

Downtown Economic Development Plan

Design Workshop Results | 14 September 2023



CONTENTS

1. About the Project
2. Summary of Public Input
3. Assets and Issues
4. Draft of Vision Statement, Goals, and Objectives
5. Conceptual Development Phases and Downtown Design Concepts
6. Next Steps



ABOUT THE PROJECT

PURPOSE OF THE PLAN

To construct a planning document that coordinates and guides public investment, and how city staff, government officials, and other partner organizations can enhance Downtown Portland, strengthen/support local businesses, and attract more customers.

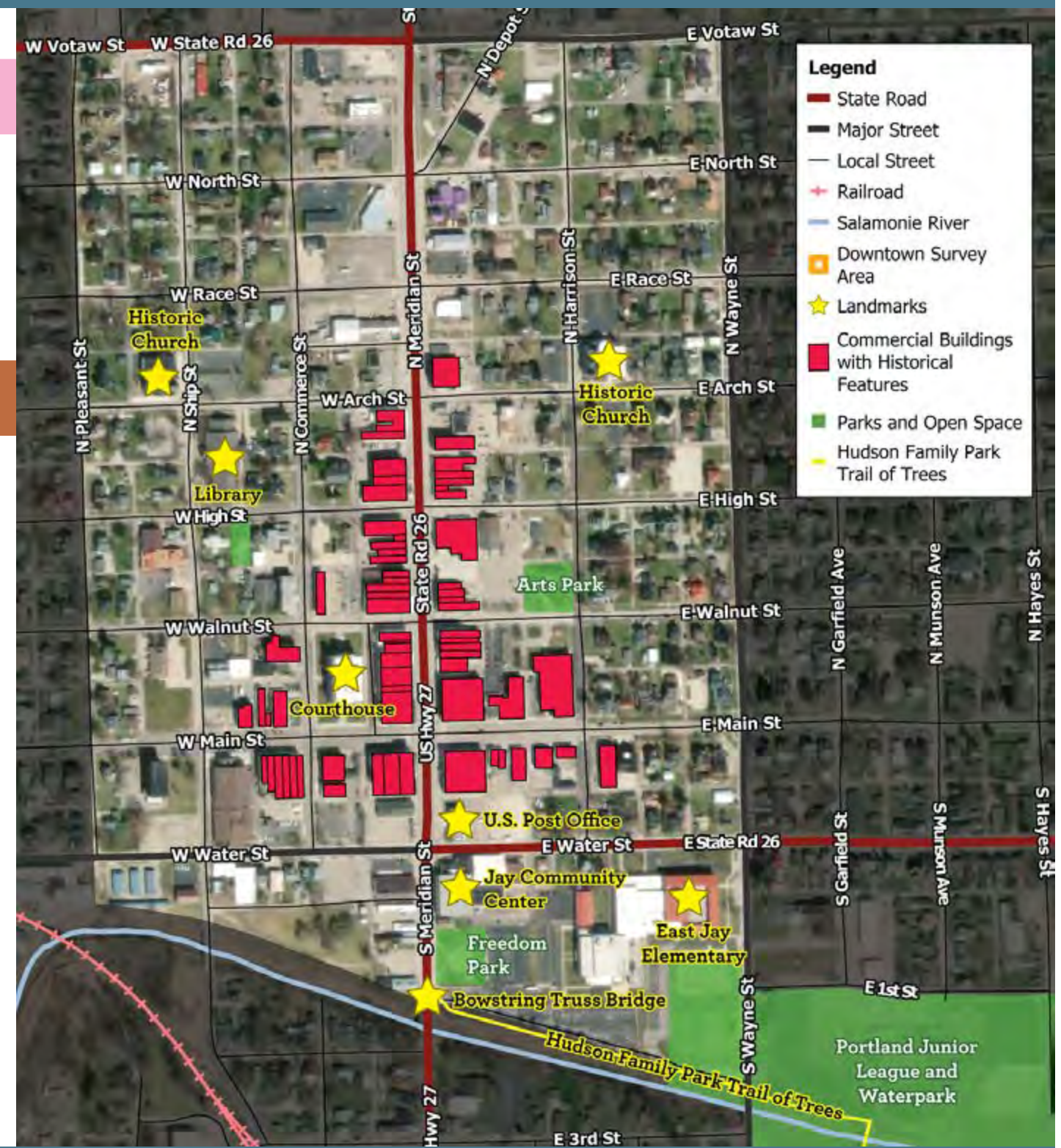
STUDY AREA

The study area of the plan includes several special regulatory districts, including:

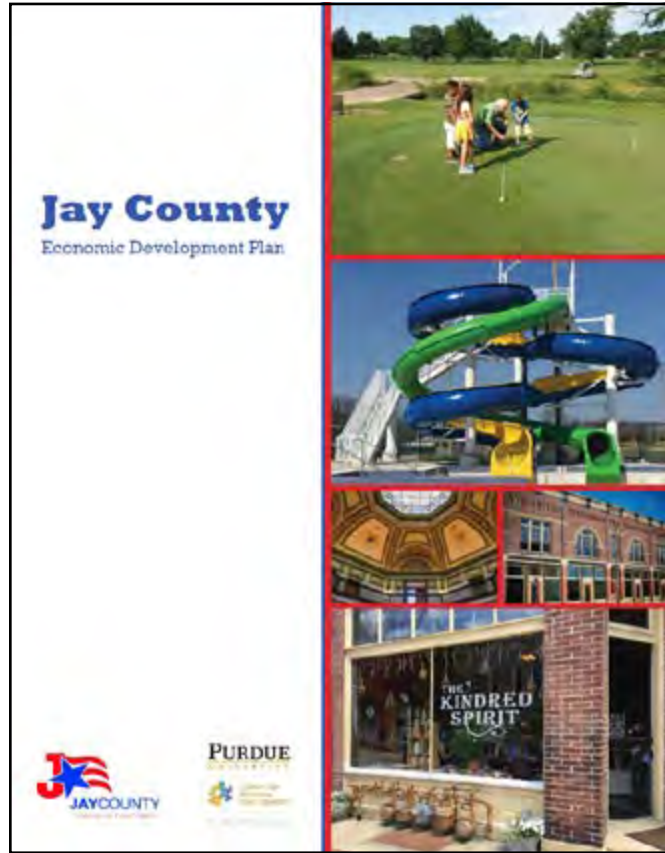
1. Downtown TIF District
2. Commercial Historic District (national and local)
3. Riverfront District

Major regional and local connections to downtown are:

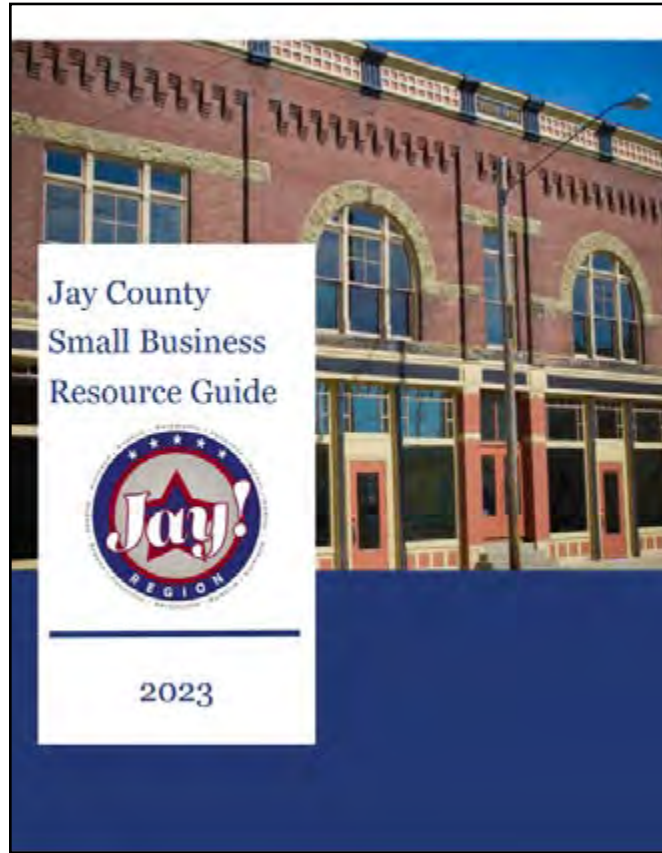
1. Votaw Street/State Road 26
2. Meridian Street/State Road 67
3. Main Street
4. Ship Street/Bridge Street
5. Wayne Street
6. Greyhound Bus Stop at McDonalds



SUPPORTING PLANS AND DOCUMENTS



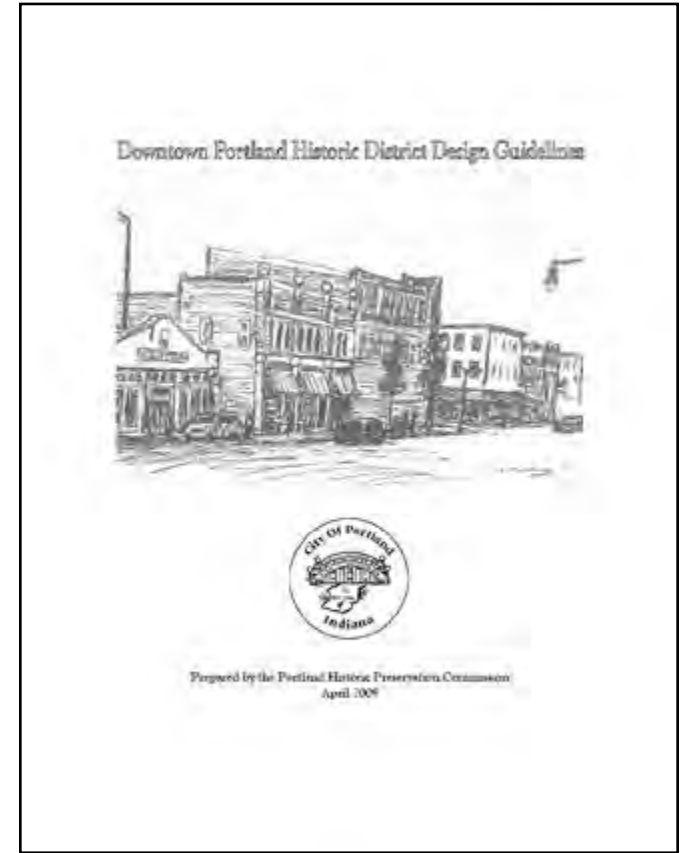
**JAY COUNTY
ECONOMIC
DEVELOPMENT PLAN**



**JAY COUNTY
SMALL BUSINESS
DEVELOPMENT GUIDE**



**JAY COUNTY
STRATEGIC
INVESTMENT PLAN**



**DOWNTOWN
PORTLAND HISTORIC
DISTRICT DESIGN
GUIDELINES**

WHAT HAS HAPPENED SO FAR?

1

FIELD SURVEY

12 JULY 2023



2

FOCUS GROUPS AND OPEN HOUSE

12 SEPTEMBER 2023



3

DRAFT DESIGN CONCEPTS AND RECOMMENDATIONS

13 SEPTEMBER 2023

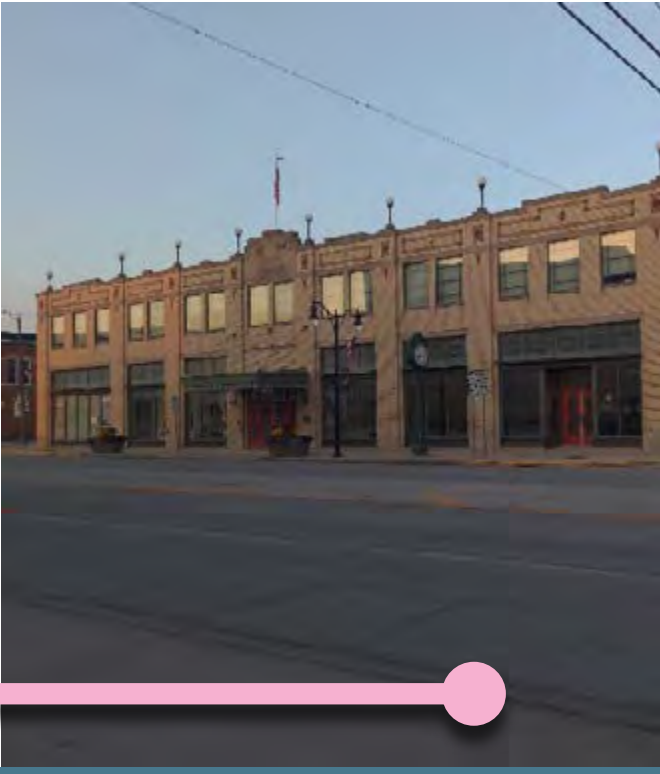


DESIGN WORKSHOP

4

REVIEW OF DESIGN WORKSHOP DRAFT RESULTS

TODAY, 14 SEPTEMBER 2023



SUMMARY OF PUBLIC INPUT

FOCUS GROUPS AND OPEN HOUSE RESULTS

WHO HAS PARTICIPATED SO FAR?

Focus Groups

- Downtown Business Owners
- Tourism and Portland Main Street Connect
- City Staff
- Elected Officials
- Youth Organizations
- Redevelopment Commission
- Total of 6 hours of discussions with focus groups

Public Open House

- 27 total sign-ins
- 260+ votes cast across five boards covering a variety of topics, including development opportunities and desired amenities
- Open to the public for 1.5 hours (5:30 - 7:00 PM)



FOCUS GROUPS: COMMON THEMES

- There are barriers to entry for small businesses,
- Lack of civic pride and loyalty to local businesses,
- Need more diversity of retail, service, entertainment, and office spaces,
- Need for more housing, especially for the workforce,
- Truck traffic creates noise and uncomfortable walking/biking environment on Meridian Street,
- Unclear parking lot signage (public or private) and wayfinding,
- Desire for more walkability and bikeability in and through downtown,
- Excitement about the new Riverfront District.




