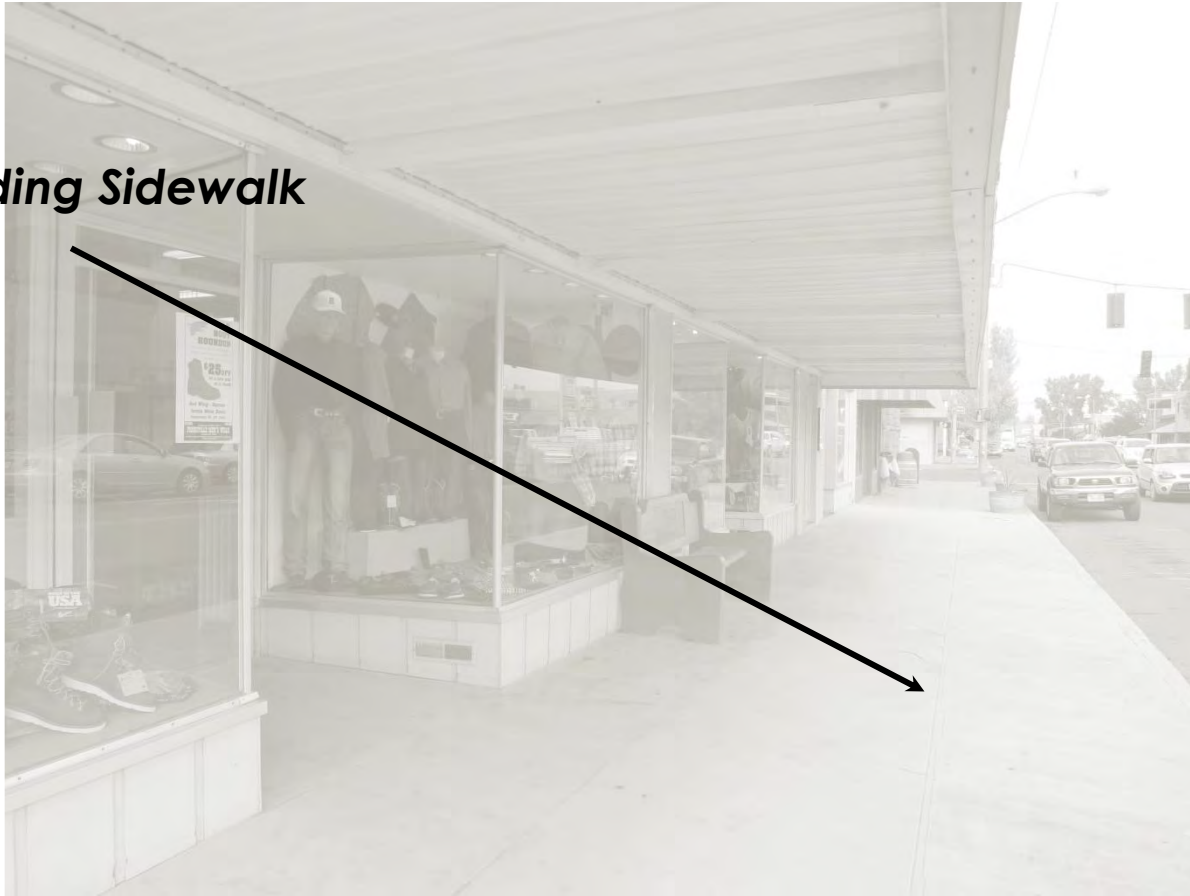
# SIDEWALKS





# BUILDING SIDEWALKS

**Building Sidewalk**



# BUILDING SIDEWALK

- ❖ Know Your Zone
- ❖ Follow the Rules



# BUILDING SIDEWALK

- ❖ Know Your Zone
- ❖ Follow the Rules

# KNOW YOUR ZONE





# KNOW YOUR ZONE



# KNOW YOUR ZONE





# STORE ZONE



# STORE ZONE





# STORE ZONE



Courtesy of Megan Curry

## STORE ZONE





# KNOW YOUR ZONE



# DISTRICT ZONE





# DISTRICT ZONE



# KNOW YOUR ZONE





# BUILDING SIDEWALK

- ❖ Know Your Zone
- ❖ Follow the Rules

# RULE 1: STORE ZONE CAN INVADE DISTRICT ZONE







RULE 2:  
DISTRICT ZONE  
SHOULD NOT INVADE  
THE STORE ZONE

# DISTRICT ZONE





# DISTRICT ZONE MADRAS

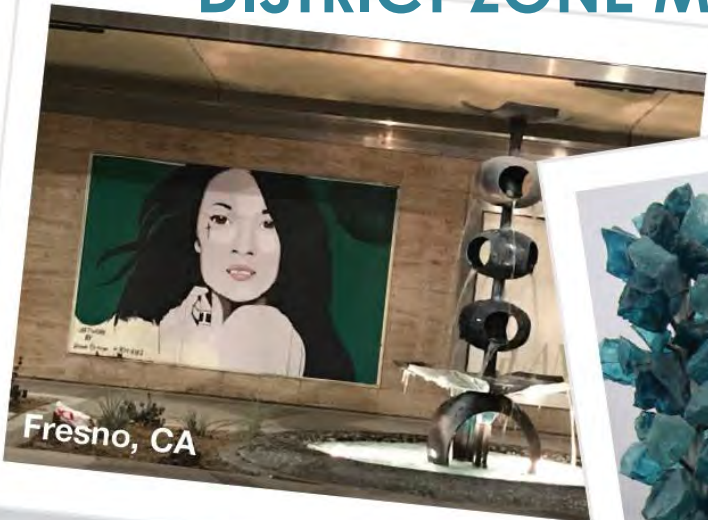


# DISTRICT ZONE MADRAS: PUBLIC ART





# DISTRICT ZONE MADRAS: PUBLIC ART



## STORE ZONE MADRAS

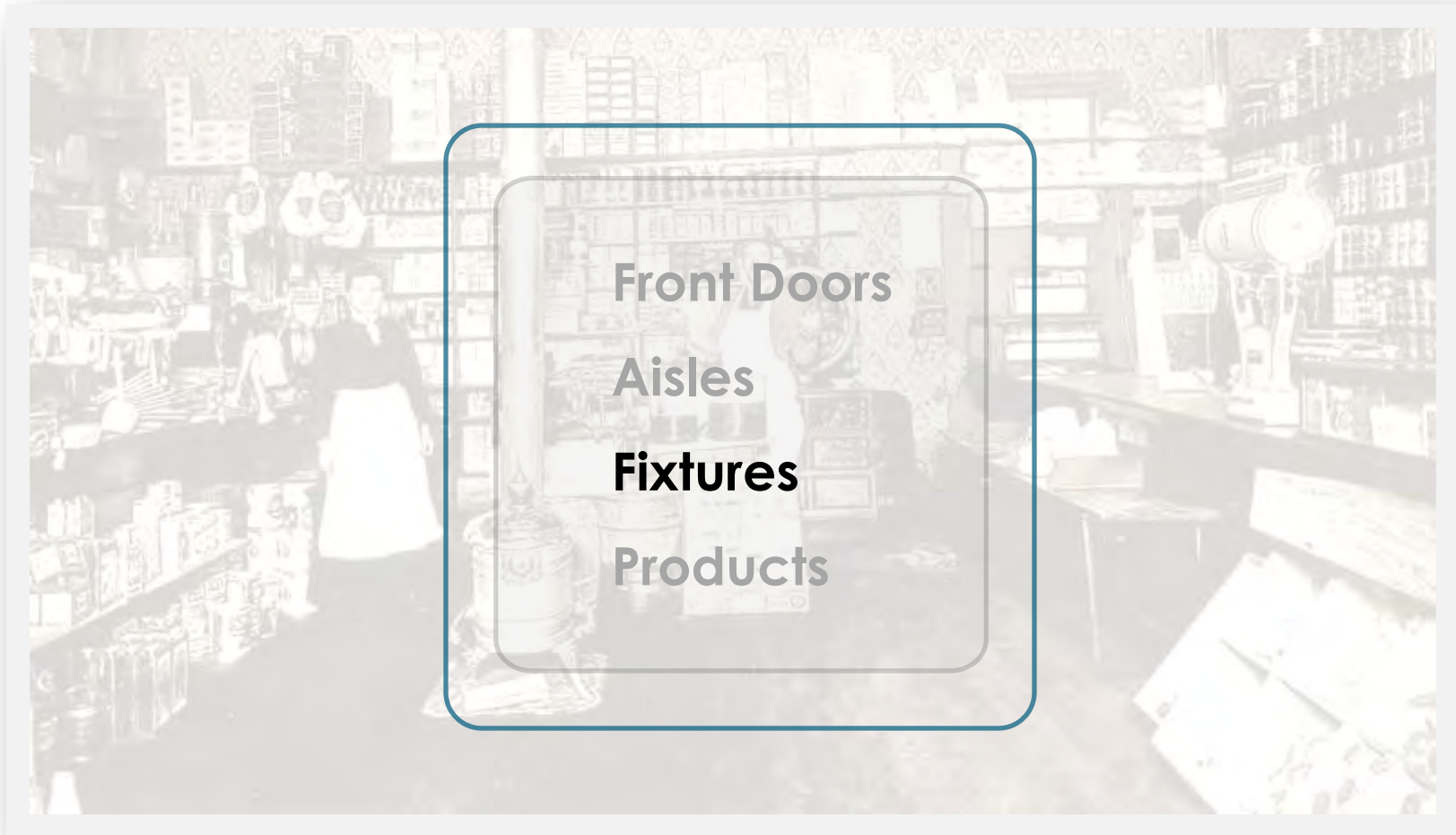






# STORE ZONE MADRAS

# DOWNTOWN AS STORE



Front Doors

Aisles

