downtown strategies

SEPTEMBER
2023

Downtown Strategic Vision

Prepared for:

OTTUMWA, IOWA



retailstrategies.com | [205] 314-0386 | info@retailstrategies.com

2200 Magnolia Ave South, Suite 100 Birmingham, AL



LETTER TO OUR PARTNER



Through our *Downtown Strategic Visioning* process, we assessed the five pillars of Downtown Ottumwa: **Market Analysis, Policy & Administration, Design, Tourism & Promotion, and Economic Vitality**, to provide a true roadmap to revitalization.

For Downtown Ottumwa, we identified and created a tailored strategy to enhance, revitalize, and mobilize your community's efforts. When properly fueled, your Downtown can be a powerful economic, tourism, and quality of life engine and our team of professionals was honored to help you define this potential and empower this community to achieve it.

Downtown Strategies exists to assist communities in taking the next, or first, step in their Downtown's journey.

Downtown Strategies' 5-Year Strategic Visioning process operates on **three key tenets**: utilizing asset-based methodology based on the community's existing strengths and potentials, holistically evaluating the community's Downtown, and creating implementable strategies for continued success.

The holistic approach utilized in our process included varying degrees of emphasis on the five pillars:

- **Market Analysis** to uncover and define the **economic potential** in your Downtown area
- **Policy & Administration** to ensure the recommendations of the plan include a road map to turn them into reality by creating a strong foundation for a **sustainable revitalization effort**
- **Design** to support a **community's transformation** by enhancing the physical and visual assets that set the commercial district apart,
- **Tourism and Promotion** to position your downtown as the center of the community and **hub of economic activity**,
- **Economic Vitality** to assist new and existing businesses, **catalyze property development**, and create a supportive environment for entrepreneurs and innovators that drive local economies.



Jenn Gregory, President
Downtown Strategies
Retail Strategies

We appreciate the opportunity to partner with you and your team, and we look forward to continuing a strong and productive relationship as you all embark on this revitalization journey.

OTTUMWA, IOWA

Your Team



Jenn Gregory

President

Downtown Strategies

Jenn is the president of Downtown Strategies, where her focus is on community development for our client communities. Through her Downtown Strategic Visioning Workshop process, Jenn advises communities on market analysis, tourism, economic vitality, and design updates for downtown areas. She also directly assists small businesses in client communities with elevating their digital presence, enhancing their omni-channel marketing strategies, and understanding market challenges in a post-COVID world.

jgregory@retailstrategies.com | [662] 617-1711



Jeremy Murdock

Community Development Specialist

Downtown Strategies

As community development specialist, Jeremy will assist Jenn and our clients with writing strategic plans, hosting community workshops, writing content, and managing implementation clients.

Prior to joining our team, Jeremy was a Research Associate III with the John C. Stennis Institute of Government and Community Development at Mississippi State University. He was heavily involved in ground-level community development issues, especially those related to design, planning, and revitalization.

jmurdock@retailstrategies.com| [662] 312-9243



Elliott Cook

Director of Real Estate

Downtown Strategies

As Director of Real Estate, Elliott specializes in retail recruitment and focuses on the identification of companies to fill the product and service gaps within each city's trade area.

elliott@retailstrategies.com | [205] 314-0384



Laura Marinos

Director of Client Services

Downtown Strategies

As the Director of Client Services, Laura specializes and assists in market research, market development plans, project coordination, client communication, event management, and team operations.

laura.marinos@retailstrategies.com | [205] 314-0386

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EXECUTIVE SUMMARY

OTTUMWA, IOWA

Executive Summary



1. Enhance existing city incentives to tighten up requirements and enforcement and more clearly communicate funding opportunities.

2. Use the economic impact model accompanying your strategic plan to determine the impact of vacant buildings in Downtown Ottumwa. Utilize these figures as the governing body considers amending or adopting new policies as it relates to vacancy.

3. Ensure that all downtown crosswalks are properly striped with basic crosswalk markings.

4. Add a white stripe to both sides of the new stamped concrete crosswalks along Main Street to better highlight and define the brick pattern.

5. Ensure all street signs and public parking signs within the downtown core follow the custom branded style with the "O!" icon.

6. Identify key gateway nodes into the downtown area along major corridors and bridges. Determine which locations are best suited for gateway signage and which locations are key sites for public art installations.

7. Identify potential locations for a simple Ottumwa-themed "Selfie Wall" mural. Highly visible locations should be prioritized.

8. Work with downtown retailers and restaurants to commit to being open during community events. Select approximately 5 events to serve as pilots. Promote the businesses that are participating in a variety of media (print, web, social media, etc.). Encourage outdoor merchandise displays, signage, and outdoor seating to add vibrancy to the sidewalks.

OTTUMWA, IOWA

Executive Summary

YEARS 1-3
minimal investment

1. Any business recruitment strategy, effort, or incentive should prioritize the top retail categories identified through the Gap Analysis.

2. Create a custom Business Recruitment packet that can be distributed to targeted retailers, restaurants, and other businesses. The packet can be used to personally recruit specific businesses from the region or elsewhere in the community.

3. Select 3 intersections for creative crosswalk and/or intersection painting installations.

4. Encourage and incentivize the activation of vacant and underutilized storefronts through a variety of strategies outlined in the plan

5. Ensure proper traffic markings (on-street parking, lane striping, etc.) are in good condition within the downtown core.

6. Install gateway signs or public art at gateway nodes along key corridors which could include S Wapello Street Bridge, Market Street Bridge, N Wapello Street, 2nd Street, and E Main Street. These should be phased in over time starting with the high traffic corridors and intersections.

7. Install a temporary "Selfie Station" downtown for 4 weekends during the upcoming year. The 4 stations could be focused on major events such as IHCC orientation or graduation, festivals, or holidays.

8. Install a Downtown Ottumwa-themed Selfie Wall mural in a prominent downtown location.

9. Identify and map locations for other potential mural or sculpture installations throughout downtown. Use artwork to create a trail loop that connects the downtown core with the river, bridges, parks, and Church Street District.

10. Use the existing map of public art to create a promotional guide to public art locations throughout Ottumwa.

11. Host pop-up events in city-owned downtown parking lots.

OTTUMWA, IOWA

Executive Summary

YEARS 3-5
long-term investment

1. Encourage property owners to utilize demising walls to create small footprint retail/start-up spaces. This low-cost strategy can be used to modify a large vacant building, add flexibility to an existing space, or add retail space to an existing office building while generating revenue for the property owner.

2. Encourage business and property owners to improve exterior aesthetics detailed in the plan.

3. Explore options for activating the street frontage of downtown parking lots by adding semi-permanent micro-retail space.

4. Install a dual electric vehicle charging station in Downtown Ottumwa. Add EV icons to future wayfinding signage.

5. Organize the Ottumwa Sculpture Trail as an annual event.

6. Select additional intersections for creative crosswalk and/or intersection painting installations.

7. Continue expanding the streetscape elements used along Main Street to other streets within the downtown core.

8. Aggressively implement your brand and brand story, utilizing strategies for each phase of the place branding process.

9. Create a city-wide comprehensive directional wayfinding signage system to connect visitors to Downtown Ottumwa and key attractions. Initial phase should focus on key corridors throughout the city.



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STRATEGIC VISIONING WORKSHOP

Through our Downtown Strategic Visioning Workshop, we assess the five pillars of your downtown's mix: Market Analysis, Design, Tourism & Promotion, Economic Vitality, and Policy & Administration to provide a true road map to revitalization.

OTTUMWA, IOWA

Strategic Visioning Workshop

January 19, 2023

8:30 AM	**Downtown Strategies** team meets with internal **Ottumwa Team**
10:00 AM	Walking tour of **Downtown study area** with internal **Ottumwa Team**
12:00 AM	**Downtown Ottumwa Stakeholder Input Session**
1:30 PM	Meeting debrief with internal **Ottumwa Team**
2:00 PM	Meeting Adjourns

Stakeholder Input Session

Welcome & Introductions

- Retail Strategies & Downtown Strategies
- 5 Pillars of Successful Revitalization
- Roles & Responsibilities
- Timeline

Market Analysis Preview

- Walkability Assessment
- Demographic & Gap Analysis Overview
- Mobile Insights & Tourism Summary Example

Downtown Stakeholder Input Session

- What makes you unique?
- What would you do with a magic wand?
- What are the biggest hurdles to success?
- Imitation is the biggest sign of flattery…

What's Next?

Following evaluation of Market Analysis, Stakeholder Feedback, and Recon from our Boots on the Ground Tour, your Strategic Visioning deliverable will be compiled and submitted within 4-6 weeks.



OTTUMWA, IOWA

Stakeholder Input Session

What we heard

- Ottumwa has a network of partners that work well together for the betterment of Downtown, including: The City of Ottumwa, Ottumwa Main Street, Legacy Foundation, Rippling Waters non-profit, among others. The Legacy Foundation provides needed, and sometimes hard to find, funding and implementation for transformational projects such as upper-floor housing and revitalization opportunities.

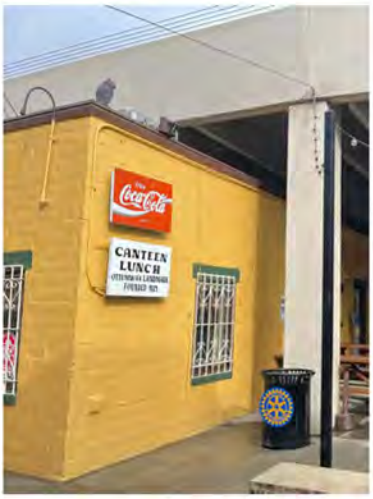
- There has been significant improvement in Downtown Ottumwa over the last 5 years, but there are still vacancies, some quite large, and a need to shift perception about the safety and vitality of Downtown. Restaurants and retailers are a priority.

- There is a huge opportunity to revitalize the riverfront area, and to make meaningful connections to the river and across the river to the Church Street District. For the purpose of this 5-Year Action Plan, we are primarily focused on the inner core of Downtown. There are efforts in place to identify a firm to complete design work for the riverfront area.

- There has been significant housing growth in the Downtown area, but there is a desire for more, with a focus on young professionals or those that will add vitality to the district.

- The City has implemented a suite of progressive incentives to assist property owners with revitalization of their properties. There is opportunity to make those more well-known and utilized. While design standards exist to compliment incentives, they are not strictly enforced as a means of being more "business friendly."

- There are a great system of trails around Downtown, but many perceive them to not be interconnected with Downtown.









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MARKET ANALYSIS

We begin by assessing your consumers from multiple geographies. Using our advanced analytics and proprietary tools, we uncover and define the economic potential in your Downtown area based on a custom trade area derived from mobile data tracking.

MARKET ANALYSIS

Our Research

Memberships, Subscriptions & Customized Reports

Crittenden Research

Restaurant News

near

LANDVISION™ Real Estate Mapping Software

RLT RETAIL LEASE TRAC

salesgenie

SN SUPERMARKET NEWS

PlainVanillaShell

SiteSeer

Downtown Strategies is proud to be a member of **Main Street America** and the **International Downtown Association.**

MAIN STREET AMERICA 2022 Allied Member

A PROUD MEMBER OF IDA INSPIRED LEADERS SHAPING CITIES

Research Partners & Geographic Information Systems

TETRAD sitewise

CCIM STDB

SitesUSA

REGIS online

ChainXY Location Matters.

MARKET ANALYSIS

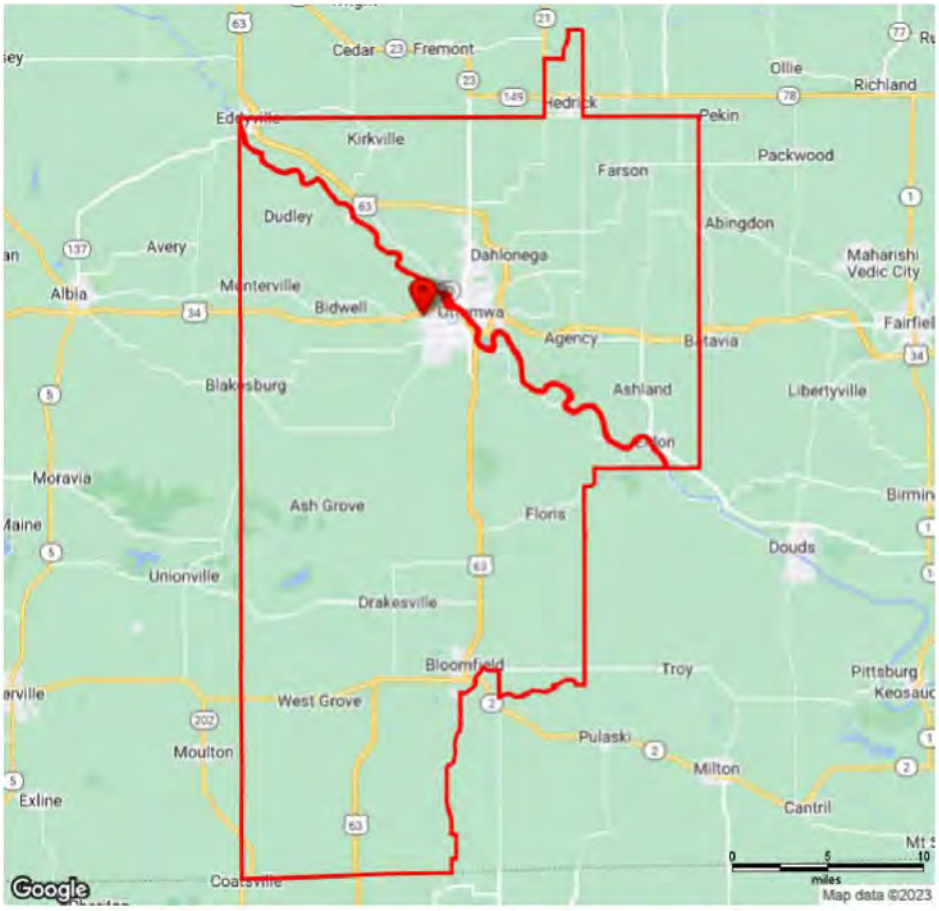
Our Research

Where does all this information come from?

Here are a few of the demographic data sources used:

Our Research

CUSTOM TRADE AREA



Ottumwa, IA Custom Trade Area

Population – 43,165

Each retailer has a specific set of site selection criteria they use to determine if they will have a profitable store. Municipal boundaries, radius rings and drive time areas are a start.

A customized trade area is the next step to analyzing a market. A trade area defines a core customer base of consumers highly likely to shop and eat in the market at least once a month.

Your trade area has been created by combining a series of drive times, mobile data analysis, geographic boundaries and proximity to neighboring shopping destinations.

Each retailer will analyze their own trade area based on their existing stores, their competition and site selection criteria.

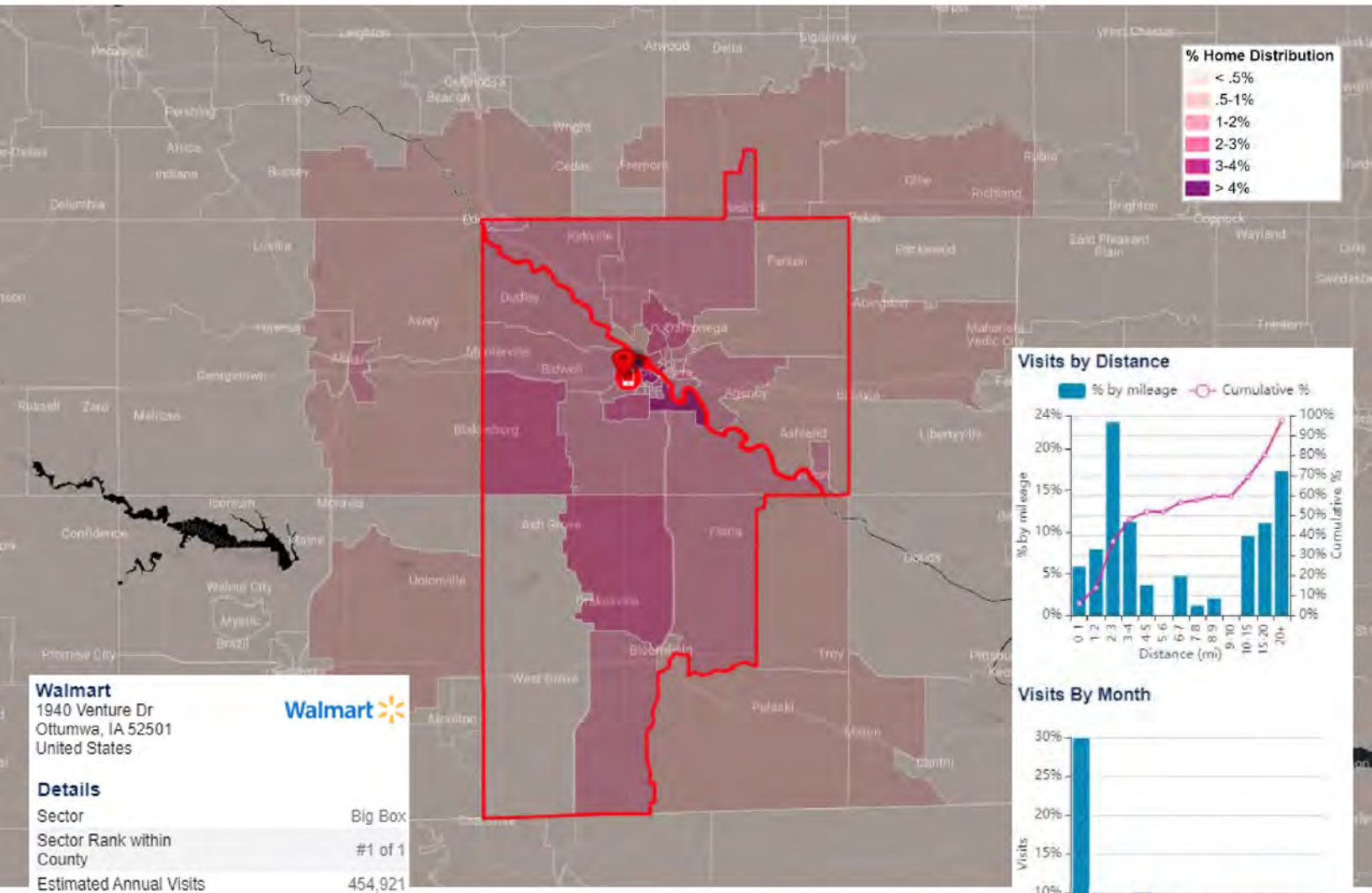
***The following demographics reflect the Custom Trade Area (CTA) and not geographic community boundaries.**

Mobile Data Tracking

Mobile data tracking uses **data collected from mobile phone users** who have agreed within their apps and phone settings to enable location information. This technology includes mobile phone data with **latitude and longitude points** that are accurate to approximately 20 feet. Data inputs are updated as quickly as every 24-hours.

The data shown **includes shoppers who visited the defined location** during a 1-year time period. This tool allows us to identify where consumers are actually coming from to shop in your market (Custom Trade Area) using actual data. This information is used to optimize your trade area, analyze business locations, compare frequency of visitors, and more **accurately predict business success**.

This data is intended to support the trade area but does not solely define the trade area.



Our Research

POPULATION

43,165

2022 estimated population

3.3%

Projected growth rate 22-27



44,600

Projected 2027 population

40

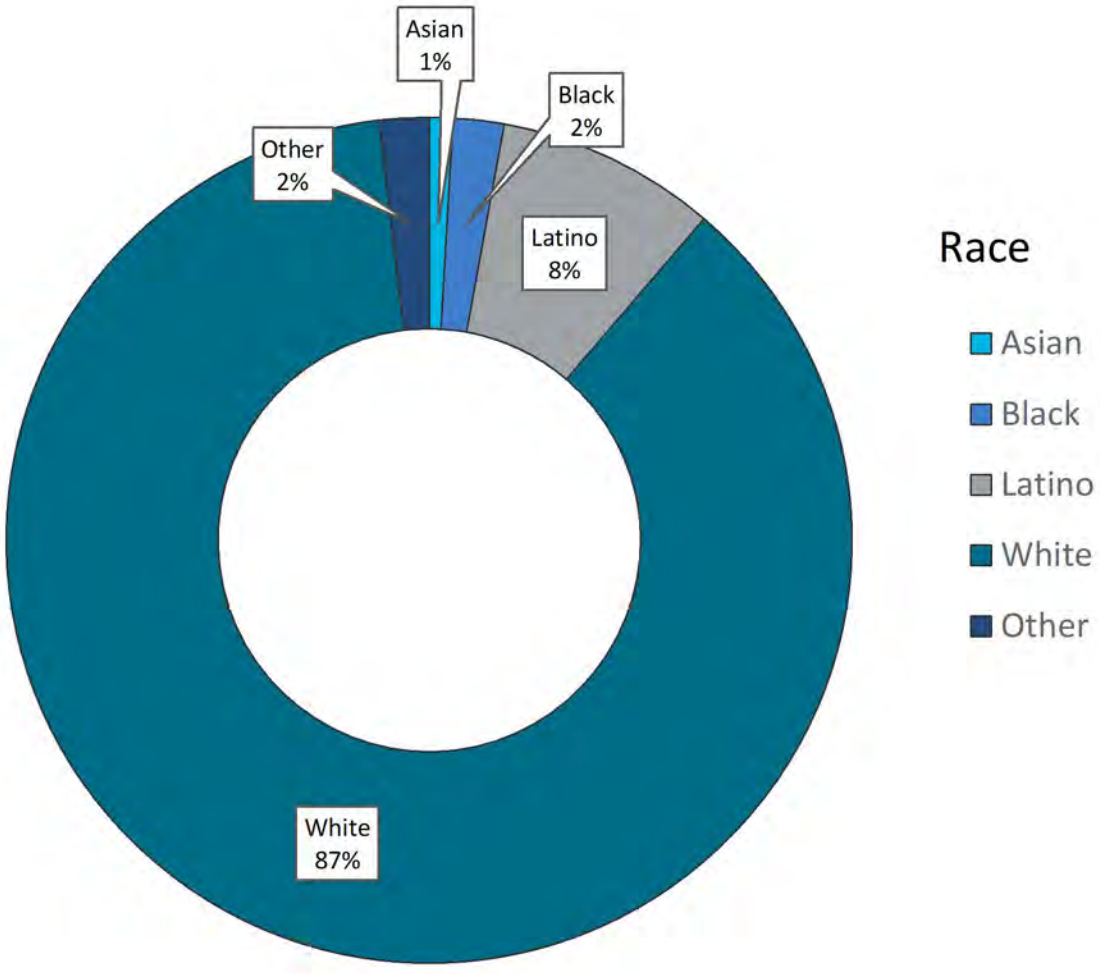
male avg. age

43

female avg. age

Our Research

CURRENT YEAR ESTIMATED POPULATION BY RACE



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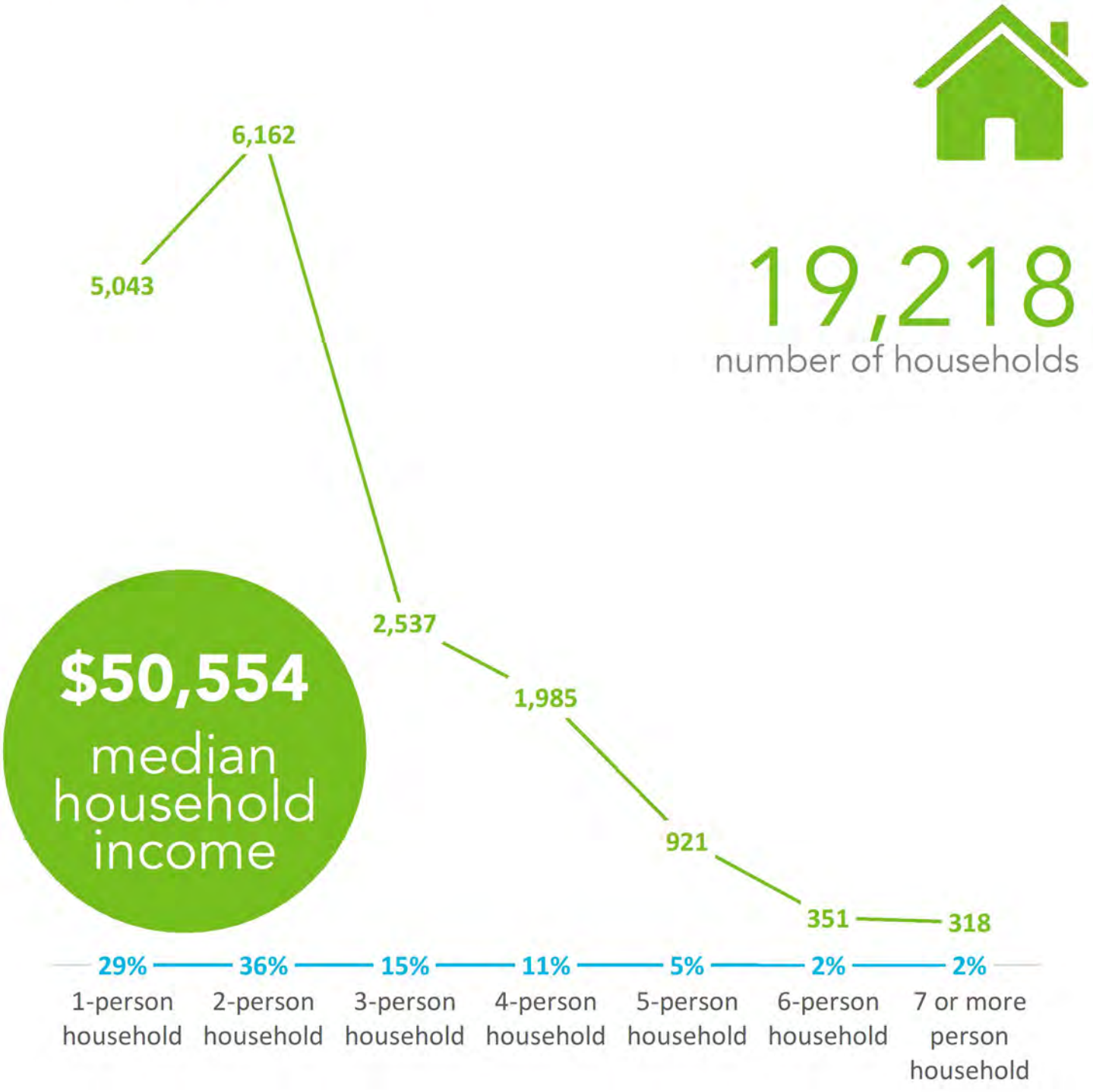
Our Research

CURRENT YEAR ESTIMATED HOUSEHOLDS BY HOUSEHOLD SIZE



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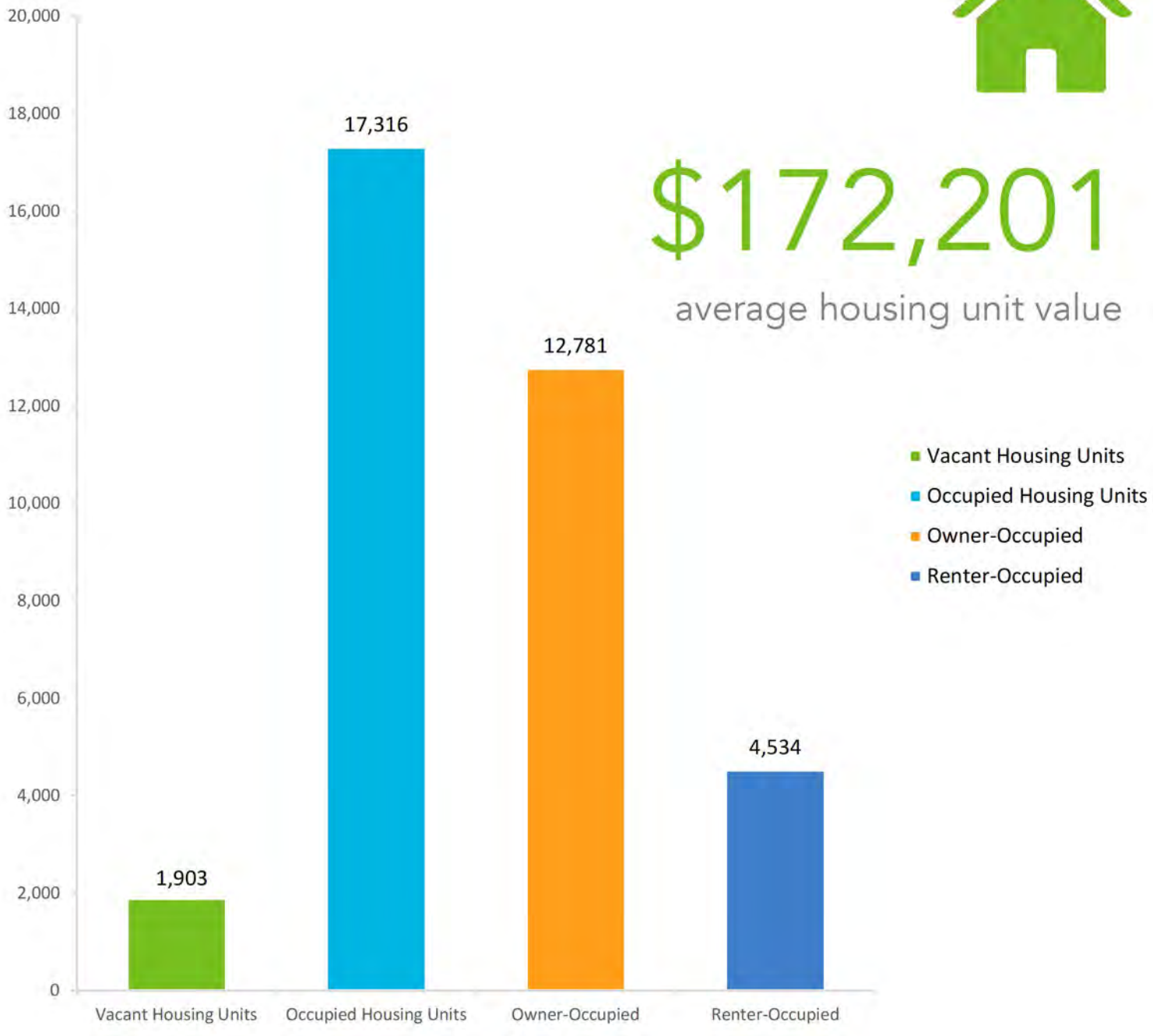
Our Research

2021 ESTIMATED HOUSING UNITS BY TENURE



$172,201

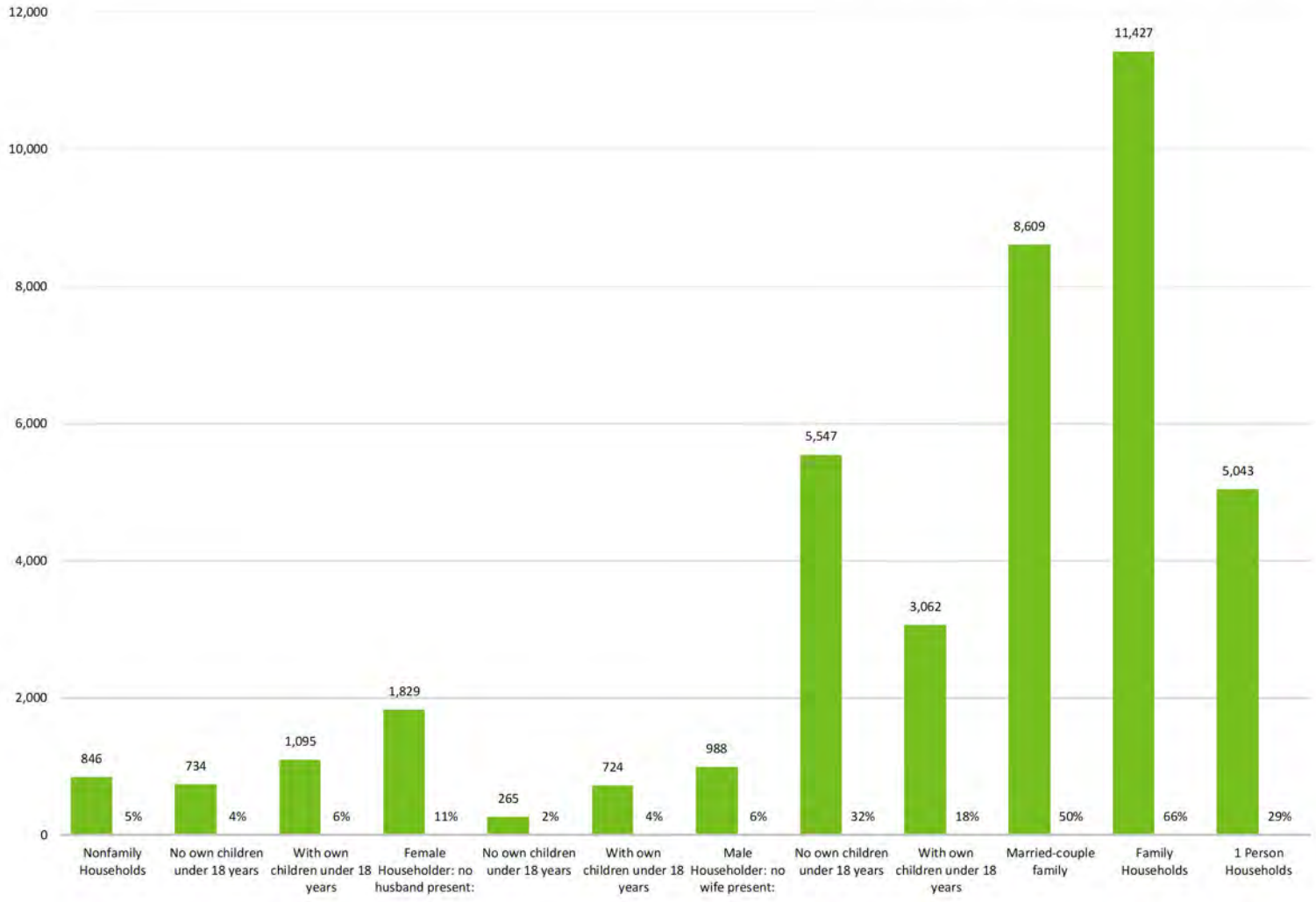
average housing unit value

Our Research

CURRENT YEAR ESTIMATED HOUSEHOLD BY TYPE

2.44

people per household

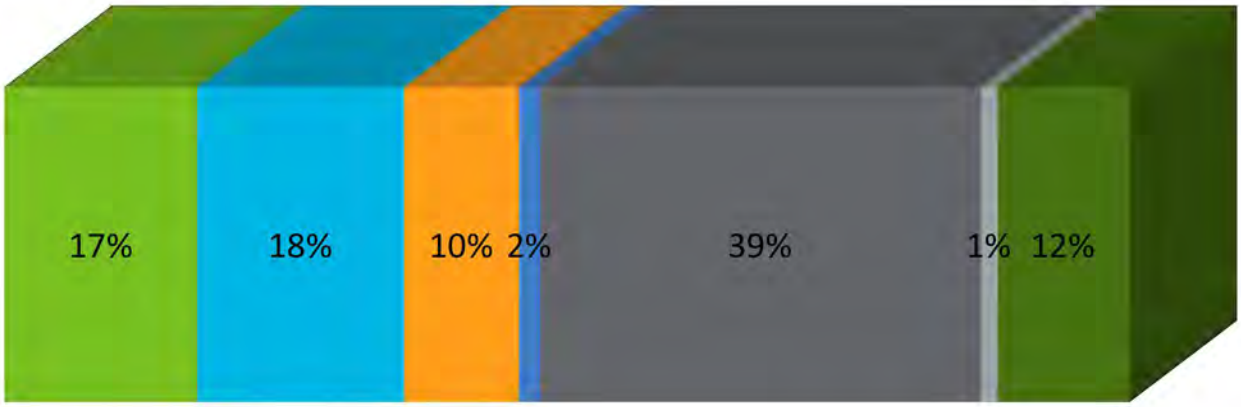


Our Research

DAYTIME POPULATION

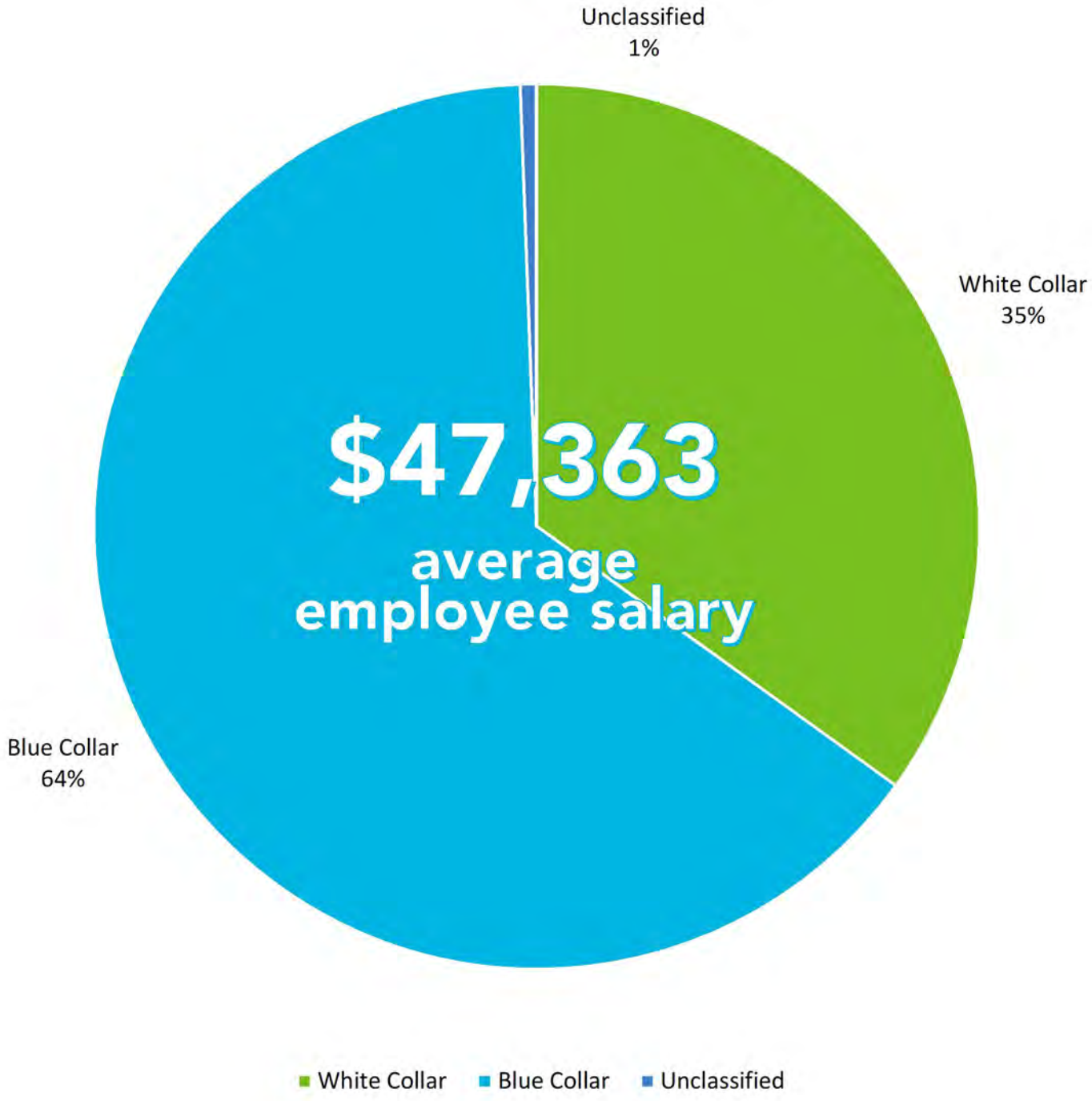
43,402 daytime population

- Children at home
- Retired/Disable persons
- Homemakers
- Work at Home
- Employed
- Unemployed
- Student Populations



