

Downtown Brookings Master Plan

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Downtown Brookings Master Plan

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Downtown Brookings Master Plan



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Downtown Brookings Master Plan



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USER'S GUIDE TO THE DOWNTOWN BROOKINGS MASTER PLAN

This User's Guide to the Downtown Brookings Master Plan provides background information on the creation of the Plan and information on how the Plan should be used. This section is intended to provide interested persons with the straightforward guidance for optimizing the use of this Plan in the enhancement and development of Downtown Brookings.

Introduction



The Downtown Brookings Master Plan is a tool to help both revitalize and celebrate the core area of Downtown Brookings, improving the experience for both residents and visitors to downtown. Much of the work in the Master Plan builds upon work established and completed in the PROUD Study adopted in July 2000. The Downtown Brookings Master Plan provides the framework for aesthetic and economic enhancement, and includes specific improvement projects, policies, and implementation strategies. The Downtown Brookings Master Plan is supported by an appendix document composed of a number of implementation tools and resources, including a set of architectural design guidelines, a series of recommended modifications to the City's zoning ordinance, and an extensive list of potential funding and community-based resources. Additionally, an updated Urban Renewal Plan is also being prepared that, if adopted by the City Council, may assist in future funding.

Funding for the Downtown Brookings Master Plan was provided through a partnership between the City of Brookings, the State of Oregon, and the USDA Forest Service.

THE DOWNTOWN BROOKINGS VISION

"IN 2010 BROOKINGS DOWNTOWN OFFERS AN INTERESTING AND REWARDING PEDESTRIAN EXPERIENCE WHILE PRESENTING A WIDE VARIETY OF GOODS AND SERVICES TO BOTH RESIDENTS AND TOURISTS. THIS AREA REFLECTS COMMUNITY PRIDE, HISTORY, AND PROSPERITY THROUGH ATTRACTIVE, WELL-KEPT BUSINESSES, SIGNAGE, AND LANDSCAPING. THE PUBLIC AREAS IN DOWNTOWN ENCOURAGE PEOPLE TO PARK THEIR CARS AND WALK AROUND AND INCLUDE CONVENIENT AND WELL-MAINTAINED PARKING LOTS, STREETS, SIDEWALKS, AND UNDERGROUND UTILITIES. THE DOWNTOWN IS A VITAL HUB WHICH REFLECTS A REAL "HOME TOWN" ATMOSPHERE ENJOYED BY EVERYONE."

- FROM *BROOKINGS TOWN CENTER REVITALIZATION PROUD STUDY, PAGE 3 (JULY 2000)*

Downtown Brookings Master Plan



This is the Community's Plan



This Plan is for everyone. Some projects and actions identified in the Plan are simple and straightforward. Some solutions are longer term and more complex. And still other ideas are yet to be fully developed. It will take the entire community working together to make them happen. Each person in the community boasts different skills, levels of expertise, time, and energy that can be committed to this Plan. Each organization, agency, and group in the Brookings area possesses unique resources and

skills that can be contributed to achieving the community vision.

This is your Plan if you . . .

- . . . are a resident of Brookings or interested member of the public.
- . . . are an elected or appointed public official in Brookings.
- . . . are a member of a public agency with an interest in Brookings' well-being.
- . . . are a current or prospective business owner.
- . . . are a member of a philanthropic or community organization with an interest in Brookings' future
- . . . are part of the Brookings Chamber of Commerce.
- . . . are a current or prospective developer, or builder in Brookings.

Overview of the Plan






The Plan is organized into three sections. The first chapter, entitled "*Foundation for the Downtown Brookings Master Plan*" provides a brief historical perspective of Brookings, outlines the Master Plan process and presents key community values and guiding principles. The second chapter, "*A Community Vision for Downtown Brookings*" communicates elements of the community's vision for Downtown. The final chapter, "*Downtown Brookings Implementation Program*," identifies a series of steps and strategies recommended to implement the vision.



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The Downtown Brookings Master Plan is articulated in a Vision Poster and is further supported by an implementation-oriented, working Appendix, under separate cover, that includes the following sections:

-  Zoning Ordinance Recommendations
-  Downtown Brookings Design Guidelines
-  Supplemental Resource & Reference Exhibits
-  Community-Based Resources
-  Potential Funding Sources

Together, the Downtown Brookings Master Plan and Downtown Brookings Master Plan Appendix provide excellent guidance and practical tools to achieve the enhancements and revitalization desired for Downtown Brookings.



How to Use the Plan

Divide and conquer. The Master Plan is intended to be implemented by teams and committees of volunteers, businesses, local organizations, the Chamber of Commerce, and public agencies, as well as by the City of Brookings. Different groups can be working on different elements at the same time. Engage as many people and groups as possible (See Downtown Brookings Master Plan Appendix D for an preliminary list of community-based resources). Most importantly, always collaborate!

nate Plan activities. Each individual team, committee, organization, or group should emphasize coordination and collaborate with others throughout the implementation process. This collaboration helps maximize efforts for the common good and minimize hidden agendas.

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Use the Plan as a guide. Remember, conditions change. Be prepared to change with them. Treat the Master Plan as a work in progress. If additional steps, actions, or systems are needed, add them. If some of the steps included in the Master Plan become unnecessary, modify or drop them.

Include elements of the Plan in grant applications for outside resources. The Master Plan will demonstrate to grantors that the Brookings community is well organized and serious about improving the Downtown and will make Brookings more competitive.

Share the Plan with desirable businesses and developers who may not have been involved in Downtown Brookings before. Show them the methods and tools in this Master Plan and in its companion pieces to help recruit support for increasing the vitality of Downtown Brookings.

Record and track your activities. Measure your performance. Follow up on your initial efforts. Wherever appropriate, refine and adjust your actions.





Chapter 1: Foundation For The Downtown Brookings Master Plan

Introduction

"We can chart our future clearly and wisely only when we know the path which has led to the present." - *Adlai E. Stevenson*

This chapter provides a short historical context for Brookings, as well as an overview of the process followed for the Downtown Brookings Master Plan. Most importantly, it presents the key community values developed arising from this rich Brookings history and the community-based planning process. It is these values and community principles that serve as the foundation for the vision plan and recommended improvements.

An Historical Perspective of Brookings

Brookings is blessed with a rich history upon which to build the vision for Downtown, including, among others, its Native American heritage, its tradition of timber and flower industries, and its prominent architectural past.

The first documented inhabitants of the Brookings area were the Checto tribe of Indians, the most numerous of the coastal tribes whose chief craft was woodworking.¹ Although the Oregon Indian wars of the mid-1850's ended the predominant Chetco Indian culture and influence, the history is an important element and a tradition that the Brookings community will continue to keep alive through education, arts, and cultural festivals.

Both the timber industry and the flower bulb industries have been important to the development and growth of the City of Brookings. The town itself was built for the Brookings Timber and Lumber company which intended to take advantage of the location's lush forests, natural harbor, and river.¹ Timber has continued to be a part of the regional economy and culture, although its importance has diminished since the City's beginnings. Soil quality and mild climate, including winters, in the area contributed to the growth of the flower bulb industry that began after the lumber mill closing in 1925. At the height of what is often called the "white gold boom", there were nearly 600 growers of such flower bulbs as lilies and daffodils.¹ Although no longer a major economic market, the flower tradition remains strong in Brookings, the "City of Flowers."

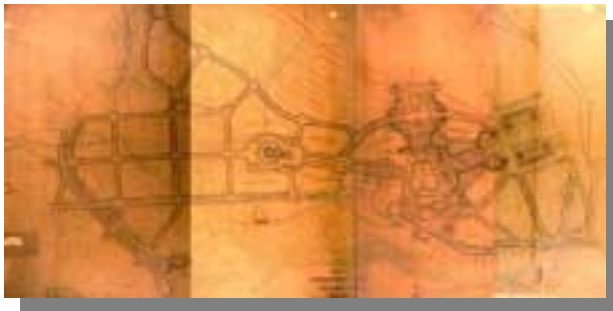


¹ Olsen, Edward G. [Then Til Now in Brookings Harbor - A Social History of the Brookings Harbor Community](#), Rotary Club of Brookings; (1979).

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From its earliest days as a lumber town, Brookings had the foresight to commission renowned architect Bernard Maybeck to design the town plan and its original residential and public buildings. Although never fully realized, the Maybeck plan carefully laid out the town with respect to its hills and contours and its south-facing view of the ocean; it included a civic center and integrated many parks, gardens, and landscaped pedestrian walkways throughout. In the “Arts and Crafts” tradition, Maybeck also designed at least fifteen prototypical residential cottages, a community hall, bank, and a school. Unfortunately, most of his designs were never built, due likely to both the collapse of the timber company and the construction of Highway 101. Nonetheless, the Maybeck architectural and urban design visions are important to the community of Brookings and are a significant link to a unique and authentic style for Downtown.



Bernard Maybeck (1862-1957) was one of the great originals of American architecture . . . who developed an entirely original vocabulary of building from an array of inventive details and varied forms. Long claimed as a hero for the San Francisco Bay Area, for which the majority of his masterworks were designed, Maybeck's role as a visionary architect is unquestioned. . . During his lifetime, Maybeck was regarded even by his fellow architects as something of a crank and a dreamer. In truth, he seems to have enjoyed playing the part of the carefree Bohemian, a reveler in theater and pageantry in both his public and private lives. . . Maybeck's design ideas--for example, the use of native wood, large windows, hand-crafted details, a painterly use of color, and integrated landscaping, elements brought together to create what he termed earth-colored houses that seemed to rise from their hilltops--grew out of this taste for the theatrical and in fact permeated the Bay Area Arts and Crafts movement. Yet his extraordinary individuality kept him from ever being truly a part of any movement.

www.bampfa.berkeley.edu/exhibits/maybeck/architect.html

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The Planning Process

The Downtown Brookings Master Plan was developed to provide all interested persons with the vision and guidance needed to enhance and revitalize the downtown. Toward this end, the Brookings community was integrally involved in the creation of the Plan, the design guidelines, and other Plan components.

Review of Previous Planning Efforts

A number of revitalization planning efforts preceded the Downtown Brookings Master Plan. An Urban Renewal Plan that was developed and approved by the City Council in the early 1990's was defeated by a small number of public votes in a City election. In 1998, the City Council formed an advisory committee to investigate the urban renewal issue. The PROUD (Positive Revitalization Of Urban Downtown) Study that resulted and was adopted in July 2000 included many helpful elements that were reviewed and used in the development of the Downtown Brookings Master Plan. Among the important components were subcommittee reports with findings on the following topics: review of a Town Center Zone Study done by Otak; pedestrian-friendly characteristics for Downtown; infrastructure needs; inventory of Downtown buildings; and financing mechanisms. Additionally, the PROUD Study included a revitalization timeline and an appendix with a 1999 report and analysis of Downtown Brookings by the Oregon Downtown Development Association (ODDA).