**Fixtures**

Products





## FIXTURES DISPLAY PRODUCT

# FIXTURES DISPLAY PRODUCT





# FIXTURES DISPLAY PRODUCT

➤ Looks Matter

# LOOKS MATTER





# LOOKS MATTER



# BUILDING FORMULA

- ❖ Introduce Color!
- ❖ Highlight Building Detail
- ❖ Create Transparency
- ❖ Exterior Lighting



# IMPROVE BUILDINGS IN YOUR SMALL TOWN DOWNTOWN AREA



# IMPROVE BUILDINGS IN YOUR SMALL TOWN DOWNTOWN AREA





# IMPROVE BUILDINGS IN YOUR SMALL TOWN DOWNTOWN AREA





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# IMPROVE BUILDINGS IN YOUR SMALL TOWN DOWNTOWN AREA



Downtown Turnaround



# IMPROVE BUILDINGS IN YOUR SMALL TOWN DOWNTOWN AREA





# IMPROVE BUILDINGS IN YOUR SMALL TOWN DOWNTOWN AREA







# IMPROVE BUILDINGS

# IMPROVE BUILDINGS





# IMPROVE BUILDINGS



# IMPROVE BUILDINGS





# IMPROVE BUILDINGS





IMPROVE BUILDINGS

Gimre's  
SHOES  
SINCE 1892

256

SALE  
SALE  
SALE

Sam's Club  
Sneakers

Gimre's  
SHOES  
"The Comfort Specialist"