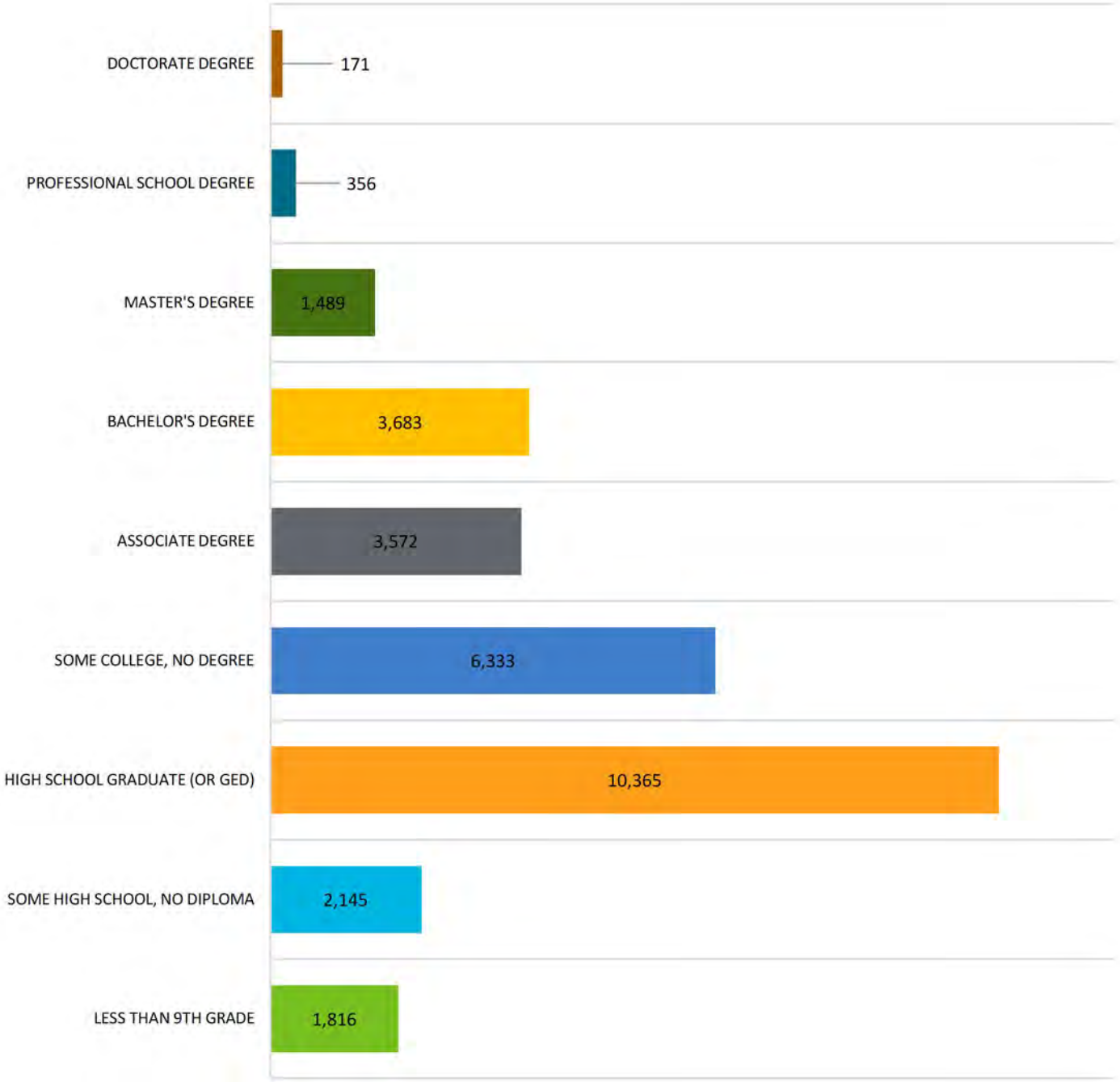
Our Research

EMPLOYMENT TYPE



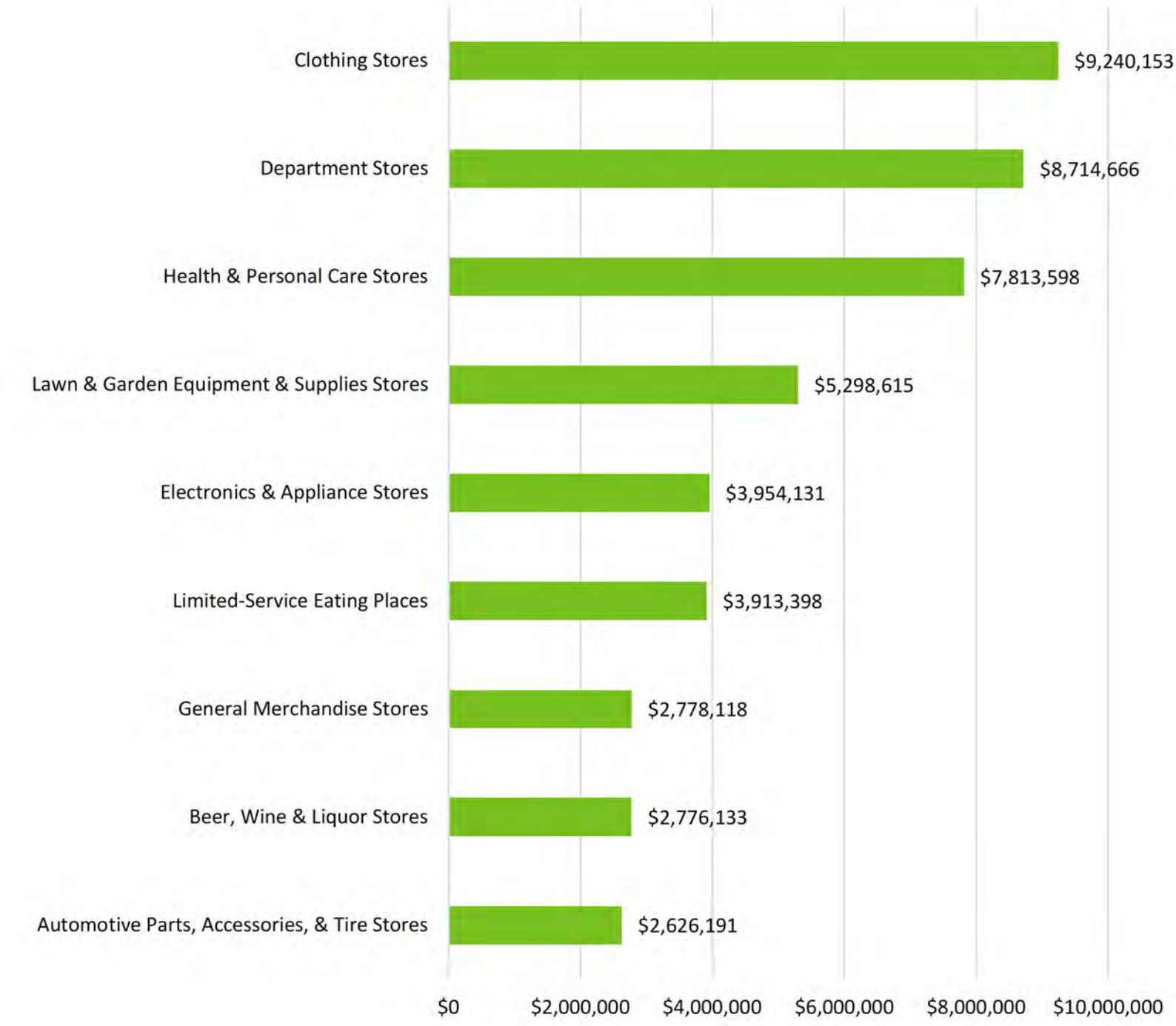
Our Research

CURRENT YEAR ESTIMATED POPULATION AGE 25+ BY EDUCATIONAL ATTAINMENT



Our Research

OPPORTUNITY GAP & RETAIL PROSPECTS



Our Research

COMMUTE PROFILE: 3 MILES



WORKERS

11,808
ACS Workers Age 16+

82.4%
Drove Alone to Work

299
2020 Workers 16+ Worked at Home (ACS 5-Yr)

TRANSPORTATION TO WORK

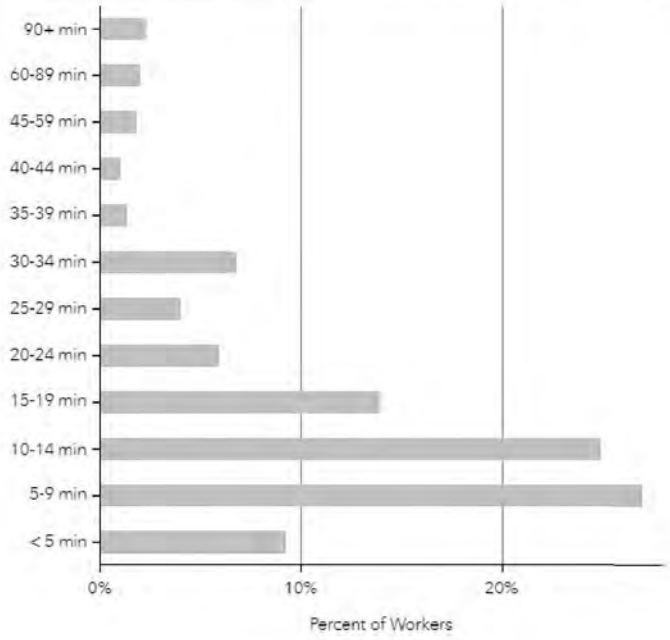
0.8%
Took Public Transportation

11.7%
Carpooled

2.2%
Walked to Work

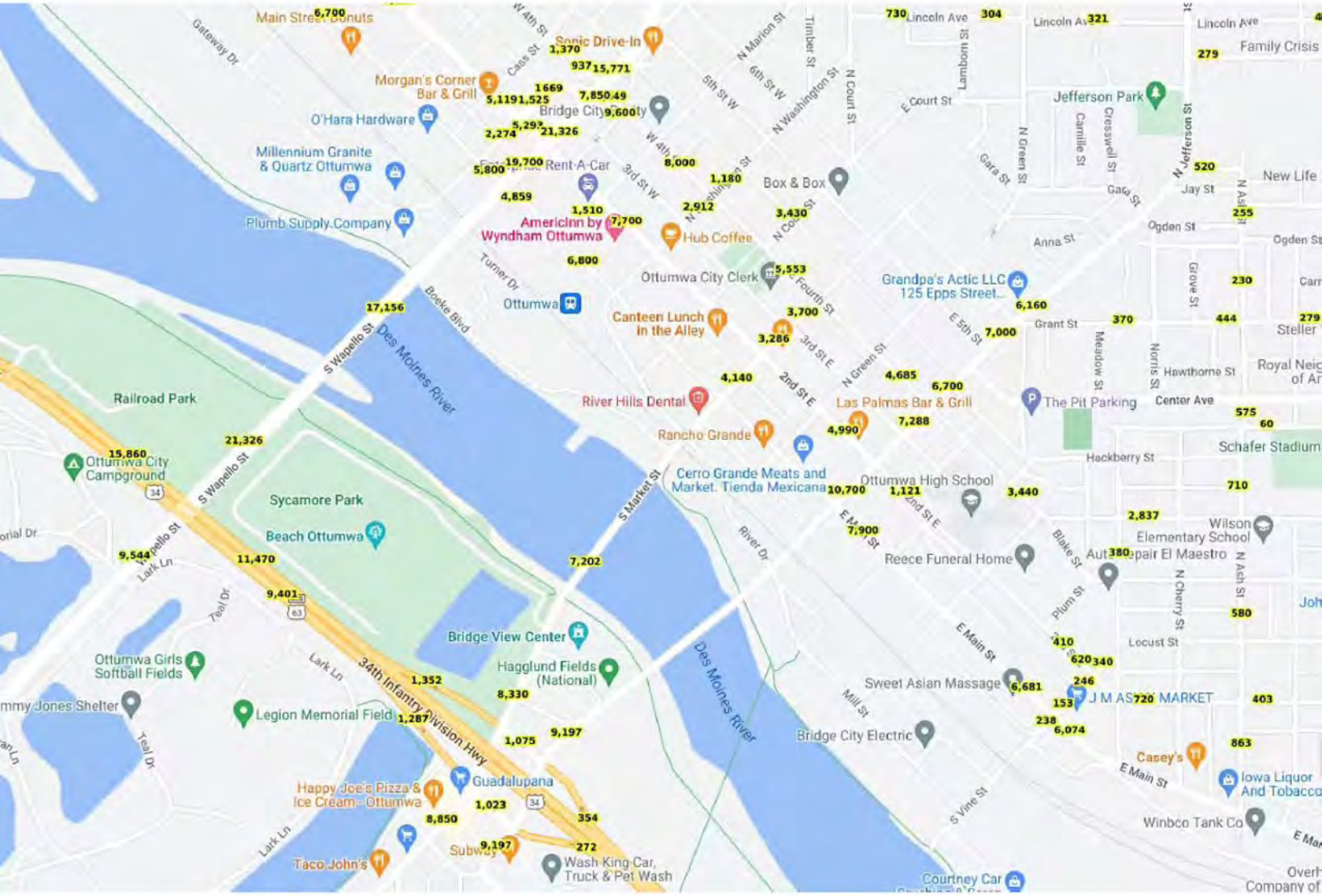
0.0%
Bike to Work

TRAVEL TIME TO WORK



Our Research

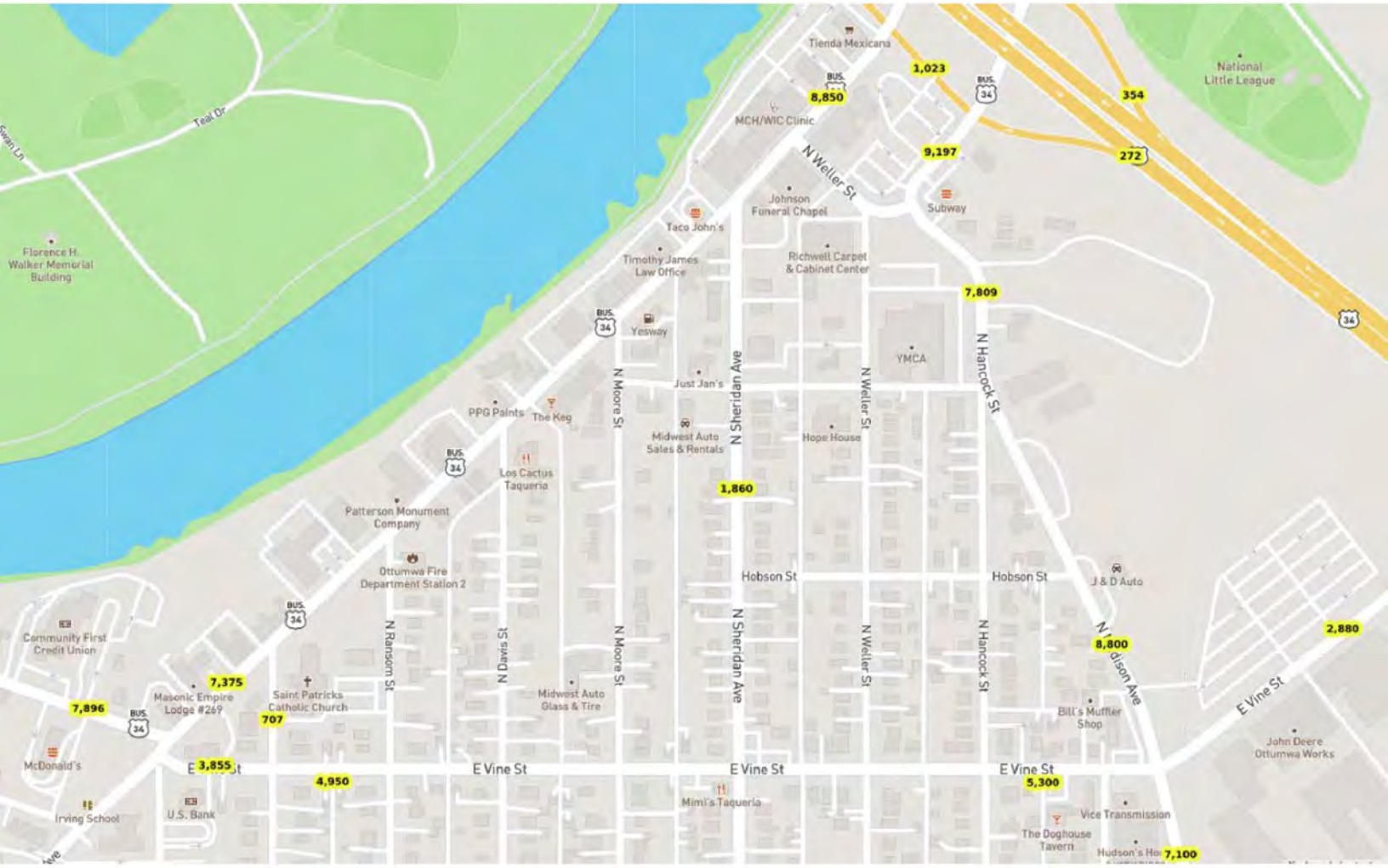
TRAFFIC COUNTS – **MAIN STREET DISTRICT**



MARKET ANALYSIS

Our Research

TRAFFIC COUNTS – **CHURCH STREET**

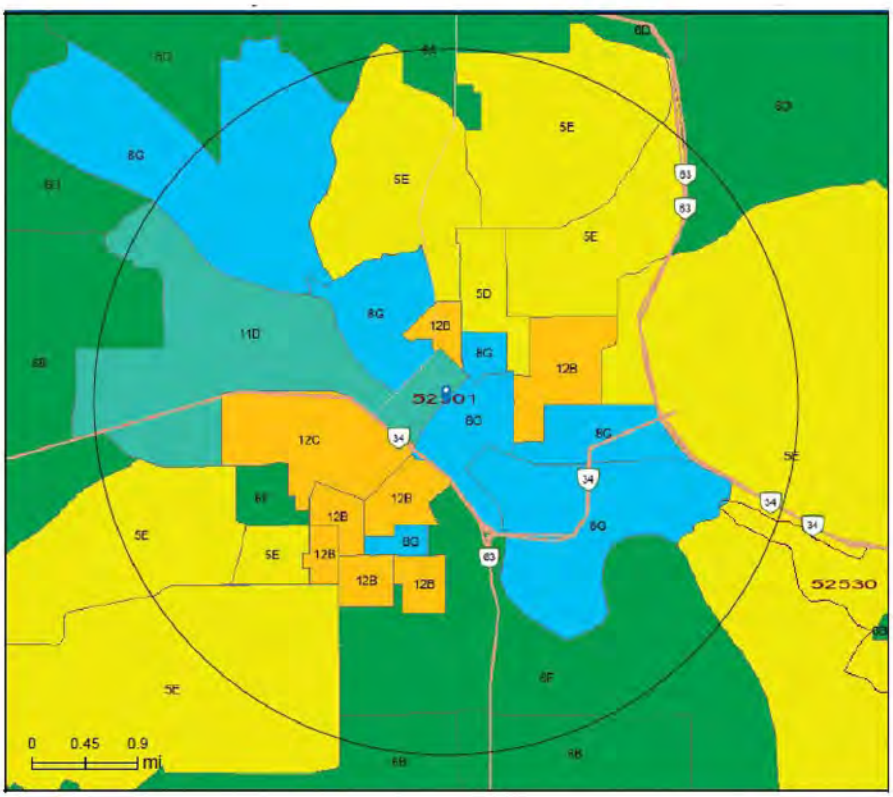


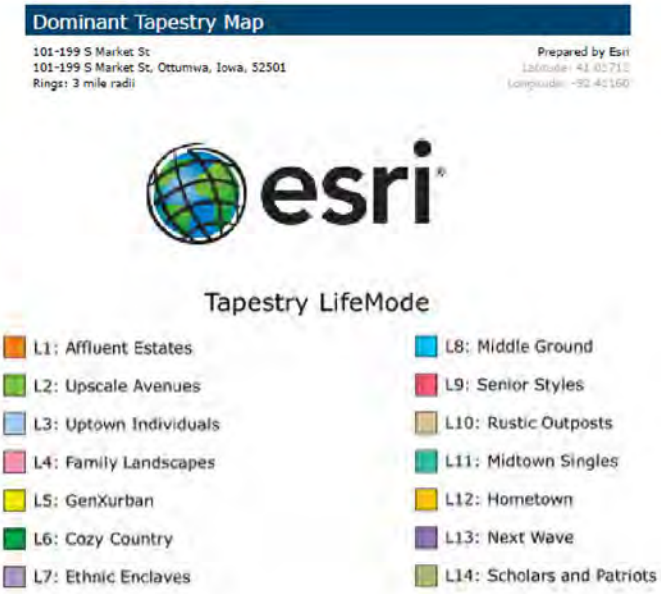
MARKET ANALYSIS

Tapestry Segmentation Profile

Tapestry Segmentation classifies neighborhoods into 67 unique segments based not only on demographics but also socioeconomic characteristics. It describes US neighborhoods in easy-to-visualize terms, ranging from Soccer Moms to Heartland Communities.

Tapestry gives you insights to help you identify your best customers, optimal sites, and underserved markets by understanding customers' lifestyle choices, what they buy, and how they spend their free time.





		2022 Households		2022 U.S. Households		
Rank	Tapestry Segment	Percent	Cumulative Percent	Percent	Cumulative Percent	Index
1	Midlife Constants (5E)	26.1%	26.1%	2.4%	2.4%	1079
2	Traditional Living (12B)	25.7%	51.8%	1.9%	4.3%	1,363
3	Hometown Heritage (8G)	22.7%	74.5%	1.2%	5.5%	1,932
4	Heartland Communities (6F)	10.0%	84.5%	2.2%	7.7%	455
5	Small Town Sincerity (12C)	5.8%	90.3%	1.8%	9.5%	322
	Subtotal	**90.3%**		**9.5%**		

Tapestry Segmentation Profile

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LifeMode Group: GenXurban

Midlife Constants

5E

Households: 3,068,400

Average Household Size: 2.31

Median Age: 47.0

Median Household Income: $53,200

WHO ARE WE?

Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

OUR NEIGHBORHOOD

- Older homes (most built before 1980) found in the suburban periphery of smaller metropolitan markets.
- Primarily married couples, with a growing share of singles.
- Settled neighborhoods with slow rates of change and residents that have lived in the same house for years.
- Single-family homes, less than half still mortgaged, with a median home value of $154,100 (Index 74).

SOCIOECONOMIC TRAITS

- Education: 63% have a high school diploma or some college.
- Unemployment is lower in this market at 4.7% (Index 86), but so is the labor force participation rate (Index 91).
- Almost 42% of households are receiving Social Security (Index 141); 27% also receive retirement income (Index 149).
- Traditional, not trendy; opt for convenience and comfort, not cutting-edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.
- Radio and newspapers are the media of choice (after television).

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

Tapestry Segmentation Profile

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LifeMode Group: Hometown

Traditional Living

12B

Households: 2,395,200

Average Household Size: 2.51

Median Age: 35.5

Median Household Income: $39,300

WHO ARE WE?

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

TAPESTRY SEGMENTATION
esri.com/tapestry

OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Unemployment is higher at 7.3% (Index 134); labor force participation is also a bit higher at 63.4%.
- Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the Internet, they are more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

MARKET ANALYSIS

Tapestry Segmentation Profile

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LifeMode Group: Middle Ground

Hometown Heritage

8G

Households: 1,507,700

Average Household Size: 2.66

Median Age: 32.4

Median Household Income: $28,200

WHO ARE WE?

Hometown Heritage neighborhoods are in urbanized areas within central cities, with older housing, located mainly in the Midwest and South. This slightly smaller market is primarily a family market, married couples (with and without children) and single parents. They work mainly in service, manufacturing, and retail trade industries. 60% of householders are renters, living primarily in single-family homes, with a higher proportion of dwellings in 2–4 unit buildings.

OUR NEIGHBORHOOD

- Renters: About three-fifths of households.
- Primarily family households, married couples with or without children, single parents (Index 203), and multigenerational households (Index 137).
- Primarily single-family homes (61%), with a higher proportion of dwellings in 2–4 unit buildings (Index 225).
- Older housing, built before 1960 (59%), with a higher proportion built in the 1940s (Index 215) or earlier (Index 257).
- Higher percentage of vacant housing units at 18% (Index 155).
- Most households with 1 or 2 vehicles (71%), but 19% have no vehicle (Index 204).

SOCIOECONOMIC TRAITS

- Education completed: 38% with a high school diploma only (Index 137); 28% with some college or an associate's degree (Index 97).
- Higher rates of employment in Manufacturing.
- Labor force participation rate is lower at 57.1%.
- Wages and salaries are the primary source of income for 70% of households, with contributions from Supplemental Security Income for 12% (Index 232) and public assistance for 7% (Index 254).
- These cost-conscious consumers purchase sale items in bulk and buy generic over name brands.
- They tend to save money for a specific purpose.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100.
Consumer preferences are estimated from data by MRI-Simmons.

MARKET ANALYSIS

Tapestry Segmentation Profile



LifeMode Group: Cozy Country Living

Heartland Communities

6F

Households: 2,850,600

Average Household Size: 2.39

Median Age: 42.3

Median Household Income: $42,400

WHO ARE WE?

Well settled and close-knit, *Heartland Communities* are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

OUR NEIGHBORHOOD

- Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains.
- Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles (Index 112) that reflects the aging of the population.
- Residents own modest, single-family homes built before 1970.
- They own one or two vehicles; commutes are short (Index 82).

SOCIOECONOMIC TRAITS

- Retirees in this market depress the average labor force participation rate to less than 60% (Index 94), but the unemployment rate is comparable to the US.
- More workers are white collar than blue collar; more skilled than unskilled.
- The rural economy of this market provides employment in the manufacturing, construction, utilities, healthcare, and agriculture industries.
- These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- Daily life is busy, but routine. Working on the weekends is not uncommon.
- Residents trust TV and newspapers more than any other media.
- Skeptical about their financial future, they stick to community banks and low-risk investments.

Note. The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

TAPESTRY SEGMENTATION
esri.com/tapestry

MARKET ANALYSIS

Tapestry Segmentation Profile





LifeMode Group: Hometown

Small Town Sincerity

12C

Households: 2,305,700

Average Household Size: 2.26

Median Age: 40.8

Median Household Income: $31,500

WHO ARE WE?

Small Town Sincerity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, renting movies, indoor gardening, and rural activities like hunting and fishing. Residents keep their finances simple—paying bills in person and avoiding debt.

OUR NEIGHBORHOOD

- Reside in small towns or semirural neighborhoods, mostly outside metropolitan areas.
- Homes are a mix of older single-family houses (61%), apartments, and mobile homes.
- Half of all homes are owner occupied (Index 79).
- Median home value of $92,300 is about half the US median.
- Average rent is $639 (Index 62).
- This is an older market, with half of the householders aged 55 years or older and predominantly single-person households (Index 139).

SOCIOECONOMIC TRAITS

- Education: 67% with high school diploma or some college.
- Labor force participation lower at 52% (Index 83), which could result from lack of jobs or retirement.
- Income from wages and salaries (Index 83), Social Security (Index 133) or retirement (Index 106), increased by Supplemental Security Income (Index 183).
- Price-conscious consumers that shop accordingly, with coupons at discount centers.
- Connected, but not to the latest or greatest gadgets; keep their landlines.
- Community-oriented residents; more conservative than middle of the road.
- Rely on television or newspapers to stay informed.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

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MARKET ANALYSIS

Walkability Assessment

S Market St & E Main St

What's your Community's Walk Score?

A community's walk score is determined by analyzing 3 factors: **walkable distance** between boundaries, presence of a **comprehensive network of pathways** designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers **necessary for regular life.**

This assessment shows your Downtown with boundaries notating a **5, 10,** and **20-minute walk**. A walk time from one Downtown boundary to the next that exceeds 20 minutes is not considered walkable.



KEY FACTS

5,722	34.0	2.6	6,580
Population	Median Age	Avg. Household Size	Daytime Population

INCOME

$38,720	$33,119	$54,527
Median HH Income	Median Disposable Income	Avg. HH Income

HOUSING STATS

2,144	$82,474	$584
2022 Total Households	Median Home Value	Median Contract Rent

EMPLOYMENT & BUSINESSES

427	7,819	5.3%
Total Businesses	Total Employees	Unemployment Rate

EDUCATION

12%	34%	39%	15%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

EMPLOYMENT

42%	45%	13%	5.3%
White Collar	Blue Collar	Services	Unemployment Rate

5 Minute Walk Time
10 Minute Walk Time
20 Minute Walk Time
Downtown Study Area
Main Street District

90–100	**Walker's Paradise** Daily errands do not require a car
70–89	**Very Walkable** Most errands can be accomplished on foot
50–69	**Somewhat Walkable** Some errands can be accomplished on foot
25–49	**Car-Dependent** Most errands require a car
0–24	**Car-Dependent** Almost all errands require a car

The following demographics represent the **population of residents** within a **20-minute walk time** of the Downtown Study Area.

Keep these figures in mind when imagining the possible economic impacts of developing your Downtown into a walkable destination.

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MARKET ANALYSIS

Walkability Assessment

S Market St & E 2nd St

What's your Community's Walk Score?

A community's walk score is determined by analyzing 3 factors: **walkable distance** between boundaries, presence of a **comprehensive network of pathways** designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers **necessary for regular life.**

This assessment shows your Downtown with boundaries notating a **5, 10,** and **20-minute walk**. A walk time from one Downtown boundary to the next that exceeds 20 minutes is not considered walkable.



KEY FACTS

5,859	34.0	2.6	6,645
Population	Median Age	Avg. Household Size	Daytime Population

INCOME

$38,874	$33,332	$54,827
Median HH Income	Median Disposable Income	Avg. HH Income

HOUSING STATS

2,191	$83,801	$586
2022 Total Households	Median Home Value	Median Contract Rent

EMPLOYMENT & BUSINESSES

421	7,756	5.2%
Total Businesses	Total Employees	Unemployment Rate

EDUCATION

12%	34%	39%	16%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

EMPLOYMENT

43%	44%	13%	5.2%
White Collar	Blue Collar	Services	Unemployment Rate

5 Minute Walk Time
10 Minute Walk Time
20 Minute Walk Time
Downtown Study Area
Main Street District

90–100	**Walker's Paradise** Daily errands do not require a car
70–89	**Very Walkable** Most errands can be accomplished on foot
50–69	**Somewhat Walkable** Some errands can be accomplished on foot
25–49	**Car-Dependent** Most errands require a car
0–24	**Car-Dependent** Almost all errands require a car

The following demographics represent the **population of residents** within a **20-minute walk time** of the Downtown Study Area.

Keep these figures in mind when imagining the possible economic impacts of developing your Downtown into a walkable destination.

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MARKET ANALYSIS

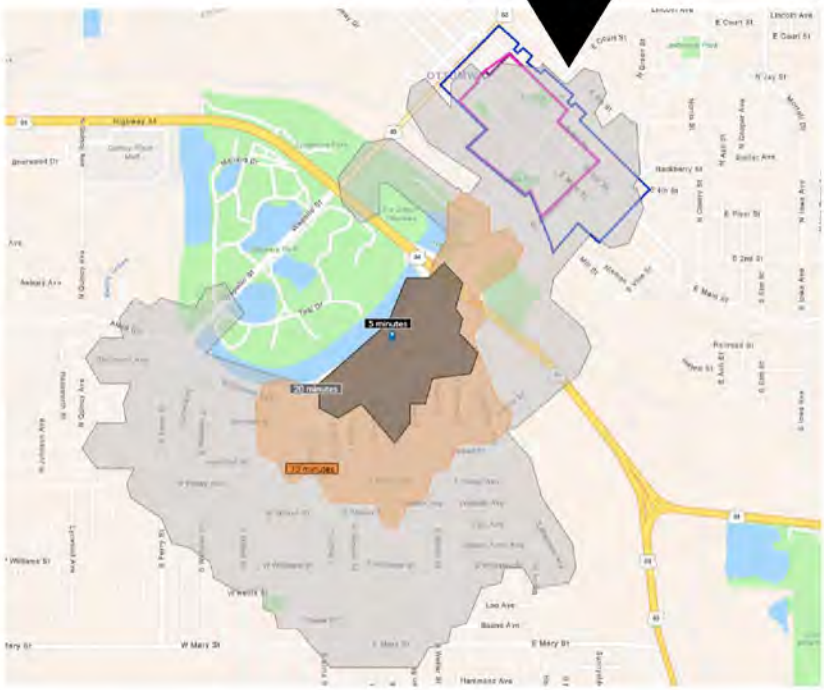
Walkability Assessment

Church Street

What's your Community's Walk Score?

A community's walk score is determined by analyzing 3 factors: **walkable distance** between boundaries, presence of a **comprehensive network of pathways** designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers **necessary for regular life.**

This assessment shows your Downtown with boundaries notating a **5, 10,** and **20-minute walk**. A walk time from one Downtown boundary to the next that exceeds 20 minutes is not considered walkable.



KEY FACTS

5,459	38.7	2.5	5,340
Population	Median Age	Ang. Household Size	Daytime Population

INCOME

$40,000	$34,730	$52,981
Median HH Income	Median Disposable Income	Avg. HH Income

HOUSING STATS

2,137	$61,292	$572
2022 Total Households	Median Home Value	Median Contract Rent

EMPLOYMENT & BUSINESSES

314	3,664	3.3%
Total Businesses	Total Employees	Unemployment Rate

EDUCATION

19%	32%	37%	12%
No High School Diploma	High School Graduate	Some College	Bachelor's/Grad/ Prof Degree

EMPLOYMENT

41%	46%	12%	3.3%
White Collar	Blue Collar	Services	Unemployment Rate

5 Minute Walk Time
10 Minute Walk Time
20 Minute Walk Time
Downtown Study Area
Main Street District

90–100	**Walker's Paradise** Daily errands do not require a car
70–89	**Very Walkable** Most errands can be accomplished on foot
50–69	**Somewhat Walkable** Some errands can be accomplished on foot
25–49	**Car-Dependent** Most errands require a car
0–24	**Car-Dependent** Almost all errands require a car

The following demographics represent the **population of residents** within a **20-minute walk time** of the Downtown Study Area.

Keep these figures in mind when imagining the possible economic impacts of developing your Downtown into a walkable destination.



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downtown strategies

FOCUS AREA 1: PATH TO REDEVELOPMENT

PATH TO REDEVELOPMENT

Enhancing City Incentives

Ottumwa has taken great strides to develop a comprehensive suite of incentives for property owners and developers. Simply enhancing these incentives and promoting them in a one-to-one relational way will provide greater results without having to recreate the wheel.

Training on Development Process and Available Incentives

While City incentives are posted on the City's website and Main Street Ottumwa's website, there is an opportunity to walk through these opportunities, and the development process, with existing property owners, tenants, and developers. Incorporating this training into the Building Business Academy is a great first step, as well as holding Zoom calls, in person meetings, and creating a graphic detailing the steps and opportunities.

Minimum Maintenance Requirement

The City's minimum maintenance ordinance is a great step to detailing the City's expectations for building condition; however, there aren't many "teeth" in the code. Add a fee structure to this policy that also incorporates vacancy. Examples of policy examples are featured in the Appendix.

Greater Enforcement of Design Standards

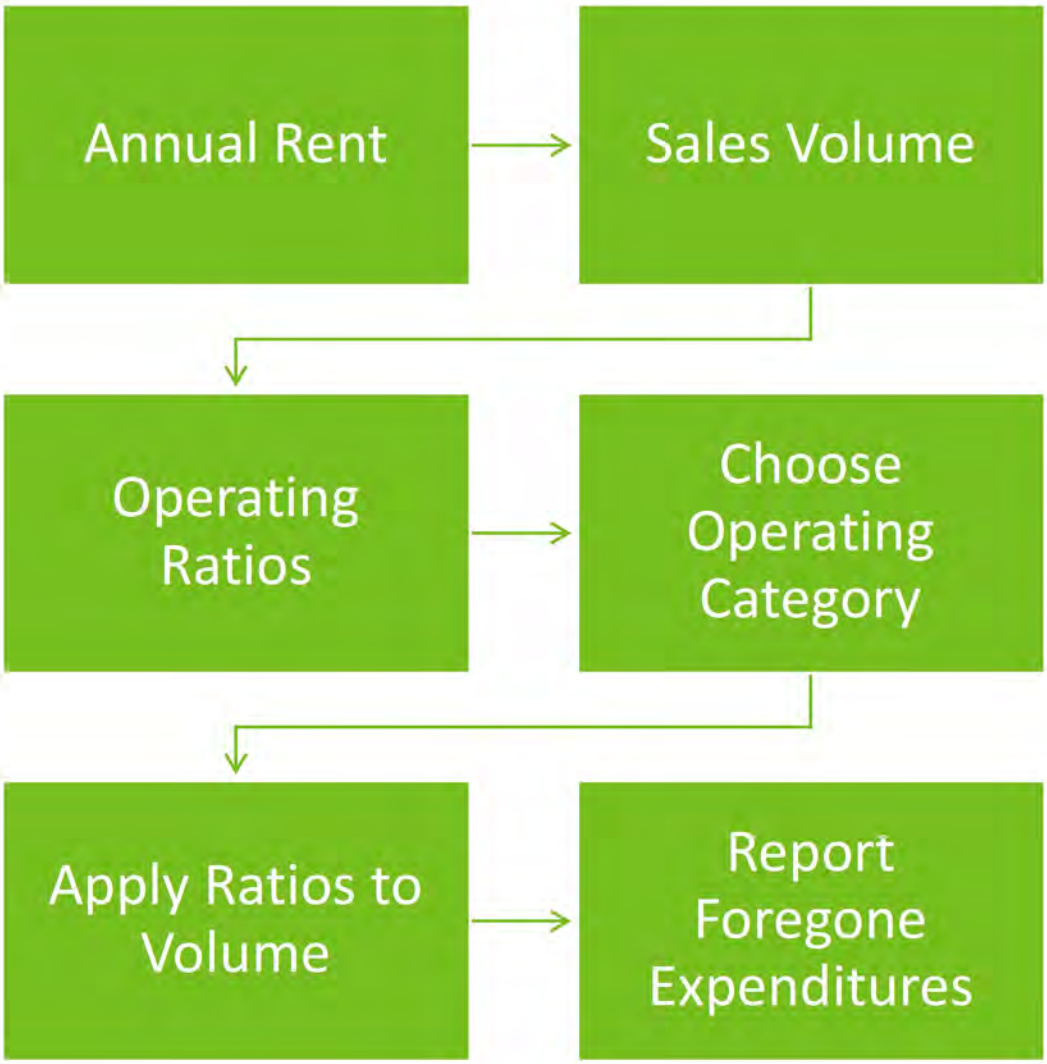
The City's Downtown Design Guide is an excellent tool that details structure, public space, colors and architectural standards. Enforcing these standards, especially with new construction, will be critical for leveling up the visual experience.

Recommendation

Enhance existing city incentives to tighten up requirements and enforcement and more clearly communicate funding opportunities.

Economic Impact of Vacancy

The following process is utilized to determine the economic impact of a vacant building in a Downtown or small business ecosystem. Vacancy presents challenges for the vacant property owner, the city, adjacent property owners, current or potential tenants, downtown revitalization efforts, and others.



Source: Donovan Rypkema

Economic Impact of Vacancy

Recommendation

Use the economic impact model accompanying your strategic plan to determine the impact of vacant buildings in Downtown Ottumwa. Utilize these figures as the governing body considers amending or adopting new policies as it relates to vacancy.

Economic Impact Model

RESTAURANT/DELI	
How big is your empty building (s.f.)?	2,000
Based on your market, what should be the monthy rent?	$2,500.00
Rent per Square Foot per Year	$15.00
Sales not made	$500,000
Rent not collected	$30,000
Dessert purchases from local bakery not made	$24,795
Wages not paid	$132,603
Legal, Accounting and Professional Services not used	$2,493
Insurance premiums not paid	$4,726
Advertising not purchased	$3,151
Business fees and licenses not secured	$362
Interest and bank charges not paid	$1,575
Office supplies not bought	$630
Motor vehicle expenses not incurred	$3,870
Telephone & internet services not used	$2,363
Utilities not paid	$4,726
Sales tax not collected	$34,932

RETAILER	
How big is your empty building (s.f.)?	1,500
Based on your market, what should be the monthy rent?	$1,875.00
Rent per Square Foot per Year	$15.00
Sales not made	$292,137
Rent not collected	$22,500
Supplies not purchased	$2,688
Wages not paid	$40,215
Legal, Accounting and Professional Services not used	$2,016
Insurance premiums not paid	$672
Advertising and postage not purchased	$5,880
Maintenance not performed	$672
Interest and bank charges not paid	$2,915
Telephone & internet services not used	$1,653
Utilities not paid	$2,016
Sales tax not collected	$20,450

Source: Donovan Rypkema

Electric Vehicle Charging Stations

As the popularity of electric vehicles grow, public charging stations provide drivers an incentive to visit downtown where they can easily charge up while shopping, sightseeing or dining - and ultimately drive longer distances.

Types of Electric Vehicle Chargers

There are three types of electric vehicle chargers, which are classified by the rate at which the batteries are charged.

KNOW YOUR EV CHARGING STATIONS



AC Level One

VOLTAGE
120v 1-Phase AC

AMPS
12–16 Amps

CHARGING LOADS
1.4 to 1.9 KW

CHARGE TIME FOR VEHICLE
3–5 Miles of Range Per Hour



AC Level Two

VOLTAGE
208V or 240V 1-Phase AC

AMPS
12–80 Amps (Typ. 32 Amps)

CHARGING LOADS
2.5 to 19.2 kW (Typ. 7 kW)

CHARGE TIME FOR VEHICLE
10–20 Miles of Range Per Hour



DC Fast Charge

VOLTAGE
208V or 480V 3-Phase AC

AMPS
<125 Amps (Typ. 60 Amps)

CHARGING LOADS
<90 kW (Typ. 50 kW)

CHARGE TIME FOR VEHICLE
80% Charge in 20–30 Minutes

More than 15% of public U.S. charging ports in 2020 were the highest level, commonly referred to as direct-current (DC) fast charging. These can provide between 60 and 80 miles of range with only 20 minutes of charging.

Electric Vehicle Charging Stations

Why Downtown?

Because of limited charging options outside of Metro areas, communities are opting to install electric vehicle charging stations in key points of interest, such as downtowns. Providing a charge opportunity downtown not only gives residents and potential visitors the ability to shop and dine while their vehicle is charging, but it also puts the downtown on the map of electric vehicle charging apps, such as ChargePoint and PlugShare, where travelers identify charging stations near them geographically.





Cost and Incentives

The cost of installing an electric vehicle charging station is approximately $10,000 - $50,000, depending on location, charge level, and existing infrastructure.

The State of Iowa offers grant funding through the Iowa Department of Transportation for publicly accessible Level 2 and direct current fast charging (DCFC) stations.

Signage

While listing your newly installed community electric vehicle charging station on popular mapping apps is critical, physical signage in the community is necessary to alert drivers of the location of stations. The universal EV symbol can be added to your wayfinding signage system in addition to installing signs at the charging location.

Recommendation

Install a dual electric vehicle charging station in Downtown Ottumwa. Add EV icons to future wayfinding signage.

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downtown strategies

FOCUS AREA 2: VIBRANCY



Connectivity

Connect the Dots Between Assets

Ottumwa, Iowa

Ottumwa is blessed with numerous assets including the Des Moines River, Indian Hills Community College, riverfront parks, walking trails, mountain biking trails, Gray Eagle Wildlife Preserve, Amtrak Depot, and various downtown destinations, among others. Connectivity between these assets is crucial and can have a tremendous impact on the success of downtown.

Physical Connectivity

Physically connecting the various assets with Downtown Ottumwa should be a priority, but the level of connections will be determined by proximity. Assets within a 20-minute walk time of the downtown core should have high quality pedestrian connectivity. Sidewalks, accessible intersections, crosswalks, and other pedestrian amenities should be present within this area. Some barriers, such as the railroad crossing, but should be accommodated safely.

Assets outside of the 20-minute walk time may be connected by other strategies. Bike lanes are an effective strategy for connecting destinations across larger areas. Dedicated bike lanes or separated bike paths are ideal, but not always possible. "Sharrows" or shared travel lanes are a great short-term strategy for creating a network of bike paths throughout the community.

Visual Connectivity

Visual connections between destinations is a key strategy in linking assets. This can be accomplished through proper signage. Wayfinding signage and directional signage will visually link assets throughout the community. Wayfinding signage can direct drivers to destinations throughout the community while directional signs can guide pedestrians throughout the downtown area. Wayfinding signage can provide a key visual connection between assets when physical connections are not possible.

Promotional Connectivity

Connecting the dots between visitors and the various assets can be accomplished through events and promotions. Promoting the various assets of the community through printed and web-based material as well as social media is key in connecting the various assets of the community. It is critical that visitors and locals alike are aware of the various attractions, assets, and destinations available within the area. In addition to marketing material, this could also include promotional activities and events.

