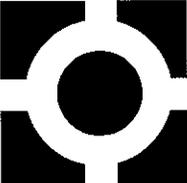


*A Synopsis of the Resource Team Report  
for the  
Historic Downtown Chelan Association*

*Presented at a public meeting on  
Thursday, September 11, 2008  
Chelan, Washington*



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**WASHINGTON STATE MAIN STREET PROGRAM**

*Department of Community, Trade and Economic Development*

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## Introduction

The Washington State Main Street Program (WSMSP) typically provides a Resource Team visit to new Main Street™ communities within their first year of designation. The purpose of the Resource Team is to examine current revitalization efforts, address emerging issues and opportunities, and suggest ways to make the overall effort more effective. This report presents the findings and conclusions of the Resource Team visit to Chelan, September 9-11, 2008.

The team methodology involved four steps:

1. The team reviewed materials such as current work plans, promotional and organizational materials, historic information, planning documents, etc. provided by the Historic Downtown Chelan Association (HDCA).
2. The team conducted interviews with individuals and small groups representing a cross-section of the community. This included merchants, property owners, city officials, residents, economic development organizations, and civic groups. The team also met with HDCA board and committee members.
3. The team toured the city on foot and by car to better understand the layout of downtown and the surrounding community.
4. The HDCA team held a public reception to help the team gather information and impressions about downtown from the general public.

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

Members of the Resource Team included:

- **Susan Kempf** coordinates the Washington State Main Street Program and has been providing technical assistance to Washington communities since 1990. Prior to joining the state program, Susan spent five years as the Executive Director of the Astoria Downtown Development Association in Astoria, Oregon. She holds a bachelor of Fine Arts degree from the University of Minnesota, has extensive retail management experience, and spent two years helping publicize and promote activities for a 4,800-seat performing arts facility in Minneapolis. She also serves as Vice President of the National Main Street Coordinators Executive Committee.
- **Sheri Stuart** is Assistant Coordinator of the Washington State Main Street Program. Before joining the state program, Sheri worked with the National Main Street Center for eight years providing technical assistance to communities across the country. Conversant in all areas of the Main Street Four-Point Approach, her special expertise includes organizational development, work plan development, fundraising, volunteer development, promotional

planning, and heritage tourism. She also served as the Executive Director of the Port Townsend Main Street program for eight years. Sheri has a bachelor's degree in Environmental Studies with a minor in Economics from the University of California, Santa Cruz and completed three years of graduate work in Marine Studies and Urban Planning at the University of Washington.

- **Eric Hovee** is principal and owner of E. D. Hovee & Company, LLC, an economic and development consulting firm based in Vancouver, Washington. Since 1984, Eric's firm has been involved in conducting market and financial feasibility assessments as well as preparing and responding to development proposals for mixed-use development. His client list is varied and includes public agencies, nonprofit organizations, private business owners, and development companies. While focused primarily in the Pacific Northwest, he has also worked throughout the U.S. including project assessments on behalf of the National Trust Main Street Center and the National Trust for Historic Preservation.
- **Kent Schuette** is a registered architect from Lafayette and adjunct faculty for architecture and historic preservation in Purdue University's Landscape Architecture program. Schuette, who received his B. A. in architecture from the University of Cincinnati, is one of three Indiana Emeritus Advisors to the National Trust for Historic Preservation and serves on the National Board of Directors for Preservation Action. He serves as the Board's architect.
- **Mari Mullen** has been the Executive Director of the Port Townsend Main Street Program since 1998. In her professional life she has served as a marketing director, publicist, special events coordinator, consultant, and event programmer for nonprofit organizations and museums in Chicago, Seattle, and Port Townsend. Mari is a graduate of Northwestern University. Port Townsend is a certified Main Street™ community, and has been honored with a number of state and national awards, including a Great American Main Street Award in 2000.

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

## **The Main Street Four-Point Approach™**

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

### **The Four-Points of the Main Street Approach:**

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

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

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

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

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

### **Main Street Relies on Eight Guiding Principles:**

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

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

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

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

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

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

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

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

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

## Organization

The Organization component of the Main Street Approach™ lays the foundation to support a comprehensive revitalization effort by ensuring adequate people and financial resources are available to implement approved projects and activities. Specifically, the Organization Committee is responsible for:

- Communication as it relates to creating awareness of the overall revitalization effort and promoting the purpose and activities of the program.
- Volunteer and leadership development.
- Fundraising.
- Fiscal oversight.
- Staff management.

Each of these elements is critical to ensure the stability of the organization. A strong Organization Committee can help build a program that involves the entire community in a variety of ways.

## Strengths/Assets Related to Organization

- ♦ *People.* We were impressed with the warmth, spirit, dedication, and energy of the people in the area. In particular, we noticed the sincere camaraderie among business owners—this is very special and should be nurtured.
- ♦ *Quality of Life.* Chelan is a place where people want to be. We met many folks who grew up in the area and have stayed or returned after an extended absence, others who spent summers vacationing here and have come back to live, and yet others who stumbled upon the community and decided to stay. The beauty of the area, family ties, and pace of life are all part of the attraction.
- ♦ *Partnerships.* Chelan is fortunate to have many organizations in place to serve the needs of the community. There is an opportunity for HDCA to partner on activities of mutual interest.
- ♦ *Dedicated Board Members.* A core group of individuals have been working very hard over a number of years to build a comprehensive downtown program.
- ♦ *Staff.* Your new Executive Director brings a lot of energy and a positive attitude to the program and the community.

## Observations and Recommendations

### Organization Observations

1. In several interviews, people mentioned the community's attitude towards change—both fear of change and resistance to change. However, change has been a constant in the Chelan

Valley since the initial settlement of the area and continues today. What is different is the pace. Change is happening much quicker than at any time in the area's recent history. It is important to recognize you can let change happen to your community, or you can take charge and influence the direction of that change. The Main Street model is a good framework to manage the direction of change and to preserve those features of downtown that are important to the community while invigorating the district with continued economic success. The HDCA already has a great work plan identified—the task is to further develop the committee structure and volunteer base, create detailed written work plans, and move forward with implementing projects. This will help the community see tangible progress while maintaining the area's "sense of place."

2. People in the community are confused about the respective roles of the Chamber of Commerce, Lake Chelan Valley Tourism Promotion, and the HDCA. Most feel each entity is doing good work but there's confusion as to who does what. Some take it further and question the relevance or need for all three entities. This is not unusual for a newly-designated Main Street organization. A good communication strategy will help clear up some of the confusion and will be an on-going need for the organization.

The HDCA has developed a good working relationship with the media. In addition to developing posters and flyers, working with the media has been one of the primary mechanisms for distributing information about the program's activities. Your Executive Director has also been spending time on the street getting to know downtown business owners. Representatives from the board regularly attend City Council meetings. Plans are underway to update the website. Despite using all these communication methods, there is still confusion about the HDCA as noted above.

3. The burden of developing and implementing activities currently falls on a small core of volunteers. Some board members are serving as officers and on a number of committees. With Main Street, there is a "two-hat" rule. This means that an individual should have no more than two responsibilities, such as serving on the board and on one committee. There are several good reasons for this. One obvious reason is to prevent volunteer burn-out. Other reasons include providing an opportunity for others to get involved, and to prevent perceptions that the program is insular.

## **Organization Recommendations**

### **A) Develop a Multi-Dimensional Communication Strategy**

It is important to expand on your communication tools to reach a broader audience. Suggestions include:

- ✓ Select and adopt an HDCA logo as soon as possible. The design is in progress. Hire a local designer to create a piece that provides a unified look for the organization. Keep the design simple so it can be used in a variety of formats. Logos that are too detailed will not translate well when shrunk down to use in advertisements or on brochures. The logo must also work as a black and white image.

