

# Revitalizing A Sense of Place:

## *Placemaking Through the Main Street Four Point Approach*



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# Introduction

A common sight in the early 1900s, downtowns were seen as a thriving and lively location captured by Norman Rockwell's iconic Americana paintings. However, that romanticized version of the American downtown is slowly being replaced with vacant and deteriorating main streets across the country. Over the past 50 years, downtowns across America have lost their connection to their communities and become unwanted and impassive locale to community members.

In the age of globalization, it is important that communities keep their own identity. Every community has a story that sets itself apart and there is no better place for that story to be told than through its downtown district. A downtown's greatest asset is providing an alternative to the generic business and suburban environments that have grown in a community. A successful downtown represents a distinct environment in the community that community members identify with and form an attachment to through a sense of place.

Cities across the nation, and specifically in Oregon, have looked to the National Main Street Center's Main Street Four-Point Approach® (Main Street Approach) to bring

activity, life and meaning back into their downtown. For over forty years, the National Main Street Center has worked with communities to create a preservation-based revitalization approach to make downtowns a desirable community asset.

The Main Street Approach provides a framework for communities to organize, improve, promote and diversify the economic vitality of their downtown districts. It has been proven an effective economic tool to help smaller communities revitalize their downtown and make them economically successful again. However it is unclear to what extent, if any, the Main Street Approach helps communities establish a sense of place in their downtowns.

In the past thirty years, Oregon communities have started to recognize a successful downtown should not solely focus on getting cash registers to ring but also focus on creating a unique place that community members are attached to and want to visit. As more communities in Oregon begin to invest in downtown revitalization through the Main Street Approach, it is important they know whether the approach can assist in establishing a sense of place in their downtowns.

# Purpose Of Research

The Main Street Approach is the most recognized and used preservation-based downtown revitalization approach in America. It has successfully improved the economics of Oregon downtowns since 1986. However, it is uncertain to what extent the Main Street Approach has succeeded in renewing community member's attachment to the downtown district. While it is important that a downtown is economically healthy, it is equally important that community members have affection for their downtown district and want to visit it.

A successful, revitalized downtown recaptures the community's interest and fondness for their downtown district by highlighting its unique features and creating an experience that can't be replicated anywhere else. A strong sense of place provides visitors with a unique experience that they will identify and attach with.

This research looks at Oregon communities that have implemented the Main Street Approach, and measures to what extent a sense of place is being represented in their downtown district. This research could serve as supplementary data to help communities interested in

downtown revitalization determine whether the Main Street Approach aligns with their stated goals.



*Image 1: Commercial Street Astoria, Oregon Source: Clatsop County Historical Society*

In order for downtowns to be vibrant and successful, they must provide a sense of place so community members can identify and form an attachment to it. Since the Main Street Approach is arguably the most widely used revitalization strategy in the United States it is significant to know whether Main Street Communities provide users with a distinct sense of place.

In summary, this research studies the extent a sense of place is being represented in Oregon cities that have successfully implemented the Main Street Approach. It examines whether the framework and tools provided by the Main Street Approach create downtowns that community members identify with and form an attachment to through a sense of place.

**The study will be based on three primary research questions:**

1. To what extent are the eight elements of sense of place being represented through certified Main Street communities?
2. What (if any) elements are being underrepresented through certified Main Street communities?
3. Do certified Main Street communities provide a sense of place equally or do certain communities provide more of a sense of place than others?



*Image 2: The Oregon Hotel in McMinnville is an example of an historic building being repurpose as a contemporary brewery.  
Photo Credit: McMinnville Downtown Association*

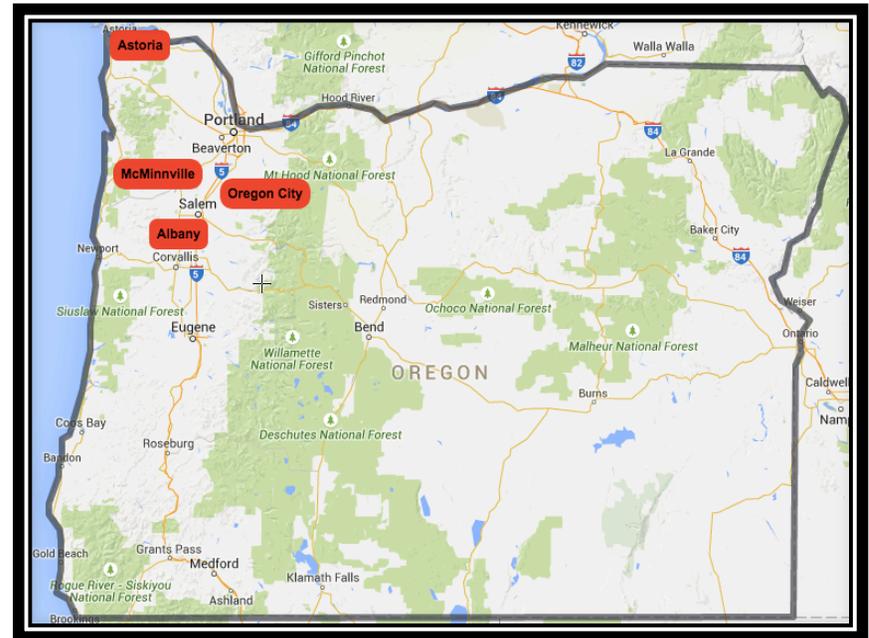
# Methodology

This research studies four Oregon communities identified in the 2014 Oregon Main Street Annual Report; Albany, Astoria, McMinnville, and Oregon City. The communities are recognized by the Oregon Main Street program for their downtown organization's commitment to using the Main Street Approach as the basis for their downtown revitalization efforts. These communities have received the highest form of recognition by the Oregon Main Street program, and national accreditation from the National Main Street Center. Nationally accredited communities provide the most accurate evidence in determining whether the Main Street Approach's methodology contributes to a downtown's sense of place.

Interviews and online surveys collected the research data. Interviews were conducted to understand each community's unique history of downtown revitalization and personal experience of incorporating the Main Street Approach.

Online surveys were distributed to a targeted population of community members that had a connection to the downtown association. The survey measured community member's perception of sense of place elements in the

downtown district. Interview and survey data were analyzed to determine whether a relationship existed between community members' perception of sense of place elements and the investments and targeted efforts of the Main Street Approach.



**Image 3: The Four Accredited Case Studies Communities.**

Communities were researched independently, and the resulting data is presented on a case-by-case basis. The results of one community will not be directly compared to the results of another community. Communities will not be compared to each other due to the number of unequal

community responses and that this research was never intended to be statistically valid. It was designed to only include people affiliated with downtown organizations. However, once all data has been analyzed and summarized, larger implications of using the Main Street Approach will be drawn from all the results. Figure 1 shows the number of survey responses for each community. For more detailed information regarding the methodology of this study see Appendix A.

Accredited Communities	Total Number of Surveys Started	Total Number of Surveys Completed	Percentage of Responses
Albany	28	26	93%
Astoria	18	13	72%
McMinnville	47	43	91%
Oregon City	42	34	81%

*Figure 1: Number of survey responses for each accredited community*

# Downtown's Place In a Community

This study measures the extent that a sense of place is being represented in the downtown districts of Oregon communities that have implemented the National Main Street Center's Main Street Four Point Approach®. A literature review was conducted to understand the history of downtowns, downtown revitalization, sense of place, and what the research says about a strong sense of place in a community. This chapter provides an overview of the academic research and presents a context for the study. The chapter is divided into three main sections:

(1) *Sense of Place*: Describes the importance and benefits of place attachment and specifically why communities should strive to have a strong sense of place.

(2) *History of Downtowns*: Provides an overview of how downtowns grew in importance and describes the conditions that led to their diminishing importance in communities.

(3) *Revitalization*: Examines the role the National Main Street has had in preserving and promoting downtowns

and how its program, the Main Street Approach® has become a leading strategy for communities across America.

## Sense of Place

Few studies have assessed the long-term implications of using the Main Street Approach. Those studies have solely focused on and evaluated the economic impact of the Main Street Approach (Robertson, 2004). However, the health and vitality of a downtown is not solely measured by its economic prowess. A successful downtown offers visitors a unique experience they won't get anywhere else (K. Robertson, Enhancing Downtown's Sense of Place 1999).

Farnum, Hall and Kruger (2005) maintained that a distinct sense of place is vital for a healthy and prosperous community. A strong sense of place gives a downtown a distinct identity that allows community members and visitors to form an attachment and thus creates a desire to frequent the downtown district more often.

There is no definitive definition for the term sense of place (Hidalgo and Hernandez 2001) (Cross 2001) (Roberson and Wilkie 2010). The term can describe subjectivity ranging from an awareness that is created by individuals over the

course of time, or it can refer to an individual experience a person has in a particular setting (Roberson and Wilkie 2010). With that understanding, this research will use David Hummon's (1992) definition of sense of place:

“By sense of place, I mean people's subjective perceptions of their environments and their conscious feelings about those environments. Sense of place is inevitably dual in nature, involving both an interpretive perspective on the environment and an emotional reaction to the environment. Sense of place involves a personal orientation toward place, in which ones' understanding of place and one's feelings about place become fused in the context of environmental meaning.”

## Elements of Sense of Place

Kent Robertson, a professor of Community Studies at St. Cloud State University, argued that a distinctive sense of place is one of the most important assets a traditional commercial or downtown district has to offer. Robertson alleged that a strong sense of place is especially important in freestanding, smaller cities that have a population between approximately 25,000 and 50,000. He believed that a strong sense of place is vital to the health and prosperity of a downtown, but recognized four primary

challenges smaller cities face: 1) Attracting new development downtown; 2) Attracting people downtown during off hours, such as the weekend and evenings; 3) Competing with discount stores and suburban malls; 4) Utilizing vacant or underused retail space (Robertson 1999).

Robertson theorized there are eight elements within a downtown district that are indicative of a strong, distinct sense of place (Robertson, 1999). A description of the elements and examples are as followed:

### Distinct Environment:

- Does the downtown have a distinct environment that is unique from other commercial areas in the community?

### Evolved Over Time:

- Does the downtown represent a passage of time?

### Multifunctional:

- Does the downtown have a high proportion of multifunctional use?

### Pedestrian-Friendly:

- Does the downtown offer a pedestrian friendly environment?

### Represents Community's Heritage:

- Does the downtown adequately represent the community's unique heritage?

### Human Activity:

- Does the downtown provide opportunities for human activity?

### Encourages People to Linger:

- Does the downtown environment encourage people to stay downtown?

### Community Ownership:

- Does the community have ownership in the downtown?

## History of Downtowns

For the first half of the 20th century, America's downtowns were the anchor for local commerce and entertainment. The downtown acted as the community's hub for social gatherings, shopping and conducting business. The downtown districts were typically the oldest part of the city and they largely impacted the economics of the community, especially in the early days of retail.

The rise of downtowns was directly tied to the rise of retail and department stores (Frieden and Sagalyn 1991). In the early part of the 1900's, department stores emerged offering families accessibility to clothing and home furnishings. Department stores revolutionized retail by offering a wide selection of products that were more affordable and available than ever before. Department stores also offered a shopping experience that was new and luxurious to the middle class. With large windows and skylights, department stores cleanly displayed the products on the floor with prices clearly marked. These two actions helped many middle class shoppers overcome the feeling of being uninformed and uneducated about shopping. The convenience and the magnificent atmosphere of department stores fueled a culture of mass merchandise (Cohen 2007).

After World War II, downtowns started slipping into irrelevancy due to the vanishing crowds. Frieden and Sagalyn describe a number of factors that contributed to the declining importance of downtowns:

- The growth and expansion of suburban dwelling units attracted people away from the city center. President Roosevelt's New Deal efforts to revive the construction industry created a boom in home ownership. New homeowners, mostly returning veterans with discharge

payments, could buy a house with only a 10% down payment and a 30-year mortgage at 4%. Most first time homeowners bought single-family homes in uncrowded neighborhoods that offered plenty of space for a growing family. This soon led to a large shifts of the population moving out of the city, away from downtown, and into the suburbs.

- Affordable cars and an improved transportation system led to an increased reliance on automobiles. Pre-WW2, a large majority of travelers used streetcars to get to and from downtown, while a smaller minority used horse-drawn vehicles, taxis, and personal automobiles.
- Post-WW2, a combination of issues and situations created a culture that promoted personal automobile transportation. A few factors included the public's growing dissatisfaction with the price and quality of public mass transit, more affordable cars being offered to consumers, and an expanded road network that promoted automobile travel due to the passage of the Interstate Highway Act (Foglesong 2003).
- The growing emergence of retail shopping centers. Government loans and other incentives expanded housing into the suburbs. Businesses began moving out of the city and formed shopping centers to be

closer to the consumer. The growth of the shopping centers was emphasized by businesses and industries moving out to cheaper land. The suburbs allowed cars and trucks to visit retail stores more easily than the crowded streets of the city. As retail shopping centers became more predominant, downtowns became a less desirable destination for business. Once businesses moved away, downtowns lost their economic importance leading to a nationwide trend of downtowns slowly deteriorating and becoming a blight on the community.

## National Main Street Center

In the mid 1970's, downtowns were declining across the country. While vanishing crowds threatened the economic vitality of downtowns, it also threatened the survival of historical buildings and other unique community amenities that were left to decline (Isenberg 2005). With fewer businesses, downtown property owners had less rental income to maintain their buildings, propagating a grungy downtown environment.

In the last 40 years, there has been a collective and thoughtful effort to preserve and revitalize downtown districts across the nation. In 1977, the National Trust for

Historic Preservation launched a three-year pilot program titled the Main Street Project. The program implemented a new revitalization process emphasizing community organization and preservation in three cities. There were three main goals of the Main Street Projects (National Main Street Center 2015):

- 1) Study the reasons why so many downtowns were dying
- 2) Identify the factors that were affecting the health of the downtown
- 3) Develop a comprehensive revitalization strategy to save historic commercial buildings.

After three years, the Main Street Project was deemed a success, accomplishing lower vacancy rates, higher retention rates, an increase in private investment and sales tax revenue, and rehabilitating and repurposing numerous buildings (Susan 2011). The success of the Main Street Project led to the establishment of the National Main Street Center in 1987 and is now devoted to community revitalization through historic preservation principles. Based on the lessons learned from the Main Street Project, The National Main Street Center developed the Main Street Four Point Approach®. The goal of the Main Street Four

Point Approach® is to assist communities in revitalizing their downtowns while preserving the communities' unique assets.

### Main Street Four Point Approach

The Main Street Approach is arguably the most prevalent downtown revitalization strategy in the United States (Robertson 2004). Its unique preservation-based approach makes it an attractive economic tool for communities wanting a long-term, community renewal strategy. It has been implemented in over 40 states and 2,000 communities with the help of the National Main Street Center and individual statewide programs (State Historic Preservation 2015).

The Main Street Approach is essentially an organizational tool for communities that are interested in downtown revitalization, preservation, and highlighting the community's unique character. It provides communities with structure and guidance founded on an evidence-based approach (Dane 1997). The Main Street Approach is a community based volunteer program. The Main Street Approach is made up of four committees that guide the management and decisions-making process in a community's downtown. Community members volunteer

their time to serve on a committee that manages one of four strategic areas.

1) *Organization*: Establishes a community framework that allows business and property owners, bankers, citizens, public officials, chambers of commerce, and other local economic development organizations to build consensus, cooperation, and collaboration regarding to downtown revitalization.

2) *Promotion*: Focuses on promoting the downtown as an exciting and desirable destination for the community and visitors. Whether it is through the marketing of street festivals, parades, and retail events, or developing and marketing an image campaign, this area highlights the unique characteristics and cultural activities that attract visitors, shoppers, investors, and potential business and property owners to the downtown.

3) *Design*: Enhances the physical downtown environment by creating a safe and inviting atmosphere for shoppers, workers, and visitors while preserving and encouraging its historic characteristics. Design opportunities include directing attention to physical elements of the downtown, public and private buildings, storefronts, signs, public spaces, street

furniture, public art, landscaping, promotional materials, waterfront development, and the rehabilitation of historic buildings.

4) *Economic Restructuring*: Identifies and strengthens key economic assets in the downtown district while continuing to grow and preserve community character and diversify the economic base. Focuses on retaining and expanding successful businesses while attracting new business opportunities. Ideally, this is accomplished through creative reuse of historic properties and converting unused or underused commercial space into economically productive property.

## Oregon Main Street

Administered by the Oregon State Historic Preservation Office, Oregon Main Street is a statewide preservation program that works with communities to train and offer technical assistance in applying the Main Street Approach. The mission of Oregon Main Street is to develop a comprehensive, incremental revitalization strategy based on a community's unique assets, character and heritage to create quality, livable, and sustainable communities (State Historic Preservation 2015).

Downtown revitalization has been a goal for Oregon communities since the 1980's. Oregon Main Street originally started in 1984 as one of the first statewide Main Street Approach programs. When Oregon Main Street began, it was funded through the state of Oregon and solely focused on downtown revitalization; Oregon Main Street later changed its name from Livable Oregon to Oregon Downtown Development Association and eventually spun off into a nonprofit organization that started focusing more on paid consulting services and less on downtown revitalization.

Oregon Main Street was reintroduced in 2007 with a renewed focus on downtown revitalization through the Main Street Approach (Stuart 2014). In 2008, the newly reformed Oregon Main Street began working with its first community and now, in 2015, it is currently working with over 92 communities in Oregon (Oregon Main Street 2014).

Of the 92 communities, 50 are Main Street Track communities who are committed to downtown revitalization and are either using the Main Street Approach or are working towards its implementation. Participation requirements and services depend on the level a community is participating in the Oregon Main Street Network. The Oregon Main Street Network is categorized into four distinct participation levels:

*Exploring:* Communities that demonstrate an interest in revitalizing their downtowns and want to learn more about the Main Street Approach. Interested communities may join anytime.

*Transforming:* Communities that are committed to downtown revitalization using the Main Street Approach but need technical assistance to take them to the next level. Interested communities must apply and receive approval.

*Performing:* Communities that are certified by the National Main Street and/or communities with advanced downtown programs following the Main Street Approach. Certification is based on ten performance standards:

- 1) *The community has a traditional downtown district.*
- 2) *The community used the Main Street Approach.*
- 3) *An independent organization was formed to oversee the revitalization of the downtown district.*
- 4) *The Main Street revitalization organization has an adequate operating budget.*
- 5) *The Main Street revitalization organization employs an Executive Director.*

- 6) *The Main Street revitalization organization participates in Main Street Approach sponsored training.*
- 7) *The Main Street revitalization organization shares information with other Oregon Main Street communities.*
- 8) *The revitalized downtown district meets National Accreditation Standards.*
- 9) *The Main Street revitalization organization is a Current National Trust Main Street Center Member.*
- 10) *The Main Street revitalization organization complies with State and National Policies.*

The remaining 42 communities in Oregon are affiliate communities. They are communities that do not wish to become a Main Street community but would like an opportunity to learn more about the Main Street Approach and downtown revitalization. They are invited to attend workshops and conferences sponsored by Oregon Main Street. Interested communities may join the Oregon Main Street anytime.

