



STRATEGIC PLAN

2023-25

MESSAGE FROM THE BOARD



The Pendleton Downtown Association is proud to serve as a catalyst for the revitalization and economic development of our beloved downtown. As a community-based organization, we strive to enhance the quality of life in downtown Pendleton by promoting and preserving its unique historical, cultural, and architectural assets.

We are excited to announce the launch of our new strategic plan, which sets out a vision for the future of downtown Pendleton. Our plan is rooted in the values of inclusivity, collaboration, and innovation, and it has been developed in close consultation with community stakeholders, business owners, and residents.

After reviewing the feedback and insights received, our board, in partnership with Oregon Main Street developed this strategic plan to serve as our commitment to downtown Pendleton and our members. We look forward to partnering with the community in making downtown Pendleton an even better place to live, work, and play.

Sincerely,

Pendleton Downtown Association Board

Board of Directors



Joe Bachmeier, President
Bachmeier Property Management

Trina Wicklander, Escrow Officer
Pioneer Title & Escrow

Carol Hanks, Treasurer
Great Pacific Wine & Coffee Company

Heather Eckman-Lunny, VP/Branch Manager
Banner Bank

Zoë Holmes, Secretary
The Foundry Vineyards

Shannon Gruenhagen, Marketing and
Tour Coordinator
Umatilla County Historical Society

Cole Rixe, Partner
DDRC Marketing



INTRODUCTION



The Pendleton Downtown Association (PDA) focuses on downtown revitalization utilizing the community-driven Main Street America four-point approach: Economic Vitality, Promotion, Design and Organization. The PDA is a Designated Main Street Community within the Oregon Main Street program which includes a network of over 85 communities across Oregon.



Economic Vitality supports existing business, as well as, diversifying the downtown business mix by encouraging entrepreneurs and recruiting compatible new businesses and new economic uses in downtown properties.

Design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

Promotion positions the downtown as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

Organization involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

The Pendleton Downtown Association Strategic Plan will guide the work of the organization over the next three years (2023-2025). It will be a dynamic document with priorities updated annually and reflect the changes in PDA's operating environment.

The plan was prepared under the leadership of the PDA Board of Directors using the following approach:

- Review of City of Pendleton plans and documents relevant to downtown. Key crossover issues and opportunities with City priorities include: walkability, historic character, visitor marketing, events, and economic/business development.
- Meetings and interviews with PDA members and City and business leaders
- Surveys of Downtown businesses, PDA members, the community-at-large and the PDA board.
- Review of Pendleton demographic and economic trend data.
- Numerous strategic plan meetings to synthesize community and business input, information and insights and to provide direction on the results.
- Guidance from the Oregon Main Street strategic planning workbook and the 4-point Main Street Approach.



MISSION, VISION, VALUES



MISSION



The Pendleton Downtown Association (PDA) works to build community and enhance the economic vitality of historic Downtown Pendleton through sustainable, community-driven initiatives.

VISION



We envision Downtown Pendleton as a vibrant and economically viable place to live, work, and visit. We see the downtown core's rich history and unique businesses, activities, and housing as the economic and cultural heart of our community. The community celebrates Downtown Pendleton's heritage, supports local businesses, and is actively committed to downtown's long term success.

VALUES



- We strive for a beautiful, safe, and walkable Historic Downtown Pendleton that is inclusive and respectful to our community members and visitors alike.
- We will serve with integrity and advocacy to support independent, local businesses growth and develop diverse offerings.
- We are committed to working towards organizational stability with a sustainable and balanced funding model, while maintaining transparency and consistency through all organizational operations.
- We agree it is vital to foster strong relationships with our members through a collaborative spirit, open dialogue, and intentional decision-making that takes members' input into consideration and facilitates partnerships across our community.
- We believe diversity and inclusivity are inherent for survival and growth.



COMMUNITY ENGAGEMENT



We deeply appreciate the input and feedback from our community and leadership as we strive to improve downtown Pendleton. Your voices are heard, and we are dedicated to implementing positive changes based on your valuable suggestions.



Community Survey Responses



Focus Group and Interview Participants



Business and Member Survey Responses



People Ready to Volunteer Downtown

DOWNTOWN ASSESSMENT



ASSETS



- Historic identity, landmarks, and buildings
- Restaurants and shopping
- Heart of the community
- Easy to navigate
- Friendly and welcoming

“Pendleton is the best place to be in Umatilla County for restaurants, entertainment and tourism!!”

CHALLENGES



- Vacant buildings
- Parking (improvements/signage)
- Restoration and upgrades
- Business hours of operation

“It's been sad to see so much space vacant. It would be great to see more of the buildings in use.”

OPPORTUNITIES



- Greater diversity of businesses
- Collaboration and communication with members, community, and other organizations working toward the same goal
- Increased number of events and promotion of events year round
- Encourage downtown foot traffic by marketing our downtown businesses

“I think Pendleton’s downtown area could be great. However for me personally when there are not shops that provide goods I am interested in it limits my trips to mainly restaurants.”