Results: Amenities and Placemaking Improvements



4
VOTES

OUTDOOR SEATING



10
VOTES

SIGNAGE & WAYFINDING



6
VOTES

PUBLIC ART



2
VOTES

STREET PLANTINGS



2
VOTES

SIGNALIZED CROSS WALKS



1
VOTE

BIKE INFRASTRUCTURE



5
VOTES

MORE OPEN GREEN SPACE



4
VOTES

PEDESTRIAN LIGHTING

- Street trees
 - Things that will attract more businesses
 - Downtown activities on the weekend and evenings
 - Update the lot with the gas station in front of the mural on Meridian and McNeal
- OTHER**

Results: S.W.O.T

S STRENGTHS

- Arts Place
- Fairgrounds
- John Jay Center
- Parks
- Beautification
- Military decorations
- Pet walking
- Portland trails

W WEAKNESSES

- Polarized politics
- Lack of transparency with the community
- Lack of a clear community vision
- Run down residential and downtown spaces
- Not much available living space
- Need more utility programs
- Need more attractive residential and commercial options

O OPPORTUNITIES

- Opportunity for bike friendly streets
- Downtown restaurants and shops could be open past 5pm and on the weekends
- Opportunity for a vibrant outdoor market in the Arts Place parking lot

T THREATS

- Misinformation and misconceptions about downtown
- Information about development is not often shared with the public or is hard to access
- No community program director or person spearheading the community's vision



Results: Architecture & Character



Results: Amenities Improvements

STREETSCAPE - TOWN CENTER
23 VOTES



PROGRAMING SPACE
25 VOTES



STREETSCAPE - RESIDENTIAL
12 VOTES



Results: Programming

8 VOTES

COMMUNITY MOVIE NIGHTS

3 VOTES

ICE SKATING

5 VOTES

FITNESS PROGRAMMING

10 VOTES

LIVE MUSIC & CONCERTS

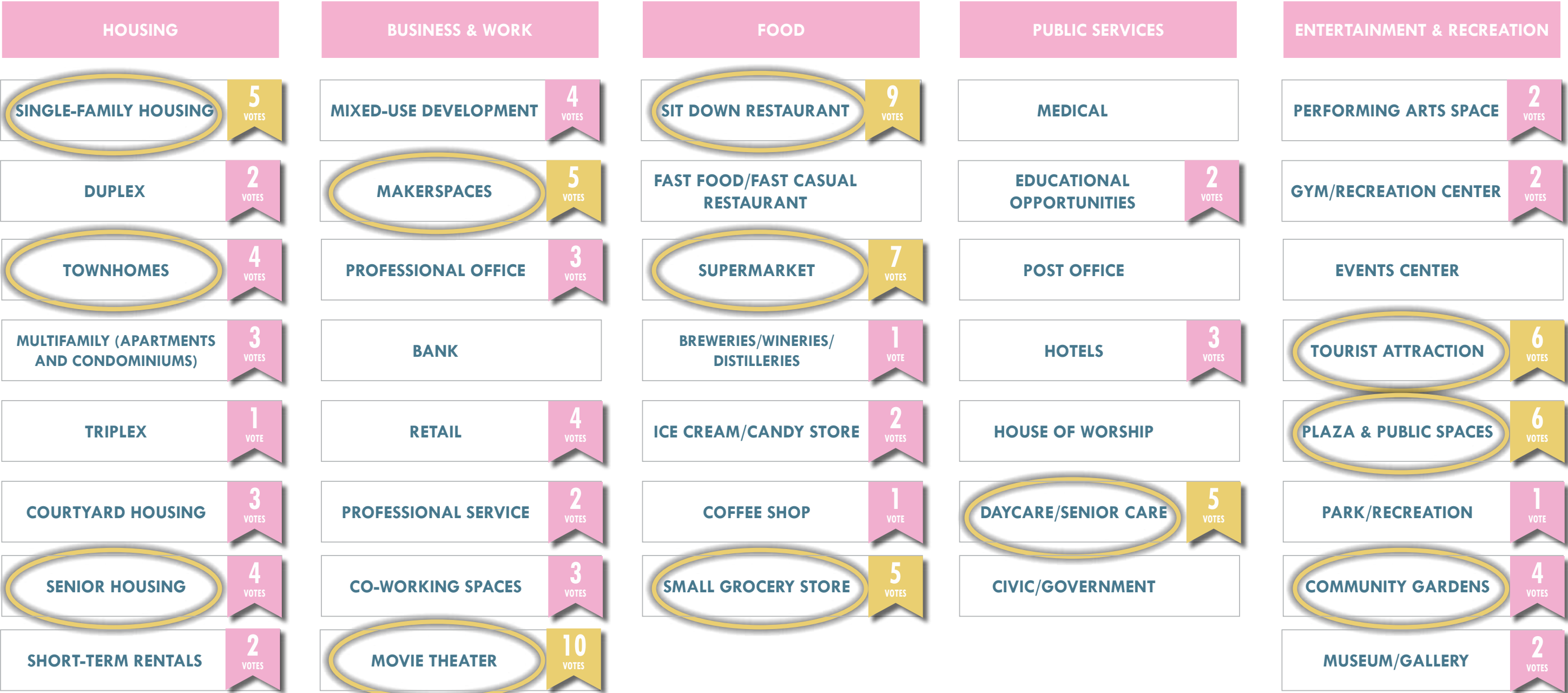
5 VOTES

COMMUNITY CLASSES

OTHER

- Community Bike Rides
- Expand programs already being done at Hudson Family Park

Results: What Uses are Missing Downtown?

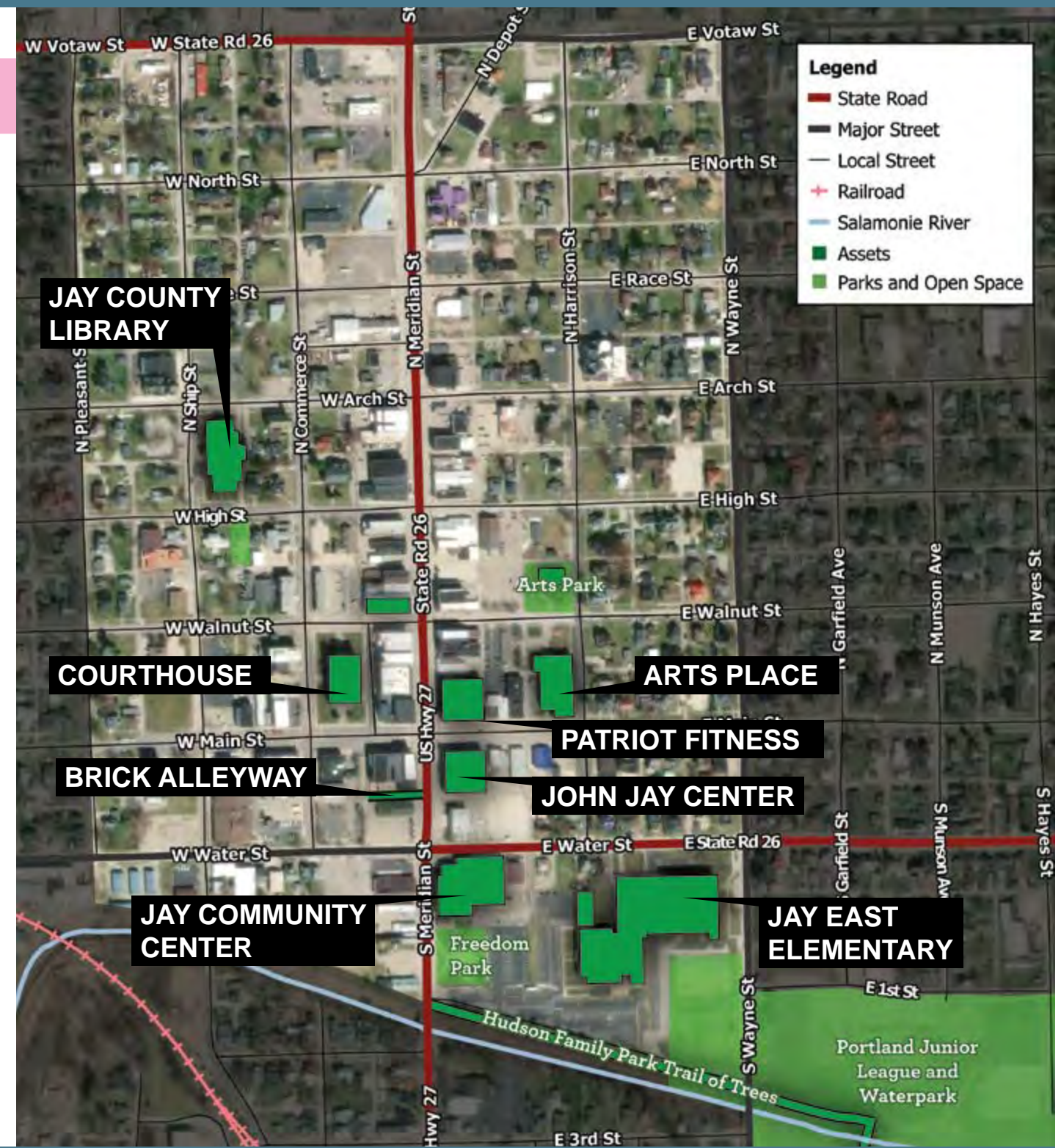


ASSETS AND ISSUES

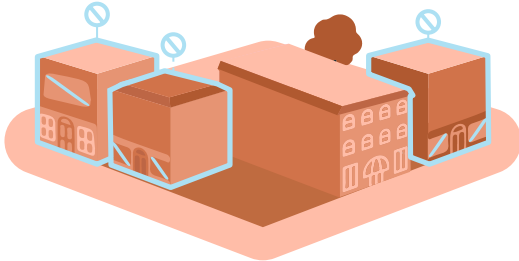
ASSETS IN DOWNTOWN

Assets are what make a downtown unique, attract people, and provide services, and create memorable experiences that keep people coming back. There is currently momentum in Downtown Portland, especially with many historically and culturally significant buildings intact and public investments, such as the Brick Alleyway and the Hudson Family Park Trail of Trees.

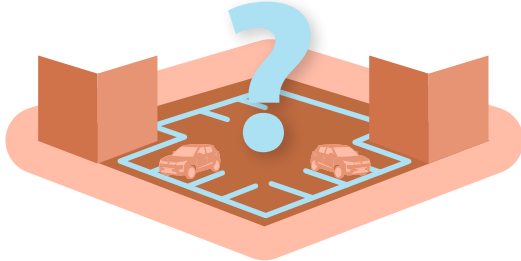
As discussed in focus groups and at the open house, the heart and energy of downtown seems to be focused around the Main/Meridian intersection.



