

# 2009 Downtown Retail Strategy



Implementation Approach to Create Signature Retail Streets, Cornerstone District, and Downtown Marketing in our Central City

# Downtown Vision Task Force

## Mission Statement

*“To define a street or streets where initial efforts are focused to create a destination location that will draw customers downtown; to recognize that a healthy downtown acts as a cornerstone for a strong regional economy; and through improving downtown, we will support job growth, an increased tax base, and an attractive destination”*

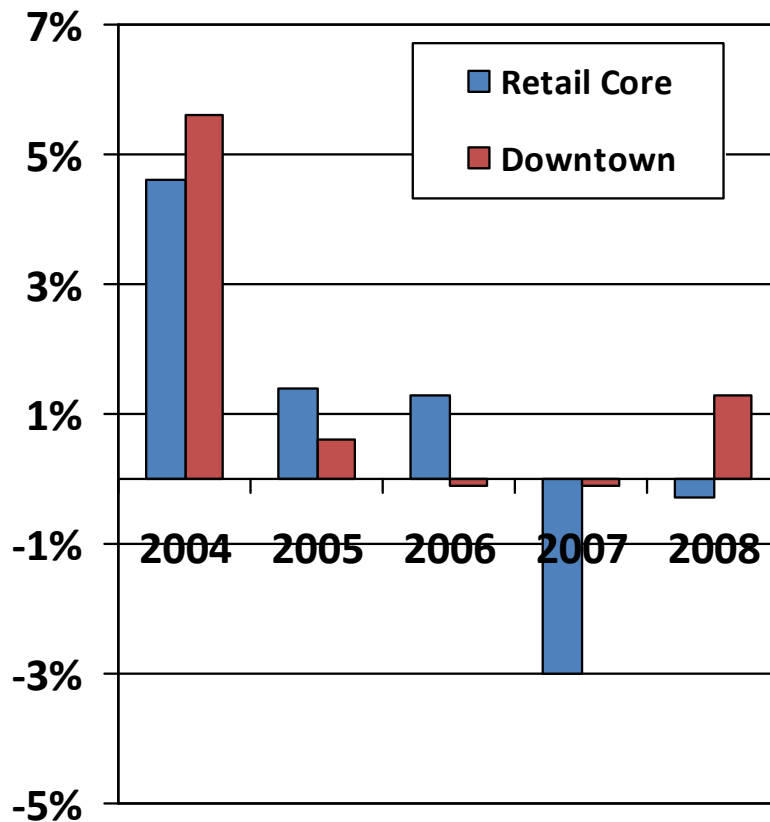
*- January 2009*



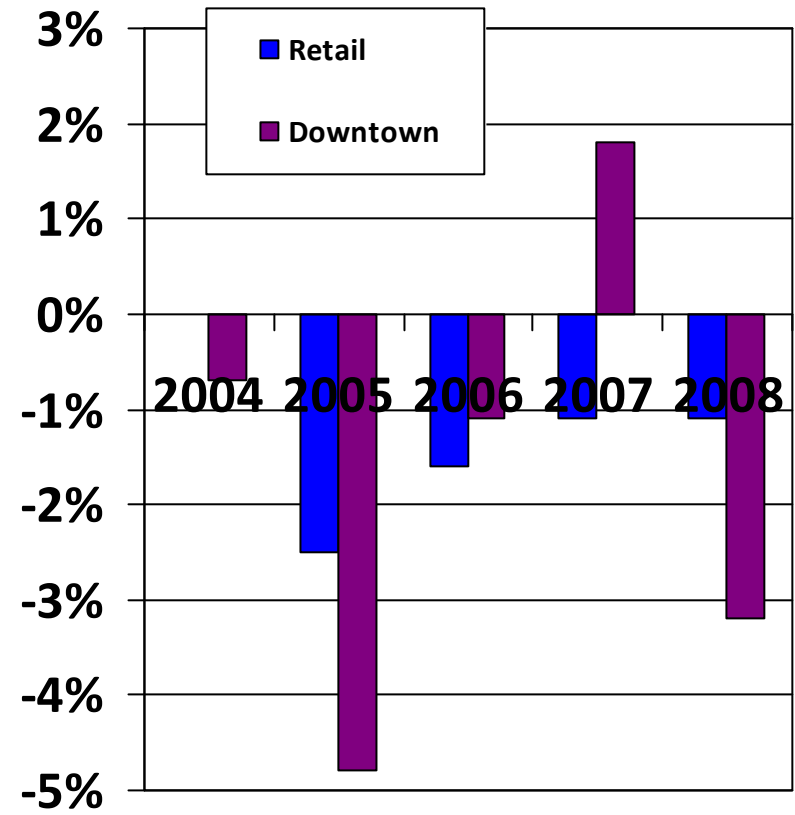


