



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*