- ✓ Develop a monthly newsletter in both print and electronic formats. A newsletter helps spread the word about upcoming activities and serves as an educational tool on topics important to district stakeholders. Newsletters could include information on street closures, special events, provide business education tidbits, and key information from other groups. In addition, put together an email blast that can be used more frequently for important news flashes and time-sensitive information.
- ✓ Form a “speaker’s bureau” to make presentations to local civic organizations such as the Rotary and Lion’s Club. Presentations should be made by a variety of “faces” associated with the organization, not just the executive director. Keep a list of the groups. Prioritize the list and contact them at least once a year to make a progress report on your efforts.
- ✓ Develop a “block captain” program. Recruit one business owner per block or half block to help distribute information in a timely fashion. This has the added benefit of networking. The block captains can also do quick surveys (for example, who has and uses email).
- ✓ Continue to make improvements on the website so it remains an exciting and informative communication tool. Contact the WSMSP for a list of good examples. Remember to keep information on the website current.
- ✓ Consider adding a non-voting, ex-officio City representative to the board. Also, continue to make regular presentations to City Council. Let them know about your organization’s notable achievements and upcoming activities on a quarterly basis. Staff can make the presentation from time to time, but it’s much more compelling to have a volunteer(s) talk to the Council. Develop a schedule for presentations and then identify a board member or other volunteer to make the presentation. Staff can work with the volunteer(s) to develop their list of “talking points.”
- ✓ Consider working with one of your radio stations to do a weekly “Main Street Minute” nonprofit spot to keep the community up-to-date on downtown happenings.
- ✓ Host an annual celebration to recognize the year’s achievements. Provide awards for good design, volunteer recognition, and partner of the year.

## **B) Volunteer Development**

More volunteers are needed in all areas of the HDCA. Volunteer development includes recruitment, training, management, and recognition.

- ✓ *Recruitment*  
Cast your net broadly and look beyond downtown business and property owners. A “wine and cheese get to know us” social could be coordinated to recruit new members. Since many business owners feel stretched during the busy summer season, make sure to build that into work plans. Consider using summer residents on some of your projects to engage them in the district and to help strengthen your volunteer pool during peak periods.

While volunteer recruitment is primarily accomplished through one-on-one solicitation, your efforts can be enhanced by letting the community know about your need for volunteers. Use the website or develop flyers to solicit for specific needs. Once committee activity plans are developed (see "Staying Organized for Action," page 10), use them as tools for identifying volunteer opportunities.

Find an individual with strong ties to the community to serve as the HDCA Volunteer Recruitment Ambassador for the program. This person should have a passion for downtown and be able and willing to inspire others to share in the district's vision.

Place volunteers within the organization based on their interest, skills, and talents. Develop a simple skill and interest inventory sheet to use as a placement tool. A sample is included in the attachments.

#### ✓ *Training*

Volunteers will need training so they understand both the tasks they are asked to do and the overall mission of the HDCA. Specifically,

- New board members will need a primer on the Main Street Approach™ along with board role and responsibility training.
- Committee volunteers will also need training. This should be an annual activity for each committee as new volunteers are recruited. The HDCA office and the WSMSP have training materials available to help in this effort.
- For specific projects or events, volunteers might need training to ensure they adequately understand what they are being asked to accomplish.

Consider developing a fun and upbeat volunteer orientation session. This also might be a great opportunity to develop a Power Point presentation about the organization. The orientation should include the following information:

- A brief introduction to the Main Street Approach™
- An overview of the program, including the HDCA's vision and mission, committee goals and objectives, work plan overview, and any brochures the organization has developed.
- A review of policies and procedures.
- Role of volunteers and how they represent the organization.
- Introduction of staff and key leaders.

You might even provide a light dinner or continental breakfast at the training.

#### ✓ *Management*

It's important to manage volunteers adequately once they have been recruited. Create a volunteer database. Include information on areas of interest and activities that a volunteer is willing to assist with. Keep in mind, a potential volunteer will get discouraged if they offer to help and then aren't asked to participate. Another element of management is ensuring volunteers are placed where they want to help. While professional skills are needed in some areas, sometimes people want to volunteer for activities outside their area of expertise either to learn new skills or just to have fun. Also, make sure volunteers are placed in an area

where they truly have the time and desire to serve. Identify new volunteers to help round out existing skills on committees. This will help keep volunteers energized and committed.

Many Main Street programs also find it helpful to create job descriptions for the board, committees, and volunteers to ensure all volunteers understand their respective duties. Contact the WSMSP for examples.

✓ *Recognition*

Your annual celebration is a good format to recognize volunteer efforts. Also consider ways to recognize volunteers throughout the year. Think of “Thanks Times Three.” Recognize each volunteer three different ways with a simple thank you, written note, certificate or plaque. You could also create a fun acknowledgement—send them a package of Junior Mints and attach a card “You’re worth a mint to the HDCA.” Others may prefer a plaque or some other form of recognition. There’s a list of inexpensive and creative volunteer recognition ideas in the attachments.

**C) Partnerships**

Continue to build partnerships with other organizations in the community, especially the Chamber of Commerce and the Lake Chelan Valley Tourism Promotion group. Continue to maintain respect for each other’s mission and recognize you may have to agree to disagree on certain issues affecting the community. As someone mentioned, “It is important to remember we are all good-hearted people that want to do the best for our community—we may just have different ways to get there.”

- ✓ Host an annual “Economic Development Summit” with the HDCA, the Chamber of Commerce, and the Lake Chelan Valley Tourism Promotion Group. This is a great opportunity to share work plans and discuss priorities for each organization.

Partnerships with other civic organizations can also enhance your volunteer base.

- ✓ Develop a list of all groups in the community to use when large numbers of volunteers are needed.
- ✓ Identify areas where interests intersect. For example, the Design Committee could work with the Arts Council on art projects in the district, the Promotion Committee could work with school district and the Arts Council on art related activities to engage the local community, and the Economic Restructuring Committee could work with the Chamber of Commerce on data collection.
- ✓ Don’t forget to look at opportunities to work with the school district on specific projects.

## D) Staying Organized for Action

As previously mentioned, you already have a great work plan identified—it just needs to be further developed. This comprehensive plan should serve as the “road map” or action plan for the organization as a whole and for each of the committees. It should also help the program identify gaps in volunteer resources and how to use staff time effectively. In general, action plans should be developed for each activity and contain the following information:

| <i>Tasks (be specific)</i> | <i>Name of Volunteer Responsible</i> | <i>Staff Time Needed</i> | <i>Partner (other organizations)</i> | <i>Due Date</i> | <i>Budget</i> | <i>Task Completed</i> |
|----------------------------|--------------------------------------|--------------------------|--------------------------------------|-----------------|---------------|-----------------------|
|                            |                                      |                          |                                      |                 |               |                       |
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- ✓ Take time to work through the process. Here’s the steps:
  - Board establishes overall annual objectives based on district issues.
  - Committees refine activities or brainstorm new activities to meet objectives.
  - Committees develop detailed action plans for each activity.
  - Committees submit action plans to the board for approval.
  - Committees implement action plans as approved.
  - Board approval is needed if there are any significant changes to the work plan.
  - Committee chairs make progress reports to the board on implementation of plans.
- ✓ Contact WSMSP staff for assistance in working with committees to develop activity action plans.
- ✓ Use the plans at committee meetings to review the status of what the committee is working on and where you are on each project. These plans should form the basis for committee meeting agendas and not just sit in a binder once completed. As you discuss each activity on the work plan, make sure to have blank action plan forms available for committee members to complete.