# Performance Measure Baseline

## BLT Account Growth, All



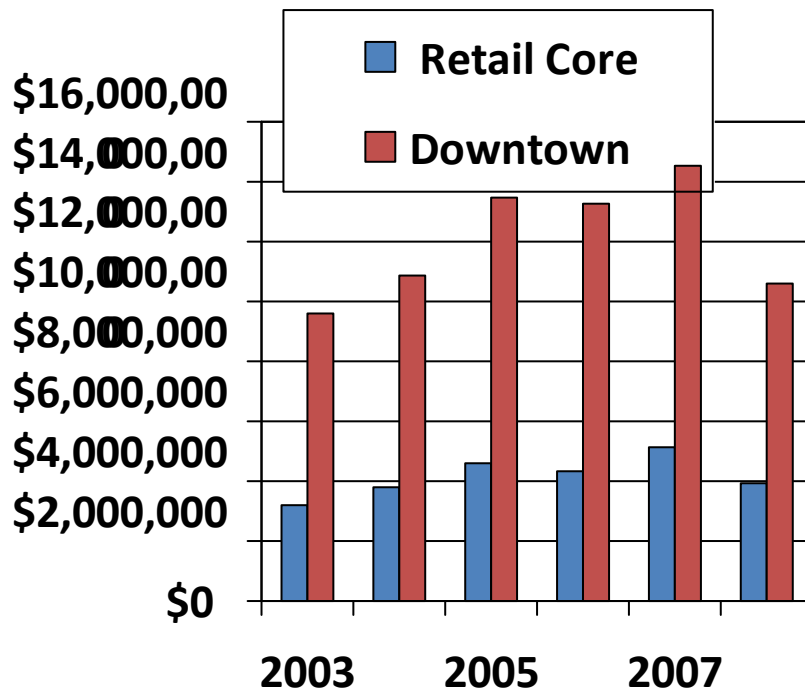
## BLT Account Growth, Retail



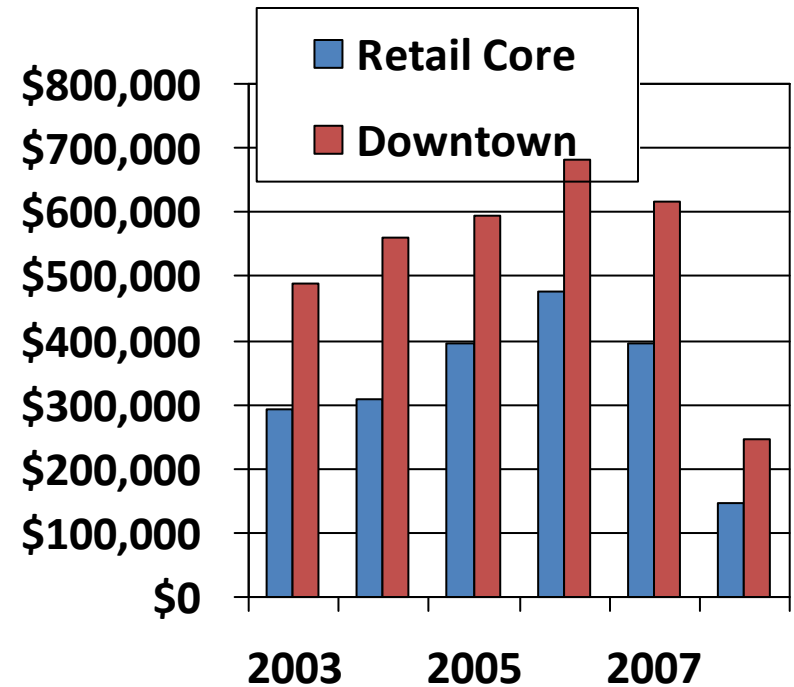


# Performance Measure Baseline Cont'd

Estimated City of Portland  
BLT, All



Estimated City of Portland  
BLT, Retail



# What makes for healthy downtown retail?

- Case study research shows vibrant retail districts are key to success
- Strategic approach to increase strength of unique sub districts
  - Determine unique characteristics
  - Evaluate design, promotion & organization
  - Marketing & branding strengths of sub districts
  - Create synergy between sub districts

