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Longview

Downtown
Action Agenda
2011

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June 16, 2011

The City of Longview
and Members of the Downtown Process Committee

RE: Longview Downtown Action Agenda 2011

HyettPalma, Inc., in association with the National League of Cities, is pleased to present to you the following report titled ***Longview Downtown Action Agenda 2011***, completed under the ***America Downtown®*** program.

This document includes the community's vision for Downtown as well as the findings of a comprehensive analysis of Downtown's commercial markets. The vision and market analysis findings were used to define a specific economic enhancement strategy for the Downtown project area. The recommended strategy was specifically designed to enable Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with Longview's Downtown enhancement effort.

Sincerely,

Doyle G. Hyett

Dolores P. Palma

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Process Committee Members

At the request of HyettPalma, Inc., the City of Longview established a Process Committee to oversee this project. HyettPalma would like to thank the members of the Downtown Longview Process Committee, listed below, for all their time, hard work, and dedication in preparing for and participating in completing the ***Longview Downtown Action Agenda 2011***.

Mayor	Kurt	Anagnostou
PUD	Dave	Andrew
Community leader	Craig	Anneberg
Downtown resident	Justin	Bell
Council	Ken	Botero
Downtown property owner	John	Chilson
Longview Outdoor Gallery	Tim	Cusick
School District	Suzanne	Cusick
Downtown business owner	Janice	Forbes
Chair - Longview Downtowners Assoc.	Doug	Harvey
Bank of America	Marchelle	Knapp
Community leader	Mike	Karnofski
Downtown business owner	Wendy	Kosloski
Community leader	Brian	Magnuson
Lower Columbia College	Jim	McLaughlin
Chamber of Commerce	Frank	McShane
Columbia Theatre for the Performing Arts	Gian	Morelli
Downtown Advisory Committee VP	Dan	Ouellette
Tourism Director	Mark	Plotkin
Daily News	Steve	Quaife
Cowlitz Econ. Dev. Council Director	Ted	Sprague
Hospital – PeaceHealth	Lance	Welch
Chamber of Commerce	Rick	Winsman

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Introduction

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INTRODUCTION

In 1992, as America's largest membership organization representing the elected officials of this nation, the National League of Cities (NLC) decided to assume a more aggressive role in the areas of Downtown enhancement and local economic development. That role would involve offering technical assistance to local elected officials concerned about the economic success of their Downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc. Together, NLC and HyettPalma designed an advanced new pilot program. The new pilot would offer on-site, technical assistance to a limited number of communities. The new Downtown pilot was presented under the banner of *ACCEPTING THE CHALLENGE: THE REBIRTH OF AMERICA'S DOWNTOWNS*. It was structured to guide local governing bodies – working in partnership with local business owners, property owners and concerned citizens – in rethinking ways to rebuild our nation's Downtowns.

Availability of the Downtown pilot was limited to eleven cities over a period of two-years. In addition, the pilot required the local governing body in each participating community to be the agency that contracted with NLC for services. This was done to ensure the involvement of the governing body from the very start of the local Downtown enhancement effort.

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering Downtown technical assistance. Based on the evaluation, and specifically on the advice and needs expressed by the pilot's local officials, a new comprehensive technical assistance program was developed titled *AMERICA DOWNTOWN®*.

America Downtown® provides direct, hands-on help to city and town officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. In late 2010, the City of Longview became a member of the

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America Downtown® program. The program's strengths are built on the following convictions.

- The assistance provided is implementation-oriented – not another Downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.
- The recommendations made for each Downtown are pragmatic – tailored to local resources so that they can be realistically implemented.
- The solutions offered are success-oriented – designed to improve each Downtown's economy so that the results are long-lasting.
- The on-site assistance is inclusive – providing a forum that brings public and private sector constituents together to identify Downtown issues, define a Downtown vision, and take needed actions in partnership.

To date, **America Downtown®** has been embraced to design and implement Downtown enhancement efforts in over 150 communities nationwide.

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Project Overview

I. PROJECT OVERVIEW

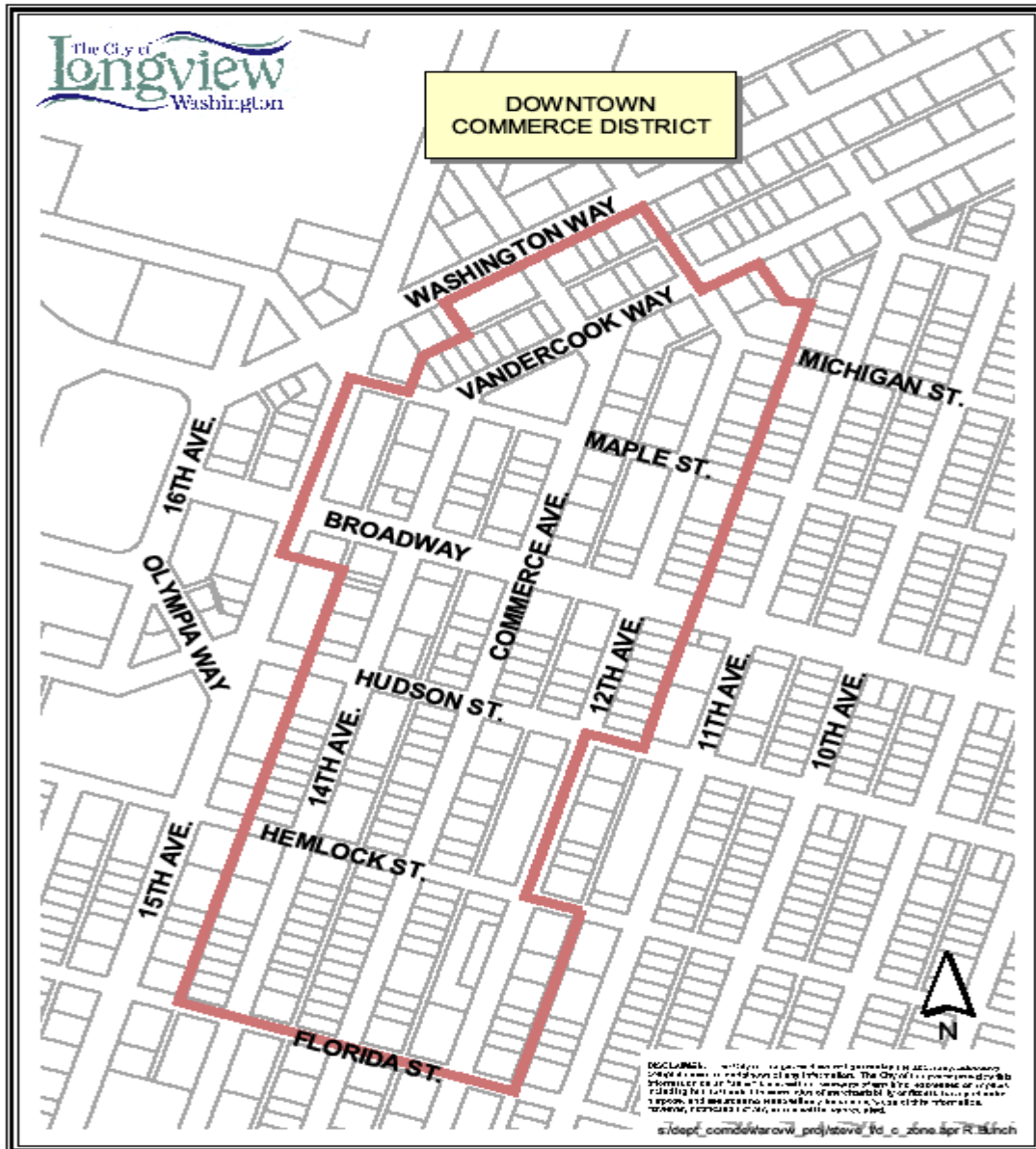
In late 2010, the City of Longview determined that a Downtown enhancement strategy was needed to further revitalize Downtown Longview. The ***Longview Downtown Action Agenda 2011*** was defined with involvement from the City government, the local business sector, representatives of non-profit organizations, and members of the community.

The ***Longview Downtown Action Agenda 2011*** shown in the following pages incorporates the desires, preferences, and concerns expressed by the people of Longview for their Downtown. Based on the desires and concerns expressed by the people of Longview – combined with a realistic analysis of Downtown's market potentials – a ***Course of Action*** was defined for public and private sector implementation. The ***Course of Action*** is meant to enable Downtown Longview to reach the vision defined locally, to overcome the key issues it faces, and capture the identified market potentials.

A map of Downtown Longview, as defined for this project, is shown on the following page.

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***Resident
and
Business
Surveys***

II. RESIDENT AND BUSINESS SURVEYS

As a part of this project, two surveys were conducted to gauge the condition of Downtown Longview, as perceived locally. These were a survey of owners/managers of businesses located in the Downtown project area and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

Frequency of Trips

More than a majority of residents surveyed – 62% -- reported coming to Downtown Longview with great frequency, defined as between one and seven times a week.

One-quarter of those surveyed said they come to Downtown with moderate frequency, defined as from three times a month to once every two months.

And, 13% of trade area residents surveyed said they seldom or never come to Downtown Longview at this time.

Purpose of Trips

Trade area residents were asked to cite the main reasons they currently come to Downtown Longview. The top two reasons given were shopping, cited by 26% of those surveyed, and eating at restaurants, cited by 23%. Therefore, 49% of trade area residents surveyed said they now come to Downtown for one of these two reasons.

The remaining reasons survey respondents mentioned for Downtown trips were:

- Banking (10%);
- Using service businesses (8%);
- Conducting personal business (7%);
- Going to the post office (5%);
- Entertainment (4%);

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- Visiting friends or family (4%);
- Work there (3%);
- Recreation (2%); and
- Miscellaneous reasons (5%) – window shop, library, government business, church, school, live there.