# Findings

Data gathered from targeted interviews and online surveys were analyzed to develop the following conclusions. The goal of this section is to highlight key findings from the research and examine whether the four Main Street communities provide community members with the eight elements of sense of place. While listed in no particular order of importance, the findings are organized by the elements of sense of place:

## **Distinct Environment:**

There was strong agreement (91% or higher) that Main Street downtowns have a distinct environment. Albany had the highest community agreement (97%) while Oregon City had the lowest community agreement (91%). The high agreement is partly due the preservation of older buildings and structures in the downtown, but also due to marketing efforts by each community's Promotion committee. It seems the committee has successfully communicated the commercial district's unique characteristics throughout the downtown.

## **Evolved Over Time:**

There was agreement (67% or higher) that Main Street communities showed an evolution of time. Oregon City had

the highest community agreement (78%) while Albany had the lowest community agreement (67%). There was no question that had a consistent high agreement, but on average, a majority of community members agreed the downtown showed a passage of time. This agreement is due to the fact that the main street approach is a preservation based revitalization strategy that promotes communities to preserve and leverage local assets, such as architectural heritage. Identifying and registering architecturally meaningful buildings with the National Register of Historic Places is a priority in Albany, Astoria, and McMinnville.

## **Multifunctional:**

There was strong agreement (82% or higher) that Main Street communities offer a wide variety of uses. The high agreement could be due to each community's Economic Restructuring committee, which specializes in retaining and expanding businesses to provide a balanced commercial mix. The Economic Restructuring committee is also in charge of looking at historic buildings or spaces being utilized and converting them into a productive property,

socially or economically, to boost the profitability of the district.

It's interesting to note that while all communities agreed the downtown district offers a variety of uses, three out of the four communities, Albany, Astoria, and Oregon City, were unsatisfied with the number of uses that are offered. While community members agreed there are a variety of uses being offered, most communities would like even more variety. It is currently unknown what other uses could be offered.

### **Pedestrian-Friendly:**

There was agreement (67% or higher) that Main Street downtowns are pedestrian friendly. McMinnville had the highest community agreement (87%) while Oregon City had the lowest community agreement (67%). It is not surprising Main Street downtowns are considered pedestrian friendly, because every community has invested in different forms of streetscaping measures. All the communities invested in planter boxes, hanging plants, and installing trees where available. Certain communities installed bulb-outs to calm traffic while others installed specialized signage to help navigate to downtown. Half of the communities were unsatisfied with the amount of adequate seating that was provided downtown.

### **Represents Community's Heritage:**

There was a minimal agreement (47% or higher) that Main Street communities represent the community's heritage in the downtown. Oregon City has the highest community agreement (57%) while Albany had the lowest community agreement (47%). Representation of community's heritage was the most divisive sense of place element and has the lowest average community agreement, 53%.

Other than preservation policies supporting the repurpose of older buildings for new uses, there are few ways to promote the community's heritage. Communities' heritage can be promoted through painting and murals, two areas that could use improvement based on communities' survey responses. The low representation of paintings and murals could be due to the typical low return on investment on cultural projects.

### **Human Activity:**

The Main Street Approach strongly encourages communities to develop and promote activities that get community members visiting the downtown. Across the board, Main Street communities do a great job promoting Farmers Markets, Annual Festivals, and Parades. Each downtown organization creates individualized events that are unique to the community and highlight community assets.

On average, community members in Main Street communities typically participate in two to five downtown events every year. For more information about the downtown participation rates for each community, refer to Appendix B.

### **Encourages People to Linger:**

There was strong agreement (78% or higher) that Main Street communities encourage people to stay downtown.

McMinnville had the highest community agreement (94%) while Albany had the lowest community agreement (78%).

Much like the Pedestrian Friendly element, it is not surprising Main Street communities have comfortable environments that encourage people to linger because every community has invested in different forms of streetscaping measures.

Whether it is purchasing and installing plants or organizing a communitywide downtown clean up event, the streetscaping improvements contribute to a safe and comfortable downtown.

**Community Ownership:** The Main Street Approach requires community members to take ownership of their downtown. The Main Street Approach would not function without community member's involvement and community volunteers. The four committees that steer the downtown organization (i.e., Design, Promotion, Economic Restructuring, and Organization) are made-up of

community volunteers. For more information regarding how each downtown organization promotes community ownership and volunteer opportunities, refer to Appendix B.

### **Hierarchy of Sense of Place Elements**

Although all eight elements were continually being represented in Main Street communities, certain elements were more important for communities to invest in than others. Distinct Environment, Pedestrian Friendly Environment, Human Activity and Community Ownership were elements that every community stated as a goal in one form or another. These elements had the most consistent investments, whether it was time, money, or energy. Other elements like Encourages People To Linger, Evolution Over Time and Represents Community Heritage were never clearly or directly identified as goals for communities. This means while these elements are being represented, the downtown associations typically did not invest as much time or effort compared to the aforementioned elements. For example, while three out of four communities had direct policies that preserved historic buildings, this was done because the Main Street Approach promotes preservation, not because communities wanted to show how the downtown has evolved.

## Conceptualizing the Eight Elements of Sense of Place

The academic research in identifying what creates a sense of place is very limited at the moment. Kent Robertson's research papers and presentations discuss what he considers to be the eight fundamental elements of sense of place is recognized by the National Main Street Center as a leading theoretical approach to enhancing a downtown's sense of place. However, since Robertson's passing in 2007, his theory of what contributes to a sense of place has not been refined. After conducting research based on the theory of eight elements, it was determined the theory is in need of refinement and clarification, specifically in how it defines certain elements. Three elements that are in need of refinement:

- **Evolution Over Time:** It is unclear how downtowns can represent an evolution over time. Kent Robertson's explanation and definition for this element was unclear and indirect. It describes that downtowns should represent various periods of a community's history through buildings that have been around for many ages and how they evolve overtime. However, this definition implies that if a building is old, then it contributes to a sense of place. It doesn't take into consideration how architectural and generational

styles can cause unpleasant juxtapositions and could contribute to an environment with a mixed identity.

- **Pedestrian Friendly and Encouraging People to Linger:** The Pedestrian Friendly element and the Encourages People to Linger element need clear definitions that delineate the differences between them. During the research process, these two elements were often considered to be one and the same. Both of these elements were enhanced through the same streetscaping improvements and has the goal of creating a safe and inviting atmosphere that people enjoy being in. It is unclear how these elements are different.
- **Community Heritage:** A clearer definition and understanding of what markers represents a community's heritage is needed. The current recommended markers include the number of walking tours downtown, original facades on buildings, and public art highlighting community heritage. These markers need to be more defined since they are seemingly unconnected and some markers represent the community's history and not heritage.

## Sense of Place Elements and the Main Street Approach

After the data was analyzed, a trend emerged illustrating all elements of sense of place were being addressed through policies and practices of the Main Street Approach, either directly or indirectly. Figure 2 illustrates how elements of sense of place were influenced through Main Street Approach policies.



<b>Sense of Place Element</b>	<b>Main Street Approach</b>	<b>Policies</b>
<b>1. Distinct Environment:</b>	<ul style="list-style-type: none"> <li>• <i>Promotion Committee</i></li> <li>• <i>Design Committee</i></li> </ul>	<p>The Promotion Committee is in charge of marketing the downtown as a unique destination in the community, which has an effect on the distinctness of the downtown.</p> <p>The Design Committee is in charge of how the downtown’s physical environment looks, which has an effect on the distinctness of the downtown.</p>
<b>2. Multifunctional:</b>	<ul style="list-style-type: none"> <li>• <i>Economic Restructuring Committee</i></li> </ul>	<p>The Economic Restructuring Committee is in charge of growing and diversifying the economic opportunities, which leads to a variety of functions offered downtown.</p>
<b>3. Evolved Over Time:</b>	<ul style="list-style-type: none"> <li>• <i>Design Committee</i></li> </ul>	<p>The Design Committee is in charge of preserving and promoting the downtowns historic characteristics, which has an effect on the downtown’s sense of evolution over time.</p>
<b>4. Pedestrian-Friendly:</b>	<ul style="list-style-type: none"> <li>• <i>Design Committee</i></li> </ul>	<p>The Design Committee is in charge of creating a safe and inviting atmosphere for shoppers, workers, and visitors through improving physical elements such as signs, street furniture, public art and landscaping which has an effect on how pedestrian friendly the downtown environment is.</p>
<b>5. Represents Community’s Heritage:</b>	<ul style="list-style-type: none"> <li>• <i>Design Committee</i></li> <li>• <i>Promotion Committee</i></li> </ul>	<p>The Design Committee is in charge of preserving and promoting the downtown’s historic characteristics, which has an effect on the representation of the community’s heritage.</p> <p>The Promotion Committee is in charge of creating and organizing events that highlight the community’s unique attributes such as its heritage.</p>
<b>6. Human Activity:</b>	<ul style="list-style-type: none"> <li>• <i>Promotions Committee</i></li> <li>• <i>Economic Restructuring</i></li> </ul>	<p>The Promotions Committee is in charge of creating and organizing events that bring people downtown.</p> <p>The Economic Restructuring Committee is in charge of bringing a variety of functions downtown that encourage people to visit the downtown during weekdays, weeknights, and weekends.</p>
<b>7. Encourages People to Linger:</b>	<ul style="list-style-type: none"> <li>• <i>Design Committee</i></li> </ul>	<p>The Design Committee is in charge of creating a safe and inviting atmosphere for shoppers, workers, and visitors through improving physical elements such as storefront, lighting, signs, street furniture, and public spaces, which has an effect on encouraging people to linger.</p>
<b>8. Community Ownership</b>	<ul style="list-style-type: none"> <li>• <i>Organization Committee</i></li> </ul>	<p>The Organization Committee is in charge of establishing a community framework that allows community members to build consensus, cooperation, and collaboration regarding actions taken to improve their downtown.</p>

Figure 2: Sense of Place Elements in Relation to Main Street Approach Policies



# Implications

The goal of this section is to acknowledge how the research findings relate to the Main Street Four-Point Approach, the theory of sense of place, and the application of the Main Street Approach to promote a sense of place in communities. While listed in no particular order of importance, the findings are generally organized by the following questions:

- 1) To what extent are the eight elements of sense of place being represented through certified Main Street communities? And what (if any), elements are being underrepresented through certified Main Street communities?
- 2) Do certified Main Street communities provide a sense of place equally or do certain communities provide more of a sense of place than others?

## Main Street Four Point Approach and Sense of Place

All of the elements of sense of place are represented through certified Main Street communities. However, the extent each element is represented varies. The Main Street Four Point Approach inadvertently promotes certain sense

of place elements through its philosophy while explicitly addressing other elements through direct policies. This has caused an uneven representation of sense of place elements.

The Main Street Four Point Approach is founded on four principals; Promotions, Economic Restructuring, Design, and Organization. All intrinsically increase certain elements of sense of place. Promotions focuses on marketing the downtown to increase its distinctness in the community. Economic Restructuring increases the number of business and the different types of business located downtown. Design improves the look and feel of the downtown, which affects how pedestrians feel in terms of comfort and walk ability. Organization is directly tied to the community taking ownership of its downtown.

Elements that are intrinsically tied to the philosophy of the Main Street Approach (e.g., Community Involvement, Distinctness) are more clearly represented in downtown districts than elements that were caused by indirect actions (e.g., preservation policies increasing community's historical awareness). The elements that have positive economic implications (e.g., Distinct Environment, Multifunctional) are more represented than elements that are culturally focused (e.g., Community Heritage). At the moment, Oregon communities are investing in more

economically beneficial elements compared to cultural elements. This is understandable since the Main Street Four Point Approach is designed as an economic development tool intended for long-term revitalization.

A correlation exists between communities with the strongest sense of place representation and the communities that have incorporated the Main Street Approach the longest. All communities incorporated the Main Street Approach in the late 1980's, but only the City of McMinnville and Oregon City continued to incorporate the philosophy of the Main Street Approach until the Oregon Main Street reinstated the program statewide in 2008. Of all the communities surveyed, McMinnville had the most consistent and positive survey results that indicated a strong representation of sense of place elements.

Even though the Main Street Approach is primarily an economic tool, its philosophy is based on preservation principles. The Main Street Approach sets itself apart because of its focus on community members working together to identify and utilize important community assets, whether it is historic buildings or community traditions. Overall the philosophy of the Main Street Approach does an excellent job of highlighting and utilizing community assets. It provides the foundation for community members to step back and critically look at what assets make the

community and its downtown unique. Those assets are then leveraged to promote and market the community as unique. Community assets can include: historic amenities, cultural amenities, natural amenities, local entrepreneurs, architectural and community volunteers. These assets are all tied to elements of sense of place. However, some elements are leveraged through the Main Street Approach more than other elements.

The Main Street Approach can be a tool to help communities increase a sense of place. While people might be skeptical of taking a homogeneous approach to creating a unique sense of place, the findings speak for themselves. The Main Street Approach's philosophy of preservation through community action lends itself to be a placemaking tool. The idea of highlighting community assets to create a distinct environment is not new, but the Main Street Approach has made the process community friendly and easily attainable.

## **Main Street Communities and Sense of Place**

### **Extent of Sense of Place In Main Street Communities**

The extent of sense of place is not equally represented in Main Street communities. Certain communities such as McMinnville and Oregon City consistently had higher community member agreement on multiple sense of place

elements. Astoria and Albany consistently had lower community agreement. As research was conducted, this pattern became clearer. The unequal representation is not surprising when looking at the unique characteristics of the communities. Certain communities have distinct advantage over other communities, especially in terms of the natural amenities and historic amenities offered in the downtown district. For example, Oregon City has an advantage of being nestled between the Willamette River and a scenic bluff overlooking the downtown and has the distinction of being Oregon's original capital and the final destination of the Oregon Trail. Comparatively, McMinnville's has no access to a waterfront, no other natural amenities in the downtown and is not as historically significant as other communities.

The Main Street Approach is multifunctional and communities use it for different reasons. Certain communities such as McMinnville and Oregon City incorporated the Main Street Approach for downtown revitalization assistance. Both communities' downtowns had become inactive with little community activity or high rate of store front vacancy. They looked to the Main Street Approach to get community members involved in their downtown and for their downtown district to be economically relevant again. The City of Albany

implemented the Main Street Approach to provide their downtown organization with structure and managerial guidance. Albany's downtown district had an infusion of capital in 2003, but the downtown was lacking leadership and looked at the Main Street Approach for assistance.

Main Street communities vary in size, needs, and goals. No two communities were similar but they all turned to the Main Street Approach for assistance for one reason or another. Each Main Street community has its own unique goal in implementing the Main Street Approach, whether it was community members' desire to revitalize their downtown or administrative needs for the downtown to function more effectively. Communities were also at different stages of redevelopment when they implemented the Main Street Approach. It is impossible to compare whether a sense of place is equally distributed in Main Street communities when there are so many variables (i.e. amenities, scope, goals, etc.) to account for properly. Implementing the Main Street Approach does not guarantee a certain level of sense of place in a downtown.

### **Community's Role In Promoting Sense of Place**

No community set out with the stated goal of increasing community attachment. Communities bought into the Main Street Approach for its proven success in economically revitalizing communities' downtowns. The preservation-

based philosophy of highlighting community assets, which in turn promotes a sense of place, is a secondary benefit of the Main Street Approach, not the main reason why communities implement the approach.

If promoting a strong sense of place is a top priority, then communities must be willing to do their part to enhance the sense of place in their downtown. The promotion of a sense of place in a downtown is not solely the responsibility of the Main Street Approach. Main Street communities are ultimately responsible for the investments that are made in the downtown district. The Main Street Approach provides an opportunity and a framework for communities to enhance the sense of place in their downtowns, but it is the responsibility of Main Street communities to identify, invest, and utilize their own assets. The communities must identify what makes them and their downtown unique and invest time or money to represent it downtown. Main Street communities must also have the desire and motivation to invest in certain elements of sense of place that are underrepresented by the Main Street Approach.

### **Sense of Place and Community Attachment**

While the Main Street Approach promotes and enhances the predefined elements of sense of place, it is uncertain

whether the elements of sense of place have a correlation to community members' attachment to their downtown. This research was not designed to measure whether community members have an attachment to their downtown; it was designed to measure whether elements of sense of place are represented in accredited Main Street downtowns. A different study will need to be conducted to determine whether a strong sense of place in an environment increases community attachment.

# Future Research and Conclusion

This section reflects on the research that was conducted for this report and offers recommendations for any future study that will be measuring a sense of place in an environment. This section will also include a brief conclusion that will summarize this research.

## More Analytical Data

The concept of a sense of place is abstract in nature, which makes building a consensus and creating definitive conclusions difficult. While this research defined sense of place and was created around a particular theory to measure a sense of place, the research was open to a wide range of subjectivity. All findings were based on subjective data gathered from individual community member's perception of sense of place elements. If there were to be more research measuring the extent of a sense of place of an environment, it is recommended that the research be designed to look at more analytical data and have less reliance on community member's perception.

## Redefine Elements

If future research were to use Kent Robertson's theory of eight elements of sense of place, it is advised to either streamline the eight elements into six elements or to have strict criteria that separates the element Pedestrian Friendly from Encouraging Community Members to Linger, and the element Evolved Over Time from Represents The Community's Heritage.

The environmental characteristics that created a pedestrian friendly environment also created a downtown environment that encouraged community members to linger. These two elements are so similar it was difficult to create survey questions that were directly tied to one element individually. The research also had a difficult time differentiating elements that contribute a community's history and a community's heritage. It is advised that a clear delineation be made between environments features that contribute to heritage and elements that contribute to history.

## Improved Measurement Tools

If future research were to use Kent Robertson's theory of eight elements of sense of place, it is advised to find better measuring metrics regarding the eight elements. This would also include finding a better method of

operationalizing the elements. Through conducting research, it was difficult to identify the best method of measurement for certain elements (e.g., Evolution Over Time, Human Activity, Multifunctional, Encouraging People to Linger). This was mainly due to the ambiguous and overlapping definitions given for specific elements. For example, the element Encouraging People to Linger is described as encouraging people to stay downtown through promoting a clean and safe environment, while the element Pedestrian Friendly is described as creating a comfortable downtown that is enjoyable to walk around. It was unclear how to differentiate measuring a clean and safe environment from a comfortable environment.

For this research, only an online survey was used to gather data. In future research, it is recommended to use a wider range of tools to measure the elements. This would allow researchers to measure elements more independently and precisely compared to using one tool to measure all elements. For example, being able to perform an onsite audit would allow for multiple elements to be measured specifically at the same time. An onsite audit would allow a researcher to measure walkability, number of original building facades, pedestrian facilities, and distinct features downtown, etc. Also, being able to perform intercept surveys in the downtown district would give a more well

rounded representation of people that visit downtown, not only people affiliated with the downtown association.

### **Case Study Comparison**

If future research were to continue looking at sense of place elements in Main Street communities, it is advised to focus on one to two Main Street communities and directly compare them to similar communities that have redeveloped their downtowns not using the Main Street Approach. It would be interesting to compare a Main Street community directly to a non-Main Street community and see to what extent sense of place elements are represented in their downtown districts. While this research proved that the Main Street Approach promotes and enhances sense of place elements, it did not prove that the Main Street Approach promotes or it enhances sense of place elements more effectively than other redevelopment strategies.

