



The Community's Vision for Downtown Canby

Prepared for:

City of Canby.
April 26, 2011

Prepared by:

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Oregon Main Street is jointly administered by Business Oregon and the
State Historic Preservation Office (Oregon Parks and Recreation)

Introduction

Canby's Downtown Vision Development service was conducted by Sheri Stuart, Coordinator, Oregon Main Street. Approximately 28 members of the Canby community participated in the community process on April 26, 2011. Participants represented a broad spectrum of the community, including representatives of the City, County, National Trust for Historic Preservation, community organizations, business and property owners, and community members.

The Visioning Process establishes community consensus about what the downtown should become in the future. It is a powerful element in the strategic planning process. A defined vision offers insight and direction that can be used to effectively shape an organization's:

- Mission
- Values and purpose
- Overall direction and structure
- Work plans

The strategic planning flow chart illustrates how the community's vision for downtown Canby can be used to guide the plan of work for downtown.



Methodology

The Visioning methodology consists of a two-part process:

- At a public meeting, community representatives provide input about various aspects of downtown by answering a series of questions independently. Then, participants are divided into small working groups to discuss the series of questions and then come to agreement on the responses and complete a written group reporting form. Finally, the small group responses are written on flip charts and participants individually prioritize the items that have been identified through the small group process.
- That information is then distilled, organized, and “word-smithed” into a structured format. Using the words and items identified directly by community representatives, the facilitator developed a recap of the top priorities, crafted a draft downtown vision

statement, and identified suggested goals and objectives for downtown revitalization. These items can be used by the community in planning its revitalization activities. Projects should support and be developed based on the resulting vision, goals, and objectives.

Elements of the Visioning Process

The following pages are the result of Canby's Downtown Vision Development session. The components include:

- Draft Vision Statement:** The Vision Statement was developed by identifying and rearranging the major themes and vision items identified by the group. The items are written in a concise, structured format that captures the essence of the community's preferred future for downtown. This statement is a draft only. Community representatives should review, discuss, and revise the statement to most accurately reflect their preferred future for downtown.
- Full Recap:** A complete transcription of all responses recorded on forms from the small group discussions.
- Recap of Top Priorities:** Following individual voting on top issues and priorities, the points per answer were tabulated. The top priorities were sorted out and recorded in this section.
- Items Sorted by The Four Points:** To develop a useable format and to meet the Main Street structure, priority items were sorted into the areas of Organization, Design, Promotion/Marketing, and Economic Restructuring. Some items may appear in multiple points.
- Draft Committee Goals & Objectives:** Using the priority items as a base, broader goals and more specific (measurable) objectives were developed. The essence and intent, as well as most of the original language of participants, remains intact. In some instances, suggested activities were included if identified through the Recap process.

Using the Vision and Committee Goals and Objectives

It is critical that the Vision Process not be an end unto itself. The materials developed should be used in the following way:

- To remind the community of the ultimate goal of downtown revitalization and what it is you want to achieve in the downtown.
- To serve as a system of checks and balances for the downtown revitalization effort. When developing downtown projects, ask yourself “Does this support our vision? Does this activity meet one of our objectives and help us achieve our goals.” If not, the program may want to reconsider whether or not to take on an activity.
- To provide structure for the revitalization effort. The Community Vision Statement and the Committee Goals and Objectives should be used as a basis for planning the revitalization effort’s projects.

Next Steps:

- Review and revise the draft Vision Statement and the Committee Goals and Objectives.
- Obtain the input of any key individuals, downtown stakeholders, or organizations that were not represented in the process. They may offer important additions.
- Publicize the results of the Vision Development Process. Results should be shared with other individuals, groups, organizations, and the media. Let people know what you want the downtown to be!
- Plan specific projects and activities according to the framework of the goals and objectives. Within each committee, review the goal and its objectives. Brainstorm projects that will help achieve each objective, and prioritize those projects according to which are most important and are feasible for the committee to implement.



VISION DEVELOPMENT

Draft Vision Statement

Canby, Oregon
April 26, 2011

In the future, Canby will be a charming town known as “The Garden Spot” of Oregon—a destination location that delights and surprises residents and visitors alike. Downtown will remain the heart of the community, providing an identity and sense of place and be a source of community pride.

Continuity of architecture and inviting businesses in restored and well-maintained façades enhance the unique character of downtown. Attractive gateways will welcome people to the district and encourage people to turn off Highway 99E. Improved common areas will provide gathering spots and a focal point for community activities.

