



**MARKET ANALYSIS  
and  
STRATEGIC ACTION PLAN  
for  
DOWNTOWN COTTAGE GROVE  
COTTAGE GROVE, OREGON**

**Prepared By**

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## I. INTRODUCTION

In December 1997, the City of Cottage Grove, Oregon contracted with Marketek, Inc., to conduct a retail market analysis and prepare a strategic action plan for the historic downtown Cottage Grove commercial district.

Cottage Grove is located at the southern end of the Willamette Valley approximately 18 mile south of the Eugene-Springfield metropolitan area. The history of Cottage Grove revolves around gold mining and timber. The first settlers to the area were farmers and cattlemen who engaged in subsistence agricultural activities during the 1850s. Gold was discovered in 1858 in the nearby Bohemia Mountains. Less than ten years later, more than 100 gold claims were staked in the Bohemia area.

By 1871, the railroad reached the town of Cottage Grove and businesses developed on what is now Main Street. Following the arrival of the railroad, logging camps and sawmills sprung up in the area. In 1881 telegraph lines reached Cottage Grove and by 1889, the telephone was available to residents. Cottage Grove became an officially incorporated city in 1901.

Since that time, Cottage Grove has been an economic focal point of the southern region of the Willamette Valley. With access to two major highways, U.S. Interstate 5 (I-5) and State Highway 99, Cottage Grove serves as a trading center and crossroads for newcomers and entrepreneurs. While the lumber and wood products industry has dominated Cottage Grove's economic history, efforts to diversify the local economy have resulted in an increase in service and retail sector jobs.



Despite increases in retail trade in the Cottage Grove area in the last few decades, downtown Cottage Grove's retail base has slowly eroded as customers and sales have increasingly been drawn to newer and larger shopping centers located in the outlying areas of Cottage Grove and 18 miles to the north in the Eugene-Springfield area. Limited reinvestment in retail businesses and in many commercial buildings downtown has also caused a decline in the overall quality of the shopping district. These factors combine to raise important concerns about the dollars flowing away from downtown Cottage Grove.

Recently, the City of Cottage Grove, the Cottage Grove Chamber of Commerce and the Cottage Grove Downtown Business Association have begun to work together to redevelop and create a unified business district. In addition, these collaborators are keenly aware of the importance of enhancing the economic base as a critical component to comprehensive revitalization. This awareness was the impetus for evaluating the status and future of downtown's retail base and planning for its resurgence as a vital element of the local economy.

**A. Objectives**

The objectives of Marketek's assignment included:

- Create an accurate picture of Cottage Grove's retail industry, including opportunities and challenges for growth and development.
- Develop strategies to strengthen and diversify the downtown business district and recapture local consumer dollars.
- Motivate community stakeholders to take action on a strategic action plan.

## **B. Methodology**

This research is organized around the economic revitalization process outlined in the flowchart on page 4. It illustrates both the complexity of the process as well as the linkage and sequence of the steps involved. Most important, it reveals the many pieces of this process that lead to and lay the ground work for business retention and expansion and recruitment activities.

The first part of this process, the market analysis, provides an assessment of where downtown Cottage Grove's business district is positioned in the marketplace. This assessment was accomplished through a demographic and economic review of Cottage Grove's primary retail trade area and a retail demand and supply analysis which estimates retail potential for the trade area over the next five years.

Adding dimension to this statistical analysis, opinion surveys were conducted to: 1) reveal the attitudes and perceptions of various groups of area residents toward shopping in downtown Cottage Grove; 2) assess the attitudes and perceptions of workers employed in downtown Cottage Grove; and 3) identify the business practices and needs of businesses in Cottage Grove's downtown business district. In addition, lifestyle analysis information was obtained together with spending and purchasing indices as further indications of the retail potential for various merchandise types.

Once completed, the market analysis became the foundation for the strategic action plan that was developed to maximize Cottage Grove's strengths and opportunities and overcome weaknesses

The field work for this assignment was conducted from January 1998 through March 1998. The results of the business and consumer surveys and

**Research**

**Analysis**

**Planning**

**Implementation**

Inventory:  
✓ Properties  
✓ Businesses  
✓ Competition

Opinion Research  
✓ Shoppers  
✓ Businesses  
✓ Area Employees

Trade Area  
Definition

Retail Gap  
Analysis

Potential  
Market  
Demand

Potential  
Market  
Share

Community  
Resources  
and Planning

Development  
Concept

Business  
Recruitment and  
Retention

Redevelopment  
Strategy

Marketing  
Strategy

Economic  
Revitalization  
Process

preliminary retail gap analysis were reported in February and April. The major findings and conclusions of the research were presented to the Downtown Business Association in early June and subsequently, to the Cottage Grove City Council, also in June.

Section II provides a summary of research findings from the market analysis. Section III presents major conclusions and recommendations, including strengths and weaknesses and recommended business types for downtown Cottage Grove. The action plan is contained in Section IV.

## II. SUMMARY OF RESEARCH FINDINGS

This section summarizes the major findings of the market analysis. Supporting data for this summary are contained in Appendices I, II and III.

### A. Trade Area Definition

The map on the following page shows that the primary retail trade area defined for Cottage Grove is a polygon extending from the center of town. The primary trade area is the geographic area from which the great majority (i.e., approximately 80%) of customers originate. The delineation of the market area is based on drive time estimates, geographic and man-made boundaries and the location of existing competitive shopping centers.

### B. Target Markets

There are four market segments that should be targeted by downtown Cottage Grove businesses: Cottage Grove area employees, trade area primary residents, downtown residents and short term visitors to the area.

#### Local Workers

- Cottage Grove area workers comprising several hundred persons are a waiting or "captive market" because they are in the area for at least eight hours a day, five days a week and consequently, are most likely to shop and eat out in downtown Cottage Grove as business expansion occurs.

#### Local Residents

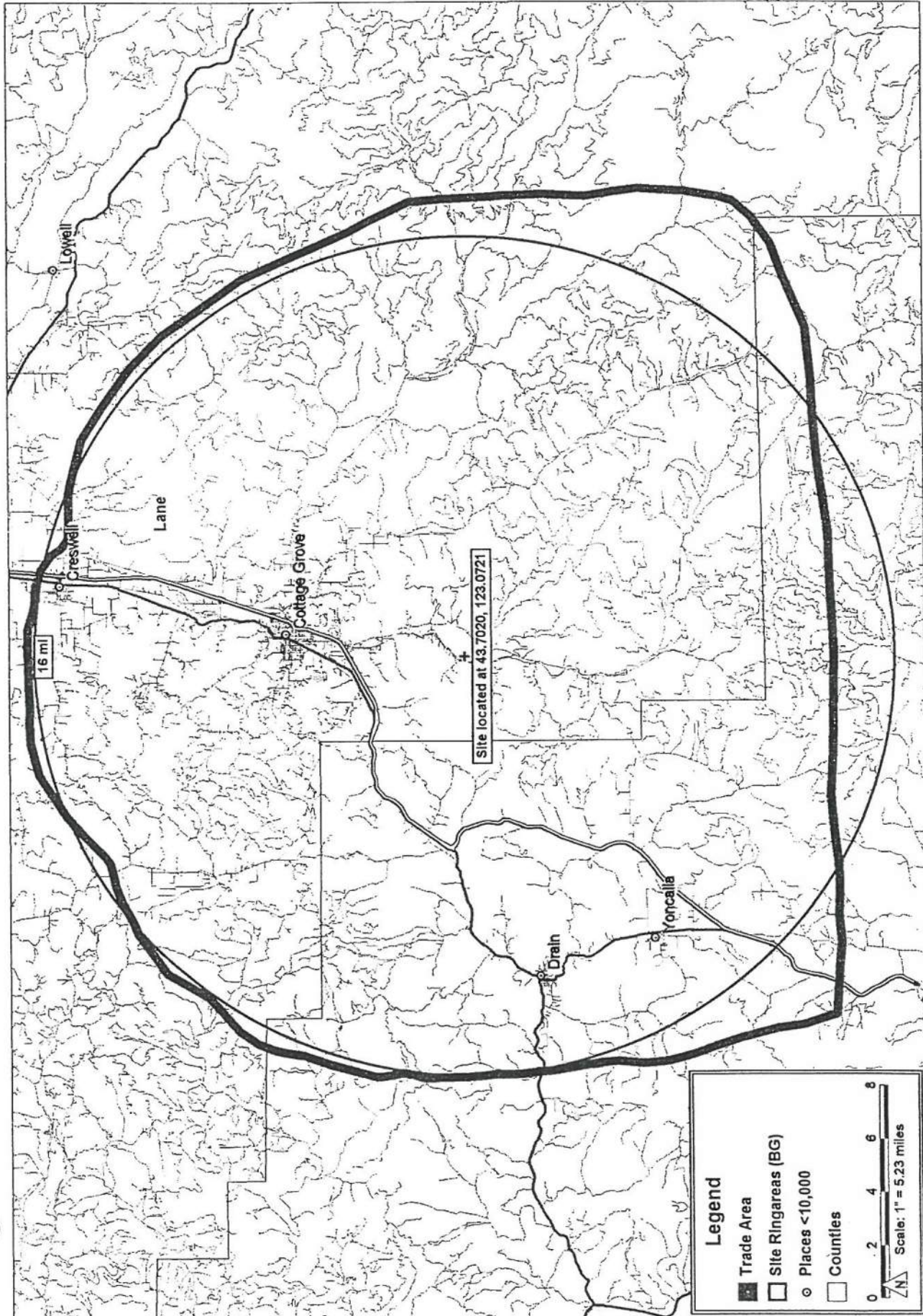
- The demographic characteristics of the primary trade area residents are summarized in the following Subsection (C).



# Cottage Grove, OR

CACI Marketing Systems

Map produced with Scan/US



03/31/98

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### Recreational Visitors and Tourists

- Travel and tourism are major components of the economy of Oregon and Lane County making visitors a potentially significant market for downtown Cottage Grove. During 1996, travelers contributed an estimated \$4.7 billion to the state economy and almost \$340,000 to the economy of Lane County.
- This travel spending generated almost 104,000 jobs statewide and 6,000 jobs in Lane County.
- The 1995 Oregon Visitor Profile by Davidson-Peterson Associates, Inc., provides some insights into the visitor market segment. The average Oregon visitor is a middle-aged, married Caucasian who is affluent, has high educational attainment, and holds a white collar job. In-state and out-of-state visitors differ somewhat in terms of demographic profile. Out-of-state visitors are slightly older, better educated and more affluent than in-state visitors.

#### Characteristics of Oregon Visitors

	<u>In-State</u>	<u>Out-of-State</u>
Average age	42.7 years	45.5 years
Have at least college degree	48%	57%
Average household income in 1995	\$47,600	\$55,600
Average party size	3.1	2.6
<b>Trip Purpose</b>		
Pleasure	89%	76%
Business	2%	10%
Convention/meeting	2%	5%
Combination business & pleasure	4%	7%

- Out-of-state visitors come mainly from Washington (23%) and California (22%). International visitors make up one-tenth of total out-of-state visitors.
- Cottage Grove is located in the Willamette Valley Travel Region which had almost \$600 million in travel related expenditures in 1996. The community is strategically located on Interstate 5 and possesses a wide range of heritage, recreational and ecotourism sites and attractions. Appendix I profiles travelers who participate in cultural and historic activities, highlighting the advantages of targeting this expanding market. According to the Travel Industry Association of America, these travelers spend, on average, \$615 per trip compared to \$425 for all U.S. travelers, they take longer trips (4.7 nights versus 3.3 nights away from home), and they participate in more activities while traveling .
- Increased emphasis on the development and promotion of tourism sites and attractions in the Cottage Grove area provides an opportunity to diversify and sustain the area's economic vitality. The newly developed Row River Trail hosted almost 18,000 users in 1996-1997. The two lakes in the Cottage Grove area, Dorena Lake and Cottage Grove Lake, together attract more than one-half million visitors each year. The covered bridges are also strong visitor draws. Undeveloped resources such as the Bohemia Mine and historic downtown also have significant visitor potential.
- An analysis of potential visitor expenditures in the Cottage Grove area is included in Subsection G of this Section.

### C. Socio-Economic Profile

This section provides an analysis of the data presented in Exhibits 1 through 3. Exhibits 1 through 14 are included in a separate section located at the end of the report. Also, for purposes of comparison, population and income data for the Cottage Grove market area and the State of Oregon are included in Appendix II.

- As shown in Exhibit 1, population growth during the 1990s in the Cottage Grove trade area has, at 0.74%, been below the national average of 1.11%. Projected trade area growth from 1997-2002 will equal the national rate of growth which is expected to fall to 0.80% per year. Population growth in the State of Oregon has been significantly above the national average during this decade at more than 2% annually. The state's annualized rate of growth is projected to decline to 1.76% during the next five years.
- Exhibit 2 shows that in 1997, the median age of the population of the Cottage Grove trade area was estimated at 37.9 years. Estimated median age for the State of Oregon is slightly lower, 36.5 years. In the United States, estimated median age is 34.6 years. Thirty percent of the trade area population is under 19 years of age, compared with state and national proportions of 28% and 29%, respectively. Fifty-five percent of the trade area population is in the prime consumer age group 20-64, below the state proportion of 58% and the national proportion of 59%. Fifteen percent of the population in the trade area is 65 years of age or older, compared with 14% statewide and 12% nationally.
- The 1997 estimate of average household income for the Cottage Grove

trade area is \$34,051, compared with the state average of \$43,257 and the national average of \$44,680.

- More than 97% of the trade area population is White.

#### D. Psychographic Analysis

Lifestyle or psychographic data for the market area were analyzed to add dimension to the above demographic analysis. People who share the same demographic characteristics and have similar *needs* may have widely divergent *wants and preferences*. In this analysis, households within the trade area are grouped into clusters or segments that bear descriptive names meant to convey a type of neighborhood or lifestyle.

Psychographic data from the ACORN Lifestyle Reports provided by CACI Marketing Systems for the Cottage Grove primary trade area are listed in Exhibit 4. The profile of market area households is summarized as follows:

PRIMARY LIFESTYLE CHARACTERISTICS  
Cottage Grove Trade Area  
1997

Consumer Group	Percent	Households
		10,459
FACTORY & FARM COMMUNITIES: Middle America	34.1%	3,567
CITY DWELLERS: Newly Formed Households	17.2%	1,799
FACTORY & FARM COMMUNITIES: Rural Industrial Workers	16.3%	1,705
FACTORY & FARM COMMUNITIES: Heartland Communities	11.6%	1,213
RETIREMENT STYLES: Senior Sun Seekers	7.6%	795
OTHER	13.2%	1,380

SOURCE: CACI MARKETING SYSTEMS, 1997

Note: Exhibit 4 presents Lifestyle characteristics for only 87% of the households located in the trade area because the remaining 13% of the households are grouped into categories that are 2% or less of total households, and therefore, considered negligible.

**Middle America: 34.1%**

- Nation's largest consumer group
- Family-oriented, 3.2 persons per household
- Like hunting, fishing, birding, bowling, crafts, hobbies, pick-up trucks
- Shop for home improvements, groceries, children's apparel/toys
- Most own pets
- Employed in manufacturing & farming
- Incomes at national average
- 81% homeowners
- Average family size 3.2 persons
- Median age 34

**Newly Formed Households: 17.2%**

- Young householders with active lifestyles. Also increasingly includes older households
- Includes young families, single parents, marrieds without children, old and young singles
- Household size 2.5 persons per household
- Spending home-oriented on furnishings and improvements
- Like bowling, wilderness sports, crafts and hobbies, zoos and museums, rent videos
- Moderate income, unemployment and poverty low
- Work in service and manufacturing industries
- 58% homeowners
- Median age 32

**Rural Industrial Workers: 16.3%**

- Rural, but not remote, lifestyle. Like hunting, fishing, crafts and hobbies, own pets
- Also like fast food and video rentals, sporting events, TV
- Most married couples with school-age or adult children living at home
- Home oriented purchases, groceries and low cost home improvements
- Low to moderate income
- Many commute long distance to work
- Labor force participation rates below average especially for women
- Average household size 3.2 persons
- 70% live in single family homes, 23% in mobile homes; 80% homeowners
- Median age 34

**Heartland Communities: 11.6%**

- Older, lifelong residents, children have moved away. Active, civic-minded
- Average expenditures. Favor mail order for clothing and shoes
- Like TV, sporting events, adult education, crafts and hobbies, wilderness sports, hunting and fishing, newspapers
- Own pets
- Moderate income. 40% receiving Social Security
- Active financially with investments, savings and loans
- 70% homeownership
- Average household size 3.0 persons
- Median age 38

**Senior Sun Seekers: 7.6%**

- Active, have time & money
  - Like travel, golf, reading, socializing
  - Like to eat out in family restaurants
  - Most vote
  - Shop for crafts, hobbies, books, vitamins, shoes
  - Buy lottery tickets
  - Save & invest
  - Mobile in every way
  - Majority married, over 65
  - Incomes below national median
  - Most income disposable
  - 82% homeowners
  - Median age 55
- 
- The most significant finding of the psychographic data presented in Exhibit 4 is that more than one-third of the households that reside within the Cottage Grove primary trade area are from the Middle America lifestyle group. These households are family-oriented with an interest in hunting, fishing, birding, bowling, crafts, hobbies and pick-up trucks. They shop for home improvement materials, groceries, pet supplies and children's toys and apparel.
  
  - Households in the remaining lifestyle categories also like crafts and hobbies, wilderness sports and bowling. These households are family-oriented consumers that spend primarily on groceries, home furnishings and improvements.

**E. Opinion Survey Results**

Three groups were surveyed for this study: shoppers, Cottage Grove area workers and downtown business owners and managers. Tabulated results of each of the surveys are included in Appendix III. Findings from the opinion surveys are highlighted below:



**Shopper Survey Results: 70 Surveys Completed**

- Eighty-six percent of the respondents live in the Cottage Grove area.
- The areas where most of the shoppers do their non-grocery shopping are in order of frequency: Eugene, Cottage Grove Wal-Mart, other stores in Cottage Grove, Bi-Mart and the Hub, which was still open at the time surveys were conducted.
- More than 28% of the respondents shop in downtown Cottage Grove at least once a week. Twenty-three percent of those who were surveyed stated that they "almost never" or "never" shop in downtown Cottage Grove.
- Almost one-third of the shoppers surveyed do most of their shopping in downtown Cottage Grove during the week, Monday through Friday. Twenty-eight percent shop in the morning or during lunch hours.
- Five kinds of merchandise that shoppers would like to see most in downtown are apparel (particularly women's apparel) sporting goods, arts and crafts, shoes and garden supplies.
- Services/activities cited as "most needed" by the shoppers are entertainment and recreation.
- Almost one-half of the shoppers eat in downtown Cottage Grove restaurants.
- The shoppers identified the following restaurants as needed in Cottage Grove: steakhouse, quality Italian, fast food, other ethnic and seafood.

- Downtown Cottage Grove's greatest advantages to shoppers are its quaint atmosphere, convenience, relaxed and friendly, safe and community-feeling.
- Changes that shoppers would like to see in downtown Cottage Grove include a wider selection of merchandise, cleaner and more attractive district, more emphasis on historic elements, more entertainment, fewer taverns, public restrooms and more parking. (Refer to responses to Question 12.)
- The things that shoppers would never change in downtown Cottage Grove are the historic buildings, small town atmosphere and the way merchants treat you. (Refer to responses to Question 13.)
- Shoppers' special interests or hobbies include sports; gardening, reading, crafts and computers.
- Three-quarters of the shoppers believe that parking in downtown Cottage Grove is good or adequate. Hobbies and special interests named include: sports and fitness; boating and sailing; fishing; music; reading, theater and the arts.
- Shoppers find out about sales or promotions most often through newspapers and TV.

**Employee Survey Results: 90 Completed**

- The places where most of the employees do their non-grocery shopping are Cottage Grove Wal-Mart, Bi-Mart and Eugene/Springfield.

- More than two-fifths of the respondents shop in downtown Cottage Grove at least once a week.
- Witts, McCoys, Pen & Press and the banks are the businesses patronized most often by the respondents.
- More than sixty percent of the respondents shop downtown Monday through Friday. Almost one-half of the respondents shop downtown in the morning or during lunch time.
- Fifty-nine (59) of the respondents park on the street, 24 of the respondents use public parking and 22 park in employee on-site parking (several respondents checked more than one response). More than two-thirds of the respondents stated that they do not have a problem finding space to park.
- The respondents named the following merchandise they would like to see in downtown Cottage Grove: women's apparel, men's apparel, shoes, children's apparel, arts and crafts, computers and garden supplies.
- The respondents were most interested in more entertainment and recreation in downtown.
- The types of entertainment/recreational activities desired by the downtown Cottage Grove workers surveyed include youth-oriented activities, roller and ice skating, movies and mini-golf.
- Thirty-eight percent of the respondents eat out at lunchtime at least once

a week. Thirty-seven percent of the respondents eat lunch in downtown once or twice a week. The same percentage eat dinner in downtown once or twice a week.