In addition, 3% of those surveyed said they find themselves in Downtown as they are “passing through”.

Shopping Area of Choice

Residents surveyed were asked where they currently do most of their family shopping, other than grocery shopping. The responses given to this question were:

- Longview – 53%;
- Kelso – 23%;
- Portland/Vancouver (WA) – 17%;
- On-line (4%); and
- Other locations beyond Longview/Kelso – Cathlamet, Castle Rock, Centralia, Woodland – 3%.

When asked why they choose to shop in a particular area, residents surveyed cited the following reasons:

- Convenience – 30%;
- Variety/selection offered – 30%;
- Price – 20%;
- Closeness to home – 14%;
- Closeness to work – 4%; and
- Parking – 2%.

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Downtown Characteristics

Trade area residents and Downtown business owners surveyed were asked to rate a list of nineteen Downtown characteristics as being "good," "fair," or "poor" at this time.

Six characteristics were rated "good" by a majority or near majority of residents and three characteristics received this rating from a majority or near majority of Downtown business owners.

The Downtown characteristics rated "good" by a majority or near majority of residents surveyed were:

- Helpfulness of salespeople (63% residents, 52% business owners);
- Quality of service businesses (54% residents, 46% business owners);
- Feeling of safety (51% residents, 17% business owners);
- Quality of restaurants (51% residents, 52% business owners);
- Knowledge of salespeople (50% residents, 40% business owners); and
- Cleanliness of the area (82% residents, 50% business owners).

It is clear from the above that Downtown business owners are much less pleased than are trade area residents with Downtown's feeling of safety and cleanliness.

Downtown Improvements

Trade area residents and Downtown business owners were asked to rate a list of eighteen possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Ten improvements were rated "very important" by a majority or near majority of residents and nine were rated "very important" by a majority of business owners.

The ten improvements rated "very important" by trade area residents surveyed were:

- Increase retail variety (71% residents, 77% business owners);

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- Increase the number of retail businesses (64% residents, 81% business owners);
- Improve the quality of retail goods (54% residents, 59% business owners);
- Increase restaurant variety (52% residents, 53% business owners);
- Physically improve buildings (51% residents, 58% business owners);
- Improve parking availability (51% residents, 57% business owners);
- Improve the feeling of safety (51% residents, 55% business owners);
- Keep stores open later on Saturdays (51% residents, 37% business owners);
- Improve parking convenience (50% residents, 51% business owners); and
- Keep stores open later in the evenings (50% residents, 43% business owners).

Clearly, the one improvement about which business owners feel less strongly than trade area residents is the need to keep stores open later on Saturdays.

In addition, the one potential improvement rated “very important” by a majority of business owners – but under 51% of residents – was to improve Downtown’s cleanliness (46% residents, 53% business owners).

Additional Desires

When asked what else could be done to encourage their patronage of Downtown Longview, residents reiterated the importance of the following:

- Improve Downtown’s business mix;
- Improve traffic and parking;
- Improve Downtown’s appearance; and
- Improve the feeling of safety in Downtown.

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Business Types Desired

When asked what types of businesses they would like to see added to Downtown's mix of uses, residents and business owners agreed on their desire for more of the following:

- Food establishments;
- Specialty retail shops;
- Apparel; and
- Entertainment.

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***Downtown
Longview
Tomorrow***

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III. DOWNTOWN LONGVIEW TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Longview – as it would ideally exist in the year 2016. A compilation of the thoughts and preferences expressed during those sessions is shown below.

The ideal Downtown Longview would be full of successful stores, with people walking, going from store to store, and gathering and visiting.

Downtown would have great restaurants, great shopping, great entertainment, great condos, and an active nightlife. It would attract a diversity of people, and be a model for other communities to follow – thereby achieving R.A. Long's dream.

Downtown would have a feeling of safety day and night. Police would patrol Downtown on foot, bike, horse, and Segway. Downtown would be clean and inviting, giving one a positive and comfortable feeling when there.

Downtown would be architecturally appealing, its buildings would be cared for, and building owners would take personal responsibility for the upkeep of their property. Downtown would have a visual continuity created through building upkeep, paint colors, and business signs – but visual continuity would not mean uniformity.

Downtown's older buildings would be valued, preserved, and reused. Downtown's history would be promoted and used to attract people from out of town – and that would include the community's history as a mill town, a City Beautiful town, and now an outdoor art gallery.

Downtown would have no vacant buildings, but instead would be filled with businesses that complement each other and share customers. And, Downtown's business owners would work together and market together.

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Downtown would be the beneficiary of strong leadership that works together and moves Downtown forward with clear roles and responsibilities, a friendly give-and-take of ideas, and a focus on the betterment of Downtown for the community as a whole.

Downtown would continue to be a mixed-use area, with quality:

- Retail shops;
- Art venues;
- Entertainment venues;
- Restaurants;
- Condos;
- Businesses Downtown residents need;
- Offices located in upper floors, building rears, and side streets; and
- Mixed-use buildings that contain retail and restaurants on first floors with offices and condos above.

Uses that would no longer be allowed in Downtown include:

- Pawn shops;
- Casinos;
- Bail bondsmen;
- Storefront churches;
- Additional social service agencies;
- Medical marijuana dispensaries; and
- Subsidized housing.

Downtown users would be diverse and include:

- Residents of the city and county;
- LCC students, parents, and visitors;

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- Fairground event-goers;
- Expo Center-users;
- Sporting event-goers;
- Special event-goers;
- Shoppers at Triangle and Three Rivers Malls;
- Lake-goers;
- Area tourists;
- Outdoor sports enthusiasts;
- I-5 travelers;
- Those in the Portland area; and
- Multiple generations, including the young, singles, families, and seniors.

As a result of the enhancement effort, Downtown would have the following image.

*The fun, entertaining, vital, and vibrant
heart of the City of Longview.*

*A lively, bright, and inviting Downtown with
people coming and going.*

*A Downtown that is trend setting,
highly successful, and
bustling, both day and night.*

*Fabulous shopping and dining,
world-class entertainment,
great nightlife,
and the best apartments and condos in town.*

*Modern stores in historic buildings,
clean, safe, comfortable,
brimming with local pride.*

*A family-friendly, artsy, must-see destination of great character
that says “We care about our customers and our community”.*

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Downtown Market Opportunities

IV. DOWNTOWN MARKET OPPORTUNITIES

To ensure long-term economic results and success, Longview's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors – business owners, property owners, developers, patrons, local government, etc. – being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter describes Downtown's economic potentials in terms of retail, office, and housing development.

Downtown Retail Opportunities

Retail Trade Area

Downtown Longview's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been defined as the area identified by the map presented on the next page.

Retail Economic Indicators

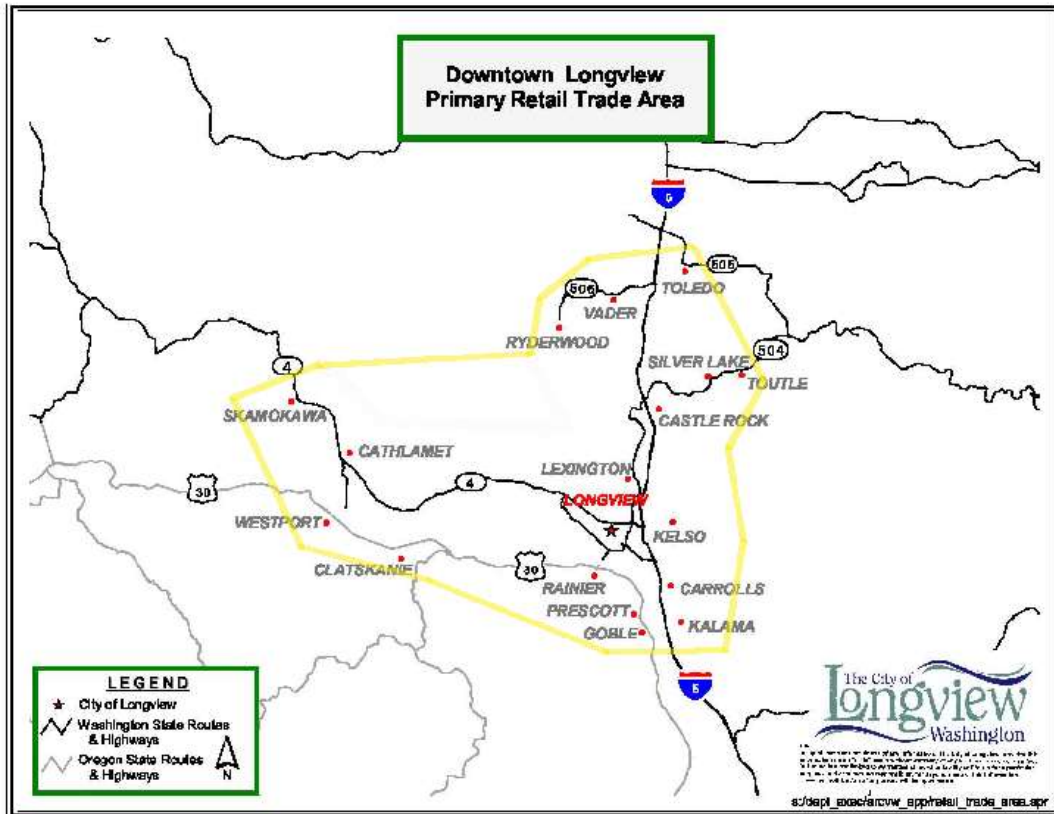
Downtown's primary retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 100,866 – WITH AN ESTIMATED 39,363 HOUSEHOLDS (Source: Environmental Systems Research Institute, Inc.(ESRI) estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.53 PERSONS, WHICH IS SLIGHTLY LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

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THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$2,235,000,000 PER YEAR
(Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$56,771 AND IS PROJECTED TO INCREASE TO \$64,680 ANNUALLY BY 2015 (Source: ESRI estimate)

The characteristics of Downtown Longview's trade area are further displayed by the table prepared by ESRI and presented on the next page of this ***Downtown Action Agenda***.