Examples could include:

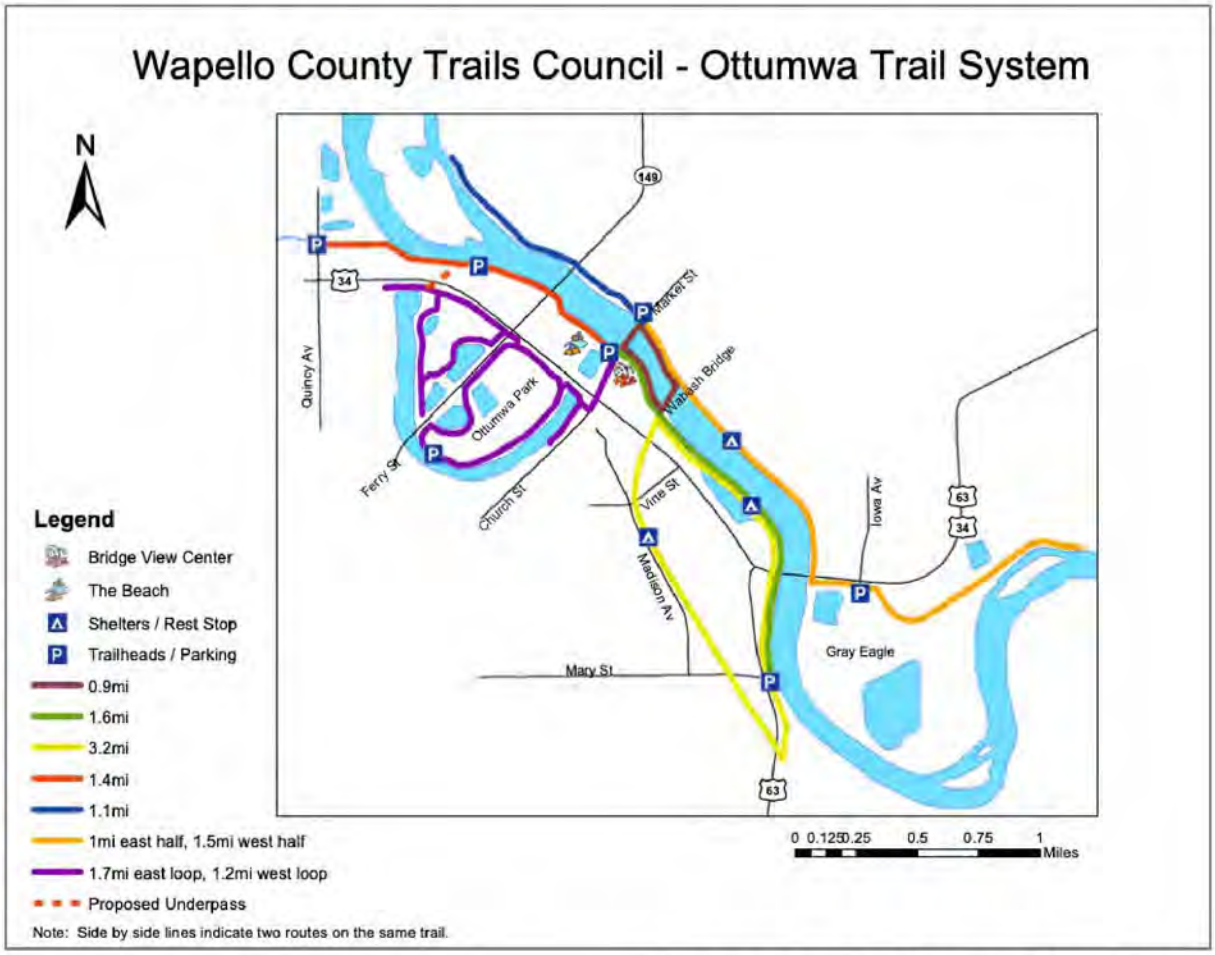
- A trail race that begins and/or ends downtown so the participants and visitors are encouraged to visit local businesses during and after the event.
- A shopping event for new students visiting the community college during summer orientation.
- A homecoming tailgate or parade downtown prior to a high school athletic event.

Recommendation

Enhance the connectivity between major assets through physical, visual, and promotional connections.

Connectivity

Connect the Dots Between Assets



Existing trail map for Ottumwa and Wapello County

VIBRANCY

Vacant and Underutilized Storefronts Displays

Short-term Strategies

Rather than viewing vacant storefronts as a negative, use them as a canvas for public art or other creative displays. These displays can distract visitors from the vacancy, create an attraction, and provide an opportunity to highlight something unique about your community.



Vacant storefronts are an inevitable challenge in every downtown. Some are only vacant for a short period of time while others seem to linger for decades. While storefront vacancies provide a great opportunity for a new business, visually they create challenges for the downtown areas and quickly turn into an eyesore.

It is important for community leaders to take an active role in managing downtown vacancies and working with property owners to ensure they are constantly attempting to promote and fill their storefronts. In the meantime, however, it is critical for communities to develop short-term strategies for maintaining vacant storefronts so they do not detract from the character of the downtown or negatively impact surrounding properties.

Short-term strategies that can lessen the impact of storefront vacancies could include:

- "Opportunity" listing posters
- Paint Boarded Storefronts and Upper Floor Windows
- Temporary Gallery Displays
- Know the Locals Posters
- Large-scale Banner Displays

Vacant and Underutilized Storefronts Displays

Short-term Strategies



"Opportunity" Listing Posters

Rather than a simple "For Sale" or "For Lease" sign purchased at the local hardware store, a coordinated effort to market the vacant buildings can create a totally different perception of the downtown. Custom, branded posters advertising the vacant properties as "Full of Opportunity" will provide a great alternative to standard sale or lease signs. This message shifts the narrative from a negative empty storefront to a story in the making. What could happen in this space? Who will be the next entrepreneur to start a new adventure here? When visitors see these signs throughout the downtown area, it is apparent that there is an organized effort to generate activity in the downtown area and provides a totally different impression than seeing for sale signs throughout the downtown.

Paint Boarded Storefronts and Upper-floor Windows

Nothing gives the impression of a dying downtown worse than boarded up storefronts and windows. Visitors assume this is indicative of a struggling community with issues related to vandalism and crime. Short-term action can be taken to prevent that type of impression on visitors. Use the plywood as a canvas to create a public art project. Oftentimes local art teachers or artist can be engaged in this short-term strategy. Rather than painting upper floor windows beige, use solid black to mimic an actual window. Light colors often bring attention to the boarded-up or bricked windows while black is not as noticeable. Of course, artwork is welcome on the upper floor windows as well when possible.









Hint: If you do not have access to an artist, use painters' tape, 3-4 paint colors, and a paint-by-number approach to create a geometric mosaic. Add a public engagement component by engaging children who can easily participate in this type of artwork.

Vacant and Underutilized Storefronts Displays

Short-term Strategies

Temporary Gallery Displays

Work with the property owners to use the vacant storefront as a temporary gallery space. Use easels to display artwork from local artists or students. Students will love seeing their artwork displayed and the display may also attract family members to the downtown area.

Another option is to print oversized historic photographs of the town and display them in the storefront. This will allow people to appreciate the beauty of the downtown area and the buildings. Pipe-and-drape systems or simple drop cloths can be used as a backdrop for the displays and screen the rest of the vacant property from view.





Know the Locals Posters

Another creative strategy is to use the vacant storefronts as a canvas for telling the story of your community. What is the history of the building? Who are the interesting characters in your community? Who are the business owners that are an important piece of the downtown fabric? Develop custom posters that tell those stories and display them in the vacant storefront windows. These could feature local residents, business owners, or other interesting stories. The posters should include a photograph and a brief quote.

This type of campaign could utilize a theme of "Did you Know?" or "My Why." A poster could include a historic photograph and tell the story of the building such as,

> *"Did you know that 100 Main Street was originally a hospital? The Washington County Hospital was located on this site from 1879-1923…"*

Another poster could include a portrait and tell the story of why a local business owner chose to locate in your downtown:

> *"I have been baking since I was a kid and have always dreamed of opening a bakery. My 'why' is because downtown is the heart of this community and I want to be a part of the next chapter of this community's story."*

Vacant and Underutilized Storefronts Displays

Short-term Strategies

Professionally Painted Storefront Windows

When done professionally, a storefront window can be transformed into a public art display with window paint like the example from Abilene, Texas (left). Clovis, California employs a creative, fun approach by adding cartoon characters to storefront windows throughout the downtown area to promote the upcoming rodeo (right).





Large-scale Banner Displays

A longer-term strategy is to install custom billboard-type signage across the storefronts. This is particularly useful in situations where the building is in a state of extreme disrepair. Laurel, Mississippi created large display banners celebrating famous members from the community. The banners disguise the dilapidated building and provide an opportunity to create a tourism attraction by promoting the unique stories of the community.



Vacant and Underutilized Storefronts Displays

Short-term Strategies

Downtown Ottumwa

Ottumwa has done an excellent job of restoring and renovating historic properties throughout the downtown. Several examples of restoring storefronts to include historically appropriate materials and attractive color palettes exist throughout the district. These projects serve as an example for other properties in the downtown core as well as the Church Street District.

Although many properties have been renovated, some storefronts remain vacant and other properties are in desperate need of renovation, especially in the Church Street district. Some properties are occupied, but the businesses do not appropriately use the storefront space. Various strategies should be employed to **minimize the negative impact of vacancies** and **activate empty or underutilized storefronts.**



Downtown Ottumwa has taken tremendous steps to encourage the renovation and restoration of properties and storefronts throughout the district.



Examples of vacant or underutilized storefronts that could be activated by employing various strategies.

Vacant and Underutilized Storefronts Displays

Short-term Strategies

Downtown Ottumwa is blessed with a great stock of historic buildings with beautiful architectural details. Recent efforts have also included restoring or renovating storefronts with historically appropriate materials and details.

Many buildings have architectural details that provide clues for signage design, proportion, and locations. Business signage should be designed and installed in a manner that highlights or follows these clues. When the façade includes frames or spaces for signage, the signs should be designed to follow the proportions and properly fit within the space provided. These types of details create an attractive and orderly appearance for the business and the downtown as a whole.





The facades of the two buildings shown on the right provided architectural details which could have been used to frame the business signage. Unfortunately, the panel signs were not designed to fit the space appropriately. In contrast, the Black River Café sign in Oberlin, Ohio shown on the right was designed to fit the "clues" provided by the façade details.

Recommendation

Encourage and incentivize the activation of vacant and underutilized storefronts through a variety of strategies which could include:

- Showcase artwork from local and regional artists. Partnering with the Ottumwa Arts Council could create an opportunity to match properties with artists for rotating seasonal installations. These installations could occur in vacant storefronts or underutilized spaces.
- Partner with the local school district to showcase artwork from local students in vacant storefronts as a temporary gallery.
- Install oversized photographs or artwork.
- Partner with artists to create short-term painted storefront window displays.
- Either through policy, guidelines, or incentives, ensure that business signage is installed in a way that honors architectural features and creates a unique sense of place. This could be added to the existing sign guidelines.

Appropriate Storefront Design

Create a Welcoming Front Door

It is important for downtown sidewalks to appear active and vibrant. The activation of the sidewalk is typically the responsibility of the business owners. Adding potted plants, sandwich board signs, merchandise displays, outdoor seating, etc. create an active and vibrant sidewalk.

Another critical component of creating a vibrant and active sidewalk experience are the business storefronts. As visitors walk the sidewalks of downtown, their attention is kept by "window shopping" in the various storefront windows. Every storefront should be transparent allowing visitors to view inside the business. This visibility increases the comfort of visitors, makes them feel safe, and allows them to explore what is inside each building. Being able to view inside the business adds some predictability and trust which works to entice them to enter the building. People want to have a clue as to what is inside before entering.

Solid, mirrored, and tinted windows and closed storefronts do not allow visitors to see inside the businesses which creates a negative experience for pedestrians. Storefronts should have doors and display windows that are transparent and styles that are appropriate for a historic downtown area.

Storefronts should include characteristics such as:

- Utilize historically appropriate design styles, materials, and character
- Transparent windows and doors
- Historically appropriate doors
- Interesting and visually interesting storefront displays
- Identifiable signage and hours of operation



Despite being after hours, this storefront is well lit and creates an inviting atmosphere. The display is simple, but well organized with elements at varying heights.



The stationary store, Merrymaker, in the Carytown neighborhood of Richmond, Virginia, created a simple but attractive storefront display along with a sandwich board sign.

VIBRANCY

Appropriate Storefront Design

Create a Welcoming Front Door



Even non-retail businesses such as this real estate office provides a well-lit view into the space along with an inviting storefront, potted plants, seasonal decorations, and seating.



The storefront of this coffeeshop opens to create an indoor-outdoor experience for customers. This also allures people passing by providing a view into the interior space.



This bookstore uses an interesting paint palette on the historically accurate storefront along with a creative window display to attract customers.



Service industries such as a hair salon can also create an interesting window display that adds to the character and appeal of the downtown area.



The addition of outdoor seating is one of the best ways to activate the sidewalk and create an interesting experience along the storefront.



This storefront is well lit, has an interesting window display, pedestrian scale signage, and added vibrancy to the sidewalk with planters.

VIBRANCY

Appropriate Storefront Design

Create a Welcoming Front Door



Curtains covering the storefront windows creates an uninviting environment downtown. Moving the curtain back 2-3' could shade the interior but provide a backdrop for a window display.



Curtains should not block views into the interior space. If curtains are necessary, they should be used as a background for a window display.



Solid security doors are not appropriate in downtown storefronts.



Downtown storefront windows should not be tinted. Views into the interior space should be encouraged and highlighted with a window display.



Doors and windows should not be blocked with posters or signage in a downtown area. These types of posters do not add to the character of downtown.



The tremendous amount of merchandise displayed in this storefront appears chaotic and cluttered. Displays should be organized and curated to show a sampling of merchandise.

VIBRANCY

Appropriate Storefront Design

Create a Welcoming Front Door



This storefront display contains a tremendous amount of merchandise but does not appear cluttered. The well curated display uses seasonally themed elements and colors to unify the display.



This retail storefront creates an interesting display using balloons and merchandise.



Curtains or a temporary wall can create privacy or shade while serving as a backdrop for window displays.



Streamers or ribbon can be an inexpensive strategy for creating a background for window displays and adding separation from the interior space.

Recommendation

Encourage business and property owners to:

- Remove mirrored, reflective, or tinted glass treatments on storefront windows and doors.
- Remove blinds, shades, or curtains from storefront windows.
- Update storefronts to include historically appropriate windows, doors, and materials.
- Encourage business owners to install creative, interesting, and vibrant window displays. Change displays seasonally to add interest.
- Work with business owners to properly light their storefront displays to create a nighttime atmosphere downtown.

VIBRANCY

Intersection Treatments

Ottumwa, Iowa

Downtown Ottumwa recently conducted a major streetscape redesign of Main Street. The addition of stamped concrete crosswalks, curb extensions, landscaping, brick paver sidewalks, street trees, decorative streetlights, benches, banners, and other streetscape elements have set an excellent standard for other streets throughout downtown.

The elements from the Main Street streetscape should be expanded to other streets over time. Understandably major infrastructure projects are costly and will likely take years to implement. Therefore, short-term treatments should be utilized to enhance the streetscape and intersections in Downtown Ottumwa.

In the short term, focus should be placed on intersection enhancements. Painted crosswalks and intersections call attention to important nodes, create safer crossings for pedestrians, and create additional opportunities for public art installations.





VIBRANCY

Intersection Treatments

Priority intersections could include:

- Main Street at Jefferson Street
- Main Street at Market Street
- 2nd Street at Jefferson Street
- 2nd Street at Green Street
- 2nd Street at Market Street
- 2nd Street at Washington Street
- Church Street at Myrtle Street
- Church Street at Weller Street
- Church Street at Sheridan Street













VIBRANCY

Intersection Treatments

Crosswalks and Intersections

Given the amount of pedestrian traffic present in a downtown area, it is important that intersections are treated as special spaces since they are where pedestrians and vehicular traffic interact.

A variety of treatments can be installed to ensure that intersections are clearly visible to automobiles, provide a safe crossing area for pedestrians, and create an attractive node for the downtown area. Intersection treatments can range from basic striping to more advanced custom paver designs. All levels of treatments are acceptable and will work to enhance the safety and sense of place of the downtown.

At a minimum, ensure that all intersections in the downtown area are properly striped with crosswalks and signage where necessary. This is important to alert pedestrians and drivers that special attention should be paid to this area.

Basic Striped Crosswalks

A basic crosswalk is completely acceptable. White street paint should be used because it is more aesthetically pleasing than yellow "caution" paint. Basic street paint can be an immediate, low-cost option, but thermoplastic road marking material will have a much longer lifespan.





Intersection Treatments

Crosswalks and Intersections

Painted and Interactive Art Crosswalks

A common trend is to use crosswalks as an opportunity to incorporate public art and creative displays into the downtown area. These can range from a mural-type project to creative 3D optical illusion treatments. Painted crosswalks can have a tremendous impact with a modest budget. The lifespan of painted crosswalks will likely be less than 5 years depending on traffic volume.



Photograph via Hattiesburg (Mississippi) Pocket Museum





Painted crosswalks in Downtown Braselton, Georgia

Stamped Asphalt or Paver Crosswalks

Advancements with stamped asphalt techniques have provide a variety of cost-effective options for crosswalk and intersection treatments. While not a long-term material, this treatment can provide the look of pavers at a fraction of the cost. Be aware that the lifespan for stamped asphalt is likely less than 10 years depending on the volume of traffic.

While paver crosswalks are more costly, they are a long-term material, make a visual impact on the downtown, and create a quaint sense of place. A simple white border painted along the edges provide contrast making the pavers more visible.



The white stripe on either side of the crosswalk adds definition and highlights the pavers.





Intersection Treatments

Crosswalks and Intersections

Raised Crosswalks

In order to clearly signal to drivers that pedestrians are prioritized in the area, raised crosswalks are an appropriate alternative. These crosswalks are raised to the same level as the sidewalk creating a level crossing for pedestrians. This forces automobiles to slowly drive up and over the pedestrian crossing, causing them to slow to a safe speed, rather than pedestrians stepping down into the automobile-focused street.





Painted Intersection

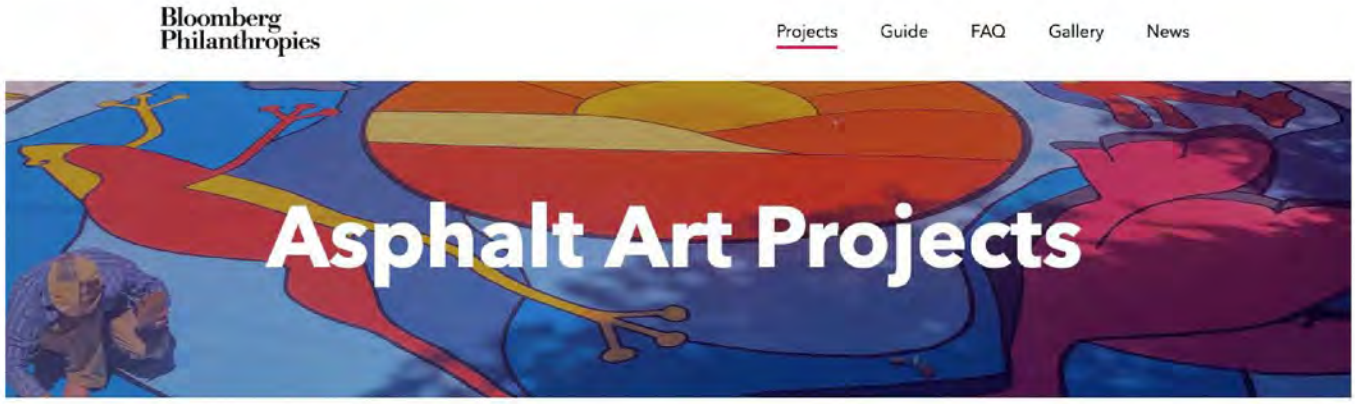
Some communities have used street paint to create bold statements throughout their downtown intersections. Similar to the painted crosswalks, the entire intersection can be used as a canvas for public art. With paint, the possibilities are endless and can range from a simple logo to a large mural. The lifespan of painted intersections will likely be less than 5 years depending on traffic volume.





Intersection Treatments

Crosswalks and Intersections



Bloomberg Philanthropies is pleased to support 64 asphalt art projects in U.S. and European cities.









Examples of crosswalk and intersection paintings funded through the Bloomberg Philanthropies's Asphalt Art Program (https://asphaltart.bloomberg.org/projects/)

VIBRANCY

Intersection Treatments

Crosswalks and Intersections

Recommendation

Install creative crosswalks and intersection paintings along key nodes and intersections within the downtown core.

Now

- Ensure that all downtown crosswalks are properly striped with basic crosswalk markings.
- Add a white stripe to both sides of the new stamped concrete crosswalks along Main Street to better highlight and define the brick pattern.

1-3 Years

- Select 3 intersections for creative crosswalk and/or intersection painting installations.
- Ensure proper traffic markings (on-street parking, lane striping, etc.) are in good condition within the downtown core.

3-5 Years

- Select additional intersections for creative crosswalk and/or intersection painting installations.

On-Going

- Continue expanding the streetscape elements used along Main Street to other streets within the downtown core.



6

downtown strategies

FOCUS AREA 3: EXPERIENCE

EXPERIENCE

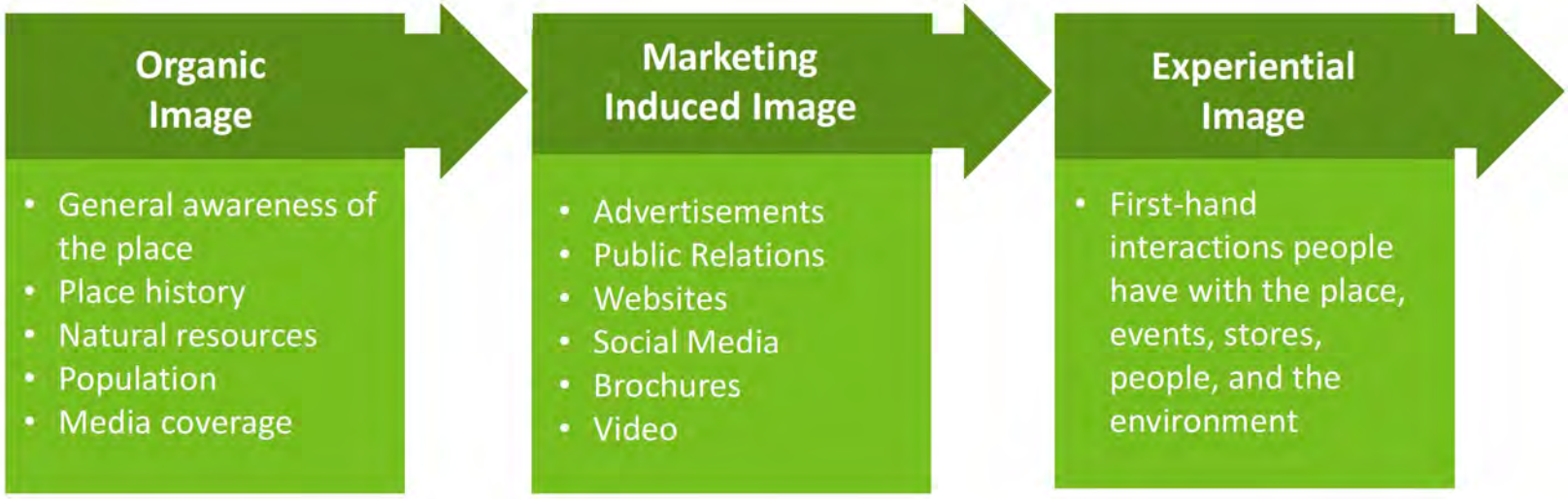
Place Branding

A place brand is the totality of thoughts, feelings, and expectations that people hold about a location. It's the character, reputation and the enduring essence of the place and represents its distinctive promise of value and sense of place. Most importantly, it's a valued promise that must be grounded in truth and reality. Downtown Ottumwa has improved significantly over the last 5 years; however, perception hasn't caught up with the improvements. Below is Ottumwa's playbook for enhancing existing branding and marketing efforts.

Three Stages of Place Branding

A city's image typically evolves in three sequential stages displayed below. It's easy to underestimate the importance of each stage. For example, the third-party credibility that comes with media coverage in the first stage can make or break a place brand.

Similarly, while some places may skip the second stage, no place can avoid the third. Sustaining a positive organic or marketing induced image, calls for the place to live up to its promises or expectations in the experiential phase.



Place Branding

Managing each stage of Place Branding

Organic Image

Managing the organic image of your community, or specifically your downtown, can be the most challenging. Perception equals reality, and many times, the community isn't aware of the great work being done to revitalize your downtown.

- **Ensure your downtown is clean.** Park in a public parking lot and walk through Downtown Ottumwa each workday morning. Are there weeds popping out of the sidewalk cracks? Are lights burned out? Is there trash and empty bottles lying around? These little things contribute to negative perception that can be perpetuated throughout a community and beyond.

- **Build relationships with reporters.** News reports, articles, and videos live on the internet far beyond the average news cycle. The "We Are Ottumwa" video on Main Street Ottumwa's website and YouTube, as well as news articles regarding downtown improvements are an excellent step. Continuing to build on these relationships with local reporters gives you the opportunity to have more control of the message being portrayed. Give local reporters a heads up when something good happens. Put press releases together, include high resolution photos, and give local reports exclusives when possible. This may help you craft the message when something not so great happens. Upon a quick Google Images search of Downtown Ottumwa, very few high-resolution photos appear that portray the organic image of Downtown.

- **Make annual presentations to civic organizations.** No one can tell your story better than you. Request to make a presentation to Rotary Club, Kiwanis Club, the Chamber Board, and the City Council annually to share progress, accolades, and results of your revitalization work. Focus on stories, experiences, and anecdotal information, rather than a report of upcoming events. This will keep negativity at bay and will provide positive news coverage for your downtown. Create a leave-behind of bulleted talking points so the memberships will start perpetuating your message. Talking points could include many of the figures from quarterly Main Street America reports, such as dollars invested, jobs retained, jobs created, and bulleted items that display successful implementation of this plan.

Place Branding

Managing each stage of Place Branding

Marketing Induced Image

The marketing induced image phase is when you get to determine the future and brand of your city. This is where Ottumwa has the biggest opportunity. In this phase, city or downtown leadership is in the driver's seat, and an aggressive, strategic and consistent approach to messaging and imagery is created and delivered to start to shift the narrative.

- **Determine your brand.** A brand is not a logo or a tagline. Those are tools in the toolkit, but an overall brand tells a story of who you are as a community, or who you want to be. Ottumwa's O! brand is strong and well-implemented throughout the city. But what is the image that that logo conveys? What is the story associated with it? Once the brand is created, it must be adopted by multiple entities in the community. Brands can cross entity or organizational lines; in fact, they should.

- **Implement the brand across every visual platform.** Your brand kit should also include a style guide which lists 2-3 fonts, colors, and brand marks/icons/logos that are acceptable for use. Utilize only these elements. Event promotions can have their own look, while still incorporating the brand fonts. The brand marks should be on every piece of visual collateral that goes out. This includes social media graphics, videos, posters, etc.

- **Create a strategic plan for furthering your brand.** Every local event that is hosted under your umbrella should strategically further the brand, not just feature the logo. Every dollar spent on advertising should strategically enhance the brand. Sticking to the playbook strengthens the messaging and ultimately ensures that the third phase is another layer of your brand. Content creation is a vital part of furthering your brand. Write articles, blog posts, social media posts with photos and video, and itineraries or "Top 5 Reason to....." pieces and store them on your website. These items are searchable and will appear on a Google search more frequently than a social media post

Case Study: "Starkville, Mississippi's College Town"

Starkville, Mississippi experienced a re-branding with the new image of "Mississippi's College Town." The successful implementation of the brand story into multiple strategic aspects of programming, messaging, and Town and Gown relations, led to a significant revitalization in Downtown Starkville. Since then, more than $150 million in private investment has been dedicated in new developments, adaptive re-use projects, and businesses.

Place Branding

Managing each stage of Place Branding

Experiential Image

The experiential image phase requires city and community leaders to create opportunities for residents and visitors to experience the aspects of the brand story that the place is touting.

- **Plan events that further your brand.** If your brand centers around the historic nature of your community, your events should shine a light on the historical assets of your community. If you brand centers around the natural resources present in your community, events should capitalize on those resources and require the visitor to experience them. Events should be strategic marketing tools, not just an opportunity for people to have fun in your downtown.

- **Make it easy for the visitor or resident to know remember your brand.** Messaging is key in the experiential image phase. Tell your visitors what you want them to repeat. Talking points should be tight and memorable. Use them over and over in event promotions, on signage, in advertisements, and in event collateral. It's all about creating an experience that tells your story. Your control the narrative.

- **Tie it all together in person and in digital.** Live tweet your events using photos and video along with your brand talking points. Align with power social media users and influencers to amplify your story and talking points. Follow-up events or big weekends with a Facebook album of photos. The caption should highlight your brand talking points.

Finally, listen to the feedback on social media. Engage positively with users. Perception equals reality, so keeping a pulse on the narrative being portrayed is critical for success.

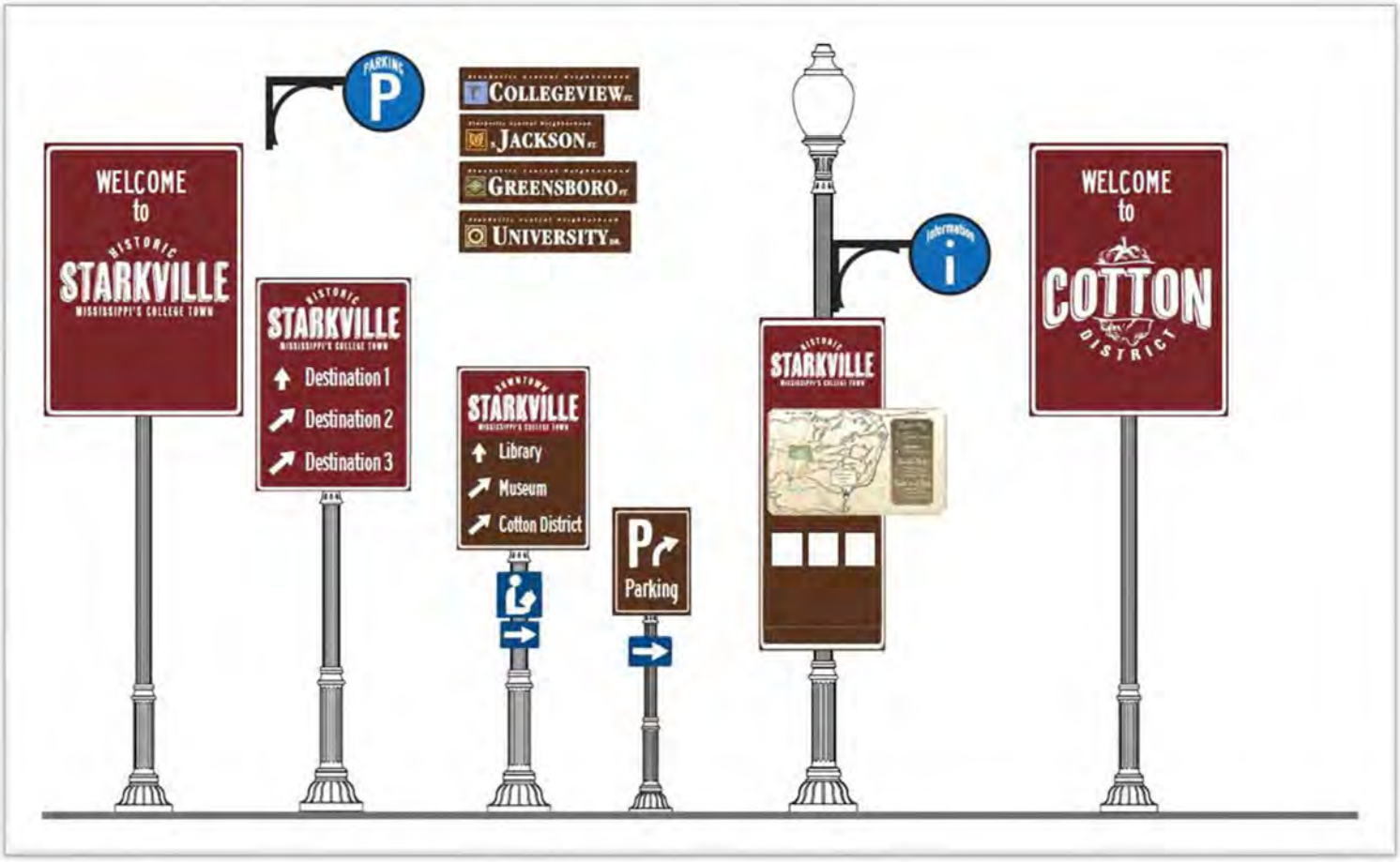
Recommendation

Aggressively implement your brand and brand story, utilizing these strategies for each phase of the place branding process.

EXPERIENCE

Place Branding

Case Study: Starkville, Mississippi's College Town



Visual Representation of the Brand

To fully implement and integrate the brand, begin with visual implementation. In this case, Starkville developed a wayfinding signage system that portrays the visual brand marks and highlights the nature of the college town brand, pointing to the college and other destinations that align.

EXPERIENCE

Place Branding

Case Study: Starkville, Mississippi's College Town







Creating the Experience of the Brand

Next, a redesign occurred of event material, and the event schedule was evaluated. Are all or most events contributing to the brand story? Or are they just fun events that create a crowd? Make sure that all messaging in event promotion points to the brand story.

EXPERIENCE

Place Branding

Case Study: Starkville, Mississippi's College Town











Remind them of the Experience of the Brand

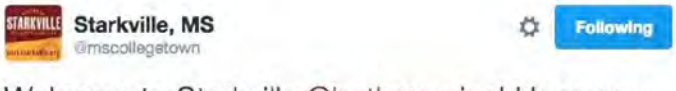
Photography and video are queen and king of place branding. Hire a photographer to take photos at events. Post these high-resolution and high-quality photographs on social media. Create albums, ask attendees to tag themselves, and continue to remind the public about the experience that occurs when visiting Downtown Ottumwa.

EXPERIENCE

Place Branding

Case Study: Starkville, Mississippi's College Town







Give the Public Talking Points to Repeat your Brand

Visual representation and experiential understanding of the brand will go a long ways. Now you need to partner with influencers and tell them how to repeat your brand. Media kits, social media campaigns, and aligning with power users will spread your brand story further than you could ever imagine.

EXPERIENCE

Wayfinding Signage

Wayfinding in downtown landscapes proves to be critical beyond basic navigation. Identification and information represented in elements such as monuments, directional systems, directories, interpretive and even regulatory signs enrich our experiences with downtown environments.

In order to create a successful wayfinding system, even in an age of smartphones and GPS, physical wayfinding elements and systems strengthen brands by improving the legibility, navigation, understanding, and accessibility of the environment.

Wayfinding Signage Systems

- Reinforce an area's defining history, architecture, and landmarks
- Help the public find parking, improve traffic flow and ease the transition between car, pedestrian and transit use
- Reduce visual clutter with clear and consolidated information
- Create an opportunity to visually launch the community's brand



Figure 2-6. Ottumwa's Wayfinding Design Concept.

Ottumwa, IA existing wayfinding signage prototype.



The existing downtown street signs with the "O!" icon and branded public parking signs are a great example of a wayfinding signage system component.

EXPERIENCE

Wayfinding Signage

Enhancing Downtown Gateways

Gateways define the edge and entryways into a city or downtown and create a theme or signature element to notify travelers that they are entering a special place.

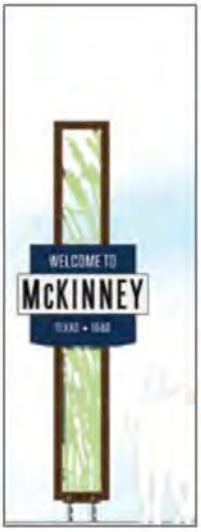
Gateway elements should identify key entries into the downtown, convey a sense of identity for the community, and provide information to the public.

Gateway treatments can be provided in a variety of styles and can vary at each entry point. Large monuments or cross-street structures can be used to indicate entry into the downtown, or treatments can include simple interventions such as signage, streetscape enhancements, or roadway treatments stamped crosswalks or street art.

Landscaping and plantings, structures, or lighting can also be used to provide visual transition points within the Downtown as well as with adjacent or interior districts.









Often the treatments begin with simple elements and then layer additional elements as visitors arrive closer to the downtown core.

A great short-term enhancement is to install banners on existing utility poles. Banners are often seen in the downtown area, but strategically placing them along major corridors can expand the downtown brand and entice visitors to continue along the corridor into downtown.

As visitors arrive into the downtown area, key gateways can be created at major intersections and thresholds in the district. Gateways announce key nodes along the downtown boundary. Short-term treatments can include landscaping, banners, sculpture/public art, murals, and signage. Over time larger investments can be made in roadway enhancements, public art, entry signage, gateway structures, and other treatments.

EXPERIENCE

Wayfinding Signage

Recommendation

Implement a comprehensive wayfinding signage system focused on guiding visitors to Downtown Ottumwa, public parking, and area attractions. The system should include street signs, parking signs, directional signs, and gateways signs. Incorporate the existing brand and color palette into the design concepts.

Now

- Ensure all street signs and public parking signs within the downtown core follow the custom branded style with the "O!" icon.
- Identify key gateway nodes into the downtown area along major corridors and bridges. Determine which locations are best suited for gateway signage and which locations are key sites for public art installations.

1-3 Years

- Install gateway signs or public art at gateway nodes along key corridors which could include S Wapello Street Bridge, Market Street Bridge, N Wapello Street, 2nd Street, and E Main Street. These should be phased in over time starting with the high traffic corridors and intersections.

3-5 Years

- Create a city-wide comprehensive directional wayfinding signage system to connect visitors to Downtown Ottumwa and key attractions. Initial phase should focus on key corridors throughout the city.
    - Key attractions could include the Des Moines River, trail systems, Indian Hills Community College, Amtrak Train Depot, Canteen Alley, and other features.

EXPERIENCE

Public Art Opportunities

Creating Engagement Through Art

Ottumwa, Iowa

Ottumwa has a strong foundation in the arts. The commission of a Herbert Ferber sculpture in the 1970s set the stage for the Ottumwa Sculpture Trail which attracted talented artist from around the region. More recently, the Ottumwa Arts Council and Ottumwa Streetscape partnered to install public art sculptures in Canteen Alley.

Two-dimensional art is an important layer in creating a vibrant downtown, but it is common in downtowns around the country. Ottumwa's use of 3D artwork through the Main Street Sculpture Project creates a unique attraction and should be celebrated.

The Canteen Alley sculptures were created by artist Daniel Miller, a sculpture professor at the University of Iowa. Additional partnerships with the University of Iowa should be explored. Ottumwa is also home to successful metalworks artist Steve Huffman. Highlighting local and regional artists should be a short-term focus of the community. Works from several other artists are featured throughout the downtown area.

Organizing an annual (or other timeframe) sculpture trail promotional program similar to Clayton, North Carolina's Annual Downtown Sculpture Trail should be explored. The framework for this effort has been established through the existing Street Art Self-Guided Tour featured on the city website.

Additionally, initiatives focused on permanent as well as temporary murals should be explored. This could include preserving ghost murals/signs, maintaining existing artwork, adding interactive and engaging murals, or adding murals installed on panels that are changed on a regular basis. This comprehensive approach to public art allows Ottumwa to capitalize on and highlight local artists. Again, a strong foundation has been set through existing installments around Canteen Alley and the downtown area. Ottumwa obviously has strong roots in the arts that should be celebrated and highlighted by continuing to expand opportunities to showcase various forms of artwork.







Examples of existing artwork throughout Downtown Ottumwa.

EXPERIENCE

Public Art Opportunities

Creating Engagement Through Art

Selfie Wall
"Selfie walls" are an exciting trend in communities around the country. Aimed at engaging people, particularly the younger generations, and generating traffic via social media, selfie walls are murals that encourage visitors to take selfie photos. Often, they are very simple in design and display the community or district name or an inspirational message. These installations can generate a buzz on social media and serve as a destination for visitors traveling nearby.

Corinth, Mississippi enlisted the services of a local artist to design an interactive mural in a prominent location downtown in order to attract and encourage engagement from visitors. The mural featured a Coca Cola theme which is a nod to Corinth's history as one of the first bottling locations in Mississippi. The pouring of the bottle encourages visitors to interact with the mural in photographs. The artist also included a hashtag message "#enjoycorinth" which encourages visitors to include that hashtag in their social media posts. This allows community leaders to easily monitor social media traffic related to the mural which gives them insight into the typical audience visiting the location.

Some downtowns feature a "Welcome to Downtown _____ " or "Greetings from _____" (representing a vintage post card) as the focal point mural in the downtown area. These types of murals present the perfect opportunity to launch a new logo, color palette, or brand.

Many college towns incorporate the community college's logo, rally cry, or slogan into a mural. This creates a visual town/gown connection, but it also generates traffic for downtown. The mural will almost certainly be a popular location for students, fans, and tourist to visit during athletic events, orientations, graduations, and other big events.

Potential inspiration & ideas:

- Ottumwa logo
- "Welcome to Downtown Ottumwa"
- Outdoor recreation theme
- River theme
- Indian Hills Community College logo









Examples of Selfie Walls or "Welcome" murals in various communities. These types of murals encourage engagement from visitors, evoke community pride, and illustrate that downtown is a special place.

EXPERIENCE

Public Art Opportunities

Creating Engagement Through Art

Temporary Selfie Station and Photo Opp

It is important for downtown to capitalize on big tourism weekends even if the event is not hosted in the downtown area. Music festivals, high school football games, homecoming, Juneteenth celebrations, holidays, or other events and festivals provide tremendous opportunities for the downtown to draw people into the district. College towns can capitalize on orientation weekends, homecoming, graduation, and athletic events.

Utilizing a temporary selfie station is a creative, low-cost strategy to engage visitors and encourage social media posts creating the perception of activity and vibrancy. A selfie station is a small display or backdrop designed to encourage visitors to pose and take photographs and selfies. These photographs will likely be posted on social media, which generates web traffic and serves as advertising for the downtown area. Incorporating a hashtag slogan can direct social media traffic toward a specific message allowing organizers to monitor traffic, engagement, and visitors. QR codes can also be added to direct visitors to the downtown website, tourism page, or events calendar. Sponsorships could also be accepted to offset the cost of the station.

Potential inspiration & ideas:

- Ottumwa's "O!" icon
- River and outdoor recreation themes
- Community college theme for orientation, graduation, and events.
- High School theme for homecoming and graduation
- Holiday themes (4th of July, Valentine's Day, Back to School, Christmas holidays, etc.)