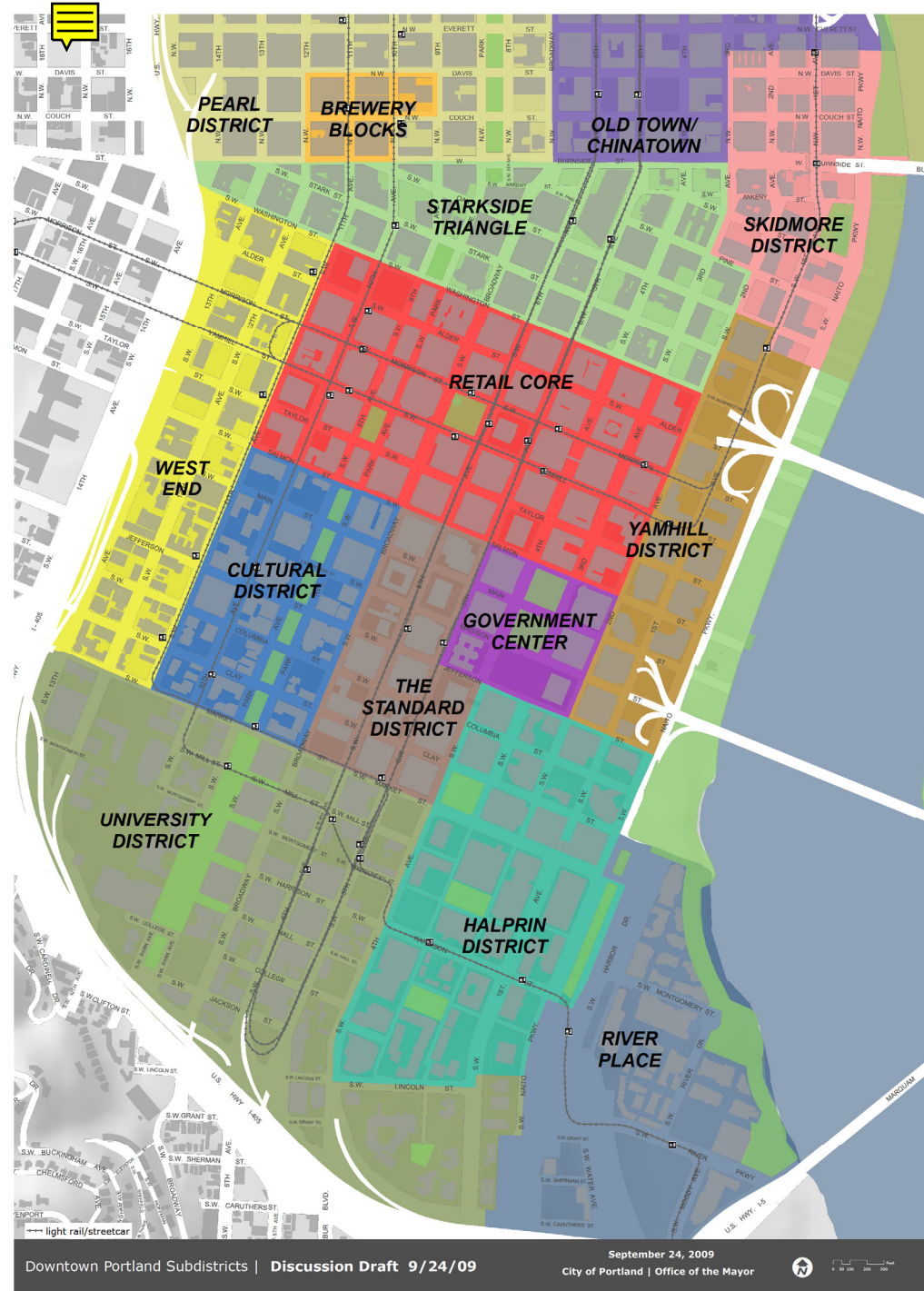
# Best Practice: *Cultivating Sub Districts*