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Demographic and Income Profile

Longview Primary Retail Trade Area
Area: 733.68 Square miles

Summary		2000		2010		2015	
Population		94,341		100,866		104,281	
Households		36,684		39,364		40,734	
Families		25,510		27,041		27,861	
Average Household Size		2.54		2.53		2.53	
Owner Occupied Housing Units		25,051		26,712		27,618	
Renter Occupied Housing Units		11,633		12,652		13,119	
Median Age		37.3		39.7		39.9	
Trends: 2010 - 2015 Annual Rate		Area		State		National	
Population		0.87%		1.21%		0.78%	
Households		0.88%		1.24%		0.78%	
Families		0.80%		1.17%		0.64%	
Owner HHs		0.87%		1.27%		0.82%	
Median Household Income		2.71%		2.66%		2.36%	
Households by Income		2000		2010		2015	
		Number	Percent	Number	Percent	Number	Percent
<\$15,000		6,388	17.4%	4,709	12.0%	4,039	9.9%
\$15,000 - \$24,999		5,164	14.1%	4,575	11.6%	3,931	9.7%
\$25,000 - \$34,999		4,833	13.2%	4,027	10.2%	3,533	8.7%
\$35,000 - \$49,999		6,694	18.2%	6,538	16.6%	5,266	12.9%
\$50,000 - \$74,999		7,822	21.3%	9,718	24.7%	11,283	27.7%
\$75,000 - \$99,999		3,279	8.9%	5,580	14.2%	5,757	14.1%
\$100,000 - \$149,999		1,837	5.0%	3,268	8.3%	5,325	13.1%
\$150,000 - \$199,999		387	1.1%	555	1.4%	1,002	2.5%
\$200,000+		328	0.9%	396	1.0%	598	1.5%
Median Household Income		\$39,246		\$49,607		\$56,702	
Average Household Income		\$47,052		\$56,771		\$64,680	
Per Capita Income		\$18,593		\$22,399		\$25,533	
Population by Age		2000		2010		2015	
		Number	Percent	Number	Percent	Number	Percent
0 - 4		6,176	6.5%	6,674	6.6%	6,854	6.6%
5 - 9		7,041	7.5%	6,399	6.3%	6,825	6.4%
10 - 14		7,399	7.8%	6,272	6.2%	6,653	6.4%
15 - 19		6,932	7.3%	6,882	6.8%	6,234	6.0%
20 - 24		5,180	5.5%	6,338	6.3%	6,289	6.0%
25 - 34		11,271	11.9%	12,370	12.3%	13,447	12.9%
35 - 44		14,147	15.0%	12,081	12.0%	12,100	11.6%
45 - 54		13,891	14.7%	14,943	14.8%	13,517	13.0%
55 - 64		9,200	9.8%	13,661	13.5%	14,604	14.0%
65 - 74		6,763	7.2%	8,088	8.0%	10,483	10.1%
75 - 84		4,667	4.9%	4,867	4.8%	5,112	4.9%
85+		1,674	1.8%	2,292	2.3%	2,365	2.3%
Race and Ethnicity		2000		2010		2015	
		Number	Percent	Number	Percent	Number	Percent
White Alone		86,671	91.9%	90,338	89.6%	92,441	88.6%
Black Alone		465	0.5%	688	0.7%	813	0.8%
American Indian Alone		1,492	1.6%	1,774	1.8%	1,885	1.8%
Asian Alone		1,204	1.3%	1,451	1.4%	1,583	1.5%
Pacific Islander Alone		121	0.1%	149	0.1%	157	0.2%
Some Other Race Alone		1,844	2.0%	3,076	3.1%	3,580	3.4%
Two or More Races		2,545	2.7%	3,389	3.4%	3,822	3.7%
Hispanic Origin (Any Race)		3,958	4.2%	6,684	6.6%	8,058	7.7%

Data Note: Income is expressed in current dollars
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

February 03, 2011

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Current Retail Businesses

Downtown Longview currently contains approximately 85 retail businesses, which occupy approximately 539,000 square feet of building space.

The number of retail businesses, by business type, includes:

Retail Business Type	# of Businesses
Building Materials and Garden Supplies	2
General Merchandise	2
Food Stores	6
Auto Dealers/Service Stations	7
Apparel/Accessories	4
Furniture/Home Furnishings	10
Eating/Drinking	18
Miscellaneous Retail	<u>36</u>
Total	85

The retail inventory was completed by the Downtown Longview Process Committee.

Downtown's Retail Potential

Downtown Longview's primary trade area currently has a total estimated demand for retail products of approximately \$703,000,000 per year, as shown in the table presented on the next page. The projected retail potential for all products is presented in detail in the Appendix of this document.

The 2010 gross revenue derived from retail sales in Downtown Longview was approximately \$30,000,000, based on revenue and tax records maintained by the City of Longview.

By dividing Downtown's annual retail sales – \$30,000,000 – by the total estimated demand for retail products within the primary trade area – \$703,000,000 – it can be concluded that Downtown Longview may currently be capturing approximately 4.3% of the retail sales potential within the primary retail trade area. And, the balance of the demand is potentially being captured by businesses within other parts of the primary retail trade area and/or by businesses in other trade areas – including catalogue and internet sales.

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PRODUCT	DEMAND
Food At Home	178,971,522
Food Away From Home	118,315,644
Alcoholic Beverages	20,924,369
Household Textiles	6,920,702
Furniture	23,211,538
Floor Coverings	3,037,334
Major Appliances	11,354,839
Small Appliances & Miscellaneous Housewares	6,120,503
Miscellaneous Household Equipment	40,741,578
Men's Apparel -- 16 and Over	18,625,224
Boy's Apparel -- 2 to 15	6,140,313
Women's Apparel -- 16 and Over	31,058,134
Girl's Apparel -- 2 to 15	6,069,180
Children's Apparel -- Under 2	5,034,241
Footwear	14,326,867
Other Apparel Services & Products	17,267,769
Prescription Drugs & Medical Supplies	25,904,266
Entertainment Fees & Admissions	30,813,547
Audio & Visual Equipment	40,323,972
Pets, Toys & Playground Equipment	20,454,467
Other Entertainment Supplies & Services	31,514,424
Personal Care Products & Services	26,593,172
Reading	6,226,771
Tobacco Products & Smoking Supplies	12,882,239
TOTAL DEMAND BY PRODUCT TYPE =	\$702,832,615

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

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Taking steps to further enhance Downtown Longview, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 4.3% to between 4.7% and 5% by the year 2016. This should be considered a goal of the economic enhancement program.

If Downtown Longview is able to increase its market share to between 4.7% and 5% by the year 2016, it is possible that the project area may be able to increase its total capture of retail sales to between \$33,000,000 and \$35,000,000 by the year 2016 – considered in constant 2011 dollars.

This increase in total retail sales could potentially support the development of between approximately 25,000 and 40,000 net square feet of additional retail space by the year 2016 – which could include expansions or sales increases by existing Downtown Longview retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2016, Downtown Longview's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

Retail Business Development

Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Longview. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Course of Action***.

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Downtown Office Opportunities

Office Market Indicators

Downtown Longview's occupied office space currently serves, primarily, the needs of those who live within the community and primary trade area.

The most significant concentrations of Downtown's offices include insurance, business services, health services, legal services, and engineering and management services.

Downtown currently contains approximately 86 offices which occupy approximately 387,000 square feet of building space.

The types and number of offices in Downtown Longview include:

Office Type	# of Offices
Publishing	1
Communications	1
Depository Institutions	4
Mortgage Bankers and Brokers	4
Securities and Commodity Brokers	2
Insurance	9
Real Estate	2
Personal Services	3
Business Services	9
Health Services	17
Legal Services	15
Social Services	7
Membership Organizations	5
Engineering and Management Services	10
Services Not Elsewhere Classified	16
Administration of Human Services	2
Total	86

The office inventory was completed by the Downtown Longview Process Committee.

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Office Potential

It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve, primarily, the personal needs of those who live in, or in proximity to, Downtown Longview's primary trade area.

Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of their Downtowns – an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Longview.

Therefore, it is conservatively estimated that approximately 15,000 to 25,000 square feet of additional office space could potentially be supported in Downtown Longview between now and the year 2016. This should be considered an economic goal for the enhancement effort.

It must be noted that the actual growth in Downtown's office demand could be higher if Downtown is able to attract general offices, or back office operations from outside the area; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations or local government.

Downtown Housing Opportunities

The Downtown project area contains a total of approximately 180 housing units. Of this total, approximately 161 units are occupied and 19 housing units are vacant, which represents a current Downtown housing occupancy rate of approximately 90%. A vacancy rate of 10% or less in a Downtown setting is considered healthy in most communities today.

These Downtown housing units are currently occupied by approximately 270 residents.

Based on discussions with local real estate developers, lenders, and realtors, the Downtown market is healthy, but tends to have an over abundance of affordable housing units. Therefore, an effort should be made to develop more market-rate units in order to attain a more balanced offering and living environment in Downtown.