new balance

SALE  
\$59.90

Downtown Turnaround

civilis



# IMPROVE BUILDINGS



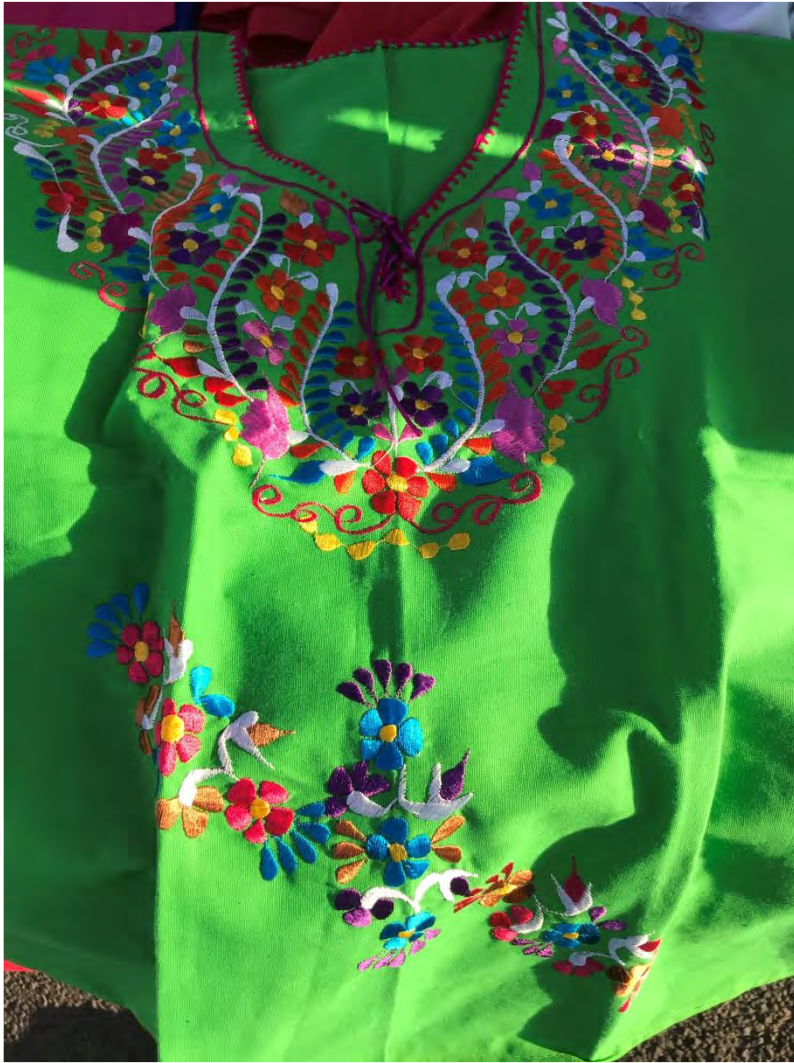
# IMPROVE BUILDINGS





SHORTHAND

**BEIGE  
IS NOT  
A COLOR**



# SHORTHAND



# ANY BUILDING CAN TELL A GREAT STORY



# ANY BUILDING CAN TELL A GREAT STORY





# FIXTURES DISPLAY PRODUCT

- Looks Matter
- Right Size Spaces

# RIGHT SIZE SPACES

RETAIL: DIVIDE DOWN TO ~1,000 SF

CREATIVE OFFICE: DIVIDE DOWN TO ~250 SF



# DEMISE LARGER BUILDINGS



## DEMISE LARGER BUILDINGS





# FIXTURES DISPLAY PRODUCT

- Looks Matter
- Right Size Spaces
- Shell for Success

# SHELL FOR SUCCESS

- ❖ High Ceilings
- ❖ Expose Original Finishes
- ❖ Natural Light
- ❖ Great Lighting



# SHELL FOR SUCCESS



# SHELL FOR SUCCESS





# SHELL FOR SUCCESS



# SHELL FOR SUCCESS





# SHELL FOR SUCCESS





## SHELL FOR SUCCESS

- ❖ Great Lighting
- ❖ High Ceilings
- ❖ Natural Light
- ❖ Original Features



# DOWNTOWN AS STORE



PRODUCTS  
ULTIMATELY ARE  
THE IDENTITY  
OF A STORE





# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN





BUSINESSES ARE  
THE IDENTITY OF  
A DOWNTOWN



# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN



# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN





# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN



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# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN



# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN





# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN





BUSINESSES ARE  
THE IDENTITY OF A  
DOWNTOWN



# BUSINESSES ARE THE IDENTITY OF A DOWNTOWN



BUSINESSES ARE THE IDENTITY OF A DOWNTOWN





# CAN I SEE YOUR WINDOWS?



# CAN I SEE IN YOUR WINDOWS?





# CAN I SEE IN YOUR WINDOWS?



# ARE YOUR WINDOWS MERCHANDISED WELL?





DO THEY CHANGE FREQUENTLY?



## WINDOW QUESTIONS

- ❖ Can I see your windows?
- ❖ Can I see in your windows?
- ❖ Are your windows merchandised well?
- ❖ Do your windows change often?



# MAKE EVERY WINDOW TRANSPARENT & GREAT!

- ❖ Can I see your windows?
- ❖ Can I see in your windows?
- ❖ Are your windows merchandised well?
- ❖ Do your windows change often?

**YES!!!**

ESPECIALLY RESTAURANTS!