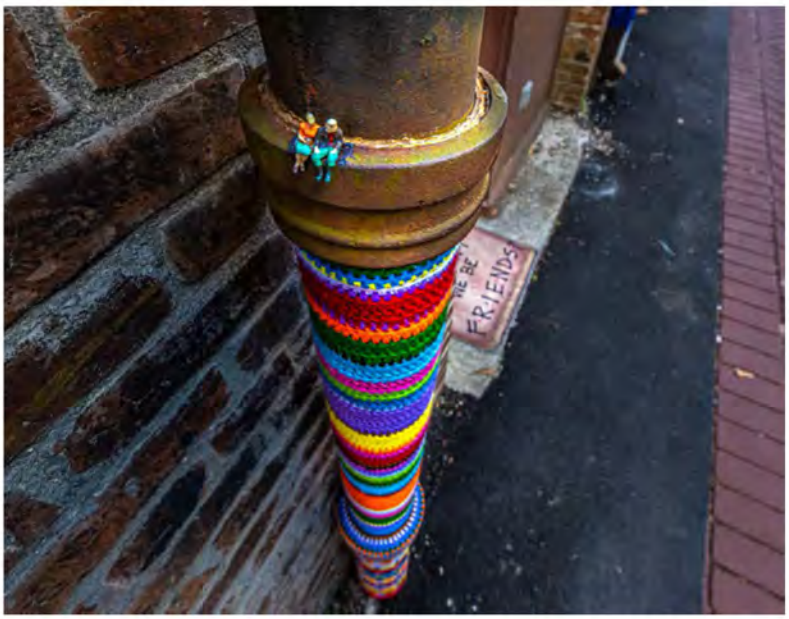


EXPERIENCE

Public Art Opportunities

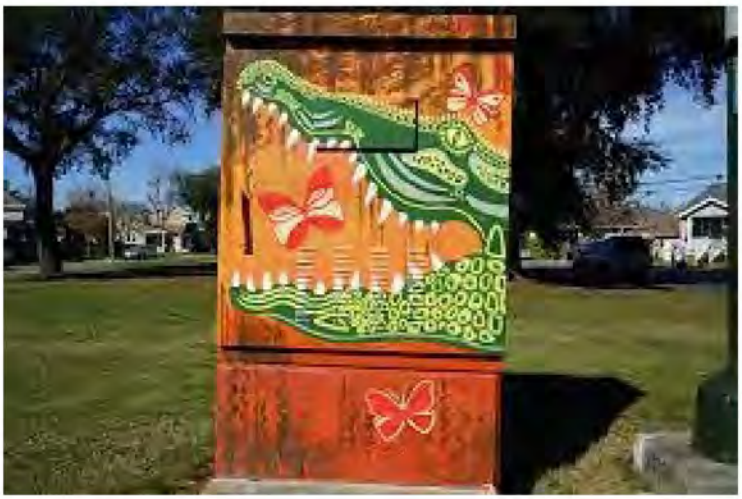
Temporary and Small-scale Art Installations

Many downtown areas have encouraged small scale art installations. Painting utility boxes and fire hydrants are often used as a first step. Chalk art, yarn bombing, and other creative expressions can create interesting short-term attractions. Partnering with TSU could identify potential opportunities for art students to lead these efforts.









Public Art Opportunities

Creating Engagement Through Art

Murals
Murals are a typical first step in any downtown area attempting to incorporate public art into the district. Murals add visual interest to a blank wall or key location; add a sense of activity and vibrancy; announce arrival to a special place; highlight key attractions and assets; highlight a new logo or brand; or simply serve as a "Welcome" greeting.

It is important to keep the design of these mural simple. Simple text and imagery with attractive and vibrant color palettes create the most engaging murals. Consider the long-term maintenance of the artwork. Paint-by-number style murals are much easier to maintain than artistic murals with shading and gradients. It is important to enlist the services of a professional artist with large-scale mural experience is needed to design the artwork and the initial installation. Artwork with shading and gradients will always require the skilled hand of a professional artist to maintain and update, which can be expensive. Paint-by-number style artwork can be maintained, touched up, and refreshed over the long term with limited artistic ability since the work involves painting large shapes with a single color.

The cost of murals can range from $2,500-5,000 for typical sized artwork to over $10,000 for a large mural the size of a building. Always review the artists portfolio of similar work and ask for references.









Public Art Opportunities

Creating Engagement Through Art

Heat Applied Graphics

Advancements in technology have opened the door for a wide range of creative signage and art projects. Heat applied graphics, like heated vinyl, allow a seemingly endless range of possibilities for murals and public art. These graphics are printed on panel rolls similar to wallpaper and applied using a specific heating process so that the material adheres to the brick, block, or other material. The adhesion allows the texture of the material (brick, concrete block, etc.) to show through giving the mural a painted appearance.

Anything from artwork, logos, graphics, or photographs may be printed on the material. The same heat treatment is used to remove the sign without damaging the wall surface. This process can also be used indoors without damaging sheetrock walls. This type of project requires a partnership with a qualified professional installer.

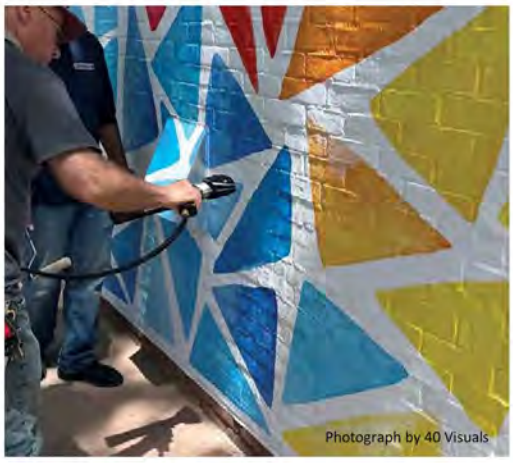
Heat applied graphics allow for murals to be installed without permanently painting the wall surface which may be more appealing to partnering property owners. The semi-permanent nature also allows for a wider variety of artwork and uses. Some communities have used the opportunity to display seasonal events calendars in the downtown area. Something that would not have been practical with traditional mural treatments.











Examples of heat applied graphics. This technology allows for a wide range of artwork to be installed as a semi-permanent mural. The result allows the wall texture to show through making the artwork appear hand-painted. The graphics are easily removed without damaging the wall surface.

Public Art Opportunities

Creating Engagement Through Art

Ghost Sign Restoration

Many downtowns have faded murals from the past referred to as "Ghost signs." These are typically business signage or advertisements from the early 1900s. Historic signs from companies like Coca Cola are well known, but signs from local companies and other types of businesses are important chapters in the downtown's history. The patina of these signs adds to the unique character of the downtown and create a sense of place in the downtown area.

These murals/signs should be preserved and restored when appropriate. A qualified artist with restoration experience should be enlisted for this type of work. Preserving and restoring these signs is an important piece of historic restoration and creating an authentic experience in the downtown area.





Sculpture

Many communities utilize two-dimensional artwork to add vibrancy to their downtown but overlook opportunities for 3D art. Sculptures located at key locations throughout the downtown (and community) can create a unique experience for visitors and add visual interest to the district. Partnering with local arts councils and universities can create opportunities for showcasing local artists and create an attraction for downtown.

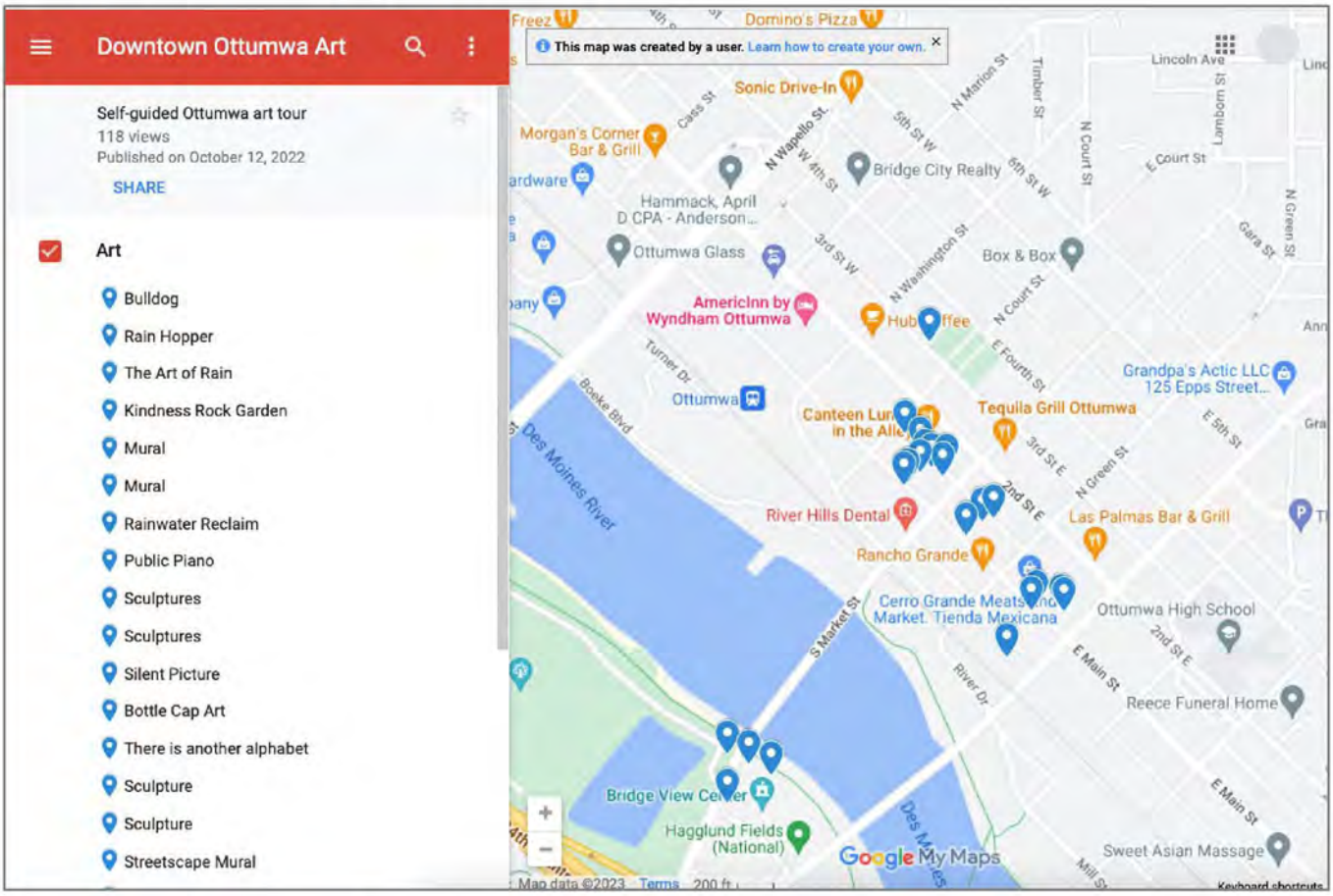
Clayton, North Carolina's Public Art Advisory Board hosts an annual Downtown Sculpture Trail which places sculptures throughout the downtown area. The program started small and has grown to include 12 sculptures by artists from around the country. Artists submit their artwork to the advisory board who selects the artwork for the year. The sculptures are placed in strategic locations throughout the downtown district which encourages visitors to explore the area. A brochure with a map is also created to identify the locations, artists, and artwork.



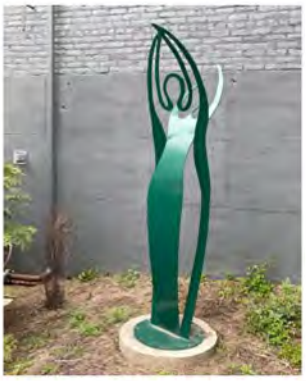
Cleveland, Mississippi partnered with their local university, Delta State University, to create a similar program. Sculpture installations are placed throughout the downtown area and community to create a seasonal attraction for visitors.

EXPERIENCE

Public Art Opportunities















The existing Street Art Self-Guided Tour map serves as a strong foundation for future promotional material as well as identifying locations for future artwork.

EXPERIENCE

Public Art Opportunities

Creating Engagement Through Art

Recommendation

Continue to showcase local and regional artist through public art initiatives. Create additional spaces to house three-dimensional artwork, especially at key intersections and nodes leading into downtown and throughout the downtown core. Continue to expand the use of murals and two-dimensional artwork throughout the downtown core. Strategically located artwork in a manner that creates a trail throughout the downtown core, along the river, and throughout the riverside parks.

Now

- Identify potential locations for a simple Ottumwa-themed "Selfie Wall" mural. Highly visible locations should be prioritized.
- Install a temporary "Selfie Station" downtown for 4 weekends during the upcoming year. The 4 stations could be focused on major events such as IHCC orientation or graduation, festivals, or holidays.

1-3 Years

- Install a Downtown Ottumwa-themed Selfie Wall mural in a prominent downtown location.
- Identify and map locations for other potential mural or sculpture installations throughout downtown. Use artwork to create a trail loop that connects the downtown core with the river, bridges, parks, and Church Street District.
- Use the existing map of public art to create a promotional guide to public art locations throughout Ottumwa.

3-5 years

- Organize the Ottumwa Sculpture Trail as an annual event.

EXPERIENCE

Parking Lots as Event Spaces

Activating Spaces

Parking lots serve an important need in any downtown. Surface lots provide opportunities for downtown employees to park so that vital on-street parking is available for customers. They also provide opportunities for long-term and overflow parking during high traffic time periods.

While parking lots are important, many times they sit empty or vastly underutilized. The large spaces they occupy present a tremendous opportunity for pop up events. These types of events bring activity to downtown while not disrupting the downtown storefronts.

Opportunities for utilizing city-owned downtown parking lots as event spaces should be explored.

Parking lots also provide opportunities for incremental retail development along the street frontage. This activates the street and provides micro-retail opportunities for entrepreneurs. A common example of this type of activity is food trucks but could also include semi-permanent treatments such as shipping containers or cottages. These treatments can line the street frontage of the parking lots to activate the street and connect different areas of downtown.



An example of a surface parking lot in Downtown Ottumwa.



Graphic created by Mike Thompson (thompsonplacemaking.com) illustrating incremental retail growth from temporary vendors to a mixed-use development.

EXPERIENCE

Parking Lots as Event Spaces

Examples of pop-up events





Examples of food truck parks





Examples of shipping container retail spaces





EXPERIENCE

Parking Lots as Event Spaces

Examples of semi-permanent vendor spaces





Recommendation

Host pop-up events in city-owned downtown parking lots.

Explore options for activating the street frontage of downtown parking lots by adding semi-permanent micro-retail space.

Extended Business Hours

Recommendation

Work with downtown retailers and restaurants to commit to being open during community events. Select approximately 5 events to serve as pilots. Promote the businesses that are participating in a variety of media (print, web, social media, etc.). Encourage outdoor merchandise displays, signage, and outdoor seating to add vibrancy to the sidewalks.

A common challenge with many downtowns is that business owners maintain the same hours regardless of local events or additional opportunities. Oftentimes a business closes at 5:00 p.m. even on the day of a community festival or event when additional visitors are in town. When these visitors are welcomed with a downtown full of closed businesses, it presents a negative first impression.

Community leaders must work with local business owners to understand the importance of providing a positive impression on visitors and identify strategies for capitalizing on the increased traffic to the area.

Owners of small businesses often struggle to maintain a work-life balance so time away from the business is important, however, for the overall good of the downtown it is important to reach a compromise.

A short-term strategy is to work with business owners to extend their hours during important community events. This will likely only occur a few time throughout the year, which is a reasonable sacrifice for the business owner. Encourage them to include outdoor signage and merchandise displays on the sidewalk to increase the vibrancy of the downtown area. In return, the organization responsible for downtown initiatives (Main Street Association, Downtown Business Association, etc.) brands, markets, and promotes the event.

One community, a college town, created a "Brunch & Browse" event on Sundays following home football games. This occurred on a day that most businesses were closed despite tens of thousands of visitors being in town. The Main Street Association convinced the retailers and restaurants to commit to being open on the 6 home football game weekends in order to test the concept. The event was a huge success and one of the largest revenue generators for the businesses.



Outdoor merchandise displays, balloons, or a sandwich board sign can alert visitors that the store is open during special events.

7

downtown strategies

FOCUS AREA 4: ACTIVATING VACANCIES

Targeted Industries for Downtown

TERMS:

Custom Trade Area: Who is currently spending money on general merchandise in the community. Who are they and where do they live?

Gap Analysis: What do the people living within the Custom Trade Area spend money on outside of the Custom Trade Area? Where is money "leaking" out of the community?

Market Analysis

When recruiting national retail to a community, an extensive Market Analysis is used to identify current consumer trends, a profile of current consumers, Custom Trade Area (who is currently shopping in the community), and a Gap Analysis (Leakage Report).

Community leaders should utilize the same data to inform decisions about business growth, development, and recruitment for the downtown area. The Market Analysis chapter of this Strategic Plan identified this information based on the Custom Trade Area from a major general merchandise store within the community.

Customers who are regularly shopping in the community for general merchandise, are a great target audience for downtown businesses. The Gap Analysis identified which retail categories people within the Custom Trade Area are currently leaving the trade area to buy. In other words, what are these people spending money on outside of the community? Since local customers are currently spending money on goods and services outside of the community, it is reasonable that they would spend that money locally if those needs were offered. **Below are the top retail categories identified in the Gap Analysis that would be excellent targets for downtown.**



clothing | health & personal care | limited-service restaurant | beer, wine and liquor stores | specialty food stores

Recommendation

Any business recruitment strategy, effort, or incentive should prioritize the top retail categories identified through the Gap Analysis.

Real Estate Analysis



Former Appanoose Rapids Restaurant

Site Address	334 E MAIN ST OTTUMWA, IA 52501
Parcel No. (APN)	007411240298000
Land Use	COMMERCIAL, STORES, RETAIL OUTLET
Buildings	None
Building Area	3,302 SF
Lot Area	3,278 SF (0.07 ACRES)

Adj. Lots Owned	NONE
Year Built	1920
Owner (Assessor)	JENKINS, FRED
Owner Address (Assessor)	420 N 12TH ST CENTERVILLE, IA 52544
Last Market Sale	10/5/10 for $62,000
Total Assd. Value	$161,090

- Unique turn-key restaurant opportunity.
- Has built out kitchen, with an immaculately maintained restaurant floor and turn of the century wooden bar.
- Has a dedicated entrance in the rear of the property with a large outdoor patio that overlooks the nearby train tracks, trail, Bridge View Center, and Des Moines River.
- Offers ample parking for guests in a city-owned maintained parking lot.
- The parking lot offers a dedicated and covered dumpster enclosure for trash and grease trap removal.
- Excellent frontage to the highest traffic count corner in downtown Ottumwa, with 10,700 cars driving by the space annually.
- Also boats excellent walkability via a recently redone Main Street, and a pedestrian walkway over the Jefferson Street Viaduct to the Church Street District.
- Nearby restaurants service over 38,000 annual visitors pulling frequent customers from over 40 minutes away.
- This is a special space and the most move-in-ready restaurant space in town offering unmatched amenities.

Real Estate Analysis



Canteen Alley Adjacent Lofts Ground Floor Retail Space

Site Address	**117 E MAIN ST OTTUMWA, IA 52501**
Parcel No. (APN)	**007411240275000**
Land Use	**COMMERCIAL, STORES, RETAIL OUTLET**
Buildings	**1 Building**
Building Area	**19,557 SF**

Lot Area	**5,940 SF (0.14 ACRES)**
Adj. Lots Owned	**7 (1.03 TOTAL ACRES)**
Year Built	**1900**
Owner (Assessor)	**PARKVIEW PLAZA INC**
Owner Address (Assessor)	**107 E 2ND ST OTTUMWA, IA 52501**
Last Market Sale	**9/20/16**
Total Assd. Value	**$748,310**

- 4,000 square feet of retail space.
- Currently in need of being built-out, but willing to build to suit for quality use.
- High ceilings, historic building.
- Great opportunity to demise the property into two uses, between 1,500 to 2,000 square feet each.
- Next door to a unique amenity in town via Canteen Alley.
- Directly adjacent to the most public art featured in the community.
- Alleyway could be shut down to car traffic for events and opportunities for outdoor dining, or an entertainment/consumption district.
- Has multiple upper-floor residential units which provide a daily customer, as well as being a block away from the Hotel Ottumwa.
- There is ample parking along Main Street, as well as a city-owned parking deck.
- Direct access to the iconic Canteen Alley lunch via the adjacent alleyway.
- Has dedicated parking via an alleyway, and a dedicated area for dumpster Leasing strategy should consider recruiting tenants to address the millions of dollars in retail leakage in categories such as clothing, health & personal care, restaurants, and beverage stores.

Real Estate Analysis



Former McCarroll Brothers- Rippling Waters Owned Property

Site Address	**317 E MAIN ST OTTUMWA, IA 52501**
Parcel No. (APN)	**007411240241000**
Land Use	**COMMERCIAL, STORES, RETAIL OUTLET**
Buildings	**None**
Building Area	**3,663 SF**
Lot Area	**2,640 SF (0.06 ACRES)**
Adj. Lots Owned	**3 (0.22 TOTAL ACRES)**
Year Built	**1890**
Owner (Assessor)	**RIPPLING WATERS PROPERTY DEVELOPMENT LLC**
Owner Address (Assessor)	**PO BOX 634 OTTUMWA, IA 52501**
Last Market Sale	**11/8/17 for $10,000**
Total Assd. Value	**$53,080**

- Property that has been stabilized by Rippling Waters Development.
- Offering a white box and build-to-suit opportunity for the right user.
- Excellent storefront windows, with a recessed entry way for showcasing items or bistro tables.
- Direct midblock access from ADA compliant crosswalk and infrastructure improvements.
- The Interior of the space is split level, with a likely 1,000 square foot showroom, and at level restrooms.
- Has a basement for storage or other use.
- Mid story walk up area that could also serve as the back of house, deliveries, or more retail space.
- Has an excellent back area for loading and unloading.
- The upper floors have already been remodeled, and there is al

ACTIVATING VACANCIES

Recruiting Retail Downtown

Retail leads can be broken down into four general categories:

1 Existing Businesses within or near the business district

Often the best leads are found near home. Leads might include existing businesses seeking more space or a better location in the business district. The district's business owner survey as well as ongoing conversations and personal contacts of the recruitment team, chamber of commerce and other economic development professionals can help identify these leads.

2 Emerging Entrepreneurs

Downtowns and business districts are often attractive to independent businesses. Accordingly, leads might include home-based or garage-based businesses seeking more fitting space and a convenient location for their customers. These leads might include managers of existing businesses wishing to go into business on their own. Commercial lenders, business schools, Small Business Development Center (SBDC) counselors, Main Street program business specialists, Service Corps of Retired Executives (SCORE), chamber of commerce and other public or private small business professionals should be asked to help identify these leads.

3 Existing Local or Regional Businesses

Local or regional businesses, particularly those that have branch stores and are ready to expand, are often excellent prospects. These business operators typically have a good knowledge of the market area and may already have multiple stores. They are often interested in expansion as a way to improve their penetration of the market. These leads can be identified through your team's knowledge of the business mix in other communities in the region and information collected from your local consumer research. In addition, realtors, commercial brokers, sales representatives and supplies that work within the region can be helpful. Sometimes ads in regional business, real estate and regional lifestyle periodicals can generate leads.

4 National Chains

If local or regional businesses are not interested in expanding, larger national chains can be contacted. It is important to be realistic about the kinds of chains that might be interested in a small community as their market, store size and parking requirements may preclude them from considering your district. Leads can be identified through directories and private databases listing chain site selection criteria and contacts. In addition, leads can also come from commercial brokers, trade shows, "deal making forums," and conferences such as those offered by the International Council of Shopping Centers.

Business Recruitment Packet

Downtown Economic Development

Almost every downtown desires to have more retailers, restaurants, and other businesses. Ideally this growth would happen organically as the perception and reputation of the downtown shifts to become a destination. Building a strong sense of place within the downtown is important. The downtown should be clean, inviting, safe, and attractive. The properties and buildings should be well maintained and ready for tenants. The area should be active and frequently used for events. While all of these elements are important pieces of the puzzle, communities can also take an active role in recruiting businesses to the downtown.

Many communities have successfully targeted specific businesses in nearby cities or regions and recruited them. This could be a relocation, convincing the business to open a second location, or convincing them to open another concept in the new community.

Successfully pitching the community to this business requires a structured and organized presentation of data. The new business doe not just need to hear the feel-good stories about your community, they need to know if their concept can financially survive and thrive in your community. When recruiting national retailers to a community, they focus on the market data including the custom trade area (who is currently spending money in your community), demographics, community profiles, real estate analysis, and available properties. A similar approach can be taken when attempting to recruit a local business to your downtown.

Ottumwa's Business Recruitment Packet should include information relevant to recruiting a potential business in an easy-to-follow format. The packet should include:

- Market analysis data summary
- Map of the Downtown Ottumwa district
- List of available properties with real estate information
- Guide to necessary approval processes
- Guide to available incentives and programs
- Point of contact information

Recommendation

Create a custom Business Recruitment packet that can be distributed to targeted retailers, restaurants, and other businesses. The packet can be used to personally recruit specific businesses from the region or elsewhere in the community.

ACTIVATING VACANCIES

Retail Ready Real Estate

White boxing a commercial property's vacant space is beneficial because it creates a neutral space that can be easily customized by potential tenants. It helps to save time and money for both the property owner and potential tenants by preparing the space for occupancy ahead of time. Additionally, white boxing a space increases flexibility, allowing for different types of businesses to use the space, and helps to differentiate the property from others in a competitive market. This information is meant to guide Main Street Ottumwa's effort to connect entrepreneurs and prospects with property owners. Its also meant to guide organizations like the Legacy Foundation and Rippling Waters as they look to renovate ground floor space for the best tenant fit.

Typical Landlord's Expense

- Roof replacement and repairs
- Structural systems such as columns, beams, rafters, and joists
- Fire sprinkler system when a change of use
- Exterior doors
- Electrical and low-voltage service
- Mechanical and plumbing service
- Storefront restoration or rehabilitation
- Landscape improvements/restoration
- Parking lot improvements, especially where improvements lead to better compliance with local codes and improve safety and access
- Screening of service areas such as utilities and trash containers
- Installation/restoration of architectural features
- Installation of traditional awnings
- Masonry restoration or repair
- Painting, in conjunction with other restoration or rehabilitation
- Maintenance and preservation of historic signs
- Construction of accessibility improvements to the exterior
- Floor slab

Typical Tenant's Expense

- Interior plumbing and connections
- Interior gas and connections
- Painting and decorating
- Storefront displays or backgrounds
- Temporary services during tenant construction
- Electrical equipment
- Tenant signage
- Interior floor finishes
- HVAC systems and ductwork
- Necessary trade fixtures and furnishings
- Utility services not already provided by Landlord
- Restaurants- connection to grease systems not provided by Landlord
- Restaurants- commercial hood and fire suppression
- Fire alarm modifications
- Changes to code from tenant use
- All modifications to existing conditions when delivered by Landlord

ACTIVATING VACANCIES

Retail Ready Real Estate

What are Prospects Looking for?

Boutiques

- 500-2,500 Square Feet
- Excellent Storefront Windows and Visibility for Merchandise
- Strong Co-Tenancy with Other Boutiques or Restaurants
- Dedicated Back of House for Storing Products and Omnichannel Sales
- Loading Dock or Area for Deliveries

Coffee Shop

- 300-1,750 Square Feet
- Dedicate around 15 square feet per customer
- 200 square feet for coffee production and storage
- Excellent Visibility
- Excellent Walkability
- Excellent Access
- Dedicated Parking or Drive-Up Space for Carryout
- Synergy near multiple or large employer(s) or student population
- Near AM traffic

Restaurant

- 1,000-3,000 Square Feet
- Dining room 60% of Total Area
- Dedicate around 12 square feet per customer
- Commercial Kitchen with Exhaust Hood
- Above Ground Grease Trap
- Dedicated Waste Removal Space (at least 4 yards)
- Patio or Outdoor Dining Offering
- Dedicated Parking or Drive-Up Space for Carryout
- Synergy with other PM retailers

ACTIVATING VACANCIES

Demising Walls

Creating a Smaller Footprint

Almost every downtown wants more retail space but struggles with a lack of available properties. This is typically due to either untenantable spaces, oversized vacant properties, or an overabundance of service industries (attorneys, office space, etc.). Could adding a simple wall solve some of those challenges?

Oversized Spaces

Most pre-WWII buildings in historic downtowns were built using a similar pattern. Average storefronts are typically 25-35' wide and the buildings are 75'-125' deep resulting in an overall square footage of 1,800-4,300 square feet. While these large spaces met the needs of retailers in the past, they are much too large for current retail trends.

Entrepreneurs, start-ups, retailers, and other small business ventures need a much smaller footprint than what has been desired over the past several decades. Larger space equates to larger rent costs and the lack of start-up capital is a barrier to entry for many small businesses. This creates a major challenge for many downtown areas experiencing vacancies or a lack of retail space. As odd as it sounds, downtown properties often have too much space to attract retailers and small businesses.

Current businesses are desperately searching for spaces of less than 1,000 square feet in order to keep their overhead and startup expenses low, but the available downtown building stock is comprised of large spaces, often in need of extensive renovations.



The buildings in Downtown Lindsay, California (left), and Sandersville, Georgia (right), both show examples of the typical downtown building footprint. Typical buildings have an average storefront width of 25' and a 100' depth.

ACTIVATING VACANCIES

Demising Walls

Creating a Smaller Footprint

How can community leaders combat this challenge of having spaces that are too large to meet current retail trends? A successful short-term strategy that many communities are implementing is using demising walls to break up the large building footprints into a more manageable space for small businesses.

A demising wall is a specially constructed wall that separates two different uses or occupancies. Community leaders can work with property owners to add demising walls to their oversized spaces to create a smaller storefront unit.

There are several benefits to this approach.

- Allow property owners to renovate a small portion of the building rather than expansive renovations.
- Provide small spaces for start-ups and allow for expansion over time.
- Activate vacant storefronts adding vibrancy to the downtown area
- Provide low-cost units for start-up businesses



A typical storefront vacancy in a building that is too large for many modern-day retailers or start-ups.

Storefront Office Space

Many downtowns, especially county seats, struggle with a lack of retail space due to the overabundance of storefront office space. Attorneys, real estate agents, doctors, and other offices are a valuable piece of the downtown fabric because they bring people downtown and add 8:00 a.m.-5:00 p.m. customers. However, they often dominate the storefronts of downtown making it difficult to add retail businesses.

Oftentimes these service industry businesses do not need the large square footage they currently occupy. Some communities have encouraged these businesses to reduce the square footage of their office and add a demising wall to create a small storefront space. This small square footage space adds much needed retail space to the downtown and generates additional revenue for the property owner.

Main Street Alabama worked with several member communities to create a sample pro forma showing the potential revenue that could be generated for the property owners by adding the additional storefront unit. Other incentives such as grant program to fund the addition of demising walls could be implemented to spark to addition of retail space downtown.

ACTIVATING VACANCIES

Demising Walls

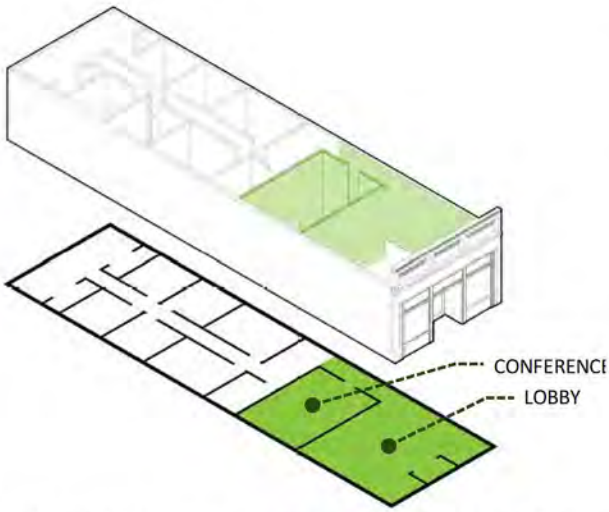
Creating a Smaller Footprint

Example Demising Wall Modifications

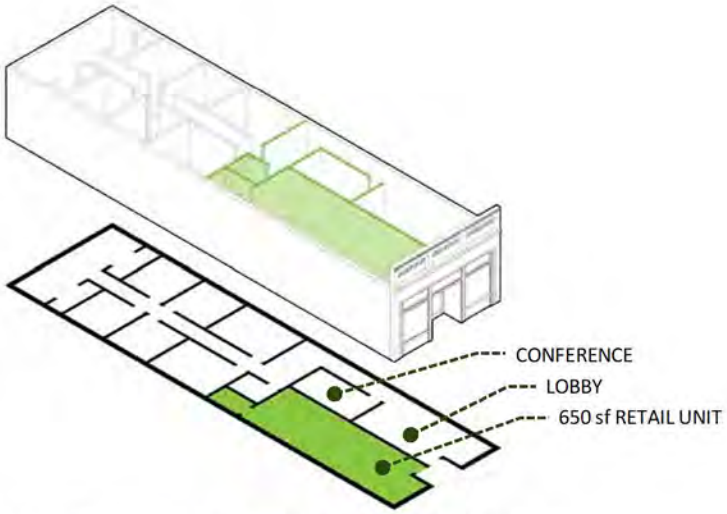
The graphic below illustrates how a demising wall can be used to modify existing building footprints. Two scenarios are shown. **Scenario 1** is an existing office building that occupies the entire building footprint including the storefront. By modifying the underutilized lobby and conference room area with a demising wall, an additional small footprint retail space is created. This additional unit provides revenue for the property owner, offers much needed retail space, and activates the storefront and sidewalk downtown.

Scenario 2 illustrates how a large, vacant building can be modified into a small storefront unit by adding a demising wall. This provides a more affordable space along the storefront and activates a vacant building. This approach allows property owners to phase renovations rather than renovating the entire building at once.

SCENARIO 1

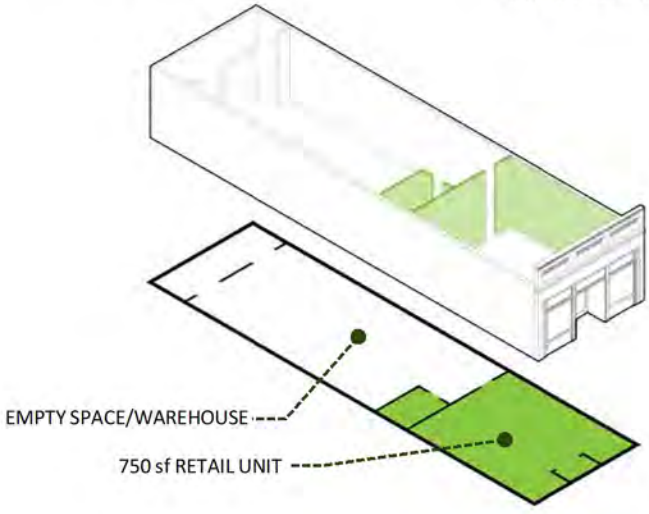


Original Layout: A typical downtown office space with an underutilized lobby area and conference room provides an opportunity to add additional retail space.



Modified Layout: Adding a demising wall to reduce the size of the lobby and conference room adds an additional retail space to the downtown and provides additional income for the property owner.

SCENARIO 2



Oversized Building: An oversized (2,500+ sf) "shell" of a building which is too large for a start-up retail business. A smaller (<1,000 sf) retail space can be added along the storefront.

ACTIVATING VACANCIES

Demising Walls

Creating a Smaller Footprint

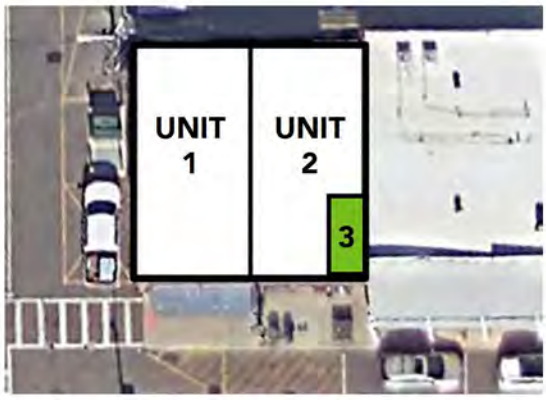
Micro-Retail

Another trend in downtown areas is the addition of micro-retail space. Micro-retail includes spaces of 50-200 square feet. These spaces offer a very low cost of entry for start-up businesses and can spark activity in downtown areas.

The Covid-19 pandemic resulted in a wave of home-based businesses and start-ups, many of which would love to test a brick-and-mortar concept. However, the rent and utility costs of a 1,000+ square foot space is a huge barrier. Adding demising walls to create micro-retail spaces creates units that could attract these types of entrepreneurs.

Where can you find these entrepreneurs? Your local farmers' market or crafts fair often has vendors who make jewelry, clothing, food-based items, etc. and operate in a 10'x10' tent or booth space. They are accustomed to the small square footage and could transition nicely into a permanent space.

Buffalove Development in Buffalo, New York, converted a large downtown building into multiple micro-retail units in order to attract entrepreneurs, makers, and crafters. This concept makes wise use of a large downtown building by utilizing demising walls to create multiple, small units. This adds needed retail space with affordable rents and diversifies the tenants for the property owner. Rather than searching for a single large tenant, the property owner recruits multiple small tenants. (https://www.buffalovedevelopment.com/523-main-street)







Fresh Ink, a local stationery and paper gifts store in Oxford, Mississippi, occupies a less than 100 sf space. The space was created using a demising wall and divided storefront with the adjacent salon.

Recommendation

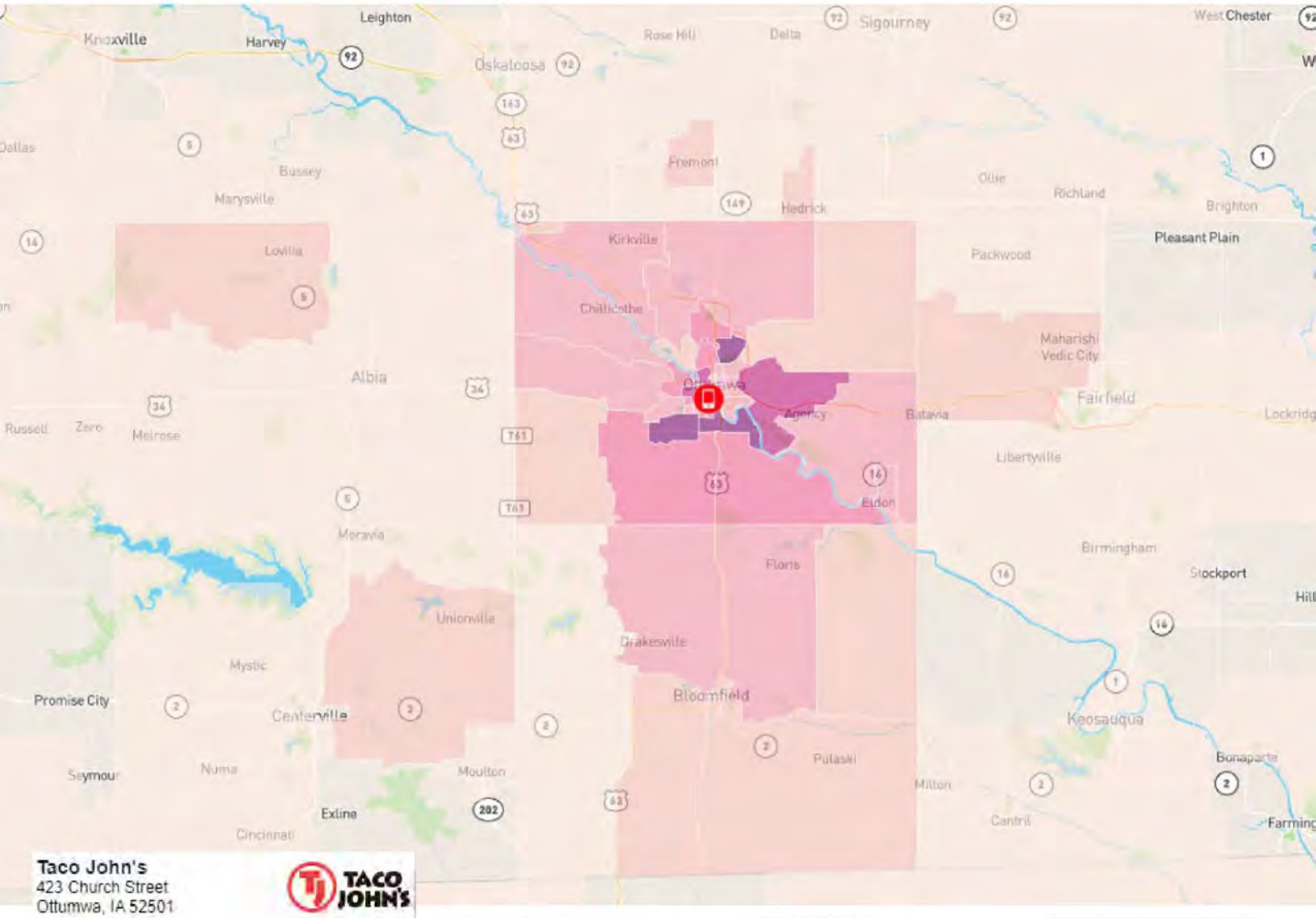
Encourage property owners to utilize demising walls to create small footprint retail/start-up spaces. This low-cost strategy can be used to modify a large vacant building, add flexibility to an existing space, or add retail space to an existing office building while generating revenue for the property owner.