Other studies and plans which were reviewed and contributed to the preparation of the Downtown Master Plan include the Brookings/Highway 101 One-Way Couplet Analysis and Implementation Report (January 1998), Draft Report on the Brookings Gateway Project (defeated Urban Renewal Plan), and ACORN Economic Profiles for the City Brookings (2000).

Community Immersion

The Downtown Brookings Master Plan process officially kicked off with a Community Immersion in March 2002. Community Immersion was a week filled with presentations, interviews, focus groups, and workshops designed to get the community involved in the planning process and help the project design team become better acquainted with the City of Brookings and the downtown core. Over 70 people participated in some facet of the week's activities. Immersion culminated in a full-day workshop where the community members participated in a visual survey (TownScan™) to identify preferred streetscape, architecture, and sign designs. Teams also designed circulation, land use, and public art strategies for Downtown. Community Immersion generated a high degree of participation, energy, and creativity, as well as community commitment and consensus to the future of Downtown Brookings.



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- ◆ City Staff Kick-Off Meeting
- ◆ Downtown Walk with Public Officials and Interested Residents
- ◆ Urban Renewal Advisory Committee Kick-Off Meeting
- ◆ One-on-One Interviews with Community Leaders, Property Owners, Business Owners, and Residents
- ◆ Informal “on the street” interviews
- ◆ Focus Group: Economic Development Issues & Opportunities
- ◆ Focus Group: Circulation & Parking Issues & Opportunities
- ◆ Focus Group: Public Spaces, Plazas, Parks, and Public Art Opportunities
- ◆ Focus Group: Land Use and Urban Design Issues & Opportunities
- ◆ “Urban Renewal 101” Presentation
- ◆ Panel Discussion with Urban Renewal Directors from Lincoln City, Roseburg, and Medford: “What is Urban Renewal”?
- ◆ TownScan™ Community Image Survey
- ◆ Hands-On Community Design Workshop
- ◆ Summary Presentation to Urban Renewal Advisory Committee & City Council








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Community Confirmation

The information and main ideas generated during Immersion Process/Week and during previous planning efforts were compiled to create a draft vision for Downtown Brookings. In May 2002, elements of the vision and Draft Master Plan were presented in a variety of formats to receive further feedback and direction, including:

-  Community Open House
-  Joint City Council-Planning Commission Workshop
-  Urban Renewal Advisory Committee Workshop
-  City Staff Meeting
-  ODOT Review of Draft Documents

Community comments and suggestions were then incorporated into a final draft and provided to the City for approval.

Key Community Values

Community input provided during the PROUD Study and through the Master Plan process helped to identify key community values and guiding principles. These values, as defined by the Brookings community, provide the framework within which the economic development, urban design, and preservation strategies were developed. These values were consulted throughout all stages of the Downtown Brookings Master Plan's development and should continue to be consulted in all future development decisions in the downtown. Being consistent with the intent of the following values means being true to the desires of the Brookings community.



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Celebrate the History and Heritage of Brookings

For years, the people living in Brookings have built buildings, become famous, planted trees and flowers, participated in community gatherings, and experienced a variety of historic events. Celebrate the stories of Brookings’ Chetco Indian history, of Bernard Maybeck’s architectural legacy, of Brookings as the “Home of Winter Flowers,” and many others through the public realm. Tell the “Brookings story” to residents and visitors alike as a way of continuing traditions, recognizing important persons, places, and events, promoting the local economy and educating the public.

Protect and Enhance Brookings’ Natural Environment

The beautiful natural environment, the “banana belt” climate, and the many outdoor recreational opportunities of the Brookings area are unsurpassed in the region. Protect, celebrate, and enhance the natural features by continually creating opportunities for flowers, trees, gardens, and lush landscaping throughout the community, by making connections to the ocean, river, harbor, and parks and all that they offer, and by taking advantage of natural features and outdoor recreation opportunities. Celebrate the local weather and the local environment by using locally-derived building materials such as river rock, sandstone, redwood, bamboo, etc.



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Develop an Attractive, Functional and “Real Downtown”

Brookings embodies a friendly, authentic, and relaxed atmosphere valued by residents and visitors alike, and the buildings and structures in Downtown Brookings represent a range of architectural styles that collectively create an attractive and unique visual environment. Develop architectural and design standards to ensure that new development is true to Brookings’ scale, character, lifestyle, built environment, and natural resources. These guidelines and standards will provide decision-makers with guidance and provides project applicants with clear direction and certainty. Create logic, order, and safety Downtown through a balanced and thoughtful transportation system, a convenient parking system, and a directional signage program.



Balance Community Needs, Economic Development and Tourism

Brookings strives to provide for the needs of its many permanent residents, while at the same time supporting a large number of seasonal residents and visitors. Local economic development must continue to balance community needs with tourism opportunities; overdependence on tourism must be minimized through economic diversification. Support small businesses and the entrepreneurial spirit of Brookings and more effectively tap local and regional markets. Increase local access to information, resources, and higher education while also encouraging high-tech and medical employment opportunities.

Incorporate Local Visual and Performing Arts

The influence of the arts on Brookings has been and remains strong. Incorporate art into the public realm whenever possible, using the community itself as a canvas, to celebrate the arts and to tell the story of Brookings. Tap the great talents of the many local Brookings artists in all public art endeavors and support the pursuit of additional arts facilities in the community.

Build Upon Strong Volunteerism and Work Ethic of Brookings People

Underlying Brookings’ unique physical setting and community features are the people who live and work there - people who share a commitment to volunteerism and to making a difference in their

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community. Build upon this strong tradition of volunteerism by integrally involving individuals, youth, seniors, and the many local organizations to implement desired change in Brookings. Utilize and further develop the special talents, unique skills, dedication, energy, leadership, and strong partnerships inherent in the Brookings community to achieve great things.

Foster Community Socialization and Celebration

Downtown Brookings embodies the characteristics of the social “heart” of the community – it is home to the local museum, the post office, the library, local shops, services, and restaurants, and home to a number of community festivals and events. Its compact size and physical character encourage biking, walking, and social interaction. Foster increased socialization by integrating pedestrian and bicycle amenities and handicapped accessible features and by encouraging a broad mix of uses downtown. Further expand Downtown as the civic and social heart by providing public plazas, parks, and other urban gathering spaces and expanding the number of civic-oriented uses, including the addition of City Hall.









Chapter 2: A Community Vision for Downtown Brookings

Introduction

“The only limits are, as always, those of vision.” – *James Broughton*

“The great thing in the world is not so much where we stand, as in what direction we are moving.”
– *Oliver Wendell Holmes*

The direction and recommendations for Downtown provided in this chapter are based on the consensus of input and ideas shared by the Brookings community. The chapter articulates a communitywide vision for Downtown Brookings and describes the important planning elements to achieve the vision. The vision is presented through the following four categories, although a significant amount of overlap exists:

-  Land Use & Redevelopment
-  Circulation & Parking
-  Public Space & Pedestrian Paths
-  Image, Streetscape, & Public Art

Descriptive details and additional resources for the Downtown revitalization strategies are provided in the illustrative exhibits, in Chapter 3, and in the Downtown Brookings Master Plan Appendix. Key elements of the vision for Downtown Brookings are also incorporated into a colorful poster intended to be used and shared by the community to implement the vision. Unlike reports alone, posters have a reduced incidence of sitting idle on shelves once prepared. The vision poster is easy to display and can help keep the vision alive in the minds of the public, decision makers, business owners, investors, and others.

Downtown Brookings Vision Statement

“In 2010 Brookings downtown offers an interesting and rewarding pedestrian experience while presenting a wide variety of goods and services to both residents and tourists. This area reflects community pride, history, and prosperity through attractive, well-kept businesses, signage, and landscaping. The public areas in downtown encourage people to park their cars and walk around and include convenient and well-maintained parking lots, streets, sidewalks, and underground utilities. The downtown is a vital hub which reflects a real “home town” atmosphere enjoyed by everyone.”¹

¹ **Brookings Town Center Revitalization PROUD Study**; page 3; (July 2000).



A "Pedestrian Friendly Downtown" . . .

1. Provides signage:
 - a. Attractive, informative signs directing pedestrians and drivers around the city.
 - b. Attractive informative signs on businesses.
 - c. Signs removed (or changed) when no longer accurate or attractive.
 - d. All signage to be pedestrian scale and level.
2. Provides attractive, clean, well-maintained, and appropriately spaced "street furniture":
 - a. Benches, planters, trash cans, etc.
 - b. Coordinated placement of awnings that protect pedestrians from inclement weather.
 - c. Street trees that are decorative, low growing and are appropriate species.
3. Provides sidewalks:
 - a. Well-maintained (no dangerous holes or cracks, etc.).
 - b. Ideally, sidewalk widths sufficient to accommodate outdoor displays and walking room with "street furniture" placed so as not to create problems for walkers.
 - c. Americans with Disabilities Act (ADA) required curb cuts.
4. Proves adequate, well-lit parking, both on and off street.
5. Reduces negative traffic influences on pedestrians and businesses:
 - a. Slow vehicles using traffic calming measures.
 - b. Well-identified, convenient crosswalks.
 - c. Truck route off of Chetco Avenue.
 - d. A bicycle route.
 - e. Streets that are swept regularly.
6. Creates a sense of identity for downtown:
 - a. Building colors that are appropriate to a cohesive architectural scheme.
 - b. Creating coordinated, signed, walking tour(s) linking Chetco Point Park, Azalea Park, Stout Park, and Harris Beach State Park.
 - c. Retail stores next to each other, not separated by offices and non-retail businesses.
 - d. Rezoning area to create a zone exclusive to the type of businesses wanted on ground floor with housing units on upper floors or in back.
7. Provides clean restrooms conveniently located and open to the public.
8. Buildings built to the sidewalks – no parking lots in front of buildings.
9. Recessed building entries and/or other architectural elements to break up the horizontal experience.

(adapted from page 6 of the PROUD Study, July 2000)



Exploring the Vision: Downtown Land Use & Redevelopment


Downtown Brookings exhibits a unique mix of uses that should be retained and expanded. A variety of opportunities also exist within Downtown and its surroundings to enhance economic and social vitality.