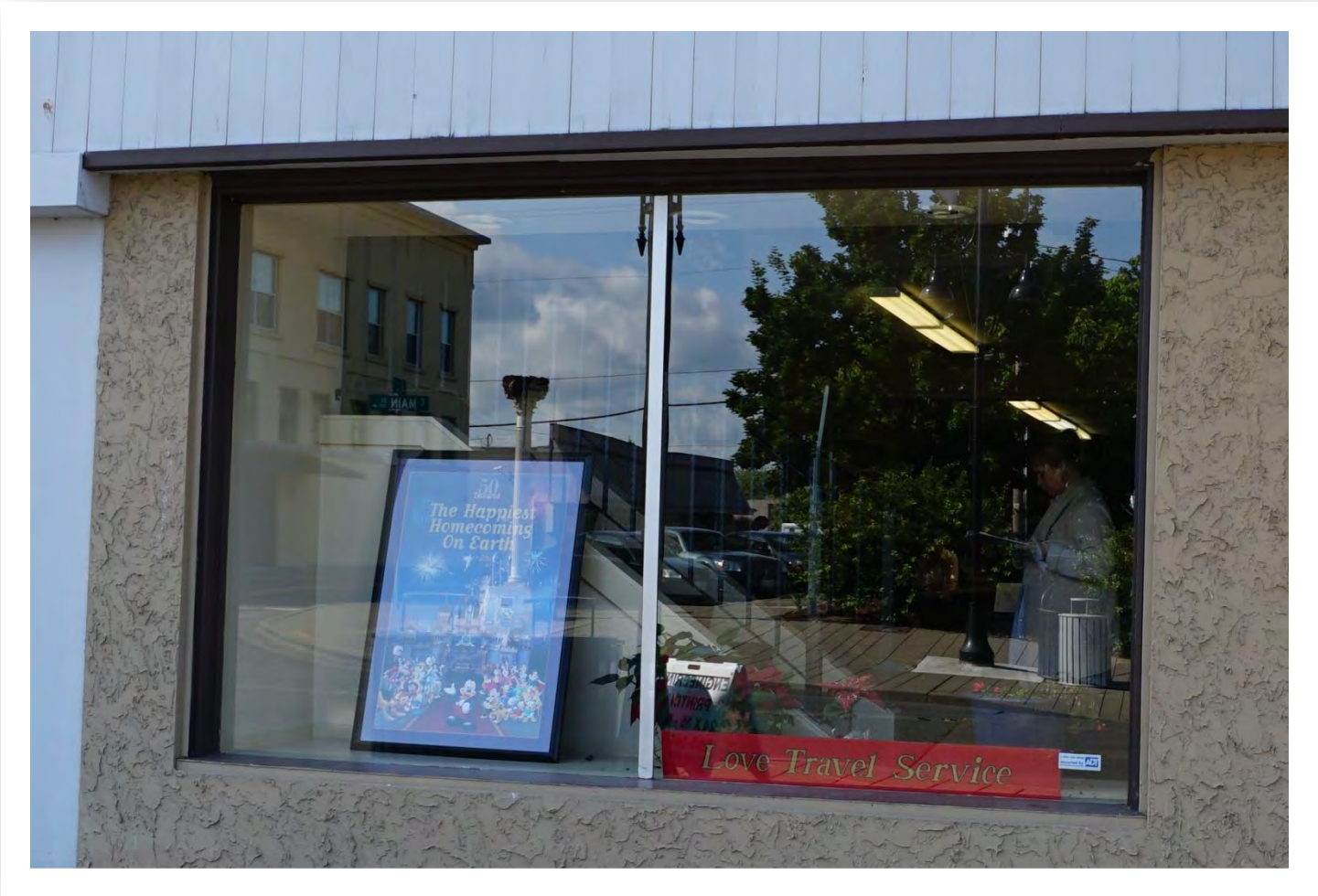




# ESPECIALLY RESTAURANTS!



# SERVICE OFFICE WINDOW EXAMPLE





# SERVICE OFFICE WINDOW EXAMPLE



# SERVICE OFFICE WINDOW EXAMPLE





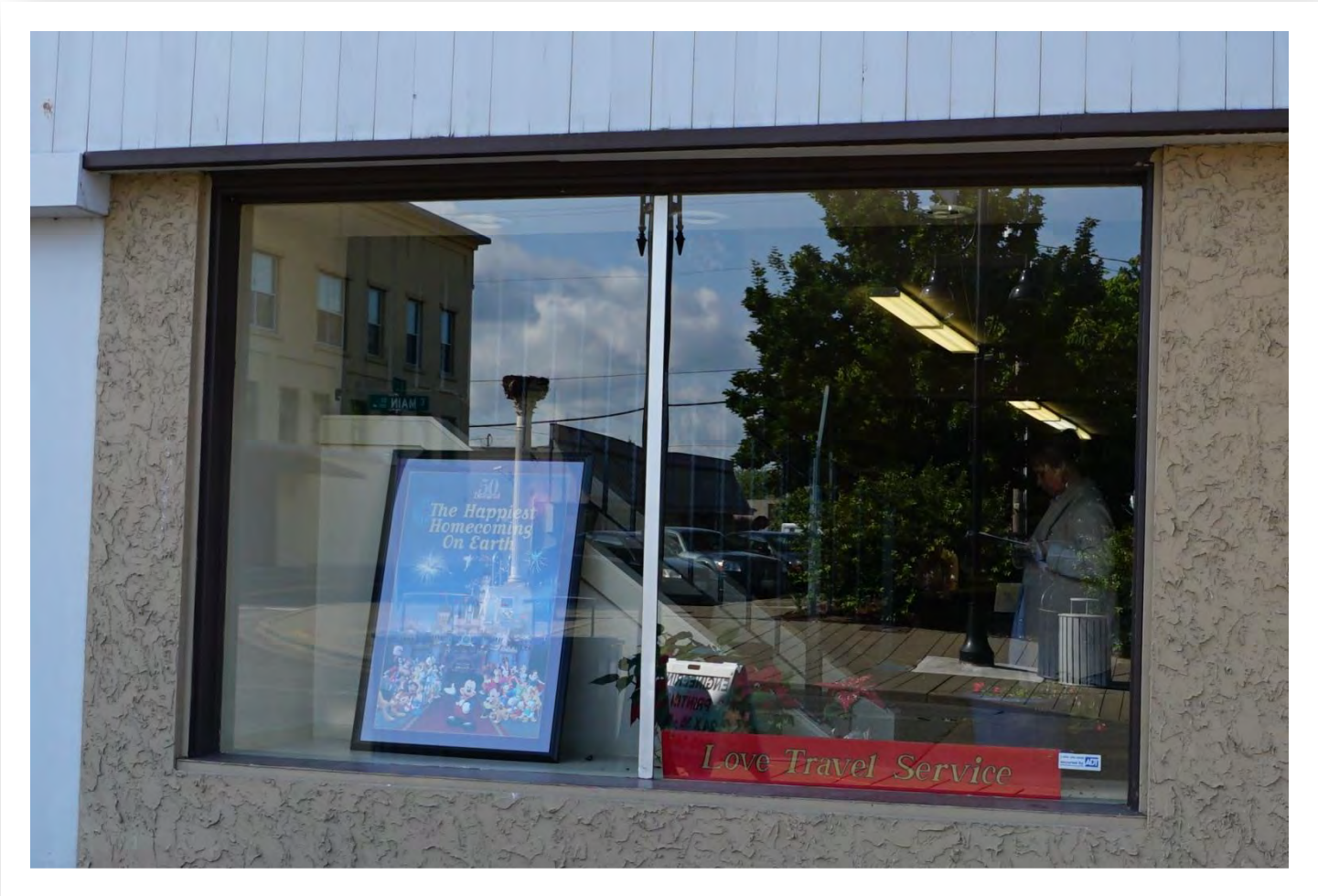








# SERVICE OFFICE WINDOW EXAMPLE



# WINDOWS





# AGENDA

- Downtown 101*
- Downtown as Store*
- Public Sector Toolkit*

# AGENDA

- Downtown 101*
- Downtown as Store*
- Public Sector Toolkit*



# PUBLIC SECTOR TOOLKIT

- Incentivize Incremental Improvement

# DOWNTOWN AS STORE





# DOWNTOWN AS STORE

**IMPROVEMENT  
PROGRAMS  
BUSINESS & PROPERTY  
OWNERS**

Front Doors

Aisles

Fixtures

Products

## INCREMENTAL IMPROVEMENT

- ❖ *Window Improvement Program*
- ❖ *Lighting Improvement Program*
- ❖ *Merchandising Assistance*
- ❖ *False Ceiling Removal Program*
- ❖ *Paint Color Consulting*
- ❖ *Façade Improvement*



# PUBLIC SECTOR TOOLKIT

- Incentivize Incremental Improvement
- Reward What You Want to See



BEING THE LAND USE  
POLICE IS NOT FUN!





REWARD WHAT YOU  
WANT TO SEE!