### **Communities Wanting to Build a Sense of Place**

If building a strong sense of place is identified as a community goal, then there are certain actions communities can take to fully utilize tools the Main Street Approach offers. First, it is important that the community recognizes the Main Street Approach's strengths and weaknesses in promoting a sense of place. This ensures that communities will identify which elements they need to spend more time and energy investing in (i.e.,

Representation of Community Heritage, Evolution Over), while knowing other elements are already properly represented through the Main Street Approach.

Secondly, it is recommended that communities go beyond the structure of the traditional Main Street Approach and implement a subcommittee that will monitor the community's efforts in building a sense of place. The subcommittee would be made-up of current Main Street committee members who would periodically check-in on current or upcoming projects that deal with placemaking. This would ensure there is accountability and that a coordinated and heterogeneous placemaking effort is happening in the community.

### **Main Street Four Point Approach's Role in Placemaking**

While the National Main Street Center acknowledges the importance a sense of place has in a community, and specifically mentions Kent Robertson's eight element theory, the Main Street Four Point Approach does not explicitly address placemaking. Through review of the literature, the Main Street Approach only mentions the Design Committee's role in creating a visually distinct environment that can be used to "build a sense of place," however for a downtown to have a strong sense of place, it needs more than just distinct visuals.

At its current state, the Main Street Approach only narrowly addresses placemaking while at the same time advocating the benefits of sense of place. If the Main Street Approach wants to be known and used as a revitalization placemaking tool, it is recommended that the approach start explicitly addressing the eight elements through its four committees. It is advised the Main Street Approach use Figure 2 as a reference point on how to best incorporate the elements of sense of place into the established four committees. If the eight elements are directly and explicitly incorporated into the methodology of Main Street Four Point Approach, it could potentially be just as an effective placemaking tool as it is an economic revitalization tool.

## **Conclusion**

Downtowns serve as a visage into a community's past. They represent the community's history while providing a distinct environment and a unique experience. A distinctive sense of place is one of the most important assets a downtown district has to offer. However as culture and lifestyles has changed over the years, downtowns have struggled to stay important and relevant in their communities. Many historic downtown districts have been torn down and redeveloped as a generic commercial centers that have no connection to the community. As an

alternative to complete redevelopment, communities have turned to the Main Street Approach to revitalize their downtowns. The Main Street Approach primarily is known for providing economic assistance, however is also excels at providing placemaking assistance.

The Main Street Four Point Approach revitalization method is founded in preservation-based principles. This approach allows downtowns to be economically successful while promoting a unique sense of place in the community. The Main Street Approach excels at promoting sense of place elements because of its founding principles (i.e., Design, Economic Restructuring, Promotions, and Organization)

and its preservation-based theories. The Main Street Approach is an effective tool communities can use to increase a sense of place in their downtowns. However, it is the responsibility of the communities to identify, invest, and utilize their own assets. Communities must identify what makes them and their downtown unique and invest time or money to represent it downtown.



# Appendix A

## Methodology

The proceeding methodology sections will define;

- How the data was collected
- Who the targeted population was
- The elements of sense of place
- How the data will be measured

### **Interviews With Downtown Administrators**

Downtown Administrators are people involved in the implementation of the Main Street Approach either directly or indirectly. Participants include officials from the downtown organization (e.g., Executive Directors, Managers, Coordinators, etc.) and city officials. The roles and impact the downtown organizations have in the communities varies.

One supplemental interview was conducted with the Oregon Main Street Coordinator, Sheri Stuart. This interview provided additional information regarding the statewide history of implementing and promoting the Main Street Approach.

One to two Downtown Administrators were interviewed per city. Two community members were interviewed in Albany and McMinnville, while one community member was interviewed in Astoria and Oregon City. The city of Corvallis was invited to participate in this research, but declined. The interviews were conducted in-person or over the phone depending on the participants availability. The interviews looked at the community's past revitalization efforts and why the community implemented the Main Street Approach and what they have done since implementation. Interview questions can be found in Appendix C.

The following are the names and titles of the community members who participated in the interviews:

#### ***Albany:***

##### ***Albany Downtown Association***

Executive Director, Rod Porsche

##### ***City of Albany***

Economic Development Director, Kate Porsche

**Astoria:****Astoria Downtown Historic District Association**

Executive Director, Alana Garner

President, Dulcye Taylor

**McMinnville:****McMinnville Downtown Association**

Manger, Cassie Sollars

Promotions and Marketing, Rebecca Quandt

**Oregon City:****Main Street Oregon City Inc**

Executive Director, Jonathan Stone

**State of Oregon:****Oregon Main Street Program**

Oregon Main Street Coordinator, Sheri Stuart

**Online Survey with Downtown Users**

Downtown users are community members that use the downtown district and have been affected by the implementation of the Main Street Approach either directly or indirectly. Participants in this area may include business owners, property owners, committee members of the Main Street Approach, and community members. The online survey was distributed with the assistance of each city's Downtown Administrator. The surveys were distributed to subscribers of the downtown newsletter, emailed to committee members and posted on social media outlets.

The survey measured community member's perceptions of the extent that elements of sense of place were being represented in the downtown district. The survey is made up of 36 questions; a majority likert scale questions. Survey questions can be found in Appendix D. The elements of the sense of place have been operationalized so each element can be measured independently of each other.

**Elements of Sense of Place**

The following are Kent Robertson's eight elements of sense of place and how this study will define and measure them:

**Distinctive from other commercial settings**

A distinct environment that is unique from other commercial areas in the community.

- *Is the downtown district marketed as a unique destination?*
- *Does the downtown district have unique features such as a logo, unique banners and signs?*
- *Does the downtown build upon the community's intrinsic historic, economic, natural, and cultural amenities?*

**Evolved over time**

The downtown represents an evolution over time.

- *Does the downtown represent various periods of the community's history?*
- *Are historic landmarks prominently identified in the downtown district?*

### Multifunctional

The downtown has a high proportion of multifunctional use.

- *Does the downtown provide a variety of different functions for the downtown user?*
- *Are various retail businesses, entertainment options, offices, and cultural activities densely located in the downtown district?*

### Pedestrian-Friendly

The downtown offers a pedestrian friendly environment.

- *Is the downtown district friendly and accessible for walking?*
- *Does the downtown district emphasis pedestrians over automobiles?*
- *Does the downtown have a functional and easy-to-use directory?*
- *Does the downtown center have one or more retrofitted alleys?*

### Representation Community's Unique Heritage

The downtown adequately represents the community's unique heritage.

- *Is local art prominently identified in the downtown district?*
- *Does the downtown promote its original architecture and facade?*

### Human Activity

The downtown provides opportunities for human activity.

- *Does the downtown offer a public place for community members to gather (e.g., bandshell, splash pad, park, etc.)?*
- *Are community events held in the downtown district (e.g., annual festivals, farmers market, etc.)?*
- *Does the downtown attract people on weeknights and weekends?*

### Encourages People to Linger

The downtown environment encourages people to stay downtown.

- *Is the downtown district a comfortable environment (e.g., Is the downtown clean? Does the downtown have vegetation, etc.)?*

- *Is the downtown district a safe environment?*
- *Is the downtown district aesthetically pleasing?*

### **Community Ownership**

*The community has an ownership in the downtown.*

- *Do community organizations donate time and resources to the downtown district?*
- *Does the downtown district have community-wide public and private partnerships?*

### **Measures**

The independent variables in the study were the actions and investments that certified National Main Street communities made to their downtown districts since implementing the Main Street Approach. The dependent variable in the study is the extent to which elements of sense of place are being represented in the downtown district. The data gathered from surveys and interviews were combined and analyzed to determine to the extent a sense of place is being represented in the downtown districts of certified Main Street communities.



# Appendix B

## Case Studies

The following case studies examine the extent that a sense of place is being represented in accredited Main Street communities.



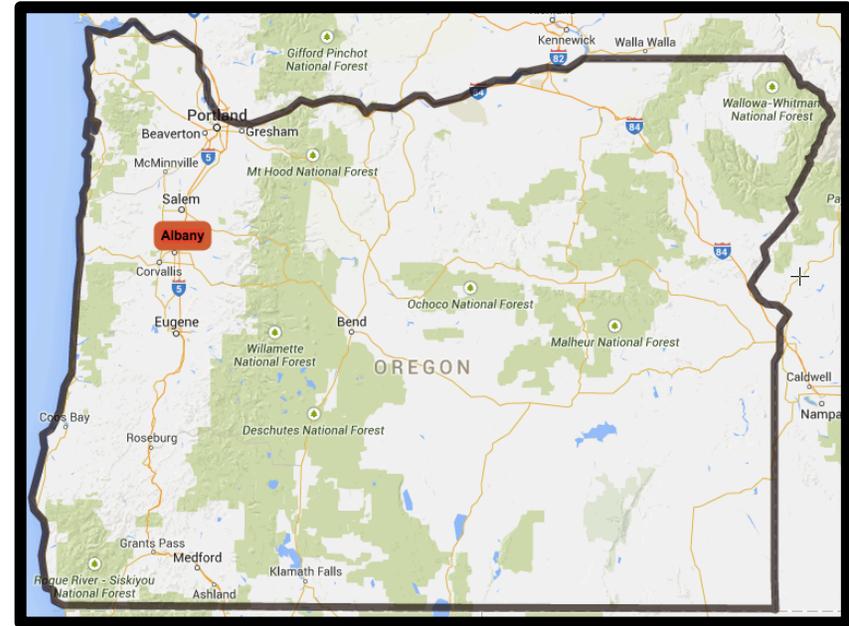
# Albany, Oregon

Albany, Oregon is located in the Willamette Valley approximately 25 miles south of Salem. Albany is uniquely positioned within two counties, Linn and Benton, and at the convergence of the Calapooia River and the Willamette River. It is the 11<sup>th</sup> largest city in Oregon with a population of 51,583 (US Census Bureau 2010).

European settlers founded Albany in 1848 as a predominantly farming and manufacturing city. Due to its location between Portland and Sacramento, Albany became the manufacturing and transportation hub of the Willamette Valley in the late 1800's. Today Albany is known for its scenic covered bridge loop tours, wineries, and its collection of over 700 historic buildings dating from the 1840s to the 1920s.

## Albany's Participation in The Main Street Approach

The city of Albany reinvested in the Main Street Approach in 2009. Albany was one of first cities to enlist in Oregon Main Street Program when Oregon Main Street reemerged in late 2008. Albany successfully utilized the Main Street Approach in the late 1980's and early 1990's. However,



*Image 4: Albany, Oregon*

once Oregon Main Street lost its funding, Albany stopped participating in the Main Street Approach.

Because of Albany's history and past success with the Main Street Approach, community members were excited for the opportunity to buy back into the program. Newer city members that were not around in the late 80s were impressed with the methodology of the Main Street Approach, specifically how it can unify and manage a downtown organization.

Albany's Downtown District is unique because of the urban renewal district, the Central Albany Revitalization Area (CARA), which has been in place since 2001. CARA aims to alleviate blighting areas in neighborhoods and the downtown by attracting new private investments to the area and retaining and enhancing the value of existing private investment and public investment in the area.

Before CARA was established, downtown Albany had become an undesirable destination in the community. Large buildings that were previously used by Sears, JCPenney, and other retail stores were vacant and blighted. In 2002, CARA began improving the design and look of the downtown district through streetscaping measures such as the rehabilitation of buildings, improving storefronts, expanding streetscape, etc. Since 2002, CARA has invested over 10 million dollars in improving the downtown district (Porsche 2015).

Without CARA's improvement to the downtown district, the Albany Downtown Association would not be around today. It is only through the urban renewal process that the downtown became an important part of the community again. For certain sense of place elements, specifically sense of place elements that are heavily influenced by design, it will be difficult to give credit to the Main Street Approach or CARA's improvements.

## Goals

In 2009, the Albany Downtown Association identified certain goals they wanted accomplished through reinvesting in the Main Street Approach. Goal included:

- The Albany downtown Association needed to be restructured to be more efficient.
- Get a better system of bringing in and cultivating volunteers.
- Develop a better system of quantifying and evaluating promotions/events to determine whether or not they were successful.

## Results

Since reincorporating the Main Street Approach in 2009, the Albany Downtown Association has improved the downtown district on multiple levels:

- The Main Street Approach has made the Albany Downtown Association more organized and effective. Before utilizing the Main Street Approach, Albany Downtown Association was described as haphazard and "Trying random stuff seeing what would work" (Porsche 2015).

- Past downtown events and promotions were organized with no goal or purpose other than to bring people downtown. In the last five years, downtown events have brought people downtown while also increasing economic output of the events and promotions.
- The Main Street Approach has provided ADA with better structure and long-term strategies. ADA has used the Main Street Approach as a roadmap; it has given the association structure and direction based on a proven method (Porsche 2015).
- It has provided the ADA a better process of bringing in volunteers and utilizing community members skills. The Main Street Approach allows Albany community members that have a shared interest, whether it is design or marketing, to participate and gets them in a room together to improve the downtown. There has been a change in the downtown because the right volunteers are focused on the right things (Porsche 2015).
- The Main Street program had given ADA tools to balance priorities and goals. In the past the ADA would either get too focused on large things that didn't help retailers or on small things that didn't move the downtown forward.

- Street level storefronts' vacancy rates have dramatically lowered in the last five to six years.

## Elements of Sense of Place

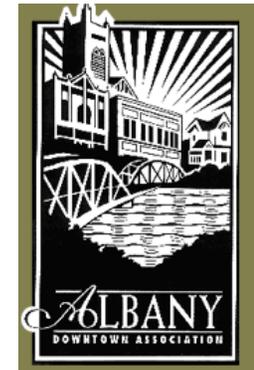
The following are the results of the online survey measuring community member's perception of the eight elements of sense of place in their downtown district.

### Distinct Environment

The Albany Downtown Association has invested in unique streetscaping features that promote a distinct environment in downtown Albany. Examples of investments include:

**Unique Logo:** The ADA has created a logo that is used to market and promote the downtown district. The unique logo let visitors visually know when they are in downtown Albany.

**Street Banners:** The ADA produces street banners that displays the downtown's motto EAT. SHOP. PLAY. The banners are hung up throughout downtown. In the fall of 2015, additional street banners



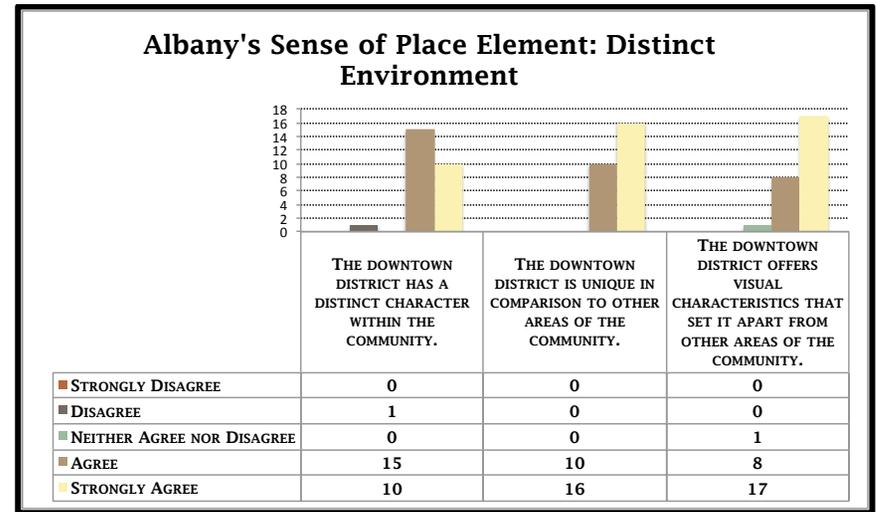
*Image 5: Albany  
Downtown  
Association's Unique  
Logo*

highlighting Albany landmarks will be produced and hung downtown.

Planter Boxes: The ADA has installed planter boxes throughout downtown and encourages businesses to buy their own. To promote downtown businesses to install planter boxes, ADA will water the planter boxes throughout the summer months.

Hanging Plants: Between May and September, ADA buys and installs 100 hanging plants and waters them daily. ADA also waters an additional 50 hanging baskets owned by the city and business owners that are located in downtown and on the waterfront path.

ADA’s investments to make downtown distinct have appeared to connect with community members (Figure 3). Ninety-four percent of community members surveyed either agreed or strongly agreed that the downtown distinct has character, is different from other areas of the community and has enough characteristics that visually set it apart.



**Figure 3: Research Findings Regarding Downtown Albany's Distinct Environment**

## Evolved Over Time

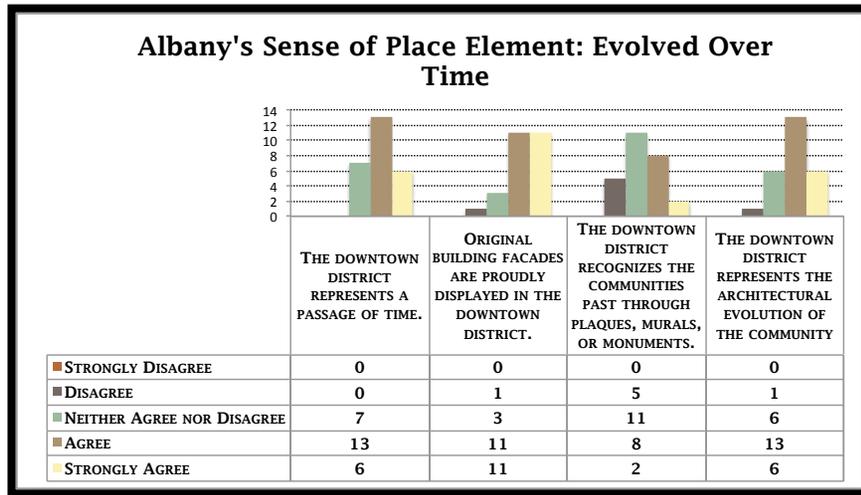


Figure 4: Findings Regarding Downtown Albany's Evolution Over Time

The downtown does a great job of representing the community's evolution over time. This is due to the strict preservation policies that are enforced. According to Albany's visitor center, Albany's downtown began in 1848, when the Monteith brothers opened a general store on the edge of the present downtown. Today's downtown features a collection of buildings dating from that time up through the early 1900s, and includes a variety of architectural styles. Historic buildings remain in use today as restaurants, shops, and offices (Albany Visitor n.d.).

## Multifunctional

Albany community members use the downtown for a variety of reasons (Figure 5). It is notable the seven typical functions of a downtown have a user response of 50% or higher (restaurants, entertainment, social gatherings, shopping, business, arts, historic, reasons). That is a good indicator that community members are using the downtown for multiple needs and the downtown is successful in providing multifunctional uses.

What Do You Use The Downtown District For?	%	Response
Restaurants	96%	25
Entertainment	85%	22
Social Gathering	77%	20
Shopping	73%	19
Business	73%	19
Historic	65%	17
Arts	54%	14
Residential	12%	3
I don't use the downtown district	4%	1
Other (Please Explain)	4%	1

Figure 5: Reasons Community Members Visit Downtown Albany

It is interesting to note that while there is a positive response rate for the functions and uses available downtown, community members are not satisfied with the

number of uses available downtown. Figure 6 shows that community members agree there are a variety of uses downtown, but would like to see the number of uses increase.