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As has been found throughout the nation during the half century plus – regardless of community size – as a Downtown's physical environment and mix of businesses is improved, it is very likely that the demand for housing in and near Downtown will increase. This can also be expected in Downtown Longview. Every effort should be made, consistent with the implementation of the ***Downtown Action Agenda***, to introduce more quality, market rate housing in and in proximity to Downtown Longview in the future. And, every effort should be made to enhance all existing housing units as needed and to the extent possible in the immediate future to ensure a continued healthy residential market in Downtown.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Longview, it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort is made to develop the greatest number of quality units possible in and near Downtown when market conditions allow.

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Course of Action

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V. COURSE OF ACTION

HyettPalma is very enthusiastic about Downtown Longview's potential for further enhancement and economic success. This enthusiasm stems from a number of factors, including:

- Downtown's history and historic buildings;
- The presence of strong and appealing businesses – both new businesses and long-time businesses;
- Downtown's variety of restaurants and food establishments, some of which are among the best in the area;
- City Council's appointment of the Downtown Advisory Committee;
- City Council's willingness and readiness to partner with Downtown's business community on the enhancement effort;
- The Longview Downtowners Association, which has been reorganized and re-energized over the last two years, and stands ready to take further action;
- The Cowlitz Economic Development Council's willingness and openness to becoming involved in Downtown economic development initiatives;
- The presence of a strong and active Chamber of Commerce;
- The presence of a well-respected SCORE chapter and SBDC;
- Professional and highly competent City staff committed to Downtown's further enhancement;
- Steps already taken by the City to stimulate Downtown investment;

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- Community interest in Downtown’s future, which has been demonstrated by participation, requests to be kept informed about the enhancement effort, and offers to become involved in that effort; and
- The momentum that has already been created around the Downtown enhancement effort.

All of the above indicate that Downtown has the potential to become a more successful and sought after destination and that the time is right to bring that about.

The *Course of Action* that follows was designed to leverage Downtown’s potential, build on existing momentum, and recommend the actions necessary to propel Downtown Longview forward – so that it attains the community’s vision and realizes its full economic potential.

Overarching Principles

The *Longview Downtown Action Agenda 2011* should be implemented using the following Overarching Principles.

Districts

The following districts should be created in Downtown Longview by implementing the development and marketing recommendations contained in this document.

1. Art, Entertainment, Food, & Specialty Retail District

This district should be created from the Columbia Theater to Hemlock Street – within the defined Downtown project area – by leveraging and augmenting the art, entertainment, food, and specialty retail venues now operating in this portion of Downtown.

To make this district as economically successful as possible, uses should be located in the following manner:

- First floor spaces on Commerce Avenue should be filled with impulse-oriented businesses and additional live entertainment;

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- Upper floors along Commerce should be filled with market-rate housing units and offices; and
- First floor and upper spaces in the remainder of the district are appropriate for a mixture of general retail, office, service, housing, and food establishments.

In the future, if opportunities arise, the possibility of creating a destination point on the block bounded by Washington Way, Maple Street, and Commerce Avenue should be explored. As Downtown's economy is strengthened, this site might be ideal for a boutique hotel, with restaurant, and a town green. A portion of the space needed to accommodate the town green could potentially be obtained by vacating Commerce Avenue, from Maple to Vandercook, and/or by vacating Vandercook Way from Maple Street to Commerce Avenue or 12th Avenue.

2. Redevelopment District

The Downtown Redevelopment District stretches from Hemlock Street to Florida Street, within the defined Downtown project area. This area is currently much more auto-oriented than the district described above – and has far fewer historic structures. Therefore, this area is appropriate for future redevelopment and the creation of:

- Retail businesses that require a larger footprint than can be accommodated in the Art, Entertainment, Food, and Specialty Retail District;
- Housing in new residential buildings of four to six stories; and
- New mixed-use structures that have convenience retail, personal service businesses, and offices in lower levels with market-rate housing units above.

As new development occurs in this district, every effort should be made to retain, restore, and reuse any historic structures now located in the district.

In addition, for the future economic success of Downtown – and for the greater convenience of its riders – ideally, the Public Transit Transfer Center (now located on 12th Avenue) should be relocated to a major thoroughfare, such as 15th Avenue,

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which would ensure that the center remains in proximity to Downtown Longview.

Focus Area

Implementation of this ***Longview Downtown Action Agenda 2011*** should be focused along Commerce Avenue, from the Columbia Theater to Hemlock, until the desired level of economic enhancement occurs.

This should be done through implementing the recommendations contained in this document that pertain to building improvements, business development, and housing development.

And, these efforts should be concentrated in the focus area with the goal of:

- Increasing the number of business owners who own their Downtown buildings and operate their businesses in those buildings;
- Increasing the number of market-rate housing units in the focus area; and
- Increasing the number of owner-occupied housing units in this area.

“Themes”

Some locally have expressed interest in creating a “theme” in Downtown, as a means of attracting more people to the area. Any “themes” marketed as a means of creating a niche or brand for Downtown should:

- Be authentic, genuine, and based on Downtown’s inherent qualities, as opposed to being falsely created;
- Be multi-faceted, rather than making Downtown one-dimensional; and
- Stress Downtown’s economic niche and uniqueness.

Downtown should be promoted using the following “themes”, or brand:

- Great art, entertainment, restaurants, and shops;

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- Lively day and night;
- A wonderful place to live;
- Where local history and historic buildings come to life;
- A Downtown that cares – exemplary customer service and personal attention; and
- A unique experience not found anywhere else.

Connectivity

Through implementation of this ***Longview Downtown Action Agenda 2011***, efforts should be made to connect the two Downtown districts described above and to connect the Downtown project area to:

- Lower Columbia College;
- The Civic Center District; and
- Triangle Mall.

Issues & Actions – Public Safety

The following actions should be taken to increase the feeling of safety in Downtown Longview.

Increased Police Presence

It is understood that the Longview Police Department (LPD) is short-staffed at this time, and yet increased police presence is desired in Downtown. Therefore:

- The presence of foot, bike, and car patrols in Downtown should be increased as resources allow;

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- Since the LPD is located in Downtown, consideration should be given to having police officers in cars cruise Commerce Avenue, and the alleys on either side of Commerce, on their way to and from the Police Department;
- The City should retain the undercover police officers now in its employ; and
- As desired by the Police Chief, steps should be taken to hire and assign a community services officer to be the liaison between the Department and Downtown – as a means of developing a closer relationship between the two – and this person should be in uniform and walk Downtown daily, whether they are a sworn officer or not.

Supplemental Presence

In addition to the above – or as an alternative until resources allow the above actions to be undertaken – the City should work with local schools to create a “Downtown Guide” program. The purpose of the program would be to increase the feeling of safety in Downtown by placing additional eyes and ears on the street. The Downtown Guides should:

- Be provided highly visible uniforms;
- Walk or bike Downtown’s streets on a daily basis; and
- Be provided a way to communicate with the Police Department while “patrolling” Downtown.

The Downtown Guides could be LCC students who might be offered a stipend, or partial tuition, for their work.

Social Service Agencies

Downtown Longview, and areas adjacent to Downtown, currently contain a significant number of social service agencies. It was found, while conducting research for this ***Longview Downtown Action Agenda 2011***, that many Downtown employers, employees, customers, and clients feel uncomfortable and intimidated by the public behavior demonstrated by some clients of those agencies.

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While Longview is a caring community, community members expressed a great desire to have an economically thriving Downtown. And, the behavior of social service agency clients that Downtown's customers and potential customers find intimidating, is hindering commerce and keeping Downtown from reaching its full economic potential. Therefore, for Downtown to move forward economically, this issue must be addressed. It is suggested that the following steps be taken to do so.

- The Longview Police Department and the social service agencies located in Downtown should work together to eliminate client-related public nuisance issues to the degree possible.
- The Longview Police Department should let it be known that the City has a zero tolerance policy regarding illegal activity or public nuisance situations.
- Downtown social service agencies should strive to be good Downtown neighbors by also embracing a zero tolerance policy in regard to illegal or public nuisance situations caused by their clients.
- If Downtown social service agencies refuse to cooperate in the above manner – and choose to continue to operate in Downtown – then the community should band together and take steps to curtail the funding received by those agencies.
- The City, through its zoning ordinance, should not allow any additional social service agencies to locate in Downtown and should not allow those now in Downtown to expand.

Drug Enforcement

The LPD should continue its diligent efforts and zero tolerance policy regarding this subject. And, these efforts and policy should be broadcast throughout the community and region.

Crime Prevention Through Environmental Design

New development and significant public improvement projects in Downtown Longview should be undertaken consistent with the crime prevention approach known as Crime Prevention Through Environmental Design (CPTED).

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According to the U.S. Department of Justice, “CPTED directs changes toward three basic objectives, each of which is described briefly below, including examples of CPTED strategies.