**BE A LAND USE  
COLLABORATOR!**

# SCOUR YOUR REGULATORY FRAMEWORK

- ❖ *Zoning/Use*
- ❖ *Building Code*
- ❖ *Design Review*
- ❖ *Parking Code*
- ❖ *Impact Fees*
- ❖ *Taxes*



# SCOUR YOUR REGULATORY FRAMEWORK

- ❖ *Zoning/Use*
- ❖ *Building Code*
- ❖ *Design Review*
- ❖ ***Parking Code***
- ❖ *Impact Fees*
- ❖ *Taxes*

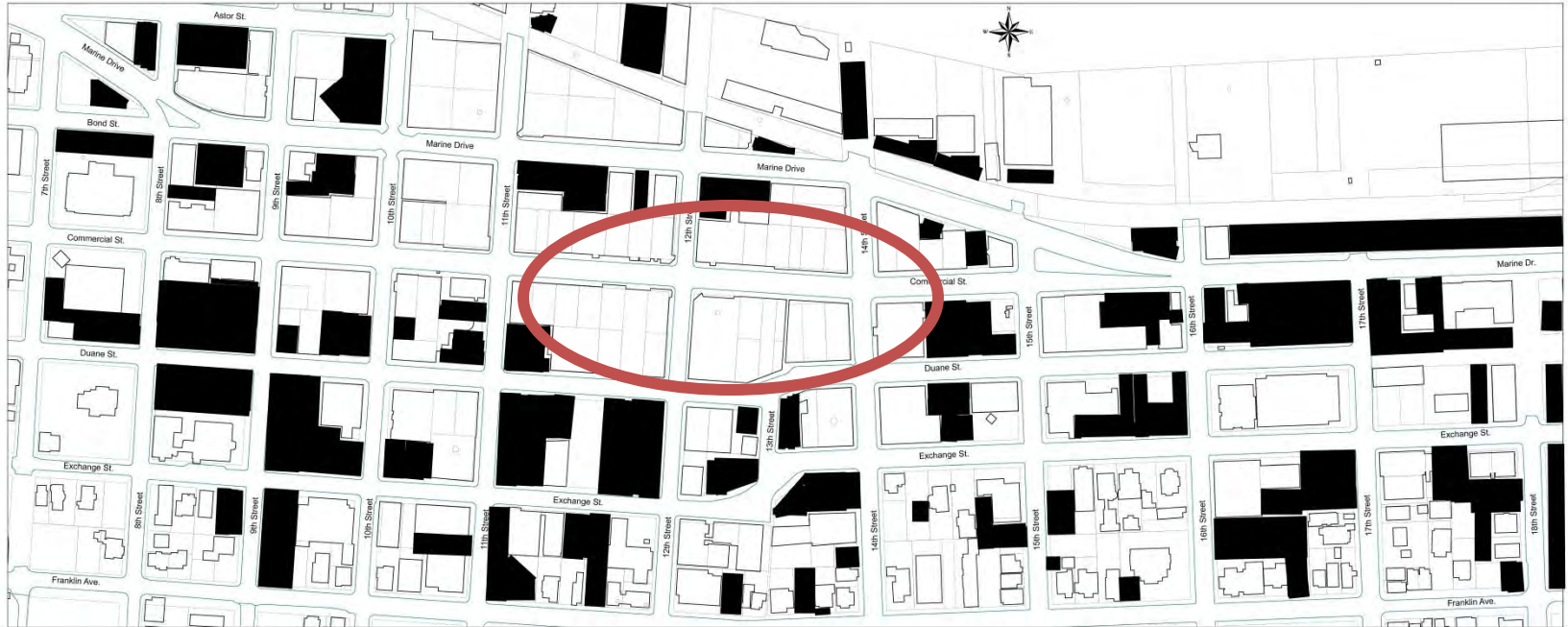
# MORE PARKING



# DOWNTOWN ASTORIA



# DOWNTOWN ASTORIA



# WORK FROM THE DOWNTOWN PARKING TOOLKIT

- ❖ *Quantify Parking Resources & Actual Use*
- ❖ *Create Customer First Parking Plan*
- ❖ *Adapt Downtown Friendly Parking Code*



## WORK FROM THE DOWNTOWN PARKING TOOLKIT

- ❖ Quantify Parking Resources & Actual Use
- ❖ Create Customer First Parking Plan
- ❖ Adopt Downtown-Friendly Parking Code

**NOT THE SUBURBAN  
PARKING TOOLKIT**

# WORK FROM THE DOWNTOWN PARKING TOOLKIT

- ❖ *Quantify Parking Resources & Actual Use*
- ❖ *Create Customer First Parking Plan*
- ❖ *Adapt Downtown Friendly Parking Code*

## QUANTIFY

- ✓ What Is On Street Capacity?
- ✓ What Is Off Street Capacity?
- ✓ Where Are Public Lots?
- ✓ Where Are Private Lots?
- ✓ How Are Off Street Lots Used?



# DOWNTOWN ASTORIA



# CUSTOMER FIRST PARKING PLAN

- ✓ Prioritize Customers for Best On-street Spaces
- ✓ Facilitate Turnover
- ✓ Move Employees to Edges
- ✓ Move Long-term Customer Parking to Park Share Lots
- ✓ Create Parking Improvement Districts/Park Sharing Agreements



## DOWNTOWN FRIENDLY PARKING CODE

- ✓ Remove Parking Minimums
- ✓ Remove Use-Based Parking Requirements
- ✓ Establish Parking Maximums?
- ✓ Allow for Park Sharing



## WORK FROM THE DOWNTOWN PARKING TOOLKIT

- ❖ Quantify Parking Resources & Actual Use
- ❖ Create Customer First Parking Plan
- ❖ Adapt Downtown-Friendly Parking Code

**85%  
THE MAGIC NUMBER!**

# RESOURCE ALERT!

**P**ARKING  
MADE EASY

**A Guide to  
Managing Parking  
in Your Community**

**Oregon Transportation &  
Growth Management Program**



# TOO MUCH PARKING



DON'T BE WHERE PARKING LOTS GO TO DIE!