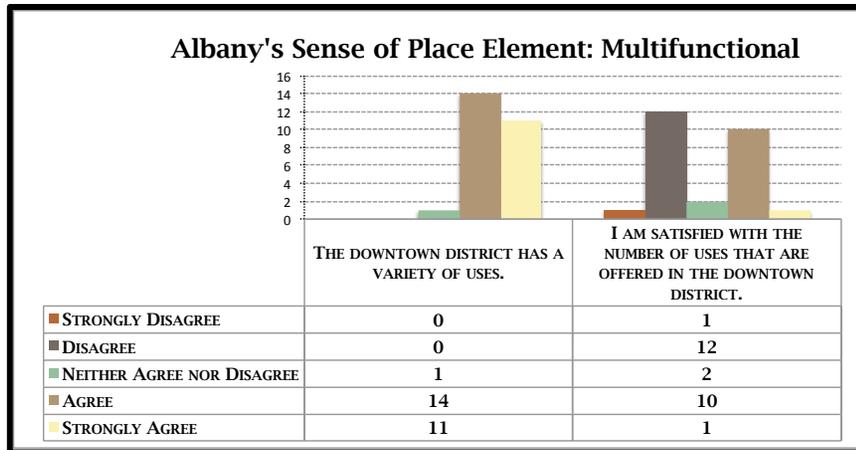


Figure 6: Community Members Perception on the Number of Uses

## Pedestrian-Friendly

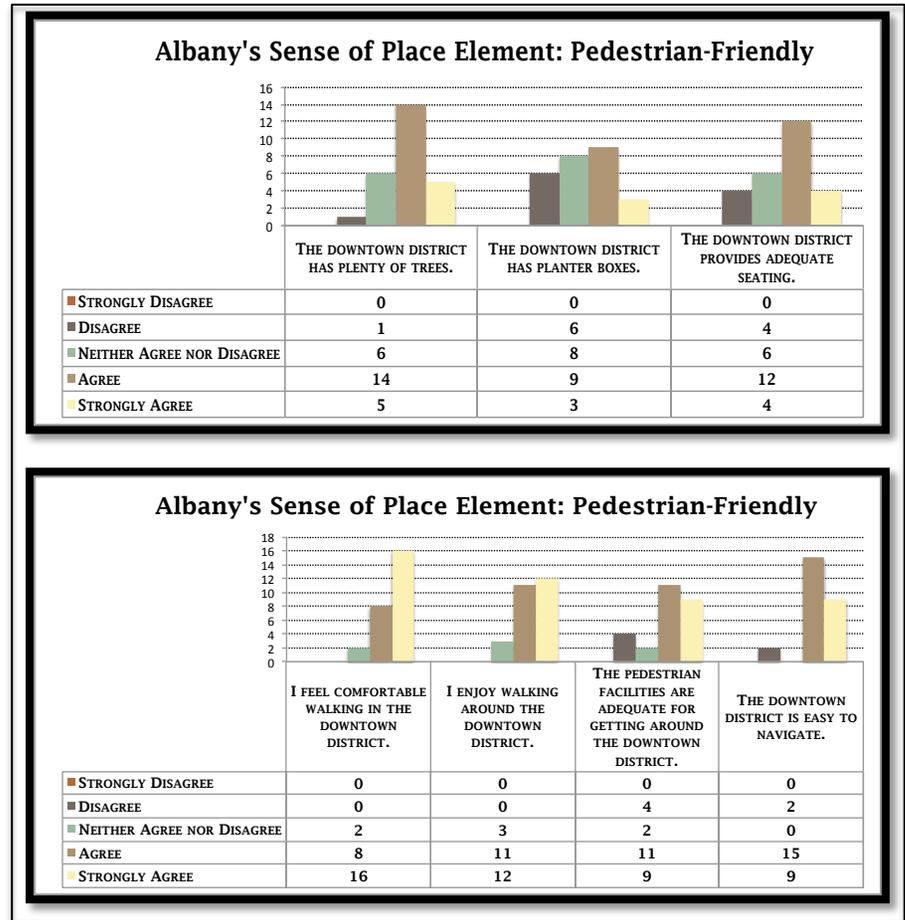


Figure 7: Findings Regarding Albany Downtown Environment

Community members agreed that downtown Albany is very pedestrian friendly. This is largely due to the urban renewal investments that were implemented in the early 2000's. The urban renewal strategy was aimed to improve the

downtown environment through streetscape practices. Figure 7 shows there is high agreement that downtown Albany is highly pedestrian friendly.

## Representation of Community's Unique Heritage

Even though the Albany Downtown Association aims to preserve and promote its historic buildings, community members do not feel that the preservation efforts have increased the representation of the community's heritage in the downtown. The downtown lacks any paintings or sculptures that highlight the community heritage (Figure 8).

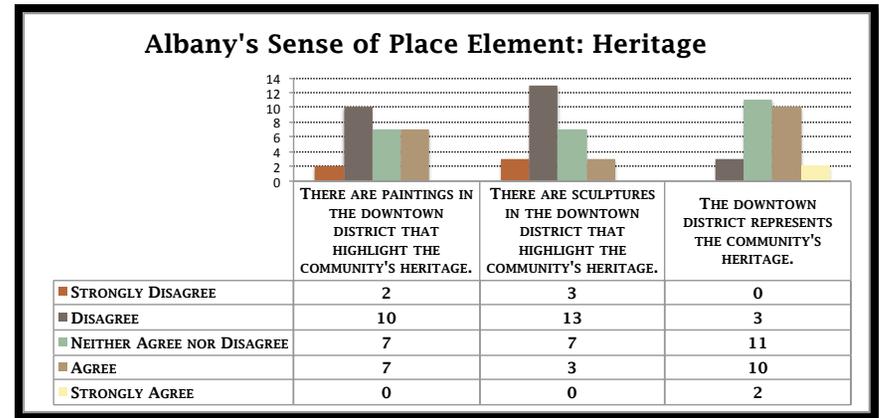
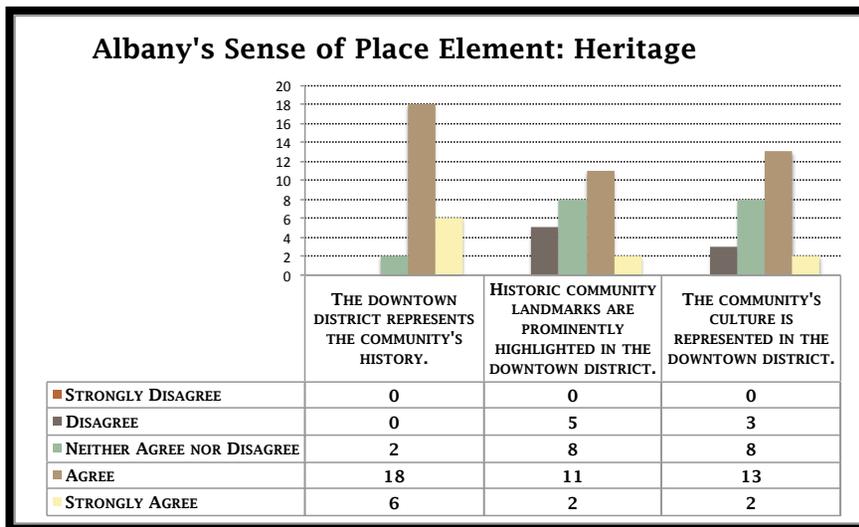


Figure 8: Findings Regarding Downtown Albany's Heritage



## Human Activity

To measure human activity, three factors were looked at; 1) The average number of visits that community members took to the downtown district during week nights, and weekends and 2) Types of public events located in downtown district that promote human activity.

### Weekend and Weeknight Activity

On average, in the last 30 days community members visited the downtown four times during the weekend. That means, community members visit the downtown once every weekend. A weekend visit rate of over once per week is a strong indicator that the downtown provides a desirable experience to community members. On average,

in the last 30 days community members visited the downtown after 5PM on weeknights six times in a 30-day period.

### Special Events

ADA organizes approximately 8-10 annual social events (Porsche 2015). The organized special events not only bring the community together but they are unique to Albany. A few events that can only be found in downtown Albany are:

- Mondays at Monteith is a summer concert series that fills Albany's Monteith Riverpark with music and dancing. It has been a summer staple in Albany for the past 18 years.
- Upstairs Downtown Albany Wine Walk tours involve tours of Albany's historic downtown buildings accompanied by wine tastings from Northwest winemakers. It is held the first Friday in May and the event draws thousands of people to downtown Albany.
- Albany's Veterans Day Parade is the biggest Veterans Day celebration west of the Mississippi. Every year, floats include military color guards, distinguished veterans, classic cars, scout troops, and a motorcycle honor guard led the parade through downtown Albany.

## Encourages People to Linger

Figure 9 shows community members agree that the downtown provides a safe, welcoming and comfortable experience they enjoy. The large urban renewal investments, especially the streetscape investments, have contributed to the near universal agreement that the community enjoys spending time downtown.

There was less agreement on the visual appeal of the downtown district. Thirty-eight percent of community members did not like the look of the downtown or have no opinion on the subject.

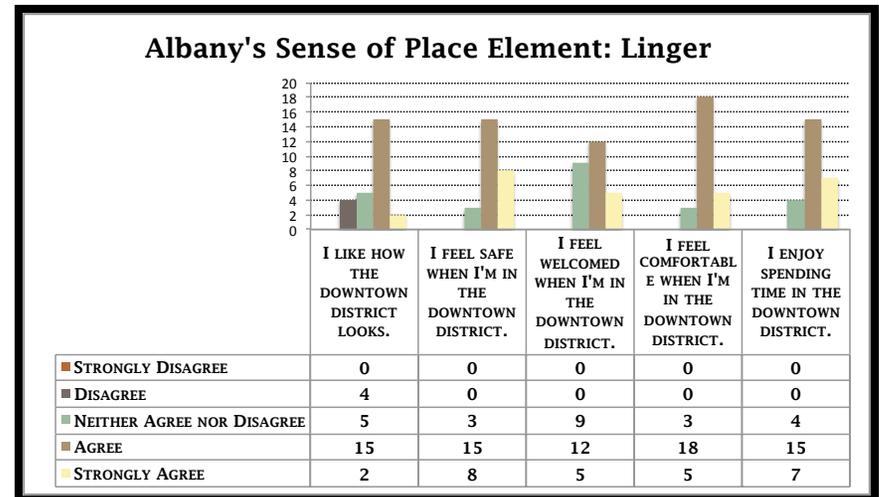


Figure 9: Community Members Perception of whether the downtown environment encourages people to stay downtown

## Community Ownership

While ADA does not have a structured volunteer base, it still provides opportunities for community members to volunteer and assist in the development of the downtown. Figure 10 shows community members have a desire to be involved in downtown activities with over 80% stating they have volunteered and that they want to volunteer in the coming year. Volunteer opportunities include volunteering for downtown clean-up crews, Veterans Day Parade or the ADA board, or becoming a member of a Main Street Approach Committee. Some of ADA partnerships include:

- Rotary
- Kiwanis Club
- Oxford House

Have You Volunteered Your Time In The Past Year?			Do You Plan To Volunteer Your Time In The Upcoming Year?		
	%	Response		%	Response
Yes	81%	21	Yes	81%	21
No	15%	4	Maybe	12%	3
Maybe	4%	1	No	8%	2

**Figure 10: Community's Response To How Often They Volunteer in the Downtown**

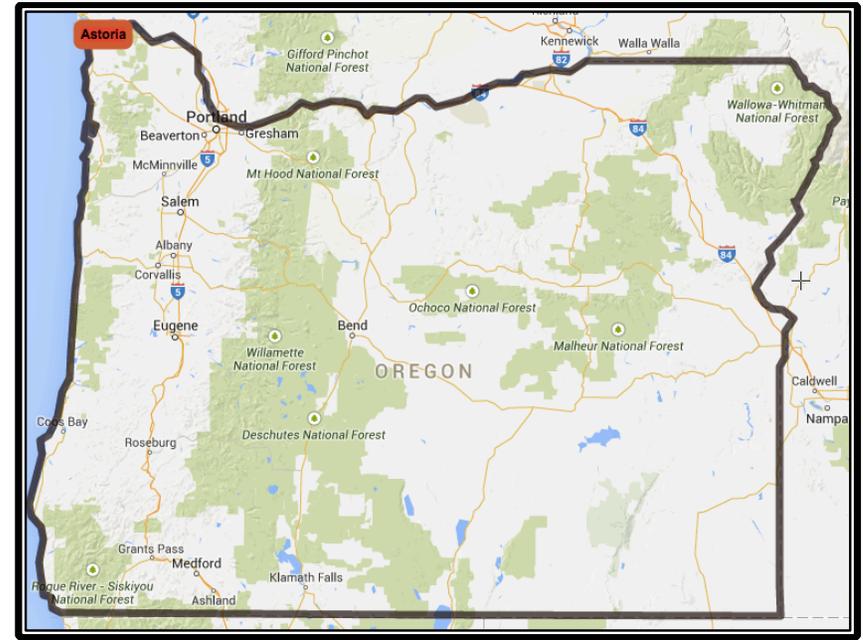
## Place in the Community

The urban renewal efforts the City of Albany invested in during 2002 helped lay the foundation for a revitalized downtown that has strong sense of place elements. However it wasn't until 2008 when the Albany Downtown Association was formed and the Main Street Four Point Approach was fully implemented that the downtown started to come together as a cohesive environment that became intertwined with community partnerships and increased community involvement.

Overall, downtown Albany has a strong sense of place; however, it is greatly lacking in its representation of the community history and heritage. If the Albany Downtown Association invested in cultural art projects such as sculptures and paintings that highlighted the community heritage, then every element of sense of place would be strongly represented in downtown Albany.

# Astoria, Oregon

Astoria, Oregon is located along the Columbia River, approximately 100 miles northwest of Portland. It is the county seat for Clatsop County with a population of 9,516 (US Census Bureau 2010). Astoria was the first permanent settlement west of the Rocky Mountains. Astoria was established in 1811 and was known as a fur-trading outpost conveniently located at the mouth of the Columbia River. As the Oregon Territory grew, Astoria developed into a prominent port city before its economy concentrated around lumber, fishing and fish processing. In 1922, a fire devastated the downtown and burned down 90% of the wood structures and buildings. Business leaders, civic leaders, and citizens came together to rebuild the city in the architecture style of the 1920's. Today tourism is a largest industry in Astoria and Clatsop County as a whole. Astoria's beautiful scenery and lush settlement era history make it a desirable place to visit.



*Image 6: Astoria, Oregon*

## Astoria's Participation in The Main Street Approach

The City of the Astoria began participating in the Main Street Approach in 1986 with the establishment of the Astoria Downtown Historic District Association (Astoria 2015). The ADHDA is comprised of 38 blocks. The boundary lines are between 5<sup>th</sup> and 17<sup>th</sup> Street and Exchange Street and the River. In 1990, Oregon Ballot Measure 5, a ballot establishing limits on property and real estate taxes in Oregon, was voted into law and forced the city of Astoria to drastically cut their budget. The ADHDA's

budget was greatly impacted due to its reliance on property taxes (Garner 2015).

Support for ADHDA was uneven until new board members and new ideas took the organization over in 2009. In 2010, ADHDA partnered with the Resource Assistance for Rural Environment (RARE) program at the University of Oregon that created organizational stability and community support, which propelled Astoria to becoming a Performing Main Street Community in 2013.

In April 2015, ADHDA was recognized for its exemplary commitment to historic preservation and community revitalization through the Main Street Approach and was designated as an accredited National Main Street Program (Astoria 2015). ADHDA was acknowledged for their efforts of fostering strong public-private partnerships, securing an operating budget, tracking programmatic progress and actively preserving historic buildings.

## Goals

While ADHDA originally implemented the Main Street Approach in 1985, it recommitted to the approach in the late 2000's. In 2008, there was an overall need for guidance and leadership in the downtown district to ensure needs were being met. Decreasing vacancy rates and enhancing

storefronts were specific areas in need of improvements. In 2009, there was a grassroots effort from downtown businesses to take responsibility and move the downtown forward. It was this drive and energy that helped ADHDA get organized and start accomplishing goals.

The mission of the reenergized ADHDA is to encourage community involvement and investment in the downtown while preserving the character of historic downtown Astoria. The ADAHD set-out a multistep process of how to achieve the goal:

- Increase opportunities for community members to get involved in the downtown environment.
- Focus on a mix of large and small projects to move the downtown forward.
- Enhance the visual characteristics of the downtown district.
- Create an inviting place that people want to shop in and enjoy.
- Market the downtown as a hub for commerce.
- Increase preservation efforts.

## Results

Since rejoining Main Street Oregon, downtown Astoria has had more energy and a new feel about it (Garner 2015). The

increased number of events has led to more human activity, which has sparked renewed interest in the downtown. Since 2008, a wide range of new and unique businesses have set up shop (Garner 2015). The Main Street Approach has helped Astoria balance between being a charming and desirable tourist destination while also being protective of its culture and staying true to its roots.

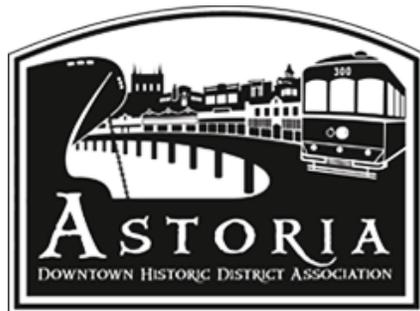
## Elements of Sense of Place

The following are the results of the online survey measuring community member's perception of the eight elements of sense of place in their downtown district.

## Distinct Environment

The ADHDA has invested in streetscaping features that have promoted a distinct environment in downtown Astoria. Examples of investments include:

**Unique Logo:** The ADHDA has created a logo that is used to market and promote the downtown district. The unique logo

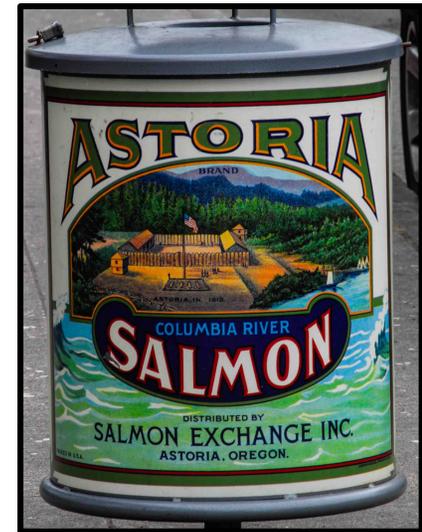


*Image 7: Astoria Downtown Historic District Association's Unique Logo*

lets visitors visually know when they are in the downtown district. The ADHDA logo is typically displayed on banners hanging from street lights throughout the downtown.

**Street Banner:** In the summer months, there are large street banners welcoming visitors to downtown Astoria that also include the ADHDA logo.

**Canning Trash Cans:** Located throughout downtown Astoria are public trash cans that resemble old-fashioned canned Salmon labels. They are known throughout the city as the Salmon Cans. The Salmon Cans are functional trashcans but they also give the downtown a unique look while highlighting the community's history of canning and fish processing.



*Image 8: Canning Themed Trash Cans Located Downtown Astoria*

Credit: SimplyMyView Photography

**Downtown Historic District Street Signage:** ADHDA recently worked with the city of Astoria and the Oregon Department of Transportation to create and install signage indicators.

