



Greater Bandon Association

Strategic Plan 2020-2022

As of February 1, 2020

Mission Statement

The Greater Bandon Association is a catalytic community building organization dedicated to the community and economic vitalization of the greater Bandon area with a focus on preserving and building upon its historical assets and culture. We do so using the Main Street approach.

Vision Statement

Our approach to revitalization is a commitment to creating a place of shared prosperity, equal access to opportunity and inclusive engagement. We wish to develop and implement community-based strategies to enhance economic opportunity, build strong neighborhoods and ensure a dynamic framework for quality growth and development.

Core Values

Our core values are based upon our community members' appreciation of and support for:

- maintaining the small-town charm that Bandon possesses;
- natural and cultural amenities that attract people to live in and visit Bandon;
- expanding categories of goods and services to make Bandon even more livable;
- outdoor recreational opportunities;
- supporting locally produced goods that are unique to the area;
- focusing on tourism strategies that invite visitors to enjoy what Bandon has to offer.

Organization-Wide Strategies

Our overall strategies are to be local serving and appealing to visitors. To accomplish this, our transformation strategy is Relaxed Coastal Living. To achieve that, we have identified the following markets:

- Family and active retiree – active retiree reflects our demography and knowledge of the people who come to the community, love the area, and decide to retire in Bandon. Family friendly reflects a desire to make Bandon a place where people can stay and raise their families or attract more families to Bandon.
- Local goods and services – reflect a desire to have easier access to basic goods and services to meet the needs of residents and visitors.
- Enhanced visitor experience – reflects building upon the authenticity of downtown that makes it invite for local people and, in the process make it invite to visitors as well.
- Local coastal cuisine – reflects the number of businesses that sell and serve locally produced items as well as the availability of fresh local seafood and produce. This reflects local market trends and community energy towards becoming a “foodie” destination.

STRATEGIC PLAN 2020-2022 AT A GLANCE

by

Committee

Promotion

Design

Economic Vitality

Organization

Economic Vitality: Diversifying the town's economic base.

Economic Vitality strengthens a community's existing economic assets while expanding and diversifying its economic base. The program helps to foster entrepreneurial startups and expansions and recruits compatible new businesses and new economic uses to create jobs and respond to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the downtown area.

Objective One: *Become the go-to local resource for business development services and programming*

We envision GBA providing a range of services and programming geared to existing businesses and entrepreneurs. Activities should focus on short term, actionable steps that build toward longer term goals. Additionally, activities should be focused upon and enhancing local assets.

Actions:

- Work on service delivery gaps for downtown businesses
 - Workforce Housing
 - Child Care
- Connect with regional initiatives
 - Encore entrepreneurship
- Inventory building uses
 - Identify spaces where startup businesses could be located
- Local business startup guide
 - With Design Committee
- Create daycare center in business district to serve district workers and shoppers.
- Identify downtown business development needs

Objective Two: *Taking the downtown business district to the next level through catalytic property redevelopment, strategic infill development and vertical housing*

GBA should identify buildings and properties where interventions are needed and move these forward through Main Street Revitalization grants and work with partners toward mitigating larger issues. GBA also is in a great position to address infill and vertical housing solutions for the downtown area, The Economic Development Committee is well positioned to analyze housing solutions and can play a support role for community-wide discussions. Through collaborative efforts with the City and the design committee, the Economic Development Committee can strategically identify locations for placemaking and other infill development to create a more connected and cohesive downtown district.

Actions:

- Identify projects for the next round of Main Street Revitalization Grant funding.
- Connect Old Town with South Jetty park
- Identify strategic infill opportunities (pop-up or permanent placemaking projects)
- Create workforce housing downtown by adapting older warehouse or industrial building
- Advocate for Urban Renewal Amendment projects
- Research vertical housing in other small towns

Objective Three: *Elevating the business community's priorities through advocacy*

GBA and the Economic Development Committee have numerous experienced and well-connected community leaders which when leveraged provide a strong platform for which business issues can be elevated to other local and regional decision makers. While GBA lacks the organizational capacity to tackle every issue, it should focus its energy on the highest ranked committee priorities.