Land Use Theme Districts

The community desires an increased mix of uses throughout downtown to encourage economic development, diversity, and to create new housing opportunities. To this end, the City should adopt a Downtown zoning ordinance that supports mixed use and the aesthetic and land use goals established by the community (Appendix

A). The ordinance should specify allowable uses and regulations and incentives for appropriate types of development. Additionally, the community should encourage and recruit development consistent with the following Downtown land use “theme districts” in the locations established by the community (Exhibit 2-2):

IN MANY PARTS OF THE COUNTRY, MIXED USE IS BEING LOOKED UPON MORE FAVORABLY BY BOTH PUBLIC AND PRIVATE SECTORS. FOR SO MANY REASONS – PUBLIC SAFETY BEING JUST ONE – IT IS GOOD THAT WE ARE MIXING A VARIETY OF USES WITH ONE ANOTHER AGAIN, AND EXPLORING WAYS OF BETTER INTEGRATING COMPATIBLE USES RATHER THAN SEPARATING THEM. - *AL ZELINKA AND DEAN BRENNAN, SAFESCAPE: CREATING SAFER, MORE LIVABLE COMMUNITIES*


 *Local/Visitor Mixed Use* – Includes mostly those uses on or adjacent to Chetco Ave that cater to both tourists and residents, including lodging, specialty retail (galleries, gifts, etc.), restaurants, and such uses as hardware and sporting goods. Residential and office units may be included on upper floors (vertical mixed use) or at the rear of the property (horizontal mixed use). Uses along this corridor will be oriented more toward the Downtown visitor.


 *Locally-Serving Mixed Use* – Includes uses located along the Railroad Street that serve both residents and tourists, although this corridor will generally be oriented towards Brookings residents. Uses may include neighborhood markets, cafes, residential services and retail, with a heavy emphasis toward both vertical and horizontal mixed use.




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 *Cottage Commercial / Garden Mixed Use District* – Includes uses found mainly in the interior of downtown, encompassing the existing cottages and small-scale homes, as well as new infill structures. This aim of this district is to create a “village” atmosphere with small retail shops and services, a greenhouse, etc. with ample landscaping, plazas, and pedestrian pathways. Uses may include home-based businesses with residential units at the rear of the property or on the second floor units. Although denoted as the garden district, lush landscaping and gardens should be incorporated in all downtown districts. (See Appendix C, References 28a & 28b for ideas)

 *Civic* – Includes such uses in and around the post office, including the proposed City Hall complex, proposed Central Plaza and existing museum.


 *Community Services & Activities* – Includes local and recreational services such as the library, medical offices, and the existing bowling alley. Other appropriate uses in this area might include entertainment, health clubs, a community center, and other community recreation uses.

New and Infill Development

Numerous infill and development opportunities exist or will exist in Downtown Brookings. The community desires that new development be consistent with the character and environment of the area. With all new infill and catalyst projects, Downtown Design Guidelines should be carefully applied and considered (Appendix B). Incentives to encourage public art, pedestrian connections, and other amenities should be offered to enhance the new projects’ contribution to Downtown (Appendix A).

Downtown Catalyst Projects

Any number of good projects may arise that will contribute to and support the vision for Downtown Brookings, however, a few catalyst redevelopment projects should be pursued, including:

 *Relocate and Establish City Hall in Downtown Core.* Include city, police, fire, and ambulance services in a consolidated civic complex to create a unique architectural statement at the terminus of Wharf Street. Site might also support the inclusion of a performing arts center. Incorporate public plaza space, public parking, RV parking, and landscaping in a campus-style setting.



 *Expand the Chetco Museum in Central Building.* Increase its connection to the community and serve as a more prominent downtown attraction by expanding the museum space and adding an entrance directly into the museum.



Photo from *Then till Now* by the Brookings Rotary Club






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 *Develop Artist Live-Work Studios.* Support the arts and create new life in underutilized Downtown buildings or in the cottage commercial district by converting to artist live-work units or co-ops.

Additional Opportunities

The community also expressed a desire for a variety of projects and improvements that, although outside of the downtown, should be considered in pursuit of the Downtown Brookings vision (Exhibit 2-3). These include the following:

-  Attract a “Senior College” that provides higher education opportunities for the area’s many retirees.
-  Establish Brookings as the medical hub of the region by developing a large Medical Center/Hospital (potential location at existing City Hall site).
-  Create an interpretive wetlands park/wildlife viewing deck at the site of the existing Old Mill Pond.
-  Enhance Chetco Point with improved signage and consider adding an intensive landscaped buffer at the wastewater treatment facility and/or incorporate interpretive educational features.
-  Promote these citywide assets and their proximity to Downtown (including Azalea Park, the Port, Harris Beach State Park, river, skatepark, and others) through enhanced signage and Downtown directories.



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Exploring the Vision: Circulation Parking

To achieve its potential, Downtown Brookings must be a pedestrian priority area, while also effectively accommodating vehicles. Highway 101 design and traffic volumes currently make it difficult for pedestrians and bicyclists (locals and visitors alike) to move around Downtown comfortably. The configuration of parking does not foster a “park once and walk” mentality. Downtown Brookings Master Plan suggests the following short-term recommendations to address the existing circulation and parking issues, while still maintaining the character of an authentic and walkable downtown.

THE MOST LIVELY AND FAMOUS STREETS, IT CAN BE OBSERVED, ARE NOT “DEVELOPED”, “BUILT”, OR “MADE.” THEY EVOLVED, RESISTING CATAclysmic CHANGE, WITHSTANDING FADS, ADAPTING INCREMENTALLY AND CLINGING TO THE CHARACTER OF THE PLACE. *ROBERTA BRANDES GRATZ, THE LIVING CITY*

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Visitor & Local Traffic System

The proposed circulation concept provides a system for local traffic to move without overburdening Chetco Avenue. The proposed local traffic loop uses Easy Street, Oak Street, Railroad Avenue, and 5th Street to provide alternative thoroughfares for residents (Exhibit 2-3).²


 **Railroad Street.** Improvements to Railroad Street will facilitate increased use of all modes of transportation, including a dedicated bike lane, wider sidewalks, on-street parking, traffic calming, enhanced streetscape, and the opportunity for a landscaped median (Exhibit 2-4 and 2-5). The improvements to Railroad Street maintain the existing right-of-way/easement system to accommodate any future roadway expansion or alternative circulation solutions.



Figure 2-1: General Downtown Circulation Concept




Chetco Avenue. In the proposed system, Chetco Avenue would remain a two-way state highway, but be redesigned to include a protected left turn pocket at both Oak and Center Streets, and limited turning movements on both Fern and Willow by converting to one-way streets. Streetscape enhancements would also be a part of the redesign of Chetco Avenue (Figure 2-1, Exhibit 2-6). The Chetco Avenue circulation improvements will require the acquisition of additional public right-of-way on both sides of the highway and will necessitate the loss of some on-street parking spaces in order to accommodate the turn pockets. All future or alternative modifications to Chetco Avenue roadway


² The Oregon Department of Transportation (ODOT) is embarking on an Environmental Assessment that may include the analysis of a one-way couplet system. The circulation discussion in this Master Plan recognizes this fact and presents the local loop system as either a potential alternative or interim step to further ODOT plans.

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should adhere to the Downtown pedestrian vision, allowing wider sidewalks and amenities (Exhibit 2-7). *Note: circulation recommendations on Chetco Avenue must be analyzed in conjunction with an Environmental Assessment being prepared by ODOT. Any changes proposed after that time would also need to be analyzed and approved by ODOT and then reflected in the Transportation System Plan (TSP).*


 *Internal Street Circulation.* To facilitate the new circulation system, Willow and Fern Streets would both become one-way streets for the length of one block. In addition to changing Fern and Willow Streets to one way, the concept adds a one-way loop system with parking around the proposed Central Plaza. Interior and side streets will also be enhanced through widened sidewalks and streetscape features, while maintaining on-street parking (Exhibit 2-8, 2-9, 2-10).

 *Public Transportation.* Important to many Brookings residents is the ability to travel in and through Downtown with ease. The development of a shuttle system and handicapped-friendly shuttle/bus stops at various locations such as the library, the post office, the Brookings fountain, and Fred Meyer will assist in this goal (Exhibit 2-3).

Enhanced Public Parking & Signage

Parking goes hand-in-hand with circulation. Currently, parking is somewhat difficult Downtown due to inadequate signage and a lack of convenient parking spaces off of Chetco Avenue. As future development and changes take place Downtown, a formal parking analysis and study should be undertaken to most effectively locate and manage parking. In the meantime, recommendations as depicted in the Master Plan vision for Downtown include:

IN SOME AMERICAN CITIES SO MUCH OF DOWNTOWN HAS BEEN CLEARED FOR PARKING THAT THERE IS NOW MORE PARKING THAN THERE IS CITY. - *WILLIAM H. WHYTE, THE IMAGE OF THE CITY*

 *“Triangle”
Parking Lot.* Close a


portion of Fern Avenue and design and build the Triangle Parking lot. Accessible from both Fern Street and Chetco Avenue, the lot should accommodate roughly sixty-five to seventy spaces and should include some public space and high degree of pedestrian amenities due to its prominent location Downtown. *Note: because the Chetco Avenue entrance is directly off of a state highway, an access permit will be required in accordance with the Access Management Administrative Rule 734-051.*





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 *Additional Public Parking.* A number of other opportunities exist Downtown to increase the public parking supply. Ideally, these lots should be located using a ¼ mile “service area” radius (generalized distance people are willing to walk). Possible locations for new public parking lots include the corner of Fern and Spruce Street and pockets along Railroad Street. The one-way conversions of Fern and Willow, and the Central Plaza loop also provide an increase in on-street diagonal parking. Dedicate spaces for recreational vehicles and tour buses in the Alder Street lot and in the future Civic Center complex parking.

 *Downtown Parking Lot Design.* Incorporate landscaping and dedicated pedestrian connections in and through all new and existing public parking lots. Through Downtown Design Guidelines, encourage the same type of treatment in private parking lots, including automobile sales lots. Where possible, parking lots should be approached as “convertible” spaces for occasional use as public plazas (e.g. Triangle Parking Lot).

 *Shared Parking.* To maximize the efficiency of downtown parking and limit the number of accesses, continue and encourage formalized shared parking among uses with alternate hours of operation, such as that which occurs with the bowling alley and library (along Chetco Avenue, this process can be formalized with ODOT through the recording of cross-easements). Additionally, encourage businesses with private parking to allow public parking during non-operational hours.

 *Public Directional Signage.* Enhance the availability of parking through a comprehensive and simple signage system, directing travelers to the easily accessible and ample public parking. Businesses should promote the available parking to patrons through brochures and maps.