They are attached to street signs along 5th through 17th St. and visually indicate where the downtown district starts and stops. The signs are part of an effort to make downtown Astoria more pedestrian and tourist friendly. The signs cover 53 intersections.

ADHDA’s investments have appeared to connect with community members (Figure 11). Ninety-two percent of community members surveyed either agreed or strongly agreed that the downtown distinct has character, is different from other areas of the community and has enough characteristics that visually set it apart.

## Evolved Over Time

Due to downtown Astoria being rebuilt after the fire of 1924, ADHDA’s ability to a properly highlight the evolution of downtown is limited. The City of Astoria and ADHDA has made preserving pre-1930 architecture a major focus. It is important for the city to hold on to its past. ADHDA Mission Statement acknowledges that preservation is an important role for the Association:

“Encourage community involvement and investment in preserving the character of historic downtown Astoria while promoting its health and future.”

To ensure that the downtown holds on to its past, the entire downtown is a registered as a historic district with the National Register of Historic Places. The historic district is made up of contributing and non-contributing buildings depending on their past preservation investment.

The biggest challenge ADHDA has faced preserving the downtown district is how to preserve older building that are no longer up to code and what to do when buildings have to be left vacant until the are brought up to code and meet todays needs.

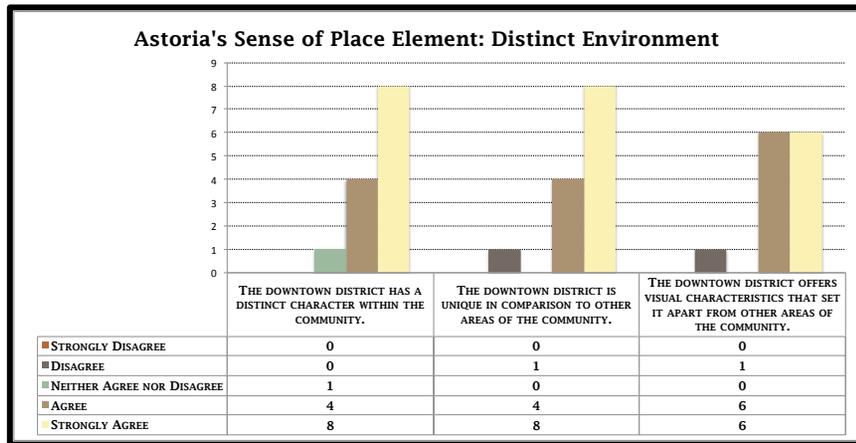


Figure 11: Research Findings Regarding Downtown Astoria's Distinct Environment

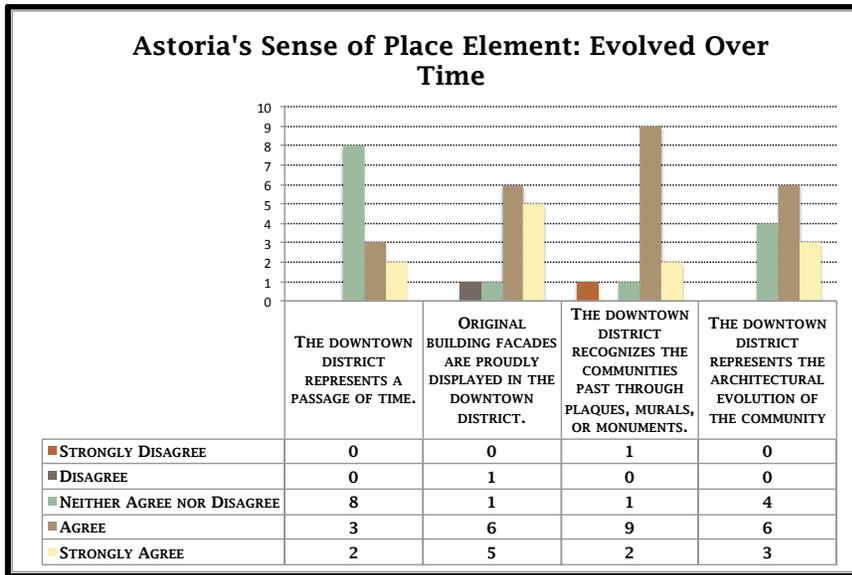


Figure 12: Findings Regarding Downtown Astoria’s Evolution over Time

Figure 12 illustrates community member’s perception of how the downtown has evolved over time. ADHDA has excelled at promoting the original façades of buildings and representing the community’s past through plaques, murals or monuments. Unsurprisingly, a majority of respondents were unsure whether the downtown represents passage of time. This could be because all the buildings were reconstructed around the same time and they have been preserved simultaneously. So while the downtown has done a great job preserving the buildings and architecture, most of the architecture is from the same era and does not accurately represent a true evolution of the downtown.

## Multifunctional

According to the survey, downtown Astoria offers functions and services that community members connect with. Figure 13 shows that over a majority of community members (85% or higher) use the downtown for shopping, restaurants, business, social gatherings, entertainment, and arts. ADHDA has done an impressive job of not only offering services community members use but also promoting the service on its website so community members are aware of them.

Why do you visit Downtown Astoria?	%	Response
Shopping	100%	13
Restaurants	100%	13
Business	100%	13
Social Gathering	85%	11
Entertainment	85%	11
Arts	85%	11
Historic	38%	5
Residential	23%	3
Other (Please Explain)	8%	1
I don't use the downtown district	0%	0

Figure 13: Reasons Community Members Visit Downtown Astoria

It is interesting to note that while there is a high attach rate for the functions and uses available downtown, community members are not satisfied with the number of uses available downtown. Figure 14 shows that community members agree there are a variety of uses downtown, but would like to see the number of uses increase.

downtown district not having typical amenities that are associated with a pedestrian friendly environment, like trees.

Due to the fire of 1924, the downtown was rebuilt on the remains of the previous downtown. To quickly rebuild the downtown it was decided to rebuild the downtown using hollow sidewalks. This decision means there is no viable soil underneath the downtown sidewalks for plants to grow. This has made it nearly impossible to plant trees and have a traditional downtown streetscape. The ADHDA has tried to compensate for the lack of trees with year round planter boxes. While ADHDA stated they have invested in benches and pedestrian seating, the research indicates that 50% of the community members are dissatisfied with the amount of seating provided or have no opinion on the subject.

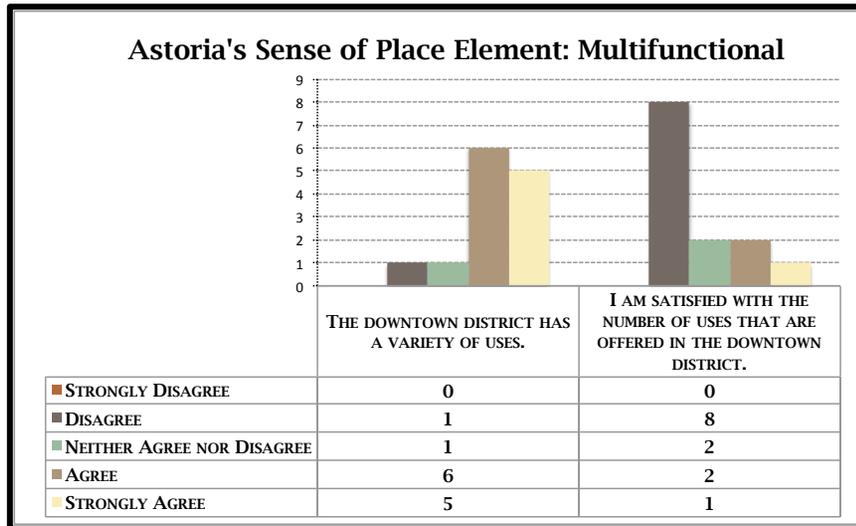


Figure 14: Community Members Perception on the Number of Uses

## Pedestrian-Friendly

For the most part, community members agree the downtown is a pedestrian friendly environment (Figure 15). There is a universal agreement that community members enjoy walking around the downtown. This is in spite of the

## Representation of Community's Unique Heritage

Even though there are three museums located downtown, one specifically highlighting the heritage of the Astoria and Clatsop County, community members do not believe that the downtown highlights community heritage (Figure 16). However the community does believe the history of the community is being displayed (Figure 17). Below are community landmarks and museums located downtown.

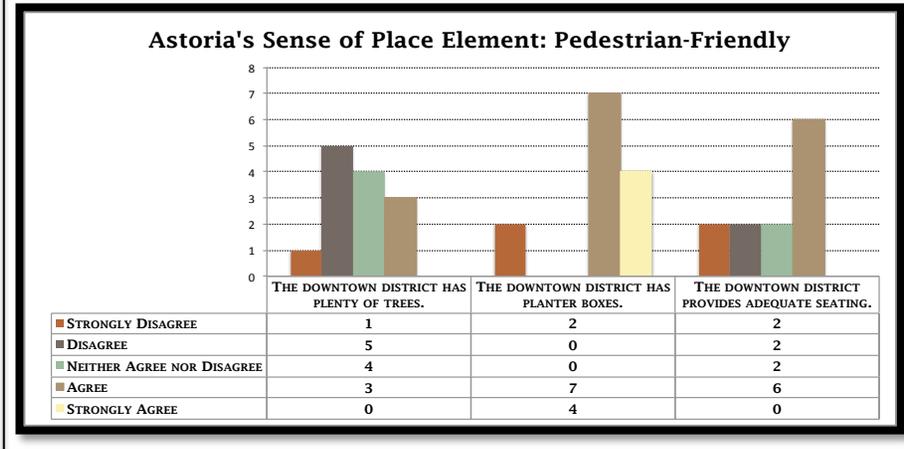
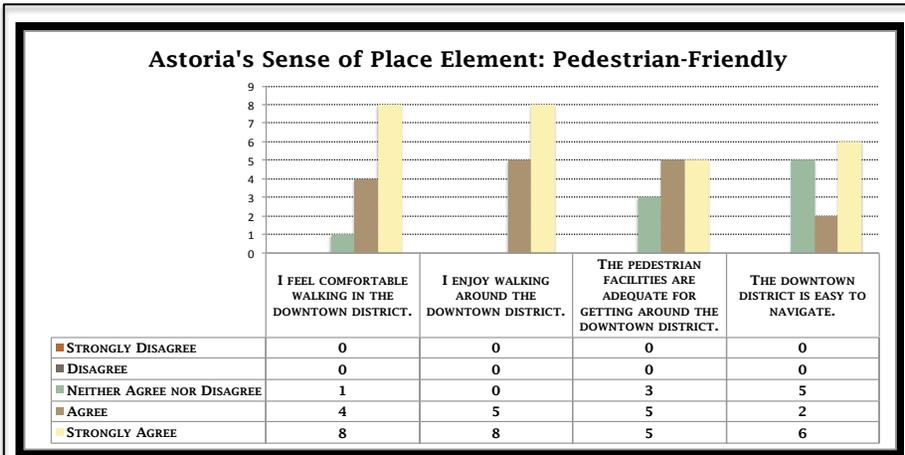


Figure 15: Findings Regarding Downtown Astoria's Environment

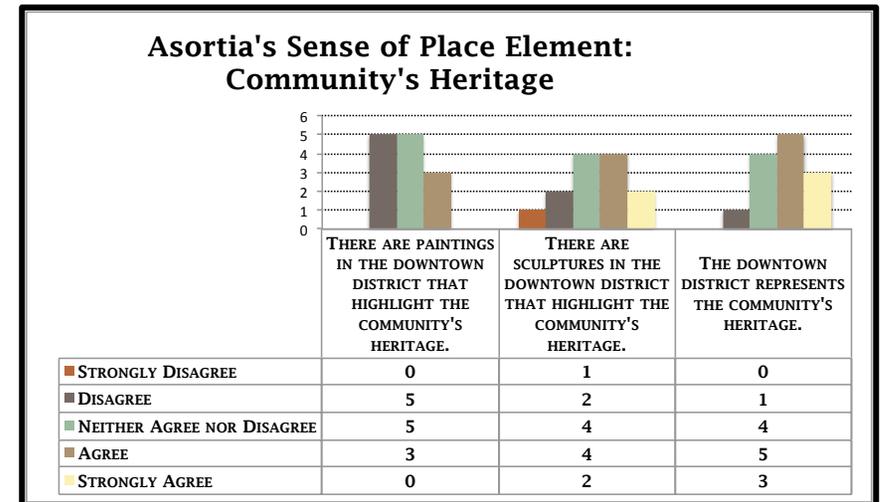
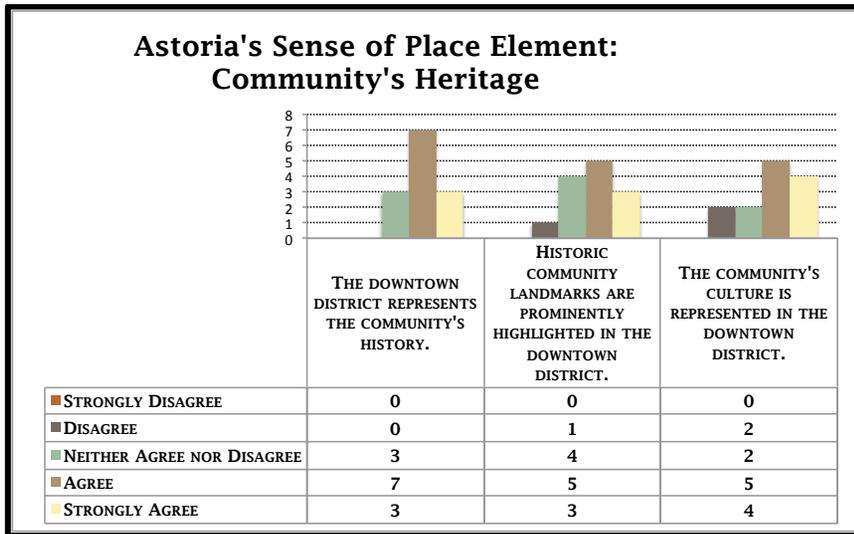


Figure 16: Findings Regarding Downtown Astoria's Heritage



*Figure 17: Findings Regarding Downtown Astoria's Heritage*

- Maritime Memorial is located on the Astoria Riverwalk under the Astoria-Megler Bridge. The Memorial pays tribute to the area's seafaring history and locals lost at sea.
- The Astoria Riverwalk is also home to the "Graveyard of the Pacific," a resting place for a number of ships that couldn't navigate through the treacherous sandbars in the Columbia River (Discover Coast 2014).

The three museums located downtown include;

- The Bumble Bee Cannery Museum is the oldest cannery building still standing on the Columbia

River. It highlights the Cannery History, all cannery workers, and the Fishing Industry livelihood as it was developed from 1875 to the present

- The Heritage Museum Features permanent and temporary exhibits interpreting Clatsop County's history, including natural history, geology, Native American artifacts, early immigrants and settlers of the region, and important nautical events. The building contains over 10,000 cataloged historic photographs and is operated by the Clatsop County Historical Society (Astoria 2015).
- The Oregon Movie Museum is dedicated to the movie "The Goonies" and other made-in-Oregon films. The museum was formed through a partnership between Clatsop County and a local historical group.

## Human Activity

To measure human activity, three factors were looked at; 1) The average number of visits that community members took to the downtown district during week nights, and weekends and 2) Types of public events located in the downtown district that promote human activity.

### Weekend Activity

On average, in the last 30 days community members visited the downtown six times during the weekend. That means, for two weekends every month community members visit the downtown Saturday and Sunday. A weekend visit rate of over once per week is a strong indicator that the downtown provides a desirable experience to community members. The maximum number of downtown visits were eight trips per month, the minimum number of downtown visits were two trips per month.

### Weeknight Activity

On average, in the last 30 days community members visited the downtown after 5PM on weeknights eight times. That averages to 36% of weeknights that involve a visit to the downtown district. However, it was identified that three respondents live in downtown Astoria, so the average number of weeknight visits is possibly inflated. If the three maximum responses are omitted, the average weeknight visit is less than four times a month, 18% of weeknights.

### Special Events

ADHDA organizes approximately 10 annual social events (Garner 2015). The events ADHDA organizes not only bring

the community together but they are unique to Astoria. A few events that can only be found in downtown Astoria are:

### Pacific Northwest Brew Cup

The Pacific Northwest Brew Cup is an annual weekend beer festival held at the end of September. The festival highlights northwest beers, with live music, food vendors, and activities for families. The Pacific Northwest Brew Cup was established in 2002 and is organized by the Astoria Downtown Historic District Association. The proceeds from the Pacific Northwest Brew Cup are reinvested into downtown revitalization efforts (Pacific Northwest Brew Cup 2015).



*Image 9: The Pacific Northwest Brew Cup*

### Riverwalk Community Parade

For the 4<sup>th</sup> of July, ADHDA invites the community to join the Annual Riverwalk Community Parade. The parade begins at the Columbia River Maritime Museum Historic Train Depot and marches westward on the Riverwalk to the Sunset Empire Transit Center. Community members are encouraged to dress up the whole family, decorate bicycles

and celebrate their independence. After the parade there is a community fireworks show.

**Jane Barnes Revue**

ADHDA also organizes the annual Jane Barnes Revue. The event is a one night topsy-turvy fashion show held at the Astor Street Opry Company Playhouse. The unusual event feature Astoria's finest males dressed up as Astoria's notable "first lady", Jane Barnes. The group of male merrymakers, fondly dubbed the Gentlemen Janes, don big wigs, get glammed up, and strut on a catwalk. The proceeds from the Jane Barnes Revue are reinvested into downtown revitalization efforts (Gilbaugh 2015).

Other annual events that ADHDA operates include the Second Saturday Art Walk, Summer Farmers Markets, semi-annual downtown cleanup events, and holiday events such as community trick or treat and the inaugural holiday lighting event. Figure 18 shows the special events that community members are aware of in the downtown; it correlates with the actual special events that ADHDA organizes downtown. One special event that was mentioned but not recognized by ADHDA was the special shopping event held downtown.

What Social Events are Held in the Downtown District?	%	Response
Farmers Market	100%	13
Parades	92%	12
Annual Festivals	85%	11
Holiday Markets	46%	6
Other (Please Explain)	8%	1
None	0%	0
Cook-offs	0%	0

Figure 18: Social Events that are located in Downtown Astoria

**Encourages People to Linger**

Community members agree downtown Astoria feels safe, welcoming and provides a comfortable experience that they enjoy. One reason why there is near universal agreement that community members enjoy spending time downtown could be the unique and scenic waterfront. The Astoria Riverwalk, also known as the Astoria River Trail, stretches the entire length of the city's waterfront, connecting restaurants and breweries, museums, and dozens of other attractions.

There was less agreement on the visual appeal of the downtown district (Figure 19). Forty-six percent of community members strongly did not like the look of the

downtown or had no opinion on the subject. This may be due to the limited number of streetscaping options available to ADHDA due to the hollow sidewalks.