Actions:

- Yellow Brick Road: Riverwalk extension to connect to Face Rock Creamery.
- Assess feasibility of relocating arches or adding additional gateway signage on Highway 101.
- Adding wayfinding signage
- Inventory and prioritize business advocacy activities (schools, housing, road design, pool, old town signs, yellow brick road)

Design: Getting the town in top physical shape.

An inviting atmosphere conveys a positive visual message about the downtown area and what it has to offer. Design activities include instilling good maintenance practices, as well as enhancing the physical appearance of the town and creating new productive commercial or residential space by rehabilitating historic buildings, encouraging appropriate new construction, developing sensible design management systems, and long-term planning.

Objective One: *Improve overall maintenance for the town.*

In general, downtown Bandon is well-maintained and inviting, but all towns have issues and opportunities for improvement. It can be helpful to have an outside set of eyes to look at the town and note opportunities for additional care. A local team should consistently look at opportunities for improving the town and identifying nagging maintenance issues before they become costly repairs for public entities and business or property owners.

Actions:

- Conduct visual assessment of downtown by outside perspective
- Volunteer “walkabout” group to identify maintenance and other issues downtown.
- Community-wide cleanup.

Objective Two: *Improve the visual and physical impression of businesses.*

Downtown Bandon has a lot of terrific businesses that do an excellent job with interior visual merchandising. Some of these do the best they can with the exteriors that they have to work with, but in many cases, the storefront design isn’t compatible with retail merchandising due to the limited amount of display area incorporated in the architecture of the buildings. And some of the downtown facades would be improved with updated trim and paint color.

Actions:

- Update façade grant guidelines
- Color palette
- Review and make recommendations to existing guidelines and standards
- Develop design guide for new businesses
- Cleanup day (paint doors, trim)
- Flower Basket program or plant more flowers

Objective Three: *Enhance the feel of the town through placemaking elements that support the sense of Relaxed Coastal Living and engage people in the district.*

There are many physical amenities that attract people to Bandon such as the natural beauty of the area, the amazing coastline, and the character and charm of the compact downtown. Any future improvements should build on the existing qualities that make Bandon so special while emphasizing the quirky character that is part of the culture. Through small-scale Placemaking activities, GBA can undertake activities compatible with the existing character while encouraging people to linger longer downtown and to make locals feel like it is their backyard. This should be done with a focus on adding elements that are both family friendly and active retiree friendly.

Actions:

- Encourage community gathering places like benches and green spaces that public can use when not shopping but as social gathering places
- Parklets
- Wayfinding signage – 3 kiosks
- Design competition for high school students to paint interactive murals
- Bike racks for Highway 101
- Restroom offering baby-changing and accessible options

Promotion: Marketing the town's unique characteristics and assets.

Promotions encourages consumers and investors to live, work, shop, play and invest in the downtown area. Marketing the downtown's unique characteristics to residents, investors, business owners and visitors encourage commercial activity in the area by identifying and appealing to downtown Bandon's market niches.

Objective One: *Create experiences that celebrate Relaxed Coastal Living to attract more visitors and locals downtown*

GBA already has a solid mix of events and activities that meld well with Relaxed Coastal Living transformation strategy and its subcategories. The focus is on continuing to enhance and support this base of activities while looking at opportunities to add less intensive, smaller scale activities.

Actions:

- Gorse Blossom Festival – GBA's signature event
- Christmas Celebration
 - Night of 10,000 Lights
 - Christmas Parade
- Fourth of July – clearinghouse for dawn to dusk community activities, helping cross promote and generate new events
- Focus on smaller scale activities to enhance the visitor experience and to off-season local engagement
 - Cranberry Festival Parade
 - Lighthouse Blues
 - Amphitheater History Readings
 - Pet Parade
 - Western Days
 - Art Walk
 - Mural Competition for Youth
 - Chalk Art Competition
 - Driftwood Art Day

Objective Two: *Develop a marketing plan that minimizes seasonal variations to help support the Relaxed Coastal Living visitors and locals enjoy*

The marketing focus for GBA should be to enhance, not duplicate, the efforts of other organizations.

Actions:

- Work with area hotels, restaurants, activities to offer offseason weekend passes to promote weather year-round
- Bandon passport card

Objective Three: *Increase Local Shopping*

While the many physical and cultural resources in Bandon are clearly linked to the Relaxed Coastal Living, it is also the mix of businesses that are part of making Bandon more livable. Connecting residents more with the variety of goods and services available in Bandon will strengthen the economic base that is the foundation for residents and visitors to enjoy relaxed coastal living.