APPENDIX

APPENDIX

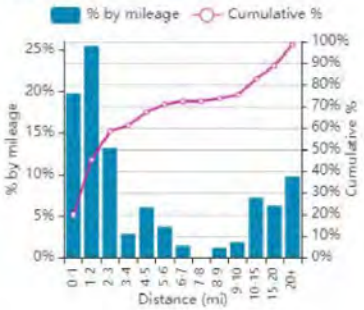
Mobile Insights & Tourism Summary



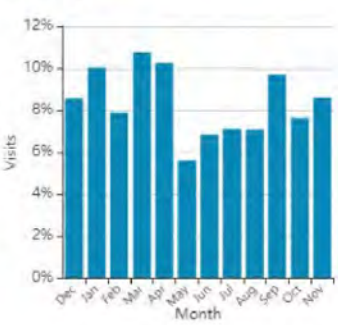
Taco John's
423 Church Street
Ottumwa, IA 52501
United States

Details	
Sector	QSR
Sector Rank within County	#8 of 18
Estimated Annual Visits	102,980
Estimated Annual Visitors	60,042
Avg Distance from Home	1.0 miles
Average Dwell Time	8.0 min
Tourist Visits	1.5%
Brand	Taco John's
Brand Rank within State	#12 of 58
Brand Rank within DMA	#1 of 2

Visits by Distance



Visits By Month



% Home Distribution

- < .5%
- .5-1%
- 1-2%
- 2-3%
- 3-4%
- > 4%

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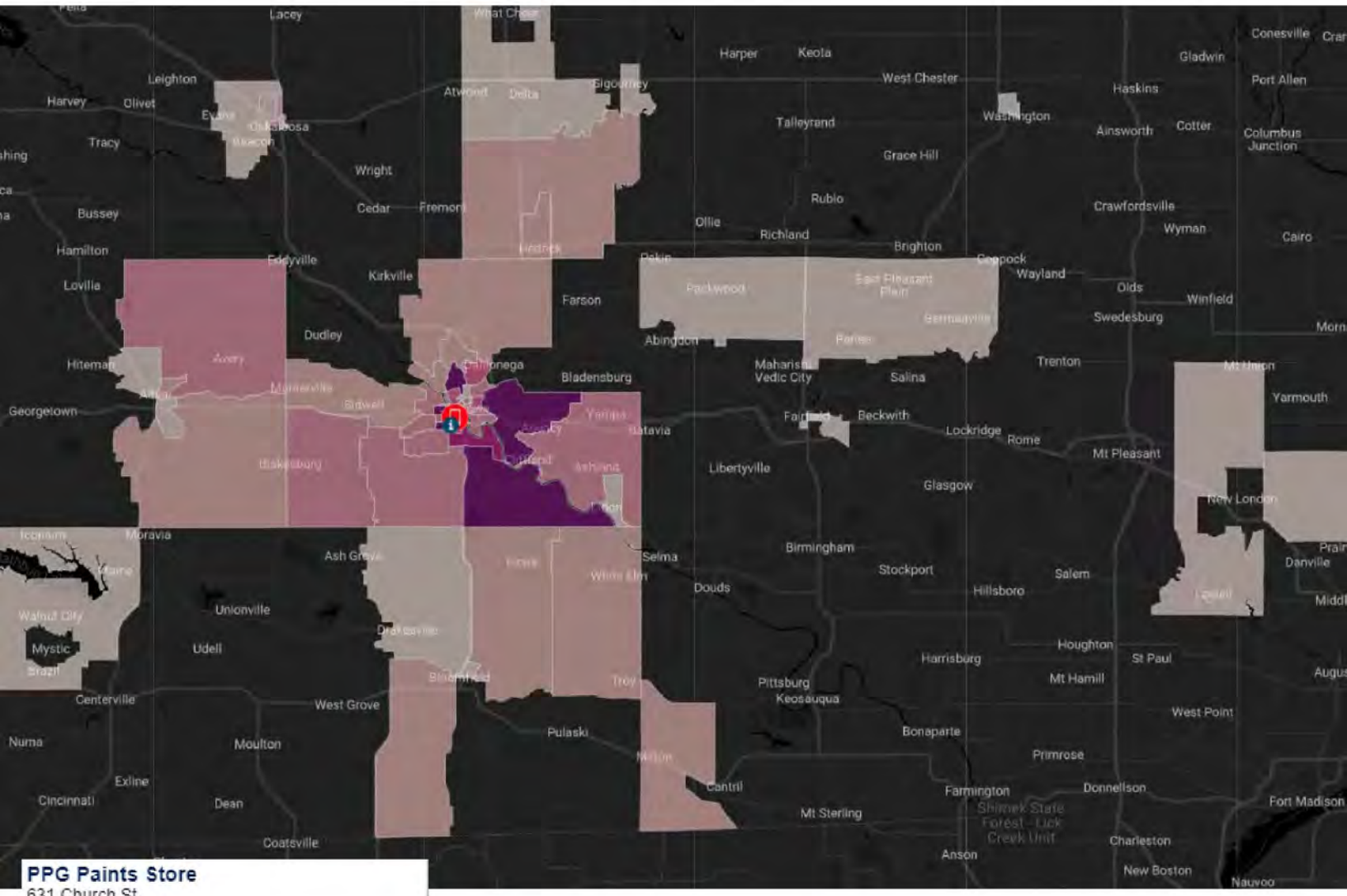
Mobile Insights & Tourism Summary

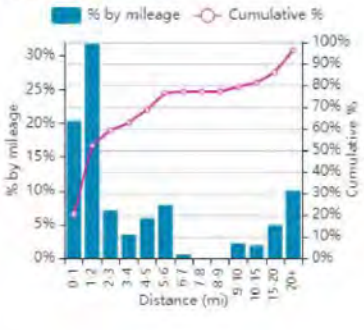


PPG Paints Store
631 Church St
Ottumwa, IA 52501
United States

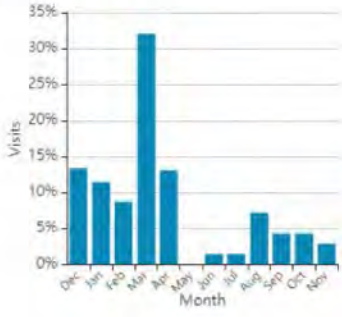
Details

Sector	Hardware/Home Improvement
Sector Rank within County	#8 of 8
Estimated Annual Visits	5,220
Estimated Annual Visitors	3,534
Avg Distance from Home	7.0 miles
Average Dwell Time	26.3 min
Tourist Visits	3.8%
Brand	PPG Paints Store
Brand Rank within State	#8 of 13
Brand Rank within DMA	#1 of 1

Visits by Distance



Visits By Month



% Home Distribution

- < .5%
- .5-1%
- 1-2%
- 2-3%
- 3-4%
- > 4%

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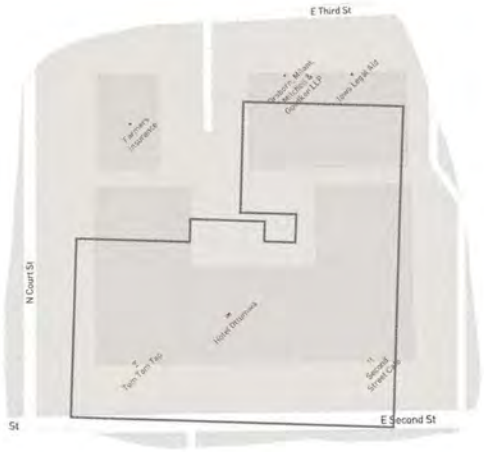


HOTEL OTTUMWA

TOM-TOM TAP OTTUMWA, IA

SECOND STREET Café

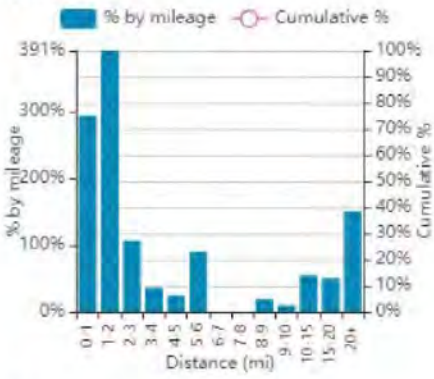
107,2nd,St
Ottumwa, IA, Iowa 52501

Details

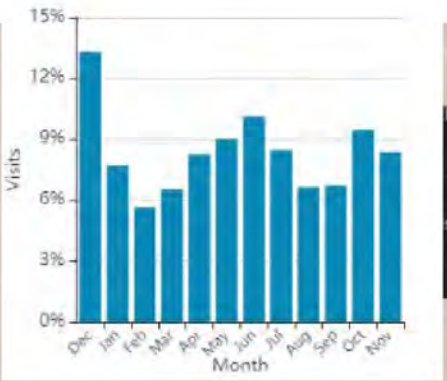
Estimated Annual Visits	115,731
Estimated Annual Visitors	42,731
Avg Distance from Home	1.0 miles
Average Dwell Time	58.4 min
Brand	Bar

**indicates a shared geofence. Visitation is assigned based on the location's centroid and results may not be as accurate

Visits by Distance



Visits By Month



APPENDIX

Mobile Insights & Tourism Summary

Las Palmas Bar & Grill

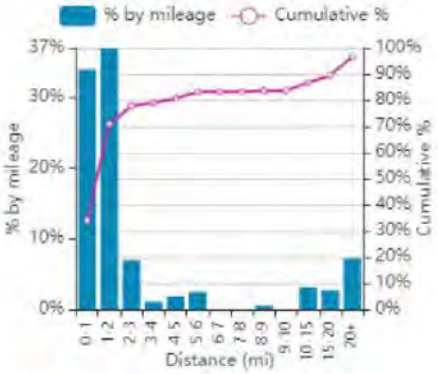
303,2nd,St
Ottumwa, IA, Iowa 52501

Details

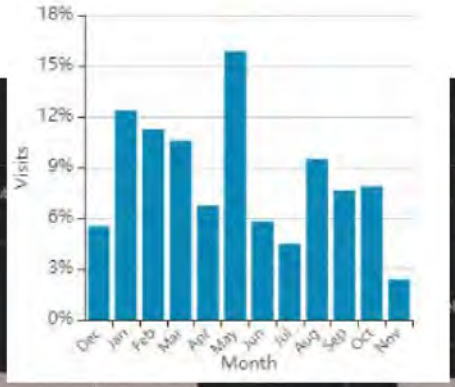
Estimated Annual Visits	39,250
Estimated Annual Visitors	16,074
Avg Distance from Home	0.0 miles
Average Dwell Time	42.2 min
Brand	Services

**indicates a shared geofence. Visitation is assigned based on the location's centroid and results may not be as accurate

Visits by Distance



Visits By Month



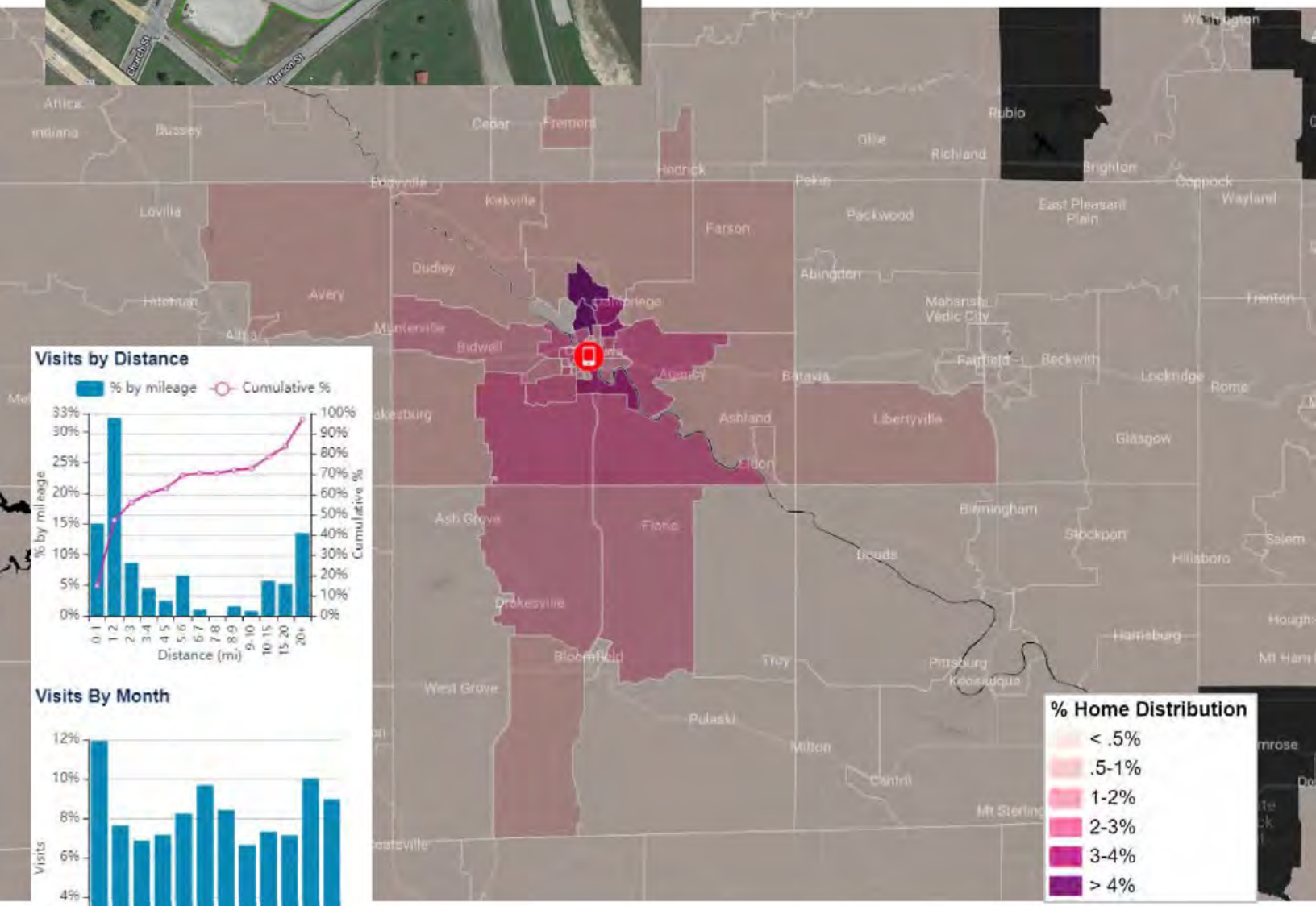
APPENDIX

Mobile Insights & Tourism Summary



Bridge View Center

Estimated Annual Visits	114,278
Estimated Annual Visitors	50,519
Avg Distance from Home	2.0 miles
Average Dwell Time	52.2 min
Tourist Visits	2.8%



APPENDIX

Mobile Insights & Tourism Summary

Canteen Lunch in the Alley

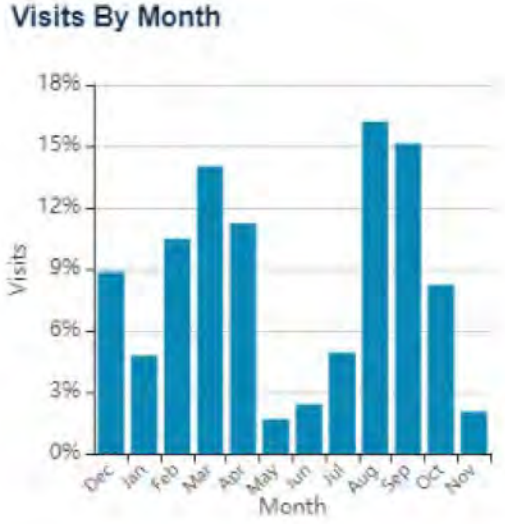
4.8 ★★★★★ (971) · $

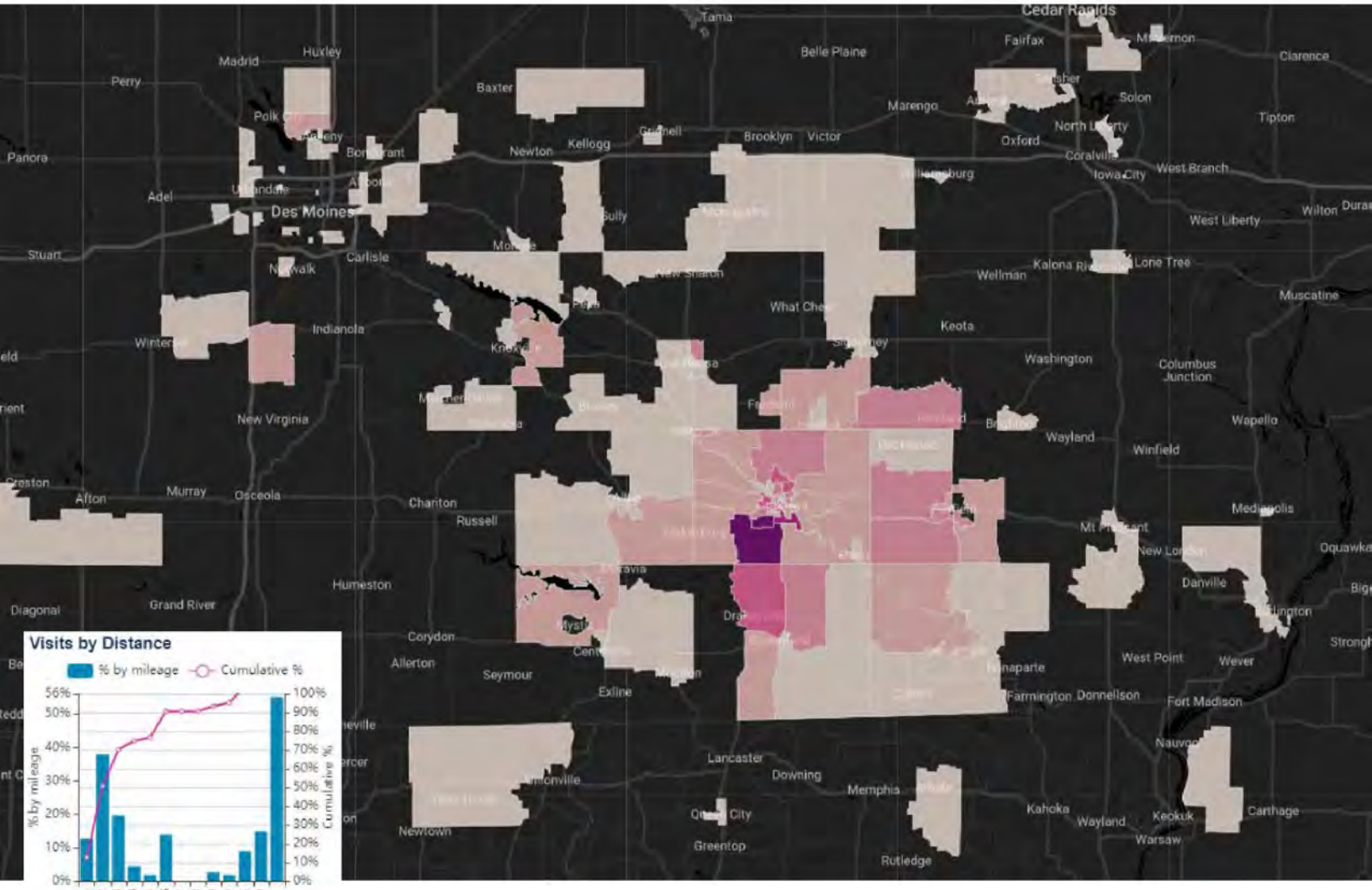
Sandwich shop

Details

Estimated Annual Visits	18,848
Estimated Annual Visitors	15,331
Avg Distance from Home	11.0 miles
Average Dwell Time	10.9 min
Tourist Visits	12.8%







APPENDIX

Mobile Insights & Tourism Summary



% Home Distribution

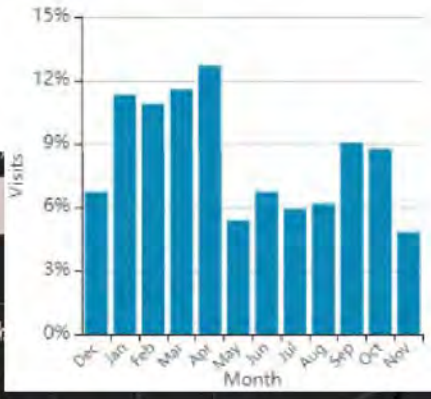
- < .5%
- .5-1%
- 1-2%
- 2-3%
- 3-4%
- > 4%

Details

Estimated Annual Visits	74,846
Estimated Annual Visitors	50,152
Avg Distance from Home	7.0 miles
Average Dwell Time	30.2 min
Brand	Business

**indicates a shared geofence. Visitation is assigned based on the location's centroid and results may not be as accurate

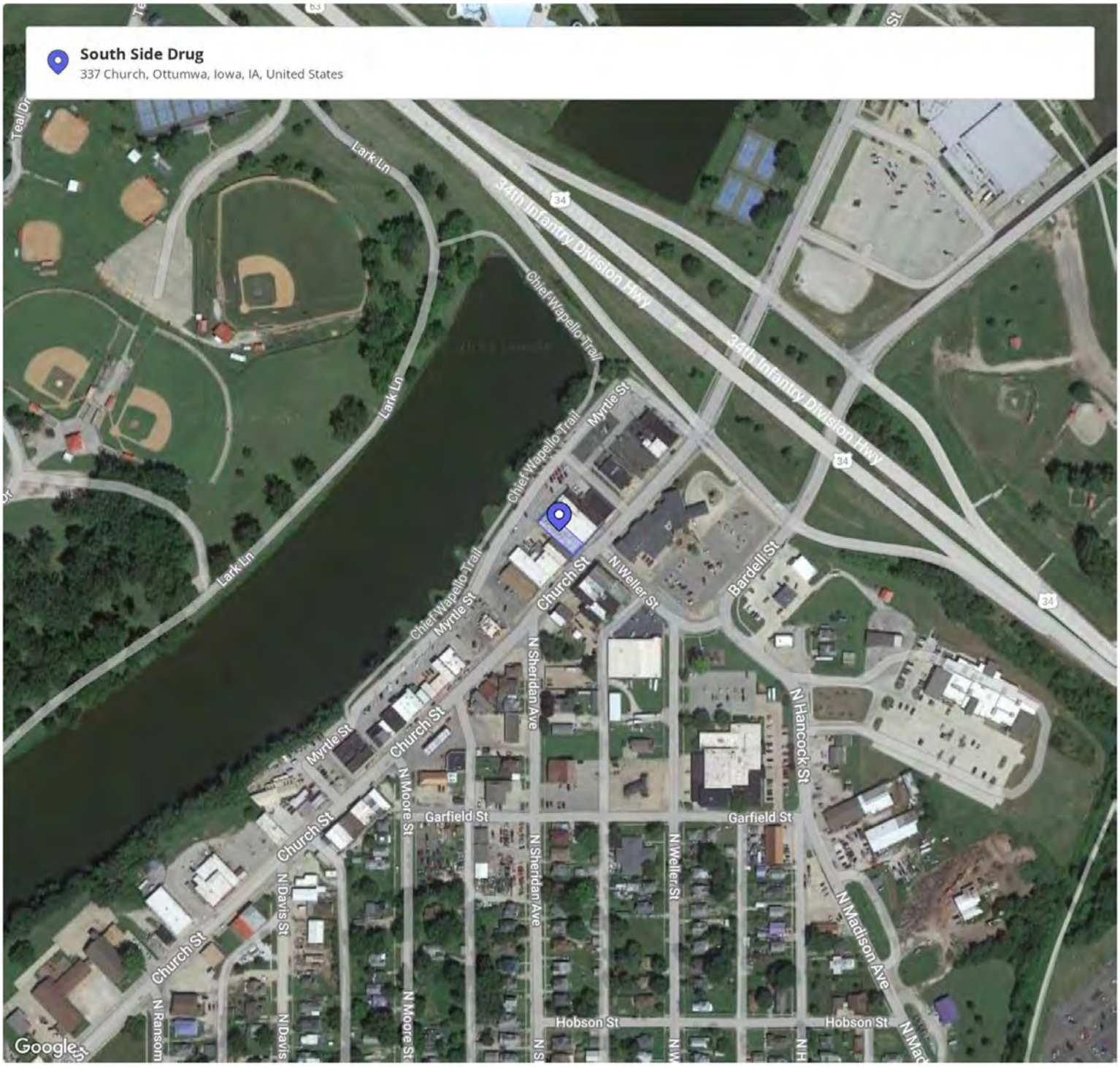
Visits By Month



Visits by Distance

South Side Drug

Jul 1, 2022 - Jun 30, 2023



South Side Drug

Jul 1, 2022 - Jun 30, 2023

Metrics

South Side Drug
337 Church, Ottumwa, Iowa, IA 52501

Visits	33.6K	Panel Visits	1.5K
Visitors	14.1K	Visits YoY	-9.1%
Visit Frequency	2.38	Visits Yo2Y	-15.8%
Avg. Dwell Time	27 min	Visits Yo3Y	-2.5%

Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visits Trend

South Side Drug
Church, Ottumwa, Iowa, IA



Weekly | Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
South Side Drug Church, Ottumwa, Iowa,...	$45.6K	16.8%	37.7	White (79.4%)	2.39
Iowa	$65.6K	29.8%	38.8	White (86.6%)	2.42

Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

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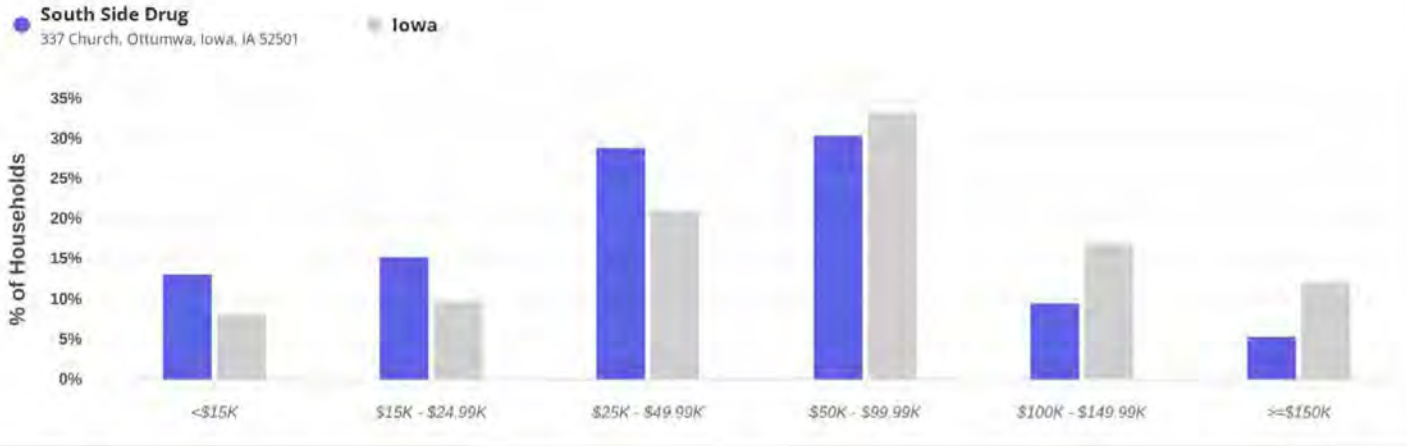
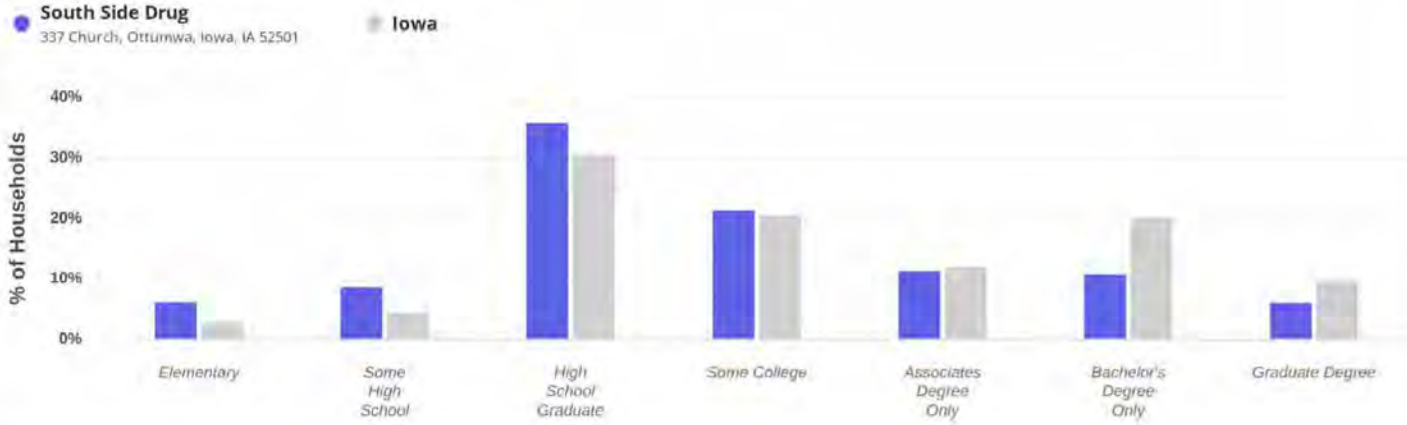
Household Income



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Education



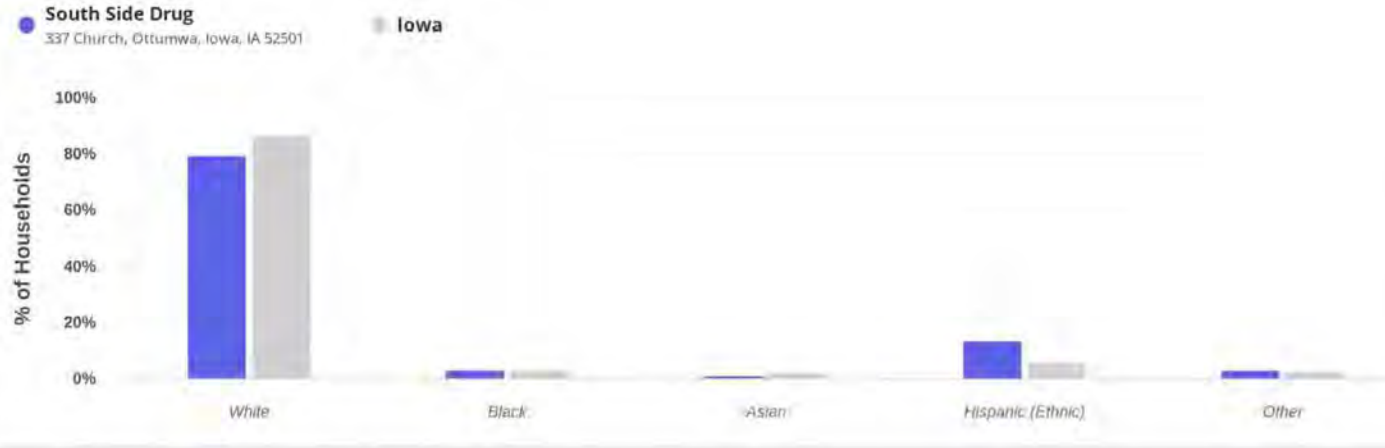
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Age



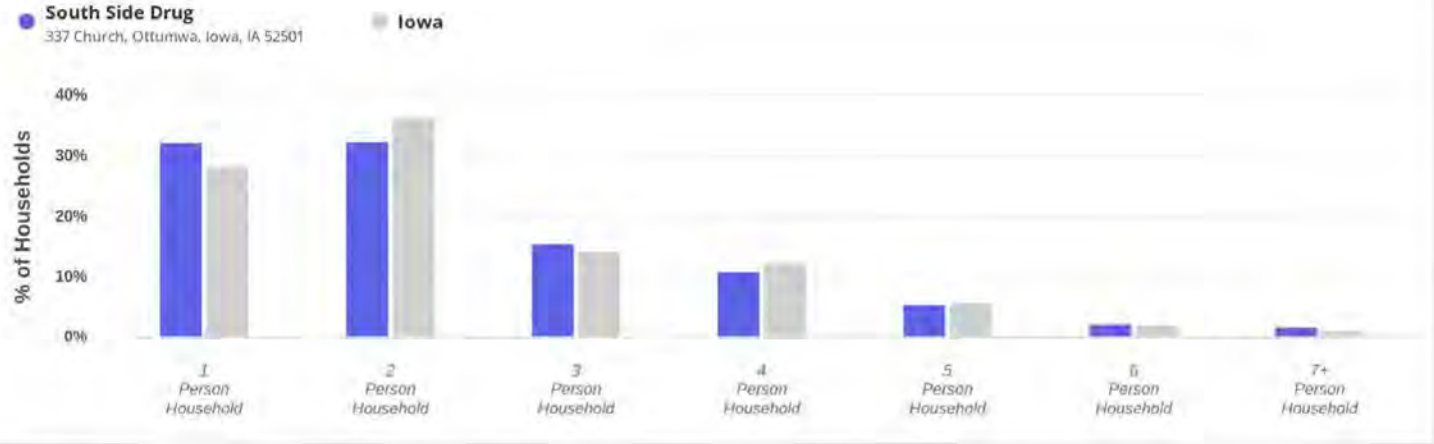
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Ethnicity



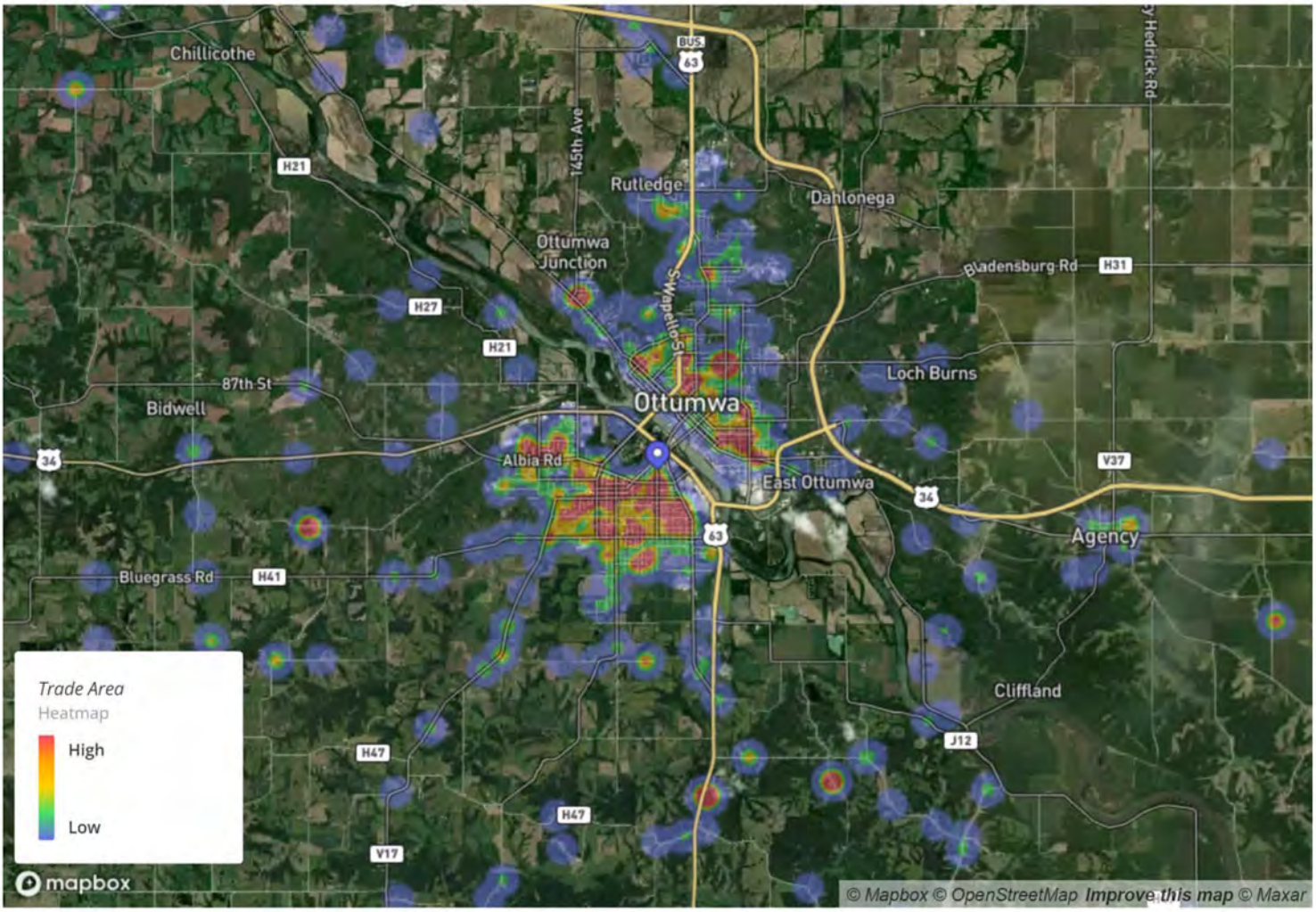
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Size



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Market Landscape



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

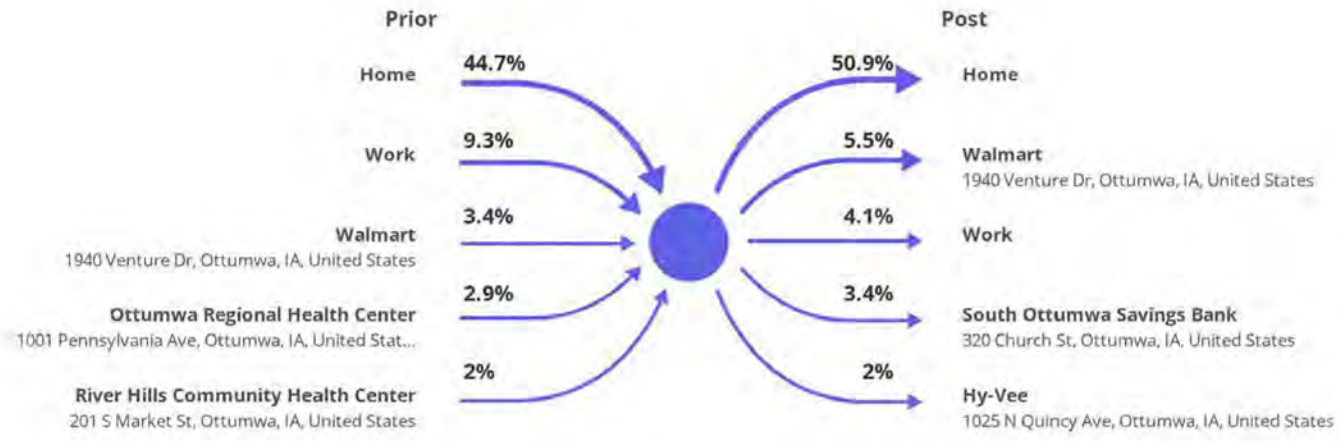
Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

South Side Drug

Jul 1, 2022 - Jun 30, 2023

Visitor Journey

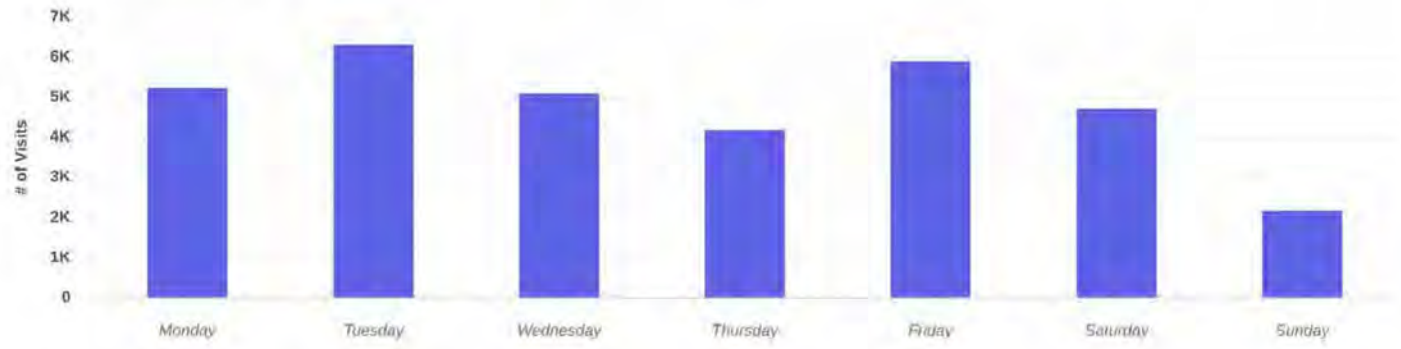
South Side Drug
337 Church, Ottumwa, Iowa, IA 52501



Show by: Location | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Daily Visits

South Side Drug
337 Church, Ottumwa, Iowa, IA 52501

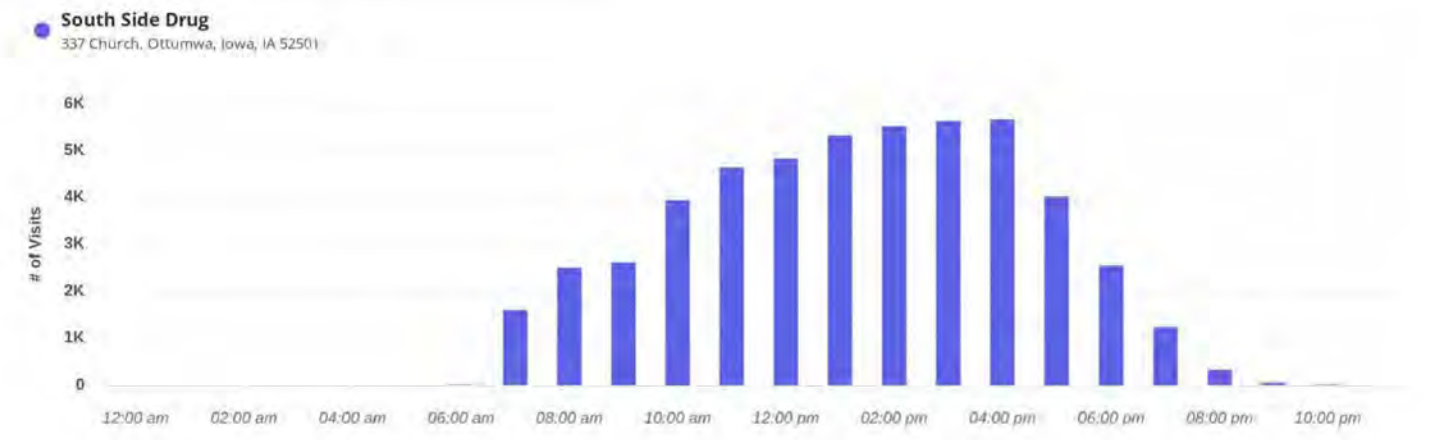


Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

South Side Drug

Jul 1, 2022 - Jun 30, 2023

Hourly Visits



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Favorite Places

South Side Drug / Church, Ottumwa, Iowa, IA

Rank	Name	Distance	Visitors
1	**Walmart** / 1940 Venture Dr, Ottumwa, IA 52501	1.9 mi	12.7K (90.1%)
2	**The Quincy Place Mall** / 1110 N Quincy Ave, Ottumwa, IA 52501	1 mi	11.7K (83%)
3	**Menards** / 1898 Venture Dr, Ottumwa, IA 52501	1.9 mi	10.9K (76.9%)
4	**Hy-Vee** / 1025 N Quincy Ave, Ottumwa, IA 52501	1.2 mi	10.2K (72.2%)
5	**Greater Ottumwa Park** / Teal Dr, Ottumwa, IA 52501	0.6 mi	9.1K (64.4%)
6	**Ottumwa Regional Health Center** / 1001 Pennsylvania Ave, Ottumwa, IA 52501	2 mi	9K (63.3%)
7	**Hy-Vee** / 2453 N Court St, Ottumwa, IA 52501	2.8 mi	8K (56.9%)
8	**McDonald's** / 222 Richmond St, Ottumwa, IA 52501-4226	0.5 mi	8K (56.4%)
9	**Kohl's** / 1100 Wildwood Dr, Ottumwa, IA 52501	1.6 mi	7.9K (55.9%)
10	**Dollar Tree** / 1110 N Quincy Ave # 2, Ottumwa, IA 52501	1 mi	7.6K (53.6%)