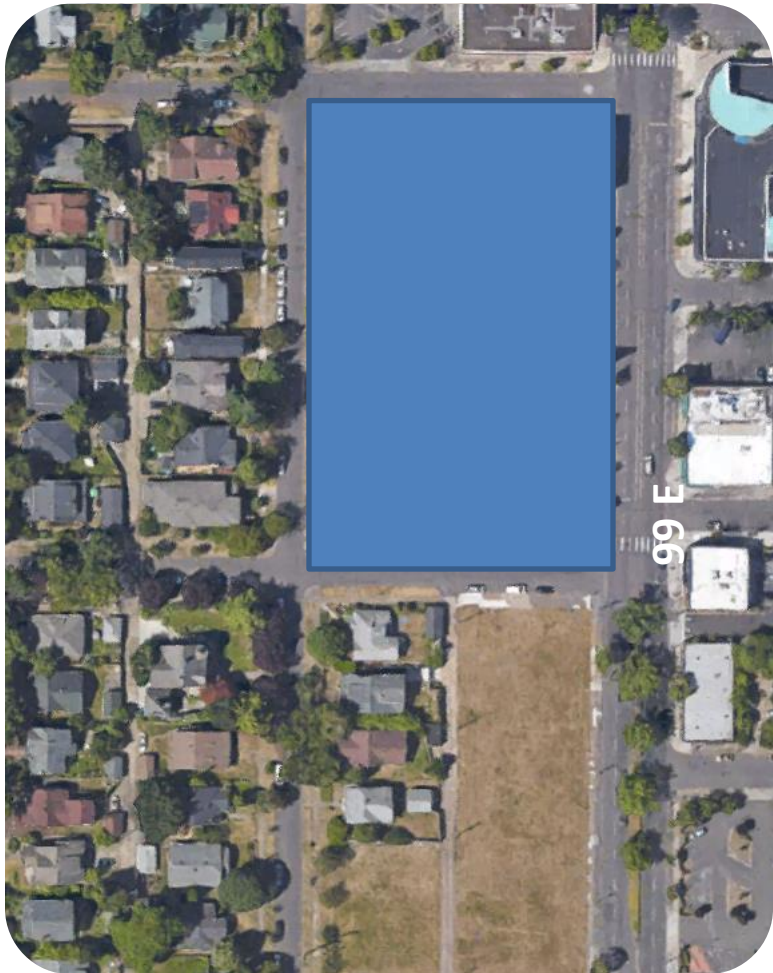
# ASPIRE TO PARKING PROBLEMS



# PUBLIC SECTOR TOOLKIT

- Incentivize Incremental Improvement
- Reward What You Want to See
- **Intentionality**

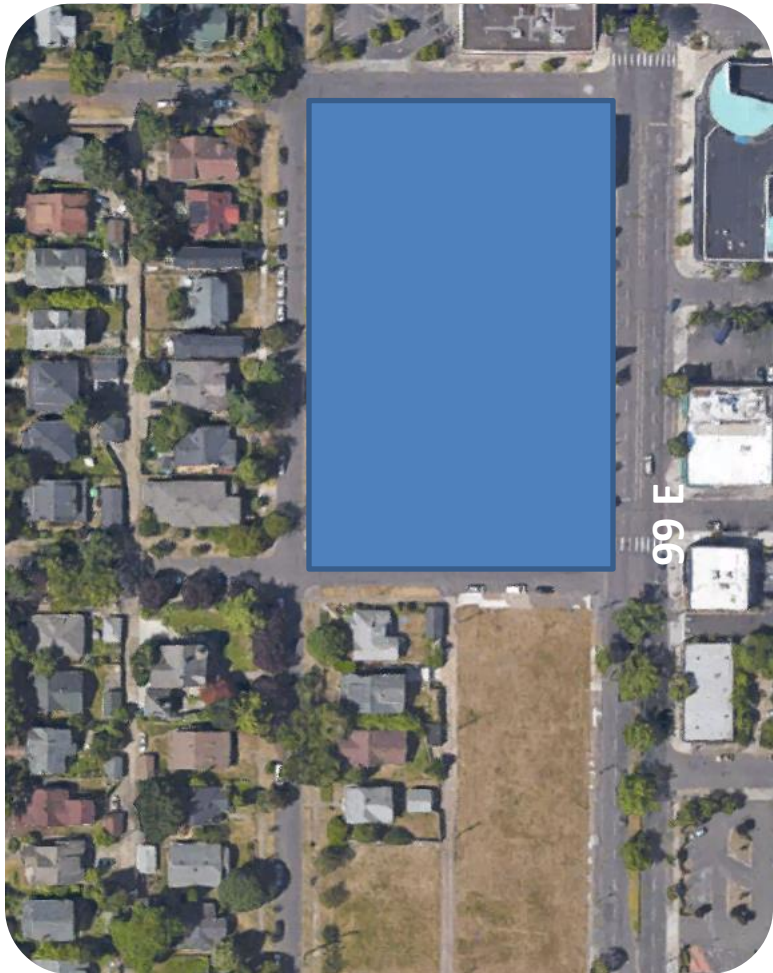




Courtesy of Google Maps

# THE VANPORT PROJECT

CLASSIC  
MID-CENTURY  
CORRIDOR



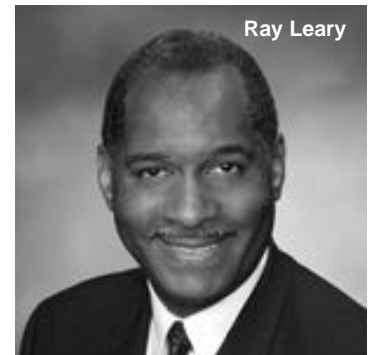
Courtesy of Google Maps

# THE VANPORT PROJECT

## CLASSIC MID-CENTURY CORRIDOR



Jeana Woolley



Ray Leary

Courtesy of [www.souldistrictpdx.com](http://www.souldistrictpdx.com)