- Not all of the Downtown is identical
  - Broadway & Morrison vs. Broadway & Montgomery vs. Broadway & Stark
- Promote unique strength of each sub section of downtown
- Sub districts are in different phases of development and organization
  - Phase I: Geographically define sub district
  - Phase II: Organize sub district: strategic plan & governance
  - Phase III: Sub district is defined & organized



# Best Practices: *Enhancing the Unique Character of Downtown's Districts*

- Currently in Phase I
  - Riverplace
  - Halperin District
  - The Standard District
  - Starkside Triangle
- Currently in Phase II
  - Skidmore District
  - Retail Core
  - Civic Center
  - Cultural District
  - Yamhill District
  - West End
- Currently in Phase III
  - Pearl Dist & Brewery Blocks
  - University District
  - Old Town/Chinatown





# Best Practice:

## *Elements of successful urban retail districts*

- Defining signature street(s) within a cornerstone district
- Distinct brand and identity: Mix of independent shops & national retailers
- Compact form with housing density nearby
- Continuity of storefronts
- Safe and comfortable shopping environment
- Access and visibility
- Strong retail anchors



# 2009 Downtown Retail Strategy

## *Workplan*

- Builds on lessons learned from past strategies
  - 2002 Downtown Retail Strategy
  - 2007 Downtown Retail Strategy Update
- Best practice research
  - 2008 Leland Consulting Group's Retail Findings
- Strategy elements for each sub district
  - Marketing, Branding & Management
  - Physical Realm
  - Financial Instruments



# 2009 Downtown Retail Strategy Approach

## 1. Downtown Wide

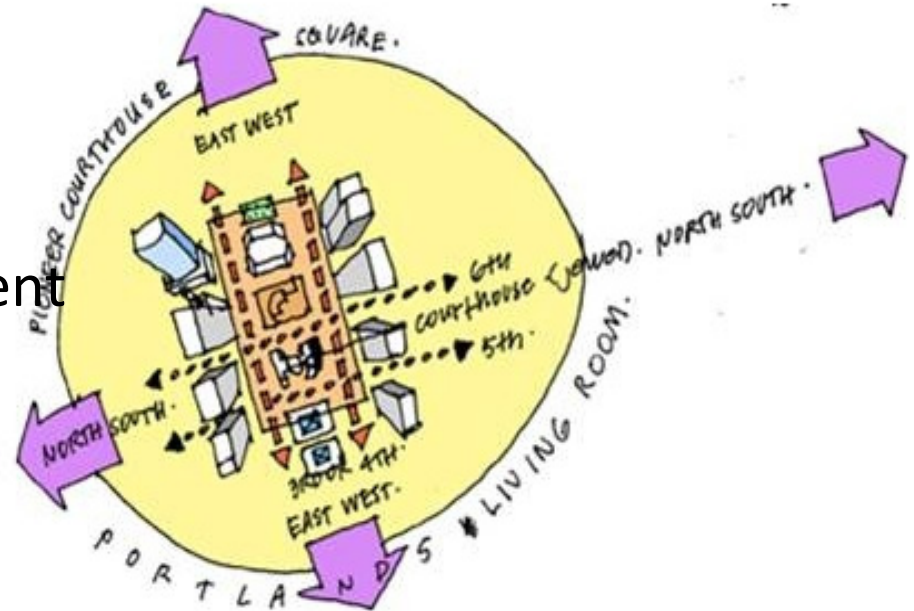
- Identity & Marketing
- Coordinated Management

## 2. Cornerstone District

- o Private Investment
- o Partnership

## 3. Signature Streets

- o Create Destination
- o Transformative Investment



# Downtown Wide: Identity and Marketing

## Downtown Marketing Initiative

- Consistent promotion of downtown
- Advertising through broadcast, print & other media
- Facebook, Twitter, Web site



## Holiday 2009 Program

- Seasonal promotions
- Holiday street entertainment
- Lighting of trees within district
- Vacant storefront activation



# Downtown Wide: Management

## **Downtown Management Coordination Council**

- Public and private entities at the table
- Collective resources to a common goal
- Coordinate efforts, reduce overlap
- Increase efficiency of programs and services
- Cohesive advocacy for downtown vitality