## E) Funding

At first glance, it appears the HDCA is in a relatively good financial position. This is largely due to contributions received through the Main Street Tax Credit Incentive program. Your program needs to build a variety of income sources to give your budget greater stability. Typical sources of funding for Main Street organizations include: 30% local government, 30% downtown business and property owners, 30% industry and stakeholders outside the district boundaries, and 10% fundraisers.

- ✓ The HDCA is considering a “beer and brats” fundraiser in combination with another local event. This idea is worth exploring.
- ✓ There is also an opportunity to approach the City for additional support. They currently contribute about \$10,000 to the HDCA. The HDCA should develop a “contract for services” proposal specifying tasks and reporting requirements to bring to the City. Tasks should be items the Main Street program has already identified in its annual work plan—not new tasks. Contact the WSMSP for samples.
- ✓ Consider implementing an “alumni” fundraising campaign. The target is people who lived in Chelan at some point, then moved away, but still have some emotional ties or family connections with the community. They may have fond feelings for their hometown and are willing to help out. The steps are:
  - Develop a mailing list of community alumni. The Organization Committee can work with the school or alumni association to develop a mailing list of students or graduates who are no longer in town. Work with parents, friends, classmates, and neighbors to find mailing addresses. Identify other “alumni” who lived in Chelan for some time but may not have attended school in the area. The committee should brainstorm the list and publish a request for names and addresses in the newspaper—don’t forget to explain the purpose of the request. Also, ask the newspaper for its list of out-of-town subscribers. Find names wherever you can. Input the complete list into the computer. The list may take as long as six months to develop. However, once you’ve put it together, you’ll have it forever!
  - Develop a letter to send to each individual. Ask recipients to recall some of their fond memories of downtown. Describe what has happened to downtown over the years and give a brief description of the HDCA, including who’s involved, what the program has already done, and a few key projects for the future. Ask them to consider making a contribution and describe how the money will be used. Include a donor’s brochure, a copy of the newsletter, and a calendar of downtown events.
  - When alumni become donors, put them on the newsletter mailing list, and send a personal thank you for their contribution. Include alumni donors in the annual renewal process. Also, send them a letter explaining the exciting things that happened during the last year and what their money went towards.
  - Create a nostalgic item such as a snow globe with a local landmark inside or a historic building Christmas ornament as a fundraiser.

## Design

Main Street design committees address the most tangible issues facing a downtown and cross a whole spectrum of design concepts. The committee looks to the future, researches and reflects on the community's past, and explores how to make the present more attractive. Specific design responsibilities:

- Develop a historic preservation ethic. This could result in historic district designation, local design review, design guidelines, financial incentive programs, and tax incentive education. These preservation tools encourage renovation and sensitive new development.
- Help implement public improvements. This includes streetscape elements such as lamp posts, trash containers, benches, bicycle racks, planters, plantings, and banners.
- Encourage building improvements from cleaning and maintenance to restoration and renovation and appropriate adaptive re-use. It also includes providing education about proper care of bricks and mortar, windows, doors, and awnings.
- Encourage quality public signage and business signage to help market both the district and individual businesses within the district.
- Encourage creative visual merchandising including display areas (both inside and out) and display windows to attract customers.

The tasks of a design committee require broad shoulders, diversity of interest, and supportive individuals from both the community at large and the downtown district to deal with a large range of responsibilities.

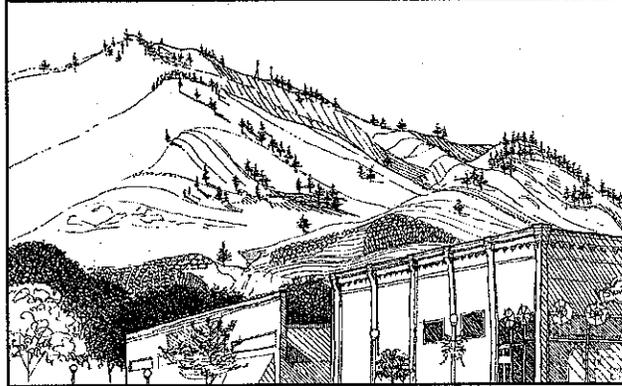
With fresh eyes and clear minds, a design committee works to establish and maintain the district's physical identity. It then develops strategies to protect what is important from the past and present, while at the same time acknowledging change and encouraging progress by implementing new ideas. If approached as a process that leads to tangible physical outcomes, this committee can accomplish amazing results.

## Strengths/Assets and Observations Related to Design

It is important to look at the physical elements that make downtown Chelan special and identify actions to help the community join in retaining these special assets.

1. *The Obvious—Lake Chelan.* Consider all visual and physical access to this world-class lake and work to retain them, include existing opportunities and add new public access in future public and private developments. Also, work to increase the number of daytime boat moorage opportunities in downtown so people can visit it by boat.

2. *The Surrounding Mountains—Especially the Butte!* Try to influence the greater community into developing an ethic of: “Forever open, free, and clear.” Fortunately, no development has occurred above the half way elevation to the summit of the surrounding mountains. It would be beneficial if scenic easements could be established and development stayed close to the lake so the undeveloped tops would remain open, free, and clear—forever!



3. *Wide Streets with Wide Sidewalks.* It is unusual to have such wide streets. They are a natural asset as angle parking increases the number of on-street parking spaces. The wide streets can also accommodate other community uses (such as festivals and fairs). The downtown streetscape is in generally good condition, however, some of the items such as trash cans and banners are starting to look a little tired.
4. *Low Building Height Profile and Continuous Building Line.* Downtown has a relatively uniform single- and two-story building height which preserves the amazing view of the undeveloped natural mountain tops. There are also no “missing teeth” in the two block business core on Woodin Avenue.
5. *Flat Pedestrian Historic Commercial District.* You have an important physical dimension to downtown by having a “flat” pedestrian commercial district without one-way streets. This total freedom of movement is very beneficial.
6. *In the Resource Team’s opinion, downtown Chelan would easily qualify as a National Register Historic District.* The area stretches from the Woodin Avenue Bridge, to both sides of Woodin from Columbia to Sanders, and the structures on Emerson between Woodin and Wapato. Within this area there are fifty-five structures: three listed as outstanding (the Episcopal Church and the Ruby Theatre are already listed on the National Register), six listed as notable, thirty-six listed as contributing, and ten are new structures and are non-contributing. The structures within this district and your Main Street designated area are in good to excellent condition.

The National Register of Historic Places brings great recognition and essentially protects property owners from governmental actions. Contrary to popular belief, it does not deny personal property rights. And, a National Register listing can actually be helpful to property owners by providing tax credits and funding opportunities at both the federal and state level.

The power to implement a formal design review program with more “teeth” than the honorary State or National Register designation lies solely with your community (through local government) by establishing a local historic preservation commission. The appointed body would then, by ordinance, establish its own local historic preservation district. The

commission must then review all developments within the local district and approve them before either demolition permits or building permits could be issued.

7. *Your community still has a vast dark night sky and a big day sky with no visible utility wires in downtown.* It was exciting to discover your community has adopted a “dark skies” ordinance. Its purpose is to provide regulations to preserve and enhance the view of the dark sky; promote health, safety, security, and productivity; and help protect your natural resources. Continue to use this ordinance to retain this very special aspect of Chelan.