- Restaurants that the respondents would like to see in downtown Cottage Grove include: family, ethnic, seafood and Italian.
- Downtown Cottage Grove's greatest strengths or advantages as a shopping area are convenience and location.
- Things that the respondents *would change* in downtown Cottage Grove if they could are better selection of stores/merchandise and entertainment, more parking, restore and clean up buildings. (Refer to responses to Question 17.)
- Things that respondents *would never change* in downtown Cottage Grove are historic buildings and atmosphere, small town charm and friendly business owners. (Refer to responses to Question 18.)
- The respondents' special interests and hobbies are listed in order of times mentioned: sports and outdoor activities, reading, arts and crafts and community volunteerism.
- Newspapers, word-of-mouth and direct mail were the ways in which the employee respondents receive information most often about sales and promotions in downtown Cottage Grove businesses.

**Downtown Business Survey Results: 60 Surveys Completed**

- More than one-half of the business owners who responded to the survey have been in business for more than 10 years. Twenty percent have been in business from 5 to 9 years.
- Two-thirds of the businesses are small in size with 1 to 5 employees.
- Twenty-six percent of businesses are open regularly after 6 p.m. during the week.
- One-quarter of the businesses surveyed are open Monday through Friday; and almost one-half are open Monday through Saturday.
- Local consumers are the largest customer base (65%).
- The majority of the businesses surveyed said that most of their customers travel 20 miles or less to visit them.
- Almost 60% of the businesses surveyed stated that they have seen significant or modest growth throughout the past year.
- Thirty percent (or 18) of the business owners surveyed plan to expand their operations within the foreseeable future. Fifteen of these business plan to expand within the next one to two years.
- Six of the businesses surveyed plan to sell within the foreseeable future.
- Twenty-three percent of the businesses surveyed stated that they have

adequate space for expansion at their present location if they chose to expand.

- The business owners' perceptions or image of downtown Cottage Grove include: a quaint, historic downtown with a lot of potential, but with an urgent need for restoration, improvement and clean up.
- The most frequently mentioned types of businesses needed in downtown are: apparel stores, arts and crafts, fabric, 5&10 store, office supply, computers, toy store, gift shops, sandwich shop and TV repair. (Refer to responses to Questions 17 and 18.)
- Ninety percent of the businesses said that they are very satisfied or satisfied with their present location.
- Fifty-two percent of the businesses own their business space.
- Location, accessibility, visibility, adequate parking and historic ambiance were cited by the business owners as the greatest advantages of their present location. (Refer to responses to Question 21.)
- Parking, vandals/graffiti, deteriorating properties, reputation/public perceptions, minimal foot traffic and poor selection of retail were cited as the greatest disadvantages to existing location. (Refer to Question 22.)
- Business respondents rated downtown Cottage Grove highest on proximity to customers, mutually supportive businesses, police protection and good value for rent. The categories that received the lowest ratings



were parking, street and building maintenance and aesthetics.

- The businesses expressed interest in information and seminars on marketing and promotional tactics, target marketing, property improvement on a shoestring, customer service and business planning.
- The businesses said that employee on-site parking and public parking were used by employees most often.
- The most frequent forms of promotion that have been used are word-of-mouth, newspaper ads and radio spots.
- Recommendations for change that the respondents would like to see include: restore/upgrade buildings to highlight the downtown's historic character; develop a theme or concept; improve parking; eliminate taverns; provide public restrooms; fill up vacant buildings; increase greenery and plantings. (Refer to responses to Question 29.)
- Seventeen of the respondents said that they were aware of the advantages of being located in the historic district, such as tax credits for rehabilitation, special assessments, etc. Five of these respondents said that they had utilized these for their buildings.
- Things that the respondents would never change in downtown include: old style buildings and general historic character; small town, friendly atmosphere; warm and friendly business owners; trees, plants and two-way traffic. (Refer to responses to Question 30.)

## F. Retail Analysis

The trade area delineated for this research is a polygon that measures approximately 10 miles to the north, 12 miles to the east, 12 miles to the west and 18 miles to the south from the center of downtown Cottage Grove. Within this trade area, there are no major shopping centers. The Eugene-Springfield area which lies outside the trade area has several major retail centers that attract Cottage Grove trade area residents. This is verified by the opinion surveys conducted for this research. The following retail gap analysis further verifies this finding.

### Retail Gap Analysis

The estimation of potential retail demand in the primary trade area and its relationship to the existing and anticipated supply of retail space is accomplished by means of the methodology displayed in Exhibits 5 through 10. Often known as a gap analysis, this method provides a market opportunity analysis. Merchandise groups are classified as over-supplied or under-supplied. The difference between the two is called a retail "gap".

- Exhibits 5 through 10 assess the relationship between *potential retail demand* (i.e., merchandise potential as shown in Exhibits 5 and 8) and *retail supply* (i.e., retail sales as shown in Exhibits 6 and 9) within Cottage Grove's primary trade area. In Exhibits 7 and 10, potential retail sales are converted to square feet.
- Using population growth estimates presented in Exhibit 1, Exhibit 5 calculates the total amount of money that is potentially being spent by trade area residents in 1998 for various categories of merchandise, based on the average per capita expenditure for such goods within the trade area. Exhibit 8 calculates the potential amount of money that trade area

residents will spend by 2003 on each of the categories shown.

- Exhibits 6 and 9 provide estimates of the difference between actual sales and potential sales now (1998) and in the future (2003). Exhibit 6 reveals that in 1998, almost \$38 million is "leaking" out of the trade area, being spent elsewhere. Exhibit 9 shows that by the year 2003, this potential leakage will have increased to approximately \$47 million. These sales dollars will either be "captured" within the Cottage Grove trade area or they will "leak" out of the trade area to nearby retail centers.
- In 1998 and in 2003, the categories with the highest potential for leakage are dollars spent on apparel, the "miscellaneous" category (i.e., specialty-type retail goods such as arts and crafts, linens, card/gifts, toys, florists, pet supplies, sporting goods, etc.) and food and groceries.
- Based on the difference between existing and projected sales in the primary trade area and how much trade area residents will potentially spend, Exhibit 10 shows that during the years 1998-2003, there will potentially be an accumulation of "new" demand in the trade area for more than 286,000 square feet, based on reasonable per-square-foot sales expectations of businesses.
- In Exhibits 6 and 7 (for 1998) the analysis assigns capture rates for the downtown district ranging from 3% to 7% to downtown Cottage Grove's retail establishments. In Exhibits 9 and 10 (for 2002), these capture rates range from 10% to 15%. Use of a range of capture rates is based on the assumption that as the downtown Cottage Grove business environment improves, more shoppers will be attracted, thereby expanding capture rates and total retail sales. The capture rates assigned by Marketek, Inc.,

for downtown Cottage Grove are based on our experience with downtown districts and trade areas of similar size and character.

- The following summary table of the gap analysis shows that of the new potential demand that will accumulate in the primary market area during the next five years (i.e., 286,549 square feet), downtown Cottage Grove could, with a 15% capture rate by the year 2003, accumulate as much as 42,982 square feet of demand. Of this, 10,398 square feet is for food and groceries and 9,998 square feet is for apparel. In addition, there will potentially be new demand for approximately 9,537 square feet of specialty shopping (the miscellaneous category), 7,637 square feet for home furnishings and 5,413 square feet for restaurants that downtown Cottage Grove could potentially capture. This analysis demonstrates the opportunity for new business development within the downtown district.

RETAIL GAP ANALYSIS  
Downtown Cottage Grove, Oregon  
Cumulative 1998-2003/@15% Capture Rate

Category of Merchandise	Unfilled Potential Demand (Sq.Ft.)
Apparel & Related	9,998
Home Furnishings	7,637
Food Stores	10,398
Eating & Drinking	5,413
Miscellaneous(1)	9,537
Total	42,982

(1) Includes all specialty-type retail goods: arts and crafts, cards and gifts, music, toys, lamps, import shops, florists, sporting goods, etc.

### Market Activity

To reinforce the findings of the gap analysis, CACI estimates of retail "market activity" for specific goods and services are evaluated in Exhibit 11. While there is no statistical relationship between the market activity data and the gap analysis, inferences may be drawn to identify market opportunities.

The Purchase Potential Index (PPI) and the Spending Potential Index (SPI) are measures of market activity developed by CACI Marketing Systems. While the PPI measures the consumer's tendency to *buy* certain goods and services, the SPI denotes actual dollars *spent* on these goods and services. When the PPI or SPI is equal to 100 for a specific type of merchandise, consumers are buying or spending at a rate equal to the national average. A PPI or SPI greater than 100 indicates that consumers are buying or spending above the national average. In other words, the PPI indicates that there is higher or lower than average demand for a product or service in the trade area, while the SPI is an indicator of what prices consumers will actually pay.

Overall, the data presented in Exhibit 11 indicate that while trade area residents buy several types of merchandise at a rate higher than the national average, in most cases they spend at a level that is below the average. There are several explanations for this phenomenon. First, household income levels in the trade area are below state and national averages, i.e., consumers do not have sufficient income to purchase higher priced merchandise. Second, because there is a limited selection of retail goods in this trade area, higher priced merchandise may not be available. Or conversely, in the case of some types of merchandise, higher priced products may be all that is available in this trade area.

- To cite examples found in Cottage Grove, Exhibit 11 shows that consumers in the primary trade area purchase home improvement merchandise and services at a rate that is above the national average (PPI=109), but they spend slightly less than the national average (SPI=98) on these products and services. These data infer that there may be a market opportunity for additional home improvement merchandise and services in the trade area. But these data could also infer that average priced merchandise in this category would be most marketable.
- Also, the trade area's consumers purchase optical goods, pets and supplies, sporting goods and children's apparel at rates above the national average which may mean that there are opportunities for businesses that offer these types of merchandise. However, in each instance, consumers spend less than the national average on these types of merchandise which suggests that moderately-priced merchandise in these categories would be most marketable.
- There is lower than average demand for audio equipment in this trade area (PPI=93), but when trade area residents buy this type of merchandise, they pay prices slightly above average (SPI=102). This may mean that in this market, "bargains" for audio equipment may not be available in Cottage Grove and that the consumer must drive to another area to purchase moderately priced audio equipment.
- There is average demand for apparel in this market (PPI=100), but based on the gap analysis, consumers are buying apparel outside the market area and they are spending significantly below the national average (SPI=86). This suggests that even when consumers buy apparel outside



the trade area where there may be greater selection, they are spending less than the national average. Thus the relationship between the PPI and the SPI in the apparel category is likely a reflection of the limited income of trade area residents.

- Based on the retail analysis and the opinion surveys, recommendations for the types of businesses which Cottage Grove should recruit are included in Section III, Conclusions and Recommendations.

#### **G. Potential for Tourism Development**

As outlined earlier in this section, tourism has become a key component of Oregon's economy creating new jobs and generating tax revenues. Developed and potential tourism sites and attractions located in the Cottage Grove area offer an opportunity to establish Cottage Grove as a tourism destination. Cottage Grove has a rich history that revolves around gold mining and timber. Many of the historic buildings and covered bridges located in or near downtown Cottage Grove have been preserved, with plans for additional restorations in the future. The Cottage Grove area also offers a wide range of experiences in outdoor recreation, ecology, wildlife viewing, water sports and geological exploration.

- Exhibit 12 provides a summary of expenditures by business and recreational travelers in Lane County in 1996. The Oregon Tourism Commission reports that in 1996, travelers to Lane County spent more than \$340 million, up more than 6% from the previous year. Expenditures in eating and drinking establishments and retail sales each comprised 23% of total expenditures. Accommodations and ground transportation made up 17% and 15%, respectively.

- Exhibit 13 provides a summary of visitor expenditures by type of overnight accommodation in Lane County in 1996. Hotel/motel/B&B accommodations made up 44% of total expenditures. Expenditures of campground visitors, both public and private, comprise 17% of the total.
- Exhibit 14 displays visitor per party expenditures by type of traveler accommodation for the State of Oregon in 1996. Those visitors who stay in hotels and motels spend an average of \$235 per day per party. Since the average stay for hotel/motel visitors is 4.2 days, total per party expenditures are \$987. Total per party expenditures for campground visitors are also significant at \$859, based on a 7 day stay.
- Based on hotel/motel tax receipts generated in Cottage Grove in 1996, it can be estimated that visitors to Cottage Grove who stayed in hotel/motels spent almost 43,000 room nights in 1996 (Exhibit 15). Using the breakdown of average per party daily expenditures shown in Exhibit 12, the impact of traveler expenditures from hotel/motel occupants alone begins to emerge. More than \$10 million was brought into the local economy by these visitors, \$4.6 million of which was derived from expenditures in eating and drinking establishments and retail establishments.
- The potential for increasing the number of travelers who visit downtown Cottage Grove is greatly enhanced by the fact that more than 11 million automobiles on Interstate 5 passed by the London Road Exit 172 last year. A capture of only 2% translates into 226,000 automobiles. With an estimate of 2.7 persons per car, the potential is for more than 600,000 people. The Oregon Department of Transportation (ODOT) reports that

they do not have projections for the Cottage Grove interstate exits. However, one ODOT official estimates that in this area the annual rate of increase in traffic averages 4%.

### III. CONCLUSIONS

To develop its competitive advantage in the marketplace, downtown Cottage Grove should seek recognition as a unique, multi-use district, distinct from the area's other shopping centers. Downtown Cottage Grove has the potential to successfully assume a market position as an historic business district with small town ambiance, unique goods and services and exceptional customer service.

#### A. Strengths

Downtown possesses several important characteristics or attributes which enhance its potential to be a viable mixed-use center known as a good place to conduct or invest in retail business. Among these strengths are:

- A significant employment base in and near downtown with several hundred employees ranging from school, government and banking personnel to hospital employees. These employers bring a captive customer base to downtown every day.
- The location by the interstate is an asset for the community as a whole, but the historic district signage and the close proximity of downtown to more than 11 million cars annually are particular strengths of the downtown shopping district.
- Compact shopping district, relatively small and walkable, which are important characteristics for developing a critical mass of retail business. This feature is integrally linked to the advantage of convenience that downtown offers, which shoppers mentioned as the top reason for doing

business downtown.

- Downtown Cottage Grove is home to several important institutional and business anchors such as the library and post office which combined, attract approximately 600 people a day. City hall and the banks are also strong pedestrian traffic generators bringing people into the downtown every week day and helping provide exposure to downtown businesses. Witt's and McCoys were cited by a large portion of shoppers as the most frequented downtown businesses. These businesses also serve as important anchors for the entire downtown business base.
- Downtown Cottage Grove is fortunate to have a number of attractions and visitor resources in close proximity to the downtown core. These can be used to cross-market with and draw area visitors to downtown. Among the attractions are the historic buildings, covered bridge, the Row River Trail, the beautiful lakes, the Bohemia Gold Mines, the BMX track, among others.
- A number of quality, specialty businesses are located in the downtown, including bookstores, antique shops, flower and gift shops, western wear, unique restaurants and many others.
- Downtown has a relatively healthy business base. From the business owner surveys, 59% of the respondents indicated they were growing and 30% indicated they plan to expand. The downtown business community is also a very stable one. Seventy-seven percent of the responding businesses have been in business for five years or more.

- A significant residential population in and adjacent to downtown provides a built-in, round-the-clock customer base. The map on the following page provides an inventory of residential units in and adjacent to the downtown district. The downtown district is fortunate to be surrounded as a whole by established residential neighborhoods.
- Downtown Cottage Grove's historic buildings are its prime advantage in providing a unique shopping environment for residents and visitors, alike. When asked to name something about downtown they would never change, the shopper surveys revealed historical buildings at the top of the list.
- Evidence of pride exists in the majority of businesses and buildings which project a "cared for" appearance. Shoppers too expressed their desire for local businesses to succeed. The following comment summarizes the general sentiment, "I do not want to shop in Eugene. I would rather shop in Cottage Grove. I love Cottage Grove and am loyal to it."
- Availability of parking is also perceived to be a relative strength. Seventy-five percent of shoppers thought parking was Adequate or Good; 67% of downtown workers thought it was Adequate or Good.
- Potential retail demand as high as 42,982 square feet of space that will accumulate between 1998 and 2003 is a critical asset for downtown business development.

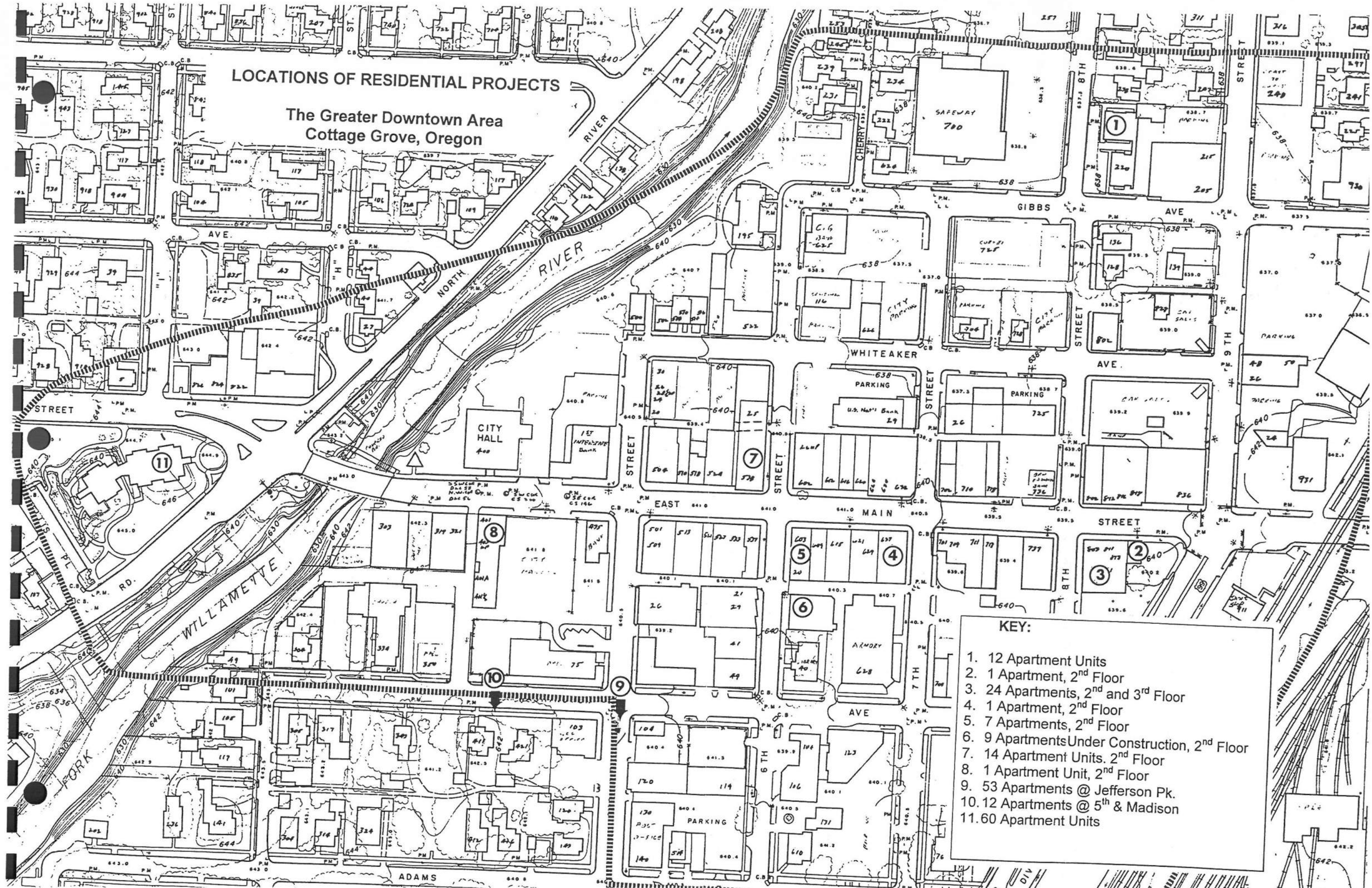
## **B. Weaknesses**

There are several factors that may limit the extent or speed with which



# LOCATIONS OF RESIDENTIAL PROJECTS

The Greater Downtown Area  
Cottage Grove, Oregon



**KEY:**

- 1. 12 Apartment Units
- 2. 1 Apartment, 2<sup>nd</sup> Floor
- 3. 24 Apartments, 2<sup>nd</sup> and 3<sup>rd</sup> Floor
- 4. 1 Apartment, 2<sup>nd</sup> Floor
- 5. 7 Apartments, 2<sup>nd</sup> Floor
- 6. 9 Apartments Under Construction, 2<sup>nd</sup> Floor
- 7. 14 Apartment Units, 2<sup>nd</sup> Floor
- 8. 1 Apartment Unit, 2<sup>nd</sup> Floor
- 9. 53 Apartments @ Jefferson Pk.
- 10. 12 Apartments @ 5<sup>th</sup> & Madison
- 11. 60 Apartment Units



downtown's retail industry can be expanded or enhanced.