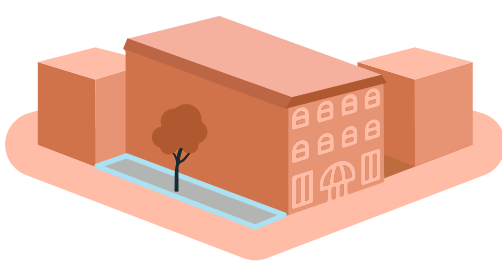
COMMONLY DISCUSSED ISSUES



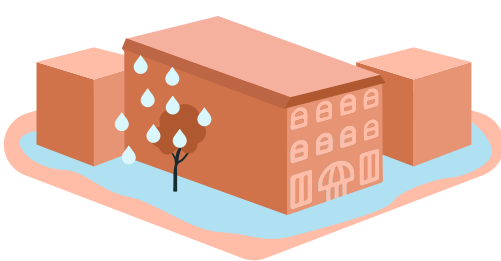
Vacant or Dilapidated Buildings



Parking Perceptions



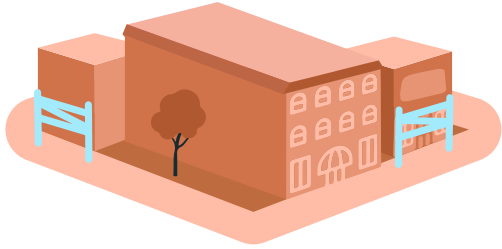
Lack of Programmable Gathering Spaces



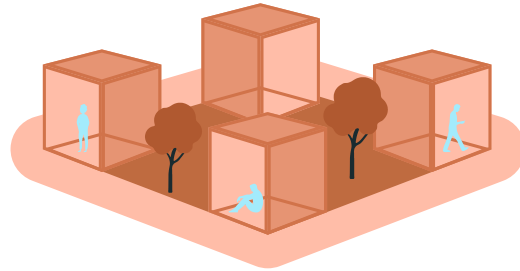
Flooding Downtown



Lack of Consistent Downtown Internet



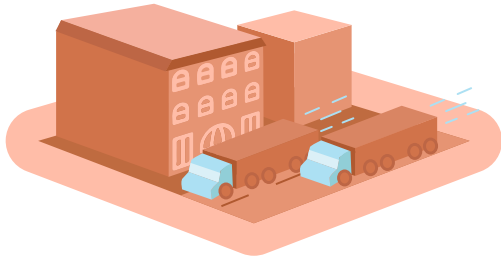
Barriers to Entry for Small Businesses



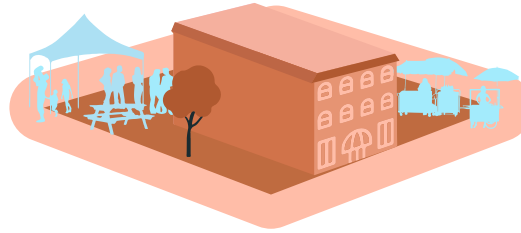
Lack of Civic Pride & Loyalty



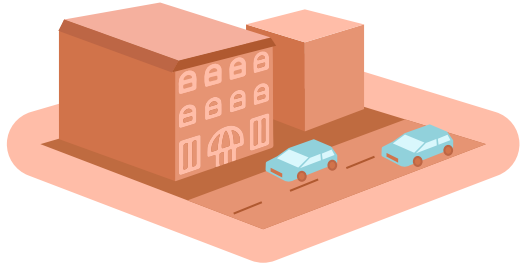
Lack of Housing Options



Truck Traffic Downtown



More Consistent & Coordinated Programming



Need for More Walkability & Bikeability

MAJOR DEVELOPMENT LIMITATIONS

Environmental Concerns

Flooding, noise pollution, and one brownfield



Building Safety and Maintenance

Moderate repairs needed; major repairs needed; not salvageable



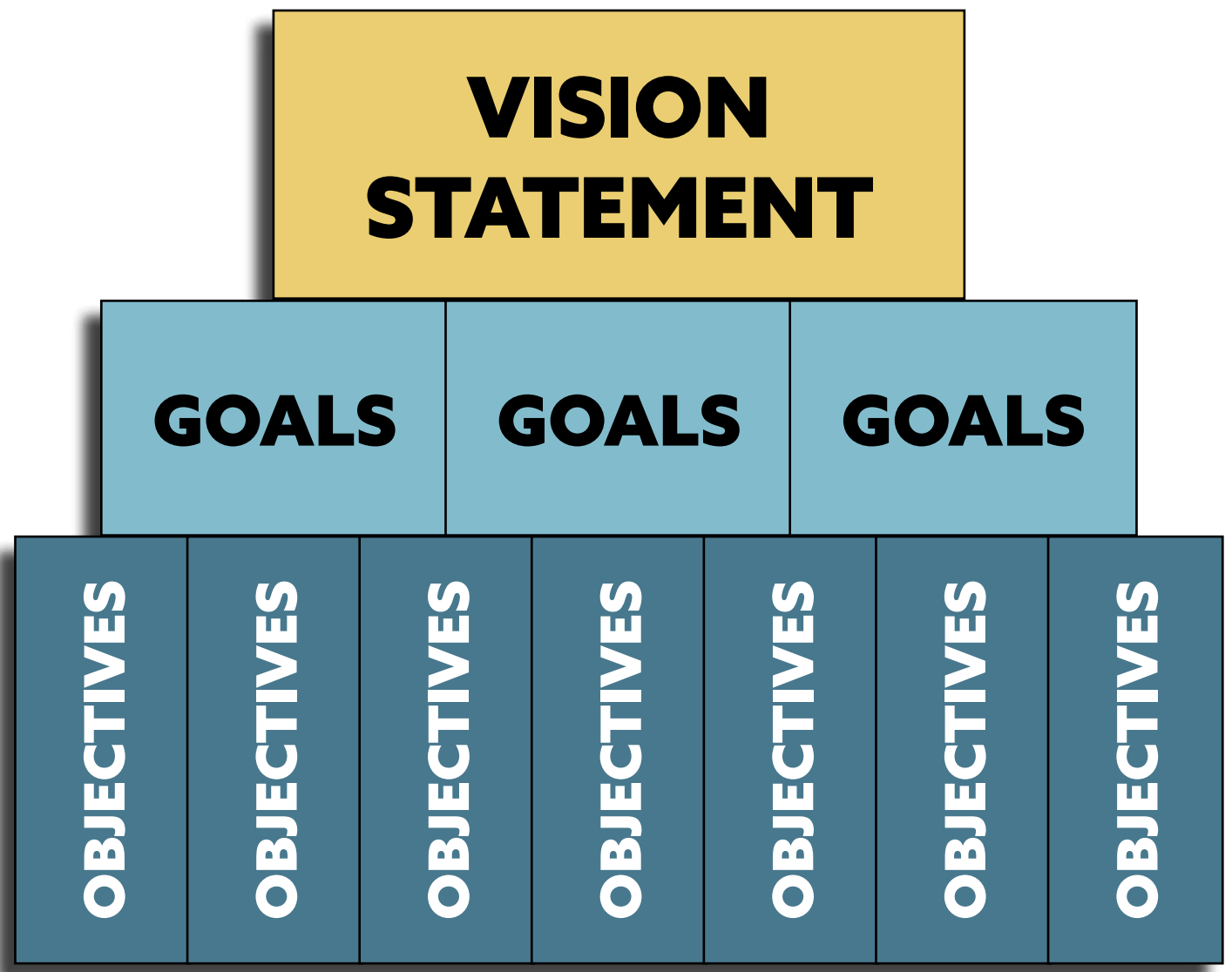
Zoning Nonconformities

Minimum Lot Area: Conforming Lots (12.8%); Nonconforming Lots (81.2%)



DRAFTS OF THE VISION STATEMENT, GOALS, AND OBJECTIVES

STRUCTURE OF THE PLAN



PURPOSE OF A VISION STATEMENT

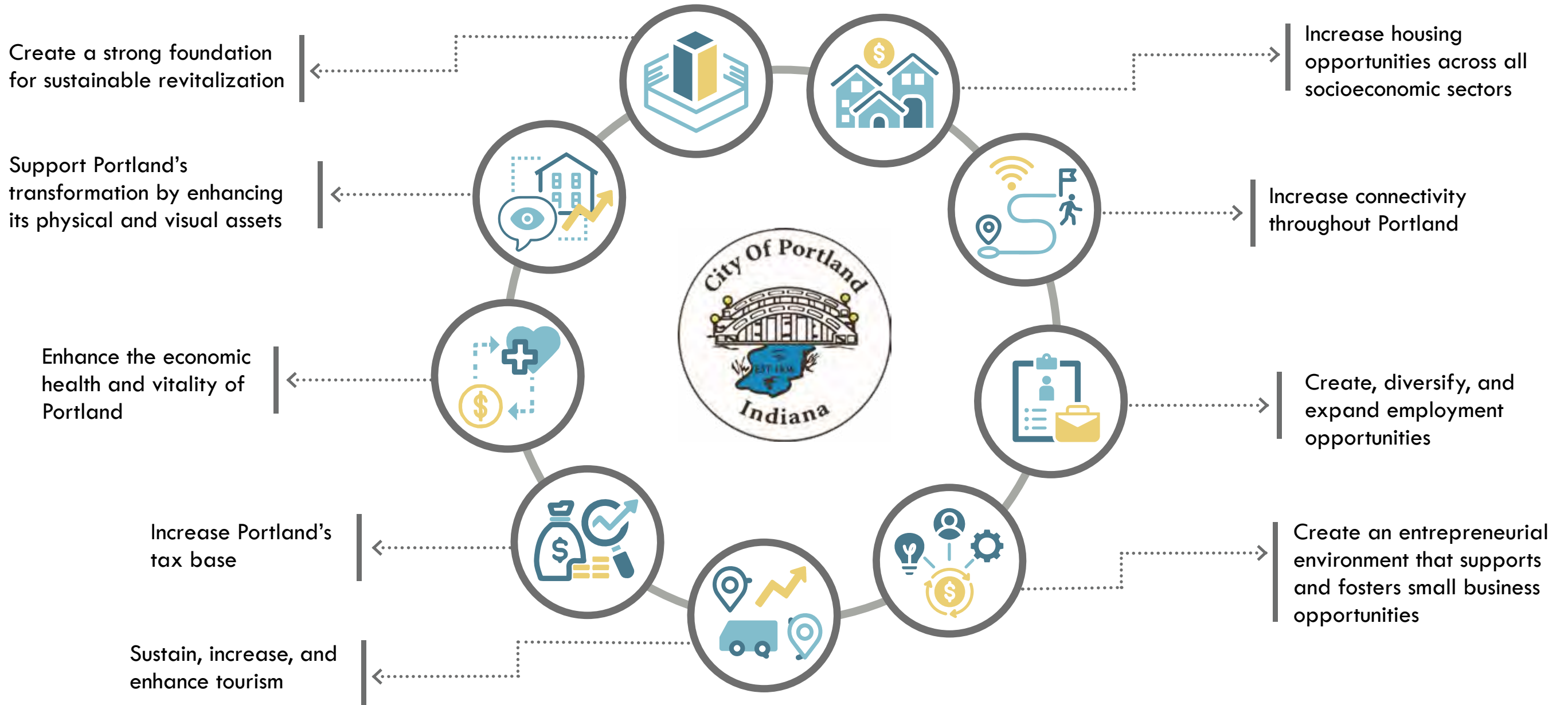
A plan's vision statement articulates where the community intends to be in the coming years. It focuses on community identity, shared values, and is both inspirational and aspirational. The vision statement is written as a forecast and is developed early in the planning process to shape the conclusions reached in the plan. The vision is big, bold, complex, and requires thoughtful planning and decision-making over many years to achieve.

DRAFT VISION STATEMENT

Downtown Portland is the heart of the City and a hub of uses, activities, recreation, education, art, and culture that bring people together to live, work, shop, and play.

There is a strong sense of place because of its charm, historical architecture, eclectic murals, activated streets, and its multi-generational spaces providing opportunities to support a diversifying population, thriving businesses, forward thinkers, and visionary leaders.

GOALS OF THE PLAN



TYPES OF OBJECTIVES

Objectives support the goals and are guided by the vision statement. They are divided into three categories based on how they will be implemented by the city:

Project: A physical change to the built environment.

Policy: A course or principle of adopted/proposed action by a government, party, business, or individual in all or specific circumstances.

Program: The action or process of scheduling something, such as a community event or public meeting.

DRAFT OBJECTIVES

GOAL: Create a strong foundation for sustainable revitalization.

Policy

- Develop a downtown marketing strategy with key partner organizations.
- Improve government transparency and accessibility to documents and information about major developments downtown, community meetings, and future downtown plans.
- Become a central coordinator for downtown events by improving communication with non-profits, businesses, and other downtown event planners to better strategize, market events, and attract people downtown.

- Hire a marketing director to help coordinate events, promote events downtown, and keep in contact with downtown property owners.

Program

- Form a downtown investment group that focuses on (1) creating funding mechanisms, (2) promoting downtown amenities and events, and (3) coordinating strategic land purposes with the Portland Redevelopment Commission.
- Establish working relationships with property owners, business owners, and City to create opportunities for investment and programming in Downtown.
- Develop a long term fundraising strategy to fund various programs and projects like the facade program, programming, plaza, trails, etc.

GOAL: Create an entrepreneurial environment that supports and fosters small business opportunities.

Program

- Attract and provide diverse shopping and dining experiences.
- Actively pursue retail/commercial businesses to downtown.
- Identify funding sources to establish new businesses.
- Forming a entrepreneurial/small business mentorship program.

Project

- Provide a full range of high-quality infrastructure elements necessary to support business retention and growth.

DRAFT OBJECTIVES

GOAL: Create, diversify, and expand employment opportunities.

Program

- Provide training sessions for small business owners about available funding and successful marketing.
- Identify locations for new businesses within downtown based on square footages.
- Collaborate with John Jay Center and Higher Education to expand workforce training opportunities.

Project

- Develop an co-working space downtown.
- Develop a business incubator downtown.

GOAL: Enhance the economic health and vitality of Portland.

Policy

- Reform zoning regulations in the Central Business District to eliminate barriers to (re) development.
- Change minimum lot area in CDB
- Change parking standards in the CBD
- Develop the riverfront with mixed uses.

Program

- Annually update inventory of buildings and businesses
- Create a marketing and promotions plan for the downtown.

Project

- Maintain the building conditions survey created during the economic development plan process.

DRAFT OBJECTIVES

GOAL: Increase connectivity throughout Portland.

Policy

- Ensure there are pedestrian and bike connections to the larger City and County network.

Program

- Leverage the riverfront for additional trails

Project

- Improve walkability by filling gaps in sidewalks.
- Connect existing amenities within the City.
- Connect downtown with neighborhoods.

GOAL: Increase housing opportunities across all socioeconomic sectors.

Policy

- Change zoning regulations to allow diverse housing options within the downtown area.
- Use available tools to promote diverse housing opportunities.
- Provide incentives to increase density or provide second floor housing within the downtown area.
- Change residential parking standards to allowing more housing within the downtown area.
- Seek funding opportunities from HUD and OCRA to expanding housing opportunities in Portland.

GOAL: Increase Portland's tax base.

Policy

- Creation of a Vacant Building Ordinance
- Address run down/dilapidated buildings in downtown.
- Target underdeveloped or vacant land for new development
- Update zoning code to increase density within the downtown.
- Identify and target unsafe buildings for demolition.

DRAFT OBJECTIVES

GOAL: Support Portland's transformation by enhancing its physical and visual assets

Program

- Better utilize highly visible spaces in downtown, such as Main Street, for community events and other programming.
- Continue to work to create downtown as a pedestrian friendly environment.

Project

- Implement a catalyst pilot project.
- Continue placemaking / beautification projects downtown.
- Create pop Up stores/restaurants along Meridian or Main Street to create an active street front.

- Provide parks, open spaces, plazas, and gathering areas to create areas of activity and vibrancy.
- Continue to provide and expand diverse recreational opportunities.

GOAL: Sustain, increase, and enhance tourism.

Program

- Organize an on-going event series that could include but are not limited to concerts, outdoor movie screenings, food trucks, and a Farmers' Market.
- Implement architectural tours
- Grow recreational tourism.

Project

- Attract a 5-G broadband provider downtown to provide wifi services to downtown visitors for free.