Downtown will have a good mix of business types and be a place that is fun and convenient to shop whether on foot, by bike, or by car. Sidewalks will be alive and used for open air business and dining.

Through well-planned, regularly scheduled events and activities, downtown will be a lively place where things are happening. Local money will be kept local by connecting residents with the goods and services available downtown.

By improving community livability, Canby will be known as a friendly, safe place to raise children in a community with a diverse business district open at all times of day. Local residents will be able to shop and recreate in the community and more people and businesses will want to move here.



VISION DEVELOPMENT

Draft Committee Goals and Objectives

Canby, Oregon
April 26, 2011

Organization Goal: Develop the leadership and appropriate organizational structure to support a well-funded downtown revitalization effort involving all community stakeholders.

Organization Objectives:

- Build consensus and establish resources to implement the vision.
- Improve overall communication, especially between business owners, and between business owners and city staff.
- Increase community participation and involvement.

Design Goal: Enhance the visual appeal of downtown through façade beautification and well-maintained public areas that builds on the sense of history and community character.

Design Objectives:

- Encourage façade improvements sensitive to the historic character of downtown while allowing for compatible infill and appropriate second story development.
- Create more inviting public areas.
- Encourage use of sidewalks for outdoor business and dining opportunities.
- Improve connections to Highway 99E.

Economic Restructuring Goal: Strengthen and enhance downtown's economic base.

Economic Restructuring Objectives:

- Develop and market incentive programs for downtown business and property improvements.
- Provide assistance to help retain local businesses.
- Develop a recruitment strategy to fill vacancies and enhance the business mix.
- Explore opportunities to encourage outdoor business and dining opportunities.

Promotion Goal: Promote and market downtown's unique character as a lively and inviting destination for residents and visitors.

Promotion Objectives:

- Create more downtown events and activities.
Potential Activities:
 - Create an event based on the "Garden Spot" theme
 - Consider potential events or activities to tie into Historic Preservation Month in May

- Market "downtown" better.
Potential Activities:
 - Information kiosk
 - Maps/business directories
 - Event schedules
 - Develop a marketing plan

- Develop activities to reach local customers to help keep local money local
Potential Activities:
 - Develop a "shop local" program.
 - Create events to draw people into downtown businesses (e.g., Art & Wine Walk, Chocolate Lover's Walk, etc.)



VISION DEVELOPMENT Recap of Top Priorities

Canby, Oregon

April 26, 2011

1. What are the four greatest assets of downtown Canby?

- Quaint/small town feel not far from the river (13)
- Wide streets with convenient and easy parking (11)
- Very pedestrian friendly (11)
- Friendly, inviting people and business owners (8)
- Welcoming, well-kept parks and green spaces (flowers) (7)
- Variety of locally owned businesses (6)

2. What are downtown Canby's four greatest liabilities?

- Lack of good restaurants/not open late (14)
- No theme/not visually interesting (13)
- Empty spaces and lack of activity after 5 pm (13)
- RR and 99E noise and traffic (13)

3. What are the four greatest opportunities for downtown Canby?

- More events/activities/more frequent activities/local businesses bringing together community (14)
- Opportunity to use 99 to draw traffic and people into community of Canby (13)
- Create a destination point build on "Garden Spot" theme (10)
- Build on sense of history/character (6)
- Main Street project/URA (6)
- Opportunities for enhancing retail/maximize empty storefronts/pop-up stores/a different mix of businesses (6)

4. What are the four greatest challenges for downtown Canby?

- Getting business owners to collaborate (13)
- Run down buildings and lack of money for renovations (10)
- Lack of creativity (8)
- Absentee landlords (7)
- Need for investors to buy-in to the vision (6)
- Visibility/signage from highway (5)
- Keeping dollars local (5)

5. What are four reasons why the downtown is important to the Canby community?

- Small town feel, community pride (16)
- Vibrant business core keeps local economy strong/downtown businesses give back (12)
- Give the town an identity and sense of belonging (10)
- Central location/heart of town (10)
- Local business owners/unique character (6)
- It's historical and gives definition, historical sites are downtown – need to maintain them, history (4)

6. As you visualize a successful downtown in the future, list five qualities Or characteristics it will possess -- how will it look, feel and function?