1. *Control access by creating both real and perceptual barriers to entry and movement. The environment must offer cues about who belongs in a place, when they are supposed to be there, where they are allowed to be while they are there, what they should be doing, and how long they should stay. Users/guardians can also serve as access control if they pay attention to people and activities and report unwanted behaviors to the appropriate authorities.*

Examples:

- *Fences, tree lines, hedges, or berms define the boundaries of a site;*
 - *Drives, sidewalks, paths, and gardens guide movement through a site; and*
 - *Gates and doors limit points of entry to a site or building.*
2. *Take advantage of design to provide opportunities to see and be seen. This includes opportunities to see from adjacent properties or the site perimeter onto the site, and possibly to see parking areas and buildings; opportunities to see from one part of the site to another; and opportunities to see parking, walkways, and other areas of the site from various locations inside the building. These design elements need to be supported by potential observers (they actually need to look for and then report unusual behavior), and by policies and procedures.*

Examples:

- *Lighting improves the ability to observe activity and identify individuals;*
- *Windows afford views from inside to outside and outside to inside building locations, and orientation can create or remove view; and*

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- *Proper selection of trees, shrubs, and other plant species, combined with regular maintenance, can minimize the conflict between lighting and landscaping and ensure that views on, off and around the site are preserved over the long-term.*
3. *Use design to define ownership and encourage maintenance of territories. As mentioned previously, the design should provide cues about who belongs in a place and what they are allowed to do. Administrative support in the form of rules and regulations about use and maintenance can be critical to the success of various design applications.*

Examples:

- *Fences, hedges, tree lines, or planter boxes separate spaces;*
- *Changes in elevation or variations in paving or flooring materials define transitions from public to private spaces; and*
- *Gardens, artwork, and furniture individualize spaces and show that someone cares and is paying attention.*

While CPTED is a crime prevention program, it focuses on design, not safety, and on productive use, not security. Design features are “supported” by locks, guards and alarms. Target hardening and security measures are not the primary means for improvement. Although CPTED is frequently considered the responsibility of police, many of the tools and techniques are things that fall outside the purview of policing. This is why CPTED is a team effort, one that police officers participate in but do not necessarily control.”

Downtown Diligence

Downtown’s business owners, employees, and residents should be diligent in reporting any illegal or public nuisance situations to the LPD as soon as they are witnessed.

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Issues & Actions –Traffic and Parking

The following actions should be taken to make Downtown’s traffic flow and parking system more user-friendly. And, word of these changes should be broadcast to the buying public, the business community, and the investment community.

Traffic Flow

In order to make navigating Downtown easier and more convenient, the City should contract with a professional transportation engineer, with extensive Downtown experience, to examine:

- The feasibility of turning all of Downtown’s one-way streets back to two-way;
- The potential for creating additional angled parking in Downtown, even if it means changing the angle;
- Ways to improve pedestrian crossings on 15th Avenue and Washington Way – to improve the connectivity between Downtown and LCC, the Civic Center District, and Triangle Mall; and
- The potential for creating bike lanes or shared auto/bike space (by simple on-street markings and signage) on Downtown’s streets.

On-Street Parking

The following management revisions should be made to Downtown’s on-street parking system, in order to make that parking supply more convenient and accessible for Downtown’s customers, clients, and patrons.

- Change parking spaces on Commerce Avenue from 2-hour to 3-hour parking.
- Design and install attractive on-street signs that read “Free 3-Hour Customer Parking”.
- Offer one “grace ticket” per month to over-parkers.

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- Institute an escalating fine system for those receiving multiple parking tickets in a given month or quarter of a year.
- Promote the fact that Downtown business owners should require their employees to park off-street or in long-term on-street spaces – and the fact that Downtown business owners should follow the same policy.

Public Parking Lots

By all accounts, Downtown currently has an ample supply of off-street public parking spaces in most if not all locations throughout the area. To make that supply more attractive to and convenient for Downtown workers – and to customers and clients in need of longer-term parking – the following changes should be implemented:

- The first row of spaces – in public parking lots that are behind buildings – closest to the rear entrances of those buildings, should be designated as “Free 3-Hour Customer Parking”; and
- All fees and time limits for the remainder of parking spaces in public lots (except those related to lot cleaning) should be removed.

These operational changes should be instituted for a period of twelve to eighteen months as a pilot program. At the end of that period, the pilot should be evaluated and kept in place if it is determined to have achieved its objectives and discontinued if it did not.

As part of the pilot, the City should:

- Prohibit the parking of motor homes in Downtown’s public lots; and
- Require that vehicles parked in longer-term spaces in those lots be moved at least every three days.

Again, the goal of the pilot would be:

- To induce those who park in Downtown on an all-day basis – such as Downtown employers and employees – to use the more remote parking

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spaces (meaning those not closest to the rear entrances of buildings) in public parking lots instead of monopolizing the closer spaces in lots and on-street spaces, which are the most convenient for Downtown customers and clients; and

- To provide convenient, longer-term parking to those customers and clients who wish to spend more time in Downtown than allowed by 3-hour on- and off-street spaces.

Parking Lot Signs

Signs that read “Free Public Parking” should be erected at Downtown’s public parking lots. And, their design should be in-keeping with the overall sign system created for Downtown.

Moratorium

To stimulate business development in Downtown, the City should enact a moratorium – for a period of twelve to eighteen months – on all parking requirements associated with business expansion and new building construction in Downtown. And, if the moratorium appears to be effective, it should be continued until parking demand exceeds Downtown’s parking supply.

Future Parking

When it can be documented by a parking professional that Downtown parking demand exceeds parking supply, consideration should be given to building a parking structure on an existing public parking lot. And, the air rights above the parking structure should be marketed for the development of offices or housing, or a mixture of both.

Issues & Actions – Streetscape

The City is about to contract with a landscape architect to have a comprehensive streetscape plan designed for the entire Downtown. The following suggestions are offered to assist in that effort.

Overall Design

The overall design of Downtown’s streetscape plan should:

- Make Downtown as walkable as possible;

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- Complement Downtown's older architecture;
- Accommodate public art;
- Incorporate the principles of Crime Prevention Through Environmental Design;
- Ensure that all elements are of a coordinated design – street furnishings, street trees, landscaping, etc.;
- Be easy to maintain and replace as needed over time;
- Harken back to Longview's City Beautiful history – especially on Broadway; and
- Include more intense treatments on Broadway and Commerce than in the remainder of Downtown.

Design Elements

The streetscape plan should include the following design elements, as a minimum:

- Safe and attractive sidewalks;
- Coordinated street trees that are appropriate for a Downtown setting – meaning they do not block the visibility of storefronts or signs;
- Landscaping that is colorful, lush, and well-maintained at all times – and includes an automatic irrigation system;
- Coordinated and distinctive street furnishings – trash receptacles, art benches, art racks; and
- Streetlights that are pedestrian-scaled, especially on Commerce Avenue, and that cast light downward rather than upward toward the sky.

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Design Considerations

The streetscape plan should address the following design considerations:

- Ways to make a grand statement at Broadway and 15th Avenue – through landscaping, public art, a water feature, etc. – that is in-keeping with the City Beautiful movement;
- Ways to make the Broadway median lush, grander, and even more of an attraction;
- Appropriate locations for public art; and
- Ways to better screen – and possibly decrease the number of – dumpsters located in alleys.

Issues & Actions – Public Signs

Downtown Longview is in need of a public sign system that adds to its distinctiveness. Such a sign system should be created and installed as quickly as resources allow.

The overall design of the Downtown sign system should:

- Be unique to Downtown;
- Include an identifying element that represents or is found in Downtown;
- Be user-friendly and welcoming; and
- Be coordinated.

At a minimum, signs that should be part of this system include:

- Signs pertaining to on-street parking and public parking lots;
- Signs that welcome motorists to “Historic Downtown Longview”; and

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- Wayfinding signs that direct motorists to Downtown and all of its major attractions.

Issues & Actions – Building Improvements

There appears to be a great desire locally to see Downtown’s buildings improved, Downtown’s older architecture be preserved, and for Downtown’s private structures to be upgraded in a way that gives Downtown a consistent – but not uniform – appearance, thereby making Downtown more visually distinctive. The following recommendations are aimed at stimulating private investment that is consistent with those desires.

Incentives

The following incentives should be continued, revised, and created to encourage investment in Downtown’s buildings.

1. Façade Improvement Program

The City now offers owners a matching loan and grant program for the improvement of building façades in Downtown. To ramp up interest in this program, it is suggested that:

- The program be changed to a 50-50 matching grant program only, eliminating the loan requirement;
- The maximum grant amount be set at \$12,500; and
- The revised program should be marketed widely throughout Downtown, and especially to owners within the Downtown Focus Area.

2. Sign Program

The City should create a separate program to induce business owners to improve their signs. This should be:

- A 50-50 matching grant;
- For a maximum grant of \$1,500;

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- For signs that meet the City's sign ordinance requirements; and
- For signs that meet the design standards suggested below.

3. Moratorium

To stimulate building improvements, the City should declare a moratorium on all building permit fees in Downtown for a period of twelve to eighteen months.

Design Standards

The City now has design standards in place that pertain to building façades. And, façade loan/grant applicants are required to meet those standards in order to be eligible for funds under that program.

In addition to its sign ordinance requirements, the City should adopt design standards that address sign design and materials – to ensure that signs incentivized by the recommended sign grant program are in keeping with the architectural style of the buildings on which they will be placed.

Housing

Downtown currently has a sizable number of affordable housing units. What Downtown lacks is a balanced variety of housing units – particularly market-rate units. And, housing incentives that have been offered in Downtown were aimed at inducing the creation of affordable housing. Now, the time has come to induce a more balanced housing mix in Downtown.

1. Existing Tax Abatement Program

The existing tax abatement program should be revised so that it offers only:

- An eight-year tax abatement for market-rate rental housing units; and
- A twelve-year tax abatement for market-rate housing that is owner-occupied.

2. Housing Forgivable Loan

The City should consider a means by which to create a legally acceptable and appropriate forgivable loan program to stimulate the development of market-rate,

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owner-occupied housing in Downtown. The loans should:

- Be for a maximum of \$15,000 per unit;
- Be strictly for units that are both market-rate and owner-occupied;
- Stipulate that the owner must live in the unit for five-years – after which time the loan would be forgiven; and
- Stipulate that the loan will become due and payable immediately, should the owner sell the unit or rent out the unit before that five-year period elapses, unless the unit is sold to an owner who will occupy the space rather than rent the space.