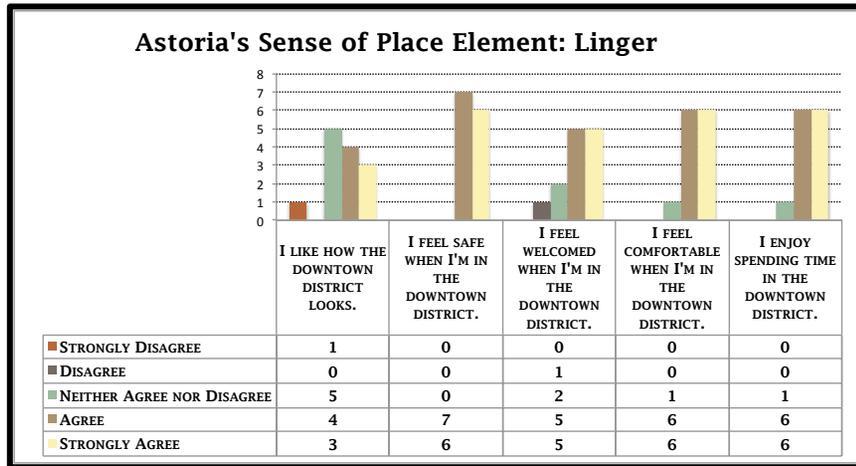


Figure 19: Community Members Perception of whether the downtown environment encourages people to stay downtown.

## Community Ownership

ADHDA provides a lot of opportunities for community members to volunteer and assist in the development of the downtown. ADHDA organizes semi-annual downtown cleanup events where community members are encouraged to come downtown and partake in a community wide cleanup day. The cleanup events visually makes the downtown a more inviting place while bringing community members together and getting them involved in

taking ownership of their downtown. Other volunteer opportunities include volunteering for the ADHDA board, becoming a member of a Main Street Approach Committee, or donating time at one of the ADHDA fund raising events, Pacific Northwest Brew Cup and the Jane Barnes Revue.

ADHDA describes Astoria as a community of volunteers and Figure 20 backs up that statement. With a volunteer rate of 92%, it appears that ADHDA has accomplished its goal of encouraging community involvement.

Have You Volunteered Your Time In The Past Year?	%	Response	Do You Plan To Volunteer Your Time In The Upcoming Year?	%	Response
Yes	92%	12	Yes	92%	12
Maybe	8%	1	Maybe	8%	1
No	0%	0	No	0%	0

Figure 20: Community's Response To How Often They Volunteer in the Downtown

ADHDA has a strong number of community partnerships that increase and promote community involvement. Examples of community partners include:

- City of Astoria
- Chamber of Commerce
- Columbia River Maritime Museum

- Astoria Sunday Market
- Lions Club
- Clatsop Community College
- Riverfront Trolley Association

Most, if not all, of these partnerships are vital to ADHDA success. Whether it is large projects working with the city, or financial partnering with the Astoria Sunday Market to obtain a RARA participant, or partnering with Riverfront Trolley to ensure safe traveling from the downtown, volunteers make ADHDA the organization it is today (Garner 2015).

## Place in the Community

Downtown Astoria plays a large role in the overall desirability of Astoria. Since Astoria is a tourist destination, it is important that the downtown connects with community members while highlighting its unique features to visitors.

Even though the downtown district was rebuilt in the late 1920s, the Astoria Downtown Historic District Association has done an excellent job of representing the community's history and character. The ADHDA has invested their money in streetscaping efforts that have resonated with the

community and has made the downtown a desirable destination to visit and care about through volunteer efforts. While certain improvements such as additional trees, a larger number of uses downtown and a increased representation of community heritage would improve the overall sense of place in downtown Astoria, the downtown already has a high representation of sense of place.

# McMinnville, Oregon

McMinnville, Oregon is located within the Willamette Valley approximately 35 miles southeast of Portland. This city has been the economic leader in Yamhill County since before it became incorporated in 1876. McMinnville is the county seat for Yamhill County and is also the county's largest city with 32,536 residents (US Census Bureau 2015).

McMinnville is considered a hub destination for travelers due to its convenient location between the Portland metropolitan area and the scenic oceanside destination of Lincoln City.

## McMinnville's Participation in The Main Street Approach

The City of McMinnville began participating in the Main Street Approach in 1987 with the establishment of the McMinnville Downtown Association (MDA) (Quandt 2015). In 1986, the McMinnville downtown district, which consists of 3<sup>rd</sup> St. between Baker St. and Galloway St., had become a very undesirable location. There was no community activity happening along 3<sup>rd</sup> Street. The older, historic buildings had become rundown and dilapidated, and the downtown district had an 18% storefront vacancy rate. The accumulation of these circumstances and others led

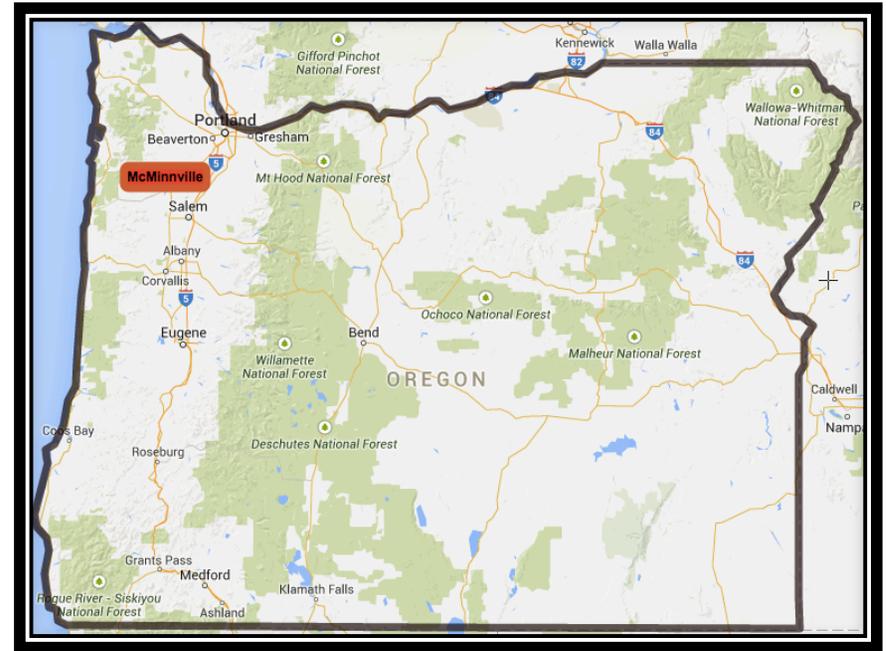


Image 10: McMinnville, Oregon

community members to realize if they wanted their downtown to survive, they had to come together and take action. A community driven initiative led to the formation of the McMinnville Downtown Association.

The MDA's mission is to support and enhance the historic downtown district of McMinnville, while promoting it as the cultural, retail, and professional heart of the community. The mission is accomplished by promoting a healthy mixture of retail, office, residential and other uses to maintain a diverse and energetic downtown. (Downtown McMinnville Association 2014).

Downtown McMinnville immediately incorporated the Main Street Approach philosophy when it was founded in 1987. When the Main Street Approach was reintroduced in 2008 through Oregon Main Street program, McMinnville reinvested and revitalized their application of the Main Street Approach philosophy. In 2009, McMinnville applied and was accepted as an Oregon Main Street performing community.

## Goals

Community members with a vested interest in 3<sup>rd</sup> St. propagated the revitalization of downtown McMinnville. Property owners, business owners, and concerned community members came together with a unified goal; get business into the vacant store fronts and bring life and vitality back to downtown.

The MDA set-out a multistep process of how to achieve the goal:

- Improving the conditions of the dilapidated buildings in the downtown district.
- Lowering the store-front vacancy rates in the downtown district.
- Rebrand the downtown into a desirable destination within the community. The new McMinnville brand needed to be cohesive and clear.

- Preserve historic buildings located in the downtown district.
- Create revenue sources to improve the downtown district.

## Results

Since becoming a performing community in 2009, the downtown district has improved on multiple levels:

- The biggest success is the dramatic drop in the vacancy rate. The downtown, specifically 3rd Street, currently has a storefront vacancy rate of less than 4%. This success is in part due to the strong economic restructuring methodology that the Main Street Approach offers. The MDA has partnered with the City of McMinnville to implement and manage a downtown economic improvement district. The MDA works with property and business owners on a wide variety of projects, assisting with the development of projects, and improving the general economic climate of the downtown district.
- While the number of businesses has increased since 2009, the downtown district has also greatly improved its ability to retain businesses. Retaining existing businesses has greatly assisted in the economic development and

has diversified the downtown. The high retention rate allows businesses to stay, grow, and become more committed and involved to the community.

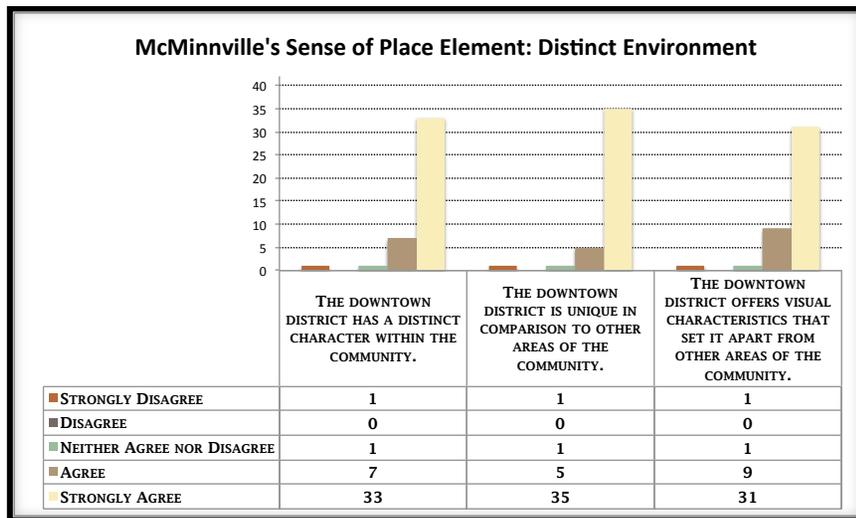
- There has been a large investment to improve the design of the downtown and incorporate new beautification concepts. Improvements since 2009 include the installation and maintenance of planter boxes, hanging baskets, and lamp posts along 3<sup>rd</sup> Street. The design committee's main goal since 2009 was to improve the overall aesthetics of the downtown district.
- There has been an overall increase in community engagement since 2009. There are more community events that are developed and taking place downtown. There are also more partnerships, sponsors, increased participation and community buy-in.

## Elements of Sense of Place

The following are the results of the online survey measuring community member's perception of the eight elements of sense of place in their downtown district.

## Distinct Environment

The McMinnville Downtown Association set out to make the downtown a destination that people want to visit. To accomplish the goal, McMinnville's downtown needed to be viewed as being distinct and having its own identity. Since 1987, the McMinnville Downtown Association has invested time and resources into creating an environment that is clearly distinct from other commercial settings in McMinnville. This is in part due to the investment of unique streetscaping features such as old-fashioned lampposts, hanging plants, and a prominently displayed banner along 3<sup>rd</sup> St. Research findings conclude that the MDA has been successful in creating a distinct environment.



**Figure 21: Research Findings Regarding Downtown McMinnville's Distinct Environment**

Figure 21 indicates that downtown McMinnville is distinct compared to other areas of the community. A majority of respondents strongly agreed that downtown McMinnville has a distinct character, is different from other areas of the community and has enough characteristics that visually set it apart from other parts of the community.

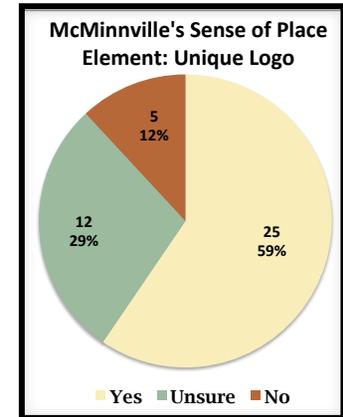
To build a distinct sense of place, a downtown needs to be marketed as its own entity. A key marketing tool to building a brand is having a unique logo that people identify. Approximately 40% of respondents did not know or were unsure if downtown McMinnville had an identifiable logo (Graph 1). The MDA stated it has not properly utilized

the downtown logo and currently has plans to introduce a new marketing campaign in summer 2015 (Quandt 2015).

## Evolved over time

The McMinnville Downtown Association has proactively been preserving the buildings that run along 3<sup>rd</sup>. In 1987, the City of McMinnville adopted a historic preservation ordinance establishing regulations and procedures for the alteration or demolition of historic resources. Ordinance No. 4401 makes a provision for the protection of McMinnville's historic resources. The resources are protected under four classes: distinctive, significant, contributory, or environmental.

- **Distinctive:** Resources outstanding for architectural or historic reasons and potentially worthy of nomination to the National Register of Historic Places.
- **Significant:** Resources of recognized importance to the City due to historical association or architectural integrity, uniqueness, or quality.
- **Contributory:** Resources not in themselves of major significance, but which enhance the overall historic



**Graph 1: Community's Awareness of a Downtown Logo**

character of the neighborhood or City. Removal or alteration would have a deleterious effect on the quality of historic continuity experienced in the community.

- **Environmental:** This category includes all resources surveyed that were not classified as distinctive, significant, or contributory. The resources comprise an historic context within the community.

Downtown McMinnville contains 52 contributing buildings that are recognized on the Historic Resources Inventory. While a few preserved buildings will not evoke the passage of time, street after street of unique, notable buildings can create a connection to the past. The high concentration of preserved buildings has contributed to the visual evolution of the downtown. Ninety-five percent of respondents agreed or strongly agreed that original building facades were being displayed downtown (Figure 22), while over 70% agreed or strongly agreed that the downtown district represents the architectural evolution of the community.

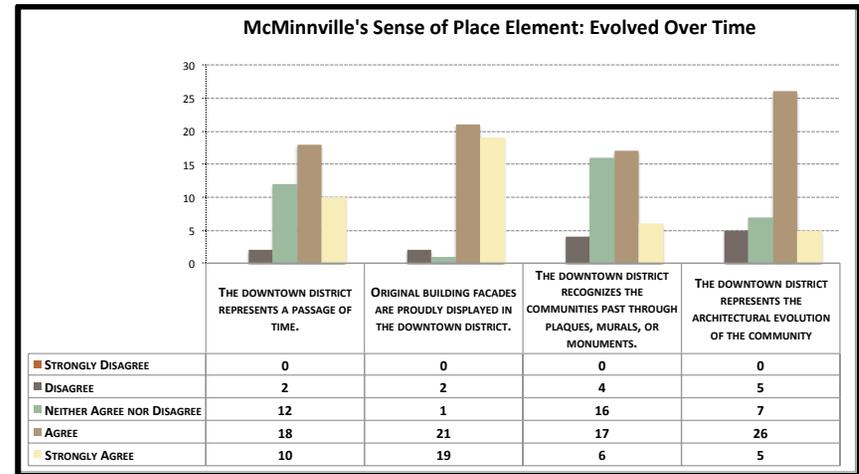


Figure 22: Findings Regarding Downtown McMinnville’s Evolution over Time

Research shows downtown McMinnville could improve representation of the community’s past through plaques, murals and monuments. While there are monuments downtown, community members felt the community’s past was not being adequately recognized. The low response to this question could be because community members feel that there are not enough plaques, murals, and monuments or because the committee members are unaware of the significance behind the plaques, monuments, and murals that are currently downtown.

## Multifunctional

Downtown McMinnville succeeds at providing and promoting a variety of uses downtown. All 43 respondents agreed or strongly agreed that the downtown district offered a variety of uses. Of the 43 respondents, 79% were satisfied or very satisfied with the number of uses that were offered in the downtown district. Fourteen percent of respondents were unsatisfied with the number of uses while 7% neither agreed nor disagreed with the number of uses downtown.

Downtown McMinnville offers services and uses that community members enjoy and take advantage of. Restaurants, shopping, social gathering, and entertainment reasons were the top reasons why community members visit Downtown McMinnville (Figure 23). Every respondent agreed that going to a restaurant is a main reason for visiting the downtown. This finding aligns with the McMinnville Downtown Associations’ goal to promote downtown McMinnville as destination for fine wine and food lovers.

The McMinnville Downtown Wineries is a group of wineries that have banded together and chosen to bring their wines to the center of McMinnville. Some of the wineries have grow their vineyards outside of town while other wineries

purchase their grapes from around the Willamette Valley (Downtown McMinnville Association 2013).

Why do you visit Downtown McMinnville?	%	Response
Restaurants	100%	43
Shopping	88%	38
Social Gathering	86%	37
Entertainment	74%	32
Business	58%	25
Arts	47%	20
Historic	33%	14
Other (Please Explain)	12%	5
Residential	9%	4
I Don't Visit Downtown	0%	0

**Figure 23: Reasons Community Members Visit Downtown McMinnville**

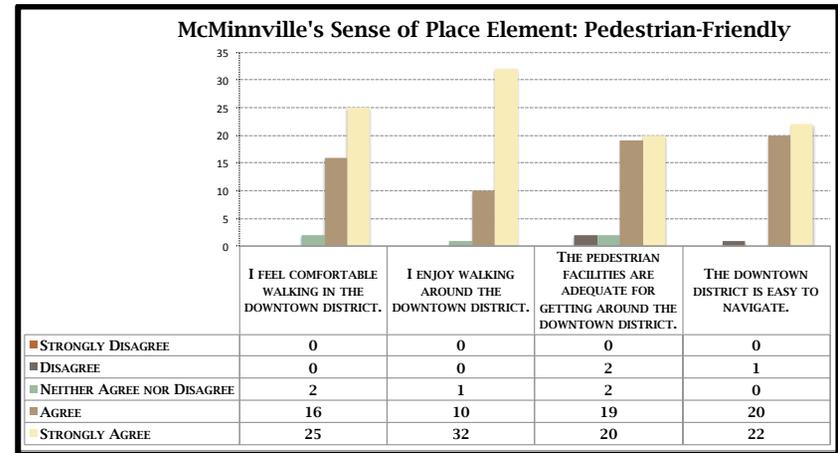
With approximately 20 restaurants within downtown McMinnville, it is easy to understand why community members enjoy visiting the downtown for their food needs. Many of the restaurants are award winning establishments that provide foods ranging from Italian food, Japanese sushi, pizza, coffee, ice-cream, to Spanish tapas, Mexican, and French cuisine (Downtown McMinnville Association 2013). Parade magazine recently awarded downtown McMinnville runner-up for Best Main Street in America. The magazine praised the downtown for its focus on fine restaurants and its growing reputation as a culinary showplace (Parade Magazine 2014).

The McMinnville Downtown Association has done a great job of promoting all the different uses downtown has to offer. The MDA recently launched a new website that promotes all the functions currently happening in downtown McMinnville. The website, [www.tastemac.com](http://www.tastemac.com), acts as a one-stop destination that highlights the wineries, breweries, restaurants, historical amenities, and family activities that are located downtown.

It is interesting to note, while it was not listed as an option, walking and exercise was the most frequent write-in response. It was specifically stated that individuals that visited the downtown to walk and exercise did so because they enjoyed the scenery.

## Pedestrian-Friendly

In the late 1980’s, the McMinnville Downtown Association invested in streetscape improvements, which have resonated with community members. Overall, McMinnville’s downtown is exceptionally pedestrian-friendly. Only 5% of respondents disagreed that the pedestrian facilities are adequate for getting around. Figure 24 shows high agreement that downtown McMinnville is an enjoyable environment that community members feel safe walking around in.



**Figure 24: Community Members Perception of the Downtown’s Walkability**

The community feels that downtown has plenty of trees and hanging plants that promote a comforting pedestrian environment (Figure 25). It is interesting to note that while the downtown does have planter boxes, 21% of respondents were unaware of their existence. Although the community agrees that the downtown is pedestrian friendly, additional seating along the downtown could improve the overall pedestrian experience.