# Cornerstone District:

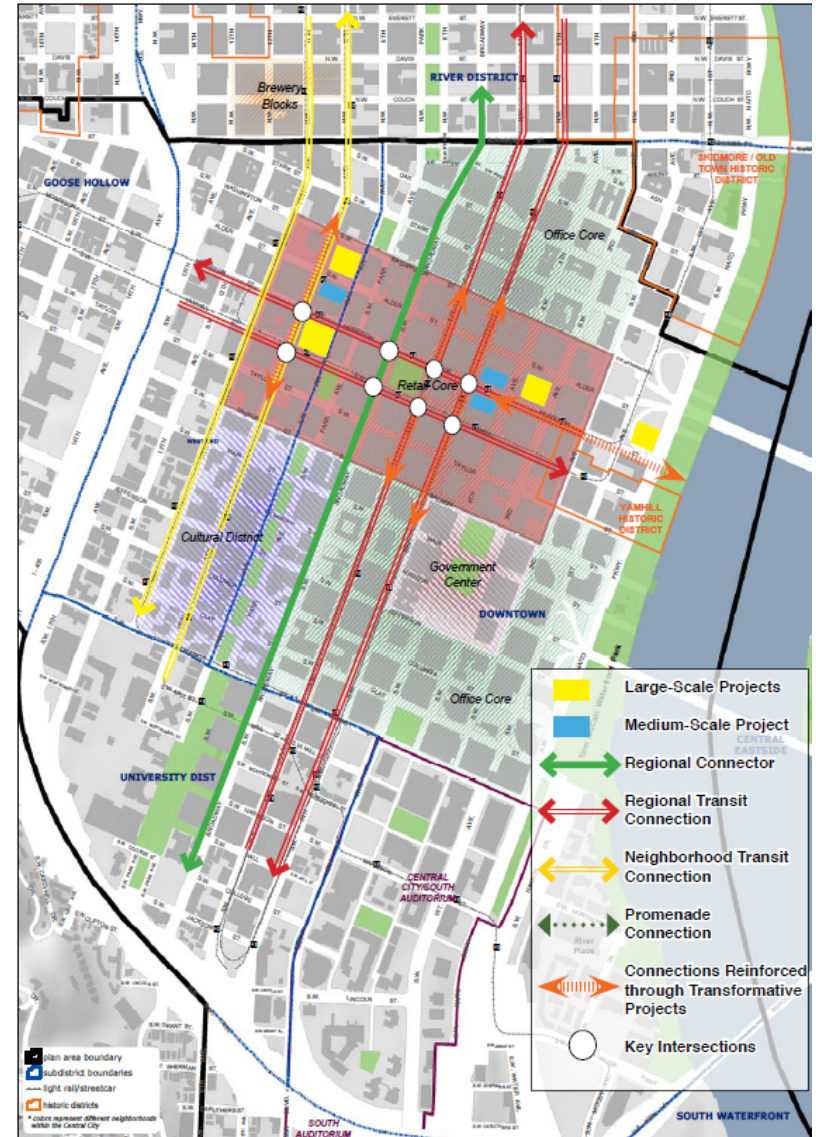
## Front door for downtown retail

- Critical mass of retail through targeted recruitment
- Visual cues to signal district; connect to other districts
- Maintenance of city garages and public right of way
- Supportive development at key sites:
  - Housing
  - Office
  - Tourism



# What is Needed: Financial Resources

- Regenerative Private-Source Funds
- Include Retail Core in Potential New Urban Renewal District
- Explore Additional Funding Sources



# What is Needed: **Implementation Partnership**

*Establish a Retail Compact between the public sector, businesses, retail brokers, and property owners:*

## **The Opportunity:**

- Focused Marketing Effort
- Improved Streetscape
- Improved Continuity
- Creating a Brand and Destination
- Coordinated Management
- Financial, Regulatory incentives

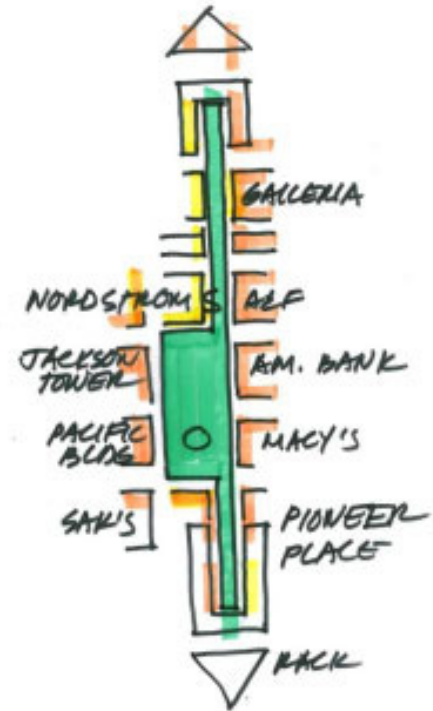
## **The Responsibility:**

- Maintain Building Facades
- Recruit Targeted Tenants
- Coordinate Activation of Vacant Space
- Coordinate Events to Leverage Impact
- Financial Investment