ORGANIZATION-WIDE GOALS



OUR GOALS



- Strengthen Downtown’s vitality and role as the retail, service, office, tourist, and cultural heart of the community.
- Enhance the downtown’s identity as a destination for tourists; encourage visitors to stay in Downtown Pendleton.
- Maintain and enhance downtown’s walkability. Improve the pedestrian environment to make walking an attractive means of traveling to Downtown and between destinations within Downtown.
- Foster strong relationships and communication with Downtown property and business owners by providing support to our members through accessible resources and education with a high-level of professionalism in all correspondence.



→ Underground

← River Walk

Welcome to Pendleton

Pendleton was once a wild frontier town where anything could happen, and often did. Indians, explorers, cowboys, settlers, immigrants. They all have a story to tell about their time in Pendleton. Come learn first-hand fascinating stories of freedom and life, real frontier life and a town where cowboy boots and tuxedos both fit just fine. But better yet, come add some stories of your own.

Use this list to start your exploration...and plan on spending one more day!

<p>HOUSING</p> <p>Charm Hall The Pendleton Director of Community 301 S. Main Street (503) 276-1411</p> <p>Housing & City 212 S. Commercial (503) 276-1411</p> <p>Residential Services A Rental Center Staff of Home 1714 2nd Street (503) 276-1411</p> <p>Pendleton Housing A Rental Center Staff of Home 1714 2nd Street (503) 276-1411</p> <p>Pendleton Subsidized A Rental Center Staff of Home 1714 2nd Street (503) 276-1411</p> <p>Pendleton Housing A Rental Center Staff of Home 1714 2nd Street (503) 276-1411</p> <p>Pendleton Housing A Rental Center Staff of Home 1714 2nd Street (503) 276-1411</p>	<p>CULTURAL ARTS</p> <p>Station of 19 Taylor 30 Station St (503) 276-1411</p> <p>Western Heritage Museum 301 S. Main Street (503) 276-1411</p> <p>Art in the Street 301 S. Main Street (503) 276-1411</p> <p>The Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>ART GALLERIES</p> <p>Billy Brown Gallery 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>OUTDOOR ADVENTURES</p> <p>GOLF</p> <p>John Wiley Golf Course 400 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>INDOOR ADVENTURES</p> <p>MOVIES</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>HOTELS & HOTELS</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>HOTELS & HOTELS CONT.</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>
<p>PERFORMING ARTS</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>WORLD CLASS RESTAURANTS</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>PAGES</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>SWIMMING</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>WATER SPORTS</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>BAR & RESTAURANTS</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>	<p>RV PARKS & CAMPING</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p> <p>Mad Scientist 301 S. Main Street (503) 276-1411</p>



Pendleton is a small town with a big heart. It's a town where anything can happen, and often does. Come learn first-hand fascinating stories of freedom and life, real frontier life and a town where cowboy boots and tuxedos both fit just fine. But better yet, come add some stories of your own.

TRANSFORMATION STRATEGIES AND OBJECTIVES



At the local level, the Main Street Approach is centered around a small set of Transformation Strategies. A Transformation Strategy provides a focused, deliberate path to revitalize and strengthen downtown Pendleton's economy. Reflecting the clear priorities of the Pendleton community, Pendleton Downtown Association's work will center on three critical strategies.

1. Fill Vacant Buildings in the Core Downtown Area



Why Important? This was the number one issue expressed across the community to improve downtown as a destination for local residents, visitors and employees. This strategy is linked to numerous other concerns raised including: make downtown a walkable and attractive district; support existing business with additional businesses to create a destination district where shoppers park once and walk everywhere; promote the rehabilitation of historic buildings, and expand the downtown business base.

2. Improve the Attractiveness and Positive Experience through Beautification



Why Important? An attractive, inviting downtown is essential to attract local customers, visitors and new businesses and goes hand-in-glove with filling empty buildings. Focusing on visual, physical improvements offers quick wins to show positive changes.

3. Create a Revitalized, Forward-Thinking Identity for Downtown Pendleton




Why Important? Pendleton residents feel that downtown Pendleton is stuck in the past, 'appears tired' and needs a new image, messages and identity. This strategy directly links to business development success, promotion and design activities to put a new face on downtown.



ACTIONS



1. Fill Vacant Buildings in the Core Downtown Area



Short Term Actions

- Continue PDA's focus on inventorying vacant properties and creating a turnaround gameplan for each property.
- Actively promote Urban Renewal's Path to Success Grant and attract entrepreneurs to empty spaces.
- Focus clean-up events on vacant properties.

Long Term Actions

- Develop a business/entrepreneur pipeline to fill merchandise niches in downtown.
- Work with Pendleton Development committee to implement and promote tools for property rehab and 'right-sizing' space for today's business.
- Work with POC on property and business development tools to incentivize businesses to locate downtown.

2. Improve the Attractiveness and Positive Experience through Beautification



Short Term Actions

- Flower baskets, landscaping, tree trimming, street cleaning, filling empty storefronts.
- Quarterly clean-up events.

Long Term Actions

- Remove outdated and unattractive signs from buildings.
- Implement new building signage telling the story and experience of downtown.

3. Create a Revitalized, Forward-Thinking Identity for Downtown Pendleton



Short Term Actions

- Conduct marketing research and brand audit.
- Use data and results to develop a brand strategy for the PDA.

Long Term Actions

- Design new brand identity and style guide that reflects the brand strategy.
- Write strategic marketing plan for communicating brand message, promotion, and design activities to the intended target audience.