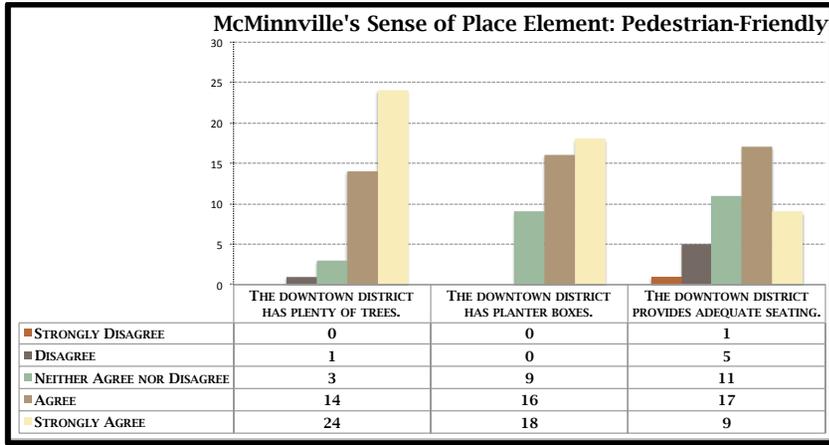


Figure 25: Community Members Perception of the Downtowns Pedestrian Facilities

## Representation of the community's unique heritage

The survey questions measuring the representation of McMinnville's heritage had the most varied responses of all the sense of place elements. Community members had differing opinions regarding how well the community's heritage and history are being represented in the downtown district. Figure 26 illustrates community members' responses to how well McMinnville's history is being represented in the downtown district. The survey respondents feel that the community's history is being represented in the downtown district to some degree. Respondents are unresponsive as to whether historic

landmarks are prominently highlighted in the downtown district. While the downtown McMinnville association cannot produce historic landmarks if they are nonexistent, they could emphasize a landmark or a particularly significant building that is on the national registry, and promote its historical significance to the community.

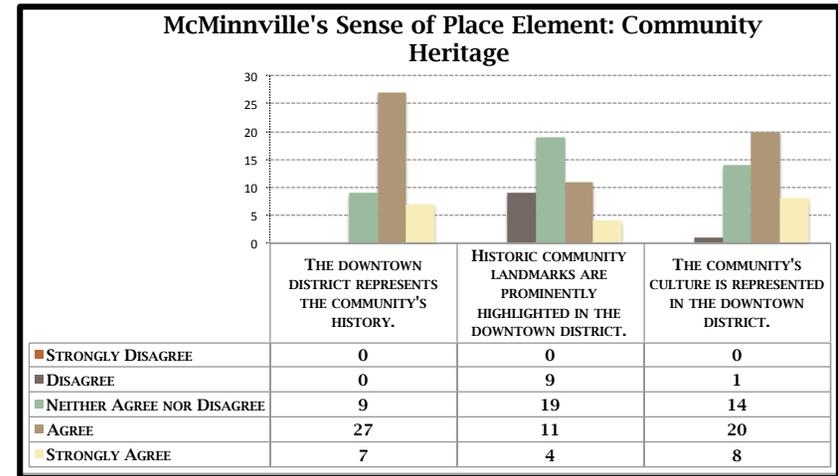


Figure 26: Community Members' Perception of History in Downtown McMinnville

Promoting and highlighting McMinnville's heritage is the one sense of place element that the Main Street Approach could help downtown McMinnville improve upon (Figure 27). McMinnville's heritage could be promoted through paintings, murals, and statues. Forty-four percent of respondents disagreed or strongly disagreed that community heritage was represented in the downtown area

through paintings. This was the highest percentage of disagreement in response to any element of sense of place.

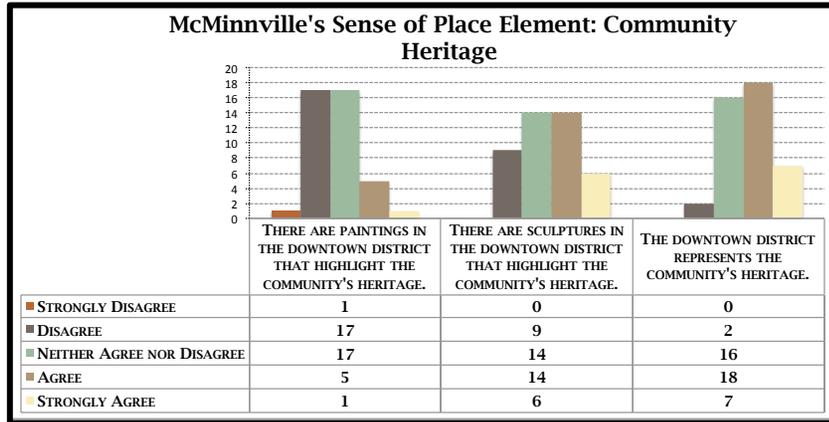


Figure 27: Community Members' Perception of Heritage in Downtown McMinnville

## Human Activity

To measure human activity, three factors were looked at; 1) The average number of visits that community members took to the downtown district during week nights, and weekends and 2) Types of public events located in the downtown district that promote human activity.

### Weekend Activity

On average, in the last 30 days, community members visited the downtown four times during the weekend. That is one trip per weekend during an average month. A

weekend visit rate of one per week is a decent indicator that the downtown provides a desirable experience to community members. Eight of the 42 responders went the maximum of eight trips per month while three of the 42 visited zero times.

### Weeknight Activity

On average, in the last 30 days, community members visited the downtown after 5PM on weeknights 6 times. That averages to over 25% of weeknights that involve a visit to the downtown district. Twenty-five percent is considered a strong indicator of human activity in the downtown district.

### Special Events

McMinnville Downtown Association organizes approximately 12 annual social events (Quandt 2015). The events MDA organizes not only bring the community together but they are unique to McMinnville. The best example of a social event that capitalizes on a distinctive McMinnville amenity is the annual UFO Festival. The festival, the second largest UFO celebration in the country, is a two-day event that celebrates McMinnville's unique connection to the UFO community. May 2015 will be the 16<sup>th</sup> UFO Festival that commemorates Paul Trent's famous 1950 UFO photo which many still consider the most credible and compelling proof for the existence of UFOs

(City of McMinnville 2005). The festival encourages community members and visitors to get in the UFO spirit with multiple activities that include:

- The Abduction Dash: A mile long obstacle run that involves running, dashing, crawling and leaping to the finish line.
- UFO Costume Parade: A typical Main Street parade with a twist that includes an eclectic mix of marching, grooving, dancing bands, spaceships, troupes of aliens, and out-of-this-world decorated cars.
- Alien Pet Costume Contest: An unusual pet costume competition that is open to any and all pets who are willing to undergo transformation to become an Alien creature.
- Speakers Events: UFO experts, nuclear physicists, and UFO witnesses and abductees give presentations through the festival.

While the UFO festival might be the most unique event, McMinnville Downtown Association puts on other community events such as Safe and Sane Halloween, and Turkey Rama. Turkey Rama is McMinnville’s oldest community festival. In July 2015, the 55<sup>th</sup> Turkey Rama will be observed in remembrance of the once thriving turkey business in the surrounding county. Other more traditional

Main Street events such as Farmers Markets also take place in McMinnville.

Not only has the McMinnville Downtown Association organized and sponsored community events that are unique to McMinnville, the MDA has done a great job of promoting the events. Figure 28 demonstrates community members are well informed about social events that take place downtown.

What Social Events are Located Downtown?	%	Response
Farmers Market	98%	42
Annual Festivals	98%	42
Parades	95%	41
Holiday Markets	56%	24
Cook-offs	9%	4
Other (Please Explain)	9%	4
None	0%	0

*Figure 28: Social Events Located in Downtown McMinnville*

## Encourages people to linger

Community members overwhelmingly agree that the environment in downtown McMinnville encourages people to stay and enjoy 3<sup>rd</sup> Street. Figure 29 shows nearly universal positive response to questions asking if the downtown environment is comforting, aesthetically

pleasing, and enjoyable. The positive results could be attributed to the MDA’s investments in streetscape. The planter boxes and trees add vegetation, while the lampposts add additional light for safety in addition to adding interesting visual characteristics. There is a strong correlation between a downtown that encourages people to stay, linger, and enjoy the downtown environment and a downtown that is pedestrian friendly and easily walkable.

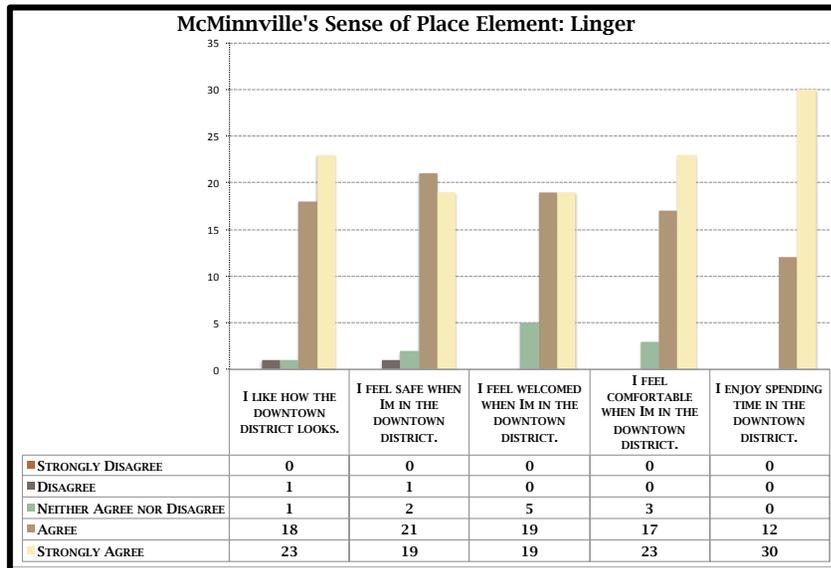


Figure 29: Community Members’ Perception of whether the downtown environment encourages people to stay downtown.

## Community Ownership

The McMinnville Downtown Association has a lot of partnership opportunities for the community. As previously stated, the four Main Street Approach committees are made up of community volunteers. The special events that the McMinnville Downtown Association organized, e.g. UFO Festival, Turkey Rama, etc., are mostly run through community volunteers. In 2014, a total of 1,108 hours were volunteered for the MDA (Sollars 2015). Figure 30 indicates how often community members volunteered in the past year and will volunteer in coming year.

Have You Volunteered Your Time In The past Year	%	Response	Do You Plan To Volunteer Your Time In The Upcoming Year?	%	Response
Yes	56%	24	Yes	47%	20
No	44%	19	Maybe	28%	12
Maybe	0%	0	No	26%	11

Figure 30: Community's Response To How Often They Volunteer in the Downtown

McMinnville Downtown Association has a healthy amount of community partnerships. The MDA works with the city government, Chamber of Commerce, Carlton Business Association, Yamhill Enrichment Society, and community members. The McMinnville Downtown Association has stated that it would not be able to do everything it does without the community partnerships (Quandt 2015).

## Place in the Community

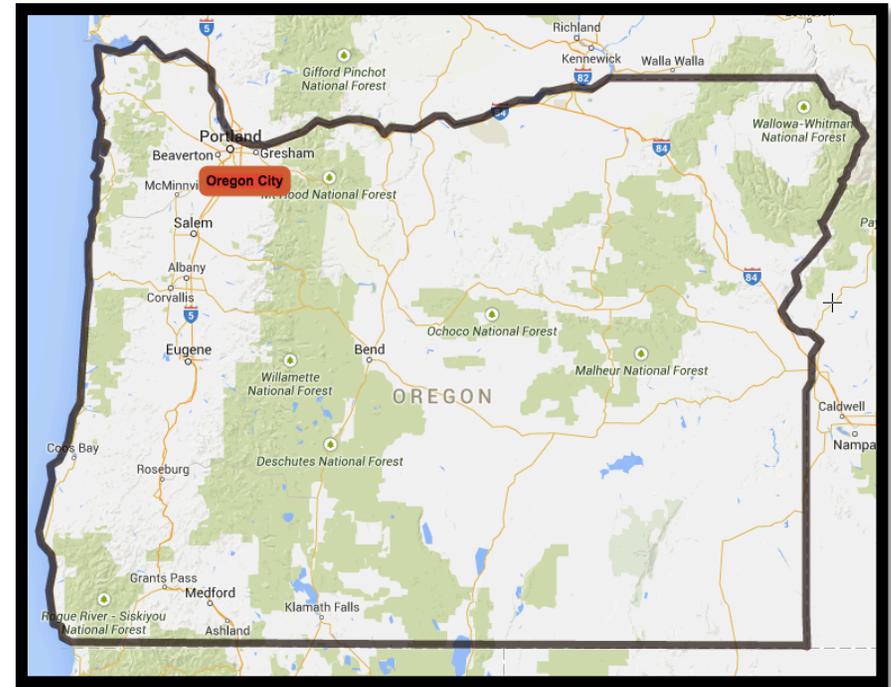
The Downtown McMinnville Association uniquely promotes a quaint, quiet, hometown atmosphere while simultaneously offering services and cultural amenities typically associated with larger metropolitan areas. To make this unique arrangement work, McMinnville has made a conscious effort to preserve, restore, and reuse the large number of historic buildings located in the downtown district. This strategy seems to have paid off and has resonated with community members. The MDA has angled the downtown as a destination that community members connect with and have an attachment to. MDA has promoted 3rd Street as the community's living room, where everybody comes to meet.

It is argued that the success of the revitalization of downtown McMinnville is due to the complete community buy-in at the grassroots level. While it is impossible to know for certain, it is unlikely that the revitalization process would have been as successful had the policies and action been forced upon an unreceptive community.

# Oregon City, Oregon

Oregon City is located east of the Willamette River and is 13 miles southeast of Portland. It is the county seat of the third-most populous county in Oregon, Clackamas County. As of 2011, Oregon City had a population of 32,220 (U.S. Census Bureau 2015). Oregon City played a significant role in the early days of Oregon's history, before it was a state. In the early 1800's, fur traders took advantage of the area's access to the Willamette River and started a settlement, called Willamette Falls. In 1842 Willamette Falls changed its name to Oregon City and in 1844 it became the first incorporated U.S. city west of the Rocky Mountains.

Oregon City's importance in the territory would only grow, as it became the designated final destination of the Oregon Trail. During its heyday between 1846 and 1869, the Oregon Trail was used by roughly 40,000 fur trappers, farmers, ranchers, miners, settlers and their families. Oregon City was the capital of the territory from 1848 to 1851, before Salem was chosen as the permanent seat of the state government.



*Image 11: Oregon City, Oregon*

## Oregon City's Participation in The Main Street Approach

The current Downtown Oregon City Association (DOCA) was formed and joined the Main Street Approach in 2009. In 2011, Oregon City received their accreditation from the National Main Street Center. Oregon City had previously adopted the Main Street Approach in the late 1980's when it was introduced statewide. There were other forms of downtown associations between the early 1990's and the

late 2000's. In 2009, Don Slack, the founding DOCA board president, wanted a more grand approach to revitalizing the downtown district than previous efforts, hence the reenlistment of the Main Street Approach.

## Goals

After forming in 2009, the DOCA identified multiple goals it wanted to accomplish. Goals include:

- Increase Residential Use
- Attract Appropriate Mix of Commerce,
- Brand and Promote the Downtown
- Enhance Building, Landmarks, Public Space, Build partnerships
- Capitalize on natural assets

## Results

Since implementing the Main Street Approach in 2009, the DOCA seen improvements in the downtown center. Results include:

- Downtown vacancy went from 30% vacancy to less than 10%
- Dozens of facades renovated

- A shift to more retail types of tenants
- Streetscape upgrade
- Main Street was converted from a one way to two way road

## Elements of Sense of Place

The following are the results of the online survey measuring community member's perception of the eight elements of sense of place in their downtown district.

## Distinct Environment

The DOCA has invested in streetscaping features that promote a distinct environment in downtown Oregon City. Examples of investments include:

Unique Logo: The DOCA has created a logo that is used to market and promote the downtown district. The unique logo let visitors visually know when they are in the downtown

District. The DOCA logo is



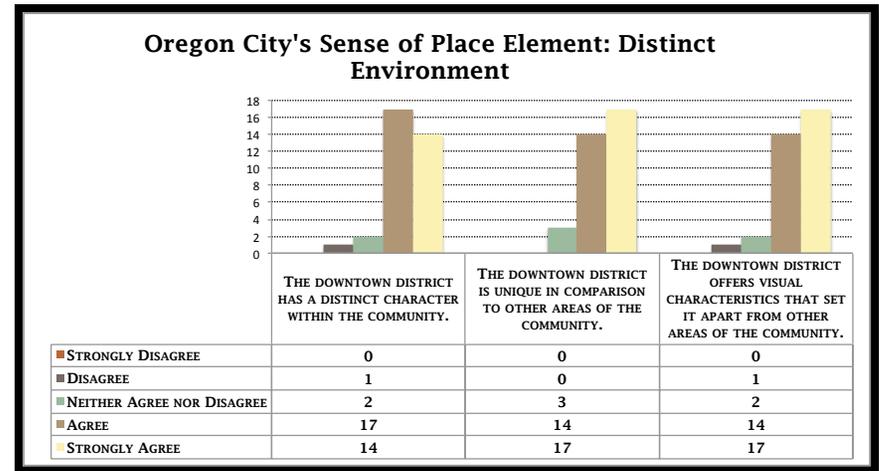
*Image 12: Astoria Downtown Historic District Association's Unique Logo*

typically displayed on banners hanging from street lights throughout the downtown.

**Light-up Street Trees:** The DOCA has invested in decorating and lighting up the street trees year round. They currently have 10,000 lights and would like to add an additional 15,000.

**Visual Projects:** In October of 2014, the BOCA underwent a strategic branding effort that consolidated BOCA marketing and vision under one logo website. In the upcoming year, the BOCA aims to put on visual projects that will demonstrate to community members that the downtown is a special and unique part of the community. These visual projects will enhance the distinctiveness of the downtown.

Figure 31 illustrates that DOCA has done an effective job creating a distinct environment in the downtown district.



**Figure 31: Research Findings Regarding Downtown Oregon City's Distinct Environment**

## Evolved Over Time

Downtown Oregon City Association has been successful at procuring urban renewal grants that allow them to invest in preserving downtown buildings. Even though downtown Oregon City has no nationally designated historic buildings, community members still believe the downtown is well preserved and shows the evolution of downtown. Figure 32 shows overwhelming agreement that the downtown represents the downtowns evolution.