- The appearance of buildings affects the overall aesthetics and downtown's potential charm. This was a critical issue raised repeatedly by shoppers in the surveys. Local shoppers are eager to see downtown's historic buildings maintained and repaired. Cottage Grove's identity and visitor appeal are strongly linked to its history and buildings and the poor condition of a number of them affects the image of the entire community.
- The need for greater retail selection and variety throughout Cottage Grove is a concern of all. The community serves the convenience and discount shopping needs of the population adequately with large anchor stores like Bi-mart and Wal-Mart. But the choice is extremely limited among major merchandise categories such as apparel, home furnishings and department store-type goods.
- Another weakness is the inconsistency of business hours. Based on the results of the business survey, there is virtually no uniformity on business hours in the downtown which results in shoppers getting 'mixed signals' about when this shopping district is open. Many shoppers also noted they would like businesses to stay open after 5:30.
- The vacant lots downtown are "dead" space and where they are fenced in, may even be barriers to pedestrian traffic flow and to the creation of a unified business district. Each of the vacant lots is situated within the core retail area and potentially represents strong opportunities for commercial infill development.

- Cottage Grove lacks a strong self-image. Many commented that Cottage Grove residents themselves are often critical of the community, lack the confidence to make significant changes and insist that shopping, restaurants and entertainment are better out of town.

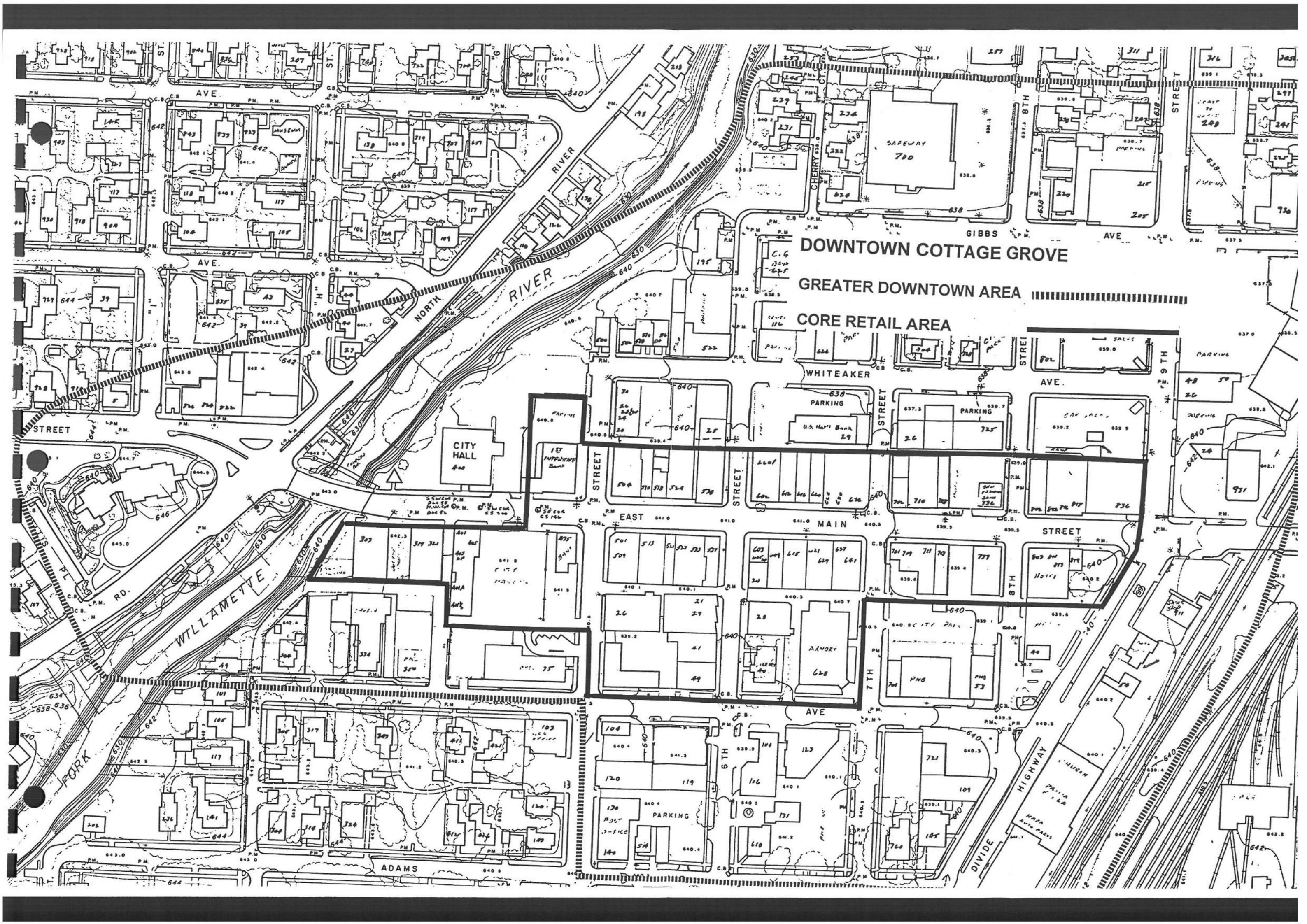
### **C. Business District Opportunities**

As illustrated on the map on the following page, the core retail area in downtown Cottage Grove (outlined in black) incorporates approximately a twelve square block area roughly bordered by the river on the west, Whiteaker Avenue on the north, North 9<sup>th</sup> Street on the east and Washington Avenue to the south.

The downtown commercial area, however, extends beyond the retail core and is also identified on the map as the Greater Downtown Area (shown within the black and white hatched lines). This entire area is bounded by Highway 99 or 9<sup>th</sup> Street to the east and follows the Coast fork of the Willamette River to the west, including the commercial operations and high rise residential structure on West Main. On the south, the area encompasses Washington Street between 3<sup>rd</sup> and 5<sup>th</sup> and Adams Street between 5<sup>th</sup> and 9<sup>th</sup>, and on the north takes in Whiteaker and Gibbs Avenues. Like the Main Street core, it is compact, flat, well laid out and easily walkable.

Much commercial development interspersed with residential already exists throughout this greater downtown boundary. Several key commercial and institutional anchors to the south of the retail core include the post office, Les Schwab, Smith Lund Funeral Home, U.S. West Operations, the Armory and senior center among others. Infill office development, service businesses, automotive and related businesses should be encouraged in this general area. North of Main Street is also home to several important and well established businesses or operations including two banks, a church, health center,





AVE

AVE

NORTH RIVER

RIVER

DOWNTOWN COTTAGE GROVE

GREATER DOWNTOWN AREA

CORE RETAIL AREA

GIBBS AVE

AVE

STREET

CITY HALL

WHITEAKER

PARKING

U.S. Nat'l Bank

AVE

PARKING

SALE

WILLAMETTE RIVER

EAST MAIN STREET

MAIN STREET

STREET

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STREET

STREET

AVE

STREET

FORK

ADAMS

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rehabilitative services, a printer, pubs, a few retail establishments and several professional offices. Long term, this area, too, will serve the growing commercial needs of Cottage Grove markets. In the near term, non-retail commercial businesses should be encouraged to locate here.

A list of business opportunities for the retail core of downtown Cottage Grove is presented below. These opportunities are based on the statistical gap analysis, the opinion surveys, Lifestyle characteristics of the population and field observations. In the future, business development team members should use these ideas as a guide to develop their own thinking about business opportunities, individual business prospects and location strategies. Recommended locations of downtown businesses is presented in Section III (D).

As stated in Section II (B), there are four market segments that should be targeted by downtown Cottage Grove businesses: Cottage Grove area employees, trade area primary residents, downtown residents and short term

### **Retail Merchandise**

The retail categories listed below that are targeted at the local resident market should be moderately priced based on the income distribution of the trade area households and their lifestyle characteristics (Exhibit 4). The Market Activity data shown in Exhibit 11 verifies this conclusion. While there is average and above average demand for many of the merchandise categories shown (indicated by the PPI), these consumers generally spend less than average when they make purchases (according to the SPI), whether in Cottage Grove or at shopping centers outside the trade area (e.g., the Eugene area).

- **Apparel and Accessories:** Men's, women's and children's apparel is of interest to survey respondents, and based on the gap analysis (Exhibit



10), money spent on apparel is flowing out of the trade area to other shopping centers (e.g., Eugene). Offer moderately priced items not found at Wal-Mart and Bi-Mart. If the apparel offered is unique, the visitor market will also purchase it.

- **Sporting Goods:** Trade area residents purchase sporting goods at a rate that is 8% above the national average, but spend 7% below the average. Since a large proportion of the visitors to the area are there for recreational activities, sporting goods merchants might attempt to serve both local resident/downtown worker and visitor markets. Look for niches such as biker gear and accessories.
- **Art/craft supplies:** Lifestyle characteristics and the opinion surveys reveal a strong consumer interest by trade area residents in arts and crafts. Shops and galleries that sell locally crafted items would have strong appeal to the visitor market.
- **Computer Store:** The survey respondents stated a clear desire for a computer store that would offer PC hardware and software and provide service and training.
- **Furniture/Home Improvement:** Based on the gap analysis, local consumers are purchasing home furnishings outside the trade area. Related is the observation that trade area consumers actively pursue home improvements (lifestyle characteristics and Market Activity data).
- **Specialty:** Specialty items can appeal to both local and visitor markets. The gap analysis confirms that consumers are buying specialty

merchandise elsewhere. Besides gifts, art and antiques/collectibles, there is demand for pet supplies, specialty toys, games, children's gifts and hobbies, optical goods and other specialty items. The Oregon Tourism Commission has established that visitors spend 17% of their retail dollars on what they refer to as "small town shopping," e.g., unique gifts and jewelry, arts and collectibles, pottery and crafts, antiques and specialty food items produced in the northwest.

### Services

- **Entertainment and recreation:** Should target children, teens and adults, both local trade area residents and tourists. Attract both daytime and evening events and activities. Skating, mini-golf, movies, music/dancing and swimming would all be popular.
- **Dry cleaner**

### Restaurants/Food

- Steak/seafood
- Italian
- Ethnic
- Family
- Health
- Bagel, fresh juice bar and coffee shop
- Micro Brewery
- Ice Cream/Yogurt
- Dessert Place
- A small grocery specializing in fresh produce, meat and fish and take-out

**D. Business Cluster Plan**

A critically important component of downtown economic revitalization is the creation of a unified shopping district with complementary businesses. The primary vehicle for developing unified groups of stores and businesses is clustering. Business clustering demonstrates how the location of businesses in a shopping district or center can create mutual advantages in terms of pedestrian flow and shared markets.

All successful shopping centers utilize clustering techniques which produce the following benefits: increase the number of customers and sales; offer both convenience and a wide variety of merchandise; help convey the shopping district as a single unified shopping district; and provide direction for a business retention and recruitment program.

Successful clustering is dependent upon having the appropriate mix of businesses in any cluster that will create market synergies and an uninterrupted grouping of businesses that draw customers to and through the entire cluster.

A direct result of successful clustering is that it creates a critical mass of businesses that encourages customer traffic. When businesses are clustered together so that they enhance one another, the likelihood increases that customers will go to more than one business and spend more money by making multiple purchases. "One purchase leads to another" is a time-tested, fundamental principle of consumer behavior.

The most obvious example of this "multiplier" effect is seen when shoppers buy goods and services that may be dissimilar but are somehow related (complementary shopping). This result is also achieved when shopping activity occurs among businesses that offer the same or similar goods and



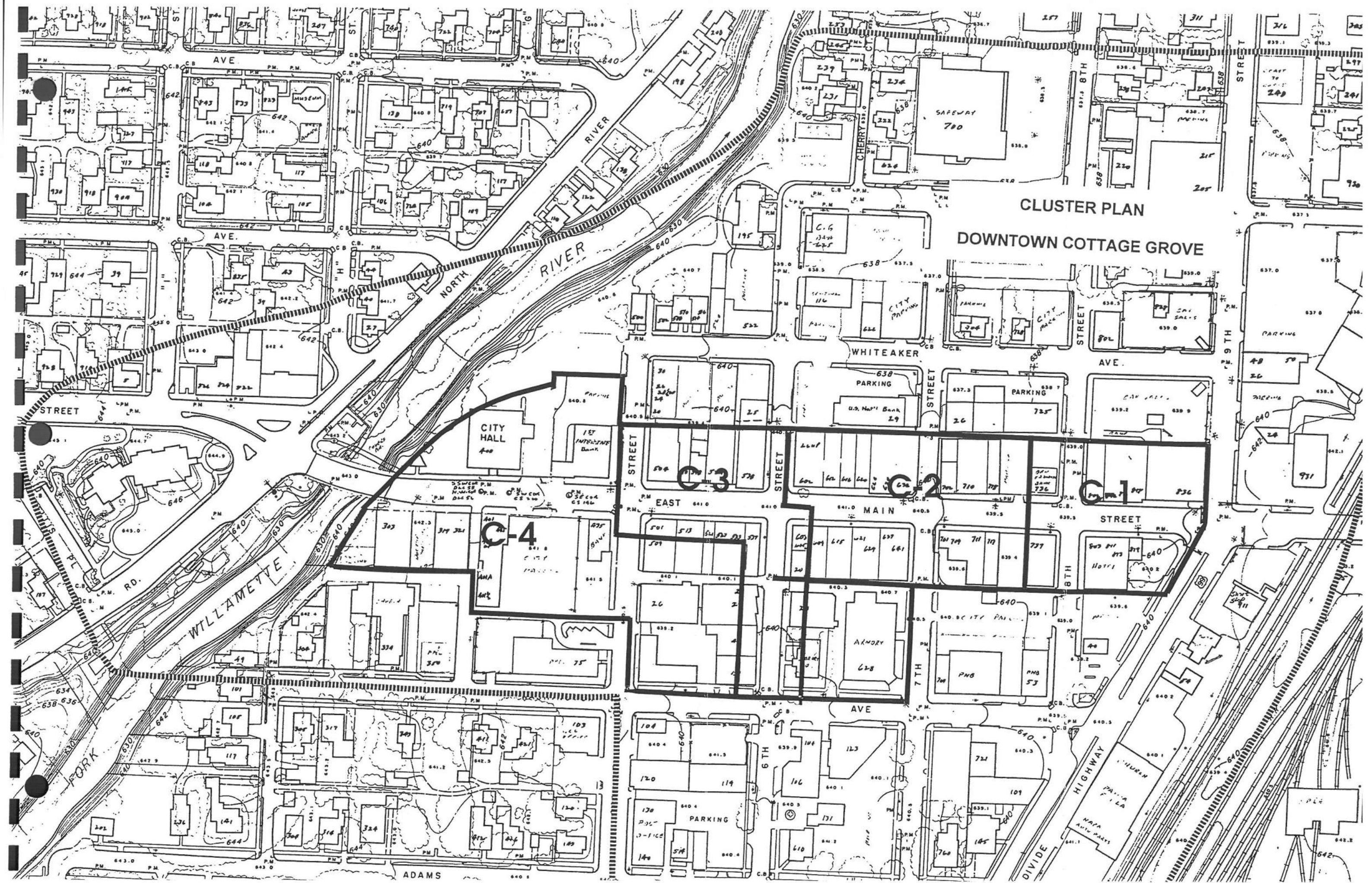
services (comparison shopping). In other words, when two or more businesses at the same retail center carry "competing" merchandise, customers and sales typically increase. For example, a cosmetics section in a department store carrying multiple product lines will typically attract more customers and generate more sales for each brand than a shop of the same size that sells only one brand of cosmetics. In the case of downtown Cottage Grove where there are several bookstores, each benefits from the presence of the others.

Underlying the cluster plan that follows is the assumption that downtown Cottage Grove will remain a mixed-use business district and that crucial to its success will be increasing the number and variety of store types that will appeal to and attract its target markets. Retail, restaurant and entertainment businesses should be aggressively recruited to first floor space within the retail core area outline on the cluster plan map on the following page. Unique, specialty merchandise --unlike what is found in many shopping malls today -- should be the focus of retail expansion for downtown. In particular, a range of merchandise that appeals to multiple customer markets (from visitors to downtown, to local residents to downtown workers) will have the greatest long term viability.

Office and professional uses as well as residential uses should be supported and encouraged as they enhance street life and diversity downtown and increase the chance for downtown to become a vibrant district 24 hours a day. However, these uses should be located in areas adjacent to the retail core and in second story spaces above retail shops.

The cluster plan shown on the following page is a generalized, long term plan which can and should be adapted with changing circumstances and opportunities. As ground floor vacancies occur, every effort must be made to identify and locate appropriate retail businesses in each cluster. Over time, this





CLUSTER PLAN

DOWNTOWN COTTAGE GROVE

CITY HALL  
400

SAFEWAY  
700

WHITEAKER  
STREET

EAST MAIN  
STREET

STREET

C-4

C-3

C-2

C-1

AVE

ADAMS

HIGHWAY

FORK

WILLAMETTE

RIVER

NORTH  
RIVER

AVE

AVE

STREET

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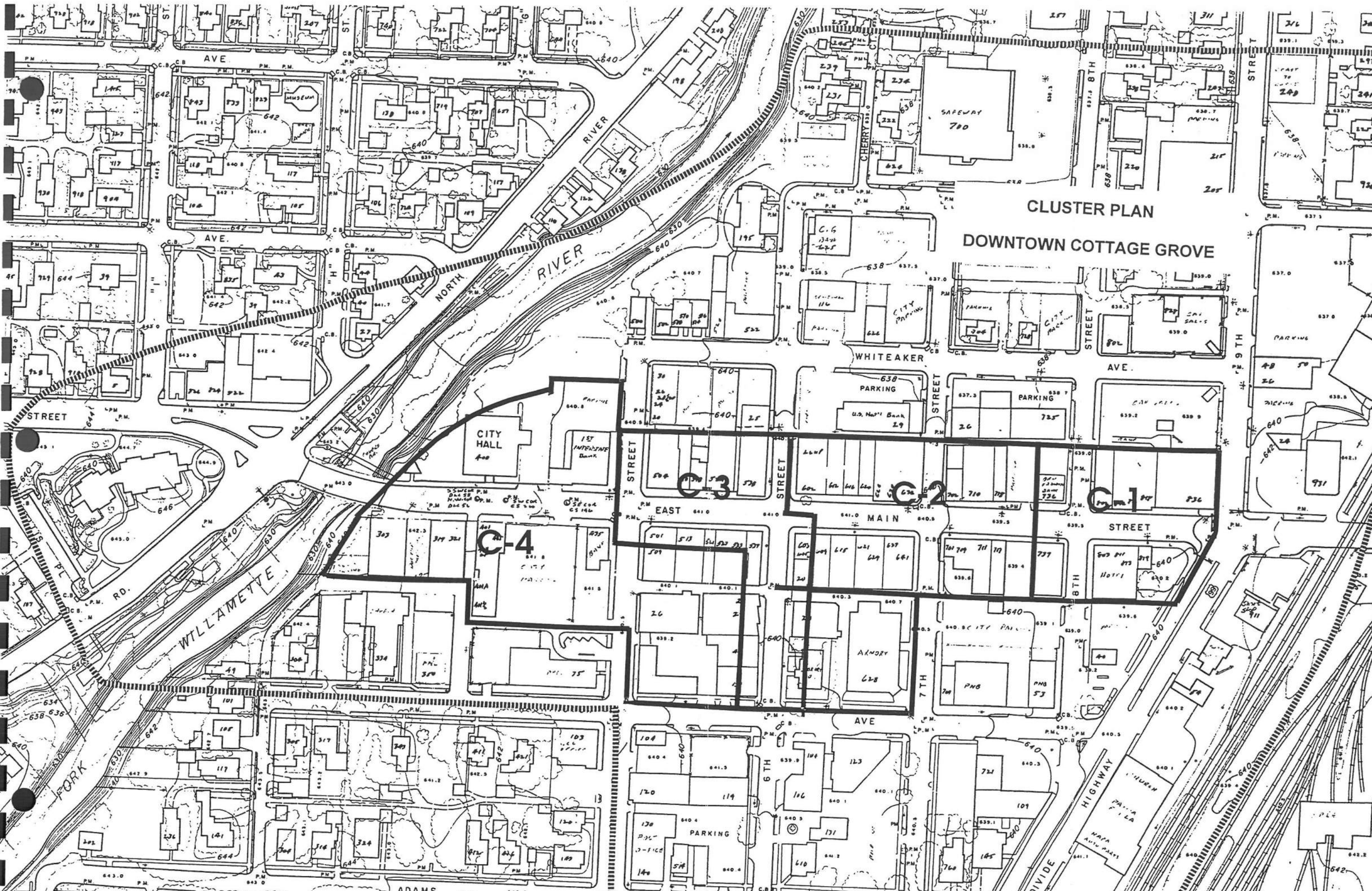
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recruitment activity will result in the compact, unified shopping district that is desired.