Long-Term Vacant Buildings

Several Downtown buildings have been vacant for years and have become community irritants. Therefore, the City should take the following steps to address this issue:

- Contact the owners of long-vacant buildings to determine reasons why the buildings have not been tenanted or sold;
- Offer the owners all available and appropriate incentives aimed at inducing building renovation and reuse;
- When owners are not interested in renovating and reusing their properties, offer to help market those properties for sale;
- If owners refuse the above assistance, consider acquiring the properties as a public investment;
- Sell the acquired properties to those who agree to improve and reuse the buildings as owner-occupants;
- Consider offering partial, attractive interest rate mortgages to qualified buyers, which would be issued for a period of ten-years; and

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- Stipulate that the ten-year mortgages will become due and payable immediately, if the purchaser flips the property within the life of the mortgage.

Issues & Actions – Business Development

In the area of business development, Downtown Longview is fortunate to have a very positive business climate that includes:

- Many strong, well-run, and appealing businesses, some of which have been in Downtown for generations and others whose owners have chosen to open in Downtown within the last twelve to eighteen-months;
- A strong Chamber of Commerce;
- An active SCORE chapter and SBDC;
- A County EDC that is now interested in becoming involved in Longview's Downtown business development; and
- The Longview Downtowners Association, which is also very interested in participating in the Downtown business development effort.

All in all, the time appears to be right for launching an aggressive business development initiative for Downtown Longview. That initiative should be carried out by a partnership that includes the City, the Chamber, the EDC, the Longview Downtowners Association, Downtown business owners, and Downtown property owners. And, the effort should have two thrusts – business retention/expansion and business recruitment.

Business Retention and Expansion

Recent research conducted by the *Downtown Research and Development Center* revealed that the two most critical initiatives in the Downtown revitalization field today are small business retention efforts and attraction efforts. This has been the case for the last 50 years.

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The following business retention actions should be taken to assist Downtown's existing businesses.

1. Market-Driven Hours

Some locally would like to see Downtown businesses operate during uniform hours, just like the mall. This has been tried time and time again in Downtowns throughout the nation. And, every known attempt to institute uniform hours in a Downtown setting has failed. There is a reason the type of businesses that typically locate in a Downtown are referred to as "independent" businesses. If these types of businesses sought association and operation in unity with their neighbors, they would likely seek space in a strip center, mall, or other commercial space requiring businesses to follow dictated terms – like uniform hours of operation – as a required condition for leasing space in such a commercial center.

A more logical and workable alternative for Downtown Longview would be to encourage existing Downtown businesses to operate during market-driven business hours. This means that a business would be open when their targeted customers are able to patronize their business. Some shops, like a flower shop, would gain little by being open during later evening hours. This same business, however, might gain a lot by being open earlier in the morning to accommodate the needs of their customers.

The only way to determine appropriate hours of operation for each individual business is for each business owner to communicate with their customers and determine which hours of operation would be most appropriate for any given business. Again, this is commonly referred to as market-driven hours – or hours desired by and convenient for target customers.

If Downtown Longview's existing businesses were to operate consistent with their individually defined market-driven hours, what would likely happen is that businesses would not necessarily operate during the same hours, but businesses would likely be open during the most productive times for each individual business and at times which are convenient for Downtown's unique customer base. And, by operating consistent with this market-driven approach, it is likely that Downtown, as a whole, could be collectively open more hours. While the hours maintained by each individual business might be more or less than they are now, their hours of

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operation would be smarter hours and hours that should enable them to be more profitable by accommodating the desires and availability of their specific customers.

2. Customer Service

Based on the findings of the resident surveys conducted throughout Downtown Longview's primary retail trade area, the majority of trade area residents currently feel that the following customer service practices are good in Downtown Longview:

- Helpfulness of salespeople;
- Quality of service businesses;
- Quality of restaurants;
- Knowledge of salespeople; and
- Cleanliness of the area.

Each of these customer service practices is critical to inducing the patronage of customers in any business district, whether a Downtown, a big box, a mall, or a strip center.

One of the critical customer service improvements desired by area residents, as noted in the resident surveys, was the desire for Downtown's businesses to stay open later in the evenings and longer on Saturdays. While most of Downtown's existing business owners do not appear to either understand or support this customer desire, it appears that some of Downtown's more progressive business owners are making every effort to honor this customer desire for more convenient business hours and understand that they must be open during demanded hours or significantly fail to profit from this informed business practice.

Downtown Longview's businesses should always strive to offer exemplary customer service, regardless of the type of business or the type of customer service offered. In today's highly competitive business environment, anything less will likely spell failure for Downtown Longview businesses. Far too many shopping options are available to those who live in Downtown's marketplace to risk the loss of business due to customer neglect.

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3. Cross-Marketing

Cross-marketing generally refers to the practice of a collection of businesses sharing customers through referrals and in-store advertising of other businesses. Several Downtown businesses currently practice cross-marketing.

Current opportunities exist for more cross-marketing in Downtown Longview, particularly among art, entertainment, food, and retail businesses.

4. Overall Marketing

The overall marketing efforts recommended for Downtown, and noted in the section of this document titled *Issues & Actions: Marketing*, will greatly assist Downtown's collection of existing businesses and future businesses in their efforts to attract more customers. It is critical that all Downtown business owners make every effort to participate in and support all efforts to market Downtown Longview, in conjunction with the implementation of this ***Downtown Action Agenda***.

5 Implementation of the *Downtown Action Agenda*

Virtually every action recommended in this ***Downtown Action Agenda*** will directly benefit Downtown's existing businesses. Therefore, a continuous effort should be made to implement the actions recommended in the ***Downtown Action Agenda*** in order to enhance the fabric of Downtown and, thereby, create an environment conducive to continued business prosperity in Downtown Longview.

6 Windows

Downtown store windows should be clean, creative, and well-lighted at all times. Business owners should also keep their window lights on during late evening hours to encourage window shopping and improve Downtown's street ambiance through enhanced Downtown lighting.

7 Business Signs

All Downtown business owners should install and maintain attractive business signs to not only promote their individual businesses, but make Downtown more pedestrian- and motorist-oriented. Business owners should be encouraged to erect both projecting and flush mounted signs in keeping with Downtown's historic architecture. Signs should be colorful and creative, while respecting Downtown's architecture.

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If incentive grants are made available to assist business owners purchase and install signs, there should be no excuse for any business not having an attractive, inviting sign.

8 “Vintage”

A local observation offered by some of Downtown’s customers, particularly young adults and students, is that Portland business owners come to Downtown Longview, buy clothing in Downtown’s thrift shops, take it to businesses in Portland, and market the products at inflated prices as “vintage” rather than “thrift” products.

The use of the term “vintage” is a more contemporary way of describing this particular type of product and Downtown Longview’s existing businesses that describe themselves as “thrift” shops should give serious consideration to the use of the more contemporary term “vintage” to describe their shops and products of this type. To operate in any other fashion, is to ignore market realities at this time.

9 Outdoor Cafés

Some food places in Downtown Longview currently offer outdoor seating. All of Downtown’s food establishments should offer the maximum number of outdoor seats during clement weather.

10 Nightlife

Several of Downtown’s businesses currently enjoy a budding nightlife, including Zojo’s, The Bistro, JT’s, and The Brits. The market appears ready for more of the same as evidenced by the success of these informed businesses in staying open later in the evenings, and the increasing patronage of nocturnal customers being experienced during the Downtown Live and First Thursday events.

Every effort should be made by Downtown’s business owners to build on Downtown’s current nightlife with:

- The offering of more music;
- Open-mic nights;
- Karaoke; and
- Poetry slams.

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And, a concerted effort should be made to recruit:

- Additional dinner restaurants;
- A wine bar/wine tasting establishment;
- An Internet café;
- A black box theater; and
- Art movies.

Business Recruitment

The following steps should be taken to attract additional, appropriate businesses to Downtown Longview.

1. Top List

Specific additional businesses that should be sought for Downtown Longview in the immediate future include:

- Art galleries;
- Gifts;
- Contemporary casual clothing & accessories;
- Books, cards, gifts;
- Dinner restaurants;
- Wine bar/wine tasting;
- Internet café – open late to attract LCC students;
- Black box theater; and
- Art movies, potentially in the existing movie theater.

2. Collateral

Relevant information about opportunities, which should be assembled for review and consideration by prospective Downtown businesses, includes:

- This ***Downtown Action Agenda***;
- Market information contained in this ***Downtown Action Agenda***, and any other relevant market information which becomes available in the future, such as updated US Census information;

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- Information concerning upcoming improvements, such as the anticipated Downtown streetscape project;
- An inventory of available Downtown properties;
- Positive news articles about Downtown happenings, new business openings, and existing business expansions;
- Brochures and collateral produced by others, such as the Chamber of Commerce; and
- Any information prepared in conjunction with the marketing efforts recommended in this ***Downtown Action Agenda***.

Regardless of the amount and type of collateral produced or assembled for prospects, flexibility should always be maintained to respond to any specific requests for information that might be desired by future Downtown business prospects.

3. Process

At this time, no entity in Longview is actively seeking business prospects for Downtown. With the completion of this ***Downtown Action Agenda***, now is the time to begin actively and aggressively seeking businesses to fill Downtown's vacant structures, particularly first floor spaces on Commerce, with the types of businesses mentioned earlier as the *Top List*.

A concerted outreach effort should be made to scout for business prospects within Longview's primary retail trade area and, when deemed appropriate, from Portland to Seattle.

Special emphasis should be placed on identifying appropriate independent businesses operating in more than one location – sometimes referred to as local or regional chains. Local or regional chains tend to be owned by a person or persons

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who are interested and capable of opening a new business in a new location – having overcome the normal fear of such a business practice and not having to always maintain on-site control of operations personally.