- Sidewalks used more as open air business and dining/street scene (water feature, outside restaurants, common areas)/restaurants (17)
- Shopable, vibrant, active business district (13)
- Façade beautification, businesses look nice and inviting/ Cleanliness, care to buildings, and environment/continuity of architecture/safe and welcoming (11)
- Make 99 more attractive and inviting to turn off hwy and into town, clean and inviting from 99E (5)
- Lively/place where things are happening (3)
- Info kiosks, maps, event schedules (3)

7. Describe, in one sentence, what you would like downtown Canby to be known for in five years.

- A charming town with a unified theme (The Garden Spot) that is fun and convenient to shop whether on foot, by bike, or by car (14)
- A friendly, safe place to raise children in a community with a diverse business district open at all times of day (5)
- A destination location that delights and surprises people (4)
- Showcasing local resources, gathering to the Garden Spot – come grow with us (4)

8. What are four benefits you anticipate from achieving your vision?

- Community pride, increased identity for our community, sense of community (15)
- Economic stability, keeping local money local, economic growth (15)
- Improve community livability, more people and businesses want to mover here, able to shop and recreate in our own community (13)
- Local business improvement, good mix of business types, thriving businesses (7)
- Being known as a destination point (5)

9. What are the top four organizational issues facing downtown Canby?

- Shortage of visionary investment (18)
- No coordinating of events/happenings with minimal staffing and \$ support (15)
- Lack of community participation (11)
- Communication between business owners and city staff (9)
- City departments/communication between departments (3)

10. What are the top four design issues facing downtown Canby?

- No theme, concept, too many potential themes (RR, Garden, Ag.)/lack of theme direction (15)
- No historically interesting buildings/buildings too spread out/no second story buildings/stores need to be closer together/more two-story buildings = balance (12)
- RR (8)
- Need wider sidewalks for cafes/more visually interesting streets (7)

11. What are the top four promotional issues facing downtown Canby?

- Lack of partnerships/participation/cohesiveness (13)
- Need services people want to purchase, retail to attract discretionary spending (12)
- Lack of a theme/identity (11)
- Isolated from surrounding communities (8)
- 99E/Train (6)
- No visible marketing plan/Not enough promotional events/nothing to do here (5)

12. What are the top four economic restructuring issues facing downtown Canby?

- Not enough customers, struggling merchants (9)
- Define and market what is “downtown” (9)
- Lack of appropriate business mix (7)
- Not enough deep pockets, incentives for business owners (6)
- Limited money outside urban renewal district (3)

13. Which first four steps need to be taken to begin implementing our vision for downtown Canby?

- Get a vision, make the vision known, build consensus on the vision (14)
- Align businesses in same direction (9)
- Getting city involved in both listening and acting on community input and suggestions/
Coordinate efforts with merchants and city staff (8)
- Establish resources for implementation of the vision/budget allocation (7)



VISION DEVELOPMENT

Recap of Top Priorities Sorted by the Four Points

Canby, Oregon
April 26, 2011

General

- RR and 99E noise and traffic
- Small town feel, community pride
- Give the town an identity and sense of belonging
- Central location/heart of town
- Community pride, increased identity for our community, sense of community
- City departments/communication between departments

Organization

- Getting business owners to collaborate
- Need for investors to buy-in to the vision
- Lack of creativity
- Lack of community participation
- Communication between business owners and city staff
- Lack of partnerships/participation/cohesiveness
- Get a vision, make the vision known, build consensus on the vision
- Align businesses in same direction
- Getting city involved in both listening and acting on community input and suggestions/
Coordinate efforts with merchants and city staff
- Establish resources for implementation of the vision/budget allocation

Design

- Quaint/small town feel not far from the river
- Wide streets with convenient and easy parking
- Very pedestrian friendly
- Welcoming, well-kept parks and green spaces (flowers)
- No theme/not visually interesting
- Build on sense of history/character
- Main Street project/URA

- Sidewalks used more as open air business and dining/street scene (water feature, outside restaurants, common areas)/restaurants
- Run down buildings and lack of money for renovations
- Absentee landlords
- Need for investors to buy-in to the vision
- Façade beautification, businesses look nice and inviting/ Cleanliness, care to buildings, and environment/continuity of architecture/safe and welcoming
- Make 99 more attractive and inviting to turn off hwy and into town, clean and inviting from 99E
- Visibility/signage from highway
- It's historical and gives definition, historical sites are downtown – need to maintain them, history
- No theme, concept, too many potential themes (RR, Garden, Ag.)/lack of theme direction
- No historically interesting buildings/buildings too spread out/no second story buildings/stores need to be closer together/more two-story buildings = balance
- RR
- Need wider sidewalks for cafes/more visually interesting streets