Cluster areas were identified based upon grouping of buildings, potential pedestrian flow and any identifiable linkages among existing businesses. Clusters often overlap and rarely are divided cleanly from block to block. The boundaries are relatively flexible and are intended to provide a framework for thinking about the grouping of businesses downtown.

Recommended business types are provided for each cluster with consideration for existing uses and attractions downtown and business opportunities identified through the market analysis. They should be viewed as *suggestions* and are meant to serve as a guide for the development of the downtown retail core. Business development team members should use the ideas as the basis to form their own thinking about business opportunities, individual business prospects and location strategies.

Restaurants can be located in virtually any business cluster and ideally, should be spread throughout the district. For this reason, they are not singled out as a business opportunity for any particular cluster.

The core retail district has been subdivided into four clusters:

- Cluster 1**    Antiques, arts and specialty goods
- Cluster 2**    Apparel/accessories/gifts
- Cluster 3**    Specialty goods and entertainment
- Cluster 4**    Convenience/variety/business services



For each cluster area, the existing business base is summarized, the general strengths and weaknesses are described and the optimal business mix is identified.

**Cluster 1    Antiques, arts and specialty goods**

*Main & 9th Streets through the middle of the second block on Main St., just past Bank of America.*

This block gives visitors and newcomers their first impression of downtown Cottage Grove. It is the entryway to the downtown business district and provides the opportunity for a welcoming statement and an invitation to "stop, shop and stay awhile." The relatively attractive buildings on the southside, including the spaces occupied by the Kalapuya Bookstore and the café, immediately catch the eye and raise the curiosity of the first time visitor to downtown. The varied nature and appearance of businesses on the northside of the street from the Ford service center, antique businesses and resale clothing shop to the tax office and karate business make it unclear what the 'economic theme' of this block is.

A first glance at the cluster might lead one to think the businesses have little in common, either in terms of clientele or merchandise. However, the cluster has three antique and collectible shops which help give it both an identity and enable it to serve as a destination for visitors, who are often drawn to these stores. These businesses together with the bookstore, cafe and the bank, which serve multiple markets including visitors provide the cluster with a good business base to build on in developing itself as an antiques, arts and specialty business cluster.



Suggested types of businesses for future development in this cluster are:

- Art galley/local artists cooperative
- Unique gift store(s)
- Quality antiques or reproductions
- Home furnishings\*
- Pottery/craft store

*\*Existing antique businesses could help fill the market demand for home furnishings by adding complementary product lines such as lighting fixtures, home accessories, bed and bath items, kitchenwares, etc.*

## **Cluster 2 Apparel/accessories/gifts**

*Most of the 2nd and all the 3rd blocks on Main Street up to 6th Street.*

From the pedestrian standpoint and even from a slow moving car, this block lacks visual unity. The impression is largely attributable to the amount of open space or 'breaks' in the building frontage on both sides of the street. On the northside of Main Street the space includes the paved area surrounding Bank of America which serves in part as a parking lot, as well as two vacant lots between McCoy's Pharmacy/Gifts and the Medicine Shoppe. On the southside, the open space includes an unattractive fenced in lot and an undeveloped lot on the corner of Main and 7th Streets.

Hopefully, the vacant lots in this cluster (on both the north and south sides of Main Street) will be redeveloped soon as viable commercial/mixed-use (retail and residential) entities. If not, steps should be taken for temporary improvements, such as lot clean-up and planting of greenery. 'Dead spaces' in a

shopping area are at best distracting. But lots with trash, weeds and junk are blights to shopping areas. Another detractor to the cluster is the Homestead building which was frequently cited by survey respondents as in need of a facelift and having a negative impact on downtown as a whole.

Despite the vacant areas, this cluster is home to several very strong downtown businesses, among them downtown's (or Cottage Grove's) only specialty apparel store, Schweitzer's casual and western wear. Additionally, McCoy's, the Bookmine, Hoovers Shoes and Grove Jewelers are all important attractors and sources of foot traffic for downtown. All of these businesses have the potential to serve both the local and visitor markets. Some convenience needs are also met through businesses like the Medicine Shoppe and the barber shop.

Several factors lead to the recommendation that a variety of complementary businesses be located in this cluster with an emphasis on apparel and accessories. First among these is that the destination stores noted above would benefit greatly from the presence of other apparel stores (and retail generally) in the district. The more comparison and complementary businesses that can be directed to this cluster, the better the economic synergies for all. In other words, shoppers are more likely to be attracted to a shopping district where they have greater selection and can "comparison" shop for merchandise.

Secondly, the market analysis and survey research indicate there is significant potential demand for apparel, as well as other department-store type merchandise. Unique and moderately-priced clothing has appeal to all markets. The emphasis should be on small, specialty stores with one-of-a-kind merchandise.

Long term, the success of this cluster hinges on filling in the vacant spaces, improving the critical mass and generating more street-level activity in the area. Listed below are examples of businesses needed and well-suited to an apparel and accessories district.

- Children's and teen apparel
- Women's apparel
  - upscale resale
  - casual careerwear
  - sporting wear
- Accessories--scarves, jewelry, shoes, purses
- Cosmetics/beauty supplies

### **Cluster 3 Specialty goods & entertainment**

*East Main from 5th to 6th Streets and 6th Street from Main to Washington Streets.*

Cluster 3 represents a 'slice of Cottage Grove life' with businesses serving a broad spectrum of markets and filling a variety of market niches. From the St Vincent de Paul resale store to Heritage Studio and the Flower Basket, shops appeal to a range of income levels. From the CD/music store to the Past 45 Arts & Crafts store, a variety of ages are served. From the tavern, library and the Old Town Club, different entertainment needs are met as well. Theoretically, it may be desirable to serve only one or two market segments in a given cluster, though this is not always practical or realistic, particularly in a community the size of Cottage Grove where there are many relatively small target markets to serve, such as youth, families or retired people. In fact, *most* successful shopping centers do serve multiple customer groups that are similar or compatible, like this

cluster does. The common characteristic(s) of the markets may be values, lifestyles, age, income levels or some other feature.

Cluster 3 is the strongest cluster from the standpoint of having a high occupancy rate, a variety of complementary businesses and a number of strong quality business anchors. Among these are Bib's Mercantile, Cappuccino Cafe, Witt's Hardware and the Gift Basket. The library, too, is a strong traffic generator, hoping to relocate in the near future to the former Wells Fargo Bank on Main Street.

What many of the businesses in this cluster have in common are their special, unique merchandise and their ability to focus on and to fill particular merchandise voids--often serving multiple markets. A number of the businesses occupy small, manageable spaces (under 1,000 square feet) which helps create room in the downtown to fill many needs and also helps the business owner keep overhead costs to a minimum while still offering an in-depth product line. This approach should continue to serve the cluster well in the future.

Consideration should be given to subdividing the ground floor area of large spaces in the cluster, such as the antique mall on the corner of Main and 5th Streets, the old city hall building and the library, (when it becomes vacant.) This will allow multiple business occupants and may make it easier to market the properties.

Future businesses in the cluster should focus on specialty goods, perhaps with more emphasis on merchandise that will appeal to the visitor market while interesting local shoppers, as well. Building on the entertainment/night time activity generated through the Old Town Club, the cafe and the bar with

additional entertainment resources should also be considered. Some specific specialty and entertainment businesses suitable for this cluster follow.

- Arts & crafts supplies
- Garden Supplies
- Specialty food and beverage
- Coffee house
- Micro brew
- Children's toys, games and gifts
- Specialty sporting goods--for boaters and bikers
- Youth recreation center (possibly in library building)
- Ice cream/yogurt

#### **Cluster 4 Convenience/variety/business services**

##### *Main Street from 5th Street to the river*

This cluster area is physically broken up by the large amount of parking or noncommercial open space. A first impression is that this feature limits the possibilities for generating significant foot traffic. However, on the north side of Main Street, City Hall is already an institutional anchor and a draw for downtown. The vacant Wells Fargo building, if redeveloped as the public library, will also serve as a critical anchor and attractor for the entire community. If redevelopment as the library is not possible, the structure lends itself to office-oriented uses and without major reconstruction would not be a satisfactory retail site.

The south side of this block is a mix of unrelated uses including services (title and insurance companies), a radio station, exercise studio and bookstore.

Unfortunately, the Covered Bridge Restaurant, one of the few places to eat downtown after 5 PM recently announced its closure.

Future development and businesses within the cluster ideally should fill the needs of the local market--shoppers, workers, residents and businesses. Among the suggested businesses are:

- Computer store
- Dry cleaner
- Deli/healthy take-out foods
- Family restaurant-mid-priced



#### IV. ACTION PLAN

The overriding goals of this market study and strategic action plan are to improve the economic health of downtown Cottage Grove and to create a truly mixed-use business district that is a destination location for area residents and visitors alike.

Essential strategies to strengthen the economic base of downtown include:

- Business retention and expansion
- Business recruitment
- Property redevelopment

With regard to these, Marketek recommends a series of related strategies and action steps which are outlined below. They are organized around three general time frames: Steps for Immediate Action; Steps for Early Action in the next 1-2 years and Steps for the Longer Term, 3-5 years. The strategies to build the customer base must be implemented in tandem with activities to strengthen existing and generate new businesses.

The 'lead implementor' for all of this work should be the Cottage Grove Downtown Business Association/Main Street Program, with support from and participation by the Chamber of Commerce, the City and other important partners. In the immediate future, the most critical resource requirement necessary to accomplish this plan is funding to hire staff. This is the first and most crucial strategy as outlined below.

**Steps for Immediate Action**

**A. Hire a paid staff person to provide the management, coordination and focus for all downtown development activities and to ensure that there is accountability for implementation of the downtown work program.**

**Actions**

1. Meet with Oregon Downtown Development Association (ODDA) staff to develop a budget for the Main Street Cottage Grove organization.
2. With the help of ODDA, learn about sustainable funding options and opportunities for paying a half or full time staff person and develop a funding plan.
3. With technical assistance from ODDA, take steps to establish an economic improvement district (EID).
4. In preparation for the fundraising initiative, develop a clear workplan with measurable goals as to what the expected accomplishments will be. Develop and/or refine realistic, specific goals and plans for each downtown committee to implement the Main Street program.
5. Communicate the plan to area residents and program investors.

**B. Form an Economic Restructuring (ER) Committee to serve as the key implementation group for this economic action plan.**

**Actions**

1. Have the Downtown Association Board brainstorm a list of downtown stakeholders and resource persons with skills in the following areas: marketing and sales, property development, banking/finance and business management.
2. Recruit at least six individuals to form the Economic Restructuring (ER) Committee.
3. With the help of ODDA, provide committee members with an orientation to their role and responsibility and share the results of the market study and action plan.

**C. Implement a Business Retention and Expansion Program**

**Actions**

1. Identify two members of the ER Committee to spearhead a business assistance program for downtown businesses.
2. Determine overall framework for program operations and agree on level and type of program services and assistance. This may range from monthly educational programs to one-on-one assistance with special topics such as merchandising, window display, hospitality, training, customer relations, marketing, inventory control, bookkeeping, etc.

3. Promote the business assistance program to the existing downtown business community through a brochure, one-on-one visitations and presentations to the downtown association.
4. Recruit potential business resource people and organizations to assist with program implementation.
5. Distribute results of market study to all downtown business owners; host a forum to discuss specific implications for repositioning existing businesses, expanding or altering inventories or adding new product lines, business target marketing, and overall downtown promotions.
6. Identify key issues and topics of interest from downtown business owner survey completed through market study, such as business expansion, target marketing, window displays, etc.
7. Develop specific workplan to follow-through in providing businesses with technical assistance on these subjects or in helping them with business expansion or relocation goals.
8. Conduct an annual downtown business survey to stay abreast of trends, conditions and needs of existing business base. Through the survey quantify changes in the business base in tangible terms such as net gain in jobs, net gain in businesses, business expansions, private dollars reinvested, etc.
9. Publicize the availability of business assistance, the activities of the program and the results accomplished on an ongoing basis.

**D. Aggressively promote downtown to its key target markets: downtown workers, local residents, downtown residents and visitors to the area. Several of these actions can begin immediately though they will continue into the long term.**

### **Actions**

1. Develop a comprehensive downtown promotions plan focused on: image enhancement, special events and retail promotions.
2. In all promotions, utilize the Market Position Statement: "Downtown Cottage Grove is an historic shopping district with small town ambiance, unique goods and services where the customer always comes first."
3. Target the local market. Motivate or persuade local customers to come downtown and shop. Implement a "SHOP LOCALLY" Campaign! Examples of strategies to capture and retain the local market include:
  - Look for creative ways to get local residents into downtown businesses. Ask them for their date of birth and send special birthday discounts. Initiate frequent shopper clubs for regular shoppers.
  - Develop a coupon book with special discounts for local residents. The book might focus on restaurants or the entire business community. Restaurants could offer unique specials, such as "Use our back room for special events like baby showers, holiday parties, etc."
4. Target the visitor market. With assistance from the Tourism Division of the Oregon Economic Development Division, promote downtown

specifically to area visitors. Examples include:

- Construct information kiosks/information boards to orient visitors and give them a frame of reference. Include a map that has useful information about what exists, identifies landmarks and import destinations, historical buildings, public restrooms, parks, etc. The Oregon Tourism Commission will be introducing a new grant program in September 1998 that Cottage Grove could tap for this project.
  - Create coupon booklets or pages for downtown business specials. They may be placed in visitor centers, hotels/motels, restaurants, etc.
  - Using rack cards and brochures, promote existing and developing business niches or clusters, such as Shopper's Guides to: restaurants, sporting goods stores, specialty and gift shops, arts, entertainment and attractions and convenience goods needed by visitors.
  - Develop a history or heritage walking tour and brochure. The district's unique history and heritage are not sufficiently highlighted. The tour should describe not only the existing and demolished structures, but also the businesses that were or have been in them, along with a description of the social climate during the period that the district reigned. Partner with the historical society or an area school to research the district's history. Distribute the brochure at area businesses, the Chamber of Commerce, the banks, etc.
  - In the spring of 1999, apply to participate in the Oregon Tourism Commission's Quality Service Initiative Program which strives to improve tourism awareness and visitor services throughout the community.
5. Target downtown workers. Begin to develop employee-oriented promotions and events to target current and new workers in the area.



Consider the following types of events which have succeeded in other downtowns.

- An employee walking route. To promote pedestrian activity and get workers comfortable with being on foot in the district, develop a series of walking routes with different distances. Mark the route with emblems painted on the sidewalk or signs placed along the route. Select graphics representative of the district's heritage. Publicize the routes with area media, hold special briefings or a kick off event for employees, place fliers at area businesses, and include information on the routes in local publications.
  - "Downtown's Alive After Five." Hold a quarterly music and entertainment "happy hour" which may or may not involve alcoholic beverages. Market the event to area workers. Consider partnering with existing organizations, such as Jaycees or Kiwanis, to co-sponsor the event.
  - Develop a regular, ongoing promotion targeting downtown workers, such as "First Friday Freebies." Employees get a 10% discount at participating businesses or are offered some other benefit, i.e., some kind of giveaway merchandise to the first 20 customers; name entered to win raffles or drawings, etc.
6. Target downtown residents. As expanded residential development is a viable option for the district, work to create a sense of neighborhood among area residents. While residential units are an established use in downtown, the development of additional upper level residential units remains a prime development opportunity in the district. The appeal of this housing will be enhanced if social activity is an option for residents. Start with what you've got and hold a small resident appreciation

breakfast, deliver a tin of candy, etc., all courtesy of the Downtown Cottage Grove Business Association. Provide residents with a special invitation to events and recruit them as downtown project volunteers.

7. Monitor and track the results of all promotional efforts to determine what improvements are needed

### Steps for Early Action, 1-2 Years

#### **E. Institute a property redevelopment program.**

##### **Actions**

1. Develop a list of all current incentives available for property redevelopment, such as the city's revolving loan program, bank low interest loan pools, investment tax credits, the community foundation, government loan programs administered through Cascades West Council of Governments and others. With the help of the ODDA and National Main Street Center resource libraries, identify other incentives or approaches commonly used to encourage property improvements. Prepare a simple brochure summarizing the incentives and programs and how to access them.
2. Conduct a downtown property inventory to create a database of current information on characteristics and status of all buildings and lots. Key all data to a base map. Obtain university student help from the University of Oregon's Community Planning Workshop.
3. Meet one-on-one with property owners of key buildings to discuss any

plans for property improvements, sale, occupancy and related issues. Share information on redevelopment incentives. Share information about the types of assistance available through the downtown business association/Main Street organization and determine level of interest in taking concrete action. The information gathered should help determine which properties are most ready for development activity and where the focus of the district should be in the near term and long term.

4. Identify the priority properties within the district for redevelopment or for marketing to developers or potential purchasers. Develop specific action plans for each property on how to market them. Because there are so many properties in various stages of redevelopment, it may seem that everything is equally important. An important leadership function of the downtown business association is to help set priorities for action and to demonstrate success, one building or one block at a time, taking care to track the “before and after” to tell the story later. Both the Design and Economic Restructuring Committees should work on this. Prepare a “working map” identifying proposed changes and categorizing properties and owners according to level of readiness to take action. Keeping the big picture in front of everyone will help with tracking all that is going on.
5. Implement a property rehabilitation demonstration project. Focus on a key building or property in the district that is vacant or deteriorated. Working with the current owner, through a limited partnership or formation of a nonprofit development corporation, purchase the property. Use this approach to demonstrate the feasibility and positive results of such a community-driven approach.
6. Prepare and implement design guidelines for in-fill development, property

rehabilitation and the adaptive reuse of existing buildings. Be sure to coordinate with elements such as signage and environmental graphics that help create a distinct downtown identity. ODDA can provide assistance in mapping out a detailed action plan as well as examples of several Oregon communities that have adopted design guidelines in recent years.

**F. Aggressively support tourism development in the area and promote downtown to the visitor market.**

**Actions**

1. Members of the Economic Restructuring (ER) and Promotions committees should work cooperatively with the Chamber of Commerce on this strategy.
2. Join efforts and build partnerships with other organizations in the community and the region that are promoting tourism. The benefits of cooperation are powerful. Look for partners for improving sites and attractions and for marketing. These organizations include the Cottage Grove Area Chamber of Commerce, the U.S. Forest Service, Bureau of Land Management, the Corps of Engineers, the Eugene Springfield Convention and Visitors Bureau, the Lane County Tourism Council and the Oregon Tourism Commission.
3. One of the most effective means to do this will be through active participation in the Oregon Tourism Commission's Quality Service Initiative program. This program is comprised of three elements, research, planning and training. The research component includes pre- and post-surveys of visitors, business owners and staff, a mystery

shopper evaluation and a community tour. The results of this research are used to form the basis for isolating problem areas and creating action plans to address these issues. Training is conducted to improve services, information and hospitality to visitors.