## **Design Recommendations**

### **A) Local, State, and National Register Designation**

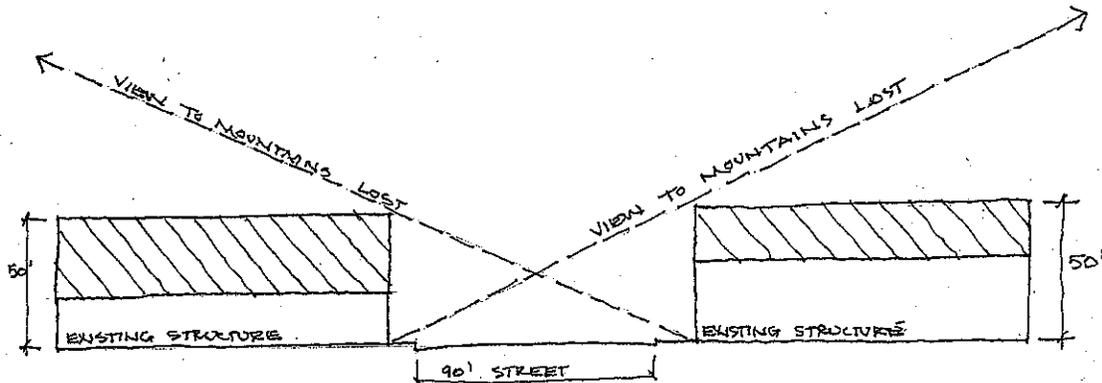
- ✓ The historic Woodin Avenue bridge entry to downtown creates a very strong sense of arrival into your district. As a first project, nominate the bridge to the National Register of Historic Places. Once listed, it will be eligible for transportation enhancement grants. The bridge should also remain open for two-way traffic.
- ✓ Work towards establishing a national register historic district for downtown. This will provide several benefits to property owners, investors, and the community including a tremendous opportunity to market to heritage tourists along with potential tax benefits for property owners.
- ✓ Take the first step to learn about becoming a Certified Local Government (CLG). Talk with the Department of Archaeology and Historic Preservation about doing a presentation for the HDCA.

### **B) Design in the Public Right-of-Way**

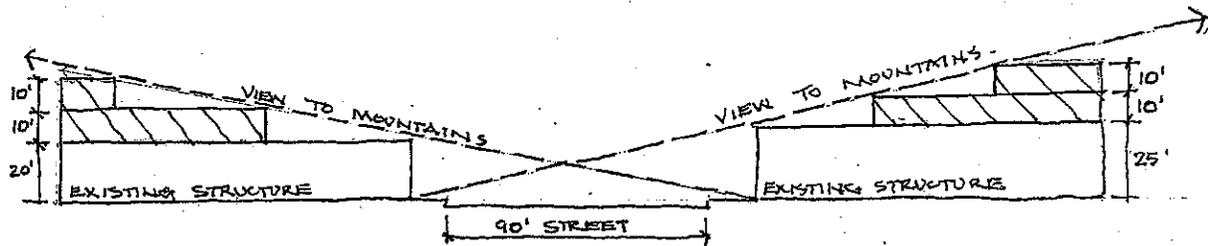
- ✓ Assess the condition of all streetscape elements in the district. The aging trash containers will need replacement soon. The well-worn banners need to come down and new ones should replace them soon. Secure funds to do this. Consider working with artists to develop original one-of-a-kind banners for the district. At the end of three months, auction off the banners to provide seed funds to do the banners again the following year. Contact WSMSP for additional information.
- ✓ Explore ways to accommodate street festivals that don't require total closure of Woodin Avenue by looking at the potential use of the north/south streets, the park, and other public spaces.
- ✓ There is an emerging arts council which will soon become a significant partner in the arts and public arts initiatives. These initiatives and art-related celebrations need to happen downtown.
- ✓ Strengthen public access and connections between the core of downtown and the park and the lake.

### C) Building Height

The current 50' height for development is too high for the street wall at the sidewalk on Woodin Avenue. Develop a more specific ordinance indicating if new in-fill development occurs due to fire or demolition, the new structure's façade cannot exceed the average height of the two adjacent buildings (see diagrams below). This will help protect the view and the charm that makes your district so special.



OUTCOME OF DEVELOPMENT BY EXISTING ORDINANCE  
FOR WOODEN STREET



PRESERVATION OF "VIEW" BY NEW ORDINANCE  
FOR WOODEN STREET  
HISTORIC DISTRICT

### D) Participate in the Sub-Area Planning Process

Both the City and the HDCA expressed a desire to move forward with a sub-area plan for the downtown district. For a variety of reasons, especially staffing shortage, this project has been put on hold in the past. We encourage you to move forward with this process.

## **E) Buildings Improvements**

Downtown Chelan has a solid building stock that reflects your community's history and heritage. No false themes need be imported.

- ✓ Improvements should be based on the original architecture of the buildings whenever possible. Help business and property owners appreciate and recognize the unique qualities of the downtown buildings. Provide education on good principles to follow when making renovations. Encourage them to remove inappropriate additions incrementally, replace missing elements, etc. Use old photos as guides.

## **F) Visual Merchandising and Window Displays**

Display windows should provide a clean and simple display of products. Their purpose is to invite examination, entry, and purchase.

- ✓ Offer design assistance with merchandising, layout, and lighting either through peer reviews or from merchandising consultants. Form a group of local volunteers who have a good eye for design to assist merchants.
- ✓ Include articles on visual merchandising and window display in your (new) newsletter.
- ✓ Host window decorating contests either seasonally or tied to major events to encourage merchandise rotation. Keep in mind all contests should emphasize use of merchandise in windows.

## **G) Signage**

While many business signs are carefully designed and positioned correctly, some consume glass storefronts, thereby concealing displays and the interior of the establishment. Others are poorly sized and placed which respects neither the character of the building nor sightlines from the street and sidewalk. Some businesses also use temporary, generic banners that don't promote a quality image of the business or enhance the aesthetic appeal of the district.

- ✓ Encourage sign placement according to the architectural context, along beams, or within window areas. Don't conceal important elements of the building with oversized and poorly-located signs. Offer design assistance for type, layout, font selection, and sign illumination.
- ✓ Make sure window signs are professional and don't obscure displays or views of the store interior.
- ✓ Host a free training for local sign makers. Use the training materials available for loan from the WSMSP's resource library. Include training participants on a "preferred contractors list."
- ✓ Discourage the use of temporary, generic banners.

## **Summary**

By constantly looking at your downtown with “fresh eyes” and addressing issues as they develop, you will see the downtown remain unique and authentic. Your artifacts of human achievement (buildings, open space, and the bridge) will symbolize downtown is, indeed, the “heart and soul” of Chelan. To keep that heart beating, you must continue the process—addressing and resolving issues and, hopefully, as you seem to be doing—having fun and making life better.

## Promotion

Promotional activities help support the overall revitalization effort by inviting community members and visitors to experience the positive changes happening in downtown. Community members often get their first volunteer experience through downtown promotional activities which build broad-based support for the district.

Main Street programs typically work in three broad areas of promotional activity, each with a specific purpose to promote the downtown as a center of community activity:

- *Special events* create a sense of liveliness in the district and brings people downtown to experience the positive changes. They may not generate immediate sales, but do overtime by exposing potential customers to the range of goods and services available.
- *Retail/business promotions* attract customers and make “cash registers ring.” This includes coupon books, sidewalk sales, advertising, and retail specific events.
- *Image-building activities* change negative perceptions and reinforce positive perceptions to promote the district as a cohesive unit. This can be accomplished through media campaigns, events, or products that feature the district such as custom shopping bags, coffee mugs, and t-shirts.

A mix of these activities should occur in a balanced promotional calendar. Timing is important so each activity serves as a building block for the next. Plan image-building activities in advance of special events to spark community interest in downtown. Special events prior to retail activities bring people downtown to see all the district has to offer. Bringing people downtown to shop reinforces the image of the district. This means through a well-coordinated and balanced promotional calendar, you can create mutually reinforcing activities.