Exploring the Vision: Public Spaces & Pedestrian Paths

The Brookings community expressed a desire to take advantage of the many unique opportunities that exist downtown for small public plazas, resting spaces, and pedestrian paths that incorporate lush landscaping, flowers, and gardens. The community also identified a need in Downtown Brookings for a central public space in which its festivals, events, and celebrations may occur. With the addition of such interesting, safe, convenient, and attractive pedestrian spaces and connections, Downtown Brookings can offer a walkable, comfortable, and visually-engaging experience to both locals and visitors.


THE SIMPLE SOCIAL INTERCOURSE CREATED WHEN PEOPLE RUB SHOULDERS IN PUBLIC IS ONE OF THE MOST ESSENTIAL KIND OF SOCIAL “GLUE” IN SOCIETY. - *CHRISTOPHER ALEXANDER, A PATTERN LANGUAGE*

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 **Central Plaza.** The parking lot behind the Central Building between Wharf and Center Streets offers a great potential as a major Downtown public plaza. Incorporate seating, unique public art, and landscaping. Create a one-way parking lane between the Central Building and the plaza; support on-street parking surrounding the plaza. Extend the special paving into the street, allowing the street to serve as a convertible plaza space that could be closed off for large events and to create a stronger physical connection to the post office public space. (See Appendix C, Reference 30 for ideas)





 **Downtown Stream & Garden District Plazas.** A unique feature Downtown

Brookings should highlight and build upon is the natural waterway modestly flowing through the heart of downtown. The community should pursue this stream as the focal point of the urban garden district, incorporating landscaped walkways and amenities along the stream and adding plazas and pedestrian connections to the urban stream (Exhibit 2-13). Interpretive gardens, flowers, and other landscaping within the downtown should further support the urban garden concept. Businesses along the stream should be encouraged to include rear entrances, courtyards, and outdoor eating areas that face the downtown stream and pathway. (See Appendix C, Reference 28a & 28b for ideas)

THE SOCIAL VALUE OF NATURE MUST BE RECOGNIZED AND ITS POWER HARNESSSED, RATHER THAN RESISTED. NATURE IN THE CITY MUST BE CULTIVATED, LIKE A GARDEN, RATHER THAN IGNORED OR SUBDUED. – ANNE WHISTON SPIRN, *THE GRANITE GARDEN*




 **Additional Pocket Plazas & Pathways.** At various other points throughout Downtown, small plazas, intimate alcoves, and pedestrian pathways to parking areas and along rear building entrances should be created to further support the pedestrian experience. Numerous opportunities for such spaces exist, including underutilized spaces between existing buildings and the sidewalk, the new Triangle parking lot, and other new and existing parking areas. Additionally, the proposed handicapped-friendly shuttle stops can also serve as small public resting spots with each providing a bench, trash receptacle, shelter, and ample room for a scooter or wheelchair. (See Appendix C, Reference 31a & 31b for ideas).

 **Comfort & Convenience.** In addition to including the landscaping, amenities and public art described in the next section, the pedestrian experience is further enhanced when the pedestrian needs are taken into account in design and planning. Public restrooms, night illumination, protection from the weather, drinking fountains, etc. are important elements to incorporate into the plaza spaces and pedestrian connections. Potential locations to develop and/or expand public restrooms are within the new urban garden district development, in the proposed public parking lots, or within the Central Plaza.

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 *Activities & Programming.* Almost as important as the public spaces themselves can be the activities and/or events that are programmed into them. Facilitate individual or smaller scale activity by means of such things as gardening demonstrations, local music or theater performances, cutting gardens, and engaging interpretive features. The community should continue to hold and organize large-scale special events such as the Farmers Market, and expand those efforts to include additional flower and heritage-based festivals, community movie nights (shown outside on blank facades), “Safety City” events, etc. that bring people together in a spirit of celebration, community pride, and fun.

Exploring the Vision: Image, Streetscape & Public Art

One of the most important objectives expressed by the community was to improve the image and identity of Downtown Brookings. Establishing architectural design guidelines appropriate for Downtown and incorporating a unique palette of streetscape features into the public realm will help Downtown Brookings project a cohesive and attractive, yet distinct physical character.

Downtown Design Guidelines

The visual statement of new and rehabbed buildings both on and off of Chetco Avenue plays a large role in the image of Downtown Brookings, making issues of architecture and site design essential. Regulating aesthetics can be a very difficult and issue-wrought task for many communities without clear principles and discretionary guidelines. To this end, a set of design guidelines setting forth appropriate standards for architectural characteristics, site planning, landscaping, and commercial signage was prepared for Downtown Brookings (Appendix B). The illustrative guidelines represent the preference expressed by the community for a cohesive mixture of architecture that blends the mill cottages and Bernard Maybeck/Arts & Craft styles with traditional downtown storefront architecture, and which also addresses aesthetic issues related to setback, parking, and other architectural design details (Exhibit 2-14).

The draft mixed-use zoning ordinance, the Downtown Brookings Development District, (Appendix A) incorporates a number of the guidelines as formal requirements, including setbacks, fence height, and building heights. Although this ordinance will assist in regulating good design, it is recommended that the City of Brookings also explore implementing a formal design review process. A comprehensive site plan and design review ordinance that clearly articulates all areas and levels of applicability will help establish a predictable and understandable design review process and ensure quality design. A sample design review ordinance is included as part of Appendix A. Ideally, a Design Review Board or similar body, including individuals with architectural background, should be appointed to provide formal oversight and approval of new projects. Initially, however the City might establish or appoint a more informal committee or commission that can provide recommendations to the Planning Commission and/or Council.

The City should also explore establishing incentives to encourage property owners and new applicants to comply with and follow the design Guidelines for Downtown Brookings. Such incentives may include expedited permit processing, waiving of application fees, and the development of a low-interest façade loan program through a partnership with local Brookings banks.

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Streetscape & Public Art

The Brookings community desires to tell the story of its rich history and environment using Downtown streetscape features and amenities as their canvas. The Streetscape Furniture Palette offers the features needed to paint the canvas desired by the community (Exhibits 2-11 and 2-12). Many of the items on the palette are custom designed, as developed from the public input.


Some of the items are catalog pieces, which come from some of the finest manufacturers of street furniture in the country. All of the chosen pedestrian amenities reflect the theme and history of the community helping to create a unique and exciting experience in Downtown Brookings.


THE RICHNESS AND MEANING OF A PLACE DERIVES NOT FROM SINGLE ITEMS, BUT FROM DETAILS WHICH, WHEN TAKEN TOGETHER, CONTRIBUTE TO A MOSAIC GREATER THAN THE SUM OF ITS PARTS. – *PETER RANDALL PAGE, IN PATRICK NUTTGENS THE FURNISHED LANDSCAPE*


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The following streetscape features should be located not only along the streets, but should also be included in public spaces, parking areas, and pedestrian paths as appropriate.


 *Lighting.* Reminiscent of the Arts and Crafts design, the Prairie 1230 light fixture and the Prairie 700-LB lighted bollard are provided by Sternberg Vintage Lighting Company. Both are on square shaped poles/posts and come with a Verdi-gris patina finish. (Exhibit 2-11, I,J)


 *Garbage Receptacles.* The Santa Clara Series waste container, by Quick Crete Products Corporation is a standard precast concrete style with several custom options, which will meet the desired theme. The Latte C3 colored finish concrete with a light sandblast texture, and the side opening and loading doors are standard. The tiled flower mosaic and verdigris coating on the top and side-opening door are custom features. It is intended that the tile mosaics on each container incorporate images of local flowers with its name and a brief description or significance. (Exhibit 2-11, A)


 *Special Paving.* Crosswalks in Downtown Brookings can be enhanced with the use of concrete interlocking paverstones, or stamped asphalt in an earthtone color. The enhanced 6-8' wide area should be banded with a 12" concrete strip, on both sides. (Exhibit 2-6, L). Additionally, the outer edge of the sidewalk (along the curb) can be utilized as an artistic mosaic of flower, local flora, or other historical elements, the 12" band can be imbedded, pressed, or sandblasted into the continuous concrete band, with images of flowers, leaves, trees, shells, or other historical elements. (Exhibit 2-11, M)

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 *Street Signs.* The custom designed street name signs should incorporate the Maybeck style” floral pattern, as well as the arts and crafts woodwork as a trim. The field (or background) of the sign should be the verdigris color matching the rest of the metal component of the streetscape furniture (Exhibit 2-11, H and Appendix C, Reference 16).


 *Wayfinding Signage.* In places where people find it easy to navigate, they are apt to spend more time there, both as a driver and a pedestrian. A wayfinding system should be created to help people find their way to parking areas, attractions, etc. while also reinforcing a positive image and identity throughout the Downtown. A part of this wayfinding system should include Downtown kiosks that direct foot traffic to local businesses and amenities and provide information to residents and visitors about events and activities in and around downtown (Exhibit 2-11, B). These kiosks should be strategically located in highly visible settings in or adjacent to public plaza spaces and parking lots. The Model KS-171 Kiosk, by Street Smart Designs, can be custom tailored to have a more craftsman look. The standard overhanging raised seam roof can be specified in copper, which, over time, is the verdigris patina that is naturally occurring.

 *Bicycle Rack.* As specified in the public workshops, the bicycle racks, should be simple and unobtrusive within the sidewalk areas. These are the Bollard Cyclops 2172 by Timberform/Columbia Cascade Company. (Exhibit 2-11, K)



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 **Landscaping.** Incorporate flowers, plants, trees, natural river rock, bamboo, redwood and other locally appropriate natural materials into the landscape whenever possible. The community prefers the following trees for use in the streetscape based on shape, color, and suitability for streetsides (Exhibit 2-11, D):

- *American Sweet Gum (Liquid Amber)* - a moderately fast-growing deciduous tree with brilliant red and yellow fall foliage colors.
- *Victorian Box (Pittosporum)* – a slender, elegant weeping evergreen tree with light yellow flowers that bloom in late winter and early spring.
- *Chinese Flame (Koelreuteria)* – a deciduous tree with bright yellow flowers in fall and long salmon-colored fruit in late summer and early fall.