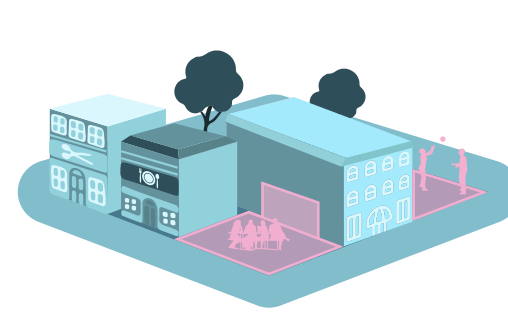
DESIRED OUTCOMES OF THE VISION, GOALS, AND OBJECTIVES



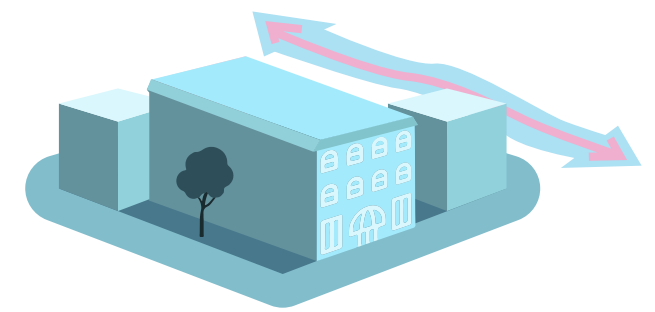
Buildings are Occupied & Taken Care Of



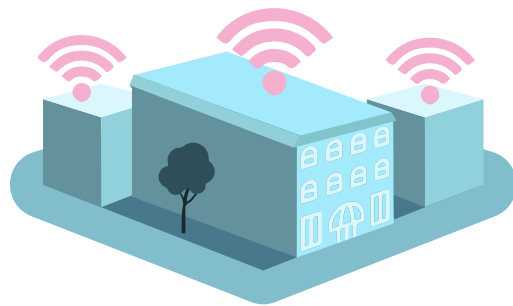
Clear & Consistent Parking Conditions



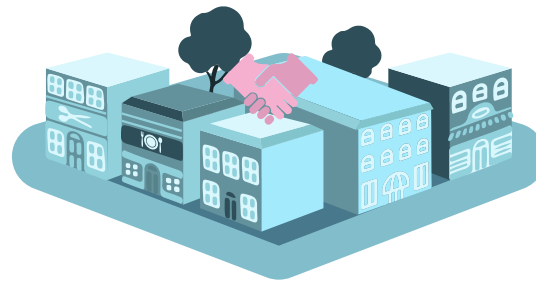
There is an Abundance of Programmable Space



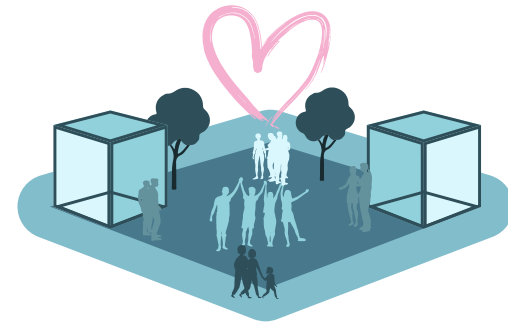
Successful Flood Mitigation



Consistent Downtown Internet Connection



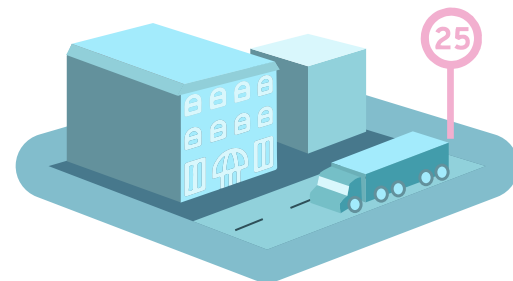
Small Businesses Are Supported & Can Thrive



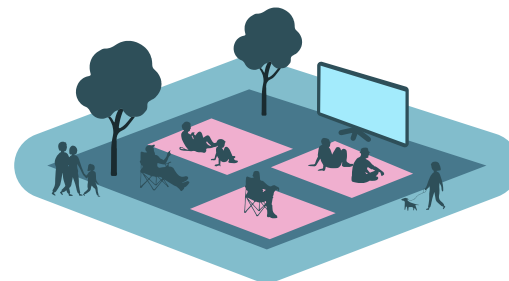
People are Proudful & Loyal to Portland



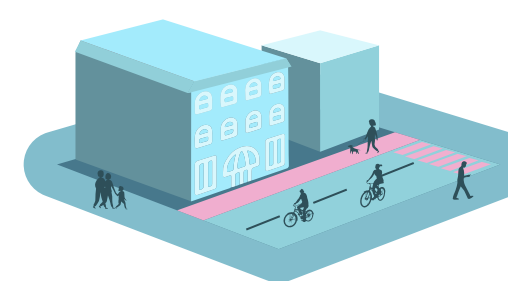
There is an Abundance of Housing Options



Truck Traffic is Slower



There is Consistent & Coordinated Programming



Portland is Walkable and Bikeable

CONCEPTUAL DEVELOPMENT PHASES AND DESIGN CONCEPTS

CONCEPTUAL DEVELOPMENT PHASES OF DOWNTOWN REVITALIZATION

PHASE ONE

START SMALL

PHASE TWO

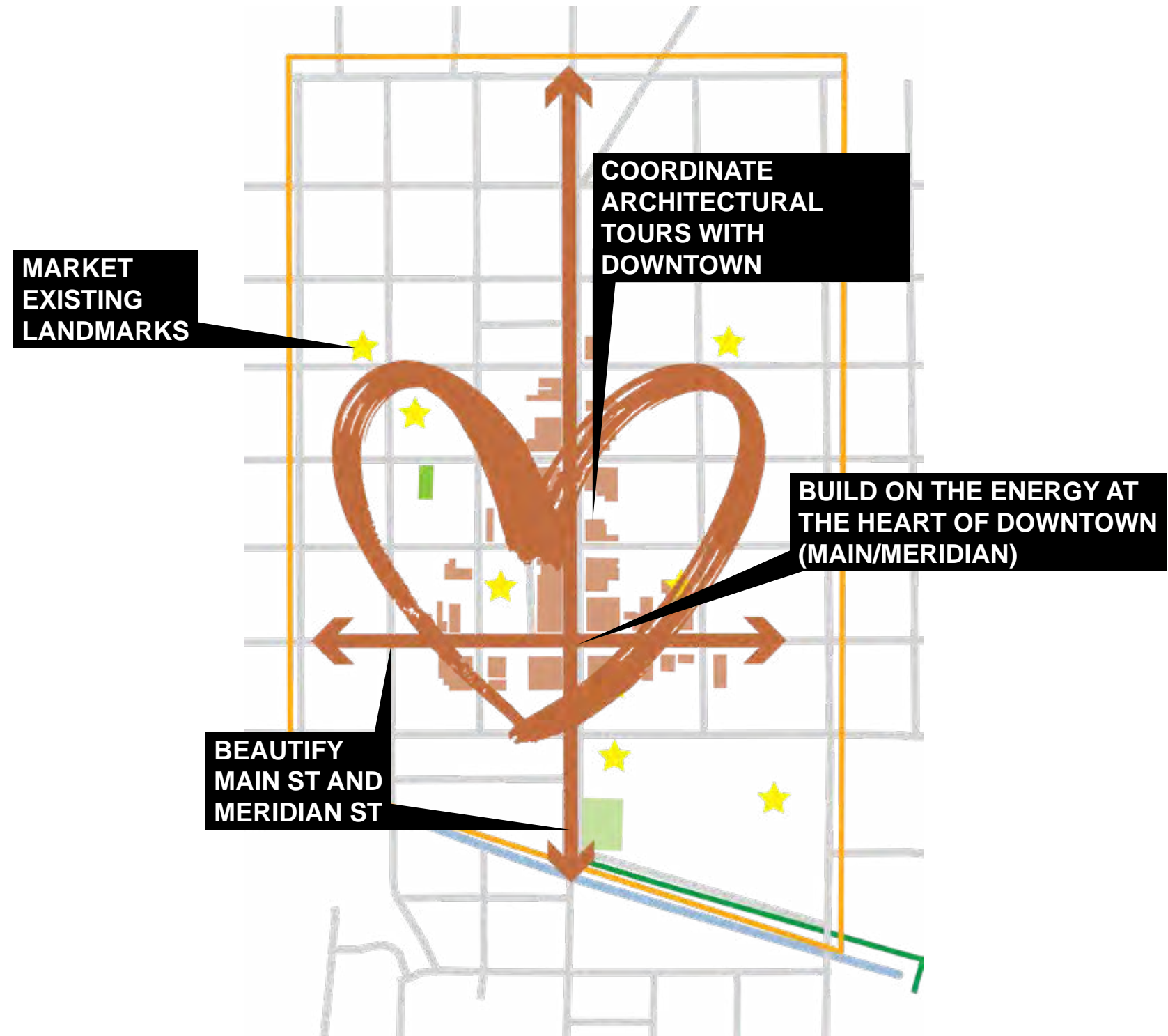
**STRATEGIC
PUBLIC
INVESTMENTS**

PHASE THREE

**LEVERAGE
PUBLIC
INVESTMENTS**

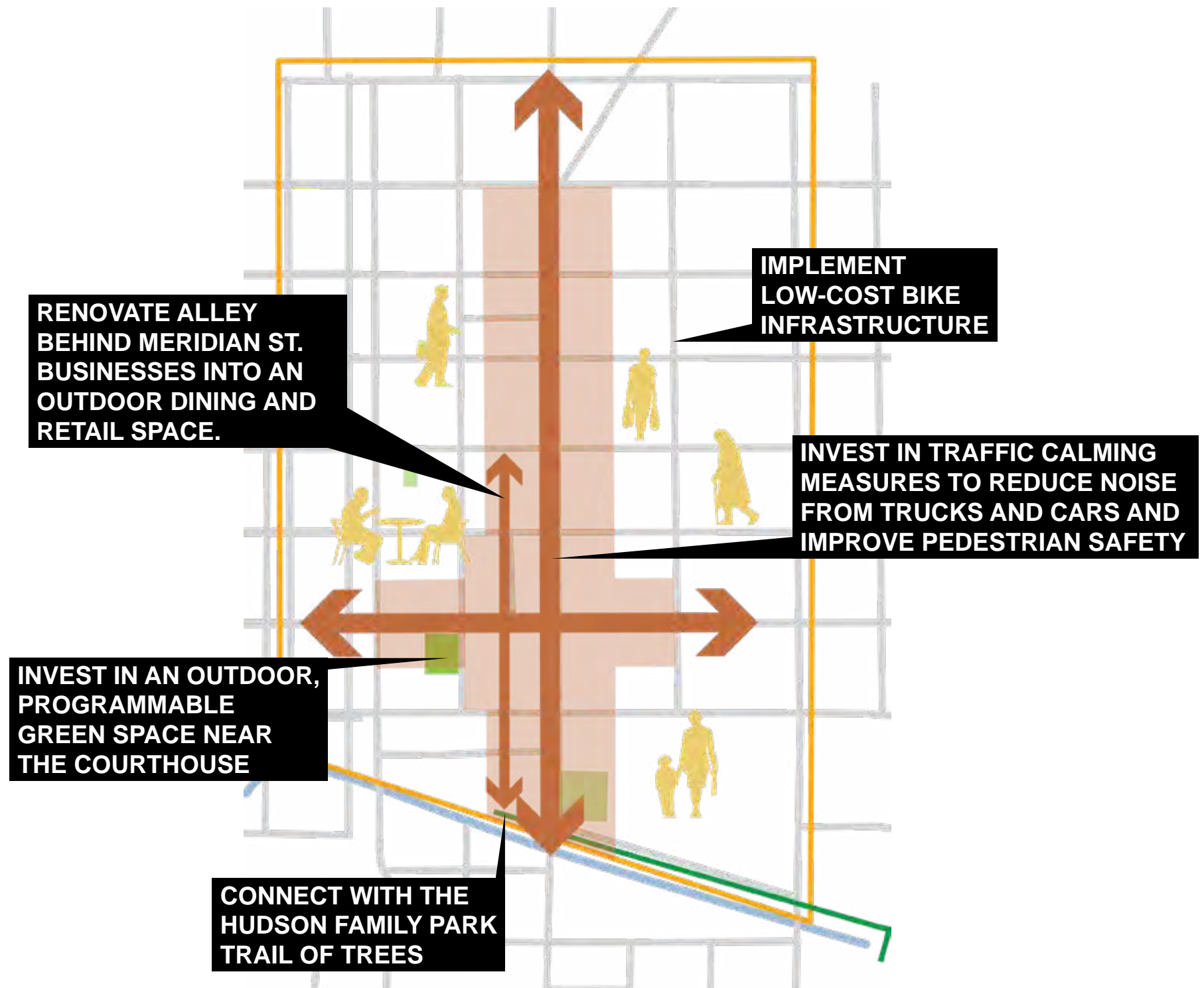
PHASE ONE: START SMALL

- Program the spaces that are already available
- Explore pilot projects and/or temporary, cost-effective improvements to streetscapes
- Build on and coordinate existing community initiatives and assets (Hudson Family Park Trail, Arts Place, John Jay Center, Jay Community Center, etc.) to strengthen civic pride
 - Identify a Downtown Coordinator
- Reform the zoning ordinance and eliminate regulatory barriers
- Review historic district design guidelines
- Implement a vacancy ordinance



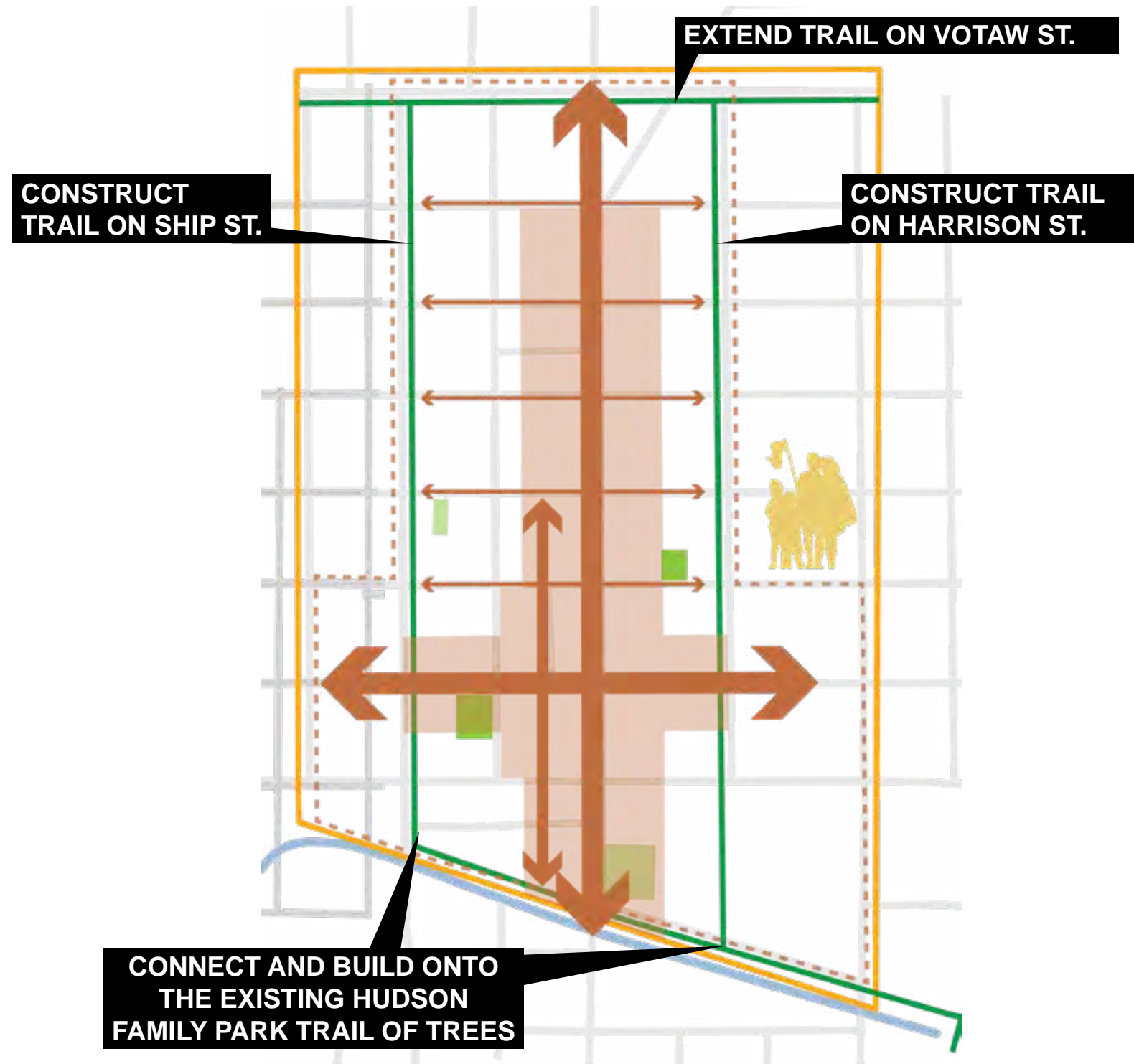
PHASE TWO: STRATEGIC PUBLIC INVESTMENTS

- Purchase strategic, key buildings and properties for redevelopment
- Develop programmable public/civic spaces and coordinate advertisements with the Downtown Coordinator
- Engage with the Salamonie River and invest in connectivity improvements that build upon the Brick Alleyway and the Hudson Family Park Trail of Trees
- Identify bike routes along strategic corridors and implement traffic calming
- Utilize a facade improvement fund to improve the aesthetics of downtown
- Utilize public investments to mitigate future flooding