## Strengths/Assets Related to Promotions

- *Year-Round Events Calendar.* Chelan is fortunate to have a number of well-established events coordinated by the Chamber of Commerce, the HDCA, and other community organizations. Many of the events attract local and regional attendees. From fireworks, car shows, First Fridays, dog parades, Halloween, street fairs, and wine tours, it’s easy to find entertainment in Chelan.
- *Accessible News Media.* The community is fortunate to have a local paper and two radio stations available to promote events and activities. This is an excellent opportunity to build awareness of the wonderful things taking place in the district.
- *Strong Businesses.* Downtown is fortunate to have a mix of businesses that give character to the district and can be cross-promoted to strengthen the business base by increasing foot traffic.

- ◆ *Expert Local Marketing and Event Staff.* Very knowledgeable event coordinators and engaged media experts work as volunteers on the HDCA committees.
- ◆ *Wide Sidewalks.* The generous width of the sidewalks provide a space for “on the street” activities that don’t impede pedestrian traffic.

## **Observations and Recommendations**

### **Promotion Observations**

1. We met with the HCDA Promotion Committee. They have a solid work plan laid out to accomplish their goals of marketing a positive image of downtown Chelan, enhancing special events, and supporting downtown events coordinated by other organizations. You have many pieces of the puzzle in place. Keep in mind there’s always a new twist on a promotion, a new way to reach a desired market, and through your volunteers, there’s creativity on every block.
2. There is a popular First Friday promotion, with businesses open until 9 p.m. A new feature was recently added where 250 canine companions came down with their owners to partake in some doggone fun activities. Currently, First Friday takes place only in the summer. Is there enough interest to make it year-round with different themes for each first Friday?
3. A wildly successful holiday lighting program was started with a small core of volunteers pre-dating the HDCA. More than \$125,000 has been invested in glowing holiday decorations over the past five years. This is truly something to brag about. After this season’s new additions, the group will need to focus on the maintenance challenge. See if lodging tax funds can help with this project.

### **Promotion Recommendations**

#### **A) Enhance the Cooperative Spirit Among Business Owners**

- ✓ It appears some of the downtown businesses are not as familiar as they could be with the various products and services that are available. The HDCA should coordinate a familiarization tour for business owners to find out more about each others’ stores so they can more easily make referrals.
- ✓ Create a welcome package for new businesses in the district or those who undertake significant business expansions. The welcome package could include donated items from fellow businesses or coupons, information on marketing their business, a form to provide information for the HDCA newsletter and offer to hold a ribbon-cutting ceremony.

## **B) Enhance Local Community Support**

- ✓ Women are said to make 80% of buying decisions in the United States. Launch a “Girls’ Night Out” shopping and entertainment event in the off-season. Invite your 700+ local customers downtown for a special night of camaraderie, shopping specials, and treats.
- ✓ Create a “welcome wagon packet” for new home buyers and distribute it through realtors. This is one step towards marketing downtown to some of your area’s newer residents and second-home owners.
- ✓ Expand outreach to the Hispanic community:
  - Develop bi-lingual welcome signs and store signs.
  - Host a First Friday with a Hispanic cultural theme (Primero el Viernes?).
  - Work with partners to develop a new event downtown such as Cinco de Mayo, Dia de los Muertos, or Fiestas Patrias.

## **C) Develop Retail/Business Generating Events**

There are already many well-established special events throughout the year downtown and on the lake. The HDCA should look at adding activities focused on making the cash register ring.

- ✓ Encourage merchants to pass out coupons along with candy at the Downtown Trick or Treat. These are likely local customers who could come back to shop.
- ✓ Invite regional and Seattle-area customers to come to Chelan during the slower-paced winter months to “chill out and do nothing.” Once people arrive, invite them to shop and dine downtown!
- ✓ Twice a year, print a multi-use downtown coupon book to help stimulate shopping. Educate businesses on the art of coupons and present ideas for maximum success. Research shows coupons must be more significant than 10% off to be effective. Encourage coupons to reflect a 20% or higher savings. Even better, encourage the coupons to reflect a cash value of \$1, \$2, or \$10 off a purchase of x amount equal to 20% or higher, or do a “free with purchase” or “buy one, get one free” coupon. The coupon booklet should be put in the “welcome wagon packets,” distributed in hotel and conference packets, and given to short-term vacation stay folks.
- ✓ Attractive store windows increase foot traffic. Work with the Design Committee to coordinate window decorating contests corresponding with event themes. Award prizes related to the event theme and publicize the winners.
- ✓ Encourage businesses to post their store hours and stick with them. Keeping irregular and inconsistent hours can affect customer loyalty.
- ✓ Conduct surveys after events so you know what worked and what didn’t for downtown businesses.

## **D) Marketing**

There was discussion about what stores were missing, identifying the customer base, and tapping existing customers more effectively. There are already several potential target markets for the downtown. These include downtown workers, area residents, visitors, and second-home owners. Others may be identified through the market analysis process recommended for the Economic Restructuring Committee. For now, there is an opportunity to begin to build a stronger customer base for the district by focusing in the short term on the above markets. Some suggestions include:

- ✓ Develop a female focused downtown shopping challenge event that targets women and builds ownership of the district. Include a wrap-up focus group for them to share their experiences and give feedback to businesses. Please note this activity is not the same as "Girls' Night Out." Contact the WSMSP for further information.
- ✓ Create a business directory and dining guide that contains a simple and easy to read map. Then distribute it in bulk to the visitor information center and area hotels. Contact the WSMSP for samples.
- ✓ Consider developing a downtown business discount card for some of the market segments listed above.

## Economic Restructuring

This section addresses the economic restructuring component of the Main Street Four-Point Approach. At its most basic level, economic restructuring is about creating and sustaining wealth, meaning:

- The attraction and retention of businesses that generate sales sufficient to pay for costs of merchandise, payroll, and building space—with enough profit to make all the work and risk of any business venture worthwhile for the business owner.
- Income from property to the owner adequate to pay the mortgage and operating costs and generate a return on equity invested commensurate with other investment opportunities.
- Building and maintaining a community asset that supports the City's tax base and represents a source of pride for residents and visitors alike.

The Main Street term “restructuring” is sometimes confusing but it is intentional. Restructuring means that downtown is always changing. Businesses, property owners, and the entire community should be prepared to anticipate and respond to change if economic vitality in downtown is to be sustained into the next generation.

## Strengths/Assets Related to Economic Restructuring

Chelan is already well on its way to successful economic restructuring—not only downtown but also regionally. Working from downtown out to broader consideration of regional economic development, five major attributes or assets captured the Resource Team's attention:

- ♦ *Downtown Chelan is distinctive, compact, extraordinarily walkable, and situated on a world-class lake.* Whether approached from the east or from the Woodin Bridge to the west, it is readily apparent when you've arrived in downtown Chelan. Like many successful retail districts, this downtown is extremely compact and there is virtually a continuous 1-2 story building frontage, especially on the 100 block of Woodin Avenue.

A traveler can park a car and explore downtown on foot without the need to drive to the next retail destination. The waterfront is directly accessible from downtown via the Woodin Bridge, through adjoining Campbell's Resort, or along Riverwalk Park.

- ♦ *Downtown buildings are well-occupied, in good condition, and offer a diverse mix of retail and entertainment experiences—especially for visitors.* At the time of the Resource Team visit, only three building vacancies are noted in the 100 and 200 blocks of Woodin, two of which appear to have businesses moving into the retail space. This district is home to 79 for-profit businesses, including 14 restaurants, 7 specialty gift, 5 apparel, 5 antique/gallery shops and other retail including department store, jewelry, book/card, furniture, and grocery stores, a major lodging establishment, and a theater. It also appears retail businesses are distinctive and do not duplicate each other's specific merchandise lines.

- ♦ *The greater Lake Chelan Valley has been rediscovered as a great place to recreate, vacation, and live.* As early as the 1920s, Chelan positioned itself as a “summer getaway destination for thousands of people across the state.” Extending fifty-five miles into the North Cascade Mountains, Lake Chelan has long been known as a vacation and recreation center attracting families, especially from the Puget Sound region west of the Cascades.