## VANPORT: OBJECTIVE



**Opportunity to Own**

**Minority/Women  
Entrepreneurs**

**Increase Intensity of  
Activity on the Lot**





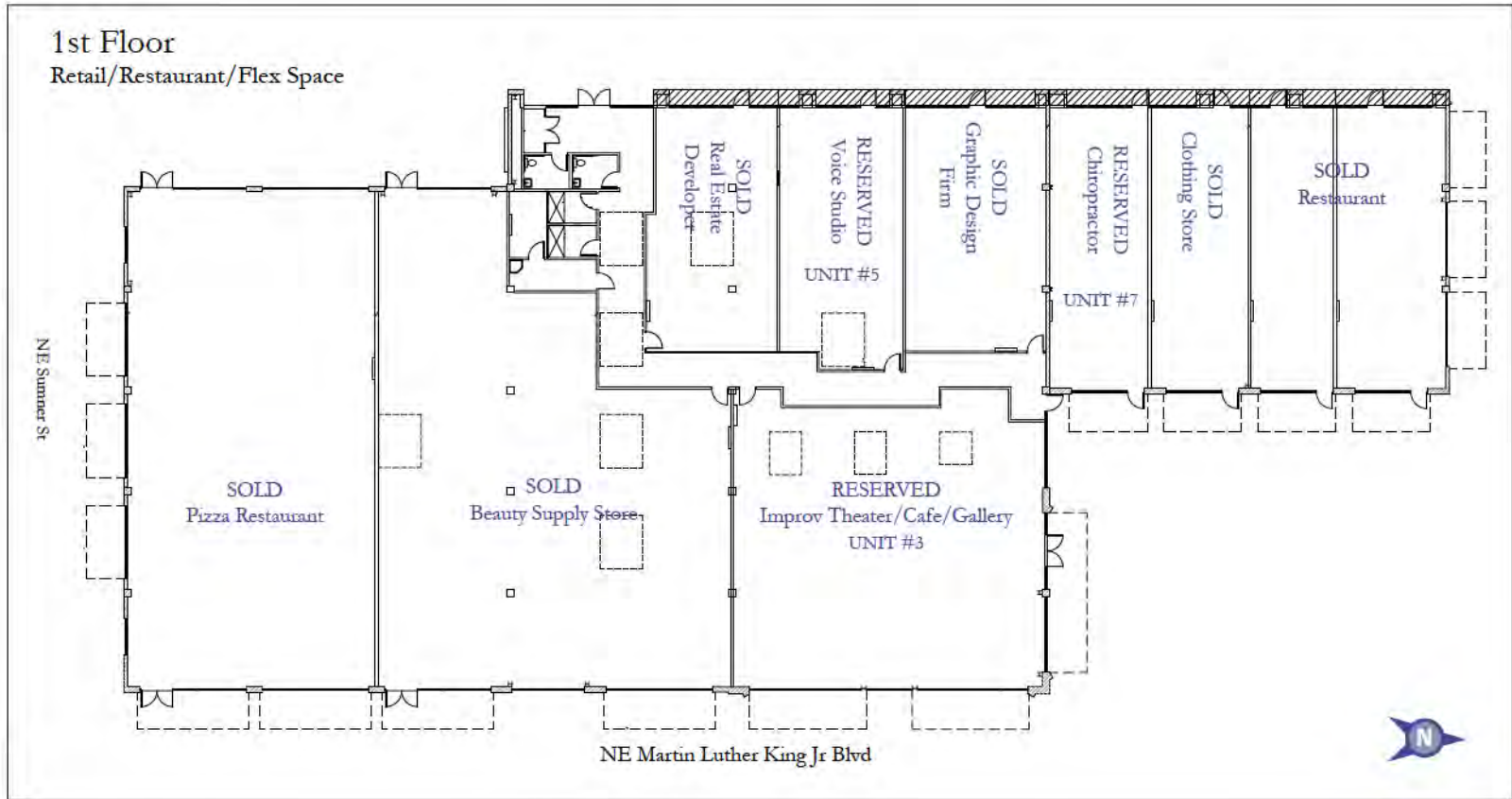
Courtesy of Google Maps

## STEP 1: RENOVATE AND RE-TENANT EXISTING BUILDING

# VANPORT



# EXISTING BUILDING





# EXISTING BUILDING





# VANPORT

# VANPORT







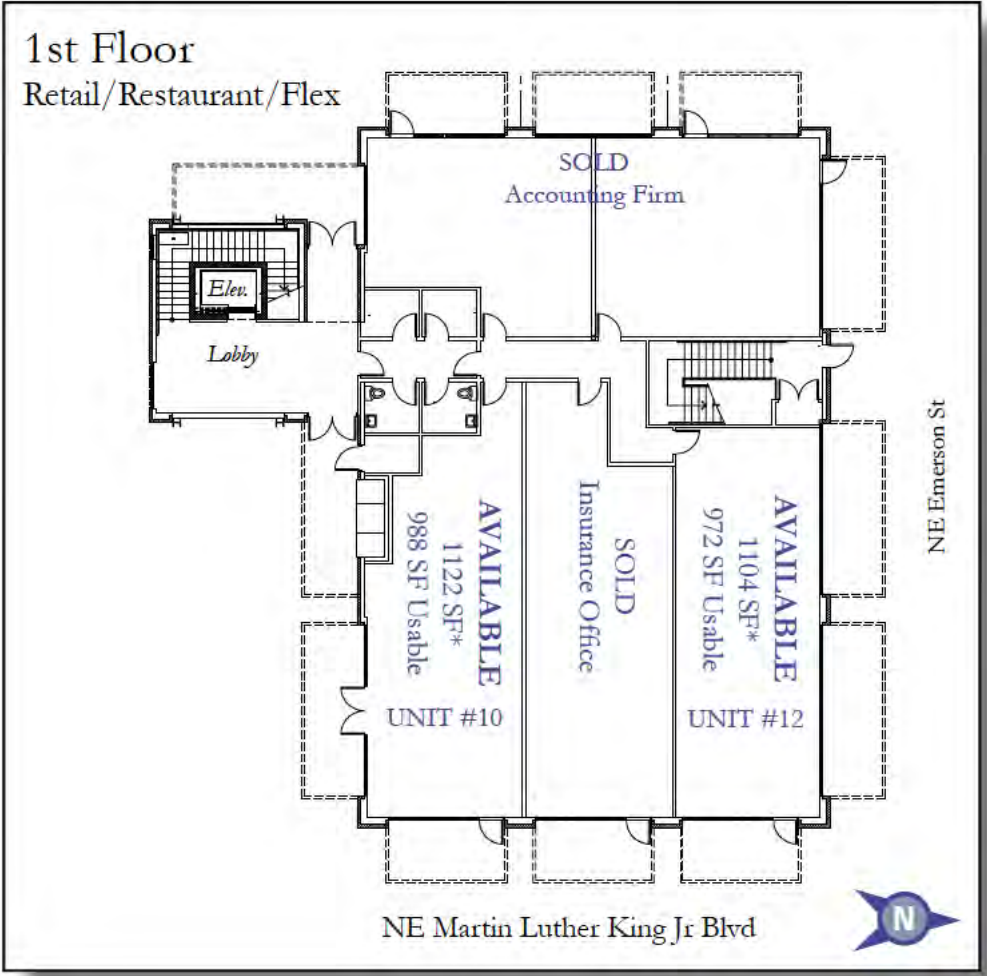
Courtesy of Google Maps

STEP 2: BUILD NEW,  
THREE STORY MIXED-  
USE, OFFICE OVER  
RETAIL

# NEW BUILDING



# NEW BUILDING





# VANPORT





Courtesy of Google Maps

# VANPORT



# VANPORT



# VANPORT

**Created Commercial Condos**

**Used TIF/New Markets**

**Buyers Assumed Slice of New Markets**



*The Marco Building*

# VANPORT

**6% Down Payment**

**.41% Interest for 10 years**

**Equivalent Monthly Cost of a Lease**



*The Marro Building*