PHASE THREE: LEVERAGE PUBLIC INVESTMENTS

- Market amenities toward prospective developers,
- Incentivize development through the TIF district and Riverfront District,
 - Proactively seek out developers
 - Gift developers land and structures for (re)development
- Encourage a variety of housing typologies in the downtown that take advantage of public investments



CONCEPTUAL MASTER PLAN



LEGEND:

Development Typologies:

Redevelopment/Infill

Greenspace / Streetscape Improvements:

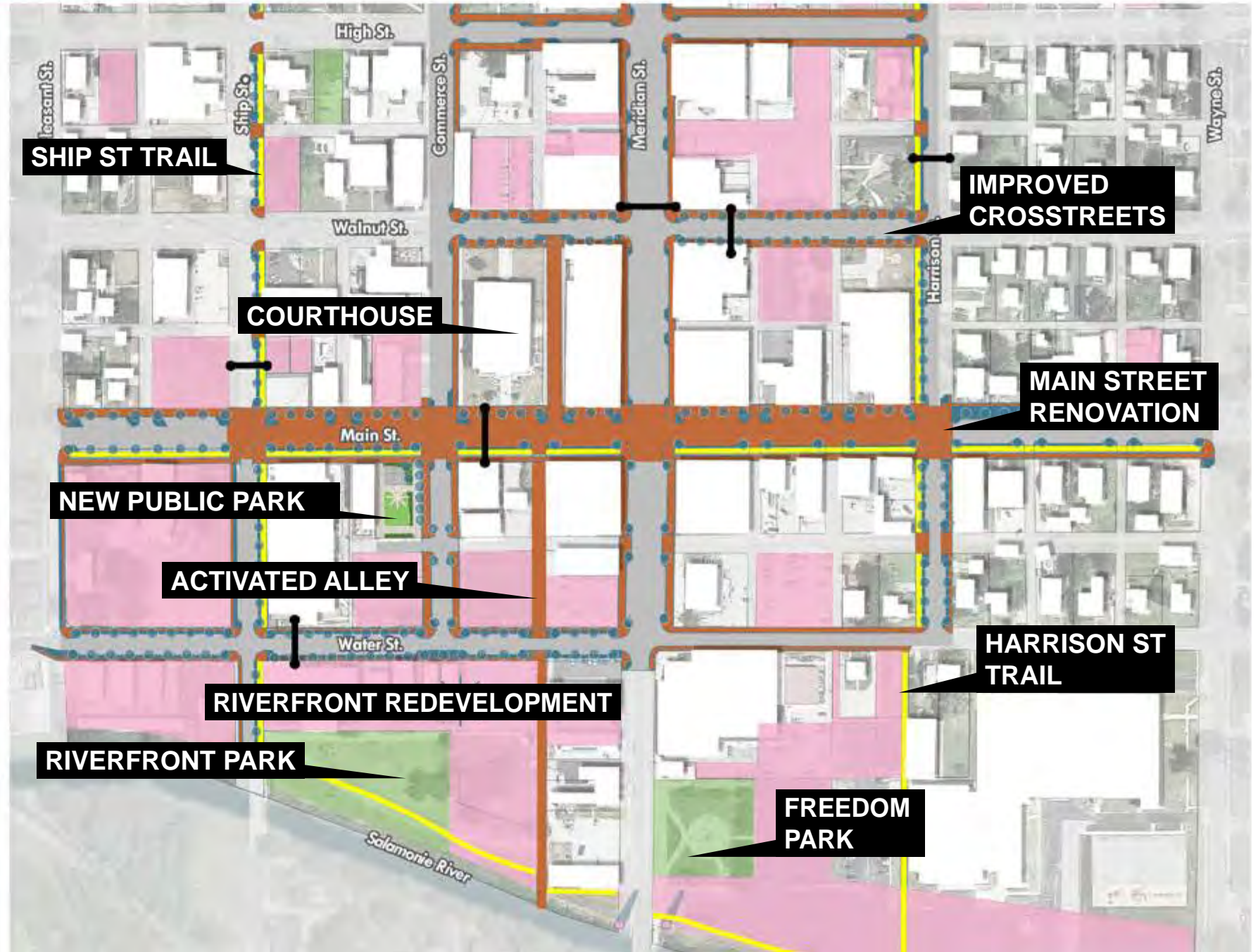
Courthouse Square "Village Green"

Community Green Spaces/Plazas

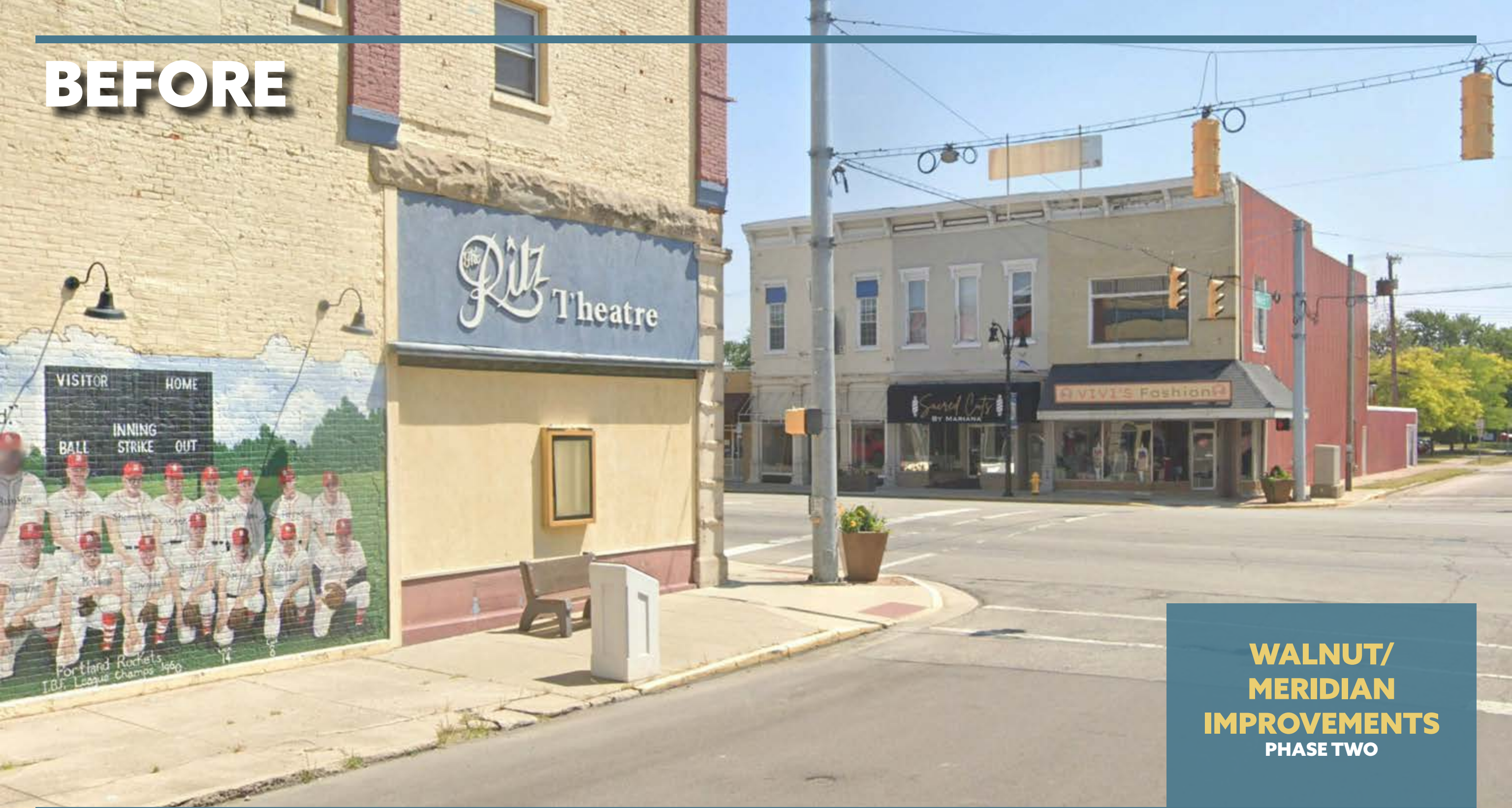
Streetscape Improvements

Trail / Sidewalk Enhancement/Creation

Additional Planted Areas



BEFORE



**WALNUT/
MERIDIAN
IMPROVEMENTS
PHASE TWO**

AFTER



**WALNUT/
MERIDIAN
IMPROVEMENTS
PHASE TWO**

BEFORE



**URBAN INFILL AT
ARCH/MERIDIAN
PHASE THREE**

AFTER



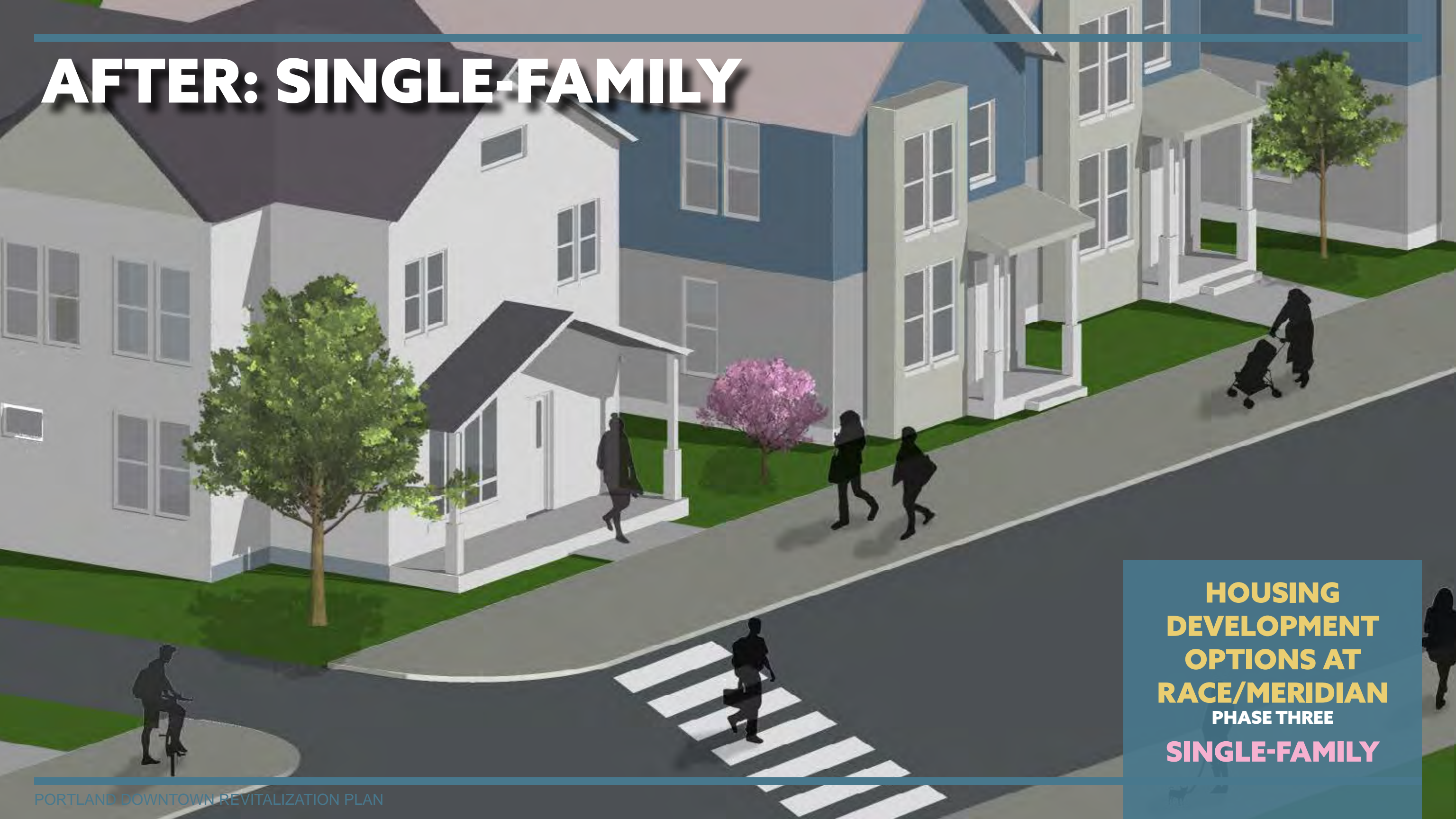
**URBAN INFILL AT
ARCH/MERIDIAN
PHASE THREE**