# Signature Streets: Create a Destination

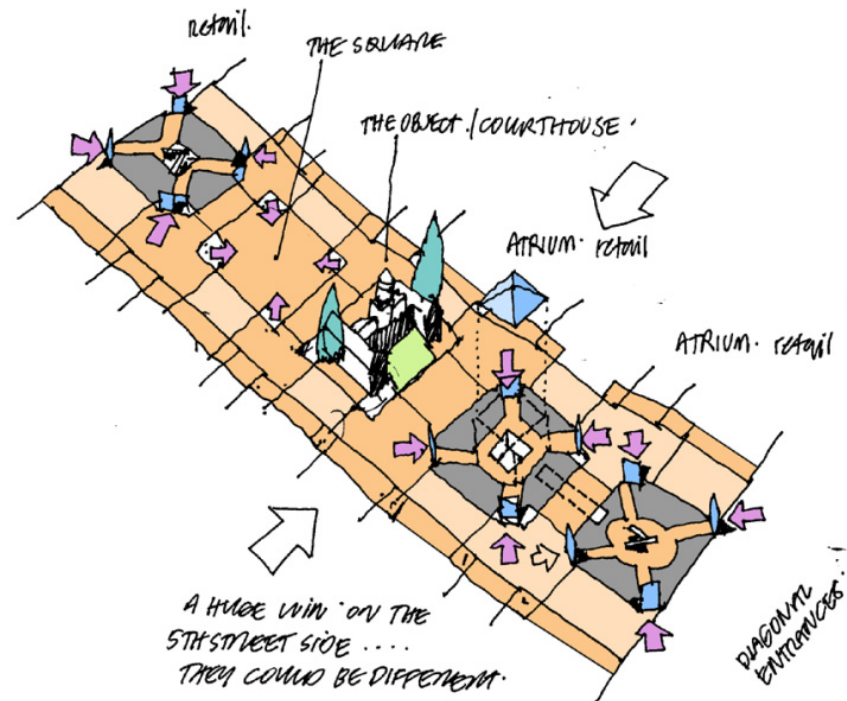
- Develop a consistent look and brand for Yamhill and Morrison
- Reinforce continuity with:
  - Storefront activation
  - Targeted retail tenant mix
  - Streetscape improvements
  - Consistent theme



# What is Needed: Transformative Development

Large Scale Development Projects (Cost > \$1M)		
Priority		
10th & Yamhill		1st
3rd & Alder		2nd
Block 216		3rd
Park Ave. West (in case construction languishes)		4th
Medium Scale Projects (\$50K < Cost < \$1M)		
Priority		
High	Medium	Low
Former Carl Greve	Yeon Building	Morgan Building
Kress/Caplan	Pacific 1st Center	6th Ave Center
Pioneer Place	Executive Building	Nordstroms
Galleria	Selling Building	Wells Fargo Bank
Park Ave. West (retail vacancy)		
Small Scale Projects (Cost < \$50K)		
Priority		
High		Medium
Storefront Improvements		Streetscape/Landscaping
Marketing		Lighting
Safety		Signage
Garage Cleaning & Maintenance		

*DROP-OFF IN INTERACTION BETWEEN 4TH AND 3RD.*



*A HUGE WIN \*ON THE 5TH STREET SIDE ...  
THEY COULD BE DIFFERENT.  
THE GREAT PART OF THE 5TH ST SIDE IS THAT THE BUS MALL WILL GO AWAY ... MORE OPEN.*

# **Retail Strategy Underway: Action Plan for Holiday 2009**

## **Partnering Organizations, Partnering Resources**

City of Portland  
Portland Development Commission  
Portland Business Alliance  
Portland Mall Management, Inc  
Portland Downtown Services, Inc  
TriMet  
Brokers, Property Owners, Retailers

# Retail Strategy Underway: Supplemental Holiday Lighting and Landscaping



*Designate geography of district and signature streets  
through decorative enhancements*