In the post 9/11 environment, hotel/motel tax receipts have increased at a moderate but healthy pace averaging about 3.6% per year (from 2001-2007). Despite the current economic downturn and soaring gas prices, year-to-date lodging revenues are only off by 3% compared to the similar period of 2007.

Amid this pattern of relative stability, the Lake Chelan Valley has experienced resurgent interest in recent years as a recreation destination. One interviewee commented, “Everything we’ve talked about has suddenly happened.”

Growing sales of second homes led to this wave of activity. Buyers include empty nesters getting ready for retirement and younger families looking to re-create vacation opportunities for the next generation.

- ♦ *Economic restructuring of the Chelan Valley also bodes well for downtown.* Agriculture has long been a mainstay of Chelan Valley employment and entrepreneurial activity. Starting in the mid-1990s, orchard activity (apples and pears) began to wane as the smaller orchards found it more difficult to compete with less costly producers both internationally and from the Columbia Basin.

While many orchards have diversified to specialty apple and pear varieties, acreage has begun to transition into other uses. This transition has coincided with the introduction of wine grapes to the Chelan region. With 14 wineries, the Valley has now applied for its own Lake Chelan appellation (AVA).

While not having the acreage production capacity of the Columbia or Walla Walla Valleys, Chelan has demonstrated the ability to produce award-winning wines. For wine enthusiasts, Chelan also has the advantage of closer proximity to Puget Sound than other already established wine regions of eastern Washington. This type of tourism offers the benefits of attracting relatively affluent visitors, many of whom are also oriented to the shopping, cultural, and recreation related activities that Chelan can readily provide.

- ♦ *Looking ahead, the transformation of the regional and downtown economy can be expected to continue, though perhaps at a more manageable pace.* The national downturn in residential demand and the tightening in housing financing is now affecting the Pacific Northwest. Chelan area prices seem to be stabilizing amid reduced activity in sales transactions. Our interviewees uniformly expect Chelan’s re-discovery was not a one-time market aberration, but rather the valley will continue as an attractive vacation, second-home, and retirement get-away.

As the housing market recovers, renewed market activity is expected in Chelan, though likely at a more moderate pace. This current slow-down provides an opportunity for the community to plan ahead for the type of growth that will most benefit Chelan on a sustainable, long-term basis.

Chelan's extraordinary assets do not necessarily guarantee on-going downtown success. From our experience, there are a number of examples of growing communities where prosperity has bypassed downtown. Authentic historic character does not necessarily equate to retail business success, especially when building space is vacant and maintenance is deferred. There are also examples of communities in the Pacific Northwest that successfully developed a strong tourism base without a corresponding impact on economic vitality for their downtown.

## **Observations and Recommendations**

### **Economic Restructuring Observations**

Certain conditions can be expected to affect downtown's economic vitality over the next five to ten years. Some of these factors suggest opportunities, others represent potentially significant challenges. Here are seven specific observations:

1. Chelan demographics depict a community in the midst of rapid change. While the year-round population has increased by only 13% since 2000 to nearly 4,000 year-round residents in 2008, substantial development of overnight lodging and especially second-home residences has occurred in Chelan and nearby lakeside communities.

One estimate indicates the capacity to accommodate 20,000 visitors plus residents in the Chelan area on any given night. By all accounts, property values have skyrocketed before leveling off just this past year.

The typical Chelan resident was 41 years old in 2000, nearly six years above the comparable statewide median age, and the population appears to be getting older.

About 14.5% of residents were of Hispanic origin in the 2000 U.S. Census. One national data source (ESRI Business Information Solutions) indicates the proportion may now be closer to 25%. And, it is our understanding the Hispanic share of total enrollment is substantially higher in local schools.

2. A review of retail information indicates locally generated consumer purchasing power (or demand) is roughly in balance with actual sales (or supply). This means a substantial portion of local retail sales comes from non-locals or visitors to the region. For example, tourism dollars generate far more retail activity for restaurants and grocery stores than what the Chelan area resident population alone can support.

There are still a number of underrepresented retail categories to meet local resident needs and cover the full complement of visitor-generated demand. Examples are general merchandise, home furnishings, health and personal care, and some categories of specialty merchandise.

3. Downtown retail increasingly caters to more affluent comparison shoppers (both visitors and residents) while new development outside downtown (e.g., along Apple Blossom Way) is oriented more to the day-to-day convenience purchases of local residents including discounted merchandise. While serving the full range of community retail needs is important, this bifurcation of the retail market can be counterproductive if it unnecessarily shifts more of the local purchasing power away from downtown.

A trend toward shopping outside downtown may prove problematic if the Chelan community feels it no longer has a clear stake in the continued economic vitality of its own downtown. However, the growth of second home residents may present an opportunity to stabilize this trend—if downtown business can be re-positioned to serve more day-to-day convenience needs (such as grocery, pharmacy, and home furnishings) and comparison shopping interests.

4. Downtown building values reportedly have increased to levels not supported by rental income. This means buyers either expect to realize added value associated with owner-occupancy of commercial space or rental rate increases will be expected as leases are renewed or new tenants secured. These increases are best supported if accompanied by corresponding gains in retail sales performance. Unduly rapid rate increases could undermine the continued vitality of retailing, including that of long-time businesses.
5. Increasing interest in residential development in and near the downtown area should be expected in the years ahead, especially as the housing market recovers. Chelan is already experiencing multi-level residential condominium/apartment developments, both on and away from the lake.

Urban living is taking hold in cities of all sizes that can sell amenity value around the Pacific Northwest. Downtown Chelan offers proximity to shopping, services, and the region's greatest amenities—the lake and river. Those who move to Chelan want small town character plus amenities of the city they left behind.

More downtown residents create the prospect of a built-in customer market extending year-round and 24-hour vitality not yet experienced in Chelan. Housing opportunities can be expected both for market rate condominiums and for more affordable workforce housing serving downtown's growing base of retail and employees.

6. Professional service firms and “lone eagles” can also further strengthen downtown retail with added employee spending potential. More than 40% of the businesses in downtown are personal, business, and financial service firms. Major downtown employers include Campbell's Lodge and the City of Chelan.

The growing number of telecommuters and home-based businesses, many of which are high tech or creative service firms, presents an opportunity for future growth. The HDCA could draw from this pool and create a downtown technology incubator environment, offering more peer-to-peer networking and better access to high-speed internet service. This opportunity is

consistent with the strategic direction of the Chamber of Commerce and with expressed interests of Economic Restructuring Committee members.

7. Expect mixed use development providing for new combinations of retail, residential, office, and even civic uses—all in the same building.

## **Economic Restructuring Recommendations**

Chelan's Economic Restructuring Committee is in early formation with its work plan poised to get underway. While not as clearly visible as other Main Street activities, economic development is pivotal to both the immediate and long-term economic vitality of historic downtown Chelan.

The overall goal of the Committee is to "strengthen and broaden downtown's economic base." More specific work plan objectives are to:

- Compile market data and develop useable market profile information.
- Develop and coordinate a recruitment plan for downtown.
- Develop incentives to encourage investment in the district and assist existing and new businesses.
- Work with the City and other governmental organizations to develop "business friendly" partnerships.
- Identify and increase the existing customer base and create new markets.