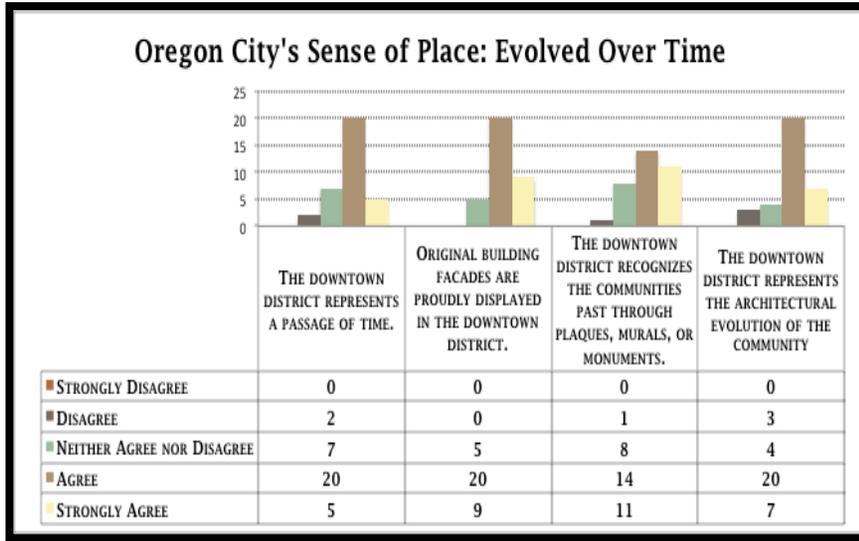


Figure 32: Findings Regarding Downtown Oregon City's Evolution over Time

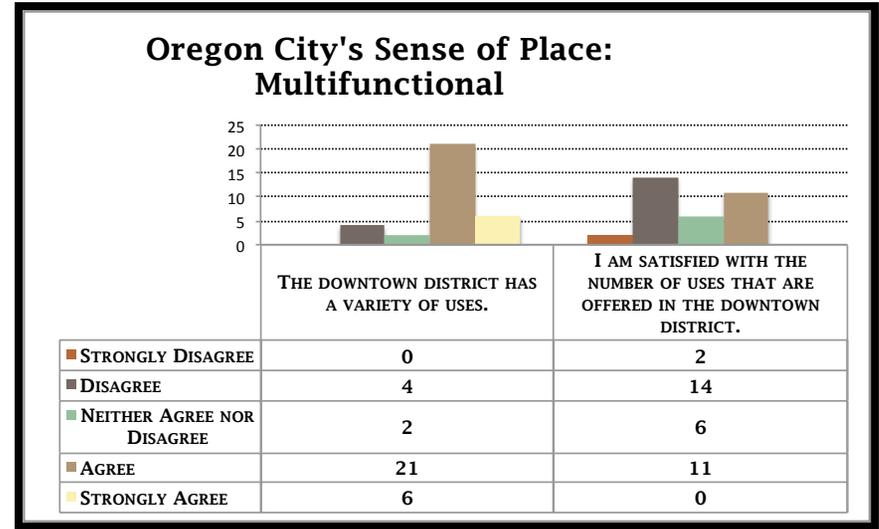


Figure 33: Community Members Perception on the Number of Uses

## Multifunctional

Community members agreed that the downtown provided a variety of functions, however they were not satisfied with the number of uses available downtown. Figure 33 shows that community members agree there are a variety of uses downtown, but would like to see the number of uses increase.

## Pedestrian-Friendly

Community members agreed that downtown Oregon City is pedestrian friendly (Figure 34). This is in part due to urban renewal grants that have been available to the DOCA since 2009. Although the community agrees that the downtown is pedestrian friendly, additional trees and seating along the downtown could improve the overall pedestrian experience.

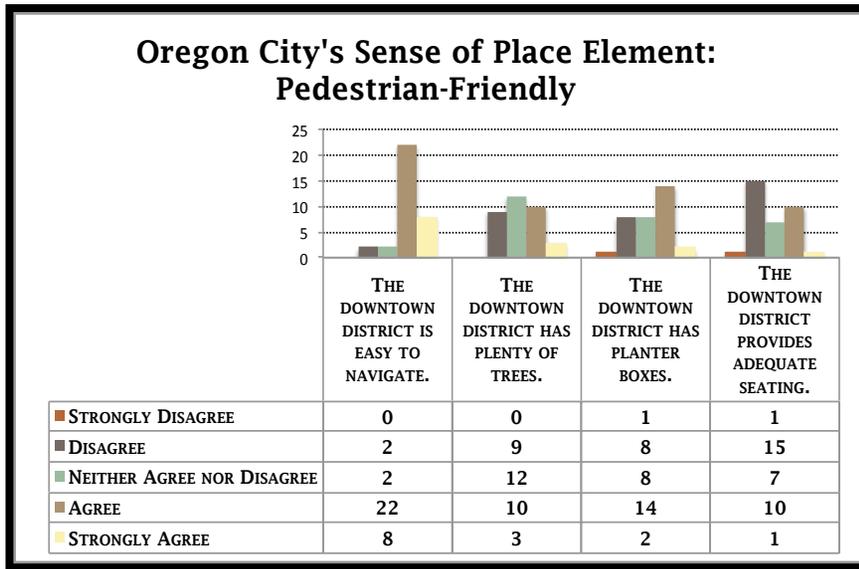


Figure 34: Findings Regarding Albany Downtown Environment

community's heritage. This can be accomplished through additional sculptures and highlighting more landmarks.

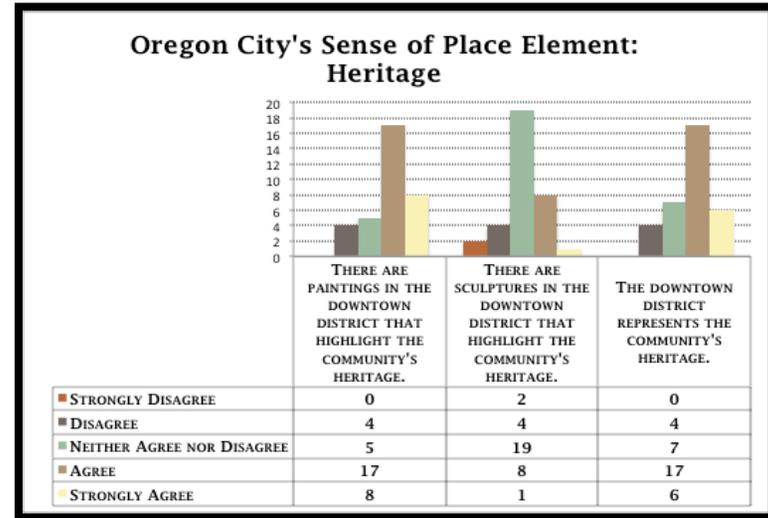


Figure 35: Findings Regarding Downtown Albany's Heritage

## Representation of Community's Unique Heritage

Overall, downtown Oregon City does a great job preserving and promoting the community's history (Figure 35 and Figure 36). Community members feel that the DOCA preservation efforts have increased the representation of the community's history in the downtown. Although the community agrees the downtown represents the community's history, it could improve its highlighting of the

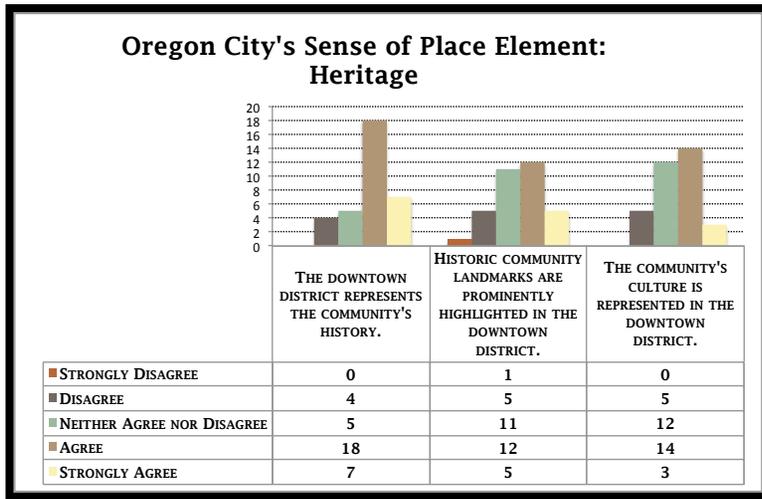


Figure 36: Findings Regarding Downtown Albany's History

## Human Activity

To measure human activity, three factors were looked at; 1) The average number of visits that community members took to the downtown district during week nights, and weekends and 2) Types of public events located in the downtown district that promote human activity.

### Weekend and Weeknight Activity

On average, in the last 30 days, community members visited the downtown three times during the weekend. That means, community members visit the downtown less than once every weekend. A weekend visit rate of over once per

week is a strong indicator that the downtown provides a desirable experience to community members. On average, in the last 30 days, community members visited the downtown after 5PM on weeknights four times in a 30-day period. Downtown Oregon City Association could aim to increase the weekend and weeknight visitation rate to improve the amount of human activity that is going on downtown.

### Special Events

Downtown Oregon City Association organizes approximately 8-10 annual social events (Stone 2015). The organized events not only bring the community together but they are unique to Oregon City. A few events that can only be found in downtown Oregon City include:

- The Oregon Trail Game 5K is a three-mile run themed around the classic 80s video game, Oregon Trail. The 5k aims to recapture the nostalgia of the game with runners on a cross-country adventure from Missouri to Oregon, over mountains and across rivers, and to their final destination at the end of the trail, Oregon City.
- First City Celebration is the largest citywide celebration of Oregon City's legacy as the first city of the Oregon Territory. The events theme of "Territorial Days" takes attendees back to the time when the

Oregon Territory was first established. Oregon City’s heritage is at the heart of the celebration, with activities, attractions and entertainment all paying tribute to Oregon’s first city.

- Marketplace Oregon City is a seasonal marketplace that runs from May through October. It houses a variety of vendors that include eclectic art, local designers selling their apparel, entertaining street musicians, food carts, and produce co-op baskets. The market strives to support downtown’s local businesses by providing a unique shopping experience that brings buyers and sellers back week after week.

## Encourages People to Linger

Figure 37 shows that community members agree the downtown provides a safe, welcoming and comfortable experience they enjoy. The large urban renewal investments, especially the streetscape investments, have contributed to the near universal agreement community members enjoy spending time downtown.

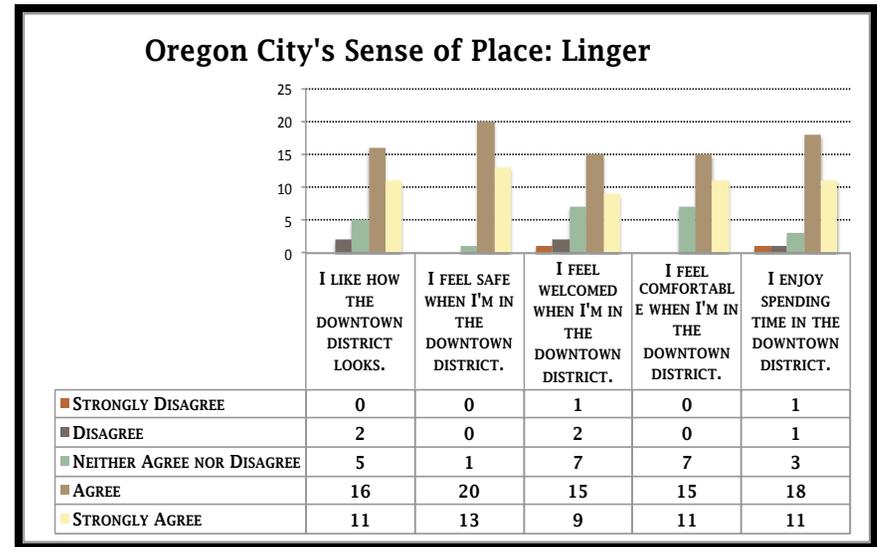


Figure 37: Community Members’ Perception of whether the downtown environment encourages people to stay downtown

## Community Ownership

There are few opportunities for community members to volunteer with the DOCA. They include volunteering to help facilitate First City Celebration, intern opportunities, and becoming a Main Street Four Point Approach committee member. Figure 38 shows a low community turn out for volunteer opportunities. The DOCA should provide more volunteer opportunities or increase community awareness of volunteer opportunities.

Have you volunteered in the last year to any Downtown Activity?	%	Response	Do you plan to volunteer in the upcoming year to any Downtown Activity?	%	Response
No	53%	18	Yes	38%	13
Yes	38%	13	Maybe	35%	12
Maybe	9%	3	No	26%	9

**Figure 38: Community's Response To How Often They Volunteer Downtown**

The DOCA does have a number of partnerships with other community organizations that contribute to a larger sense of community ownership. Partnerships include:

- Clackamas Art Alliance
- Oregon City
- Metro
- Rotary Club
- Car Club
- Willamette Falls Heritage Area
- Chamber of Commerce
- Friends of the Falls

## Place in the Community

Oregon City has a unique connection to the state of Oregon. The Downtown Oregon City Association has done a superb job of preserving and highlighting the community's unique assets. By the late 1980s, the downtown district had greatly deteriorated from its heyday in the 1960s and 1970s. The community as a whole, and the downtown district, had been greatly influenced by the lumber mill. As time went on, Main Street started catering to mill employees getting off work and wanting a place to unwind, and not the community's needs as a whole. Over time, that took a toll on the overall quality of the downtown district.

Since implementing the Main Street Four Point Approach in late 1980's and then the renewed investments in 2009, the Downtown Oregon City Association has restored the character of downtown Oregon City. While certain improvements such as increasing volunteer opportunities, additional trees and seating downtown and increasing the representation of community heritage would improve the overall sense of place in downtown, the downtown already has a high representation of sense of place.

# Appendix C

## Interview Questions

1. How long has Albany been participating in the Main Street Approach?
  - a. Why did Albany choose to revitalize/redevelop the downtown district?
  - b. Why did Albany decide to participate in the Main Street Approach compared to other revitalize/redevelopment strategies?
    -
  - c. How has the downtown district changed since the implementation of the Main Street Approach?
2. What were the community's main goals throughout the revitalization process?
  - a. What concerns did the community express regarding revitalizing the downtown?
3. What role did preservation have in the revitalization process?
  - i. Any specific policies?
4. Were there any natural amenities in the downtown district that the city wanted to highlight through the Main Street Approach? (i.e. waterfront, ect)
5. Were there any cultural amenities in the downtown district that the city wanted to highlight through the Main Street Approach?
6. Were there any historic amenities in the downtown district that the city wanted to highlight through the Main Street Approach?
7. Are there any exiting partnerships between community organizations and the downtown district?
  - a. If so, in what capacity?
8. Are there any opportunities for community members to volunteer in the downtown district?
9. Approximately how many community events take place downtown yearly?
10. Does the downtown have it's own unique logo that is displayed throughout the downtown?
11. Does the downtown have it's own streetscape throughout the downtown?
  - i. Unique banners?

- ii. Planter boxes?
- iii. Hanging plants?

12. What makes Albany's downtown district distinct from other parts of the community?

13. What makes Albany's downtown district distinct from other downtowns in Oregon?



# Appendix D

## Online Survey

Do you agree to participate in a research study measuring the extent of sense of place in Performing Main Street communities? If yes, you are agreeing that your participation in this study is completely voluntary. Should you choose to participate, there are no known risks associated with this research study; however, as with any online related activity the risk of a breach of confidentiality is always possible. To the best of my ability your answers in this study will remain confidential. Any risk will be minimized by not asking for any identifiable information. Your participation in this study is completely voluntary and you can withdraw at any time. You are free to skip any question that you choose. If no, the survey will end.

- Yes (1)
- No (2)

If No Is Selected, Then Skip To End of Survey

Q37 What is your affiliation to the Downtown District? (Please choose one or two that BEST describes your affiliation)

- A Downtown Property Owner (1)
- A Downtown Business Owner (2)
- A Downtown Association Member (3)
- A Downtown Employee (4)
- A Downtown Patron (5)
- No Affiliation to the Downtown District (7)
- Other (6) \_\_\_\_\_

A1 Do you agree or disagree with the following statements regarding the downtown district.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
The downtown district has a distinct character within the community. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district is unique in comparison to other areas of the community. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district offers visual characteristics that	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

set it apart from other areas of the community. (3)

A2 The downtown district has it's own unique marketing logo that is displayed throughout the downtown.

- Yes (1)
- Unsure (2)
- No (3)

B1 Do you agree or disagree with the following statements regarding the downtown district.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
The downtown district represents a passage of time. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Original building facades are proudly displayed in the downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district recognizes the communities past through murals, or monuments. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district represents the architectural evolution of the city.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

C1 What do you use the downtown district for? Check all that apply

- Shopping (1)
- Restaurants (2)
- Entertainment (3)
- Business (4)
- Social Gathering (5)
- Arts (6)
- Historic (7)
- Residential (8)
- I don't use the downtown district (9)
- Other (Please Explain) (10) \_\_\_\_\_

C2 Do you agree or disagree with the following statements regarding the downtown district.

Strongly Disagree (1)	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree (5)
--------------------------	--------------	----------------------	-----------	-----------------------

			Disagree (3)		
The downtown district has a variety of uses. (1)	<input type="radio"/>				
I am satisfied with the number of uses that are offered in the downtown district. (2)	<input type="radio"/>				

D1 Do you agree or disagree with the following statements regarding the downtown district.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
feel comfortable walking in the downtown district. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
enjoy walking around the downtown district. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The pedestrian facilities are adequate for getting around the downtown district. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district is easy to navigate. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district has plenty of trees. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district has planter boxes. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The downtown district provides adequate seating. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

E1 Do you agree or disagree with the following statements regarding community heritage in the downtown district.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
The downtown district represents the community's history. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Historic community landmarks are prominently highlighted in the downtown district. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community's culture is represented in the downtown district. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are paintings in the downtown district that highlight the community's heritage. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are sculptures in the downtown district that highlight	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

the community's heritage. (5)

The downtown district represents the community's heritage. ○ ○ ○ ○ ○

(6)

F1 What type of public places are located downtown district offer? Check all that apply

- Band-shell (1)
- Splash pad (2)
- Green Space (3)
- Open Space (4)
- None (5)
- Other (Please Explain) (6) \_\_\_\_\_

F2 What social events are held in the downtown district? Check all that apply

- Farmers Market (1)
- Annual Festivals (2)
- Holiday Markets (3)
- Parades (4)
- Cook-offs (5)
- None (6)
- Other (Please Explain) (7) \_\_\_\_\_

F3 On average, how often do you participate in social events downtown?

- Never (1)
- Monthly (3)
- Once a Year (2)
- 2 - 5 Times a Year (6)
- 6 - 12 Times a Year (7)
- More Than 12 Times a Year (5)

F4 In the last 30 days, how many times have you visited the downtown during traditional work hours?

F5 In the last 30 days, how often have you visited the downtown during the weekend?

F6 In the last 30 days how often have visited the downtown in the evening (After 5 p.m.)?

G1 Do you agree or disagree with the following statements regarding the environment of the downtown district.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I like how the downtown district looks. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe when I'm in the downtown district. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel welcomed when I'm in the downtown district. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable when I'm in the downtown district. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy spending time in the downtown district. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

H1 In the past year, have you volunteered your time to any downtown related activity?

- Yes (1)
- Maybe (2)
- No (3)

H2 In the upcoming year, do you plan to volunteer your time to any downtown related activity?

- Yes (1)
- Maybe (2)
- No (3)

I1 Do you agree or disagree with the following statements regarding the downtown district.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I like my downtown district. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I were to move away, I would miss the downtown district. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q35 What is your gender?

- Male (1)
- Female (2)



Q36 What is your age?

- Less than 18 years old (1)
- 18 - 29 years old (2)
- 30 - 49 years old (3)
- 50 - 64 years old (4)
- 65 years and over (5)



# Appendix E

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