4. Encourage and guide establishment of tourist related businesses and services:
  - Use market projections for estimated tourist volumes for a business recruitment and expansion program.
  - Use independent surveys to characterize the tourist market and determine tourist needs and preferences.
  - Encourage the development of additional lodging facilities, and the upgrading of existing lodging accommodations, both traditional and non-traditional (e.g., Bed and Breakfast Inns, rustic lodges, etc.)
  - Recruit new retail businesses related to tourism such as unique gift shops, restaurants, and convenience goods. Tourists buy non-manufactured goods such as arts and crafts, particularly when the products are indigenous or locally made. Restaurants and eating places should represent a variety of cuisine and prices.
  - Assist existing businesses to expand and target their product lines to the tourist market.
  - Organize assistance (perhaps with the help of the Lane County Small Business Development Center) to those businesses that might need it. Provide information on programs, visitor-related financial sources, training and incentives that help reduce the risk of business failure.

**G. Launch a Business Recruitment Campaign****Actions**

1. Organize and train downtown business development team, which should be spearheaded by at least two members of the Economic Restructuring Committee and include participation by local realtors, the chamber, banks, leading businesses, the City and others eager to help “sell” the benefits of locating in downtown Cottage Grove.
2. Prepare a recruitment package that utilizes the findings of the market analysis and includes at a minimum: key demographic data, retail market potential, specific business opportunities including a map of suggested business clusters, information on available incentives, downtown map, information about available space and top reasons to locate downtown.
3. Develop, package and promote incentives for businesses to locate in downtown Cottage Grove, such as: low interest loan pool through local banks; one stop coordination of requirements from local governments; utility allowances; Main Street program services; tax incentives, etc. Prepare a simple brochure summarizing the incentives.
4. Develop a listing of “available downtown properties” with suggestions of the types of businesses that could locate there. Provide key information on each property including a photograph. Distribute to commercial real estate offices in the market area as well as Springfield and Eugene.
5. Create a targeted business recruitment program based upon the findings of the market opportunity analysis. Such a program should focus on a



select number of businesses at a time and include a wide range of activity from publicizing specific business opportunities to calling on established businesses within and beyond the Cottage Grove trade area. Actively engage the Lane Community College Small Business Development Center to help identify committed entrepreneurs who may fill identifiable market voids for downtown Cottage Grove.

### **Steps for Longer Term Action, 3-5 Years**

#### **H. Implement a Business Clustering Plan**

##### **Actions**

1. Educate downtown businesses, property owners and key realtors about the critical importance of clustering and its value as a redevelopment tool. Emphasize that a viable mix of businesses will benefit all.
2. Establish a policy that reserves first floor space within the core shopping district for retail.
3. Research successful approaches to ensure that vacant buildings become occupied by uses consistent with the business clustering plan. Although voluntary cooperation is one possible tactic, many downtown associations become more aggressive about gaining control of properties. Some obtain the right of first refusal for leasing the building for a fixed period of time. Others form development organizations that purchase and redevelop downtown properties. Contact the International Downtown Association and the National Main Street Center to identify case studies.

4. Utilize the initial cluster plan presented in Section III of this report as a guide to future business locations in the downtown retail core. Use it as a basis to target businesses to downtown locations. Include the map in a recruitment package.

**I. Develop upper story space as residential and/or office**

**Actions**

1. Complete market studies to assess potential demand and market support for high density residential and office space in the City of Cottage Grove and in the downtown district. These studies should provide development recommendations for residential and office space in the downtown district that would include target markets, the characteristics of such space (size, rents or prices, amenities, etc.), and projected absorption rates.
2. Follow the property redevelopment program guidelines outlined in Section E to identify and pursue development of upper level sites for residential and office space. The emphasis of this effort -- for both in-fill development and redevelopment of existing buildings -- should be the utilization of upper level space for residential and office and the reservation of ground level space for retail/restaurants.

**J. Extend and coordinate business hours to accommodate working families and to better promote downtown as a unified shopping district.**

**Actions**

- 1 With the help of ODDA and the National Main Street Center, learn about

how other downtown business districts have successfully accomplished this aim.

- 2 Consider the four ways that downtowns can change business hours: add hours; extend the hours seasonally; add Saturday and/or Sunday business hours; or shift business hours.
- 3 Encourage businesses to adopt *consistent* business hours. While uniform shopping hours for the entire downtown may not be possible, consistent hours are critical. Customers will stop coming back if they cannot figure out when the store is open.
- 4 Identify which customer groups extended store hours are intended to serve. Typically, the following business types should be open during evening extended hours: eating and drinking establishments, theaters, book and record stores, pharmacies, discount stores, fitness centers and barbers and beauty salons. Incrementally, ratchet up the hours to an appropriate level for appropriate businesses.
- 5 Market the hours that stores have agreed to stay open.
- 6 Measure the results in order to adjust and encourage more participation.

EXHIBITS





Exhibit 1

POPULATION and HOUSEHOLD GROWTH  
Cottage Grove Market Area, the State of Oregon  
and the United States  
1990-2002

	1990	1997 (Estimate)	Avg. Ann. Change 1990-1997		2002 (Projection)	Avg. Ann. Change 1997-2002	
			Number	Percent		Number	Percent
<i>Market Area*</i>							
Population	26,779	28,171	199	0.74%	29,370	240	0.85%
Households	9,953	10,459	72	0.73%	10,895	87	0.83%
Household Size	2.69	2.69	0.00		2.70	0.00	
<i>State of Oregon</i>							
Population	2,842,321	3,258,425	59,443	2.09%	3,545,446	57,404	1.76%
Households	1,103,313	1,262,581	22,753	2.06%	1,371,926	21,869	1.73%
Household Size	2.58	2.58	0.00		2.58	0.00	
<i>United States</i>							
Population	248,708,990	268,010,511	2,757,360	1.11%	278,699,865	2,137,871	0.80%
Households	91,947,195	101,420,163	1,353,281	1.47%	106,113,150	938,597	0.93%
Household Size	2.70	2.64	-0.01		2.63	0.00	

\*The "Cottage Grove Market Area" is delineated by a polygon shown on Map 1.

SOURCES: CACI Marketing Systems; MARKETEK, Inc.

Exhibit 2

AGE DISTRIBUTION OF THE POPULATION  
Cottage Grove Market Area, State of Oregon and United States  
1997 Estimate

Age	Market Area		State of Oregon		United States	
	Number	Percent	Number	Percent	Number	Percent
0-14	6,198	22%	684,269	21%	58,917,133	22%
15-19	2,254	8%	228,090	7%	18,746,361	7%
20-24	1,409	5%	195,506	6%	18,746,361	7%
25-34	3,381	12%	456,180	14%	40,170,773	15%
35-44	4,226	15%	521,348	16%	42,848,824	16%
45-64	6,479	23%	716,854	22%	56,239,082	21%
65-74	2,254	8%	228,090	7%	18,746,361	7%
75-84	1,409	5%	162,921	5%	10,712,206	4%
85+	563	2%	65,169	2%	2,678,052	1%
Total	28,171	100%	3,258,425	100%	267,805,150	100%

**1997 Estimated Median Age**

Cottage Grove Area: 37.9

State of Oregon: 36.5

United States: 34.6

SOURCE: CACI Marketing Systems; MARKETEK, Inc.

Exhibit 3

HOUSEHOLD INCOME DISTRIBUTION  
Cottage Grove Market Area State of Oregon  
and United States  
1997 Estimate

Income Category	Cottage Grove Market Area		State of Oregon		United States	
	Number	Percent	Number	Percent	Number	Percent
Less than \$15,000	2,406	23%	227,265	18%	17,823,588	18%
\$15,000-\$24,999	1,987	19%	202,013	16%	13,862,790	14%
\$25,000-\$34,999	1,987	19%	214,639	17%	14,852,990	15%
\$35,000-\$49,999	1,987	19%	252,516	20%	18,813,787	19%
\$50,000-\$74,999	1,360	13%	214,639	17%	18,813,787	19%
\$75,000-\$99,999	418	4%	88,381	7%	7,921,594	8%
\$100,000 or more	314	3%	63,129	5%	6,931,395	7%
<b>Total Households</b>	<b>10,459</b>	<b>100%</b>	<b>1,262,581</b>	<b>100%</b>	<b>99,019,931</b>	<b>100%</b>

**1997 Estimated Median Household Income**

Cottage Grove Area: \$28,204

State of Oregon: 34,366

United States: \$34,497

**1997 Estimated Average Household Income**

Cottage Grove Area: \$34,051

State of Oregon: \$43,257

United States: \$44,680

SOURCE: CACI Marketing Systems; Marketek, Inc.

Exhibit 4

PRIMARY LIFESTYLE CHARACTERISTICS  
Cottage Grove Trade Area  
1997

Consumer Group	Percent	Households
		10,459
FACTORY & FARM COMMUNITIES: Middle America	34.1%	3567
CITY DWELLERS: Newly Formed Households	17.2%	1799
FACTORY & FARM COMMUNITIES: Rural Industrial Workers	16.3%	1705
FACTORY & FARM COMMUNITIES: Heartland Communities	11.6%	1,213
RETIREMENT STYLES: Senior Sun Seekers	7.6%	795
OTHER	13.2%	1,380

SOURCE: CACI MARKETING SYSTEMS, 1997

Note: Exhibit 4 presents Lifestyle characteristics for only 87% of the households located in the trade area because the remaining 13% of the households are grouped into categories that are 2% or less of total households, and therefore, considered negligible.

Exhibit 5

RETAIL MERCHANDISE EXPENDITURE POTENTIAL  
Cottage Grove Market Area  
1998

Category of Merchandise	Per Capita Potential Expenditure	Potential Gross Sales Volume(1)
Apparel & Related	\$430	\$12,113,530
Home Furnishings/Applianc	\$640	\$18,029,440
Food/Grocery	\$1,034	\$29,128,814
Eating & Drinking	\$706	\$19,888,726
Miscellaneous	\$1,048	\$29,523,208
Total	\$3,858	\$108,683,718

Sources: CACI Marketing Services; Marketek, Inc.

(1) Potential per capita expenditure x 1998 population estimate.



Exhibit 6

DOWNTOWN COTTAGE GROVE MARKET SHARE  
 Cottage Grove Market Area  
 (Sales Dollars)  
 1998

Category of Merchandise	Existing Sales \$(000s)	Potential Sales \$(000s)	Difference \$(000s)	Downtown Cottage Grove Capture Rates (1)		
				10 Percent \$(000s)	12 Percent \$(000s)	15 Percent \$(000s)
Apparel & Related	\$1,199	\$12,113	\$10,914	\$1,091	\$1,310	\$1,637
Home Furnishings	\$12,258	\$18,029	\$5,771	\$577	\$693	\$866
Food/Grocery	\$21,437	\$29,129	\$7,692	\$769	\$923	\$1,154
Eating & Drinking	\$15,427	\$19,889	\$4,462	\$446	\$535	\$669
Miscellaneous	\$20,643	\$29,523	\$8,880	\$888	\$1,066	\$1,332
Total	\$70,964	\$108,683	\$37,719	\$3,772	\$4,526	\$5,658

(1) Based on the assumption that as the Downtown Cottage Grove retail market continues to improve, more shoppers will be attracted, thereby expanding the present capture rate and total retail sales.

Sources: CACI Marketing Services; MARKETEK, Inc..

Exhibit 7

DOWNTOWN COTTAGE GROVE MARKET SHARE  
Cottage Grove Market Area  
(Square Feet)  
1998

Category of Merchandise	Difference Sales/Potential Sales (\$)(1)	Target Sales(2) Per Sq. Ft.	Difference Sales/Potential Sales (Sq. Ft.)	Downtown Cottage Grove Capture Rate (3)		
				10 Percent (sq. ft.)	12 Percent (sq. ft.)	15 Percent (sq. ft.)
Apparel & Related	\$10,914,000	\$189	57,746	5,775	6,930	8,662
Home Furnishings	\$5,771,000	\$142	40,641	4,064	4,877	6,096
Food Stores	\$7,692,000	\$142	54,169	5,417	6,500	8,125
Eating & Drinking	\$4,462,000	\$162	27,543	2,754	3,305	4,131
Miscellaneous	\$8,880,000	\$176	50,455	5,045	6,055	7,568
Total	\$37,719,000		230,554	23,055	27,666	34,583

(1) See Exhibit 6

(2) Urban Land Institute, "Dollars & Cents of Shopping Centers," 1997.

(3) Based on the assumption that as the Downtown Cottage Grove retail market improves, more shoppers will be attracted, thereby expanding the capture rate and total retail sales.

Sources: CACI Marketing Systems; MARKETEK, Inc.; Urban Land Institute.

Exhibit 8

RETAIL MERCHANDISE EXPENDITURE POTENTIAL  
Cottage Grove Market Area  
2003

Category of Merchandise	Per Capita Potential Expenditure	Potential Gross Sales Volume(1)
Apparel & Related	\$474	\$13,921,380
Home Furnishings/Applianc	\$707	\$20,764,590
Food/Grocery	\$1,141	\$33,511,170
Eating & Drinking	\$779	\$22,879,230
Miscellaneous	\$1,157	\$33,981,090
Total	\$4,258	\$125,057,460

Sources: CACI Marketing Services; Marketek, Inc.

(1) Potential per capita expenditure x 2003 population estimate.

Exhibit 9

DOWNTOWN COTTAGE GROVE MARKET SHARE  
 Cottage Grove Market Area  
 (Sales Dollars)  
 2003 Cumulative

Category of Merchandise	Existing Sales \$(000s)	Potential Sales \$(000s)	Difference \$(000s)	Downtown Cottage Grove Capture Rates (1)		
				10 Percent \$(000s)	12 Percent \$(000s)	15 Percent \$(000s)
Apparel & Related	\$1,324	\$13,921	\$12,597	\$1,260	\$1,512	\$1,890
Home Furnishings	\$13,534	\$20,764	\$7,230	\$723	\$868	\$1,085
Food/Grocery	\$23,668	\$33,511	\$9,843	\$984	\$1,181	\$1,476
Eating & Drinking	\$17,033	\$22,879	\$5,846	\$585	\$702	\$877
Miscellaneous	\$22,791	\$33,981	\$11,190	\$1,119	\$1,343	\$1,679
Total	\$78,350	\$125,056	\$46,706	\$4,671	\$5,605	\$7,006

(1) Based on the assumption that as the Downtown Cottage Grove retail market continues to improve, more shoppers will be attracted, thereby expanding the present capture rate and total retail sales.

Sources: CACI Marketing Services; MARKETEK, Inc..

Exhibit 10

**DOWNTOWN COTTAGE GROVE MARKET SHARE**  
 Cottage Grove Market Area  
 (Square Feet)  
 2003 Cumulative

Category of Merchandise	Difference Sales/Potential Sales (\$)(1)	Target Sales(2) Per Sq. Ft.	Difference Sales/Potential Sales (Sq. Ft.)	Downtown Cottage Grove Capture Rate (3)		
				10 Percent (sq. ft.)	12 Percent (sq. ft.)	15 Percent (sq. ft.)
Apparel & Related	\$12,597,000	\$189	66,651	6,665	7,998	9,998
Home Furnishings	\$7,230,000	\$142	50,915	5,092	6,110	7,637
Food Stores	\$9,843,000	\$142	69,317	6,932	8,318	10,398
Eating & Drinking	\$5,846,000	\$162	36,086	3,609	4,330	5,413
Miscellaneous	\$11,190,000	\$176	63,580	6,358	7,630	9,537
<b>Total</b>	<b>\$46,706,000</b>		<b>286,549</b>	<b>28,655</b>	<b>34,386</b>	<b>42,982</b>

(1) See Exhibit 9

(2) Urban Land Institute, "Dollars & Cents of Shopping Centers," 1997.

(3) Based on the assumption that as the Downtown Cottage Grove retail market improves, more shoppers will be attracted, thereby expanding the capture rate and total retail sales.

Sources: CACI Marketing Systems; MARKETEK, Inc.; Urban Land Institute.



## Exhibit 11

RETAIL MARKET ACTIVITY  
Cottage Grove Market Area  
1998

Merchandise or Service Category	Purchase Potential Index	Spending Potential Index
Alcoholic Beverages	87	95
Apparel	100	86
Men's	97	87
Women's	101	87
Children's	106	96
Infant's	99	92
Footwear	96	92
Watches & Jewelry	100	83
Automotive Aftermart	104	90
Barbers & Hair Salons	100	84
Books & Periodicals	99	90
Cable TV	89	96
Cameras & Equipment	96	87
Child Care	92	84
Entertainment	98	84
Sporting Events	83	81
Sports Participation	95	91
Theater/Concerts	74	87
Video Rental	97	97
Film Processing	98	92
Financial Services		
Auto Loans	103	98
Home Loans	95	78
Investments	79	85
Groceries	101	94
Health Insurance	99	100
Home Improvement	109	98
Remodeling	109	107
Maintenance & Repair	107	95
Paint	105	90
Lawn & Garden	114	92
Home Services	80	85
Household Furnishings	100	87
Appliances	104	97
Electronics	100	93
Audio Equipment	93	110
Tapes & CDs	92	93
Video Equipment	100	94
PC Hardware/Software	77	101
Furniture	98	86
Home Furnishings	99	84
Insurance		
Homeowners/Renters	108	99
Vehicle	105	89
Life	103	90
Luggage	83	91
Optical Goods	102	96
Pets & Supplies	115	96
Restaurants	91	86
Sporting Goods	108	93
Telephone	102	95
Toys & Hobbies	100	96
Travel	83	83

Source: CACI Marketing Systems

Exhibit 12

VISITOR EXPENDITURES  
by Type of Business  
Lane County, Oregon  
1996

Travel Spending by Type of Business	Total Expenditures 1996 (\$000)	Percent of Total
Accommodations	\$58,500	17%
Eating, Drinking	\$79,630	23%
Food Stores	\$32,580	10%
Air Transportation	\$6,980	2%
Ground Transportation	\$52,530	15%
Recreation	\$30,390	9%
Retail Sales	\$79,510	23%
Total	\$340,120	100%

1991-1996 increase in expenditures 29%

Sources: Oregon Tourism Commission

Exhibit 13

VISITOR EXPENDITURES  
by Type of Traveler Accommodation  
Lane County, Oregon  
1996

Travel Spending by Type of Traveler Accommodation	Total Expenditures 1996 (\$000)	Percent of Total
Hotel, Motel, B&B	\$148,870	44%
Private Campground	\$29,850	9%
Public Campground	\$28,800	8%
Private Home	\$75,150	22%
Vacation Home	\$9,280	3%
Day Travel	\$47,230	14%
Total	\$339,180	100%

Sources: Oregon Tourism Commission

Exhibit 14

VISITOR PER PARTY EXPENDITURES  
by Type of Traveler Accommodation  
State of Oregon  
1996

Primary Accommodation	Avg. Daily Expenditures Per Party	Avg. Stay (Days)	Avg. Party Size	Total Per Party Expenditures
Hotel, Motel, B&B	\$235	4.2	2.8	\$987
Campground	\$113	7.6	3.2	\$859
Private Home	\$114	7.1	2.4	\$809
Vacation Home	\$115	10.9	3.9	\$1,254
Day Travel	\$109	1.0	3.0	\$109
Total				

Sources: Oregon Tourism Commission

Exhibit 15

VISITOR PER PARTY EXPENDITURES  
by Hotel/Motel Occupants  
Cottage Grove  
1996-1997

Room Nights	42,830
Avg. P/Party Daily Expenditures	\$235
Total Expenditures	\$10,065,050
Eating & Drinking @23% Per Party	\$2,314,961 \$54
Retail Spending @ 23% Per Party	\$2,314,961 \$54
Ground Transportation @ 15% Per Party	\$1,509,757 \$35
Food Stores @ 10% Per Party	\$1,006,505 \$24
Recreation @ 9% Per Party	\$905,854 \$21

Sources: Oregon Tourism Commission; Marketek, Inc.





APPENDIX I

CULTURAL AND HISTORIC TRAVELERS



## Facts About Cultural and Historic Travelers

### Travel Association of America

- Twenty-seven percent of U.S. adults (53.6 million people) took at least one trip in 1996 that included a visit to an historic site or museum.
- Seventeen percent of U.S. adults (33 million people) attended a cultural or festival during their travels during 1996.
- Historic/cultural travelers are slightly older than other U.S. travelers (48 vs. 46) and they are more likely to have a post-graduate education (21% vs. 18%)
- Historic/cultural travelers stay in hotels, motels and B&Bs 56% of the time compared to 42% by all travelers.
- Shopping is a primary activity among historic/cultural travelers compared to 33% of the U.S. travel population. Visits to state and national parks, beaches and theme parks are also popular with historic/cultural travelers.
- Historic/cultural travelers say they spend an average of \$615 per trip compared to \$425 for all U.S. travelers.
- June, July and August are the most popular months for cultural and historic travel.
- Historic/cultural travelers are twice as likely to take a group tour as the average tourist (7% vs. 3%).
- The South Atlantic region of the U.S. is the most popular destination region for historic/cultural travelers, accounting for 24% of all trips taken by this group.
- Air travel is the primary mode of transportation for 22% of historic/cultural travelers compared to 18% of all travelers.
- The average number of nights away per trip is 4.7 for historic/cultural travelers compared to 3.3 nights for all travelers.