Actions:

- Alive After Five
- Experiential Business Tours (on-site production)

Organization: Getting the community working toward consensus

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement GBA's downtown transformation strategy of relaxed coastal living. A governing board and project committees make up the fundamental organization structure of the volunteer-driven program. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among stakeholders.

Objective One: *Re-align organizational structure to focus on the transformation strategy of relaxed coastal living*

The transformation strategy of relaxed coastal living and its four subcategories need to be used by the board of directors and all of the committees as filters for identifying which projects to undertake and to adjust current activities to meet the strategy and at least one of the four categories. GBA needs to focus on attracting the people and financial resources needed to implement action plans.

Actions:

- Finalize sustainable funding plan
- Serve as a catalytic community building organization for non-profit groups in Bandon
- Develop staffing levels appropriate to activities GBA will initiate and undertake
- Continue building committees and task forces around priority projects and activities
- Identify board development needs
- Develop roundtable discussion with other partners to share transformation strategies and how other groups could potentially partner with GBA
- Develop social media program
- Partner with area high schools to offer internships
- Host community meetings for input on which products and services are needed by locals.
- Identify projects to be funded by Main Street Revitalization grants.
- Partner with US Department of Agriculture to identify potential sources of funding and technical assistance.

STRATEGIC PLAN 2020-2022 DETAIL

by

Committee

Promotion

Design

Economic Vitality

Organization

Greater Bandon Association

ACTION PLAN

Goal: **Promotion: Marketing the town’s unique characteristics and assets**

Objective: Create experiences that celebrate Relaxed Coastal Living to attract more visitors and locals downtown

Staff Assigned: Events Coordinator

Committee Members: Margaret Pounder, Sharron Schmidt, Josh Adamson, Amy Moss-Strong, Donna Hutchison

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Crazy Cars & Critters	Neal	Doggie Boutique Currydale Youth Center Bandon Feeds the Hungry	October 2020	October 2021	October 2022	\$2,785	
Amphitheater History Readings	Neal	Bandon History Museum Port of Bandon	Summer 2020	Summer 2021	Summer 2022	\$5,450	
Night of 10,000 Lights		Chamber of Commerce Washed Ashore City of Bandon Port of Bandon	November 2020	November 2021	November 2022	\$4,220	
Christmas Lights Parade	Neal	City of Bandon	December 2020	December 2021	December 2022	\$3,735	
Gorse Blossom Festival	Neal	Port of Bandon	February 2020	February 2021	February 2022	\$102,280	

		Chamber of Commerce					
Art Walk			April 2020 Youth Mural Competition	April 2021 Chalk Art Competition	April 2022	\$3,230	
Western Days			May 2020	May 2021	May 2022	\$3,230	
Driftwood Art Day				June 2021	June 2022	\$2,005	
Lighthouse Blues	Lori Osborne	GBA	June 2020	June 2021	June 2022	\$3,230	
Windfest	Josh	Port of Bandon		April 2021	April 2021	\$2,150	
Fourth of July		VFW Port of Bandon Chamber of Commerce Lori Osbourne Lions Club	July 2020	July 2021	July 2022	\$3,215	
Cranberry Festival Parade	Neal	Chamber of Commerce	September 2020	September 2021	September 2022	\$2,785	

TOTAL: \$ 138,315

Greater Bandon Association

ACTION PLAN

Goal: **Promotion: Marketing the town’s unique characteristics and assets**

Objective: Develop a marketing plan that minimizes seasonal variations to help support the Relaxed Coastal Living visitors and locals enjoy

Staff Assigned: Events Coordinator

Committee Members: Margaret Pounder, Sharron Schmidt, Josh Adamson , Amy Moss-Strong, Donna Hutchison

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Work with area hotels, restaurants and activities to offer offseason weekend packages to promote weather year-round	GBA Staff	Lodging Restaurants Chamber of Commerce		November 2020	November 2021	\$4,375	
Bandon Passport (card) to get locals back to district’s restaurants and other food related businesses	GBA Staff	Restaurants Chamber of Commerce			March 2022	\$3,485	