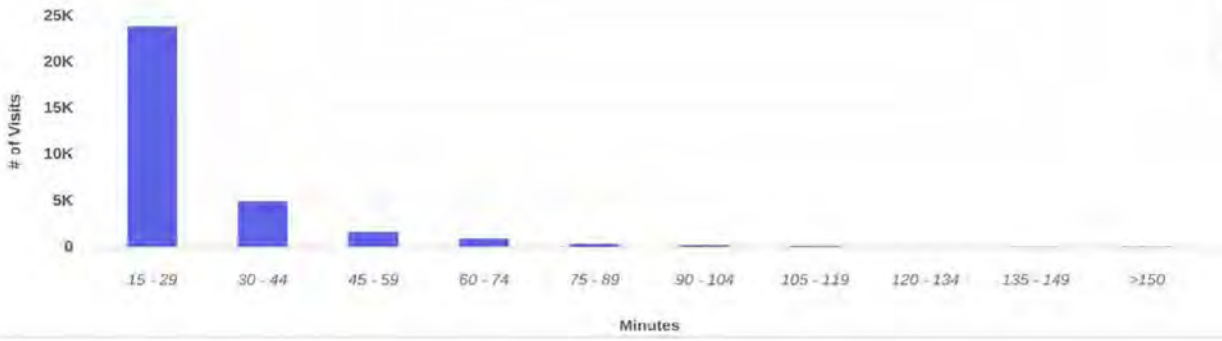
Category: All Categories | Min. Visits: 1 | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

South Side Drug

Jul 1, 2022 - Jun 30, 2023

Length of Stay

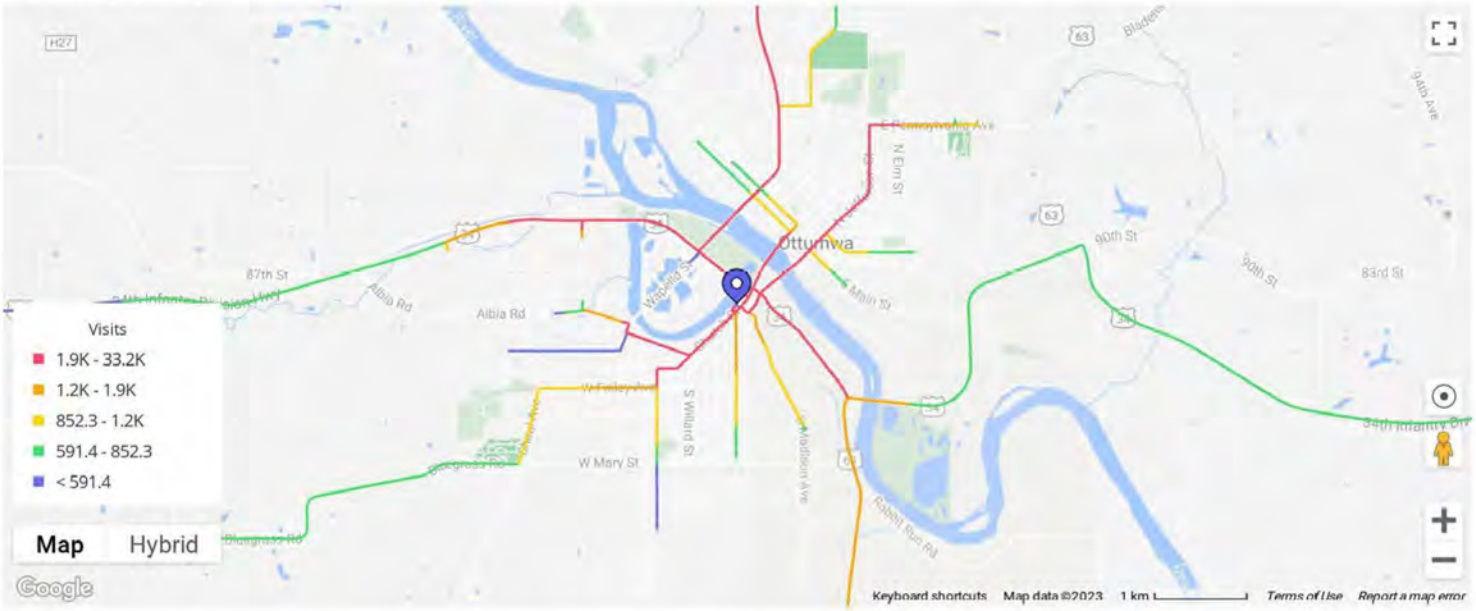
South Side Drug
337 Church, Ottumwa, Iowa, IA 52501



Average Stay	27 min
Median Stay	25 min

Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey - Routes

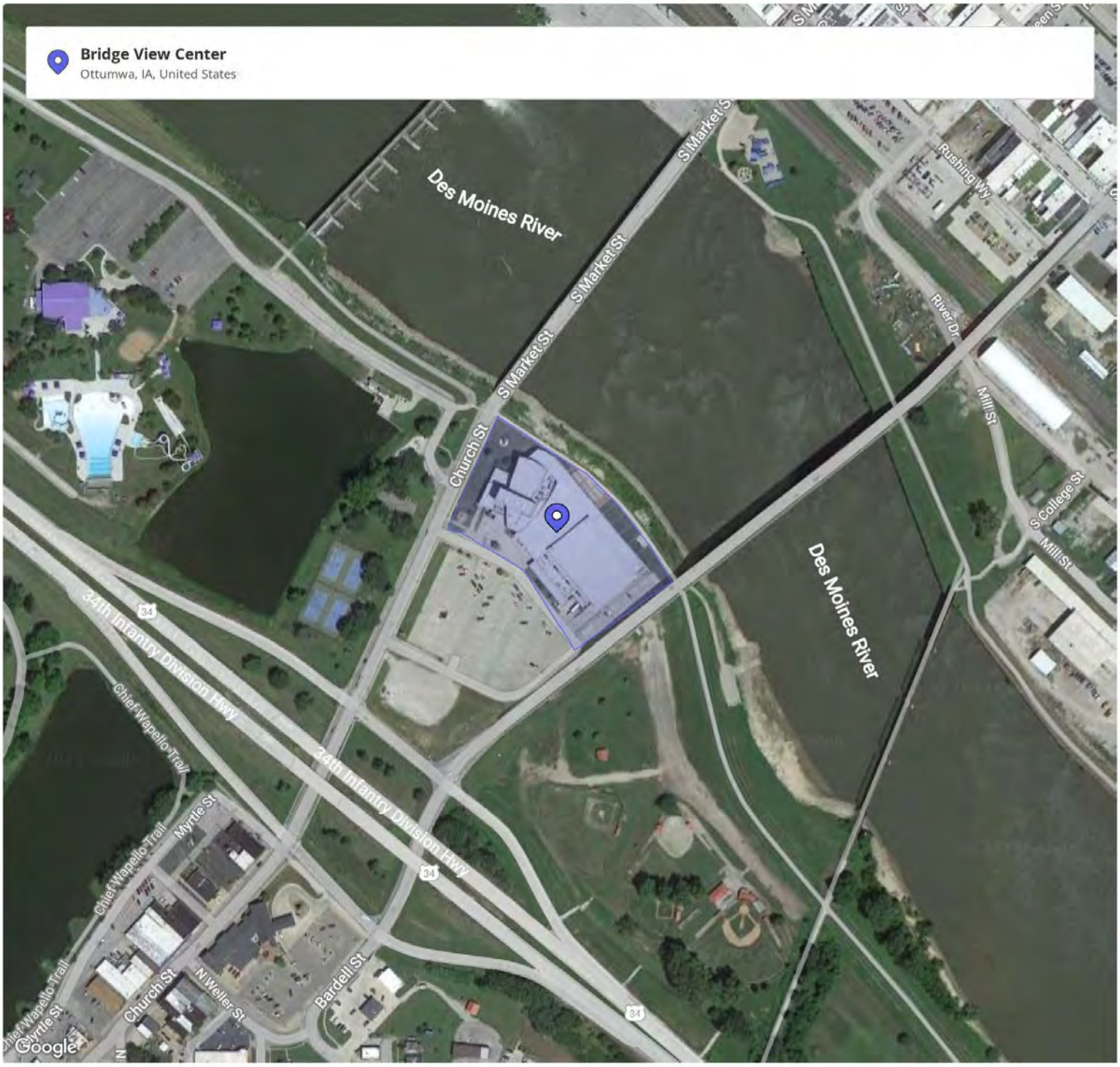


To protect individual privacy, the beginning points shown for each route are approximations and do not represent actual home locations.

Journey Direction: To Property | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Bridge View Center

Jul 1, 2022 - Jun 30, 2023



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Bridge View Center

Jul 1, 2022 - Jun 30, 2023

Metrics

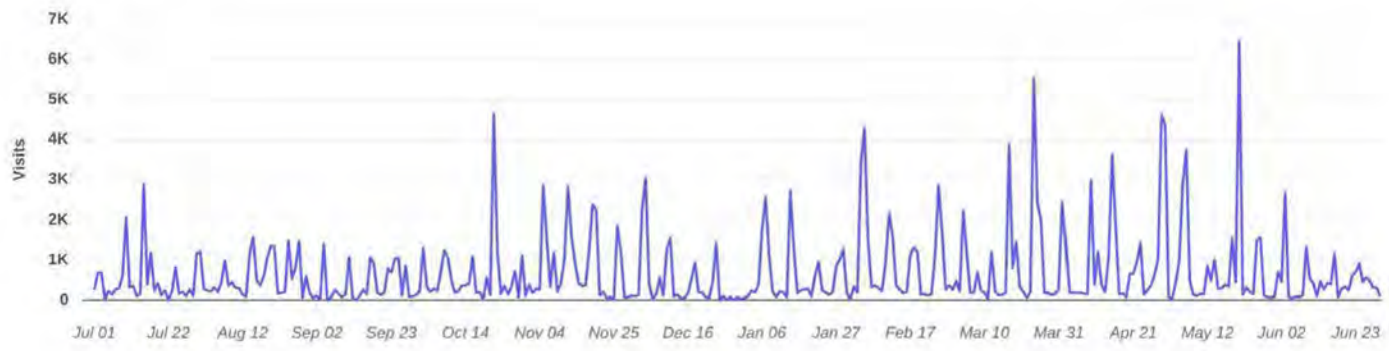
Bridge View Center
. Ottumwa, IA 52501

Visits	245.3K	Panel Visits	10.7K
Visitors	81.7K	Visits YoY	+4.4%
Visit Frequency	3	Visits Yo2Y	+48.3%
Avg. Dwell Time	157 min	Visits Yo3Y	+9.9%

Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visits Trend

Bridge View Center
Ottumwa, IA



Daily | Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Bridge View Center

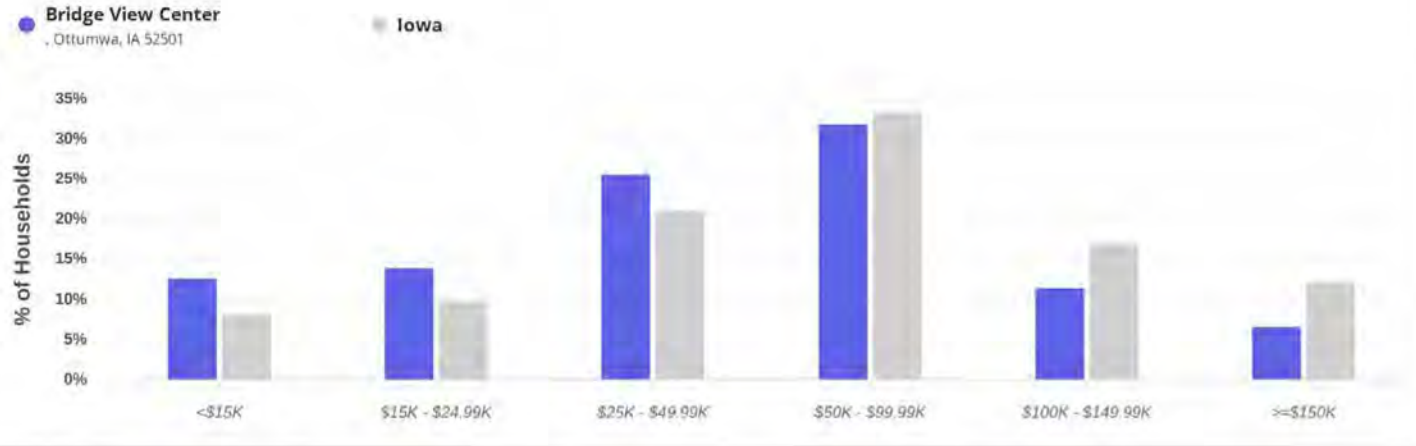
Jul 1, 2022 - Jun 30, 2023

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Bridge View Center Ottumwa, IA	$49.8K	21.7%	38.5	White (85.2%)	2.34
Iowa	$65.6K	29.8%	38.8	White (86.6%)	2.42

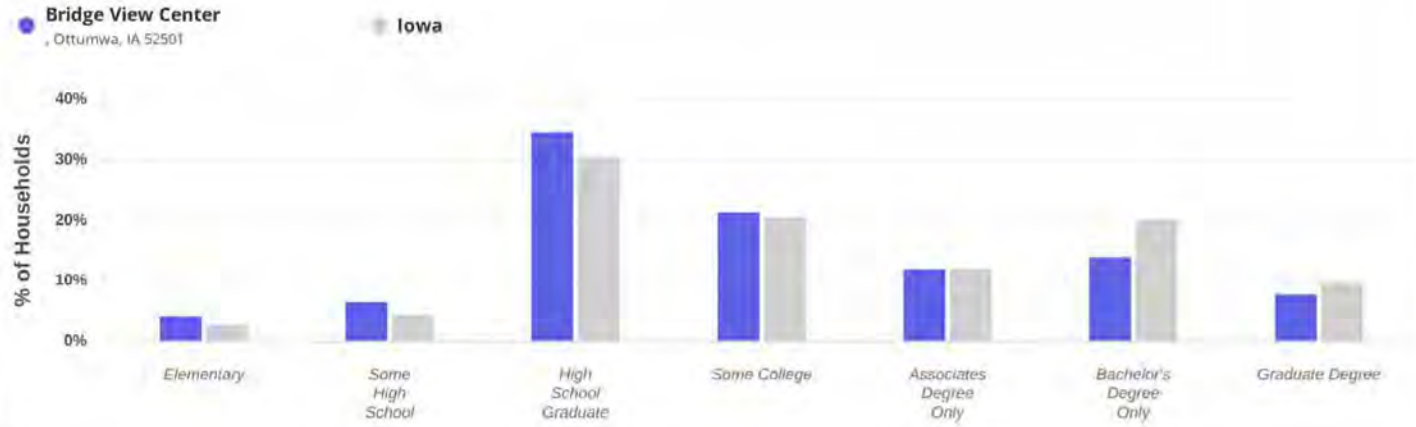
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Income



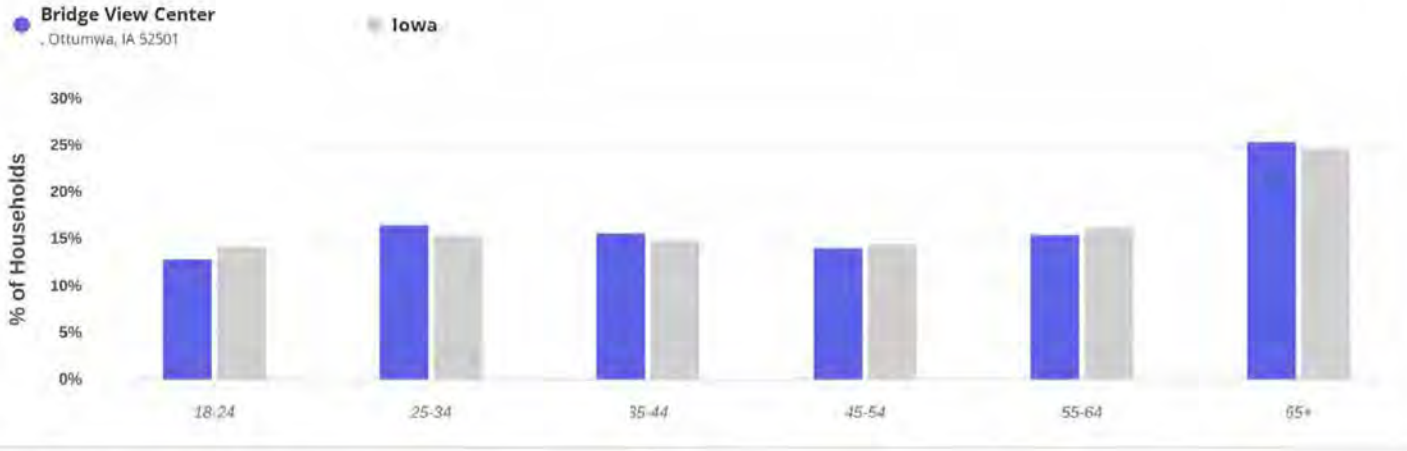
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Education



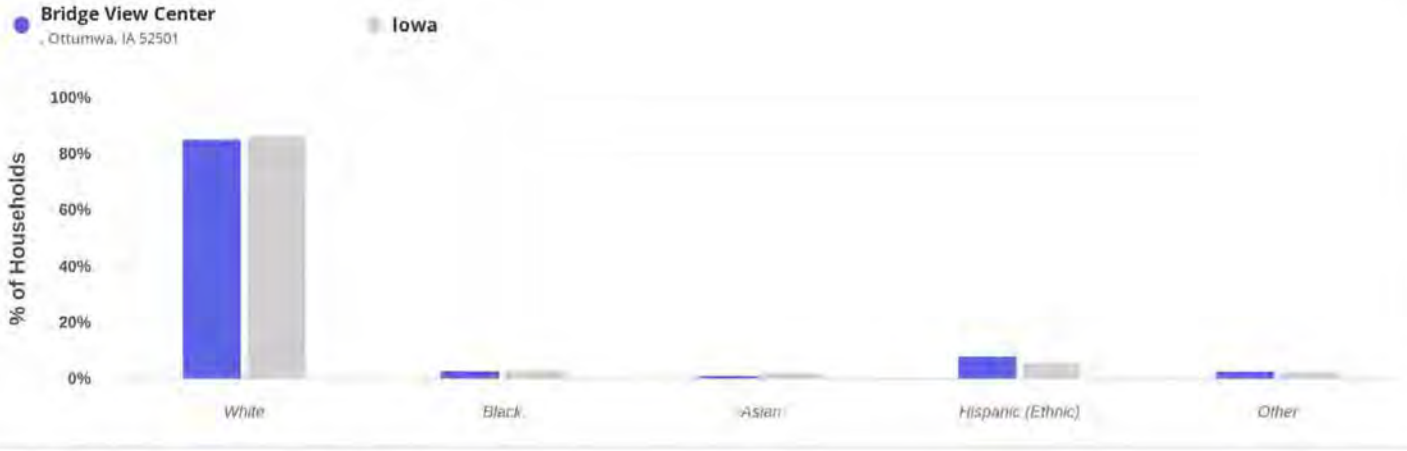
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Age



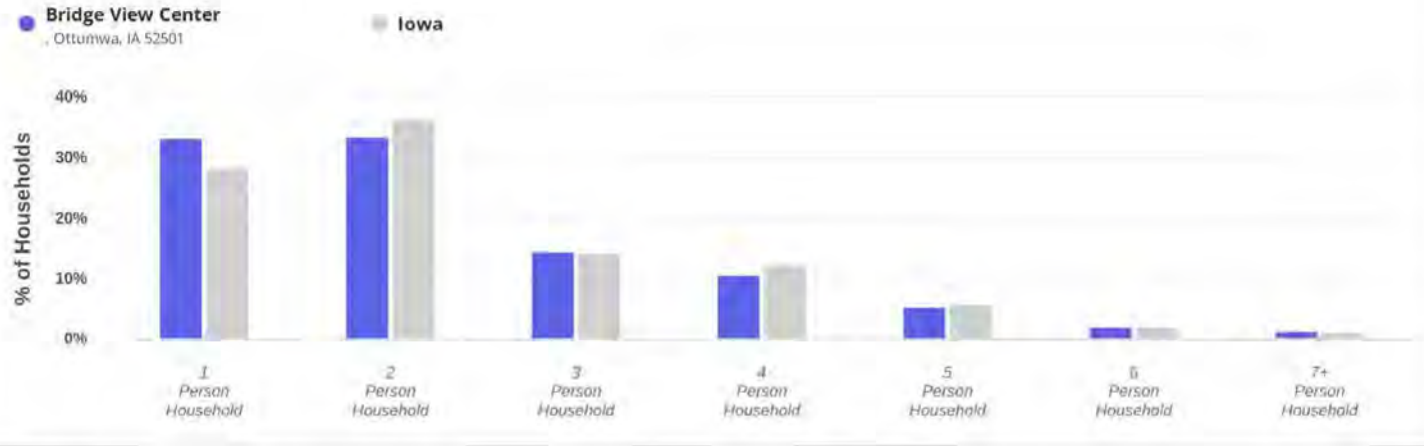
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Ethnicity



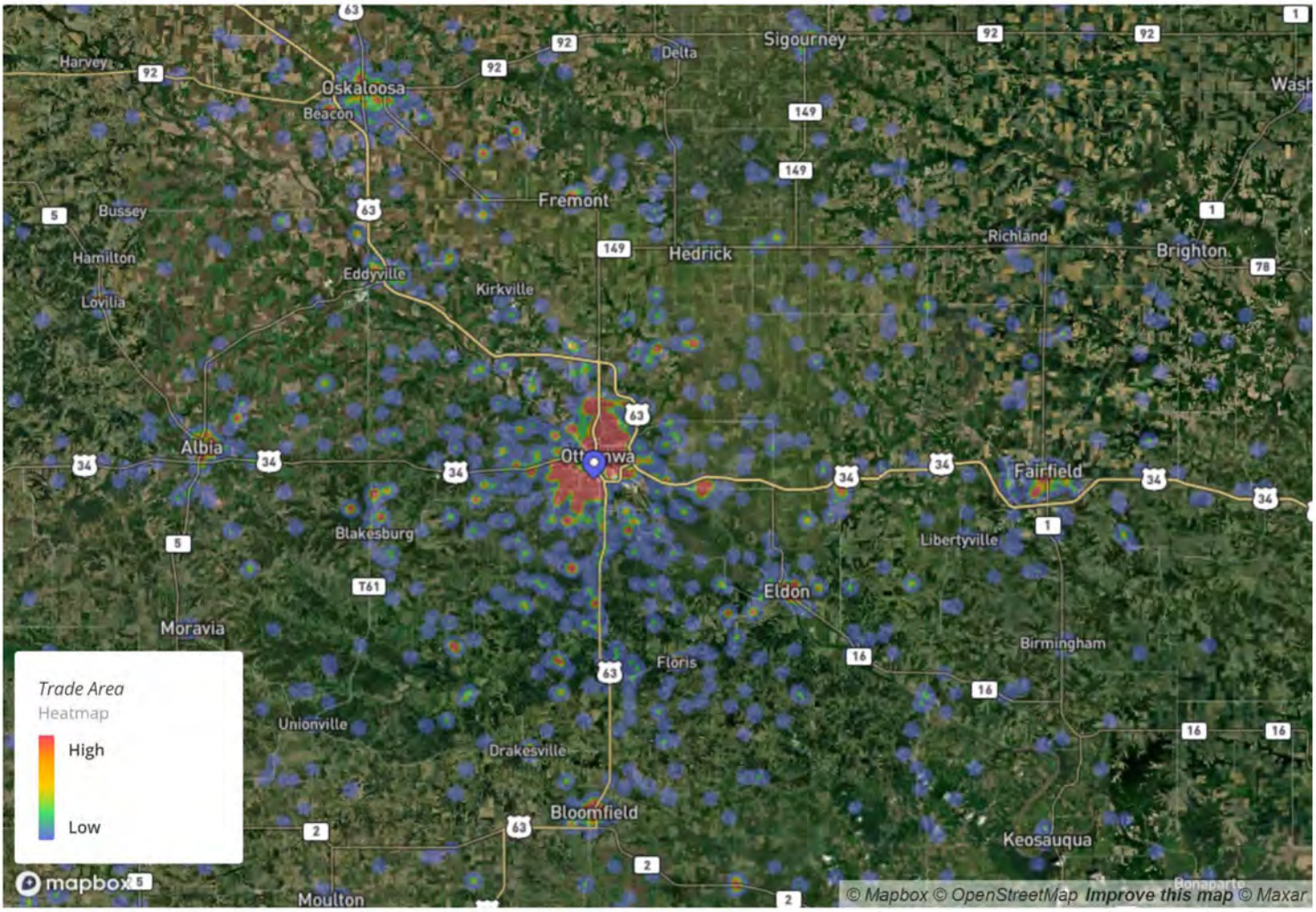
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Size



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Market Landscape



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

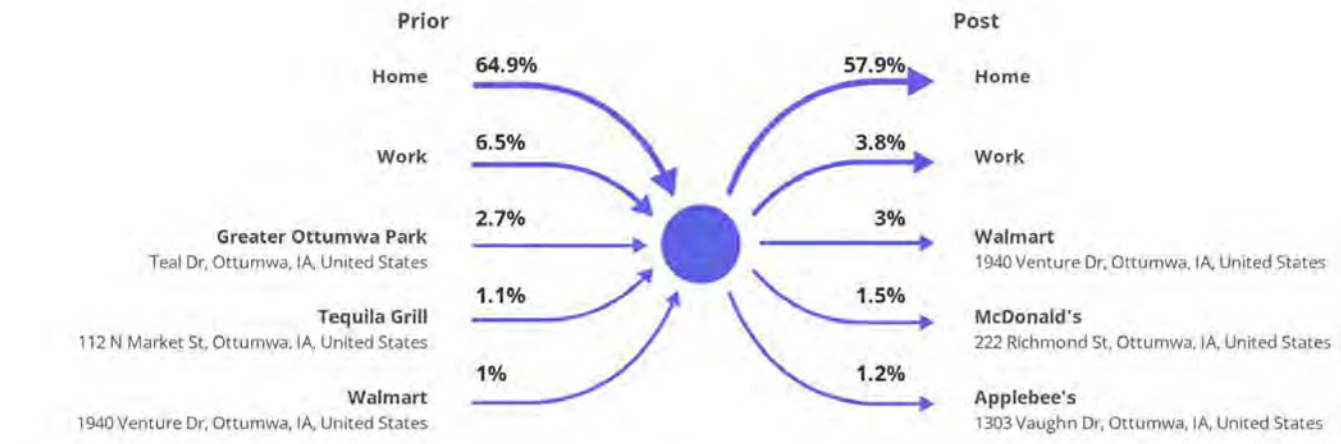
Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Bridge View Center

Jul 1, 2022 - Jun 30, 2023

Visitor Journey

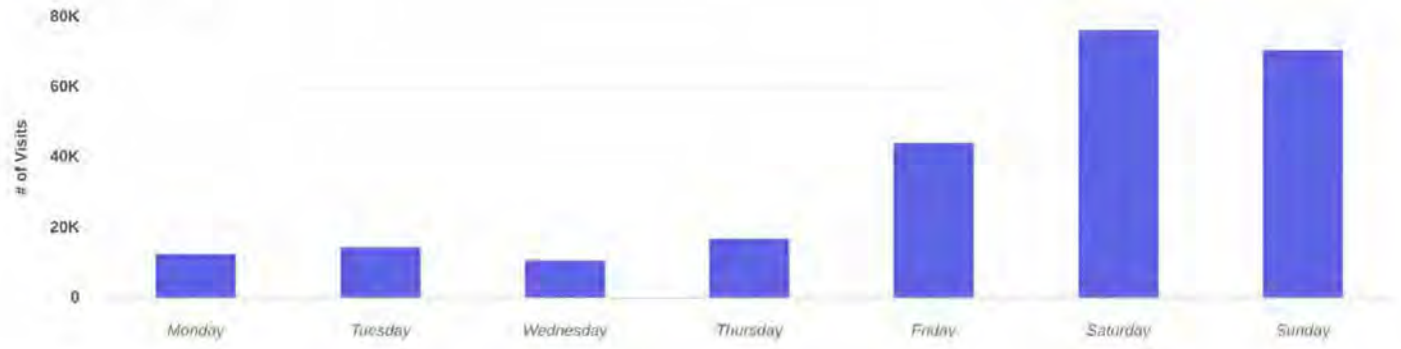
Bridge View Center
Ottumwa, IA 52501



Show by: Location | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Daily Visits

Bridge View Center
Ottumwa, IA 52501

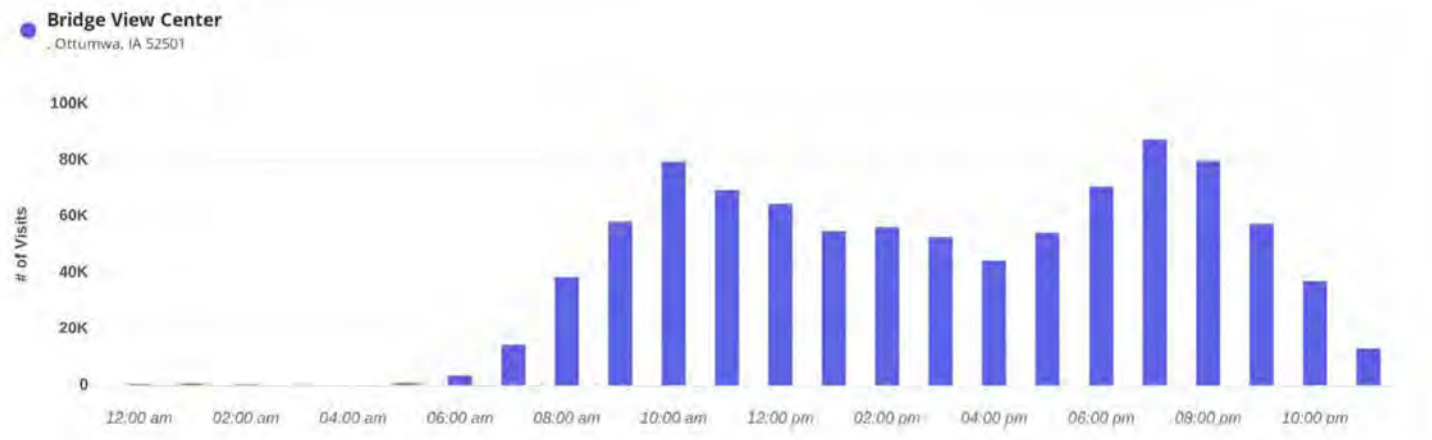


Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Bridge View Center

Jul 1, 2022 - Jun 30, 2023

Hourly Visits



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Favorite Places

Bridge View Center / Ottumwa, IA

Rank	Name	Distance	Visitors
1	**Walmart** / 1940 Venture Dr, Ottumwa, IA 52501	2.1 mi	52.4K (64.2%)
2	**The Quincy Place Mall** / 1110 N Quincy Ave, Ottumwa, IA 52501	1.1 mi	52.1K (63.8%)
3	**Menards** / 1898 Venture Dr, Ottumwa, IA 52501	2 mi	47K (57.6%)
4	**Jordan Creek Town Center** / 101 Jordan Creek Pkwy, West Des Moines, IA 50266	81.7 mi	38.6K (47.2%)
5	**Hy-Vee** / 1025 N Quincy Ave, Ottumwa, IA 52501	1.3 mi	36.7K (44.9%)
6	**Greater Ottumwa Park** / Teal Dr, Ottumwa, IA 52501	0.7 mi	35.6K (43.6%)
7	**Kohl's** / 1100 Wildwood Dr, Ottumwa, IA 52501	1.7 mi	35.3K (43.3%)
8	**Hy-Vee** / 2453 N Court St, Ottumwa, IA 52501	2.5 mi	31.2K (38.2%)
9	**Hobby Lobby** / 1131 N. Quincy Avenue, Ottumwa, IA 52501	1.5 mi	30.6K (37.5%)
10	**Applebee's** / 1303 Vaughn Dr, Ottumwa, IA 52501	1.4 mi	29.9K (36.6%)

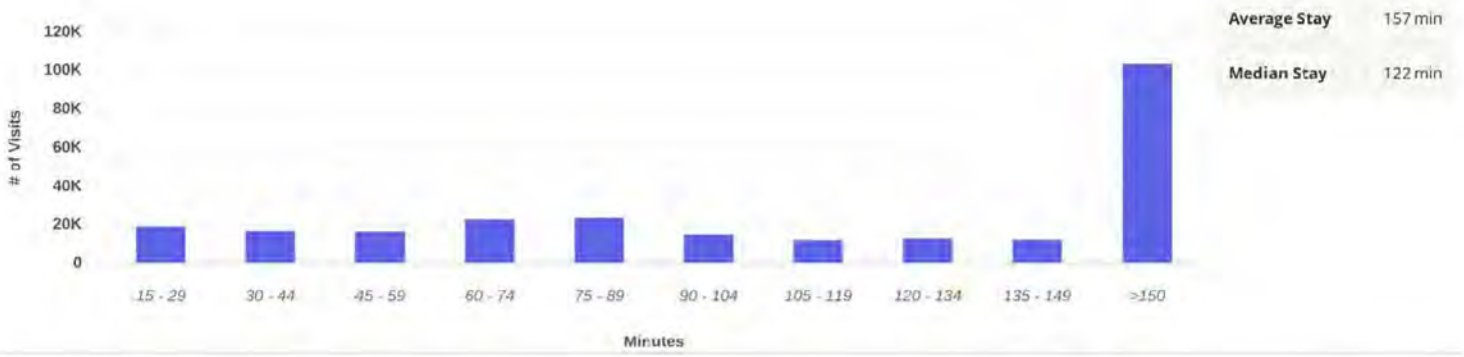
Category: All Categories | Min. Visits: 1 | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Bridge View Center

Jul 1, 2022 - Jun 30, 2023

Length of Stay

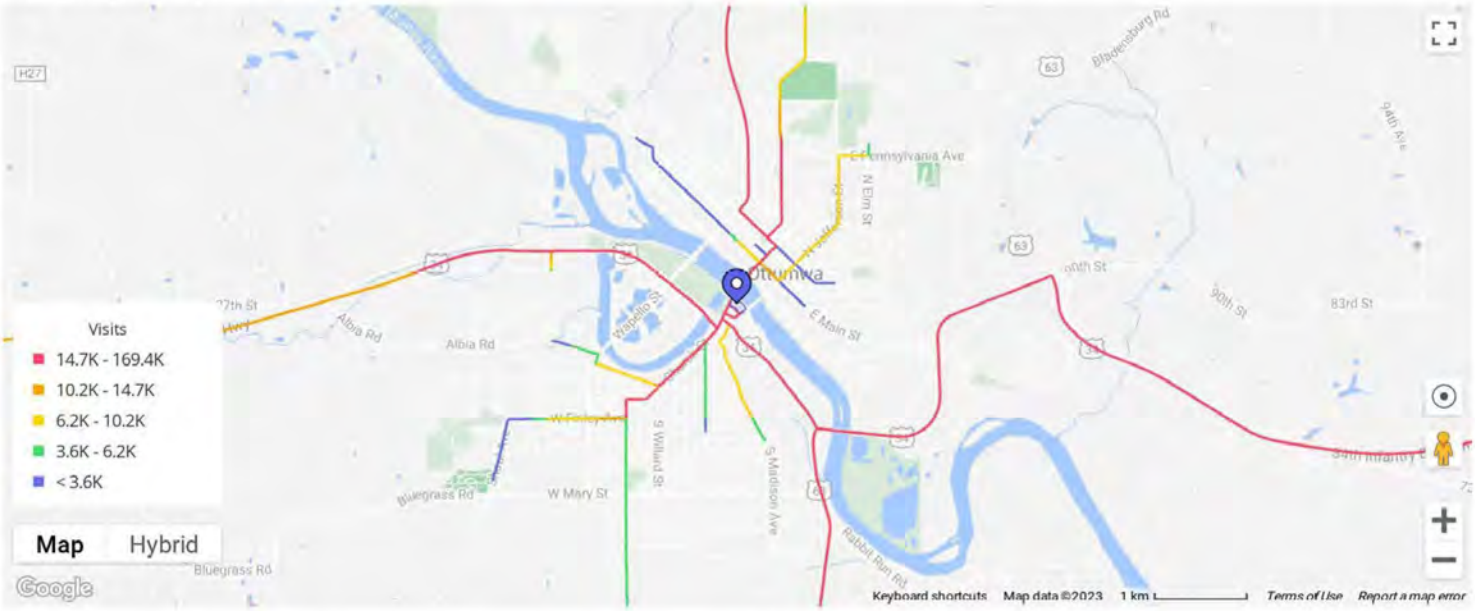
Bridge View Center
, Ottumwa, IA 52501



Average Stay	157 min
Median Stay	122 min

Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey - Routes

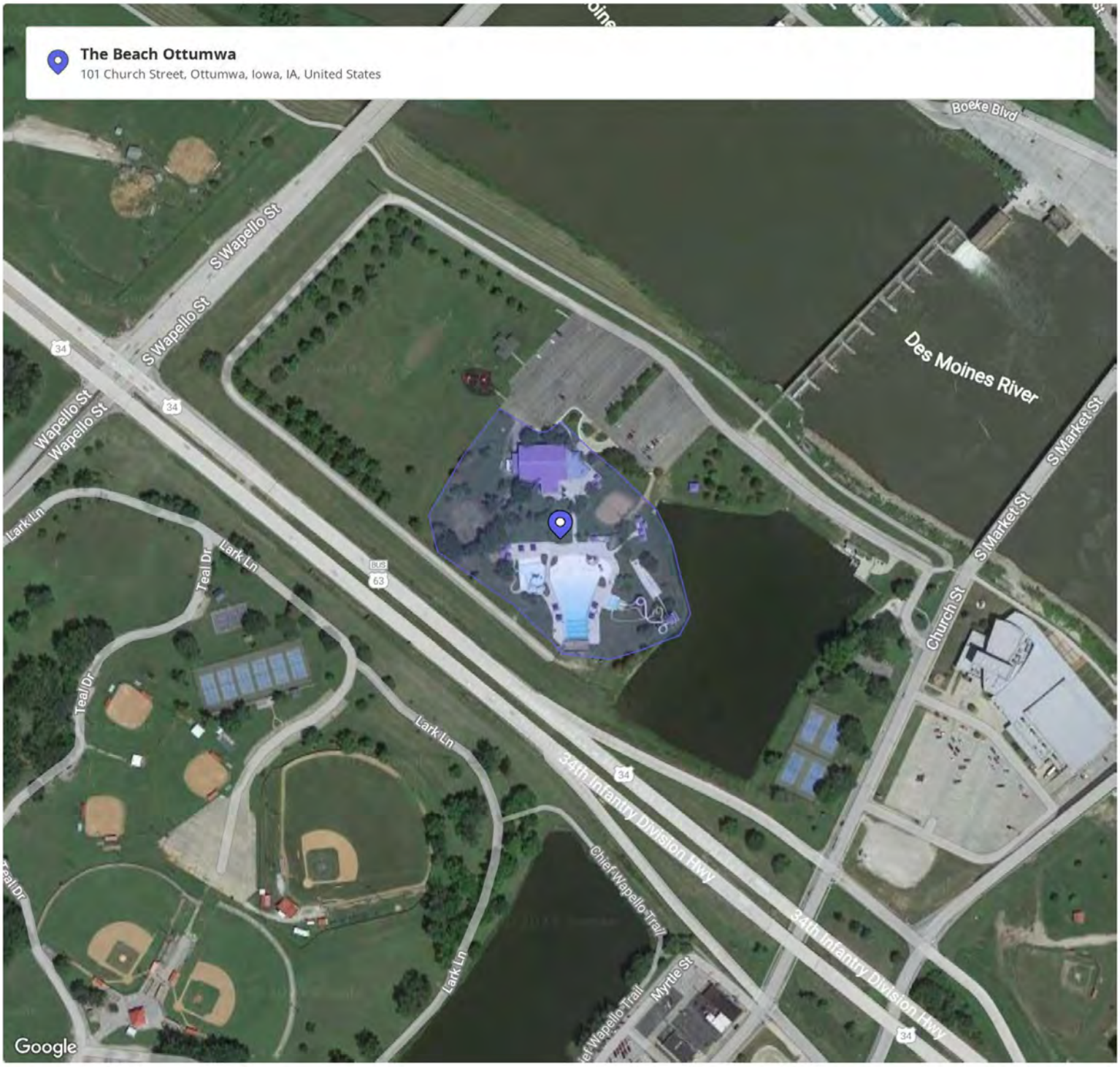


To protect individual privacy, the beginning points shown for each route are approximations and do not represent actual home locations.