The Evanstone Tree Grate is a standard design by Canterbury International, which reflects the arts and crafts theme with cottages and leaf symbols embedded into the grate pattern. The grate may be fabricated in cast iron (traditional) or in cast bronze, which may give it a more patina-style look. (Exhibit 2-11, C) Redwood planter boxes, 2' w x 2' h, 4' + length, may be provided by local nurseries or wholesalers. These provide another opportunity to incorporate localized and native flowers into the pedestrian streetscape. (Exhibit 2-11, E)


FLOWERS & COMMUNITY DEVELOPMENT


MANY COMMUNITY IDEAS SURFACED ON WAYS TO CELEBRATE AND BUILD UPON THE FLOWER HERITAGE OF BROOKINGS, INCLUDING:


- PLANT FLOWERS EVERYWHERE!
- ADD INTERPRETIVE SIGNS TO IDENTIFY FLOWERS
- ESTABLISH A GREENHOUSE DOWNTOWN; TEACH GREENHOUSE MANAGEMENT
- INTERACTIVE GARDENING DEMONSTRATIONS, COMPOSTING, AND EDUCATION
- INVOLVE YOUTH, SENIORS, AND GARDEN CLUBS AS VOLUNTEERS
- EXPAND FLOWER-RELATED BUSINESS (FLOWER SHOPS, DRIED FLOWERS, EDIBLE FLOWERS, FLOWER PHOTOGRAPHY, PAINTED FLOWER POTS, VASES, ETC.)
- FRESH FLOWERS IN ALL LOCAL BUSINESSES (RESTAURANTS, RETAIL, HOTEL ROOMS)
- CELEBRATE FLOWERS THROUGH PUBLIC ART (TRASH RECEPTACLES, SIGNS, PAVING, DESIGN FEATURES, ETC.)
- FLOWER-RELATED FESTIVALS AND EVENTS
- CONNECTIONS TO AZAFA PARK


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 *Seating.* The custom design of the planter bench combination (Exhibit 2-11, F) will add the traditional arts and crafts blend of river rock with craftsman style woodwork to add a pleasant seating area to any spot in the downtown. The Classic CL-40 bench (Exhibit 2-11, G) by Victor Stanley Inc. will fit into any sidewalk location in the downtown, while still resembling the craftsman style with the slatted backrest.

 *Establish Downtown Gateways.* Gateways are important to creating an identity and signaling definitive entries to Downtown Brookings. Supporting its “City of Flowers” identity, along with the urban garden concepts, the community envisions a lush, terraced landscaped hillside as the southern entry into the community on the undeveloped lands along Chetco Avenue. Similarly, the newly developed parking area at Mill Street and Chetco Avenue should be landscaped to create an entry statement. Both areas should include entry signs compatible with the styles and materials of other street furniture identified in the streetscape palette. (See Appendix C, Reference 19 for examples).

 *Pedestrian Shelter.* Pedestrian shelters serve as resting or waiting points at transit stops, while also providing shelter from the weather at those points and in plazas spaces. Where appropriate, pedestrian shelters should be incorporated into Downtown Brookings. (See Appendix C, Reference 16 for examples).

 *Additional Public Art Opportunities.* Work with local artists to design other types of public art into the downtown (freestanding sculptures, murals, etc.) Additionally, the community should organize a logo contest in the City to develop a downtown logo that captures the essence of Brookings. (See Appendix C, References 24, 25, and 26 for examples).

Note: All streetscape furniture, wayfinding signage, and public art on Chetco Avenue (if in ODOT right-of-way) must be coordinated with ODOT when more specific designs and locations are being discussed. Additionally, the Highway Design Manual must be referenced when developing specific designs for Chetco Avenue.



PUBLIC ART INSPIRATION

NUMEROUS SOURCES OF INSPIRATION AND RESOURCES FOR PUBLIC/ INTERPRETIVE ART CAME OUT OF A COMMUNITY FOCUS GROUP AND DESIGN WORKSHOP. THE FOLLOWING LIST IDENTIFIES JUST A FEW:

- PERFORMING & VISUAL ARTS
- BERNARD MAYBECK
- LOGGING/TIMBER
- FIRS, PINES, MYRTLEWOOD, REDWOOD, BAMBOO
- “BANANA BELT” – THE “OREGON RAIN FOREST”
- FLOWERS (LILIES, AZALEAS, DAFFODILS, RHODODENDRONS)
- ROCK QUARRYING
- NESKIA BRONZE FOUNDRY
- DRIFTWOOD FESTIVAL
- CHETCO RIVER
- HARRIS & MILL BEACH
- SEVERN STATE PARKS
- AZALEA PARK & FESTIVAL
- WINDSURFING/SURFING
- CHETCO POINT/OCEAN
- PEOPLE/VOLUNTEERS/YOUTH
- YOUTH
- PELICANS
- FISHING / NAUTICAL
- WHALES, CRABS, SALMON
- RAILROAD
- BUSIEST NON-COMMERCIAL PORT
- JAPANESE BOMB SITE



Chapter 3: Downtown Brookings Implementation Program

Introduction

“Vision without action is a dream. Action without vision is simply passing the time. Action with vision is making a positive difference.” – Joel Barker

This chapter attempts to consolidate the various recommendations described in the Downtown Master Plan into implementable strategies, including responsible parties and implementation resources. The strategies are based on the vision for Downtown Brookings articulated in Chapters 1 and 2 and rely on the details provided in the Master Plan Appendix. The Chapter is organized into the following sections:

Initiating the Downtown Brookings Master Plan – this section touches upon formal recognition of the Plan and highlights the importance of quickly implementing a small-scale project.

Organizing Strategically for Implementation – this section discusses a number of considerations that should be addressed, including inter-agency cooperation, continued public involvement, and long-term maintenance and management of improvements.

Implementation Program & Matrix – this section provides a comprehensive matrix identifying the “who”, “what”, “when”, “why”, and “how” of the Master Plan implementation strategies (supplemented by Appendices C, D, & E).

Initiating the Downtown Brookings Master Plan

Adopting the Master Plan

The first step in getting strategically organized and moving forward with enhancements and improvement recommendations will be for the City to adopt or otherwise formally embrace the Downtown Brookings Master Plan as the official policy guide for future downtown development (if the City intends to adopt the Downtown Master Plan as part of its Comprehensive Plan, ODOT must be provided an opportunity to review the Plan prior to this formal process). Implementation details related to the Plan, such as the design guidelines and zoning ordinance found in the Master Plan Appendix or the Urban Renewal Plan should be adopted by ordinance through a separate but timely process.

Subsequent to adoption/recognition, the City of Brookings should reproduce and distribute the Master Plan, Appendix, and vision poster to stakeholders and other interested parties. Upon formal recognition, it will be important to identify and bring together all entities that will have a significant impact on implementation of the Plan. This group (the “partners”) needs to receive an in-depth

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briefing on the Plan and their potential roles in accomplishing its mission. After roles and responsibilities have been agreed to, regular meetings should occur to facilitate communication and foster progress. The partners should include no less than:

- ◆ City Manager, City Council, Planning Commission
- ◆ Urban Renewal Advisory Committee
- ◆ Chamber of Commerce
- ◆ Public Art Committee
- ◆ Downtown Business Community, including Property Owners
- ◆ Local Civic Organizations
- ◆ Oregon Department of Transportation
- ◆ Oregon Department of Land Conservation and Development
- ◆ Others

Implement a Project Now

Soon after the Master Plan is formally embraced, a small project should be implemented as a means of celebration and to illustrate public commitment to the Plan and maintain community enthusiasm in the process. Potential “kick-off” projects might include, but are not limited to:

-  Install a streetscape furniture demonstration pilot project – allow residents and business owners to “try before they buy” their new streetscape amenities by contacting suppliers for delivery and setup of the “standard” streetscape elements in a designated area of Downtown. (if Chetco Ave is the desired location for a demonstration project, coordination with ODOT must occur)
-  Build Triangle parking lot (include landscaping, pedestrian streetscape amenities, and signage)
-  Initiate Downtown Brookings logo contest (involve youth, arts community, and other volunteers to create a distinct downtown logo that supports the vision articulated by the community through the Master Plan process)
-  Establish a public art committee and design and create a public art project (build upon inspiration, ideas and talents discovered during the process)
-  Introduce trash receptacles with tiles conveying local fauna (work with standard suppliers and local artists to create custom receptacles)
-  Design and build small pedestrian plazas and pedestrian connections (work with property owners of vacant or undeveloped parcels along Chetco Avenue)

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Install streetscape elements, landscaping and signage at Mill Street and Chetco Avenue Parking lot (work with Ace Hardware to develop new lot as Downtown gateway)

Organizing Strategically for Implementation

Through the Downtown Brookings planning process, it has been demonstrated how positive change can and does occur when people and organizations work together for the common good. A core principle of redevelopment in Downtown Brookings must always be focused on continuing to build broad participation, enthusiasm and commitment.

Continued Community Involvement and Partnership

Within two months following adoption of the Downtown Master Plan, the City should host a large stakeholders meeting/workshops to review the vision and implementation program for Downtown Brookings and identify stakeholder roles in the revitalization effort. At the end of the meeting, each stakeholder should have at least one mission, with respect to helping Downtown Brookings realize its vision. Ongoing stakeholder involvement is paramount to Downtown Brookings' success.

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In addition to early effort to mobilize the efforts of stakeholders, the effort to build community support must be ongoing. Continual town meetings, brochures, articles in the press, public speaking engagements and other creative forms of engaging citizens need to occur. Early efforts to build awareness and support will help ensure that implementation activities are enthusiastically embraced. Initially, the City and the Urban Renewal Advisory Committee should take the lead in this communication and participation process. The City's Volunteer Database should be tapped as a resource to help "get the word out" and recruit involvement in implementation. Within 3 months of the Plan's adoption, for example, the City should form a Speakers Bureau to train interested volunteer on the details of the Downtown Brookings plan and provide them with the presentation materials necessary to be formal ambassadors for the project (*i.e.* speak to community and business groups about Downtown). Additionally, the City should form a Public Art Committee for Downtown Brookings, and seek its creativity and ideas in all Downtown projects.



Public Agency Interaction & Coordination

Many components of the Downtown Brookings Master Plan will require support from government agencies. City staff should work to familiarize and engage these potential partners with the Plan and its implementation (including ODOT, DLCD, etc.). Every effort should be made to ensure that agencies and legislators become familiar with and supportive of the Downtown Brookings Master Plan. Within two months following the Plan's adoption, the City should lead an organized visit to Medford and/or Salem to meet with State elected officials, the Community Solutions Team, and key State Agencies to present the Downtown Master Plan.

Long-Term Maintenance & Management

Responsibilities of long-term maintenance of enhancements and downtown management should be addressed. Although continued pursuit of grants and an involved citizenry will go far in this endeavor, it is also important to explore more formalized mechanisms as well.

Urban Renewal

With the adoption of an Urban Renewal Plan for the City of Brookings, the Downtown Brookings Master Plan has a greater potential of realizing implementation and long-term maintenance. This is not to say that implementation cannot occur without the advantages of urban renewal; however, funding through urban renewal provides the Brookings community with opportunities to leverage significant resources from outside funding entities because of the local "matching" funds that would be made available through urban renewal's tax increment financing. It is strongly recommended that supporters of the Downtown Brookings Master Plan also support the establishment of an urban renewal program in Brookings.