TOTAL: \$ 7,860

Greater Bandon Association

ACTION PLAN

Goal: **Promotion: Marketing the town’s unique characteristics and assets**

Objective: Increase Local Shopping

Staff Assigned: Events Coordinator

Committee Members: Margaret Pounder, Sharron Schmidt, Josh Adamson, Amy Moss-Strong, Donna Hutchison

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Alive After Five	Neal	Old Town Merchants Chamber of Commerce	June-October 2020	June-October 2021	June-October 2022	\$24,820	
Booklet of Discount Coupons	GBA Staff	Chamber of Commerce		January 2021	January 2022	\$2,710	
Experiential Business Tours		Selected Old Town Shops Chamber of Commerce			June 2022	\$2,150	

TOTAL: \$29,680

Greater Bandon Association

ACTION PLAN

Goal: **Design: Getting the town in top physical shape**

Objective: Improve overall maintenance for the town

Staff Assigned: Events Coordinator, Executive Director

Committee Members: Allegra Bridges, Sharron Schmidt, Lani Reynolds, Charmaine Manley

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Conduct visual assessment of downtown by outside perspective	Harv	Other Main Street towns	January 2020	January 2020	January 2021	\$9,200	
Volunteer "walkabout" group to identify maintenance and other issues downtown	Sharron		March 2020 October 2020	March 2021 October 2021	March 2022	\$9,200	
Community-wide Cleanup	Sharron	Resident Merchants	May 2020	May 2021	May 2021	\$9,200	

TOTAL: \$27,600

Greater Bandon Association

ACTION PLAN

Goal: **Design: Getting the town in top physical shape**

Objective: Improve the visual and physical impression of businesses

Staff Assigned: Events Coordinator, Executive Director

Committee Members: Allegra Bridges, Sharron Schmidt, Lani Reynolds, Charmaine Manley

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Update façade grant guidelines	Harv	Other Main Street towns City Planning		March 2021		\$2,525	
Paint doors, trim	Claudine	Hardware Stores Merchants Building Owners		June 2021	June 2022	\$6,000	
Update City color palette	Charmaine	City of Bandon Merchants	June 2020			\$3,700	
Develop Design Guide for new businesses	Charmaine	City of Bandon SCDC Chamber of Commerce	December 2020			\$4,200	
Review and Make recommendations to existing guidelines and standards	Harv	City of Bandon	September 2020	September 2021	September 2022	\$9,200	
Flower Basket Program, or plant more flowers	Claudine	City of Bandon Merchants		June 2021	June 2022	\$7,500	

TOTAL: \$33,125

Greater Bandon Association

ACTION PLAN

Goal: **Economic Vitality: Diversifying the town's economic base**

Objective: Become the go-to local resource for business development services and programming

Staff Assigned: Executive Director

Committee Members: Peter Braun, Jim Seeley, Marie Simonds, David Hisel, Dennis Lewis, Jeff Griffin, Margaret Pounder, John Bacon

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Work on Service Delivery Gaps: Workforce Housing	Harv	City of Bandon Financial institutions Wild River Coast Alliance Housing Action Team	July 2020	July 2021	July 2022	\$9,200	
Work on Service Delivery Gaps: Child Care	Marie	School District SBDC Ford Family Foundation Wild Rivers Coast Alliance	September 2020	September 2021	September 2022	\$9,200	
Connect with regional initiatives: Encore entrepreneurship	John	SBDC Ford Family Foundation		January 2021		\$2,525	
Inventory building uses	RARE	Building Owners	December 2020		December 2022	\$4,850	

Local Business Startup Guide	RARE	Design Committee City of Bandon Chamber of Commerce Port of Bandon SCDC SBDC		February 2021		\$3,525	
Create Day Care Center in Business District	Marie	Ford Family Foundation WRCA SBDC			September 2022	\$3,000	
Identify downtown business development needs	Margaret	Business owners Chamber of Commerce		March 2021	March 2022	\$5,500	

TOTAL: \$37,800

Greater Bandon Association

ACTION PLAN

Goal: **Economic Vitality: Diversifying the town’s economic base**

Objective: Take the downtown business district to the next level through catalytic property redevelopment, strategic infill development and vertical housing

Staff Assigned: Executive Director

Committee Members: Peter Braun, Jim Seeley, Marie Simonds, David Hisel, Dennis Lewis, Jeff Griffin, Margaret Pounder, John Bacon