### **A) Develop a Market Profile**

- ✓ Compile information on downtown customers by zip codes.
- ✓ Move forward with a more detailed intercept or web-based survey to analyze shopping patterns of downtown customers. The survey should include items such as amount spent, businesses frequented, likes and dislikes, and demographics. Involving a community partner such as the High School FBLA. Offer rewards from participating downtown businesses to stimulate survey participation and community "buzz." Make sure as much attention is given to evaluation of results as to getting the survey completed.
- ✓ Consider conducting follow-up and more in-depth focus groups with some of the key constituents identified in the survey such as new and long-time permanent residents, second-home owners, new and repeat vacationers. These focus groups will hone in on how downtown businesses can best cater to their particular lifestyle needs and interests.
- ✓ Publicize the results of the survey. Take kudos for the positives and identify the HDCA's immediate and long-term priorities to address the gaps.
- ✓ Create a comprehensive building/business data base.

## **B) Begin a Retention Program for Downtown, then Follow with Recruitment**

- ✓ Make personal contact with every downtown business to build relationships, obtain baseline information regarding assets and issues associated with doing business downtown, and suggestions for making downtown even more business friendly.
- ✓ Identify businesses and activities vulnerable to relocation and options to encourage staying or expanding in downtown. The potential relocation of the U.S. Post Office from downtown is a concern. Encourage retention of the customer service and post-office box functions downtown if distribution functions need to be relocated out of the district because of space concerns.
- ✓ Continuously monitor and pursue opportunities to fill gaps in the downtown retail mix. Potential opportunities suggested from interviews and our observations include:
  - Toy store
  - Children's apparel and shoes
  - Teen and young adult apparel
  - Bed and bath
  - Recreational gear and rental
  - Fine antiques
  - Art studios (possibly as work/live)
  - Bakery
  - Candy and ice cream shop
  - Microbrewery
  - Wine related retail (from tasting rooms to wine themed casual and fine dining to accessories)
  - Stores showcasing "Chelan Crafted" products.

This starter list should be refined based on additional analysis. There may be opportunities for existing retailers to expand into product lines encompassing some of this complementary retail activity. It may also require attracting new stores specializing in particular categories of merchandise or services.

- ✓ Work with downtown property owners to encourage long-term transition of the 100 block of Woodin Avenue into high impact retail use, with additional retail and complementary service business expansions into the 200 and 300 blocks as the demand warrants.

## **C) Identify Incentives for Downtown Retail and Complementary Mixed Use Investment**

- ✓ Compile a downtown "incentives toolbox" for the HDCA resource library covering such things as:
  - Federal historic investment tax credits and local property tax abatement for a certified historic district or individual qualifying structures.
  - Low interest loan/grant programs for façade improvements or interior building updates potentially involving local financial institutions.

- Local property tax abatement for residential units (available through state enabling legislation over 12 years for affordable and 8 years for market rate multi-family units).
- ✓ Prioritize locations for complementary office (including professional business and technology incubator), residential, and mixed use development in conjunction with the anticipated downtown sub-area planning process. Opportunities to encourage two to four story market rate and workforce housing may best be focused on Woodin east of Sanders and along parallel streets such as Wapato and Johnson Avenues so the low rise character of the 100 and 200 blocks of Woodin Avenue is maintained.

Mixed use along Woodin Avenue should be accompanied by ground floor retail space. Locate smaller scale convenience retail at street corners in conjunction with mixed use developments away from Woodin Avenue.

#### **D) Develop “Business Friendly” Partnerships**

- ✓ Engage a mix of recognized community and business leaders and downtown property owners as active participants on the Economic Restructuring Committee. Look to cultivate emerging leaders. Expect participation to change over time as new priorities and opportunities arise.
- ✓ Encourage active downtown and community participation in the downtown subarea planning process as it unfolds. HDCA and broader participation is critical to setting a common direction that includes public choices about important downtown values to retain while also assuring long-term expansion of downtown retail and supporting mixed use development.
- ✓ Begin dialogue with the Port of Chelan County about opportunities for joint projects. This could include a technology innovation center and marina or related waterfront facilities such as transient moorage in the district.
- ✓ Before considering development of parking structures, improve management of the existing on- and off-street inventory. Parking structures are notoriously difficult to fund, especially in downtowns with no history of parking structures or paid parking. Also, the feasibility of developing parking structures is likely dependent on securing partners with other public agencies.

#### **E) Increase the Existing Customer Base and Create New Markets**

- ✓ Work with the Promotions Committee to develop supplemental market research through a mystery shopper program or focus group events.
- ✓ Collaborate with the Chamber of Commerce and Lake Chelan Valley Tourism Promotion to encourage more active winery-related businesses and events in historic downtown Chelan and expand both shoulder and winter season retail business activity.

# Parking

## Observations and Recommendations

### Parking Observations

We heard parking in downtown was somewhat of a problem. Almost every downtown seems to have this problem (perceived or real), and if they don't, they wish they did. Keep in mind, no matter how much you work towards improving your parking situation, the subject will always be there for discussion.

It is crucial that on-street parking in your core area be reserved for customers and not used by downtown business owners and employees. When downtown workers use these spaces it can end up costing businesses a lot in sales revenue. Here's the math. Assume a downtown customer spends, on average, about \$125 an hour in your downtown (this is after seasonal fluctuations and the difference between high and low ticket items have been taken into account). That equates to about \$1,000 a day, \$6,000 per week, \$24,000 a month, and a whopping \$288,000 a year in potential revenue—and that's per space!

Some of the people we interviewed talked about building a parking structure in downtown to address this issue. As mentioned in the Economic Restructuring section, parking structures are very expensive to build and maintain and in most non-urban communities, unless people are "forced" to park in them, they will continue to seek out street-level spaces. We believe there are a number of less expensive and relatively easy solutions to consider first.

### Parking Recommendations

The HDCA should put together a Parking Task Group rather than have the Design Committee tackle this topic. In addition to others, the group should include the Parking Control Officer and possibly someone from the Planning Department. Here are some suggestions to consider.

#### A) Parking Management Strategies

- ✓ Even though the 100 and 200 block of Woodin Avenue is signed for two hour parking, everyone "in the know" (i.e., employees and locals) know it's actually three hour parking. Visitors do not know about the one-hour grace period and subsequently hurry to make their purchases or cut their visit short so they don't get a ticket. Consider changing the parking limit in this area to three-hour parking to reflect reality.
- ✓ The time limit on side streets should also be changed. Consider making the timeframe even longer than three hours as you go outward from the core two-block area.
- ✓ The two hour PUD lot should be changed to a three, four, or even five-hour lot. Many downtown workers currently use the lot as an "all day" place to park already.

- ✓ Consider removing the two-hour signs on residential streets since they don't appear to be needed. These areas are also the logical choice for longer-term customers and workers to park.
- ✓ In conjunction with the above recommendations, the parking ordinance needs to be changed to prevent people from just "rolling their car" around from one space to another within the district.
- ✓ A tiered system of ticketing may also discourage repeat offenders from occupying prime parking spaces (such as \$15 for the first violation, \$30 for the second, and \$50 for the third during a specified timeframe). We're not sure this is needed, but it is a tool some communities have used successfully to discourage downtown workers from parking in valuable customer spaces.

#### **B) Signage and Communication Strategies**

- ✓ On-street signage should say "Customer Three Hour Parking" to reinforce use of these spaces by customers and not downtown business owners and employees. It also sends a positive message to customers that your community values them.
- ✓ Signage for the PUD lot should say "Customer and Employee Three Hour Parking" (or four or five hour parking).
- ✓ Talk with the school district about using their lot in the summer for RV parking. Then, put up temporary signs as appropriate.
- ✓ Install strategically placed directional signs to direct visitors to longer-term parking, all-day parking, and RV parking. Once in place, check with visitors to see how easy it was to find the longer-term parking and if any additional signs are needed.
- ✓ Include parking information in your new downtown business directory (see "Promotions" section).

If the above recommendations make sense, consider "testing" the new system by putting stickers over the existing signs to help save costs.