Economic Restructuring

- Vibrant business core keeps local economy strong/downtown businesses give back
- Friendly, inviting people and business owners
- Variety of locally owned businesses
- Lack of good restaurants/not open late
- Empty spaces and lack of activity after 5 pm
- Opportunities for enhancing retail/maximize empty storefronts/pop-up stores/a different mix of businesses
- Getting business owners to collaborate
- Keeping dollars local
- Local business owners/unique character
- Sidewalks used more as open air business and dining/street scene (water feature, outside restaurants, common areas)/restaurants
- Lively/place where things are happening
- Info kiosks, maps, event schedules
- Shopable, vibrant, active business district
- Local business owners/unique character
- Economic stability, keeping local money local, economic growth
- Improve community livability, more people and businesses want to mover here, able to shop and recreate in our own community
- Local business improvement, good mix of business types, thriving businesses
- Shortage of visionary investment
- Need services people want to purchase, retail to attract discretionary spending
- Not enough customers, struggling merchants

- Define and market what is “downtown”
- Lack of appropriate business mix
- Not enough deep pockets, incentives for business owners
- Limited money outside urban renewal district

Promotion

- No coordinating of events/happenings with minimal staffing and \$ support
- Build on sense of history/character
- Friendly, inviting people and business owners
- Variety of locally owned businesses
- Lack of good restaurants/not open late
- More events/activities/more frequent activities/local businesses bringing together community
- Opportunity to use 99 to draw traffic and people into community of Canby
- Create a destination point build on “Garden Spot” theme
- Getting business owners to collaborate
- Keeping dollars local
- Local business owners/unique character
- Lively/place where things are happening
- Info kiosks, maps, event schedules
- Local business owners/unique character
- Being known as a destination point
- Need services people want to purchase, retail to attract discretionary spending
- Lack of a theme/identity
- Isolated from surrounding communities
- 99E/Train
- No visible marketing plan/Not enough promotional events/nothing to do here



VISION DEVELOPMENT

Full Recap

Canby, Oregon

April 26, 2011

1. What are the four greatest assets of downtown Canby?

- Quaint/small town feel not far from the river (13)
- Wide streets with convenient and easy parking (11)
- Very pedestrian friendly (11)
- Friendly, inviting people and business owners (8)
- Welcoming, well-kept parks and green spaces (flowers) (7)
- Variety of locally owned businesses (6)
- Room for future growth (3)
- Access from highway 99, Knight Bridge, center of town (1)
- Urban renewal district (0)

2. What are downtown Canby's four greatest liabilities?

- Lack of good restaurants/not open late (14)
- No theme/not visually interesting (13)
- Empty spaces and lack of activity after 5 pm (13)
- RR and 99E noise and traffic (13)
- Not enough history (2)
- Lack of business leaders (2)
- Appearance of First Avenue/cleanliness of streets (2)
- Old buildings on small lots (1)
- Lack of implementation of downtown vision (1)
- Budget issues (0)

3. What are the four greatest opportunities for downtown Canby?

- More events/activities/more frequent activities/local businesses bringing together community (14)

- Opportunity to use 99 to draw traffic and people into community of Canby (13)
- Create a destination point build on “Garden Spot” theme (10)
- Build on sense of history/character (6)
- Main Street project/URA (6)
- Opportunities for enhancing retail/maximize empty storefronts/pop-up stores/a different mix of businesses (6)
- New library, police station (4)
- Ability to grown and change (1)
- Beautification (1)
- Development of potential (1)

4. What are the four greatest challenges for downtown Canby?

- Getting business owners to collaborate (13)
- Run down buildings and lack of money for renovations (10)
- Lack of creativity (8)
- Absentee landlords (7)
- Need for investors to buy-in to the vision (6)
- Visibility/signage from highway (5)
- Keeping dollars local (5)
- Bringing people downtown from highway 99E (reason to come downtown) (3)
- Train crossings and confusing intersections (3)
- Inertia/growth continuing smoothly (2)
- Negative perception of there being no reason to frequent downtown (2)
- Upkeep on highway 99E (1)
- Public money for facilities and events (1)
- Attracting more businesses to downtown (1)
- Tough economic climate (0)
- Main Street project/1st Avenue development (0)

5. What are four reasons why the downtown is important to the Canby community?

- Small town feel, community pride (16)
- Vibrant business core keeps local economy strong/downtown businesses give back (12)
- Give the town an identity and sense of belonging (10)
- Central location/heart of town (10)
- Local business owners/unique character (6)
- It’s historical and gives definition, historical sites are downtown – need to maintain them, history (4)
- Viable, thriving downtown, unify, that you can build on (3)
- Every city needs an anchor/hub (0)
- Important to livability (0)

- Safety, community comes together and know each other (0)
- Municipal hub (0)
- Provides jobs! (0)
- Centrally located commerce (0)

8. As you visualize a successful downtown in the future, list five qualities Or characteristics it will possess -- how will it look, feel and function?