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Identify projects for the next round of Main Street Revitalization Grant funding	Peter	City of Bandon Financial institutions Building, business owners		January 2021		\$2,525	
Connect Old Town with South Jetty Park	Jeff	City of Bandon Port of Bandon	December 2020	December 2021		\$6,225	
Identify strategic infill opportunities (pop-up or permanent placemaking projects)	Harv	City of Bandon Port of Bandon Property owners		June 2021	June 2022	\$5,500	
Create workforce housing downtown by adapting older warehouse or industrial building	Harv	Building Owners City of Bandon Port of Bandon			December 2022	\$3,000	
Advocate for Urban Renewal Amendment Projects		City of Bandon		May 2021	May 2022	\$5,500	

		Chamber of Commerce					
Research vertical housing in other small towns	Harv	Main Street organizations League of Oregon Cities SCDC			September 2022	\$3,000	

TOTAL: \$25,800

Greater Bandon Association

ACTION PLAN

Goal: **Economic Vitality: Diversifying the town's economic base**

Objective: Elevating the business community's priorities through advocacy

Staff Assigned: Executive Director

Committee Members: Peter Braun, Jim Seeley, Marie Simonds, David Hisel, Dennis Lewis, Jeff Griffin, Margaret Pounder, John Bacon

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Yellow Brick Road: Riverwalk extension to Connect to Face Rock Creamery	Harv	City of Bandon Port of Bandon Financial institutions		July 2021		\$2,525	
Assess feasibility of relocating arches or adding additional gateway signage on Highway 101		City of Bandon			July 2022	\$2,975	
Adding wayfinding signage	Harv	City of Bandon ODOT	December 2020			\$8,700	
Inventory and prioritize business advocacy activities (schools, housing, road design, pool, old town signs, yellow brick road)		Business Owners Chamber of Commerce City of Bandon Port of Bandon SBDC SCDC		January 2021		\$2,525	

TOTAL: \$16,725

Greater Bandon Association

ACTION PLAN

Goal: **Organization: Getting the community working toward consensus**

Objective: Re-align organizational structure to focus on the transformation strategy of relaxed coastal living

Staff Assigned: Executive Director

Board Members: Peter Braun, Harv Schubothe, Margaret Pounder, Michelle Hoffman, David Hisel, Jeff Griffin, Rick Stillwagon, Amy Moss-Strong

<i>Action Items</i>	<i>Person Responsible</i>	<i>Partners</i>	<i>Due Date Year One</i>	<i>Due Date Year Two</i>	<i>Due Date Year Three</i>	<i>Budget</i>	<i>Progress/Completion</i>
Finalize sustainable funding plan	Peter	WRCA Ford Family Foundation	August 2020	August 2021	August 2022	\$5,150	
Serve as catalytic community building organization for non-profit groups	Harv	BandonCares BandonPrepares WRCA Ford Family Foundation	April 2020	April 2021	April 2022	\$5,150	
Develop staffing levels appropriate to GBA activities	Harv	WRCA Ford Family Foundation	September 2020	September 2021	September 2022	\$5,150	
Build committees and task forces around priority projects and activities	Harv	Economic Vitality Promotion Design Committees	September 2020	September 2021	September 2022	\$5,150	
Identify board development needs	Peter	Ford Family Foundation NAO	February 2020	February 2021	February 2022	\$5,150	

Develop roundtable discussion with other partners to share transformation strategies	David	City of Bandon Port of Bandon Oregon Main Street School Board	October 2020	October 2021 Chalk Art Competition	October 2022	\$5,150	
Develop social media program	Rick	SOCC Bandon High School Western World	May 2020		May 2022	\$3,700	
Partner with area high schools to offer internships	Michelle	Bandon High School		June 2021	June 2022	\$3,125	
Host community meetings for input on products, services needed by locals	Peter	City of Bandon Oregon Main Street SCDC SBDC	May 2020	May 2021	May 2022	\$5,150	
Identify Projects to be funded by Main Street Revitalization Grant	Peter	Economic Development Committee Design Committee	December 2020	April 2021	December 2022	\$5,150	
Partner with USDA to identify potentials sources of funding and technical assistance.	Harv	USDA		January 2021		\$1,450	

TOTAL: \$ 49,475