# VANPORT

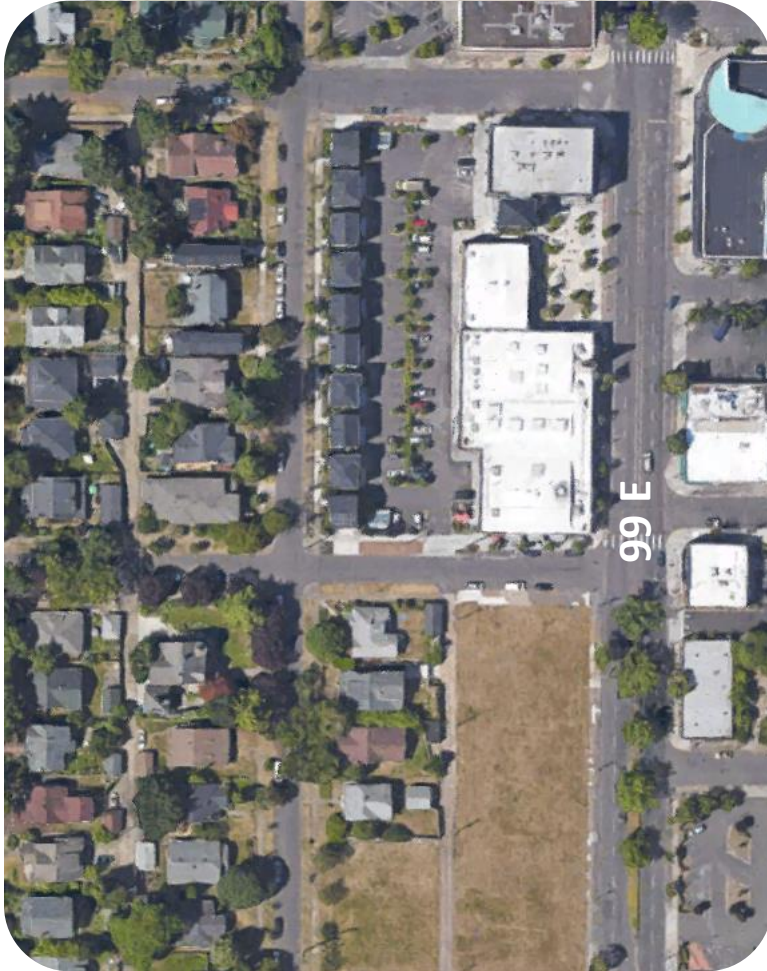
**Minority-Owned Businesses**

**Women-Owned Businesses**

**Local Resident-Owned Businesses**

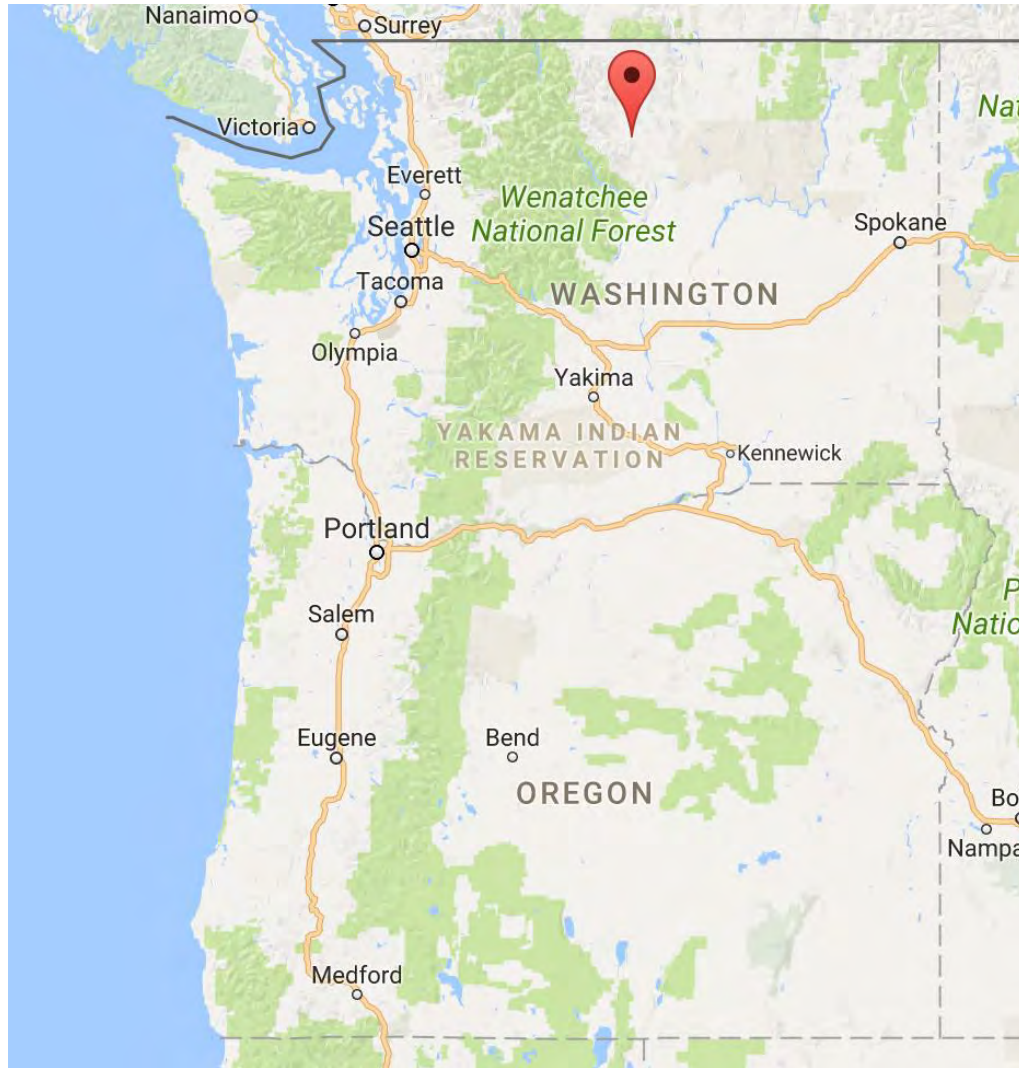






Courtesy of Google Maps

# VANPORT



TWISP, WA

Courtesy of Google Maps, ©Google































## TWISP WORKS

- **Updated 38,000 SF**
- **Support 35 Orgs & Biz**
- **60 Jobs**
- **Brewpub On the Way**

Courtesy of TwispWorks

# FINAL THOUGHT





# FINAL THOUGHT

- **BOULDERING**
- **BEST WATER IN THE UNIVERSE**
- **OUTDOOR TABLES!**

green  
• MARKET  
• CAFÉ  
• CATERING  
BARGAIN HUNTERS  
GUNS • PAWN



# Small Town Downtown Turnaround

*Presented to:  
Madras, OR*



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