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Downtown Brookings Main Street Program

These goals and long-term improvements to local commerce areas may best be accomplished through creation of a Downtown Brookings Main Street Program. The National Main Street program is the most successful downtown (or community) revitalization and economic development program in the country. Over 1,000 communities are Main Street towns, returning an average of up to \$35 in revenue for every dollar invested in Main Street programming. Local Main Street organizations have an 82% success rate because of the program's unique development of public-private partnerships and its Four Point Approach™, which have been proven in communities ranging in size from 250 to over a million in population.

The Four Point Approach™ is based on a Main Street organization consisting of a board of directors, paid professional staff and four standing committees: Economic Restructuring (ER) Committee, Design Committee, Promotion Committee and Organization Committee (see sidebar). Each focuses on different but interrelated aspects of a comprehensive downtown revitalization program. Both the National Main Street Center in Washington, D.C., and the Washington State Main Street program have numerous resource materials to assist communities in setting up a Main Street organization. The materials include "how to" handbooks and "to do" lists for the board, staff and each of the committees, which can be tailored to fit the community and its style of programming.



There are several ways to organize a Main Street Program: as a part of City government; as part of the Urban Renewal Agency; evolve out of an existing organization in Brookings; evolve out of the Urban Renewal Advisory Committee; or become a separate nonprofit corporation. Ultimately, it may be appropriate to have the Main Street develop into its own organization, ideally a 501(c)(3) non-profit. In sum, A Main Street organization would be well suited to guide development programs (and strategic plan implementation) for Downtown Brookings. Within 6 months following adoption of this plan, the City should be in close collaboration with the Oregon Downtown Development Association and the National Main Street Center with respect to developing a Downtown Brookings Main Street Program. (See Appendix C, Reference 12 for contact information)

Special Transportation Area (STA)

One state-related dimension to the Downtown Brookings plan that the City may want to consider is the designation of Downtown Brookings as a "Special Transportation Area." The special exceptions allowed by the STA and the management plan that is required could provide some level of long-term support for the Downtown Brookings vision.



Special Transportation Areas (STA)

A SPECIAL TRANSPORTATION AREA (STA) IS ODOT'S WAY OF FORMALLY RECOGNIZING CERTAIN SEGMENTS OF STATE HIGHWAYS AS MAIN STREETS WHERE TRAFFIC MOVEMENT WILL BE BALANCED WITH THE NEEDS FOR LOCAL ACCESS AND CIRCULATION. IT ALLOWS ODOT TO USE HIGHWAY DESIGNS AND MOBILITY STANDARDS THAT ARE DIFFERENT FROM OTHER HIGHWAY DESIGNATIONS. THE STA DESIGNATION IS A WAY FOR COMMUNITIES TO GET CLEAR AGREEMENT FROM ODOT TO MANAGE THE STATE HIGHWAY AS A MAIN STREET. THESE FEATURES MAY INCLUDE WIDER SIDEWALKS, ADDING CURB EXTENSIONS, ADDING STREET TREES, AND OTHER MEASURES.






THE STA DESIGNATION IS APPROPRIATE IN AREAS THAT ALREADY HAVE A DISTINCT MAIN STREET CHARACTER – WHERE THERE IS COMPACT, URBAN DEVELOPMENT WITH BUILDINGS SPACED CLOSE TOGETHER AND ORIENTED TO THE STREET, AND A MIX OF LAND USES. THE WIDELY UNTESTED STA REQUIRES THE DEVELOPMENT OF A MANAGEMENT PLAN, WHICH IS JOINTLY ADOPTED BY THE OREGON TRANSPORTATION COMMISSION (OTC) AND BY THE COMMUNITY AS PART OF THEIR LOCAL TRANSPORTATION SYSTEM PLAN (TSP).

IN THE ABSENCE OF AN STA DESIGNATION, DECISIONS ON THE APPROPRIATENESS OF EACH DESIGN TREATMENT IS MADE ON A CASE-BY-CASE BASIS – OFTEN REQUIRING A DESIGN EXCEPTION PROCESS. AN STA IS GENERALLY NECESSARY IF A COMMUNITY WANTS TO CHANGE THE HIGHWAY MOBILITY OR ACCESS MANAGEMENT STANDARDS DESCRIBED IN THE OREGON HIGHWAY PLAN. AN STA DESIGNATION MAY BE NEEDED TO IMPLEMENT OTHER MEASURES THAT COULD CONFLICT WITH ACCOMMODATING THROUGH TRAFFIC, SUCH AS REDUCING SPEEDS OR PROVIDING ON-STREET PARKING.

(ADAPTED FROM MAIN STREET....WHEN A HIGHWAY RUNS THROUGH IT: A HANDBOOK FOR OREGON COMMUNITIES.)

Implementation Program & Matrix

This section provides a five-part matrix of specific steps and actions that should be undertaken within the next five years to revitalize Downtown Brookings. The matrix represents the culmination of the Master Plan process and includes the following information:

-  Implementation steps and actions, corresponding with the vision articulated in Chapter 2
-  Suggested timeframes for implementation (by year)
-  Leaders and teams to carry out the implementation steps (see box below, supplemented by list of possible community-based resources in Appendix D)
-  Cross-references for each action to potential funding and/or financing sources (listed in Appendix E)
-  Cross-references for most actions to resources or examples to further explain recommendations (Appendix C – may include photographs of similar-scale projects, alternative approaches, supplier information, websites, other contact information, etc.)



Leaders and Teams

The following key defines the abbreviations listed in Leaders and Teams section of the implementation matrix. On the matrix, leaders are identified with a black circle and team members are identified by a white circle.

City = City of Brookings (City Departments, Council, Commission, etc.)

URAC = Brookings Urban Renewal Advisory Committee

BUS* = Business, Industry, Property Owners, Chamber, etc.

GOV* = Government – Federal, State, County, Regional, etc. (ODOT, Port, US Forest Service, etc.)