BEFORE



**HOUSING
DEVELOPMENT
OPTIONS AT
RACE/MERIDIAN
PHASE THREE**

AFTER: SINGLE-FAMILY



**HOUSING
DEVELOPMENT
OPTIONS AT
RACE/MERIDIAN
PHASE THREE
SINGLE-FAMILY**

AFTER: DUPLEX



**HOUSING
DEVELOPMENT
OPTIONS AT
RACE/MERIDIAN
PHASE THREE
DUPLEX**

AFTER: TOWNHOMES



**HOUSING
DEVELOPMENT
OPTIONS AT
RACE/MERIDIAN
PHASE THREE
TOWNHOMES**

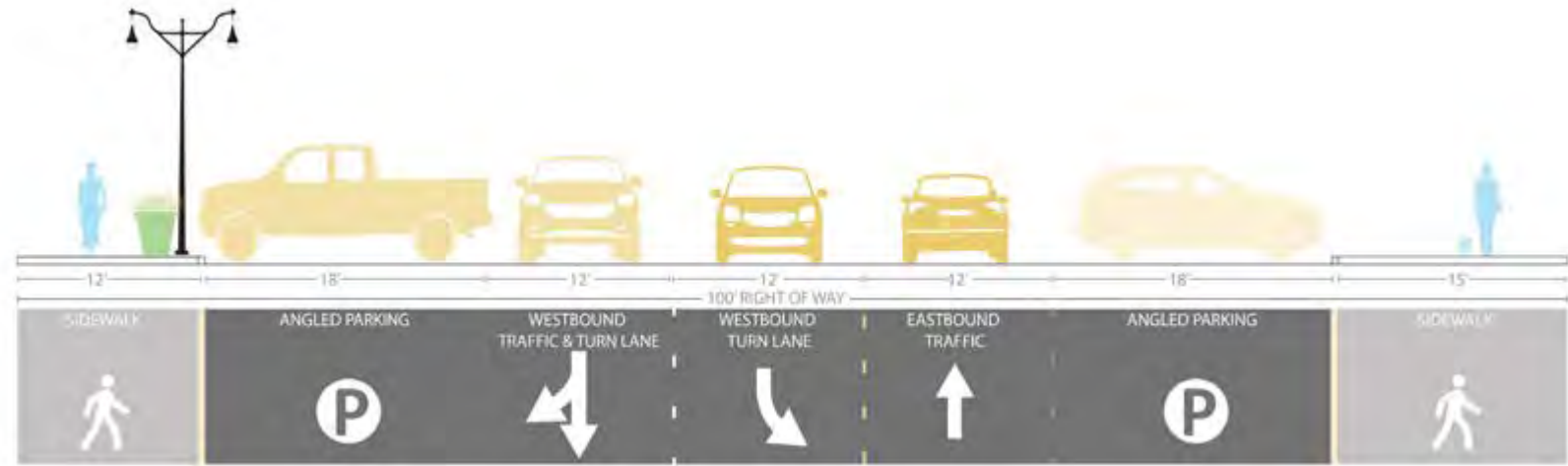


PROGRAMMABLE PUBLIC PARK PHASE TWO

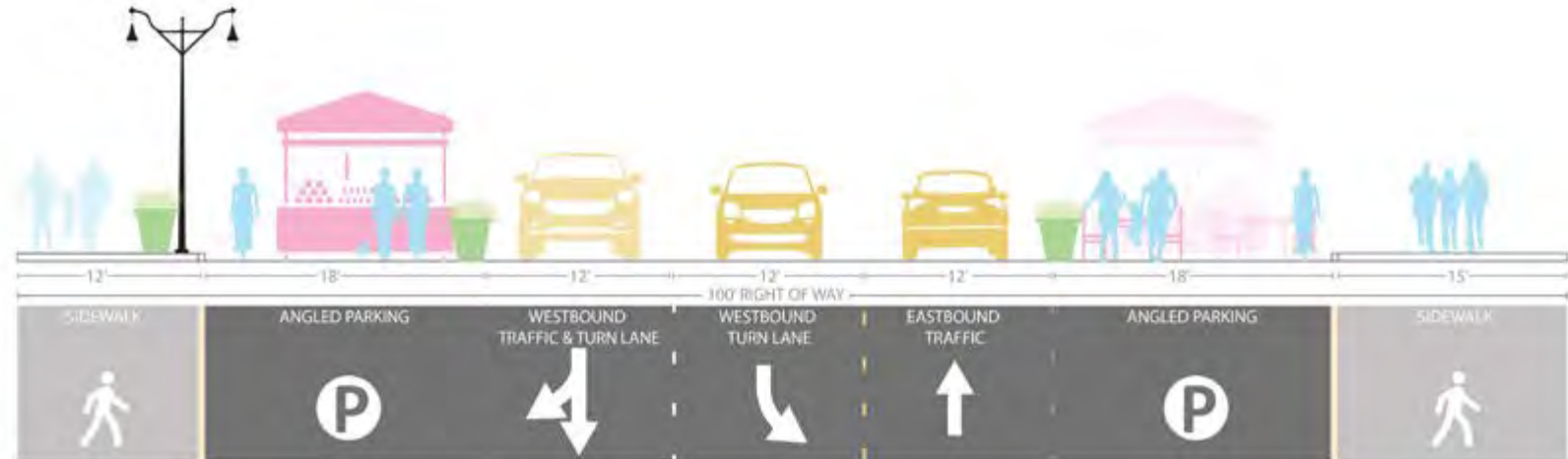
Located near the historic courthouse, a new public park could offer a central gathering place for downtown events, such as a Farmers' Market, a small concert venue, outdoor activities for children, and more. Additionally, this park, along with public investments in Phase One, could boost civic pride and local business revenues as it attracts more customers to downtown businesses.

**MAIN ST.
IMPROVEMENTS
PART ONE
PHASE ONE**

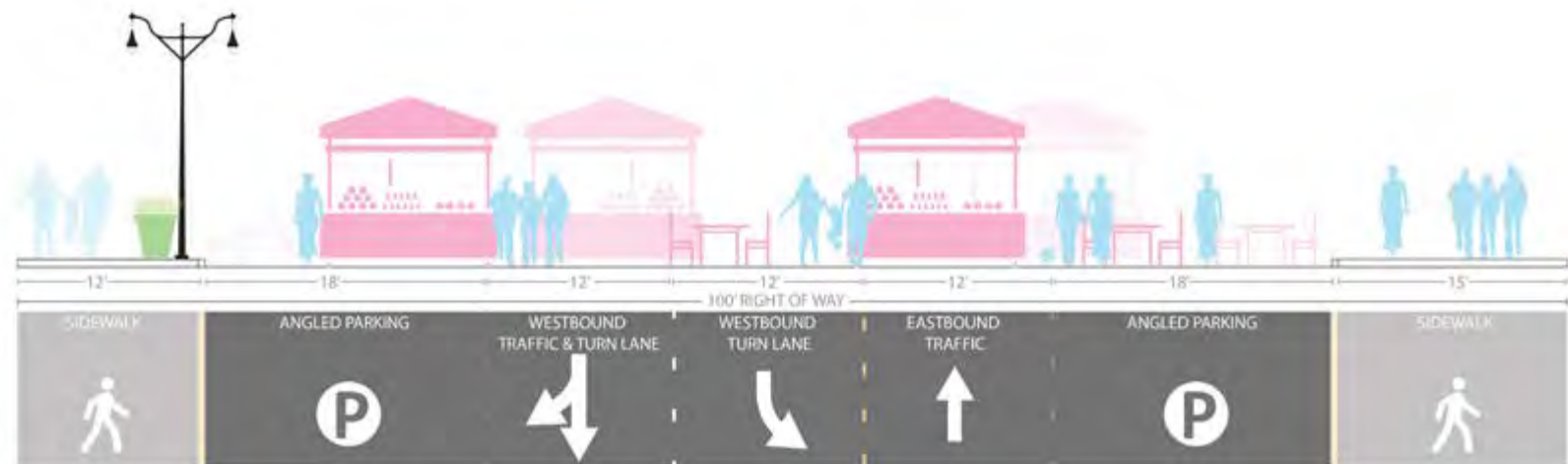
**EXISTING
LAYOUT OF
MAIN STREET**



**LOW-COST
IMPROVEMENT
OPTION ONE
PHASE ONE**

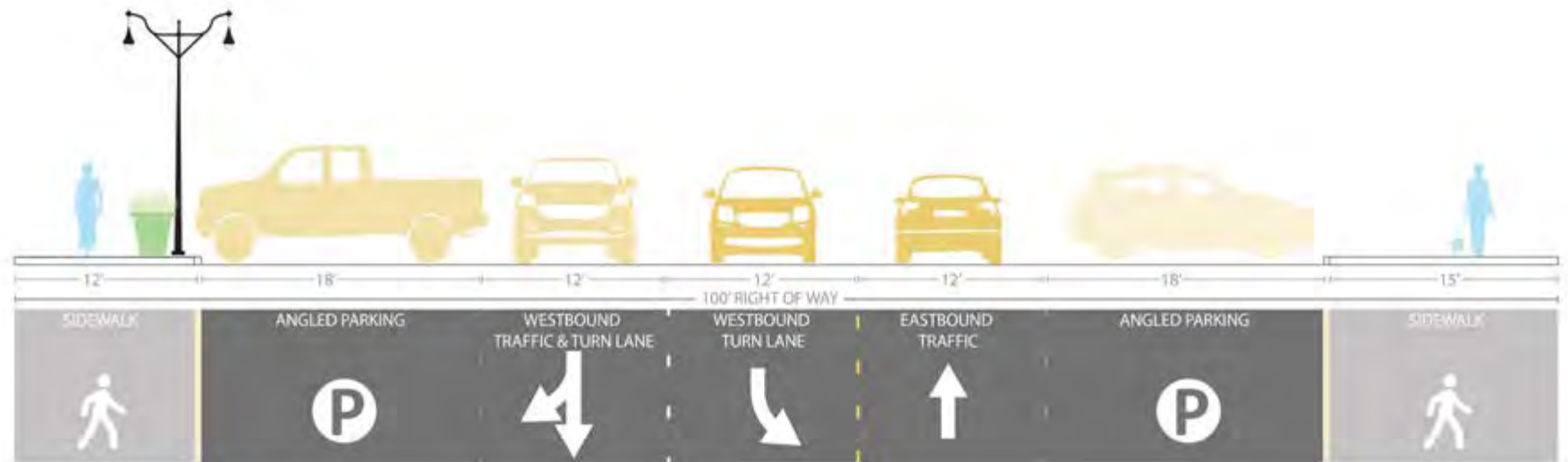


**LOW-COST
IMPROVEMENT
OPTION TWO
PHASE ONE**

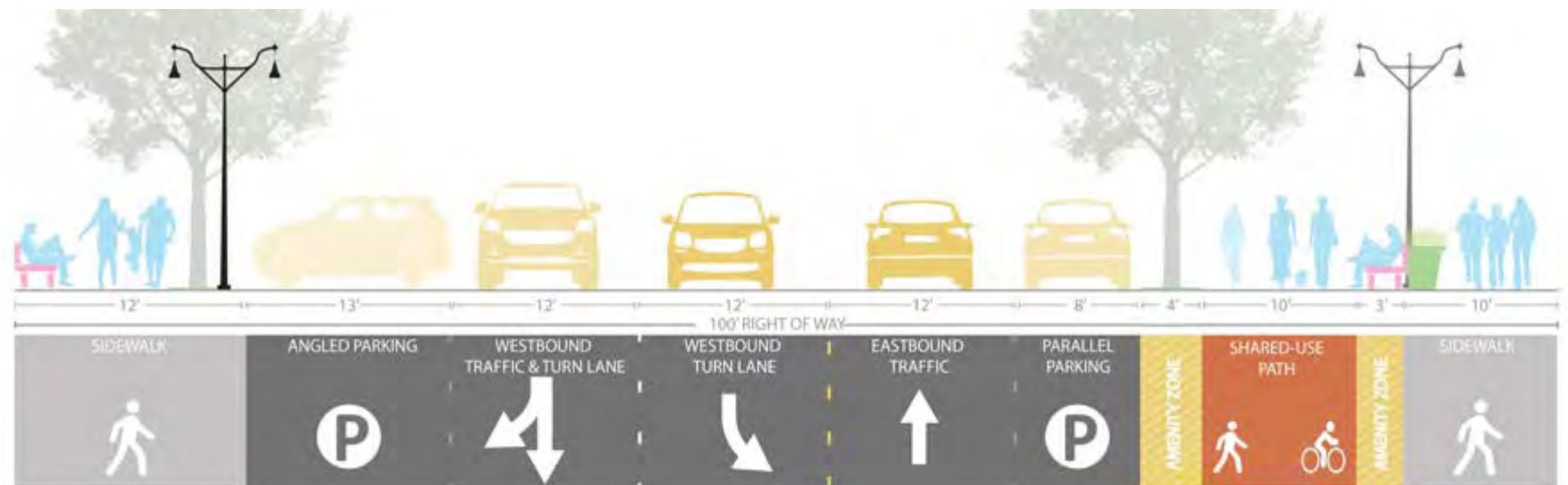


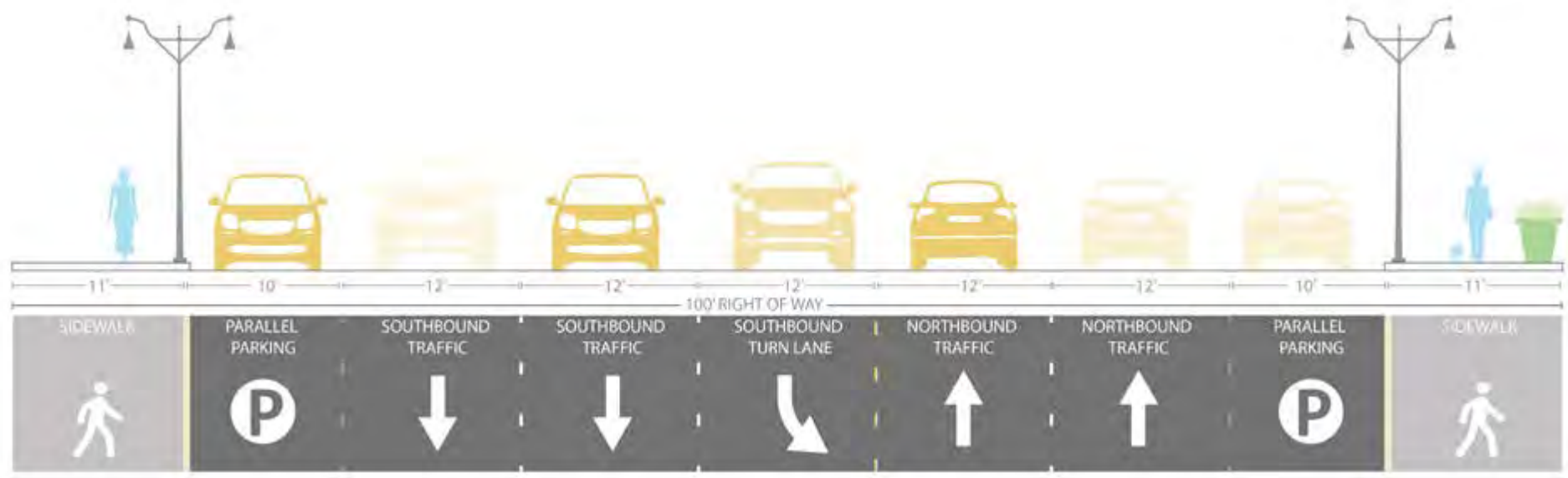
MAIN ST. IMPROVEMENTS PART TWO PHASE TWO