APPENDIX II  
DEMOGRAPHIC DATA





COTTAGE GROVE, OR  
POLYGON TRADE AREASITE: Polygon  
Latitude: 43,07,36  
Longitude: 123,40,14Polygon Points: 104  
Degrees North: 43.13  
Degrees West: 123.67

SNAPSHOT	1990 CENSUS	1997 UPDATE	2002 FORECAST
Population	26779	28171	29370
Households	9953	10459	10895
Families	7459	7846	8173
Median Age	35.4	37.9	39.8
Per Capita Income	\$ 10361	\$ 12712	\$ 14398
Median Household Income	\$ 23342	\$ 28204	\$ 31935
Average Household Income	\$ 27714	\$ 34051	\$ 38608
Average Household Size	2.67	2.68	2.68

## ANNUAL PERCENT CHANGE FOR 1997-2002

TRENDS	Area	State	National
Population	0.84	1.70	0.98
Households	0.82	1.68	0.99
Families	0.82	1.75	0.87
Median Age	1.01	0.84	0.71
Per Capita Income	2.52	3.31	2.84
Average Household Size	0.02	0.06	0.02

HOUSEHOLDS BY INCOME	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
Less than \$15,000	2999	30	2434	23	2109	19
\$15,000-\$24,999	2334	23	1983	19	1826	17
\$25,000-\$34,999	1795	18	2004	19	1990	18
\$35,000-\$49,999	1679	17	2014	19	2179	20
\$50,000-\$74,999	856	9	1354	13	1785	16
\$75,000-\$99,999	174	2	435	4	599	5
\$100,000-\$149,999	58	1	177	2	330	3
\$150,000+	39	0	58	1	77	1

POPULATION BY AGE	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
0-4	1912	7	1841	7	1818	6
5-14	4244	16	4179	15	4252	14
15-19	1921	7	2177	8	2256	8
20-24	1406	5	1457	5	1568	5
25-34	3719	14	3259	12	2972	10
35-44	4302	16	4262	15	4222	14
45-64	5403	20	6792	24	7922	27
65-74	2313	9	2298	8	2228	8
75-84	1193	4	1424	5	1552	5
85+	367	1	482	2	578	2

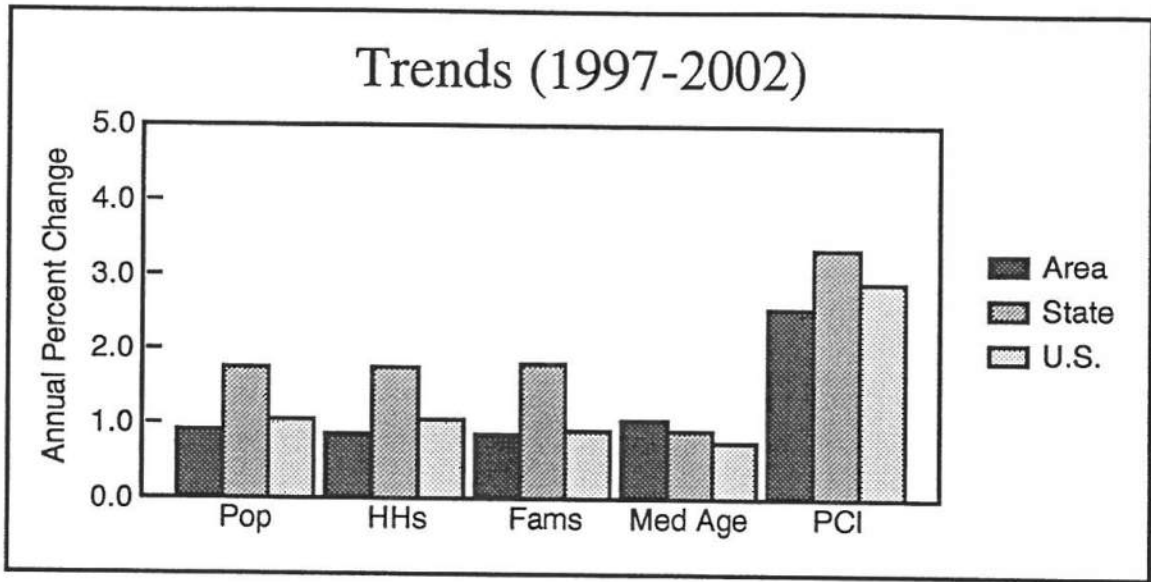
RACE AND ETHNICITY	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
White	26055	97	27268	97	28330	96
Black	51	0	72	0	84	0
Asian/Pacific	181	1	261	1	321	1
Other Races	492	2	568	2	635	2
Hispanic (any race)	520	2	729	3	909	3

Income is expressed in current dollars.

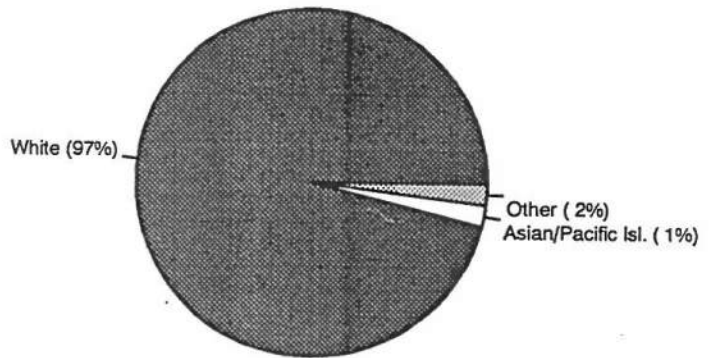
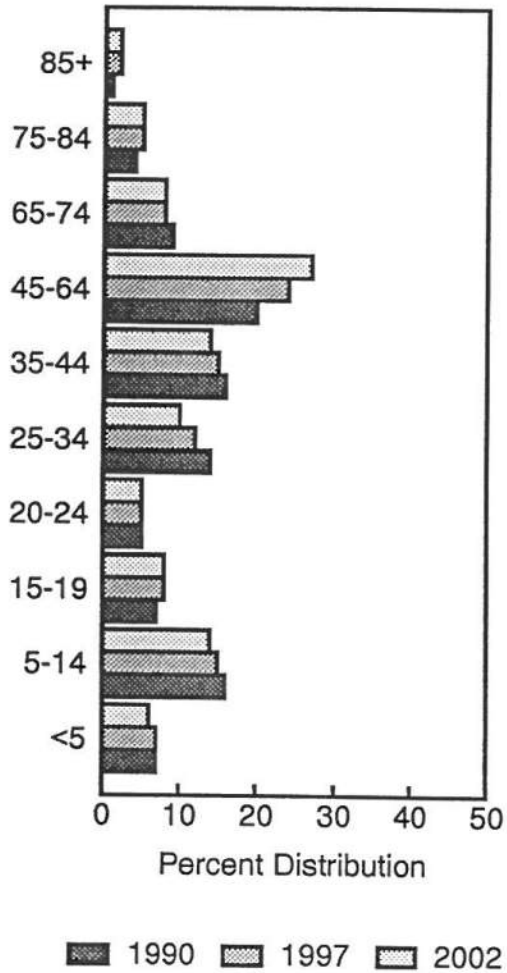
Sources: 1990 Census and CACI forecasts for 1997 and 2002.

Demographic and income forecast

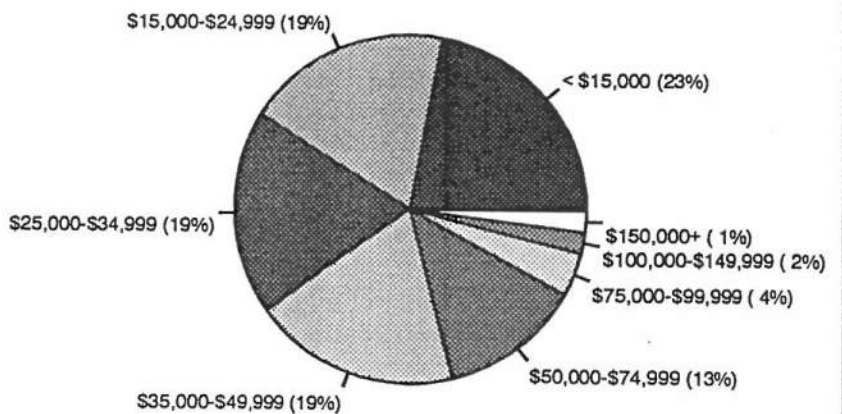
OTTAGE GROVE, OR  
LYGON TRADE AREA



### Population by Age



1997 Population by Race



1997 Households by Income

## DEMOGRAPHIC AND INCOME FORECAST

State of  
Oregon

SITE: Geographic Area

SNAPSHOT	1990 CENSUS	1997 UPDATE	2002 FORECAST
Population	2842321	3258425	3545446
Households	1103313	1262581	1371926
Families	750844	865610	944266
Median Age	34.5	36.5	38.0
Per Capita Income	\$ 13418	\$ 16947	\$ 19941
Median Household Income	\$ 27250	\$ 34366	\$ 39918
Average Household Income	\$ 34062	\$ 43257	\$ 51031
Average Household Size	2.52	2.53	2.54

### ANNUAL PERCENT CHANGE FOR 1997-2002

TRENDS	Area	State	National
Population	1.70	1.70	0.98
Households	1.68	1.68	0.99
Families	1.75	1.75	0.87
Median Age	0.84	0.84	0.71
Per Capita Income	3.31	3.31	2.84
Average Household Size	0.06	0.06	0.02

HOUSEHOLDS BY INCOME	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
Less than \$15,000	281255	25	224499	18	185895	14
\$15,000-\$24,999	222693	20	207000	16	186322	14
\$25,000-\$34,999	194886	18	209683	17	207799	15
\$35,000-\$49,999	199702	18	249455	20	271656	20
\$50,000-\$74,999	138482	13	218117	17	273292	20
\$75,000-\$99,999	37088	3	82617	7	124873	9
\$100,000-\$149,999	19624	2	51341	4	89355	7
\$150,000+	11632	1	19865	2	32730	2

POPULATION BY AGE	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
0-4	201421	7	217482	7	224595	6
5-14	411140	14	463998	14	498666	14
15-19	189955	7	237419	7	262032	7
20-24	189142	7	210968	6	239439	7
25-34	451544	16	425024	13	400361	11
35-44	474851	17	528206	16	548811	15
45-64	532944	19	725212	22	889032	25
65-74	224438	8	237226	7	238097	7
75-84	128071	5	158537	5	177911	5
85+	38815	1	54353	2	66502	2

RACE AND ETHNICITY	1990 CENSUS		1997 UPDATE		2002 FORECAST	
	Number	%	Number	%	Number	%
White	2636787	93	2979160	91	3207981	90
Black	46178	2	59628	2	69282	2
Asian/Pacific	69269	2	102420	3	128897	4
Other Races	90087	3	117217	4	139286	4
Hispanic (any race)	112707	4	167483	5	213541	6

Income is expressed in current dollars.

Sources: 1990 Census and CACI forecasts for 1997 and 2002.



APPENDIX III  
OPINION SURVEYS





## COTTAGE GROVE BUSINESS OWNER SURVEY RESULTS

Sixty business owners participated in the survey. The names of the businesses are listed at the conclusion.

1. What is the nature of your business? *Choose all that apply.*

	Frequency
Retail/Restaurant	36
Service	18
Professional	9

2. How many persons are employed by your business?

	Frequency	Percent
1-5	40	66.6%
6-10	15	25%
11-20	4	6%
More Than 20	1	1.6%
Total Responses	60	100%

3. What are your hours of operation?

	Frequency	Percent
8:30 - 5:00	3	5%
8:30 - 5:30	3	5%
8:30 - 6:00	1	%
9:00 - 5:30	6	10%
9:30 - 5:30	4	6.7%
Other	42	71%
Total Responses	59	100%

What are your days of operation?

	Frequency	Percent
Monday-Friday	13	24.5%
Monday-Saturday	26	49%
Other	14	26.4%
Total Responses	53	100%

**4. Are you open Sunday?**

	<b>Frequency</b>	<b>Percent</b>
Yes	8	13.7%
No	50	86.2%
Total Responses	58	100%

**5. Are you open regularly any evening after 6 p.m.?**

	<b>Frequency</b>	<b>Percent</b>
Yes	14	25.9%
No	40	74%
Total Responses	54	100%

**6. How long have you been operating this business?**

	<b>Frequency</b>	<b>Percent</b>
Less Than 1 Year	6	10.7%
1-4 Years	7	12.5%
5-9 Years	11	19.6%
10 Years or More	32	57.1%
Total Responses	56	100%

**7. Percent of customer base that is comprised of each group.**

	Percent
Nearby Workers	25%
Local Consumers	65%
Tourists	14.4%
Other	10%

**8. Please estimate how far MOST of your customers come to your business?**

- 13 miles

**9. How have your sales changed during the past year?**

	Frequency	Percent
Significant Growth	6	10.1%
Modest Growth	29	49.1%
No Growth	11	18.6%
Modest Decline	9	15.2%
Significant Decline	2	3.3%
Brand New	2	3.3%
Total Responses	59	100%

**10. Please explain the above response.**

The past 3 yrs. have dropped due to the economy as well as loss of industrial mill jobs and retired people moving in to the area instead of families.  
 Changing markets.  
 Some months up. Others down.  
 Our long distance customers are making it a point to visit this shop.  
 Our business is directly affected by interest rates.  
 Last few years bottom lined stayed the same.  
 Gross sales down.  
 Managed care in the insurance industry.  
 Our business has grown in 97 but not as much as we would like. We projected a 7% growth and only had 1.5%.  
 N/A--only owned business since Oct 10th  
 About 7% decrease in sales.  
 Business has been steady  
 Downtown area kept stagnate--no public restrooms for tourists and shoppers--ugly buildings.  
 Gas business has doubled; bike business increased as other bike shop closed.  
 Our business has increased approx. 20% in sales  
 1st year in business; tentatively pleased with success to date  
 Based on appreciation of what business previous owners indicated they were making  
 New management, inventory, etc. has been the main reasons  
 2 competing businesses opened approx. 1 yr ago--they are now both out of business--however, the temporary impact was felt.  
 We keep getting more referrals--word of mouth is our BEST advertising.

Moving to new location helped slightly, but lack of access and sidewalk advertisement has hurt.  
 Our business is 5 years old and growing.  
 By joining Tire Factory Group, I can purchase inventory better and offer better warranties.  
 Sales were up a couple of points in 1997 over 1996.  
 Due to satellite dish becoming less expensive, business has declined.  
 2 /3 down in retail sales across the nation across the nation has affected us, and Wall Street.  
 New video store opened in town.  
 Our business is determined by the growth of other businesses in our sales area.  
 We've emphasized transmission repair for over a year now and are pleased this aspect of business is increasing.  
 Increases in growth somewhat restricted by managed care.

**11. Do you plan to expand or reduce your operations in the foreseeable future?**

	Frequency	Percent
Plan To Expand	18	30%
Plan To Reduce Opera.	3	5%
Plan to Sell Business	6	10%
Plan to Relocate	4	6.6%
No plans for Changes	29	48.3%
Total Responses	60	100%

**12. When do you plan to sell your business?**

ASAP  
 Listed currently.  
 1/1/98 Sold auto side  
 Within next several years  
 Will put up 5/98--expect it to take 2-3 years based on past experience with 3 other businesses

**13. Please explain the nature of your planned business expansion or reduction, or, name the primary factors that keep you from expanding.**

Mom and Pop size suits us.  
 We are putting up a new AM tower, underground grid system and new transmitter.  
 We have expanded the building next to us and plan to renovate two more sections of the building in the future. We are building as we have funds to do so.  
 Need to expand and specialize. Cost is hard to justify.  
 We'd like to include menu items along with beverage. Lack of \$\$ keeps up from expanding.  
 Primary factor is money and sales volume.  
 Remodel--remerchandise existing store. We also would like to relocate the business.  
 Add more seating and expand kitchen facilities as business increases.  
 We have four businesses in one location; no room for expansion.  
 Sometimes bigger is not better.  
 Two additional sales people to be added.  
 burn out.  
 Just finished expanding in 1997.  
 Although the windows are good & on a corner, the electric and heating are poor. No air condition.  
 and too high a rent.  
 Want to increase inventory; we are currently limited by lack of space and unsure of how to overcome that  
 Don't want to expand--husband wife team. Don't want to incur problems of having employees.  
 Wish to continue to expand and remodel until our space is as we wish it

Need more room---looking at locations possible

This is my 4th business---I'm 53 yrs old. There is no \$ advantage to expansion, unless I double--it goes to taxes, ins., payroll,--not to me for all the mgmt headaches involved

Plan to find larger accommodations which are more accessible to customers, as well as more attractive

May close business--not sure right now. Not enough business to stay open unless I focus on marketing, etc.

We are going to open weekends.

Not up to the capacity where we need more room. Sometimes bigger is not better.

Size and layout of property limits what I can do.

**14. If you plan to expand, when do you plan to begin your expansion?**

	<b>Frequency</b>	<b>Percent</b>
Within 1 Year	10	55.5%
Within 1-2 Years	5	27.7%
Not Sure	1	5.5%
Now in Progress	2	11%
Total Responses	18	100%

**15. Does your company have adequate square-footage at the present location to accommodate expansion?**

	Frequency	Percent
Yes	23	43.3%
No	30	56.6%
Total Responses	53	100%

**16. What is your current perception or image of downtown Cottage Grove?**

Not as good as it could be because the buildings have not been kept up.  
 No change in 23 years!  
 Great potential.  
 Fairly stagnant.  
 Downtown seems very small and in need of more business.  
 I like downtown, I've been in 2 other downtown similar to this. We need to do what Coburg and Florence have done to get more tourist trade. We need something to bring them here.  
 Needs help!  
 We love it here. Some of buildings could use facelift.  
 Warm-friendly, but not very aggressive as far as marketing. Need more diversity.  
 Quaint small town with cute little businesses.  
 Some areas are sprucing up and some are still tacky.  
 Needs storefronts brought up to standards, vacant lots sold and cleaned up, viable businesses such as insurance, retail and restaurants.  
 Quaint, hard to park, friendly.  
 There are some bright spots but a lot of lost potential as well.  
 Friendly, small & quaint.  
 Nice old town that could use a little refurbishing and more useful retail trade.  
 About dead. Too few shops. Too many second-hand stores.  
 I've lived here 40 years and have seen lots of businesses go down. I love Cottage Grove and want to see more historical things happening. The downtown is struggling and we need more things to draw people here.  
 Quaint but busy.  
 Dead.  
 If town continue to grow, downtown will dry up like it does in all larger cities.  
 Untapped resource of tourists/visitors.  
 Need more retail in downtown. Not enough stores to draw.  
 A nice place to live but lacks industrial and manufacturing base to provide good livable wage jobs.  
 Main Street is slowly dying and maintenance is deteriorating.  
 Lovely small town atmosphere, but a little down in the heels at some main street locations.  
 A busy small town downtown area, but needing help to maintain and/or increase business activity.  
 A little backwards.  
 Business of our kind are most important to the traveling public. Our success spills over to restaurants, service stations and other businesses catering to tourists.  
 Sad.  
 It's OK. Looks good.  
 Doesn't work together; no concern about appearance; happy with status quo.  
 Would like to have less second hand stores. Would like to see more character on what Cottage Grove was.  
 has some areas in disrepair, but overall historic main street appeal. Hope more activities--oriented venue becomes operative; and continued support for plantings of summer and winter interest.



Slightly run down, other than some tourist trap type stores few significant businesses  
Some groups elitist--don't choose to connect with most Main St. owners. I've been here 20 yrs--  
you are at least the 4th survey city brings in--city, chamber, even downtown groups vocalize  
support--however, we never see them--we have yet to have city mgr. come into our store to  
introduce himself. Lots of us are unbelieving of local support. Tons of potential. Tons of apathy.  
Currently it is adequate. Cottage Grove needed to "find itself" to "define itself" in order to promote  
a viable, stable, consistent Image.