- Sidewalks used more as open air business and dining/street scene (water feature, outside restaurants, common areas)/restaurants (17)
- Shopable, vibrant, active business district (13)
- Façade beautification, businesses look nice and inviting/ Cleanliness, care to buildings, and environment/continuity of architecture/safe and welcoming (11)
- Make 99 more attractive and inviting to turn off hwy and into town, clean and inviting from 99E (5)
- Lively/place where things are happening (3)
- Info kiosks, maps, event schedules (3)
- More green, nature (1)
- Housing (1)
- Cohesive vision and design, well-kept, visually interesting (0)
- Prosperous (0)
- Unique, high quality goods and services (0)

9. Describe, in one sentence, what you would like downtown Canby to be known for in five years.

- A charming town with a unified theme (The Garden Spot) that is fun and convenient to shop whether on foot, by bike, or by car (14)
- A friendly, safe place to raise children in a community with a diverse business district open at all times of day (5)
- A destination location that delights and surprises people (4)
- Showcasing local resources, gathering to the Garden Spot – come grow with us (4)
- A popular weekend and evening destination for surrounding communities (0)

8. What are four benefits you anticipate from achieving your vision?

- Community pride, increased identity for our community, sense of community (15)
- Economic stability, keeping local money local, economic growth (15)
- Improve community livability, more people and businesses want to mover here, able to shop and recreate in our own community (13)
- Local business improvement, good mix of business types, thriving businesses (7)
- Being known as a destination point (5)
- More consumer traffic (1)
- More businesses/ desire to open a business here (1)

- Community support (0)
- Reduced transportation costs (0)

9. What are the top four organizational issues facing downtown Canby?

- Shortage of visionary investment (18)
- No coordinating of events/happenings with minimal staffing and \$ support (15)
- Lack of community participation (11)
- Communication between business owners and city staff (9)
- City departments/communication between departments (3)
- Frequent turn-over of officials (2)
- Scarcity mentality – survival mode focuses on schools (2)
- Budgeting (1)
- Parking (0)
- Vehicular and pedestrian traffic (0)

10. What are the top four design issues facing downtown Canby?

- No theme, concept, too many potential themes (RR, Garden, Ag.)/lack of theme direction (15)
- No historically interesting buildings/buildings too spread out/no second story buildings/stores need to be closer together/more two-story buildings = balance (12)
- RR (8)
- Need wider sidewalks for cafes/more visually interesting streets (7)
- We should avoid one-way streets (2)
- 99 (2)
- Vision->design->money to follow through with plan (1)
- Building code not easily accessible to business owners (1)
- Not gateways (1)
- Streetscaping, landscaping, etc. = curb appeal (1)
- Inappropriate renovations done/some not done (0)

11. What are the top four promotional issues facing downtown Canby?

- Lack of partnerships/participation/cohesiveness (13)
- Need services people want to purchase, retail to attract discretionary spending (12)
- Lack of a theme/identity (11)
- Isolated from surrounding communities (8)
- 99E/Train (6)
- No visible marketing plan/ Not enough promotional events/nothing to do here (5)
- Lack of money and staff to promote the district (1)
- Lack of flow/continuity/harmony (0)
- Limited media opportunities (0)

12. What are the top four economic restructuring issues facing downtown Canby?

- Not enough customers, struggling merchants (9)
- Define and market what is “downtown” (9)
- Lack of appropriate business mix (7)
- Not enough deep pockets, incentives for business owners (6)
- Limited money outside urban renewal district (3)
- Empty storefronts (2)
- Lack of downtown anchor (1)
- Collaboration (1)
- Absentee landlords (1)
- Define industrial parks to entice large employers to attract commuter business to downtown (1)

13. Which first four steps need to be taken to begin implementing our vision for downtown Canby?

- Get a vision, make the vision known, build consensus on the vision (14)
- Align businesses in same direction (9)
- Getting city involved in both listening and acting on community input and suggestions (7)
- Establish resources for implementation of the vision/budget allocation (7)
- Theme, continuity, more attractive (2)
- Develop pride in downtown by community (1)
- Coordinate efforts with merchants and city staff (1)
- Communicate and collaborate (1)
- More avenues to advertise, get the word out (0)
- Support buy-in, participation (0)