## **Conclusion**

In closing, it's important to mention the incremental nature of the Main Street Approach. Over time, when pursued together, all four areas (Organization, Promotion, Design, and Economic Restructuring) will help maintain your downtown's vibrancy. The Main Street Approach™ will help provide the foundation for success. It's up to you to make it happen! Your historic district IS the heart of your community and, kept strong, will ensure the strength of the greater Chelan area, both now and for future generations to enjoy.

# **Attachments**

## **Organization**

1. Volunteer Skills Datasheet
2. Inexpensive/Creative Volunteer Recognition Ideas
3. Benefit/Cost Analysis Worksheets

# Main Street Volunteer Data Sheet

Name \_\_\_\_\_ Best Time to Call \_\_\_\_\_  
Address \_\_\_\_\_  
Day Phone \_\_\_\_\_ Evening Phone \_\_\_\_\_  
E-mail \_\_\_\_\_

In the first pane of this window "Wise Whys," write down *why you decided* to become a Main Street Volunteer.

Under the "Glad Gifts," list any talents, skills, interests, and hobbies you do well and that you enjoy. *If you do it, and like it, list it!*

The third pane is for your "Quests": those things you *yearn to learn* more about or skills you'd like to develop.

In the fourth pane, list what you don't like to do or what you *never want to be asked to do*. We call these "Taboos."

|                  |                   |
|------------------|-------------------|
| <b>Wise Whys</b> | <b>Glad Gifts</b> |
| <b>Quests</b>    | <b>Taboos</b>     |

## Volunteer Window of Work

# **Inexpensive, Creative Recognition Ideas for Volunteers**

## **Small Pick-me-ups**

- Deliver a pack of lifesavers with a note attached: "You were a lifesaver. Thanks for all you do."
- Wrap a small package of mints with a note attached: "You mean a mint to Main Street."
- Send a can of nuts with a sticker: "Main Street would be nuts without you!"
- Write a thank you note enclosed with a lottery ticket: "Main Street found a winner when we found you!"
- Make teddy bear cookies or send a package of gummy bears: "We couldn't bear to be without you."
- Present a volunteer with a coffee mug and a packet of coffee. Write a note claiming, "Main Street is a lot more perky since we found you."
- Deliver a small basket of plums with a note: "Main Street would be PLUM CRAZY without you."
- As a pick me up at a planning meeting, place fortune cookies at each seat: "Having you as a volunteer is our good fortune."
- Present a survival kit to a volunteer chairing an event. Include: aspirin, coffee, Gatorade, bandages, etc.
- There are many snacks that can say "thank you" cleverly. Remember Hershey Hugs and Kisses, Kudos Bars, Bushels of Apples, Sunflower Seeds (volunteers are the seeds of success...), etc. there are endless possibilities!

## **Awards**

- Create an inexpensive award to present to volunteers when they do something great, unexpected, or just plain nice. For example, deliver the "Golden Banana" awards with a bunch of bananas: "You're top banana in Main Street."
- Work with a local florist on sponsoring a "Good Neighbor Day." Deliver a small certificate to volunteers worth a free flower with the sponsoring florist on a specific day. The volunteer can redeem the certificate for the free flower on "Good Neighbor Day" at the sponsoring florist. This will also benefit the florist by bringing traffic into their store.
- Have quarterly 12 at 12 luncheons. Invite 12 volunteers to lunch quarterly to thank them for special projects they worked on, or good deeds they performed. This could become a prestigious lunch they will work for. If this is a little out of your budget, ask a local restaurant or caterer if they will sponsor the luncheon. Remember, a picnic of cold cuts can be just as special as an elegant lunch.
- Write a monthly volunteer spotlight in your newsletter. It doesn't have to be a whole column, just a few words about the volunteer or special tasks they have worked on. Also, give their place of employment recognition for allowing them to volunteer!

- Create your own signature “pat on the back” thank you note. Print them on your computer, or create them by hand.
- Purchase an old or new bowling trophy. Make this the traveling award presented to volunteers who have “bowled you over.” Pass it around. Deliver it in person. Make it a humorous award that people look forward to receiving.
- Throw an informal Ice Cream Sunday Party for volunteers in a park, at your office, or downtown.
- Create a volunteer of the month/year award.

#### **Ideas for giving visibility to Individual volunteer achievement**

- Any recognition done in the presence of peers, co-workers, boss, etc. send a “thank you” letter to a volunteer’s family or boss.
- Present awards that can be displayed.
- Throw a potluck picnic that includes their boss, family, or significant other.
- Verbally praise them in front of their friends.
- Write a “thank you” letter to the editor of your local paper to all of the volunteers who helped with an event.
- Give them an opportunity to create innovative ideas to achieve goals. Delegate, delegate, delegate!
- Offer the opportunity for job rotation on annual events. Even though a volunteer may have done a spectacular job on one portion of an event, they more than likely are ready for a change. Offer them the opportunity to another job next year.
- If a volunteer works for a business that produces a newsletter, persuade the newsletter editor to write a feature article about a project the volunteer has been working on.

#### **Resources**

*Beyond Banquets, Plaques & Pies: Creative Ways To Recognize Volunteers* by Sue Vineyard  
*101 Tips for Volunteer Recruitment* by Steve McCurley and Sue Vineyard  
*1001 Ways to Reward Employees* by Bob Nelson  
*What We Learned About Supervising Volunteers* by JF Lee and JM Catagnus (available from NMSC)  
*The Volunteer Recruitment Book* by Susan Ellis (available from NMSC)

## Cost-Benefit Analysis: Funding Campaign

**Amount to be Raised:** \$ \_\_\_\_\_

**Time Estimated to Implement:** A. \_\_\_\_\_

**Estimated Total**

Planning Time \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Materials  
Production \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Calls \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Follow-Up \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

**Estimated Expenses:** B. \_\_\_\_\_

**Expenses**

Staff Time \$ \_\_\_\_\_ hours @ \$ \_\_\_\_\_ per hour = \$ \_\_\_\_\_

Materials \$ \_\_\_\_\_

Printing \$ \_\_\_\_\_

Other \$ \_\_\_\_\_

**Estimated Income:** C. \_\_\_\_\_

**Total Income**

Pledges \$ \_\_\_\_\_

In-Kind \$ \_\_\_\_\_

Other \$ \_\_\_\_\_

**\$ Raised/Hour:**

C \_\_\_\_\_ - B \_\_\_\_\_ = \_\_\_\_\_ / A \_\_\_\_\_ = \$/hour cost

**Side Benefits of Funding Campaign:**

**Time Estimated to Implement Campaign:**

## Cost Benefit Analysis: Fundraising Events

Amount to be Raised \$ \_\_\_\_\_

Time Estimated to Implement Event: A. \_\_\_\_\_

### Estimated Total

Planning Time \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Publicity \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

### Implementation

Set-up \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Staffing \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Clean-up \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Evaluation \_\_\_\_\_ people @ \_\_\_\_\_ hours = \_\_\_\_\_ total hours

Estimated Expenses: B. \_\_\_\_\_

### Expenses

Staff Time \_\_\_\_\_ hours @ \$ \_\_\_\_\_ per hour = \$ \_\_\_\_\_

Entertainment \$ \_\_\_\_\_

Advertising \$ \_\_\_\_\_

Rentals \$ \_\_\_\_\_

Other \$ \_\_\_\_\_

Estimated Income: C. \_\_\_\_\_

### Total Income

Admission \$ \_\_\_\_\_

Booth Fees \$ \_\_\_\_\_

Other \$ \_\_\_\_\_

### \$ Raised/Hour:

C \_\_\_\_\_ - B \_\_\_\_\_ = \_\_\_\_\_ / A \_\_\_\_\_ = \$/hour cost

### Side Benefits of Funding Campaign:

Time Estimated to Implement Event