PAC = Public Art Committee

ARTS* = Local & Regional Arts Organizations

LAND* = Gardening & Environmental Organizations

SERV* = Service Clubs & Organizations

YOU* = Youth & School-Based Organizations

** Cross-referenced to list of community resources in Appendix D*

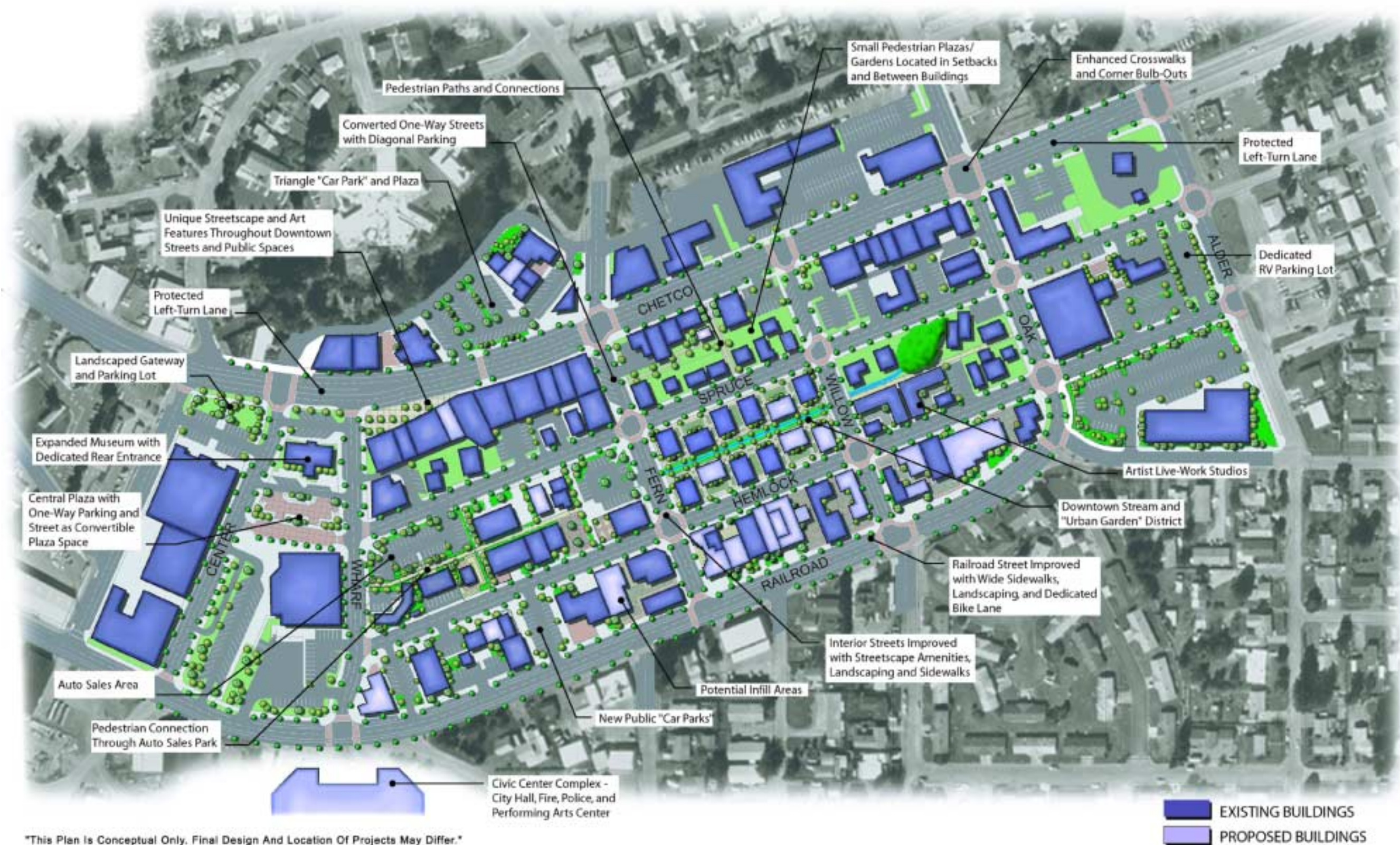


Exhibit 2-1: Downtown Brookings Vision Plan

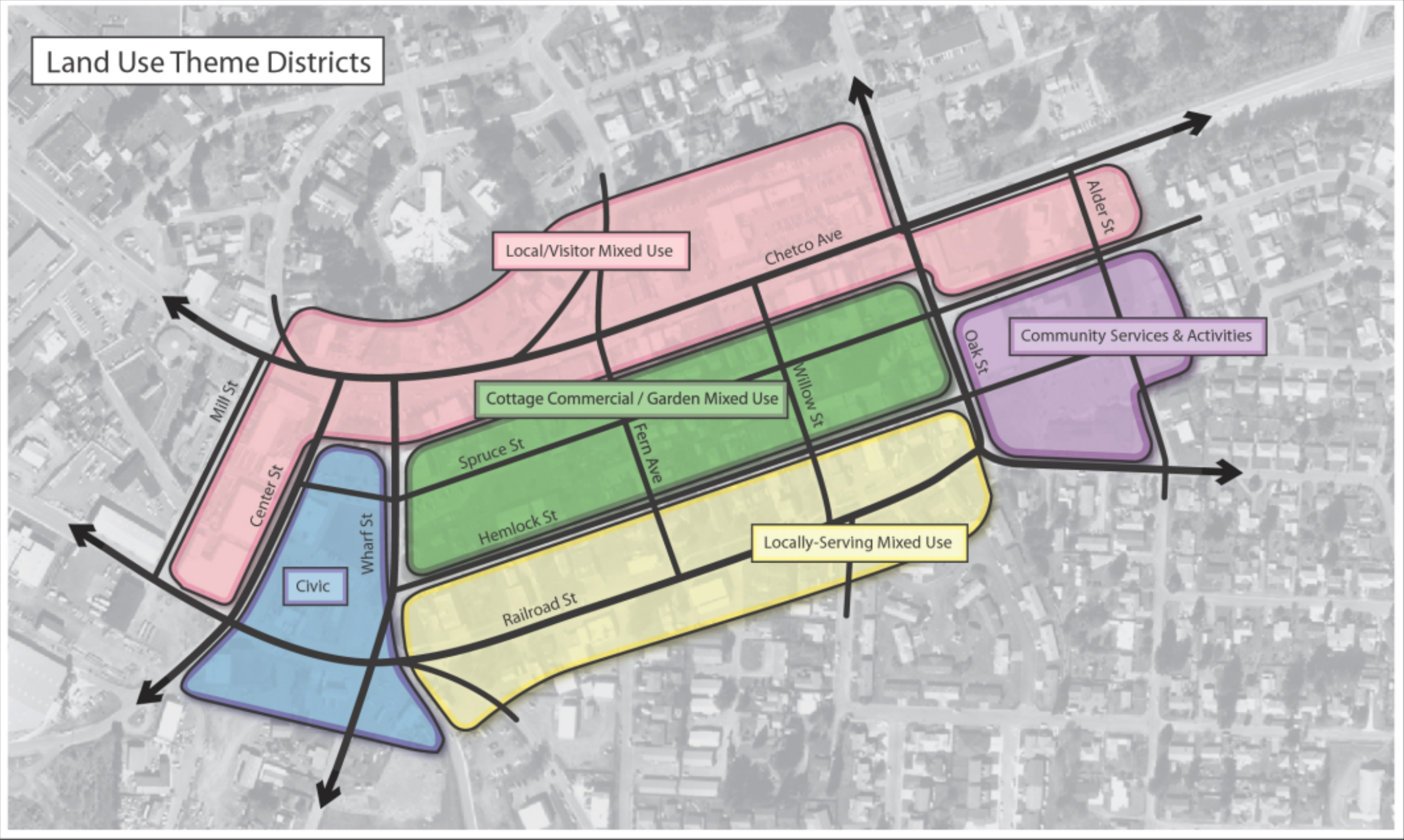


Exhibit 2-2: Land Use Theme Districts



Exhibit 2-3: Circulation & Context Diagram

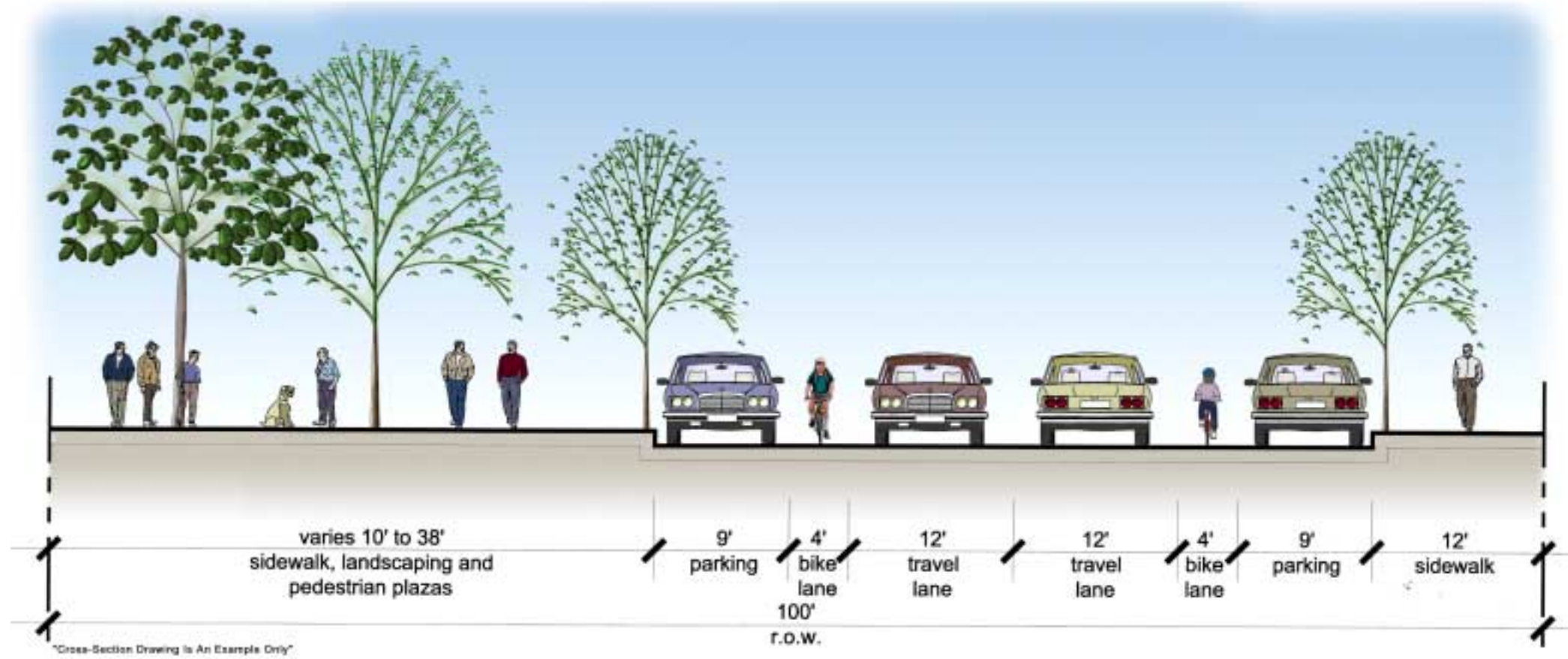


Exhibit 2-4: Railroad Street Section (Example #1)

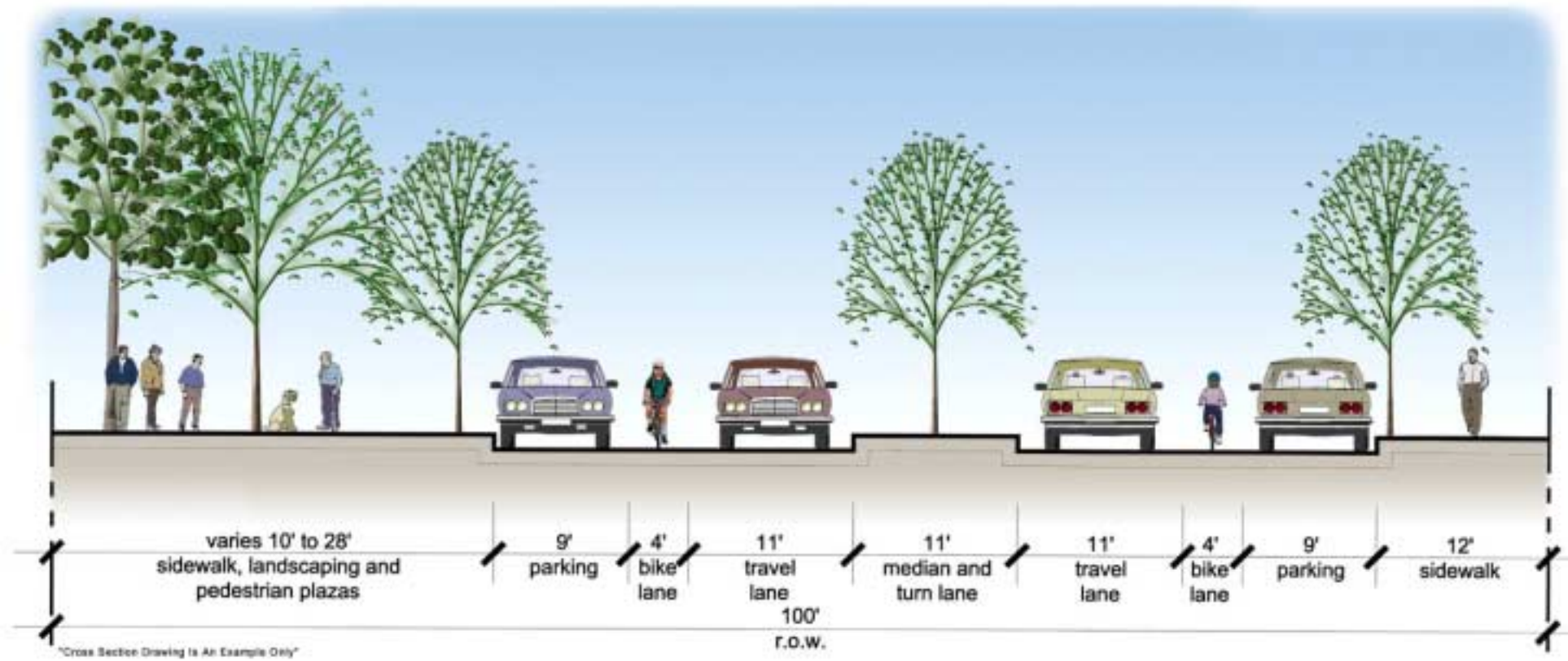


Exhibit 2-5: Railroad Street Section (Example #2)