Appears rundown, with a lack of parking. There is poor visibility--i.e., businesses are not well-  
advertised by signs. Also, too many junk stores.

I like it alot. Best part of Cottage Grove as far as where I would want to shop or do business.

It is stagnant and bringing LTD is not going to help!

C. Grove is a very interesting town and we think it has a lot of potential. We want to stay here in  
the old part of town. We will participate in any activity the town does.

It needs a lot of work. The business and building owners need to take more pride in the  
appearance of the buildings and also in presentation of the product they sell.

Not enough different things. Too many antique stores. Need new as well as old things. Need  
things to attract locals as well as tourists.

Needs new blood and progressive people.

I like the small town atmosphere, personal service, feeling of being known and recognized. This  
makes DT Cottage Grove seem like a secure, safe place to work, park, shop, etc. Image=safe,  
secure, friendly.

Only a few successful business to attract customers. Badly needs a facelift and a theme to give it  
identity. Needs more specialized retail.

**17. Name any types of business or support services would you like to see  
located in downtown Cottage Grove that you would use, or from which you  
would make routine purchases?**

Already have the above, except for big name companies. Need a 1 hour photo shop. A two block  
shopping mall (covered?) factory outlet?

Art and Crafts Supplies: Fabric Shop: 5&10 store: Sandwich shop

TV repair shop

We have all of that in Bibs. We need an arts and craft supply store and maybe a soda parlor.

Food-video amusement, D Store.

Office supplies; computer store; Sears

Kitchen-bath boutique. Food chain like Arby's. Women's clothing.

Clothing store, nice economical restaurant.

Office Supply

Adequate support services are in place for us.

More office supply.

Furniture store--full line computer store.

I am a photocopy center; I am an office/computer supply. We need: art supplies, craft supplies,  
upscale clothing.

Office equipment repair. Computer equipment store.

Photocopy center is coming.

office supply, computer, restaurant

Office supply store that keeps it's stock up.

Any business that would be

Department Store (Sears, JC Penney)

clothing--toy store; gift shops

women's clothing, toy store, computer store, seafood restaurant like Mc Graths, craft shop

Any quality stores (not junk)

Department, clothing, etc.



Computer store, fly fishing shop.

A quality bakery--"real" breads and goodies with real ingredients. A class act social/music/alcohol establishment. Quality digital music akin to McMinnamin/Edgefield.

A couple of good restaurants, clothing boutiques, computer store with service dept.

**18. What other types of businesses would you like to see located in downtown Cottage Grove that would help increase customer traffic to your business?**

The Carousel would get more people to wander through down town.

A clothing boutique

More non-timber based business to help take up the slack of that declining dollar

Natural foods restaurant

Deli.

Food.

We would like to see more restaurants--not necessarily for us, but we feel there is a lack of higher quality eateries. There are too many delis and the other nite restaurants are too small, too busy, too noisy, or too slow.

More dining options; antiques--not junk stores; art galleries; music store-stereo equipment coffee shop, deli-bakery/sidewalk cafe; a hands-on museum: natural history, local history, including list. of Kalapuya people

more gift shops and less junk: clothing--unique.

Tourist related businesses

Anything that increases traffic.

Bring pet store back.

None

Large drugstore like Payless.

entertainment (not more bars however); theatres

street vendors/push carts for food. They're fun! egg-juices cookies, hot dogs, smoothies, pizza,

crepes, muffins, bagels, fresh produce

retail--selling items--not service

Customer traffic will not affect our business

Department store; specialty women's clothing

Department store.

Department store.

Children's toys and games.

Our business puts people on foot in downtown. They drop their cars with us and often have a few hours to run errands and shop. Keeping banks, post office and library downtown is very important to customer traffic as are professionals, services and retail all together. Keep this mix and promote the mix to increase customer traffic.

Family restaurants, retail stores.

**Rating of Business Location**

**19. Do you own or rent your business space?**

	Frequency	Percent
Own	31	51.6%
Rent	29	48.3%
Total Responses	60	100%

20. How satisfied are you with your present location?

	Frequency	Percent
Very Satisfied	23	38.3%
Satisfied	31	51.6%
Not Very Satisfied	6	10
Total Responses	60	100%

21. What are major advantages (or opportunities for) your business in being located in its present location? *List up to three.*

Prime location; high traffic.

Corner location and good parking.

In view of tourist traffic, sometimes being first is very good. We are not far from best local business locations and parking is good here.

Good location; fairly good parking.

Parking; great old building; good amount of square footage for my business

Reasonable rent; foot traffic is good between Wits and Restaurant

Main intersection of town.

Ambiance of old neighborhood; close to banks and supply stores; on corner of 2 main streets.

On Main Street--good visibility. Large lot area. Near major food store.

Close to banks, parking, pharmacies.

Traffic flow & visibility.

Located in a historic hotel.

Visible from street, good intersection, good security.

Across from Videoland and Safeway, on a major street.

I both live and have my art and pottery studios at same location.

Good exposure to drive by traffic, many windows.

It has been located here approx. 40 years. Great location. Pretty visible in the old Cottage Grove Bank Building built in 1911.

Best parking in downtown for retail shop; Close to professional offices for lunchtime shopping; close to retired customers; at a stop light so more may see our signage.

In middle of street.

Rent, square footage, foot & street traffic, closeness to City Hall, radio station, park

exposure to traffic; affordable rent; proximity to downtown mainstreet

Other antique shops, easy access from I-5 and foot traffic.

Location-location-location, that's what I feel is our advantage

walk-in traffic; building appearance

paid for; on highway; ok traffic flow.

Has the necessary space, accessible to public, near major shopping and banking.

Longevity, conveniently location.

high traffic count; exposure; easy to find

Close to downtown Professional offices, Hospital, Home Center next door

Interactions w/ clients of gym; exposure to the Main Street; beauty of the setting

Central location.

Police response time.

Visibility, convenience, ample parking.

Visibility and parking.

Traffic flow; not hidden by other businesses; plenty of customer parking.

Historical location of business (1912 to present).

own building; established a long time in same location

Convenient downtown location; Good parking and exposure.

Busy Street, High exposure, parking, easy access

1) downtown 2) near banks 3) near post office

The amount of years we have been in the same location; the opportunity of expansion; our diverse product mix, service-oriented for the people

None

Size; reasonable rent

Location on Main Street Highway 99 is good visibility; another automobile service business close by.

Long time established location, ample parking.

Great for us and our customers as far as convenience for running errands and shopping.

Location on Hwy. 99, adequate parking, located next to other professionals, easy for people to find.

Good window exposure, on a corner, large space.

We're located in the hub of Cottage Grove, good foot traffic, excellent rent.

**22. What are the major disadvantages or problems for your business in its present location? List up to three.**

More parking area. Better access.

Coiner Park. Vandalism. Traffic flow problems on Main.

I would rather be on Main Street if there was better parking (better visibility)

Parking; not enough storage room; Our signs out front needs improving.

Parking, but only occasionally; Garbage-litter from var/tavern frequenters; No air quality control-- must rely on windows and in summer it is a problem with cigarette smokers outside.

Apartments next door, main drag is by the freeway, vacancies.

Limited parking.

No expansion room.

Some vandalism.

Antique wiring, old heating, no AC, empty buildings downtown.

Parking. Visibility to out of area customers.

Parking and work area.

Physical condition of the building we rent affects the public opinion of our competence.

Security--had vehicle stolen and another one damaged; graffiti on back of building.

Very hard to access due to center divider on HWY 99, as well as severe lack of parking space.

Also, sidewalk advertisement is not really an option, and at our previous location, we found such signs to be very effective at catching attention and drawing in customers for sales, specials, etc.

Traffic coming from the north must pass us and find a way to come back south to us.

None.

Two doors down from a bar.

Very optimistic.

Local businesses putting politics before the good of Main Street is unprofessional.

Inflexibility of building to remodel. Increased noise from Hwy 99 & litter.

Need more retail and too many vacant lots and empty buildings.

Square footage, lack of parking.

No off street parking that came with the building.

Parking. Hard to get back into traffic from this location.

Empty buildings in our block; tow bars nearby; People parking too long; Dysfunctional people--mental-criminal-drug-roaming streets and disruptive and put off upscale shopper.

distance away from what is considered the busier part of Main Street and its other shops.

lack of parking available; minimum of walk-by traffic; size limitations--we would like more space parking and parking related problems; taverns and perceptions of their behavior; vandals and thief.

No foot traffic.

Need new growth south end of town; old Gas Station hard to get permits to expand or sell; would like to build new shop without permit hassles

Parking

Only problem is people using our parking lot that are not customers of our business

1) bank moving 2) vacant building 3) I-5 area has most of foot traffic

renovation expense; parking; Empty lots that could have diverse product mix in new buildings that fit the historical theme; A pawn shop located close by; Type of people attracted to town as well as the products offered

downtown getting too many vacancies--all business moving to near Freeway

Minimal foot traffic.

23. How would you rate your present location on each of the following factors?

	Excellent	Good	Fair	Poor	Don't Know
Mutually Supportive Businesses	10	31	11	8	1
Proximity to Customers/Clients	20	39	3	0	1
Responsiveness of Government to Needs	1	13	14	9	15
Street/Building Maintenance	5	29	15	10	1
Aesthetics (Buildings, Streets, etc.)	3	20	20	8	0
Availability of Labor	3	28	9	5	2
Transportation Access/Traffic Flow	8	33	13	6	0
Parking	9	21	12	15	0
Good Value for Rent	16	22	12	2	2
Professional Address/Image	6	33	16	1	1
Police Protection	19	25	9	4	0
Taxes	2	11	15	4	8
Other	0	0	0	1	0

24. Are you aware of the advantages of being located in the historic district, such as income tax credits for rehabilitation, special assessments, etc.?

	Frequency
Yes	17
No	16
Total	33

25. Have you utilized any of these for your buildings(s)?

	Frequency
Yes	5
No	24
Total	29

26. Where do your employees park?

	Frequency
Public Parking	18
Employee On-Site Parking	25
On the Street	10
Other	5

27. To what extent are you interested in receiving more information about, or attending local seminars on, the following subjects?

	Very Interested	Somewhat Interested	Not Very Interested
Financial Assistance	11	13	20
Target Marketing	12	18	23
Marketing & Promotional Tactics	16	18	13
Customer Service	11	19	12
Business Planning	11	23	9
Visual Merchandising	10	14	20
Property Improvement on a Shoestring	12	17	12
Shoplifting/Security	6	16	20
Other	1	0	0

28. What forms of promotion have you used?

	Frequency
Newspaper Ads	44
TV Ads	5
Cable TV Ads	6
Radio Spots	37
Direct Mailings	23
Outdoor Ads/Billboards	11
Word-of-Mouth	34
Window Displays	5
Do Not Advertise	13
Other - Yellow Pages/Websites/Ext. signs	

29. Name three things about downtown that you would change if you could.

Cleaner; get rid of the bars; something for children

More continuity--making it appear old-fashioned rather than just old or run-down. Better parking. Also, business owners need to change attitudes about growth. Instead of wasting energy fighting Wal-Mart, use its proximity as an advantage.

We need public trash cans to reduce trash/litter. Cottage Grove as a city needs a good solid THEME---Identity or something.

Attitude, building facades, rest area for shoppers.

Parking! (off-street). Restore building facades. More public restrooms.

Make the construction of business buildings easier (i.e. Taco Bell fiasco). Keep city hall's influence to a minimum. Have a code for fronts of buildings to keep town looking clean & neat.

More use of the old style buildings, improve bike paths, finish the car.

1) Create a common theme and a more positive attitude about what has been accomplished.

2) Eliminate empty buildings and lot. 3) Get true political support--not just verbiage

Try to stimulate more vibrant business to move in--enough 2nd hand and antique stores.

Get rid of taverns, finish storefront on Homestead Furniture, parking for post office.



Appearance; attitude and support exhibited by other businesses, the Chamber of Commerce and Downtown Association; small business such as ours needs an economical, effective means of advertising. Location of post office at library.

Parking, building clean up and more unique shops.

The other business owners, more eateries, appearance sidewalk cafe; coffee shop/bakery; facelifts, paint, murals using earthtones in particular and whole downtown in general; corner of Main and 99 needs more greenery; trees of plantings of year-round interest--small park?

Bring store fronts back to architectural period

Upgrade some of buildings.

Fewer taverns. Sidewalk and street cleanliness. Building conditions.

allow no products on sidewalks except if there a sale; building appearance; different light--better signs for parking

Parking rules for business owners.

Need a park or area with benches, gazebo, etc. Traffic.

I would go back to 4 lanes on Main St; Trains have backup traffic at high traffic hours

More flowers, gardens, etc. paint some bldgs.; fewer sleazy bars, drunks on street; wash sidewalks, pick up litter, keep park w/ covered bridge gardens weeded and watered--it got ugly last summer

Physical appearance of some buildings; More awning to make it easier for shopper to stay dry;

City and merchants attitudes toward change; Parking rules and regulations--signs need to improve

Storefronts; empty lots; restrooms

1) repair & paint some buildings 2) more specialty shops 3) get rid of second hand stores

Renovate all the building facades; Fill the empty lots with new buildings; Bring in/recruit diverse businesses that are missing

We have conducted several of these expensive "consulting studies." I have never seen any results from these--so I can't really give you a concrete answer

Property owner to spruce up property

City to keep streets clean

Restore most buildings to original design, (don't change exterior of Aplans Jewelers--it is a classic 1950s remodel); public restrooms; second story living and housing; have a new post office location on Main Street in City Shop area.

Downtown restrooms and sitting areas

Parking time limit; condition of buildings.

More responsive people to customer needs, more variety in stores, easier parking in some areas.

Brighten it up. Trees are an asset as well as banners. Eliminate taverns.

I would love to see building owners keep all the buildings nicely. Somehow, more parking would be nice and/or bike racks more prevalent. It was good when we had a full service grocery store and a variety store downtown.

Business entities that attract people to downtown. Development of historic theme to attract

visitors. Remodeling & rehab of buildings. Develop a couple of restaurants on the river.

There is a real need for downtown restrooms. Stop checking parking as it is not necessary. Aim business to more tourist attractions.

Create one image--kind of businesses. Wok to change the building facades. Need bathrooms.

Need an entrance off 99.

### 30. Name three things about downtown that you would never change.

Historical buildings; never widen streets; no buses down town

Things must always change.

I can't think of anything I would never change.

Historic theme; slower pace

City Hall area w/ park & covered bridge. Keep the old buildings but upgrade their upkeep.

historic qualities and reminders



Our downtown has it's own charm that should never be changed  
2 way traffic. Home owned or family owned businesses. Small businesses that are not chains or franchises.

Small town, friendly atmosphere, lack of traffic congestion.

The hotel, the people and the antique shops.

Trees & flowers, yearly promotions encouraging shopping downtown, quaint small town feel & look.

Merchants in general, small town atmosphere, no parking meters.

Old buildings.

Old town.

Small town atmosphere.

Small town look, friendly atmosphere, no parking meters.

Keep post office, library and banks downtown. Keep the "know each other" security of walking and shopping downtown. Keep the ability to have local store accounts, making it possible to not carry money. It's a great feeling to have this trust and freedom and write a check to each business at the end of the month is very convenient.

Trees, plants, two-way traffic.

Friendly people, small town atmosphere.

Size; accessibility by foot; relaxed atmosphere

Warmth and friendliness of merchants; Community events downtown (draws shoppers); trees

Historical attributes.

Location of financial institutions; City Hall, Post Office (stay in down town core area but new location)

Old buildings, covered bridge, the trees carousel.

The atmosphere of history; The good people that are in this community who support the downtown the local people

Old-time character

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Note: The bus service from Eugene...subsidized by local business will not bring more business HERE--more than likely it will take it away.

#### **Name of Business**

Accent Window Fashions

Affordable Auto Sales and Broker

All Together Fitness

Apland Jewelers

Automotive Grinding Service

Bauder & Young Ins. Inc.

Bib's Mercantile

Bohemia Bicycles/C.G. Gas/An Ey for Detail

Bohemia Realty, Inc.

Bonanza Drive-up

Books on Main

Bunny's Hangout

Cappuccino Cafe

Charles D. Radebaugh, OD

Cottage Grove Liquor Store

Cottage Grove Veterinary Clinic

Covered Bridge Restaurant

Dan's Exhaust and Transmission

Falcon Cable

Ferguson Appliance, Inc.

Flower Basket

Genna and Associates Attorneys  
Grove Tavern & Cafe  
Herb's Cycle Town, Inc.  
Heritage Studio and Gallery  
Hoover's Shoe Store  
If Wishes Were Horses  
JB Dunham, Jr., DMD  
Jim's Tire Factory  
Kalapuya Books and Hulogosi Communications  
Kinkade Insurance Inc.  
KNND-KCGR Radio  
Les Schwab Tire Center  
Little Caesar's Pizza  
Main Street Cafe  
McCoy's Pharmacy  
Medicine Shop  
Mike & Bev's Antiques  
Mocks Transmission Service  
Naturopathic Family Medicine  
Old Town Club  
Owens Automotive Specialties  
Pam's Sunnyside Florist  
Pandora's Box  
Past 45 Arts and Crafts  
Petersen's Antiques  
Precision Audio  
R & R Travel Inc.  
Ron Davis (814 Main St.)  
Rose Garden Antiques Mall  
Scarpelli's Short Stop  
Schweitzer's Casual Wear  
Simard Chiropractic  
Smith-Lunk-Mills  
Steps of Faith, Christian Resource Center  
SuJo's  
United Auto Parts  
Video Station  
Western Pioneer Title Co.  
Witts Home Center

## COTTAGE GROVE SHOPPER SURVEY RESULTS

Seventy surveys were completed at the following locations: Safeway, Bi-Mart, Wal-Mart, and Downtown Cottage Grove .

### 1. Do you live in the Cottage Grove area?

	Frequency	Percent
Yes	60	85.7%
No	10	14.2 %
Total	70	100%

### 2. What is your zip code?

'Other' category contains zip codes in which only one respondent lived.