EXISTING LAYOUT OF MAIN STREET

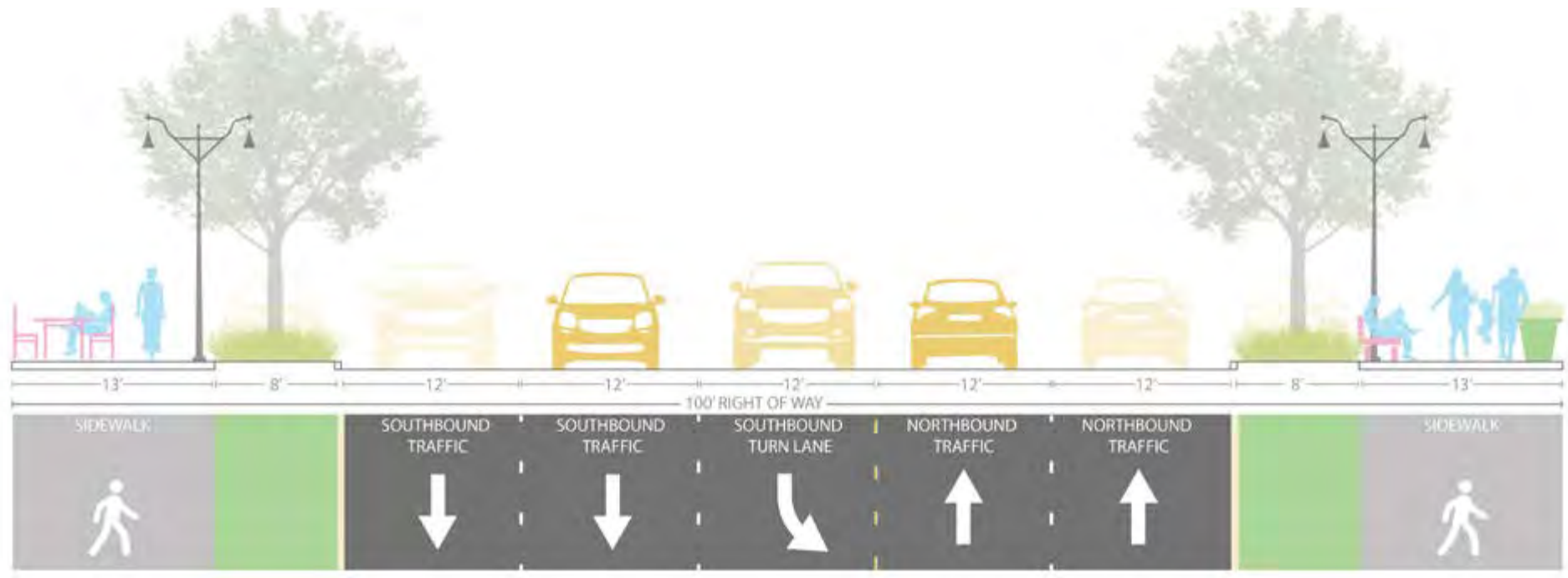


FULL BUILD-OUT CONCEPT PHASE TWO





EXISTING LAYOUT OF MERIDIAN STREET



FULL BUILD-OUT CONCEPT PHASE TWO

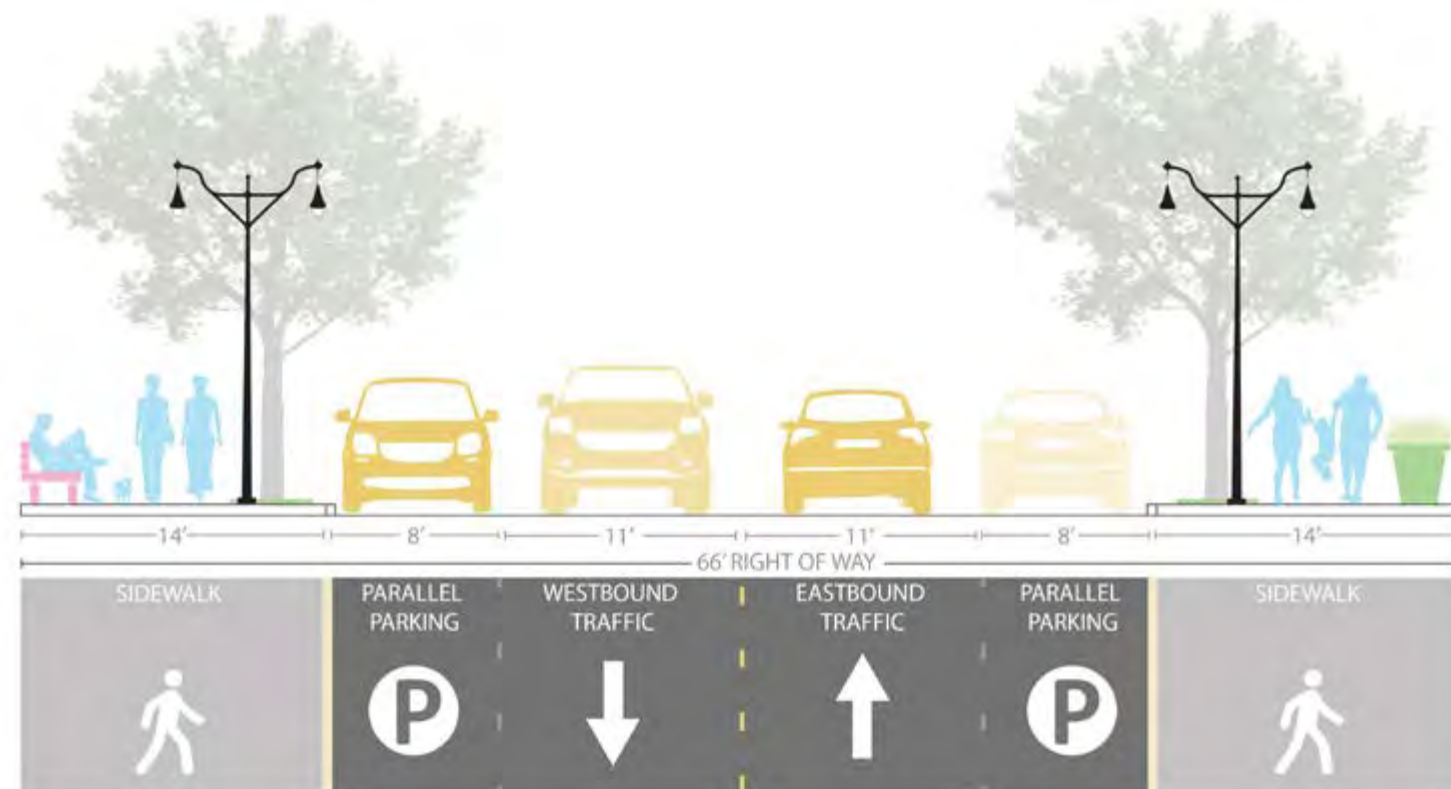
MERIDIAN ST. IMPROVEMENTS PHASE TWO

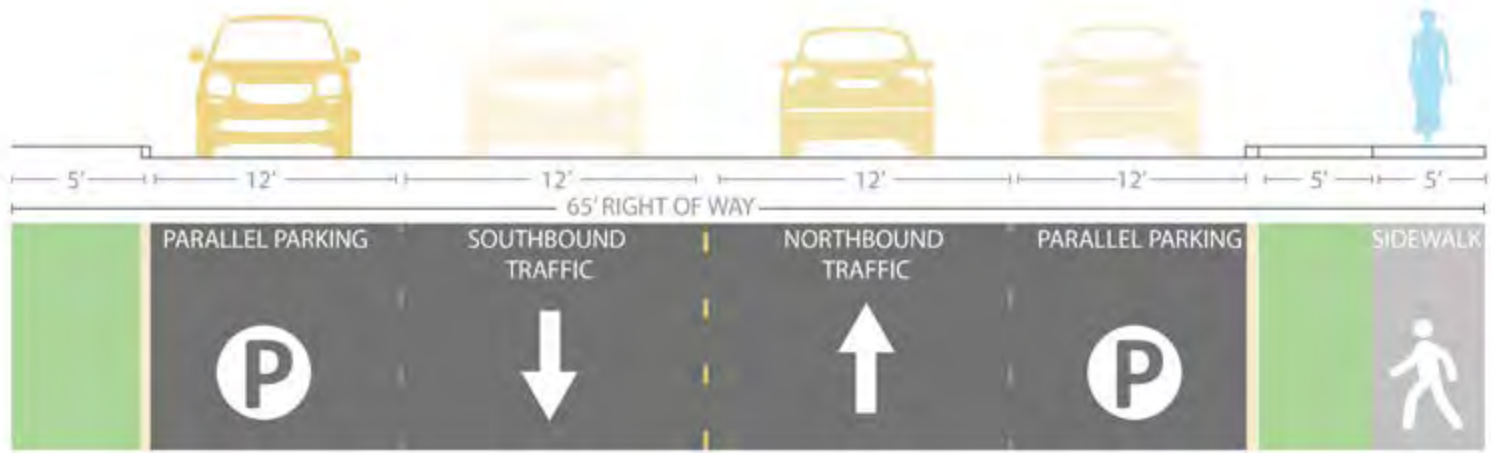
WALNUT ST. IMPROVEMENTS PHASE TWO

EXISTING LAYOUT OF WALNUT ST

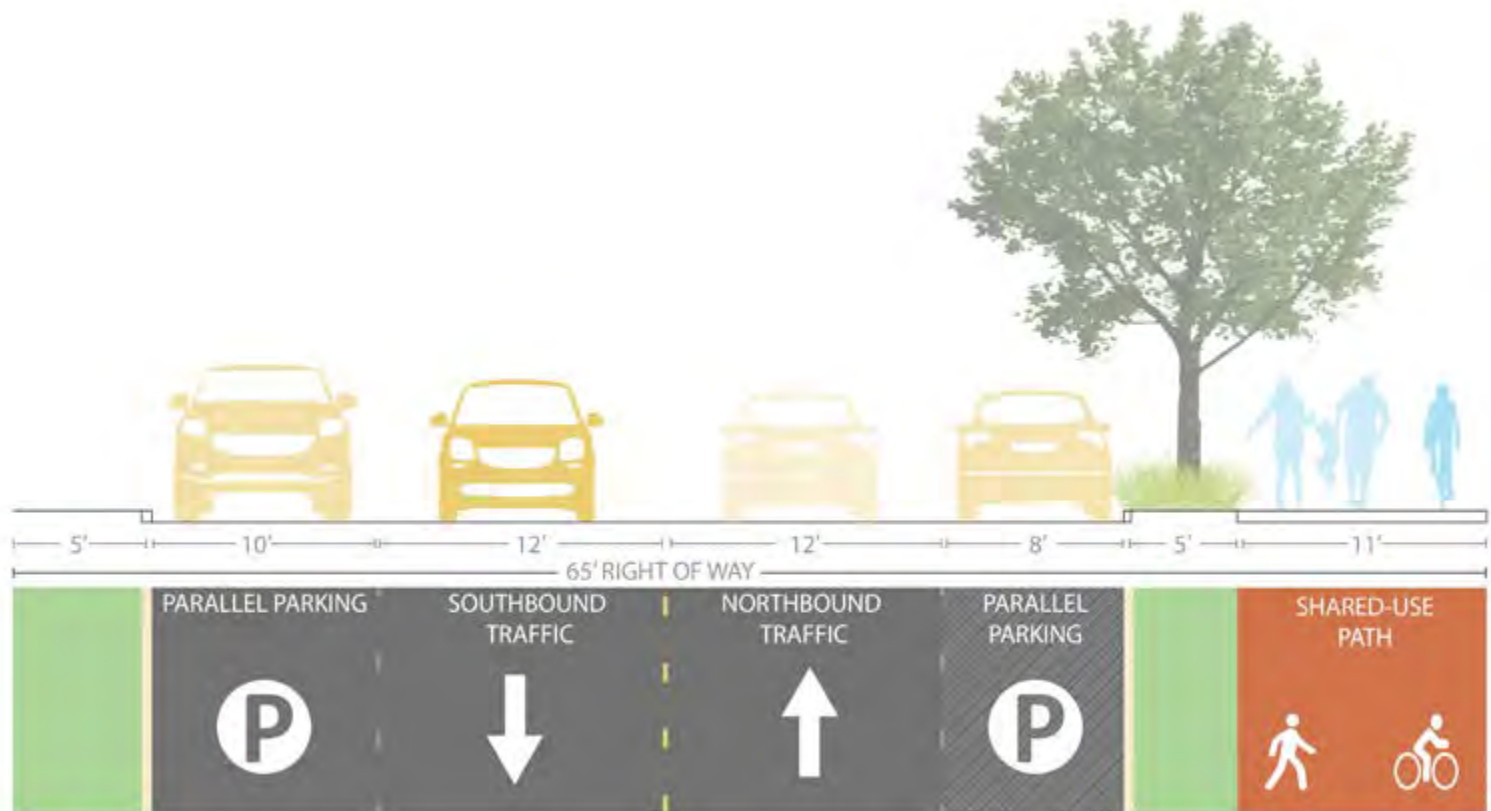


FULL BUILD- OUT CONCEPT PHASE TWO





**EXISTING
LAYOUT OF
SHIP ST**

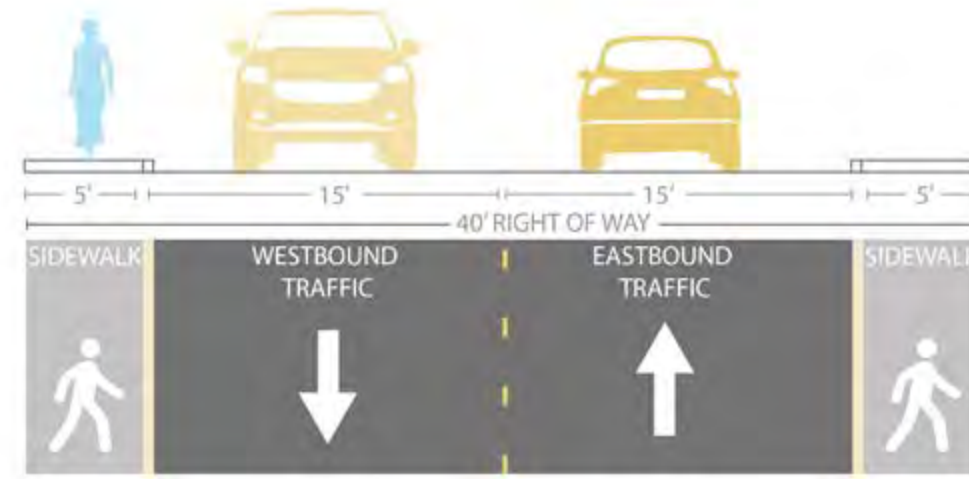


**FULL BUILD-
OUT CONCEPT
PHASE TWO**

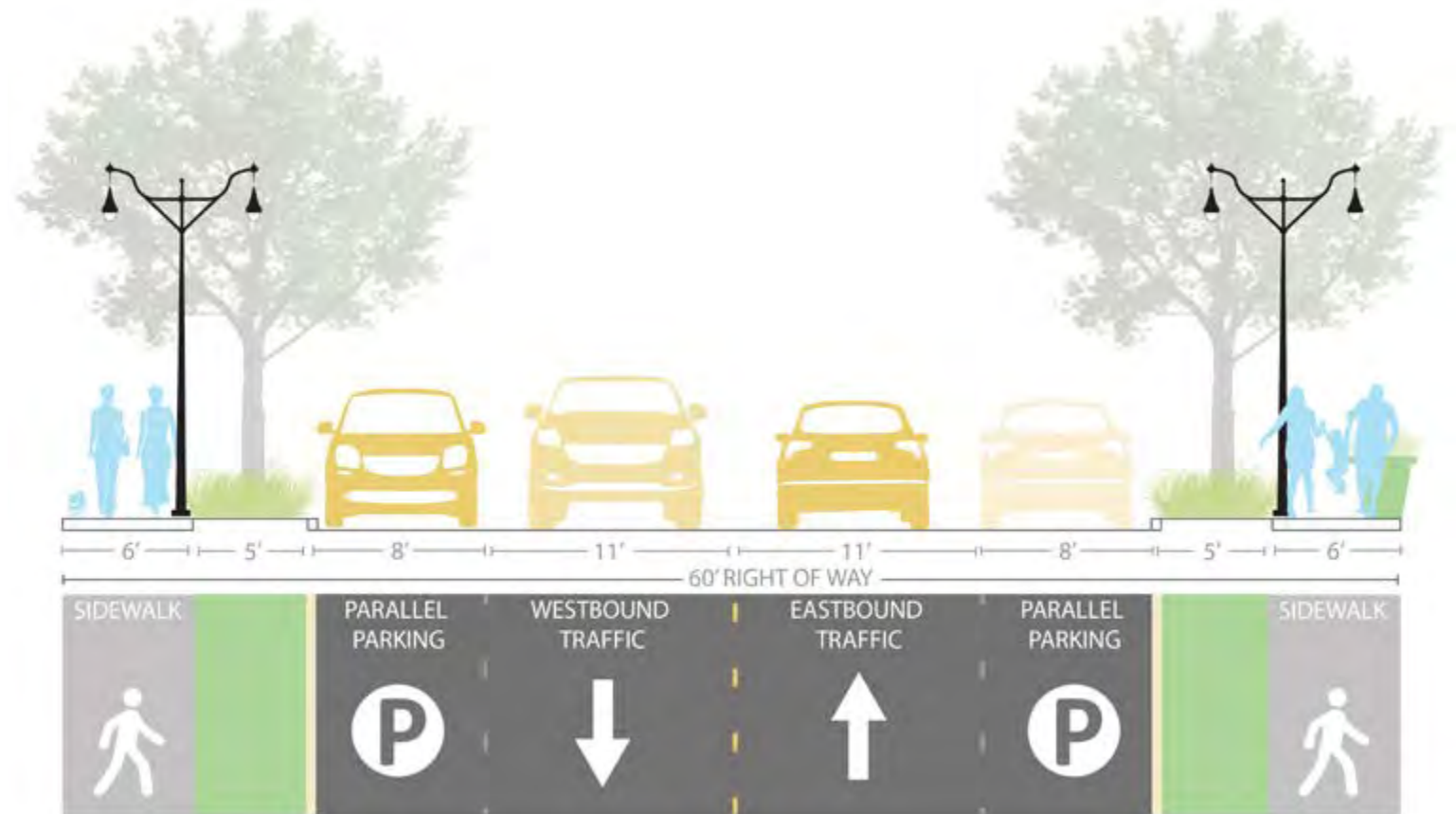