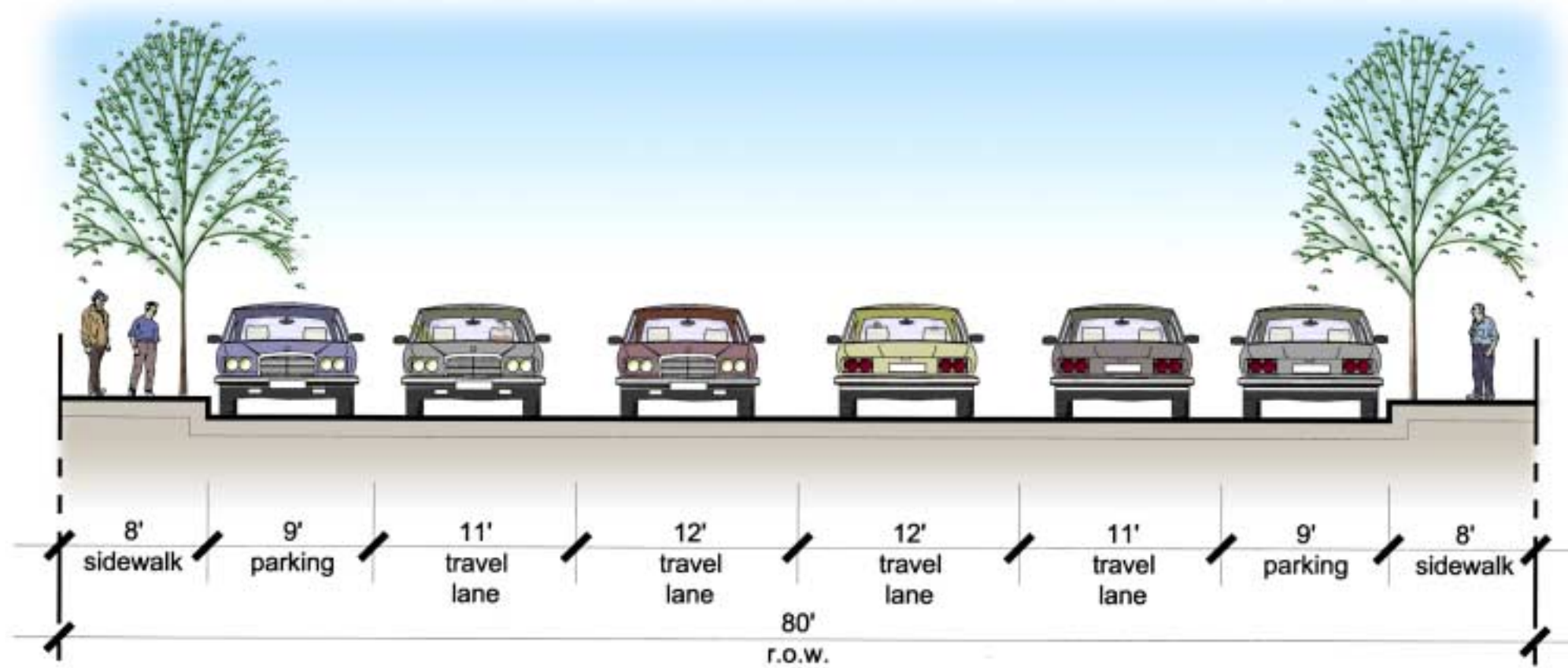


Exhibit 2-6: Chetco Avenue—Existing Right-of-Way Street Section

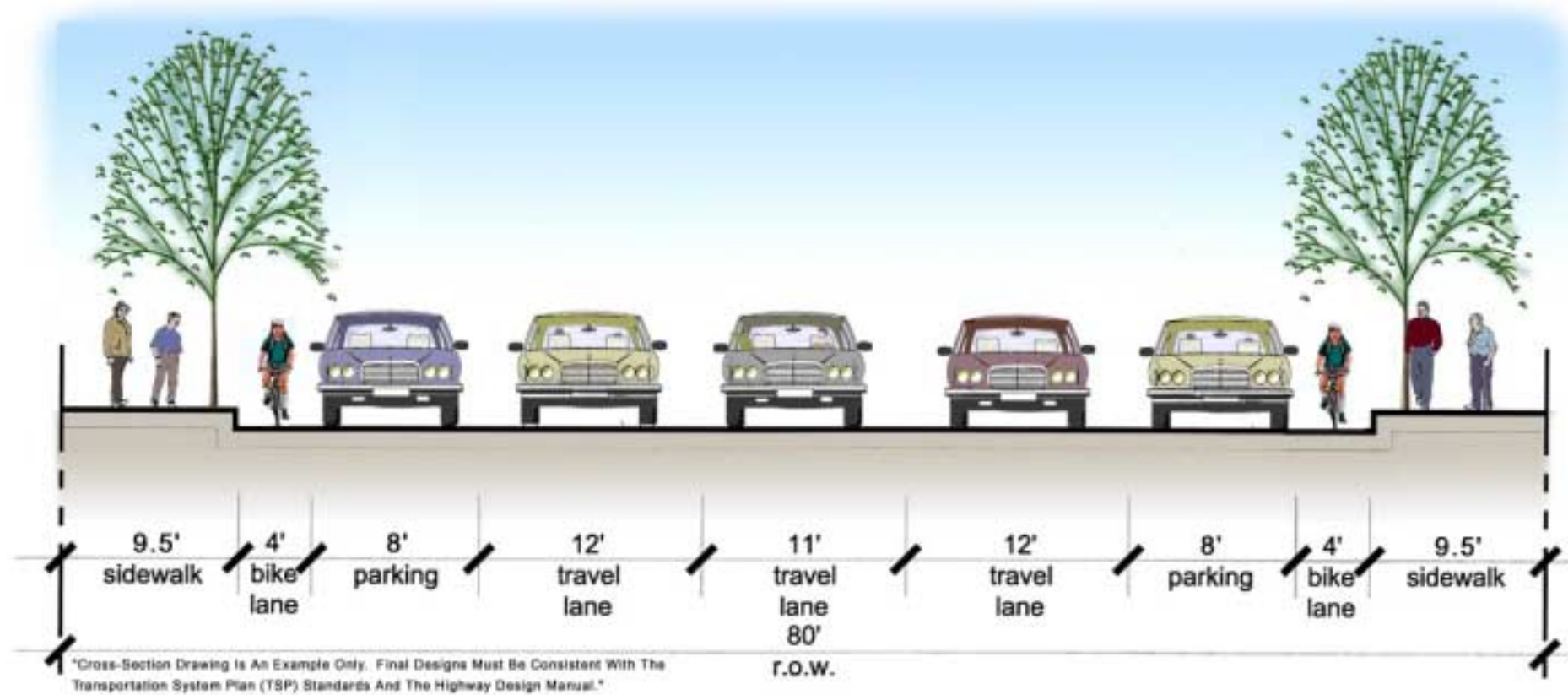


Exhibit 2-7: Chetco Avenue Potential Street Section Example



Exhibit 2-11: Street Furniture Palette



Exhibit 2-12 Chetco avenue Before and After Streetscape Simulation



Exhibit 2-13 Garden District Before & After Simulation

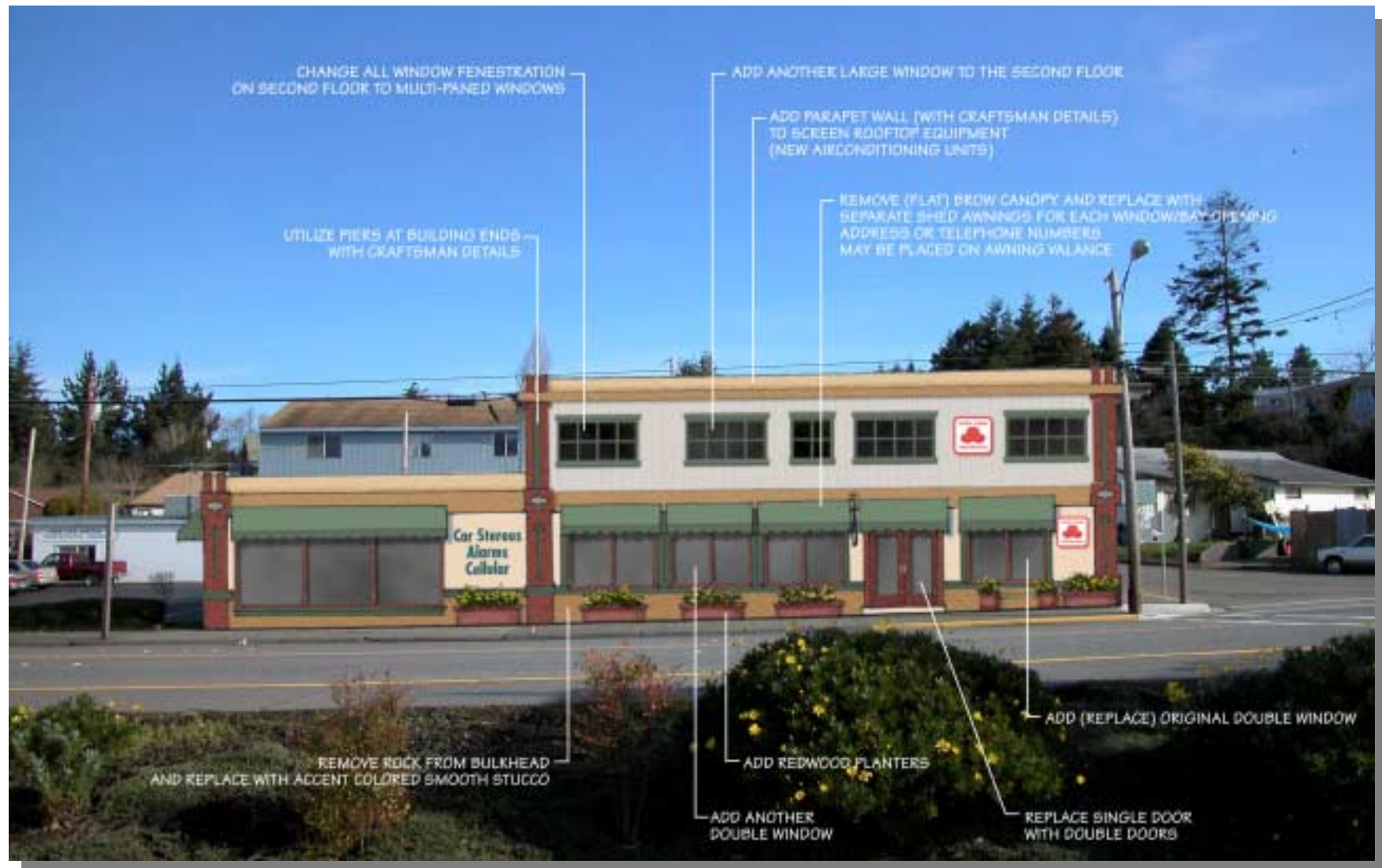


Exhibit 2-14 Before & After Architectural Simulation