# Retail Strategy Underway: **PDX Pop-Up Shops**

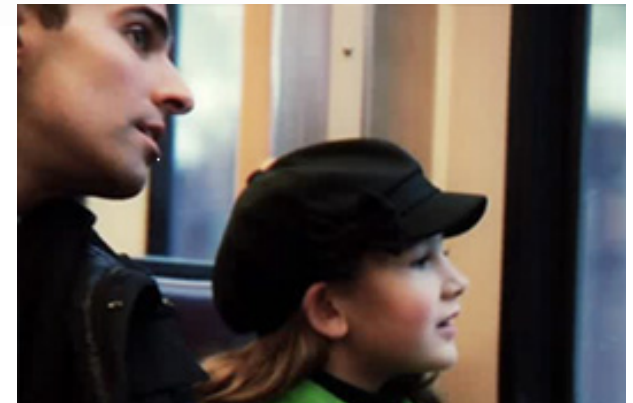
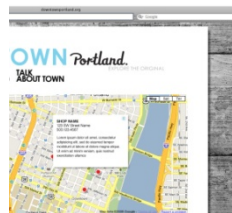


*Promote Continuity, Provide Unique Offerings, Activate Storefronts*  
*Support Local Designers/Artists with Temporary Retail Shops*

# Retail Strategy Underway: Holiday Marketing



DOWNTOWN  
Portland.  
EXPLORE THE ORIGINAL





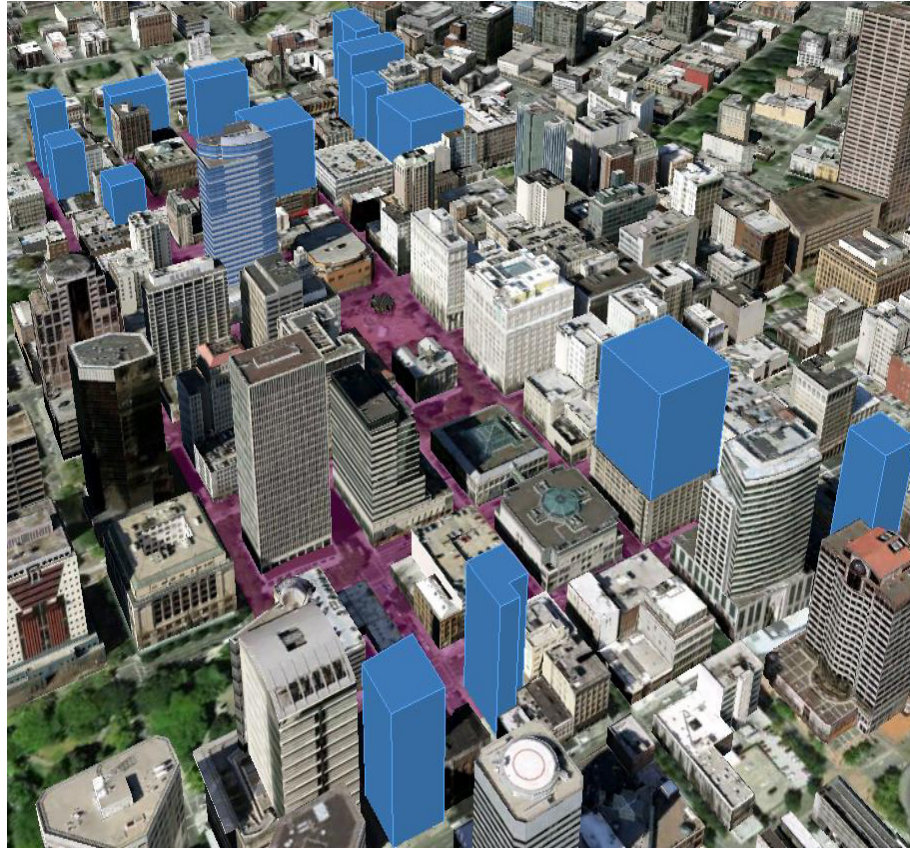
# Retail Strategy Underway: Smart Park Parking Garage improvements

10<sup>th</sup> and Yamhill Garage



*Provided additional cleaning, lighting, painting and activated vacancies through window displays and temporary tenants*

# Moving Forward: Implement Strategy & Measure Progress



# Thank You

## Questions & Comments