**SHIP ST.
IMPROVEMENTS
PHASE TWO**

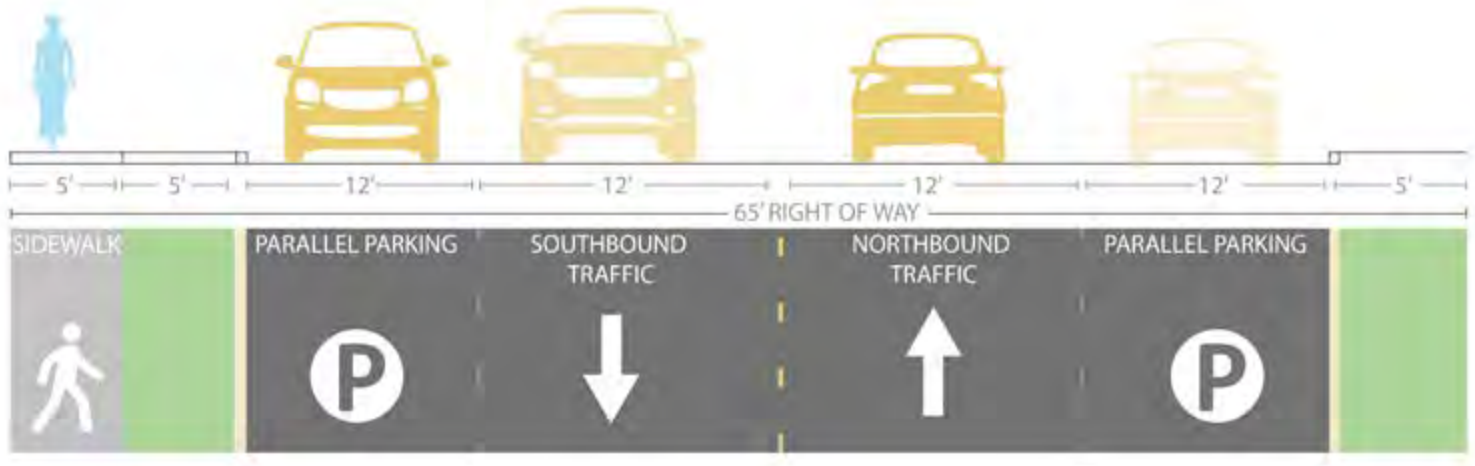
WATER ST. IMPROVEMENTS PHASE TWO

EXISTING LAYOUT OF WATER ST

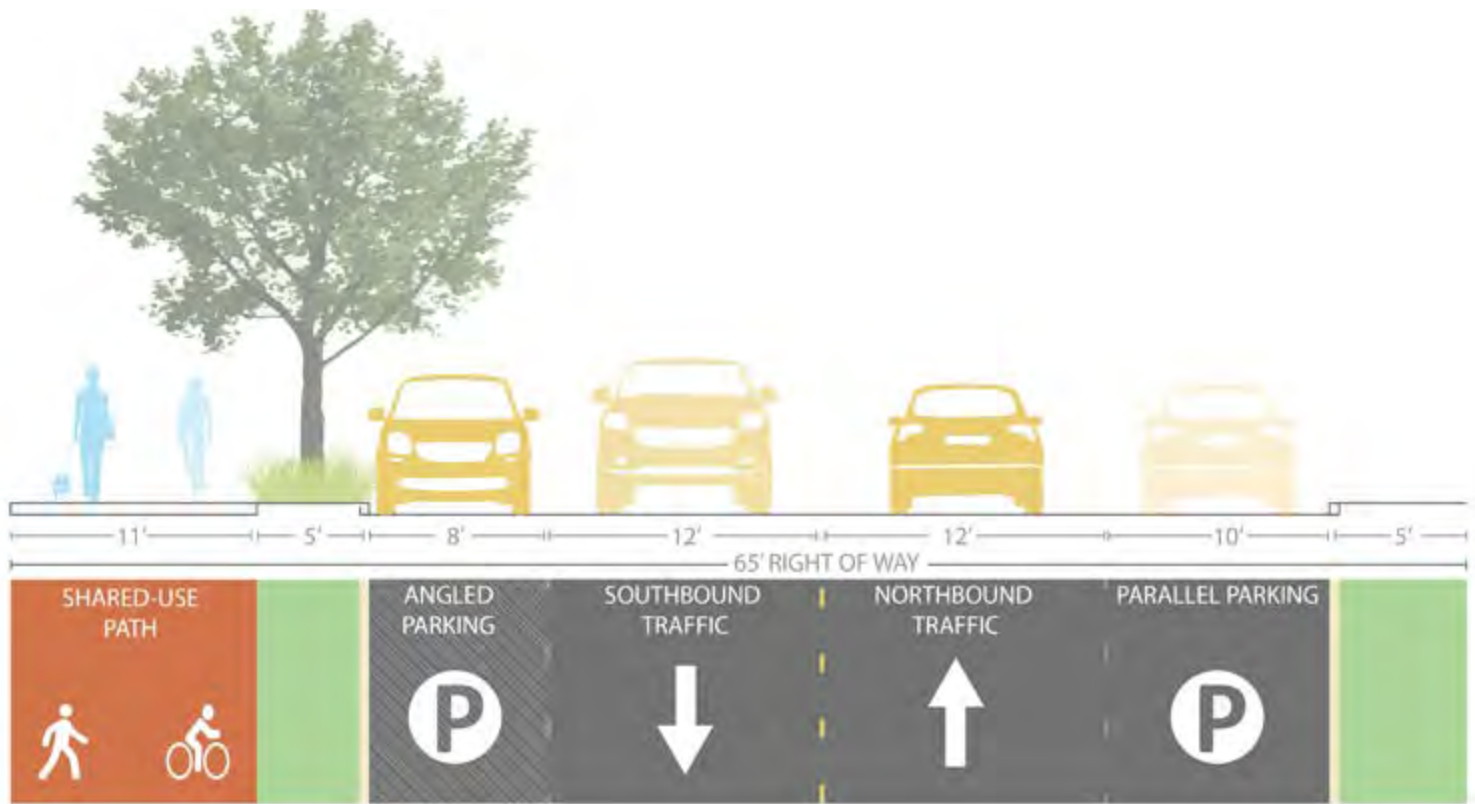


FULL BUILD- OUT CONCEPT PHASE TWO





**EXISTING
LAYOUT OF
HARRISON ST**

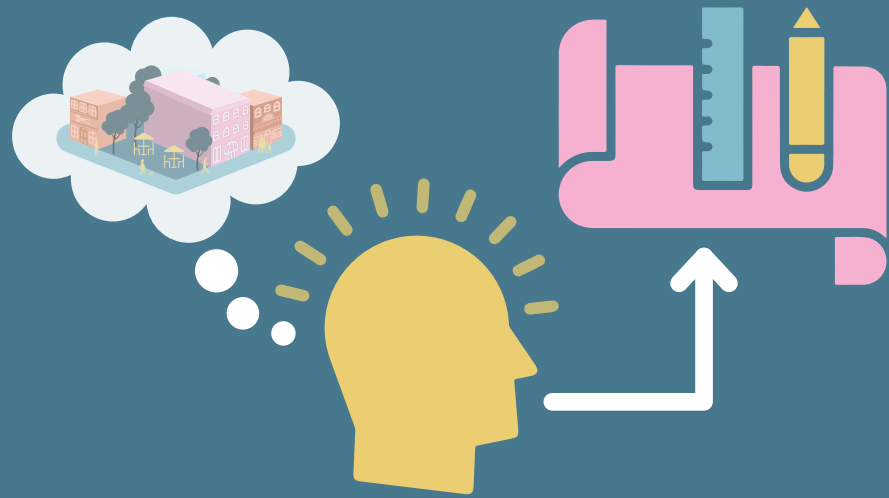


**FULL BUILD-
OUT CONCEPT
PHASE TWO**

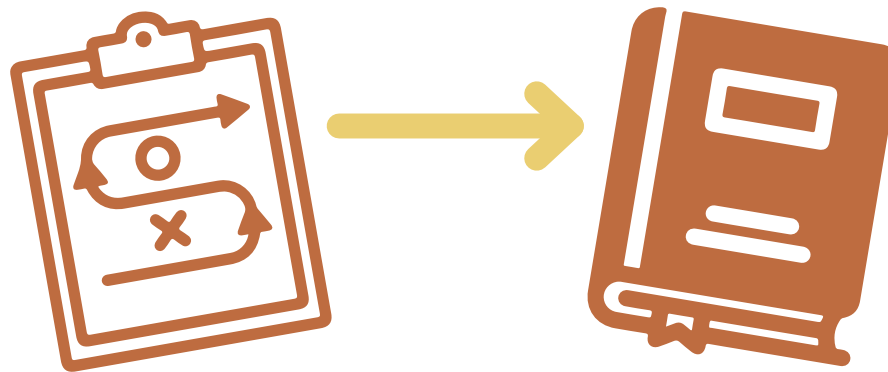
**HARRISON ST.
IMPROVEMENTS
PHASE TWO**

NEXT STEPS

**CONTINUE
REFINING AND
DEVELOPING
DESIGNS CONCEPTS
AND OBJECTIVES**



**DEVELOP A DRAFT
PLAN**



**PRESENT FINDINGS
AT THE NEXT
REVIEW SESSION**





THANK YOU!

Questions or Thoughts?