Emphasis should also be placed, when appropriate, on identifying business owners of appropriate types of businesses who might be interested in either opening a second business in Downtown Longview or relocating to Downtown Longview.

Contacting Prospects

The owners of businesses sought for Downtown Longview should be identified and then contacted in person, not by blind mailings or cold calls. These prospects should be informed of Longview's Downtown enhancement effort, given information concerning available building space in Downtown, and invited to visit the community to consider opening a business in Downtown Longview.

Ideally, a Downtown Director, as recommended in the section of this document titled *Issues & Actions: Management*, would be the person primarily responsible for recruiting new businesses for Downtown Longview, with backup from the City, Chamber of Commerce, CEDC, and all appropriate others as needed.

Landing Prospects

Once a prospect is identified, continuous contact should be maintained with the prospect until the prospect decides whether or not to locate in Downtown Longview. The ideal situation would be for one person to work with each prospect from initial contact until final decision. This will avoid the potential of the prospect feeling that the community is being too aggressive and ensure that clear lines of communication are maintained.

Existing Businesses

Several Downtown business owners are in the process of expanding or appear poised to expand. When any appropriate Downtown business shows an interest in expanding, every effort should be made to provide the business with all available technical, financial, or any other type of assistance available to make their expansion possible.

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Entrepreneurs

As the current recession subsides, it is likely that more and more entrepreneurs will surface with interest in opening a business in Downtown Longview. While most advice regarding a Downtown enhancement effort like the one unfolding in Longview would be to remain cautious of startups – since the failure rate of startups is high – in many cases new businesses and new business owners come to the table with high energy and a strong drive to succeed in the marketplace. Therefore, all meaningful and appropriate support should be extended to encourage entrepreneurs to open new businesses in Downtown or buy existing Downtown businesses. However, caution should always be maintained when considering offering financial assistance for such ventures.

Issues & Actions – Marketing

The following actions should be taken to market Downtown in a comprehensive and well-rounded manner, to solidify Downtown’s new image, to attract additional customers, clients and patrons to Downtown, and to make Downtown the community’s gathering place.

Events

The following types of events should be held in Downtown on an annual basis.

1. Series

“Series” events are those that occur on multiple occasions during a season or during the year. Several series events are now held in Downtown Longview, including:

- Downtown Live – which occurs on nine Friday nights during the summer;
- First Thursdays – which occurs all-year long; and
- The Community Market – which is in the planning stages and will occur on Friday nights at its start.

In addition to these, consideration should be given to creating a Cruise Parade, which could be held once a month from spring to fall, circle down Commerce

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Avenue and through Downtown, and be organized by local cruisers and cruising-fans.

2. Signature

“Signature” events are those that:

- Are unique to a particular community;
- Are fun and unusual in their theme or activities;
- Put a community’s Downtown “on the map”; and
- Cause the Downtown to become known far and wide.

Signature events are held annually, marketed widely, and grow in attendance from one year to the next. Such events in Longview are the Grand Prix and Christmas Tree Lighting that are held at Civic Circle. It appears that the Downtown Car Show held in August is becoming a Downtown signature event.

In addition, consideration should be given to creating another signature event in Downtown, such as:

- A Squirrel Festival Parade, in conjunction with the new Squirrel Festival; and
- An art, entertainment, food-related festival that would reinforce Downtown’s economic niche.

3. Family

“Family” events are those that attract, and are fun for, the whole family – bringing multiple generations to Downtown. Currently, the Go 4th Parade and the Christmas Parade are filling this function. In addition, consideration should be given to creating a Downtown event around Halloween, which would attract children and adults alike.

4. Retailers

Downtown retailers should view each Downtown event as an opportunity to

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advertise their business to event-goers and drum up future business. At a minimum, business owners should consider accomplishing this via:

- Creative, eye-catching window displays;
- Window displays that pertain to the theme of a particular event; and
- On-sidewalk or in-store demonstrations that pertain to their merchandise.

Media Relations

It appears that a very good job is now being done in keeping local media apprised of Downtown activities. Now, as the ***Longview Downtown Action Agenda 2011*** is implemented, media relations should also be built with all print and electronic media throughout the region and in Portland and Seattle.

And, steps should be taken to ensure that Downtown has a presence on the web and in social media.

Downtown Brochure

Downtown Longview is in need of a professionally designed, slick “lure brochure” that clearly portrays its economic niche, its historic setting, and the unique experience one can find there.

The Downtown brochure should be disseminated widely by being placed at:

- All Downtown businesses;
- All local special events;
- The Chamber of Commerce office;
- City Hall;
- The Visitor Center;
- The Cowlitz County Fairgrounds and Convention Center;
- The Expo Center;
- Triangle and Three Rivers Malls;
- The hospital;
- Mount St. Helens info centers;
- Area sporting events;
- Area lodging facilities (in-room, if possible);

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- LCC;
- Area Wal-Marts;
- Area gas stations, restaurants, and grocery stores;
- The Portland and Seattle airports; and
- Other locations that tourists & locals tend to frequent.

Cultural Heritage Tourists

According to its web site, the National Trust for Historic Preservation defines cultural heritage tourism as “traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources.”

With its architecture, local history as a lumber town, and – particularly – its original design that is based on the City Beautiful Movement – Downtown Longview has a tremendous opportunity to attract this segment of the hospitality industry. Doing so should be an integral part of the Downtown marketing effort, since cultural heritage tourists tend to stay longer and spend more than other tourist types.

Issues & Actions – Management

The following management recommendations are offered to make the ***Longview Downtown Action Agenda 2011*** as action-oriented as possible and to spur its immediate implementation.

Downtown Partnership

During the course of completing this ***Downtown Action Agenda***, a Longview City Council Member asked a very pertinent question:

*“We’re putting together a beautiful Downtown orchestra here,
now who’s going to be the conductor?”*

In the opinion of HyettPalma, the most appropriate group to serve in that role is the Longview Downtowners Association (LDA). However, to do so the LDA would need to be structured as, and serve as, a Downtown partnership – pulling together and involving all of the various entities that must play a strong role in the implementation of this ***Downtown Action Agenda***.

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To serve as the Downtown partnership, the LDA would need to slightly revise the composition of its Board of Directors so that it includes, at a minimum:

- The Chair of the City's Downtown Advisory Committee;
- The CEO or Board Chair of the Chamber of Commerce;
- The Tourism Director;
- The CEO of the Cowlitz EDC;
- One or more City representatives (e.g., City Council Member, City Manager, and/or Community Development Director) – as deemed appropriate by City officials;
- The Chair of the BIA, discussed below; and
- Downtown business and property owners.

Downtown Director

There is a great desire on the part of the LDA to retain a Downtown Director. Doing so would greatly propel the Downtown enhancement effort – and implementation of this ***Downtown Action Agenda*** – on to a new level. Therefore, it is suggested that steps be taken, as quickly as resources allow, to hire a Downtown Director.

As it relates to this ***Downtown Action Agenda***, the Downtown Director should work primarily on implementing its Business Development recommendations. Caution should be taken to continue involving volunteers to organize and staff Downtown's special events – rather than having those tasks assumed by the Downtown Director. Therefore, the person hired to be the Downtown Director should have a strong track record of success in the field of economic development.

Program Funding

The time has come to re-launch the effort to create a Downtown BIA. Funds generated from this source should be used to fund the Downtown Director position, implement the marketing recommendations found in this document, and perform beautification/maintenance tasks that are above and beyond those provided by the City.

Additional sources that should be considered for funding implementation of the ***Downtown Action Agenda*** include (but are not limited to):

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- Parking Fund surplus;
- Bed Tax, for marketing;
- Creation of an LID for streetscape improvements;
- Federal funding programs;
- State funding programs; and
- County and City funds.

Finally, it is suggested that the City consider creating a Downtown Economic Development Fund of \$250,000 per year, via linkage (as is now being done) and by setting aside a portion of tax revenues generated in Downtown. The purpose of the fund would be to create the financial incentives discussed in this document.

Washington Main Street

There is some discussion locally about getting Longview designated as a Washington Main Street city. If this is done, the Longview Downtowners Association should also be the Main Street Board and the ***Longview Downtown Action Agenda 2011*** should become the Main Street work program.

Benchmarks

The following benchmarks should be tracked on an annual basis to quantify the success of the Longview Downtown enhancement effort:

- Number of business openings;
- Number of business closings;
- Total number of businesses in Downtown;
- Total number of housing units;
- Occupied retail space (sq. ft.);
- Vacant retail space (sq. ft.);
- Occupied office space (sq. ft.);
- Vacant office space (sq. ft.);
- Occupied residential space (sq. ft.); and
- Vacant residential space (sq. ft.).

Adopt

The ***Longview Downtown Action Agenda 2011*** should be adopted by the Longview Downtowners Association as its official enhancement strategy for

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Downtown. And, it is hoped that the Longview City Council will adopt this document as its official guide for Downtown’s further enhancement.

Roles & Responsibilities

Roles and responsibilities for implementing this ***Downtown Action Agenda*** ultimately need to be determined by the local parties involved. However, HyettPalma offers the following suggested roles and responsibilities to kick-start that local discussion.

Action	City	LDA	Chamber	CVB	CEDC	Adv. Cnsl.	Prop. BIA	Bus. Owner	Owner
Districts	x	x						x	x
Focus Area	x	x	x		x				
Themes	x	x		x					
Connectivity	x	x							x
Public Safety	x								x
Traffic & Pkg.	x					x			x
Streetscape	x	x				x	x	x	x
Public Signs	x								
Bldg. Imps.	x							x	
Bus.Develop.	x	x	x		x			x	x
Marketing	x	x	x	x			x		x
BIA Effort		x	x					x	x
Hire Director	x	x					x		
Benchmarks	x	x	x		x				
Adopt	x	x							

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Appendix

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THE RETAIL REPORT®

**Downtown Longview
Primary Retail Trade Area**

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THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Longview. This document presents information concerning the characteristics of the Downtown Longview primary retail trade. The report was prepared in 2011 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Longview primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Longview primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Longview primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Longview primary retail trade area.