Journey Direction: To Property | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

The Beach Ottumwa

Jul 1, 2022 - Jun 30, 2023



The Beach Ottumwa

Jul 1, 2022 - Jun 30, 2023

Metrics

The Beach Ottumwa
101 Church Street, Ottumwa, Iowa, IA 52501

Visits	43.7K	Panel Visits	3.2K
Visitors	17.7K	Visits YoY	-10.1%
Visit Frequency	2.46	Visits Yo2Y	+8%
Avg. Dwell Time	158 min	Visits Yo3Y	+17.2%

Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visits Trend

The Beach Ottumwa
Church Street, Ottumwa, Iowa, IA



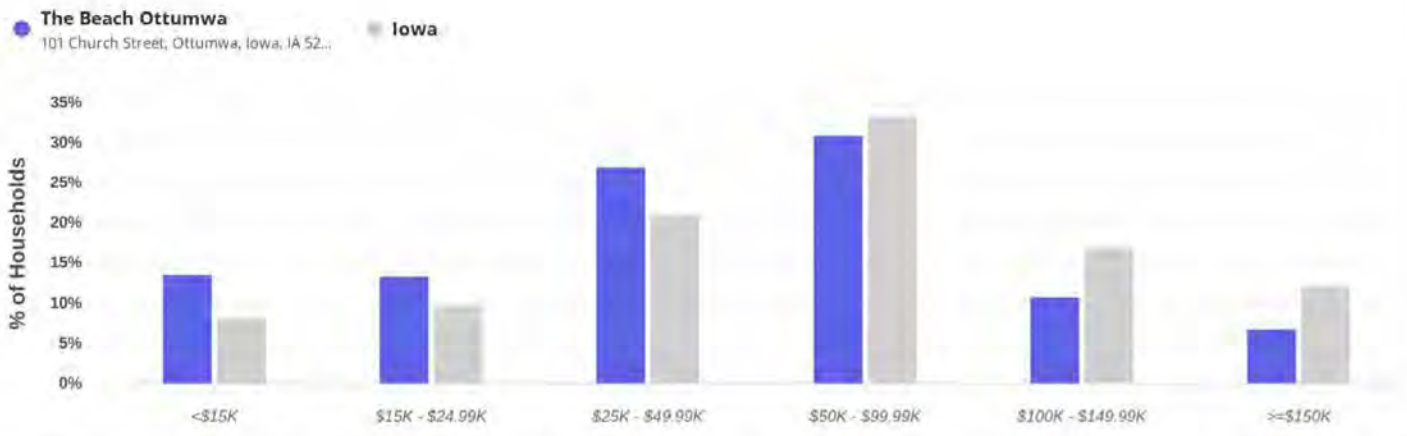
Weekly | Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
The Beach Ottumwa Church Street, Ottumwa...	$48.3K	22.8%	38.3	White (83%)	2.33
Iowa	$65.6K	29.8%	38.8	White (86.6%)	2.42

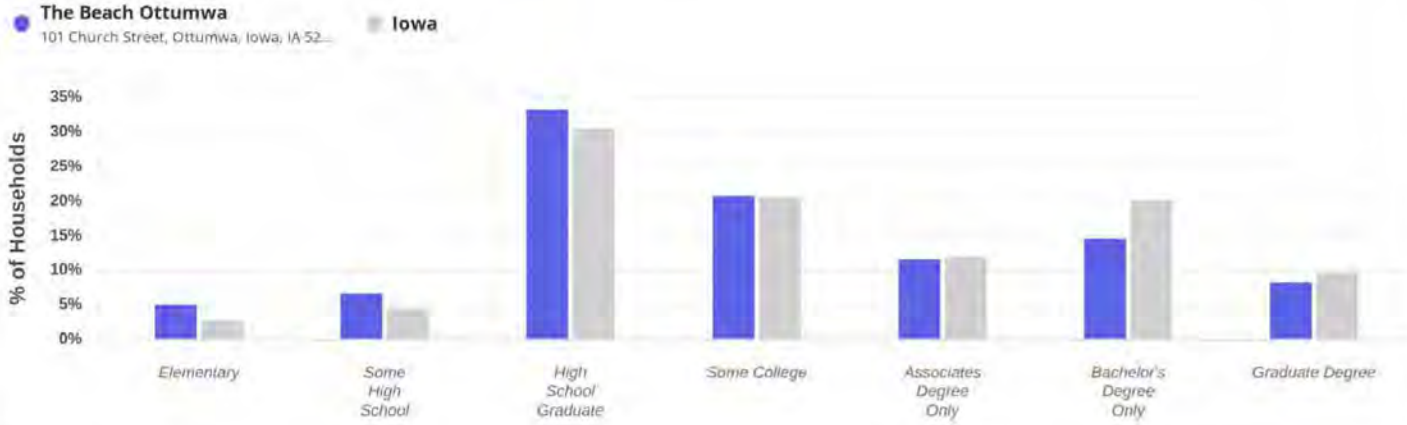
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Income



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Education



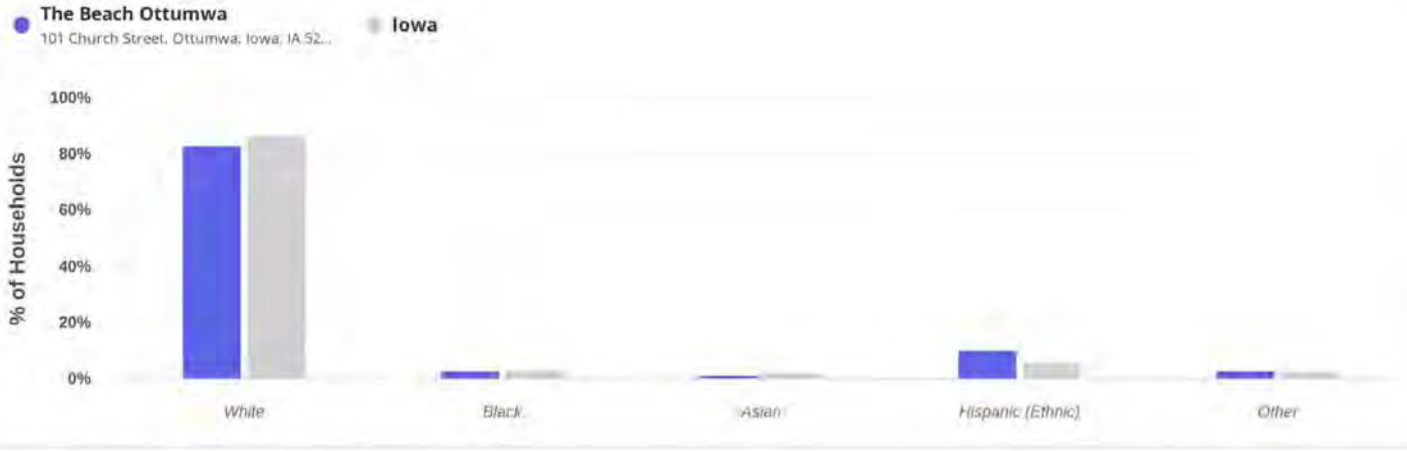
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Age



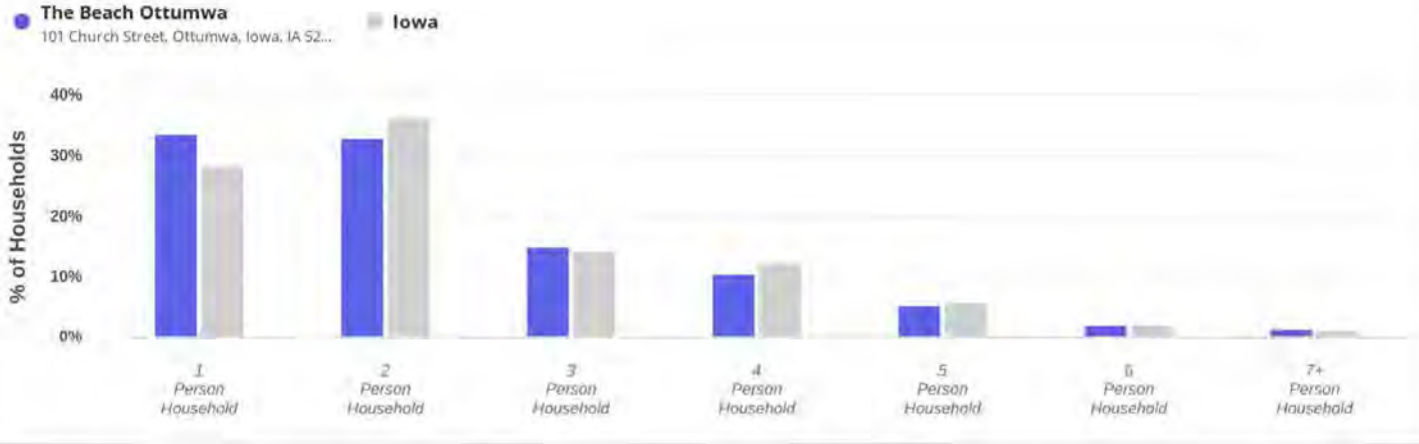
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Ethnicity



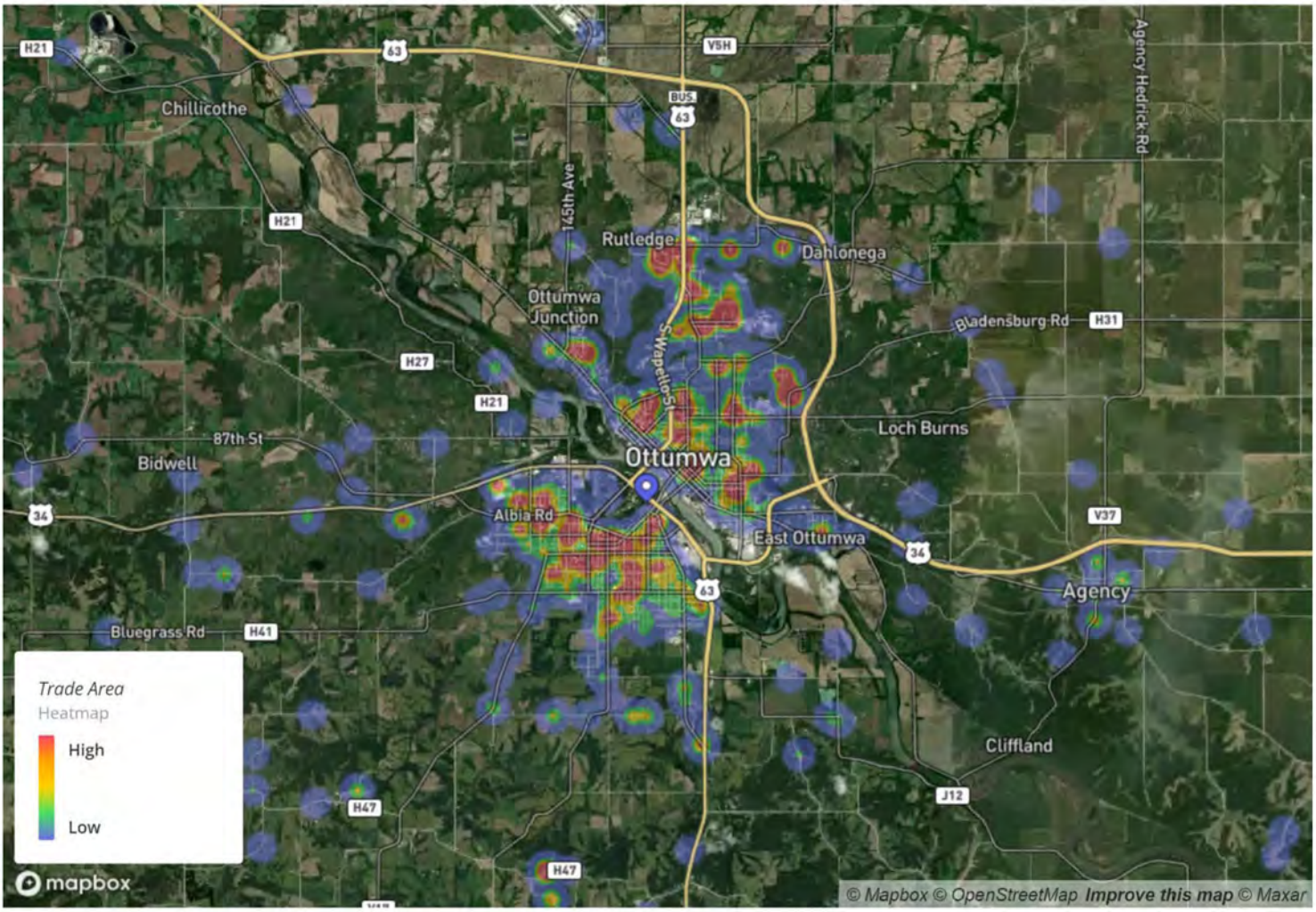
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Size



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Market Landscape

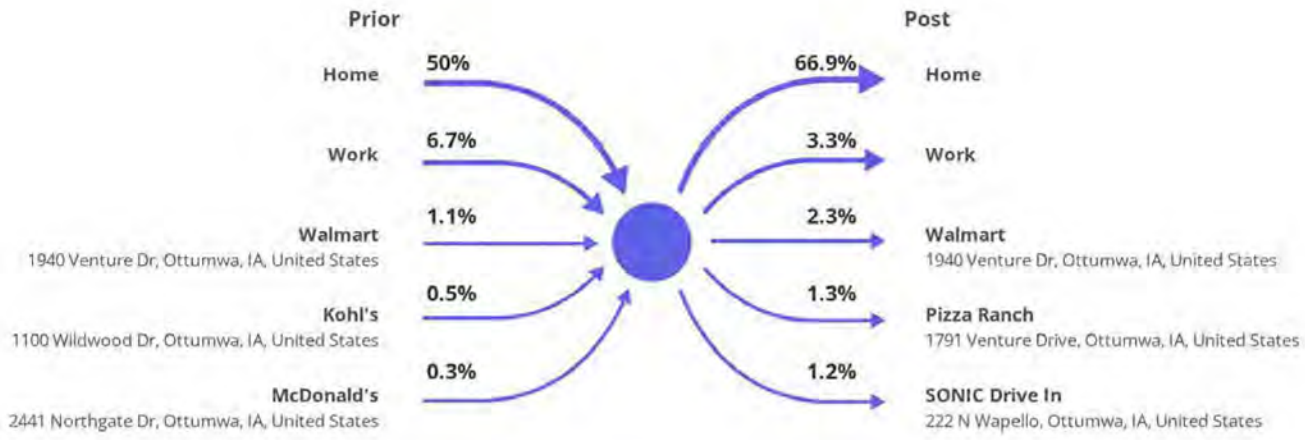


Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey

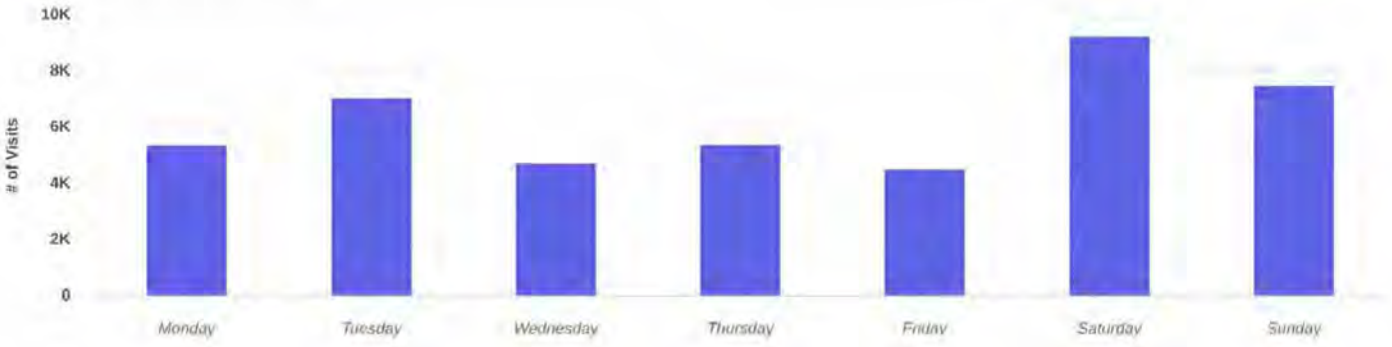
The Beach Ottumwa
101 Church Street, Ottumwa, Iowa, IA 52501



Show by: Location | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

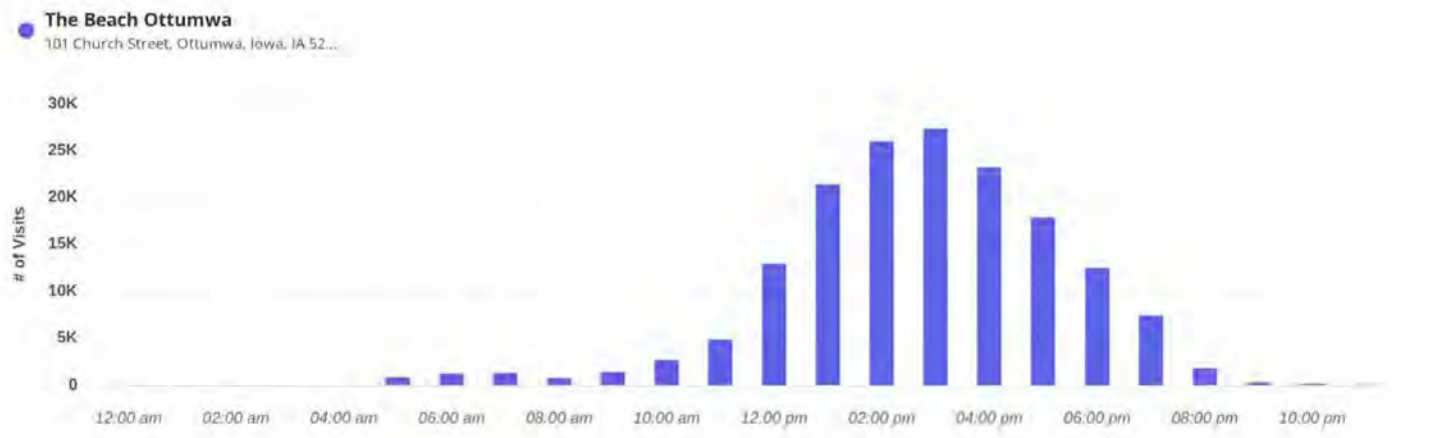
Daily Visits

The Beach Ottumwa
101 Church Street, Ottumwa, Iowa, IA 52...



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Hourly Visits



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Favorite Places

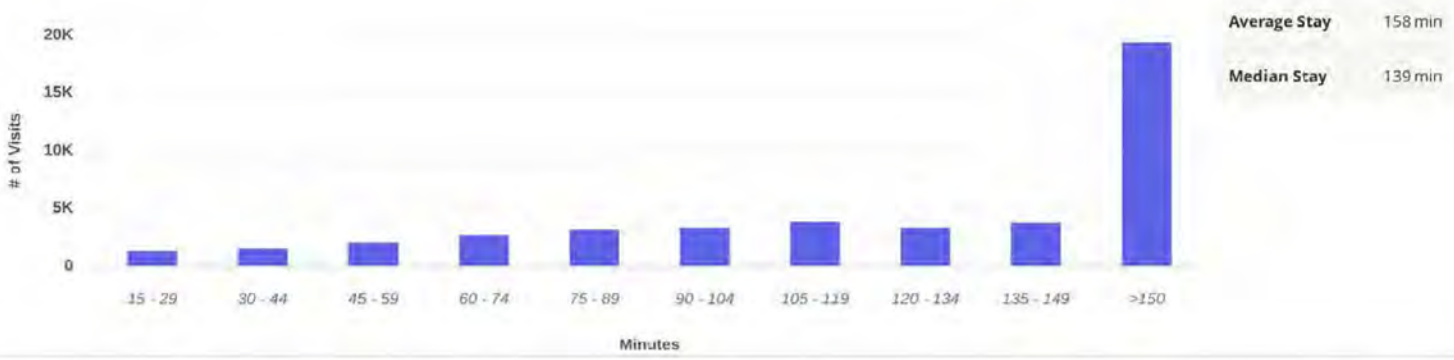
The Beach Ottumwa / Church Street, Ottumwa, Iowa, IA

Rank	Name	Distance	Visitors
1	**Walmart** / 1940 Venture Dr, Ottumwa, IA 52501	1.9 mi	12.7K (71.6%)
2	**The Quincy Place Mall** / 1110 N Quincy Ave, Ottumwa, IA 52501	0.9 mi	12.3K (69.4%)
3	**Menards** / 1898 Venture Dr, Ottumwa, IA 52501	1.8 mi	10.2K (57.7%)
4	**Kohl's** / 1100 Wildwood Dr, Ottumwa, IA 52501	1.4 mi	8.6K (48.7%)
5	**Hy-Vee** / 1025 N Quincy Ave, Ottumwa, IA 52501	1.1 mi	8.6K (48.4%)
6	**Jordan Creek Town Center** / 101 Jordan Creek Pkwy, West Des Moines, IA 50266	81.4 mi	7.8K (43.7%)
7	**McDonald's** / 222 Richmond St, Ottumwa, IA 52501-4226	0.7 mi	7.5K (42.3%)
8	**CEC Ottumwa 8 Theatre** / 1215 Theater Dr, Ottumwa, IA 52501	0.9 mi	7.4K (42%)
9	**Hy-Vee** / 2453 N Court St, Ottumwa, IA 52501	2.5 mi	7.4K (41.6%)
10	**Ottumwa Regional Health Center** / 1001 Pennsylvania Ave, Ottumwa, IA 52501	1.9 mi	7.1K (39.8%)

Category: All Categories | Min. Visits: 1 | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

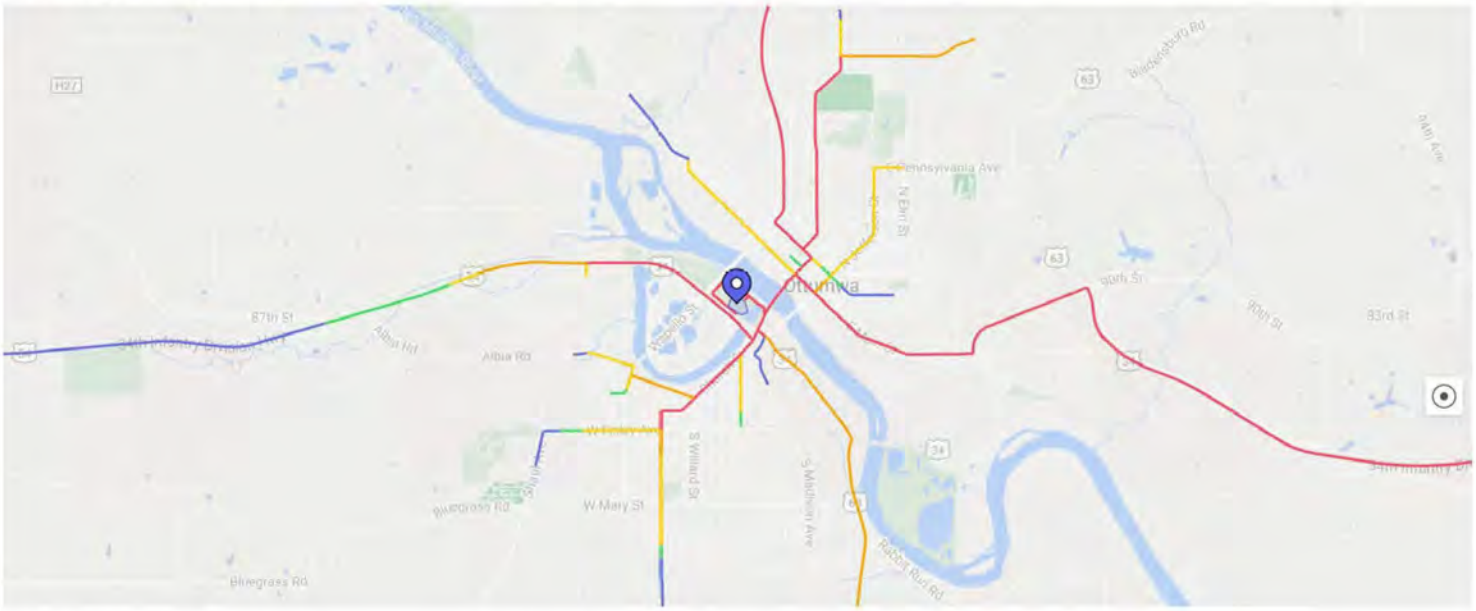
Length of Stay

The Beach Ottumwa
101 Church Street, Ottumwa, Iowa, IA 52501



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey - Routes

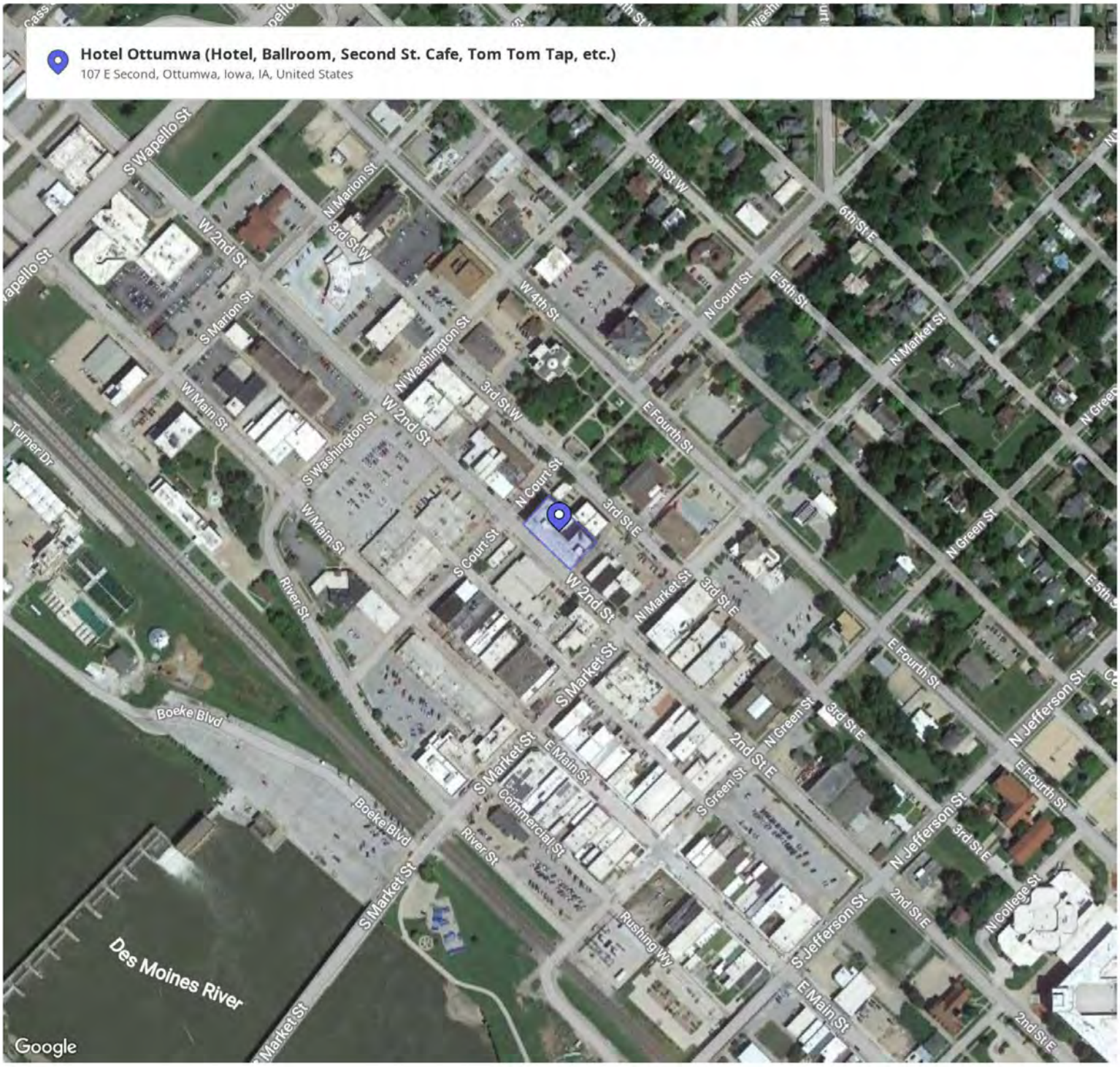


To protect individual privacy, the beginning points shown for each route are approximations and do not represent actual home locations.

Journey Direction: To Property | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Hotel Ottumwa

Jul 1, 2022 - Jun 30, 2023



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Hotel Ottumwa

Jul 1, 2022 - Jun 30, 2023

Metrics

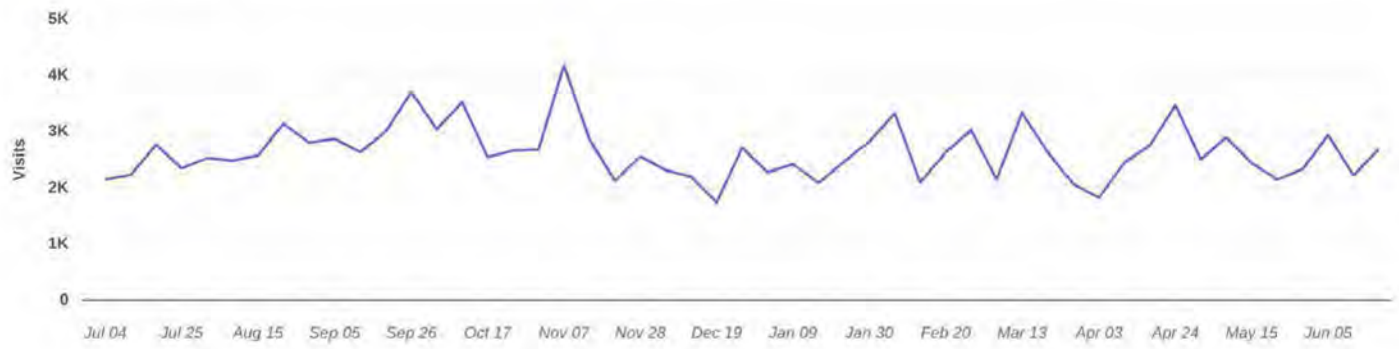
Hotel Ottumwa (Hotel, Ballroo...
107 E Second, Ottumwa, Iowa, IA 52501

Visits	137K	Panel Visits	7.8K
Visitors	35.5K	Visits YoY	-4.3%
Visit Frequency	3.85	Visits Yo2Y	+15.5%
Avg. Dwell Time	181 min	Visits Yo3Y	+3.8%

Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visits Trend

Hotel Ottumwa (Hotel, Ballro...
E Second, Ottumwa, Iowa, IA



Weekly | Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Hotel Ottumwa

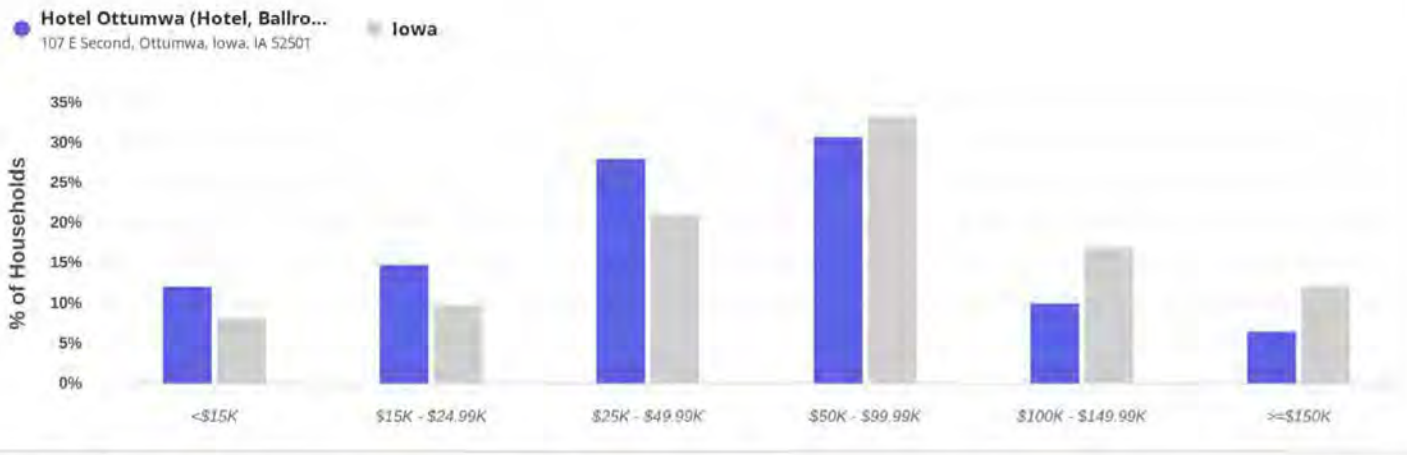
Jul 1, 2022 - Jun 30, 2023

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Hotel Ottumwa (Hot... E Second, Ottumwa, Iow...	$47.7K	18.9%	38.0	White (79.6%)	2.38
Iowa	$65.6K	29.8%	38.8	White (86.6%)	2.42

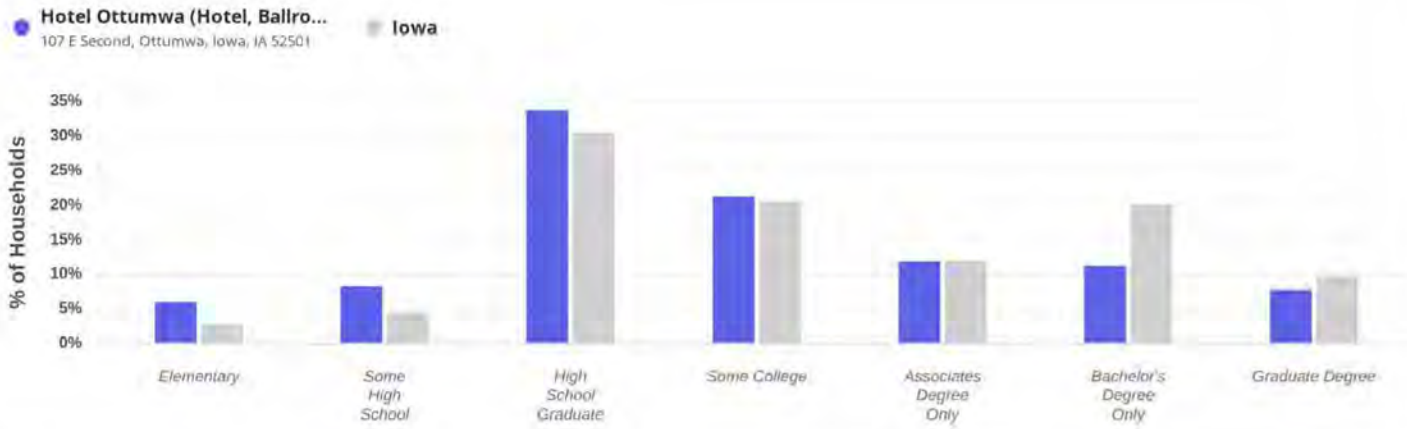
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Income



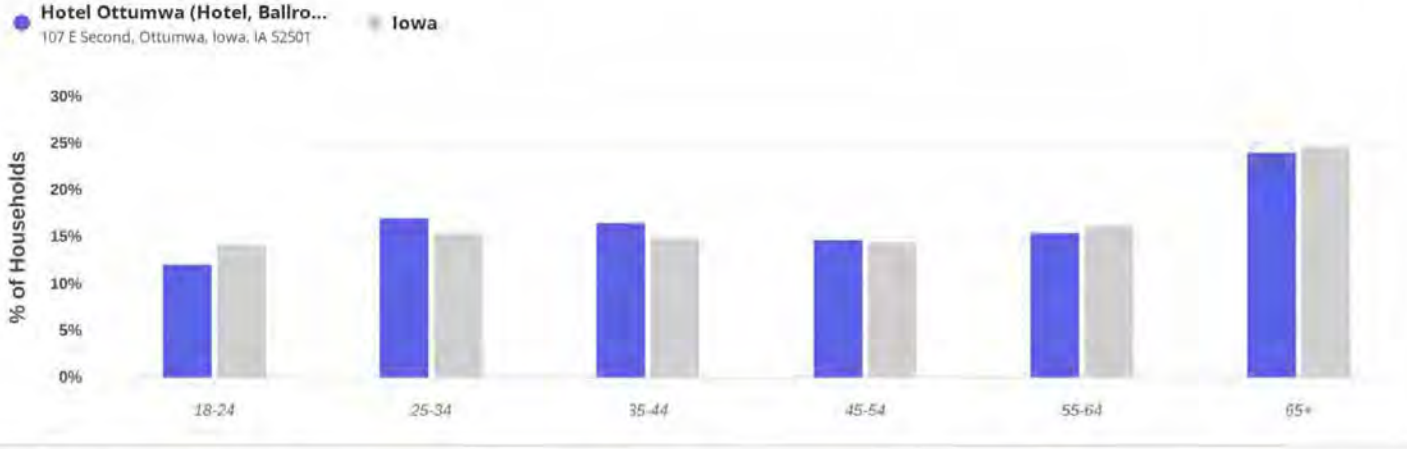
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Education



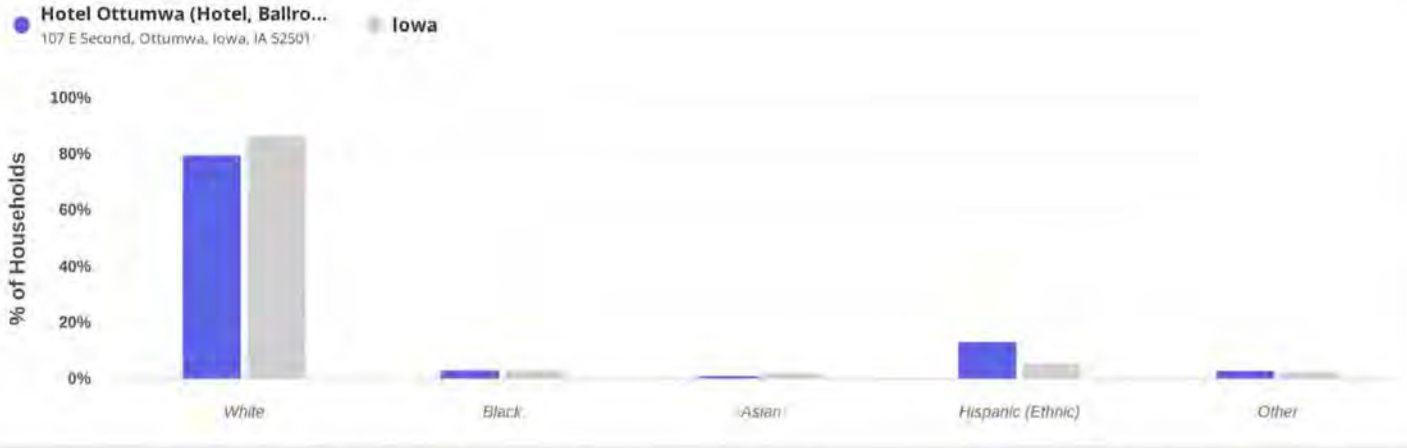
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Age



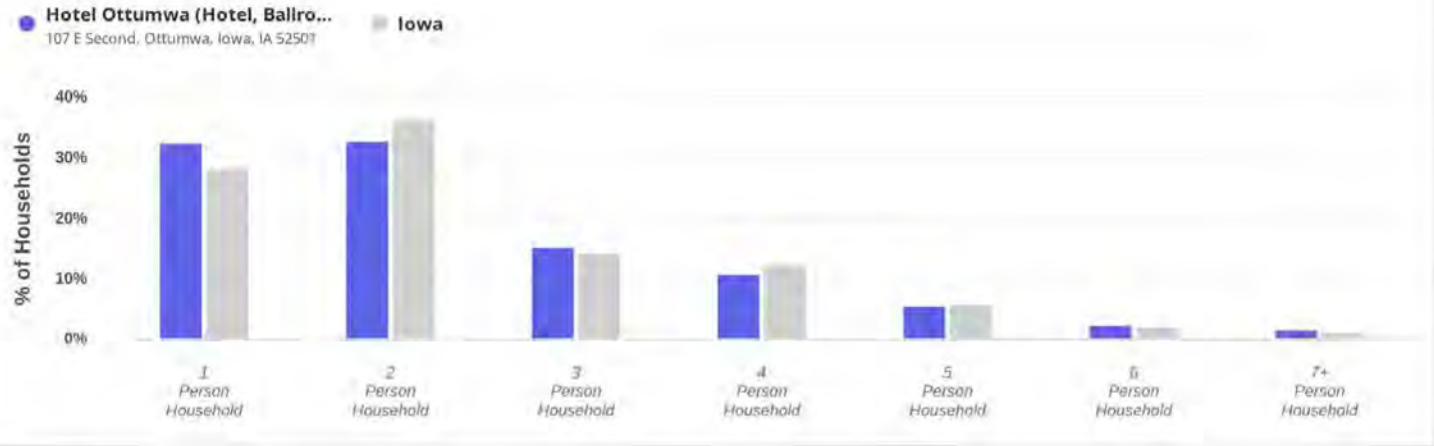
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Ethnicity