	Frequency	Percent
97424	60	85.7%
97426	4	5.7%
97451	3	4.3%
Other	3	4.3%
Total	70	100%

### 3. Where do you do most of your non-grocery shopping (e.g. clothes, jewelry, shoes, etc.) *Only answers with more than one response are listed.*

	Frequency
Eugene	35
Wal-Mart	22
Cottage Grove	16
Bi-Mart	12
Hub	12
Gateway	7
St. Vincent de Paul	3
Goodwill	3
Catalogues	2
Springfield	2

### 4. How often do you shop in downtown Cottage Grove?

	Frequency	Percent
Every Day	3	4.3%
1 to 2 Times Per Week	17	24.2%
1 to 2 Times Per Month	34	48.5%
Almost Never	9	12.8%
Never	7	10.0%
Total	70	100%

**5. When you shop in downtown Cottage Grove, what days of the week do you generally shop there?**

	<b>Frequency</b>
None	10
Saturday - Sunday	8
Mondays - Fridays	22
Everyday	3

**And at what time of the day?**

	<b>Frequency</b>
Mornings	8
Lunch Hour	12
Afternoon	1
After 5 PM	6

**6. What businesses in downtown do you visit most frequently? (Only those mentioned 3 or more times are listed below.)**

McCoys, the banks, Hoover's Shoes, Pen & Press, antiques, jewelry stores, Cappuccino Cafe, Bookmine, Witts Home Center, St. Vincent de Paul, Switzers, Flower Basket, Ace, Sunshine, Rosebud

7. What do you usually shop for in downtown Cottage Grove? What types of goods do you think are needed in this district?

	Currently Shop For	Needed
Antiques	12	0
Apparel - Children's	2	14
Apparel - Men's	3	13
Apparel - Women's	6	38
Appliances	2	2
Arts/Crafts Supplies	4	11
Artwork	3	2
Beauty Supplies/Cosmetics	3	2
Books	17	0
Cameras and Supplies	1	4
Car Supplies	7	0
Computers/Accessories	0	4
Furniture	2	6
Garden Supplies	10	8
Gifts/Cards	9	3
Groceries	12	2
Hardware	17	0
Jewelry	8	1
Linens and Towels	0	2
Medicines	14	0
Office Supplies	13	1
Pet Supplies	4	6
Shoes	10	8
Sporting Goods	3	11
Other - Fabric	0	4
Other - Electronics	1	5
Other - Window Coverings	1	1
Other -Bakery	2	2
Other - Feedstore	1	0
Other - Organic/health foods	2	5
Other - Toys	0	2
Other - CDs and Tapes	0	2
Other - Candy, Popcorn	0	1
Other - RV Supplies	0	2

8. What services do you use in downtown Cottage Grove? What services do you think are needed in this district?

	Currently Use	Needed Services
Appliance Repair	7	3
Auto Repair	9	0
Bank	27	0
Copy Center	8	3
Day Care	3	4
Dry Cleaner	2	0
Entertainment/Recreation	7	18
Exercise Studio	2	1
Gasoline	4	1
Hair/Beauty Salon	9	0
Legal/Accounting	5	0
Other - massage	3	0
Other - medical	2	0
Other - bike/boat rentals	1	1
Other - city hall	1	0
Other - library	2	0
Other - restrooms	0	3
Other - continuing education	0	1
Other - types of entertainment: movies, skating rink, mini-golf, swimming pool		

9. Do you ever eat at restaurants in downtown Cottage Grove?

	Frequency	Percent
Yes	27	48.2%
No	29	51.8%
Total	56	100%

TOO YUPPIE

**If yes, which meal and which restaurant?**

*Breakfast-- Only restaurants receiving more than one response are listed.*

	Frequency
The Grove	3
Koffee Kup	3
Main Street Cafe	2

*Lunch--Only restaurants receiving more than one response are listed.*

	Frequency
Studio Cafe	3
Cappuccino Cafe	5
Main Street Cafe	4
Covered Bridge	4
Dairy Queen	2
Cottage Grove Cafe	4

*Dinner*

*Only restaurants receiving more than one response are listed.*

	Frequency
The Cottage	3
Torero's	4
Covered Bridge	5
Bunnies	5
Hidden Valley	6
Cappuccino Cafe	3
Tziusseppis Pizza	2

**10. What other types of restaurants, if any, are needed in the Cottage Grove area?**

*Only restaurants receiving more than one response are listed.*

	Frequency
Steakhouse	8
Health Food/Vegetarian	5
Quality Italian	7
Fast Food/Arbys	7
Other Ethnic	7
Seafood	6
Deli/Sandwich	5
Smorgasbord	5
Fine Dining	4
Better Pizza	2
Coffee, Bagels	3
Family	3
Enough restaurants as is	3



**11. What are the major advantages of shopping in downtown Cottage Grove?**  
*Only advantages with more than one response are listed.*

	Frequency
Atmosphere, quaint	9
Convenience	9
Relaxed, friendly	9
Safe, community-feeling	7
Ease of walking/access	5
Supports community	2
Unique shops	2

**12. Name three things about downtown that you would change if you could.**

Get wal-mart out of here so downtown can do better; larger library; restaurants like Izzy's that serve a variety and serve family's unlike some of the downtown places that serve coffee/beer no place to take children.

Attitude--more positive

Paint and clean up

Need to promote the historic downtown from the highway...everything needs to say historic

Merchants don't stay open; can't count on them; prices high

Get rid of taverns and liquor stores

It's too spread out--make it closer together

Better parking, more awnings and benches

Use of space available

Fix front of furniture store

More stores and entertainment

More selection

More variety, more restaurant, another shoe store, get rid of Walmart

A place to rest and a bathroom

More stores

Public restroom, competitive pricing

Fix up buildings, more specialty shops

Move library into old city hall or make it into a parking garage, replace glaring ugly lights on main st. With soft, low intensity, elegant ones, install roof/covers over spaces in parking lots.

Move library to wells Fargo bldg, more second story housing be developed, better mix of stores downtown, especially on main street

To leave Wells Fargo in its building; to have a small parking lot like across from locks & loads; move the post office & kendall ford

More landscaping, more loans for historic preservation, more library resources

A clean public restroom, a nice cafe serving more to family people than the yuppie crowd coffee/sandwich shops; improve condition of store fronts like homestead, thrift shop front look like falling down and not a finished look.

Larger parking areas

All storefronts rented, facade improvements

Changing antiques --too many shops spread out--put them all together; too many taverns; put some employment offices back here

Clothing stores

Fix some of storefronts in bad repair, fill empty lots with stores, parking

More sidewalk cafes in summer; better movies; a nicer park along the river with picnic tables and playground for kids

13. Name three things about downtown that you would never change.

The Bookmine; atmosphere  
 Old town look, clean and well policed; keep library downtown  
 The people  
 Library to stay downtown, pedestrian covered bridge, trees downtown  
 Free parking; don't spread out  
 Historic buildings fronts  
 No more car traffic; keep the LTD to Eugene; post office and library stay downtown  
 The old style of buildings  
 Like lights, refurbished historical buildings  
 The way merchants treat you, trees, hometown atmosphere  
 The buildings--medicine shoppe  
 Historical buildings, style of storefronts  
 Historic buildings  
 Pen 'n press, Bookmine, McCoys  
 Senior citizens housing, Coine Park, river and bridges, banks  
 Atmosphere  
 Building  
 Main street, low density, old town feeling  
 Library, park by the swing bridge, the corner park  
 Historic character  
 Atmosphere--quaint  
 Buildings

14. How would you rate parking in downtown Cottage Grove?

	Frequency	Percent
Needs Improvement	10	25%
Adequate	28	70%
Good	2	5%
Total	40	100%

15. How many people are in your household?

# in Household	Frequency
1	4
2	19
3	15
4	9
5	3

**16. What are your special interests or hobbies?**

	Frequency
Sports	10
Gardening	10
Reading/library	9
Crafts	9
Computers	8
Sewing/knitting	6
Children	4
Woodworking	4
Antiques	4
Art & Music	3
Cooking	2
Travel	2

**17. How do you most often find out about merchandise for sale, special promotions, or sales in Cottage Grove?**

	Frequency
Radio	4
TV	15
Newspaper	29
Direct Mail	5
Posters or Signs	11
Word of Mouth	14

**18. Respondent's age group**

	Frequency	Percent
Under 19	3	4.3%
20 to 34	14	20%
35 to 54	38	54%
54 to 65	10	14%
Over 65	5	7%
Total	70	100%

**19. Respondent's sex**

	Frequency	Percent
Male	47	67%
Female	23	33%
Total	70	100%

20. Respondent's race

	Frequency	Percent
White	67	95.7%
Black	0	0%
Hispanic	3	4.3%
Total	70	100%

Other Comments:

Need a YMCA or Recreation Center.

It's all here.

I do not want to shop in Eugene. I would rather shop in CG. I have greatly appreciated Walmart and did not exchange downtown shopping for it. I love CG and am loyal to it.

We need a miniature golf and arcade place for younger people. Even a water park would be great. That could be built out by the lakes even they had places like that in CA. We also need to have our county and state offices put back.

The city needs to take a more active role in downtown. They spent lots of time developing Row River Rd. and Gateway area and forgot the heart of their city--the downtown. Need to use room tax dollars to jump start downtown.



## COTTAGE GROVE AREA WORKER SURVEY RESULTS

Ninety surveys were completed.

1. Where do you do most of your non-grocery (clothing, jewelry, toys, books, etc.) shopping? *List up to three.*

	Frequency
Wal-Mart	61
Bi-Mart	52
Eugene/Springfield	47
Other CG businesses	20

2. How often do you shop in downtown Cottage Grove?

	Frequency	Percent
Every Day	3	3.4%
1-2 Times Per Week	33	37.0%
1-2 Times Per Month	33	37.0%
Almost Never	20	22.5%
Total	89	100%

3. What are the stores or businesses you patronize most often in downtown Cottage Grove? *List up to three. (The top responses are listed below.)*

	Frequency
Witts	27
McCoys	26
Pen & Press/Bib's	20
Banks	18
St. Vincent de Paul	15
Homestead Furniture	15

4. When you shop in downtown Cottage Grove, what days of the week do you generally shop and at what time of day?

	Frequency	Percent
Monday - Friday	43	60.6%
Saturday	18	25.4%
Varies; any day	10	14.0%
Total	71	100.0%

	Frequency	Percent
Morning	4	5.6%
Lunch Time	31	43.6%
Afternoon	5	7.0%
After 5 pm	4	5.6%
Varies; anytime	27	38.0
Total	71	100.0%

5. Where do you park your car in downtown Cottage Grove?  
*(Several people checked more than one response.)*

	Frequency
Public Parking	24
Employee On-Site	22
On the Street	59
Other	6

6. How would you rate parking availability downtown?

	Frequency	Percent
Needs Improvement	29	32.6%
Adequate	50	56.2%
Good	10	11.2%
Total	89	100.0%

7. What do you usually shop for in downtown Cottage Grove? What types of goods do think are needed in this area?

	Currently Shop For	Merchandise Needed
Antiques	10	3
Apparel - Women's	16	38
Apparel - Men's	15	33
Apparel - Children's	11	15
Apparel - Shoes	21	18
Appliances	9	8
Arts/Crafts Supplies	8	21
Beauty Supplies	11	9
Books	20	5
Cameras & Supplies	6	9
Car Supplies	19	4
Computers/Accessories	2	21
Furniture	7	10
Garden Supplies	17	6
Gifts and Cards	44	4
Groceries	19	2
Hardware	34	2
Jewelry	24	7
Linens & Towels	3	7
Medicines	44	2
Office Supplies	29	5
Pet Supplies	10	9
Sporting Goods	8	12
Other	1	7



8. What services do you use in downtown Cottage Grove? What services do <sup>you</sup> think are needed in the area?

	Services Used	Services Needed
Appliance Repair	17	5
Auto Repair	25	1
Banks	66	0
Copy Center	30	2
Day Care	0	5
Dry Cleaner	10	8
Entertainment/Recreation	13	24
Exercise Studio	12	3
Gasoline	31	2
Hair/Beauty Salon	29	1
Legal/Accounting	17	1
Other -	4	8

9. During the week how often do you go out and complete each activity at lunch time?

	Every Day	1-2 Times/Week	1-2 Times/Month	Never
Shop (73)	0	26	31	16
Eat (80)	4	30	28	18
Bank (78)	5	16	44	13
Run Errands (74)	12	37	16	9

10. On average, how many times a week do you eat out for lunch in downtown Cottage Grove?

	Frequency
0	48
1	28
2	5
3	5
4	0
5	3

11. On average, how many times a week do you eat out for dinner in downtown Cottage Grove?

	Frequency
0	48
1	28
2	5

12. How much do you spend for lunch, excluding tips?

*The average amount spent on lunch is \$5.63.*

13. How much do you usually spend for dinner for your family , excluding tips?

*The average amount spent on dinner is \$15.60.*

14. What type of restaurants would you like to see located in the Cottage Grove area?  
*Only the top responses are listed.*

	Frequency
Family	33
Ethnic	19
Steak/Seafood	15
Italian	10
Arbys	8
Chinese	7

15. What types of entertainment, or recreational activities, would you like to see in the Cottage Grove area?

The most "wanted" activities are:

- Something for youth to do.
- Skating--roller and ice
- Movies
- Mini golf

16. What are the major advantages of shopping in downtown Cottage Grove?  
*Only advantages with three or more responses are listed.*

	Frequency
Convenience	30
Location, Proximity	26
Supports Local Merchants & Economy	8
Personal Service - Friendly Service - No Crowds	7
None	5

17. Name three things that you would change in downtown Cottage Grove if you could.

More activities and places to go with family

Homestead's unfinished storefront, too many junk stores, get rid of the bars

Some of the older buildings need refacing; move bars to outskirts of town

Close the bars, more shops

More variety of stores

Price and selection

Homestead Furniture Store front is an eyesore

Fix Homestead Furniture, find room for restrooms, get rid of some taverns

Better selection of restaurants, improve ambiance of stores and buildings, bigger library/comm. center

More discount stores

Banners hung over Main Street for special happenings, more emphasis given to our Gold Mining history (EX Reader board info at spots in D-town telling about history of town and gold mining)

Fewer taverns and bars

Parking limits, restroom availability

More street fairs, buildings face lifts, more attractive lighting

The "club"

Move the train tracks, reface some ugly buildings, get more parking and keep it free

Complete projects started such as Homestead Furniture--it's an eyesore

Appearance of store fronts, parking, ability to walk in core area without main street traffic

More restrooms, family stores, fix fronts of Homestead Furniture, thrift shops

Add public restroom to be open at all times; continue beautification; a little park with gazebo and stage like Coiner Park has for public events. I thought the park plan for the lot by McCoy's was great!

Restore older homes. It would be nice to see a theme of "Covered Bridges" or Bohemia Mining be set on store fronts so its a unique look that attracts tourists. Nevada City, CA has a mining old time theme w/ restaurants and gift shops. Our store fronts need some improvements.

Parking - 6 more mentions!

Crosswalks, beautify and restore all store fronts

Competitive pricing, more selection

New fronts on old buildings--deteriorating, bike lanes, improved parking at PO

Larger library, more second floor housing, completion of renovations to downtown historic buildings by owners.

Too many antiques, dress up the buildings, better parking

Appearance. Few buildings "invite" you in...

Unlimited street parking for patrons with free parking in lots for workers

Restore all buildings on Main Street to acceptable appearances

Storefronts--this town should capitalize on its history--it could be 10X that of Sisters, OR

Close the bars and move the 3rd hand stores and salvation army to new location...They (stores) basically tell everyone that times are bad and we have nothing to show for ourselves than used stuff.

We have too many junk stores. Most merchants' prices are too high.

Prices, prices, prices--city seems to want to have their cake and eat it too...

Fix up buildings--encourage business owners to renovate and clean store fronts. I like to go places that it looks like the business is well run and organized

A parking lot between 99 & 6th Street

More plants

Finish remodel @ Homestead--street facade is tacky, public restrooms, park area to sit and rest

Paint and restore ALL building fronts, summertime floral displays on Main Street, benches with flowers to accommodate elderly

Improve appearance of buildings--more effort to return to historical look

Too much noise from bike shop

No more antiques, used stores, a restaurant & dress shop

Bring in better merchandise, i.e., good clothing stores & accessories; restore buildings! Provide amenities (restroom) and good food to encourage shoppers to stay once they're here.

Cheaper clothing, more clothing stores, take out bars, more fitness opportunities

Looks--make businesses look cleaner on the outside and finish the work that was started

Stores open past 5 or 6 on at least occasional evenings, clothing & houseware shops, more emphasis on Old town atmosphere

More variety gift-type shopping versus others--junk stores

More clothing stores and restaurants

Less junk shops, more small variety or gift shops

Restore the old store fronts

Require all property owners to improve the facades of their buildings to maintain the historic look.

Prices in downtown shops tend to be high

Stores to stay open after 5PM

Homestead Furniture should finish its remodeling *tastefully!!*  
 Pedestrian light should automatically say WALK when the light is green instead of pushing the button.  
 Store front appearances; more variety of businesses  
 Have stores stay open later  
 Bikes need parking spaces to lock up; elderly need places to sit; businesses need to clean, paint and maintain storefronts  
 We need another grocery store in town. Safeway is too pricey.  
 Make it more attractive, try to get a theme like Sisters, OR  
 Slow traffic down  
 Make 6th St a one way street --too many near accidents now. When cars are parked on 6th St., you can not see cars coming from both directions when pulling out from Washington Avenue  
 Establish a large retail/dept. store like Fred Meyer; fix up & showcase historic buildings, more trees/less pavement  
 All the second hand stores, parking space, the bars--there's too many  
 Modernize downtown  
 Bathrooms, benches, music  
 Wider parking curbs  
 Cleaner buildings  
 Fill up empty stores; a restroom after 5 PM  
 Competition and animosity b/w old CG and new CG; growth of large business like Walmart  
 Stores open later than 5:30, more variety of stores, more restaurants and night life  
 Youth activities, skating, teen center  
 Fewer 2nd hand stores, add nice women's and men's clothing and art galleries

18. Name three things that you would never change in downtown Cottage Grove?

Style of buildings  
 Put old buildings back to original fronts  
 Old town look, never remove trees, maintain current traffic  
 Historic buildings  
 Small town atmosphere  
 The OLD historical architecture, personalized customer service  
 The smallness  
 Buildings  
 Xmas lighting, Covered Bridges  
 Small town charm  
 Covered Bridge model walkway  
 Keep and restore the old buildings  
 No parking meters, no big department stores  
 Small town atmosphere, like to see historical side more  
 Historic character, potential connectivity to other CG amenities like parks, trails, etc.  
 Hometown atmosphere  
 Variety of building styles & types  
 Setting, location, historical restoration, bridges, etc.  
 E-w and n-s orientation of the streets (too bad about Hwy. 99 diagonal)  
 The old buildings  
 Restored old buildings, street lights  
 Character  
 Nothing  
 Seasonal light pole banners, pride & workmanship the shop owners spend decorating store windows (except Homestead)  
 The Covered Bridges, ducks on river, tennis courts, Coiner Park, swinging bridge  
 Friendliness of merchants

Old style building fronts, on street parking

Although we pride ourselves on the gold rush connection, the buildings depict the prosperous 20s, go with what works. Pick a theme that works and go with it.

Old buildings

The small town atmosphere of personal contact with shop owners/staff

Nostalgic appearance

Bridges, parks

Downtown celebrations

Library presence downtown, downtown trees, friendly folks

I like the prices of supplies, the convenience of having things close & safe environment, love the library!

Style or character of the buildings and the streets

Store fronts should maintain old town facades and signs should be small

Aplands, the bank access, a wide variety

Small town atmosphere

Bridge & park area

The buildings and library

Barber shops, covered bridges & rivers, fitness centers

The old stores; no parking meters

Historic nature of buildings

50s atmosphere

Buildings & storefronts

Hometown feel

The setting of the "old town" look. Old fashion light poles, refinishing old buildings

19. How many people are in your household?

Of the 52 who responded, the average response was 3.1 persons

How many children are in your household?

Of the 16 that responded, the average response was 1.3 children.

20. Please tell us about your special interests and hobbies?

Reading, watching movies

Community involvement

Hunting, fishing, bike rides, basketball

Sports, outdoor rec

Fishing, hunting, boating

Hunting, fishing and computers

Gold mining, motor cycle, and quad riding, bike riding

Crochet, gardening, dancing, plays, dining out, shuffleboard, bowling, hunting & fishing

Fishing, golf, camping, racquetball

Walk, ride, bike, tennis, movies

Skiing, snow mobiling, camping, hunting, biking

Reading, acting, swimming, skiing, pinball, art, video games, skating

Music, photography, hiking/camping, history, gold panning

Reading, hiking, family movies, rollerblading, biking, animals, camping, volunteering

We appreciate reasonable video central shops that offer new releases for dollar day prices.

History--especially the West Native American, reading, needlework/crafts, geography and geology.

Hunting

Investments, skiing, exercise

Camping, hunting, fishing

Cooking, gardening, skiing, hiking, cats, reading  
 Fishing--outdoor activities; biking; computers  
 Sewing, fishing, skiing  
 Exercise--walking, aerobics, swimming, biking, gardening, hunting, fishing  
 Outdoor recreation and crafts  
 Reading, golf, biking, walking  
 Flying, working, traveling  
 4-H, horseback riding, bike riding, camping...  
 Movies, partying  
 Computers, books, flowers  
 Camping, hiking, reading  
 Shooting, reading, gardening  
 Music, sewing, reading, cats, dogs, antiques  
 Friday nite get together, bowling, working in the yard  
 Readings, RV Camping, water sports-boating  
 Needlework, books, crafts  
 Biking, walking, snowmobiling  
 Computers, hiking, biking, volunteering  
 Running/cycling; gardening; open space & urban development  
 Skating, golfing, playing cards  
 Reading, Gardening, Art  
 Family activities  
 Running, rollerblading  
 Bikes, fitness, swimming  
 Traveling and shopping  
 boating, gardening, home repair  
 Camping, boating, biking, photography, crafts, computers  
 Computers, crafts, movies  
 Painting, cooking and outdoor activities  
 Ceramics, crafts, outdoor activities  
 Camping, fishing, hiking, reading, stained glass  
 Woodwork, yard

21. How do you most often find out about merchandise for sale, special promotions, or sales in downtown Cottage Grove?

	Frequency
Radio	17
TV	4
Newspaper	62
Direct Mail	30
Posters or Signs	23
Word-of-Mouth	46
Other (Windows)	2

22. Are you male or female?

	Frequency	Percent
Female	61	67.7%
Male	29	32.2%
Total	90	100%

What age group are you in?

	Frequency	Percent
Under 19	3	3.3%
20-34	18	20.0%
35-54	52	57.8%
55-64	13	14.4%
Over 65	4	4.4%
Total	90	100%

23. What is your zip code

97424	70
97426	3
97428	1
97426	5
97436	1
97434	2
97477	1
97427	1
97401	1
97408	1