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Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	8,127	38,270,043
\$15000-24999	4,575	9,938	45,466,350
\$25000-34999	4,027	12,047	48,513,269
\$35000-49999	6,538	13,901	90,884,738
> \$50000	19,515	24,581	479,698,215

TOTAL DEMAND FOR PRODUCT = \$702,832,615

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

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PRODUCT	DEMAND
Food At Home	178,971,522
Food Away From Home	118,315,644
Alcoholic Beverages	20,924,369
Household Textiles	6,920,702
Furniture	23,211,538
Floor Coverings	3,037,334
Major Appliances	11,354,839
Small Appliances & Miscellaneous Housewares	6,120,503
Miscellaneous Household Equipment	40,741,578
Men's Apparel -- 16 and Over	18,625,224
Boy's Apparel -- 2 to 15	6,140,313
Women's Apparel -- 16 and Over	31,058,134
Girl's Apparel -- 2 to 15	6,069,180
Children's Apparel -- Under 2	5,034,241
Footwear	14,326,867
Other Apparel Services & Products	17,267,769
Prescription Drugs & Medical Supplies	25,904,266
Entertainment Fees & Admissions	30,813,547
Audio & Visual Equipment	40,323,972
Pets, Toys & Playground Equipment	20,454,467
Other Entertainment Supplies & Services	31,514,424
Personal Care Products & Services	26,593,172
Reading	6,226,771
Tobacco Products & Smoking Supplies	12,882,239
<hr/>	
TOTAL DEMAND BY PRODUCT TYPE =	\$702,832,615

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

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PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	2,732	12,864,988
\$15000-24999	4,575	3,123	14,287,725
\$25000-34999	4,027	3,279	13,204,533
\$35000-49999	6,538	3,722	24,334,436
> \$50000	19,515	5,856	114,279,840
TOTAL DEMAND FOR PRODUCT =			\$178,971,522

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

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PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	1,271	5,985,139
\$15000-24999	4,575	1,483	6,784,725
\$25000-34999	4,027	1,907	7,679,489
\$35000-49999	6,538	2,322	15,181,236
> \$50000	19,515	4,237	82,685,055

TOTAL DEMAND FOR PRODUCT = \$118,315,644

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.

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PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	190	894,710
\$15000-24999	4,575	222	1,015,650
\$25000-34999	4,027	357	1,437,639
\$35000-49999	6,538	390	2,549,820
> \$50000	19,515	770	15,026,550

TOTAL DEMAND FOR PRODUCT = \$20,924,369

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

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PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	49	230,741
\$15000-24999	4,575	110	503,250
\$25000-34999	4,027	136	547,672
\$35000-49999	6,538	173	1,131,074
> \$50000	19,515	231	4,507,965

TOTAL DEMAND FOR PRODUCT = \$6,920,702

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.

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PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	153	720,477
\$15000-24999	4,575	239	1,093,425
\$25000-34999	4,027	319	1,284,613
\$35000-49999	6,538	381	2,490,978
> \$50000	19,515	903	17,622,045

TOTAL DEMAND FOR PRODUCT = \$23,211,538

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

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PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	21	98,889
\$15000-24999	4,575	30	137,250
\$25000-34999	4,027	33	132,891
\$35000-49999	6,538	38	248,444
> \$50000	19,515	124	2,419,860

TOTAL DEMAND FOR PRODUCT = \$3,037,334

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

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PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	98	461,482
\$15000-24999	4,575	133	608,475
\$25000-34999	4,027	144	579,888
\$35000-49999	6,538	183	1,196,454
> \$50000	19,515	436	8,508,540
TOTAL DEMAND FOR PRODUCT =			\$11,354,839

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

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PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	64	301,376
\$15000-24999	4,575	91	416,325
\$25000-34999	4,027	97	390,619
\$35000-49999	6,538	101	660,338
> \$50000	19,515	223	4,351,845
TOTAL DEMAND FOR PRODUCT =			\$6,120,503

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

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PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	367	1,728,203
\$15000-24999	4,575	391	1,788,825
\$25000-34999	4,027	837	3,370,599
\$35000-49999	6,538	847	5,537,686
> \$50000	19,515	1,451	28,316,265
TOTAL DEMAND FOR PRODUCT =			\$40,741,578

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

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PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	212	998,308
\$15000-24999	4,575	242	1,107,150
\$25000-34999	4,027	282	1,135,614
\$35000-49999	6,538	389	2,543,282
> \$50000	19,515	658	12,840,870

TOTAL DEMAND FOR PRODUCT = \$18,625,224

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	64	301,376
\$15000-24999	4,575	104	475,800
\$25000-34999	4,027	124	499,348
\$35000-49999	6,538	138	902,244
> \$50000	19,515	203	3,961,545

TOTAL DEMAND FOR PRODUCT = \$6,140,313

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	367	1,728,203
\$15000-24999	4,575	388	1,775,100
\$25000-34999	4,027	518	2,085,986
\$35000-49999	6,538	645	4,217,010
> \$50000	19,515	1,089	21,251,835

TOTAL DEMAND FOR PRODUCT = \$31,058,134

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	45	211,905
\$15000-24999	4,575	79	361,425
\$25000-34999	4,027	99	398,673
\$35000-49999	6,538	114	745,332
> \$50000	19,515	223	4,351,845

TOTAL DEMAND FOR PRODUCT = \$6,069,180

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	64	301,376
\$15000-24999	4,575	74	338,550
\$25000-34999	4,027	84	338,268
\$35000-49999	6,538	104	679,952
> \$50000	19,515	173	3,376,095

TOTAL DEMAND FOR PRODUCT = \$5,034,241

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

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PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	223	1,050,107
\$15000-24999	4,575	238	1,088,850
\$25000-34999	4,027	297	1,196,019
\$35000-49999	6,538	347	2,268,686
> \$50000	19,515	447	8,723,205

TOTAL DEMAND FOR PRODUCT = \$14,326,867

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.

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PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	168	791,112
\$15000-24999	4,575	198	905,850
\$25000-34999	4,027	209	841,643
\$35000-49999	6,538	253	1,654,114
> \$50000	19,515	670	13,075,050
TOTAL DEMAND FOR PRODUCT =			\$17,267,769

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

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PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	421	1,982,489
\$15000-24999	4,575	600	2,745,000
\$25000-34999	4,027	619	2,492,713
\$35000-49999	6,538	643	4,203,934
> \$50000	19,515	742	14,480,130

TOTAL DEMAND FOR PRODUCT = \$25,904,266

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

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PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	198	932,382
\$15000-24999	4,575	248	1,134,600
\$25000-34999	4,027	322	1,296,694
\$35000-49999	6,538	357	2,334,066
> \$50000	19,515	1,287	25,115,805

TOTAL DEMAND FOR PRODUCT	=		\$30,813,547
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SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.

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PRODUCT: AUDIO & VISUAL EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	471	2,217,939
\$15000-24999	4,575	595	2,722,125
\$25000-34999	4,027	742	2,988,034
\$35000-49999	6,538	818	5,348,084
> \$50000	19,515	1,386	27,047,790
TOTAL DEMAND FOR PRODUCT =			\$40,323,972

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.

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PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	178	838,202
\$15000-24999	4,575	243	1,111,725
\$25000-34999	4,027	311	1,252,397
\$35000-49999	6,538	421	2,752,498
> \$50000	19,515	743	14,499,645

TOTAL DEMAND FOR PRODUCT = \$20,454,467

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.

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PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	139	654,551
\$15000-24999	4,575	348	1,592,100
\$25000-34999	4,027	421	1,695,367
\$35000-49999	6,538	522	3,412,836
> \$50000	19,515	1,238	24,159,570

TOTAL DEMAND FOR PRODUCT = \$31,514,424

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.

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PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	296	1,393,864
\$15000-24999	4,575	352	1,610,400
\$25000-34999	4,027	421	1,695,367
\$35000-49999	6,538	522	3,412,836
> \$50000	19,515	947	18,480,705
TOTAL DEMAND FOR PRODUCT =			\$26,593,172

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

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PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	64	301,376
\$15000-24999	4,575	84	384,300
\$25000-34999	4,027	94	378,538
\$35000-49999	6,538	124	810,712
> \$50000	19,515	223	4,351,845

TOTAL DEMAND FOR PRODUCT = \$6,226,771

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

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PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,709	272	1,280,848
\$15000-24999	4,575	323	1,477,725
\$25000-34999	4,027	395	1,590,665
\$35000-49999	6,538	347	2,268,686
> \$50000	19,515	321	6,264,315

TOTAL DEMAND FOR PRODUCT = \$12,882,239

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

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The Retail Report®

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

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The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend on retail products.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

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Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

Showing existing business owners what trade area residents are spending their money on;

Helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

Enabling them to develop a business plan that is based on realistic market data.

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To improve the variety and selection of retail goods offered in the business district by:

Showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

Showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

Targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

Providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

What the market is for particular retail products;

The spending potential of residents in your trade area for particular retail goods; and

The current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

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To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

Set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

Set an annual budget based on their gross receipts benchmarks;

Make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

Complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

Compare the markets for a variety of different retail products;

Determine what type of retail business to open;

Complete a realistic business plan before opening that business; and

Persuade bankers and investors that a strong market exists for the type of retail business being opened.