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Size

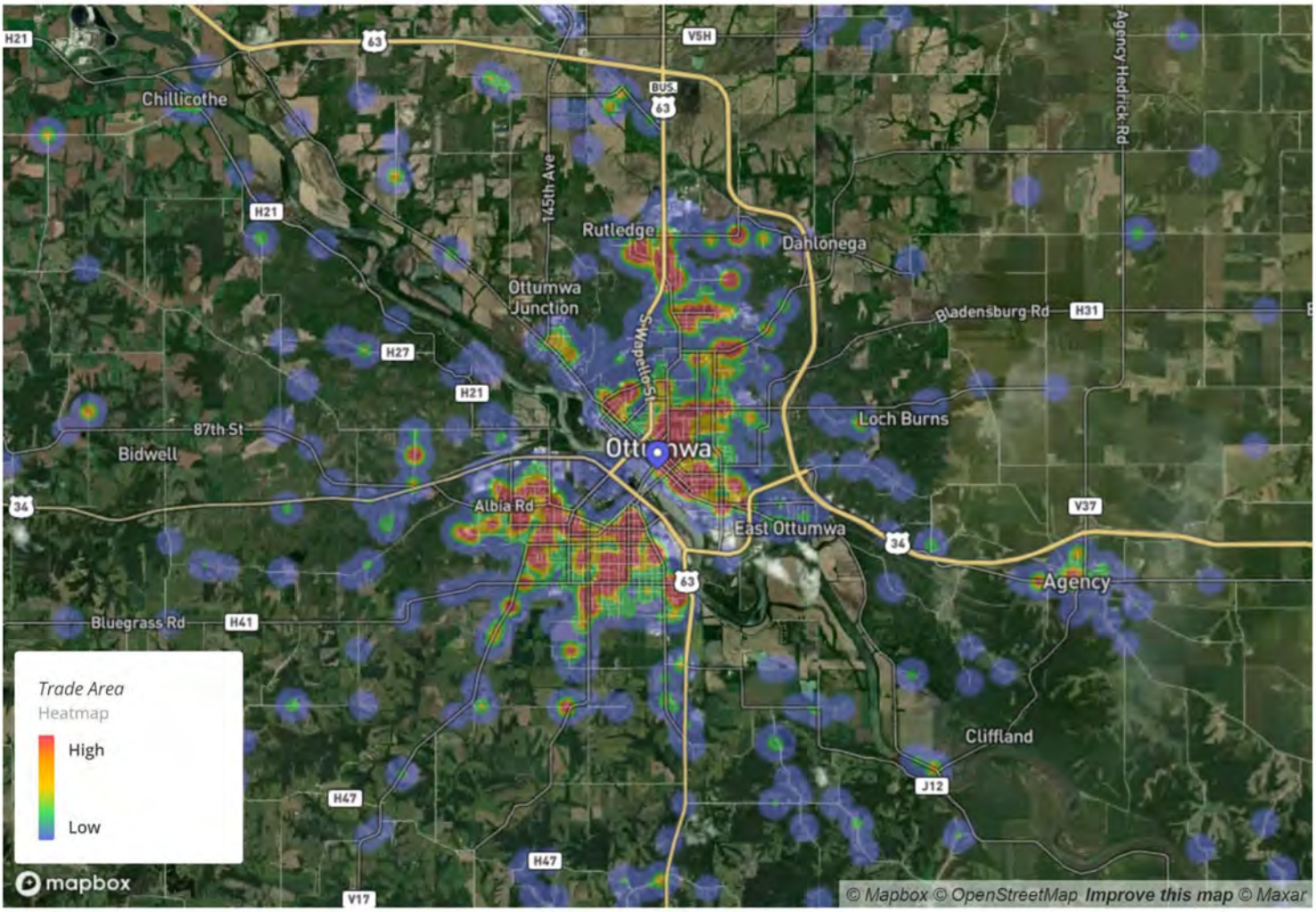


Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Hotel Ottumwa

Jul 1, 2022 - Jun 30, 2023

Market Landscape



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

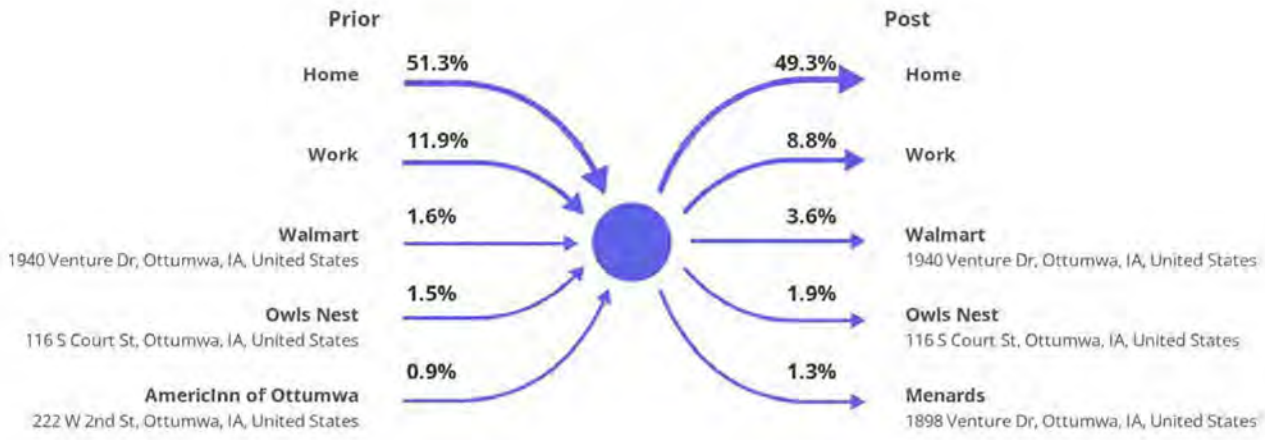
Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Hotel Ottumwa

Jul 1, 2022 - Jun 30, 2023

Visitor Journey

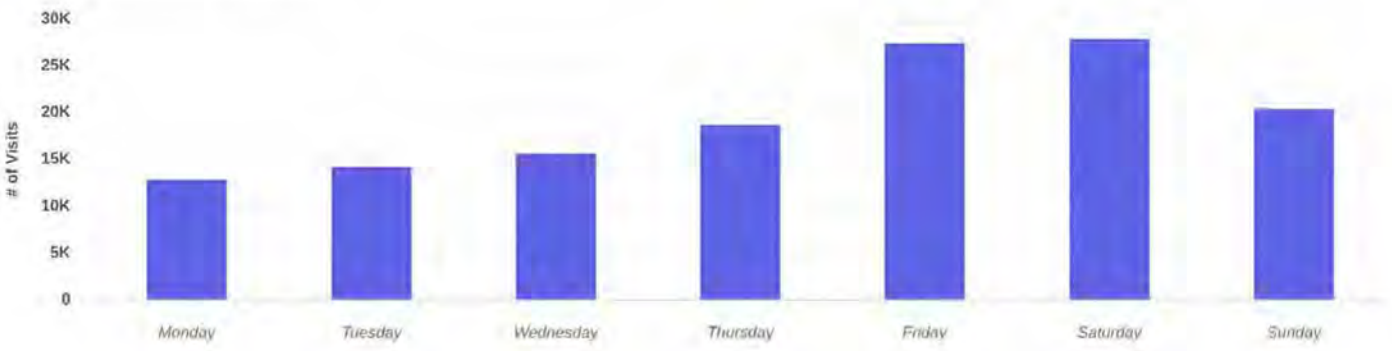
Hotel Ottumwa (Hotel, Ballroom, Second St. Cafe, Tom Tom Tap, etc.)
107 E Second, Ottumwa, Iowa, IA 52501



Show by: Location | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Daily Visits

Hotel Ottumwa (Hotel, Ballro...
107 E Second, Ottumwa, Iowa, IA 52501



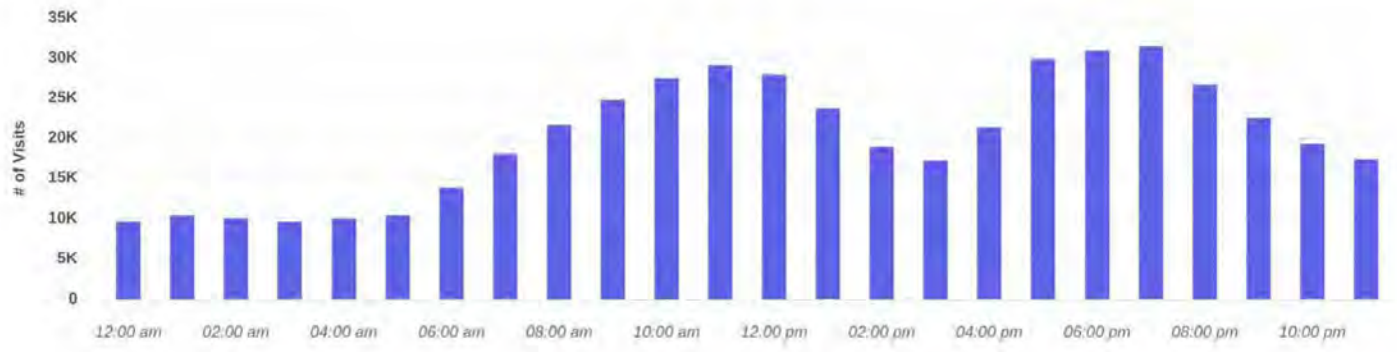
Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Hotel Ottumwa

Jul 1, 2022 - Jun 30, 2023

Hourly Visits

Hotel Ottumwa (Hotel, Ballro...
107 E Second, Ottumwa, Iowa, IA 52501



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Favorite Places

Hotel Ottumwa (Hotel, Ballroom, Second St. Cafe, Tom Tom Tap, etc.) / E Second, Ottumwa, Iowa, IA

Rank	Name	Distance	Visitors
1	**Walmart** / 1940 Venture Dr, Ottumwa, IA 52501	2.3 mi	26.5K (74.8%)
2	**The Quincy Place Mall** / 1110 N Quincy Ave, Ottumwa, IA 52501	1.3 mi	25.5K (72%)
3	**Menards** / 1898 Venture Dr, Ottumwa, IA 52501	2.2 mi	21.7K (61.2%)
4	**Hy-Vee** / 1025 N Quincy Ave, Ottumwa, IA 52501	1.5 mi	19.5K (55%)
5	**Greater Ottumwa Park** / Teal Dr, Ottumwa, IA 52501	0.9 mi	18.8K (53.1%)
6	**Hy-Vee** / 2453 N Court St, Ottumwa, IA 52501	2.1 mi	16.4K (46.4%)
7	**Kohl's** / 1100 Wildwood Dr, Ottumwa, IA 52501	1.8 mi	16.3K (46%)
8	**Ottumwa Regional Health Center** / 1001 Pennsylvania Ave, Ottumwa, IA 52501	1.4 mi	15.7K (44.4%)
9	**McDonald's** / 222 Richmond St, Ottumwa, IA 52501-4226	1.2 mi	15K (42.3%)
10	**Jordan Creek Town Center** / 101 Jordan Creek Pkwy, West Des Moines, IA 50266	81.6 mi	14.7K (41.6%)

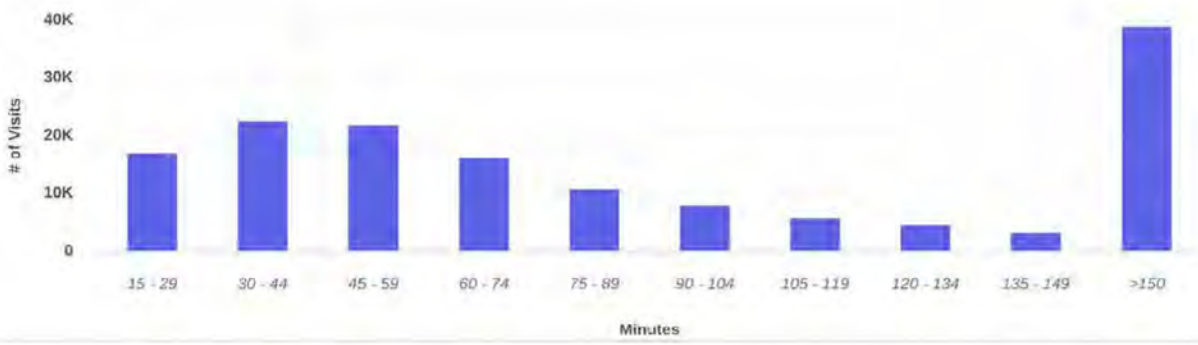
Category: All Categories | Min. Visits: 1 | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Hotel Ottumwa

Jul 1, 2022 - Jun 30, 2023

Length of Stay

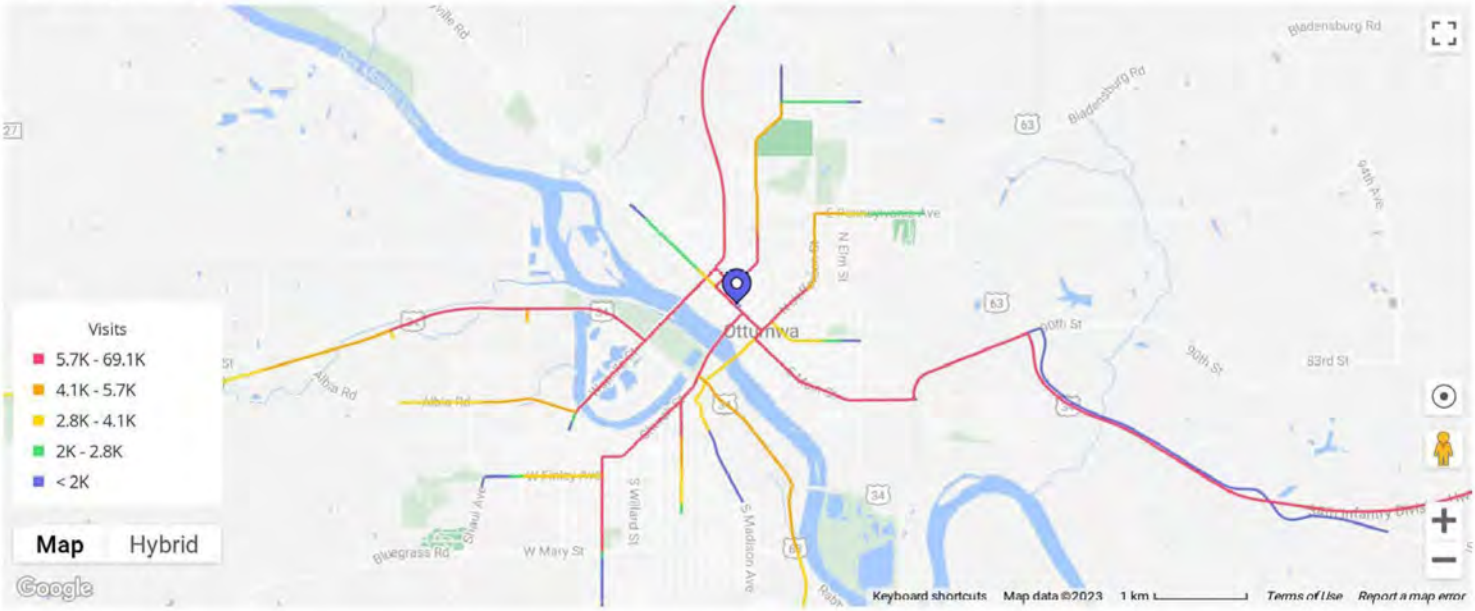
Hotel Ottumwa (Hotel, Ballroo...
107 E Second, Ottumwa, Iowa, IA 52501



Average Stay	181 min
Median Stay	72 min

Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey - Routes

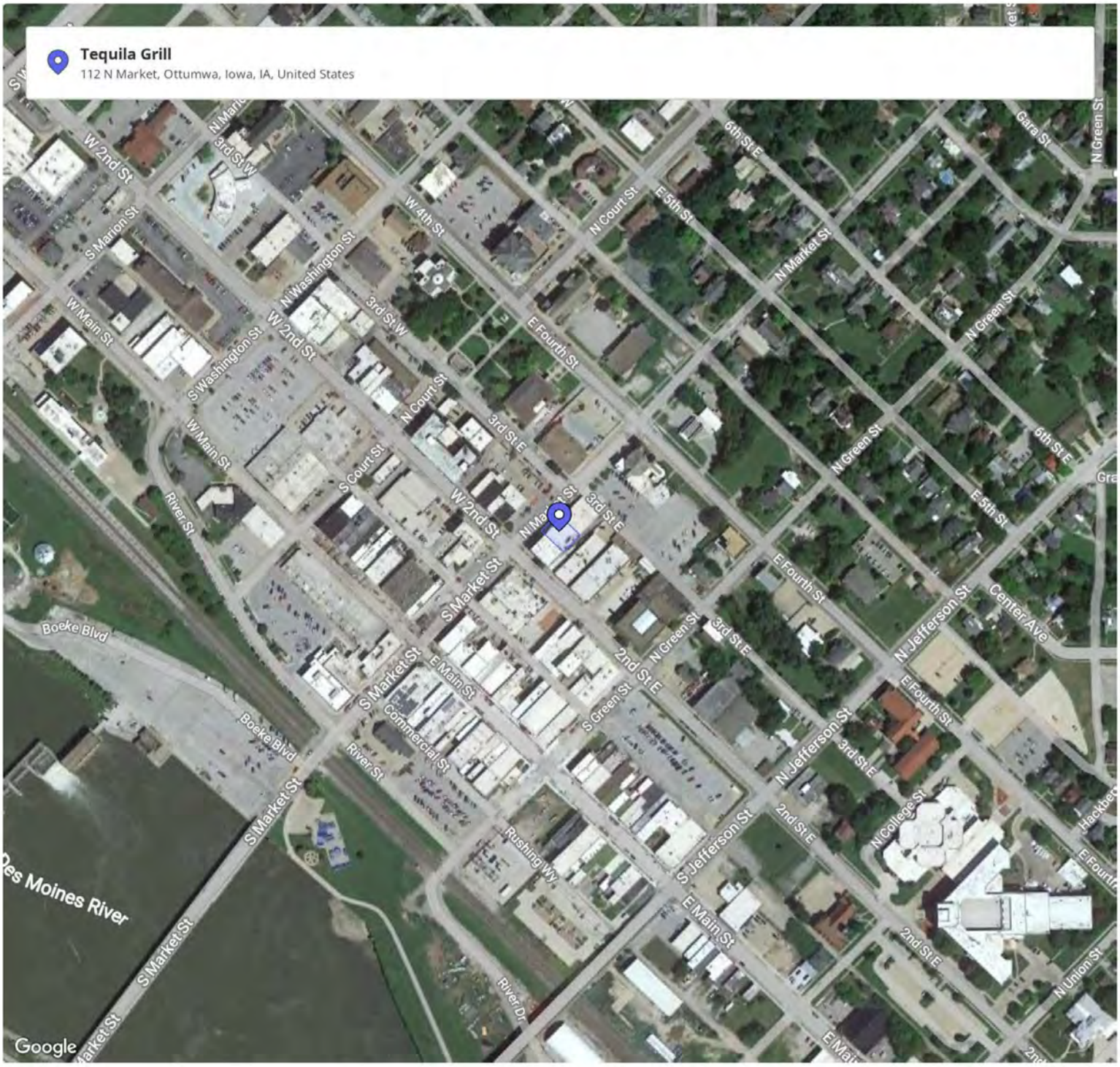


To protect individual privacy, the beginning points shown for each route are approximations and do not represent actual home locations.

Journey Direction: To Property | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Tequila Grill

Jul 1, 2022 - Jun 30, 2023



Tequila Grill

Jul 1, 2022 - Jun 30, 2023

Metrics

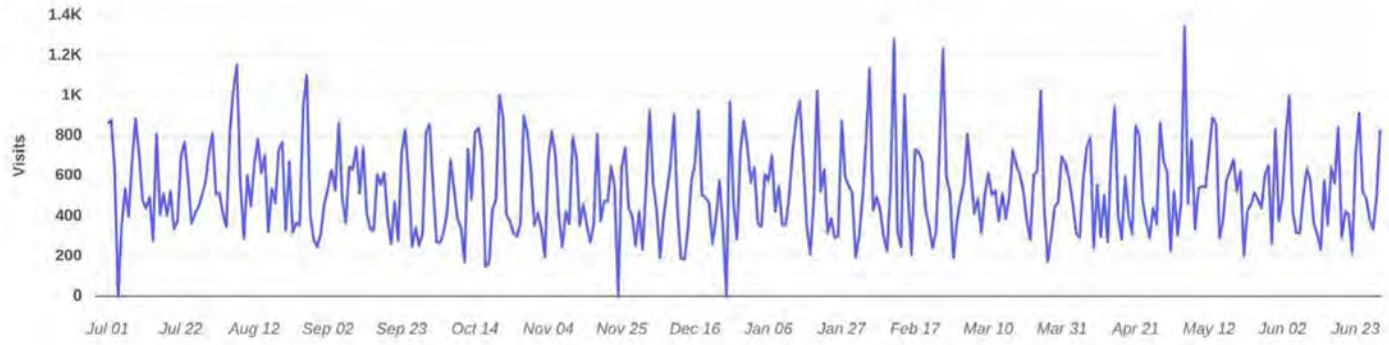
Tequila Grill
112 N Market, Ottumwa, Iowa, IA 52501

Visits	191.6K	Panel Visits	9.4K
Visitors	57.7K	Visits YoY	-9.3%
Visit Frequency	3.32	Visits Yo2Y	+14.1%
Avg. Dwell Time	57 min	Visits Yo3Y	+50.3%

Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visits Trend

Tequila Grill
N Market, Ottumwa, Iowa, IA



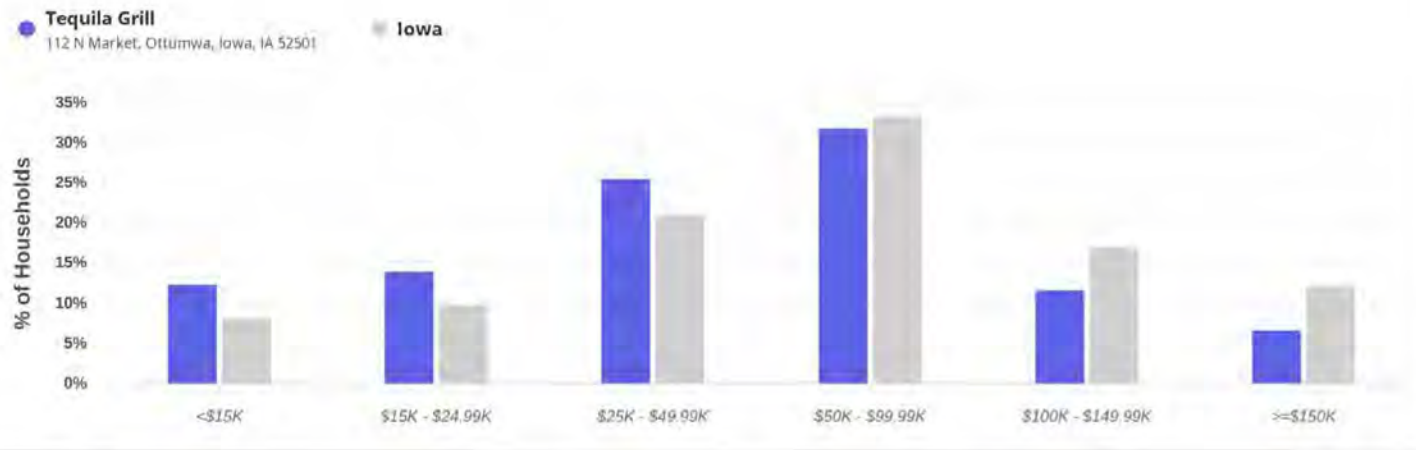
Daily | Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Tequila Grill N Market, Ottumwa, Iow...	$50.1K	20.7%	38.5	White (85%)	2.32
Iowa	$65.6K	29.8%	38.8	White (86.6%)	2.42

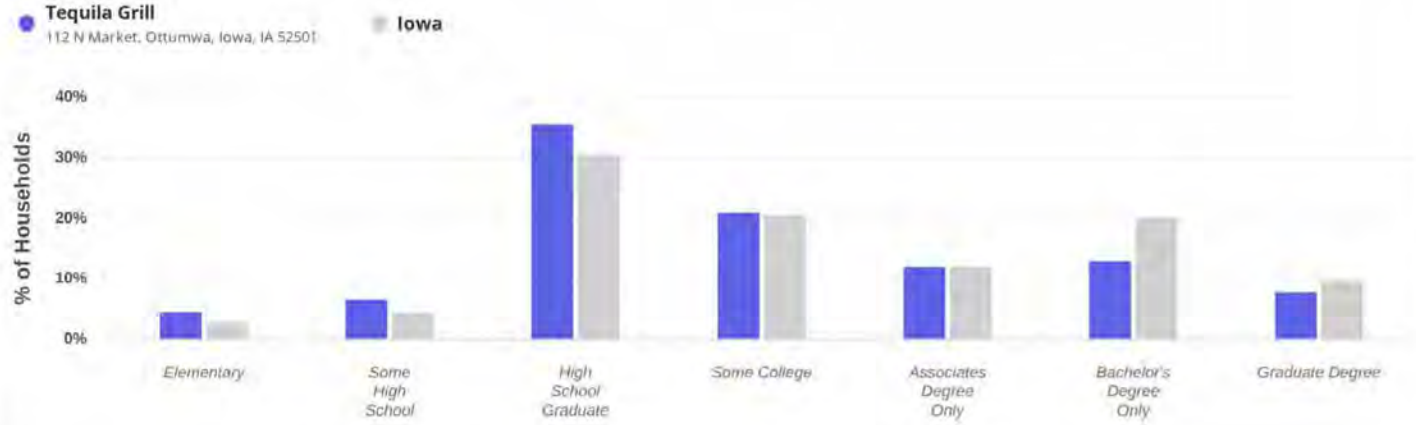
Jul 1st, 2022 - Jun 30th, 2023| Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Income



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Education



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Tequila Grill

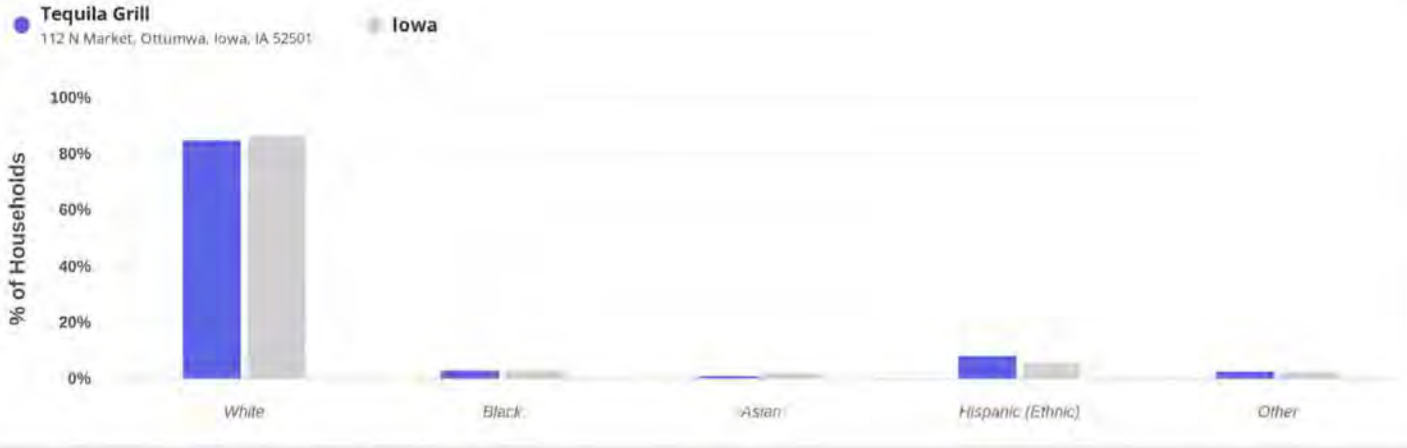
Jul 1, 2022 - Jun 30, 2023

Age



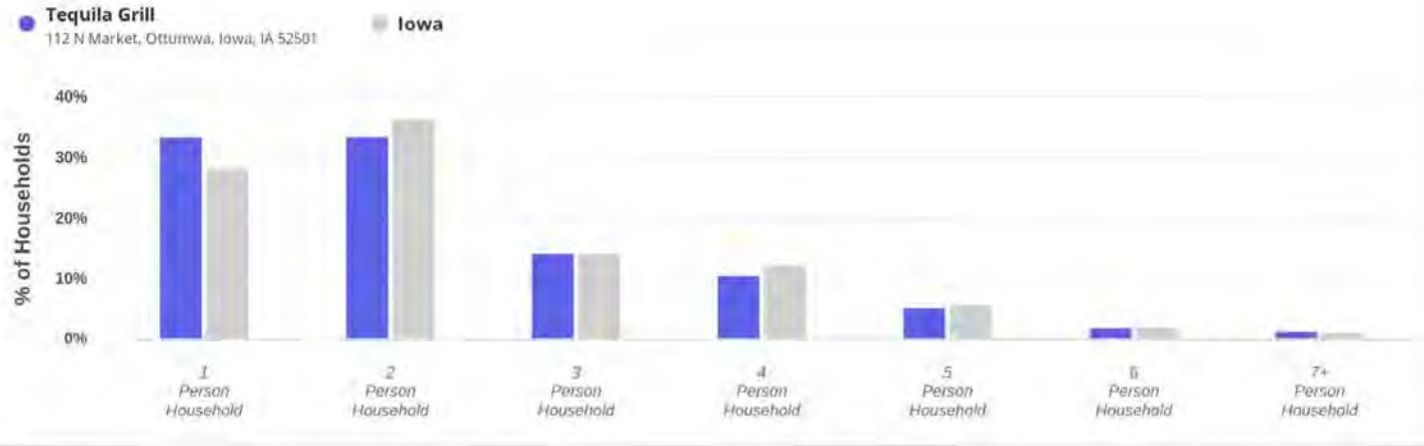
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Ethnicity



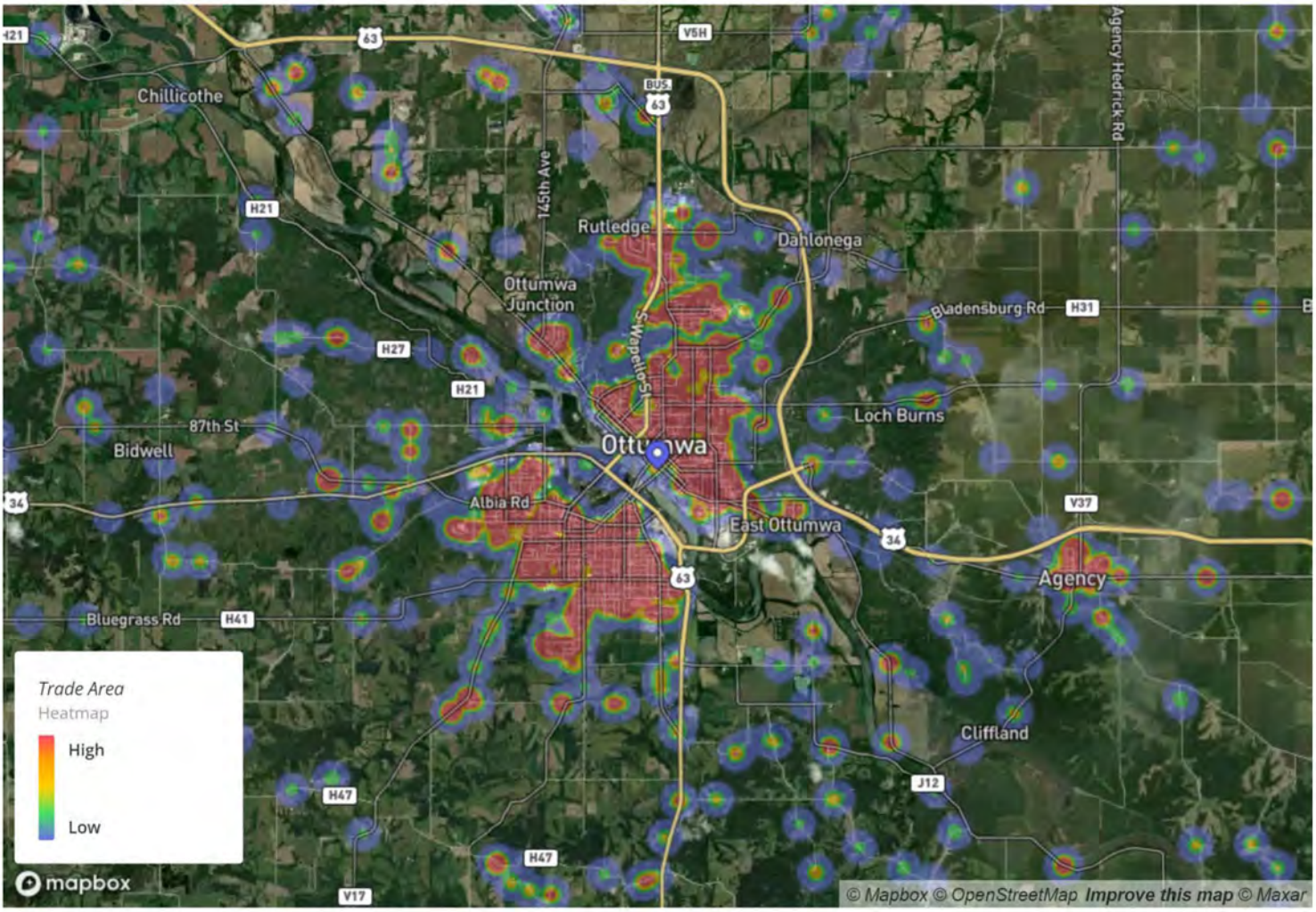
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Size



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Market Landscape



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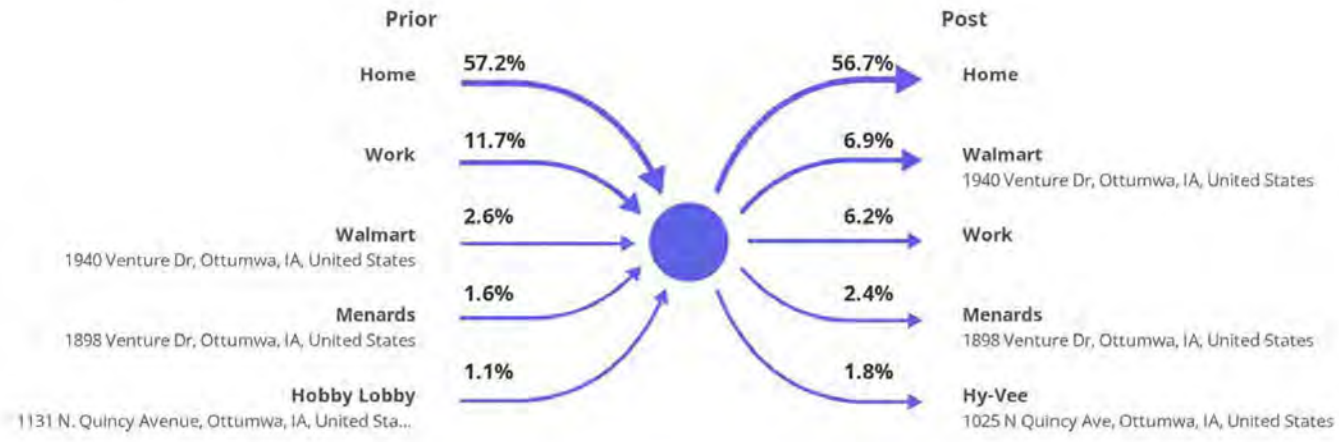
Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey

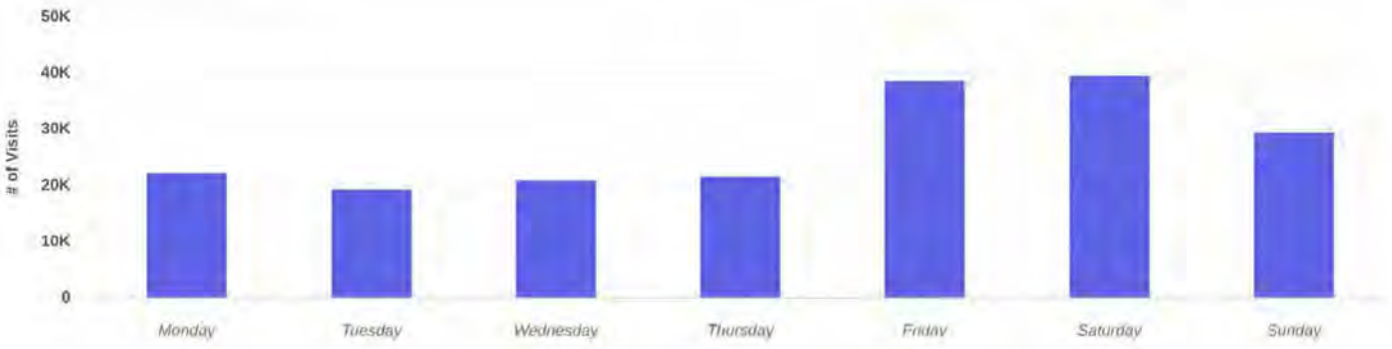
Tequila Grill
112 N Market, Ottumwa, Iowa, IA 52501



Show by: Location | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Daily Visits

Tequila Grill
112 N Market, Ottumwa, Iowa, IA 52501

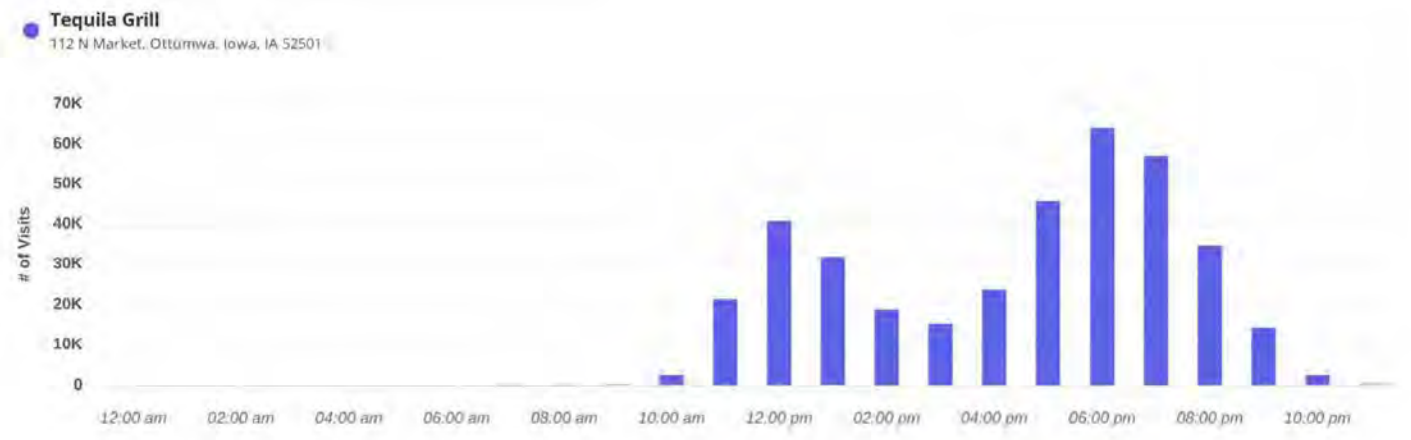


Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Tequila Grill

Jul 1, 2022 - Jun 30, 2023

Hourly Visits



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Favorite Places

Tequila Grill / N Market, Ottumwa, Iowa, IA

Rank	Name	Distance	Visitors
1	**Walmart** / 1940 Venture Dr, Ottumwa, IA 52501	2.4 mi	43.4K (75.2%)
2	**The Quincy Place Mall** / 1110 N Quincy Ave, Ottumwa, IA 52501	1.3 mi	41.2K (71.5%)
3	**Menards** / 1898 Venture Dr, Ottumwa, IA 52501	2.3 mi	36.9K (63.9%)
4	**Hy-Vee** / 1025 N Quincy Ave, Ottumwa, IA 52501	1.6 mi	29.3K (50.8%)
5	**Jordan Creek Town Center** / 101 Jordan Creek Pkwy, West Des Moines, IA 50266	81.7 mi	28.6K (49.6%)
6	**Kohl's** / 1100 Wildwood Dr, Ottumwa, IA 52501	1.9 mi	27.7K (48%)
7	**Hy-Vee** / 2453 N Court St, Ottumwa, IA 52501	2.2 mi	26K (45%)
8	**Greater Ottumwa Park** / Teal Dr, Ottumwa, IA 52501	0.9 mi	25.8K (44.7%)
9	**Hobby Lobby** / 1131 N. Quincy Avenue, Ottumwa, IA 52501	1.7 mi	25.2K (43.7%)
10	**Applebee's** / 1303 Vaughn Dr, Ottumwa, IA 52501	1.5 mi	24.8K (43%)

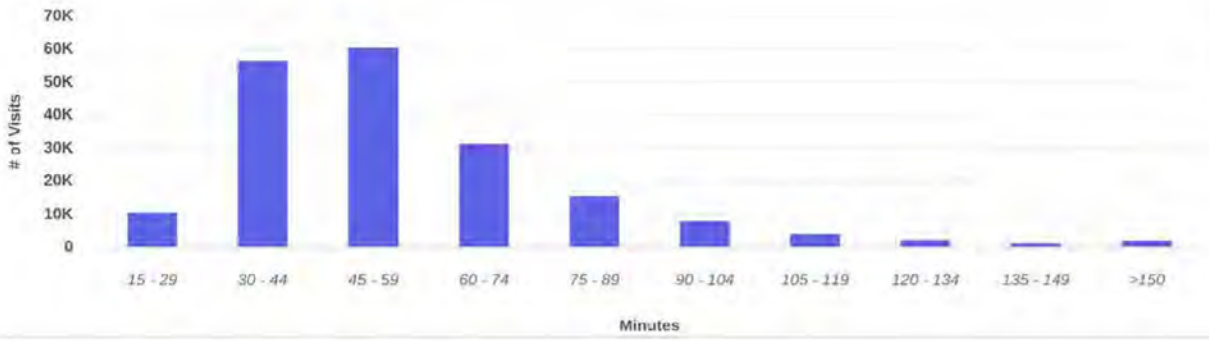
Category: All Categories | Min. Visits: 1 | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Tequila Grill

Jul 1, 2022 - Jun 30, 2023

Length of Stay

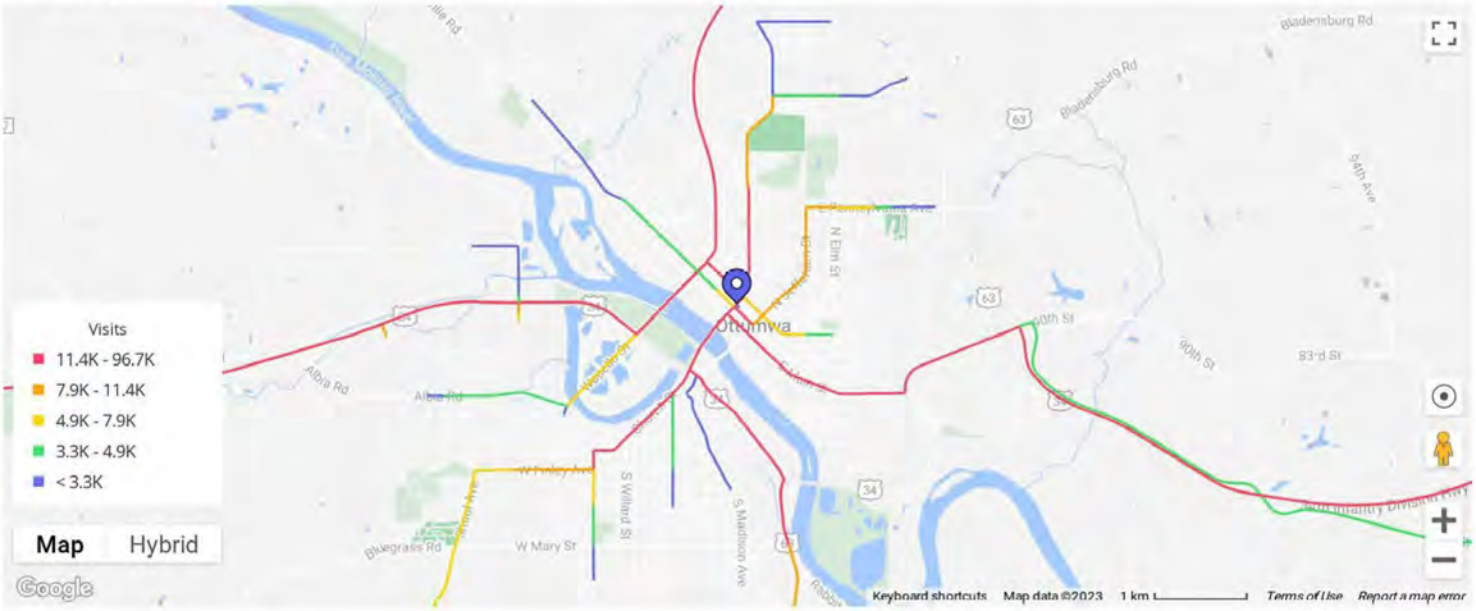
Tequila Grill
112 N Market, Ottumwa, Iowa, IA 52501



Average Stay	57 min
Median Stay	52 min

Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey - Routes

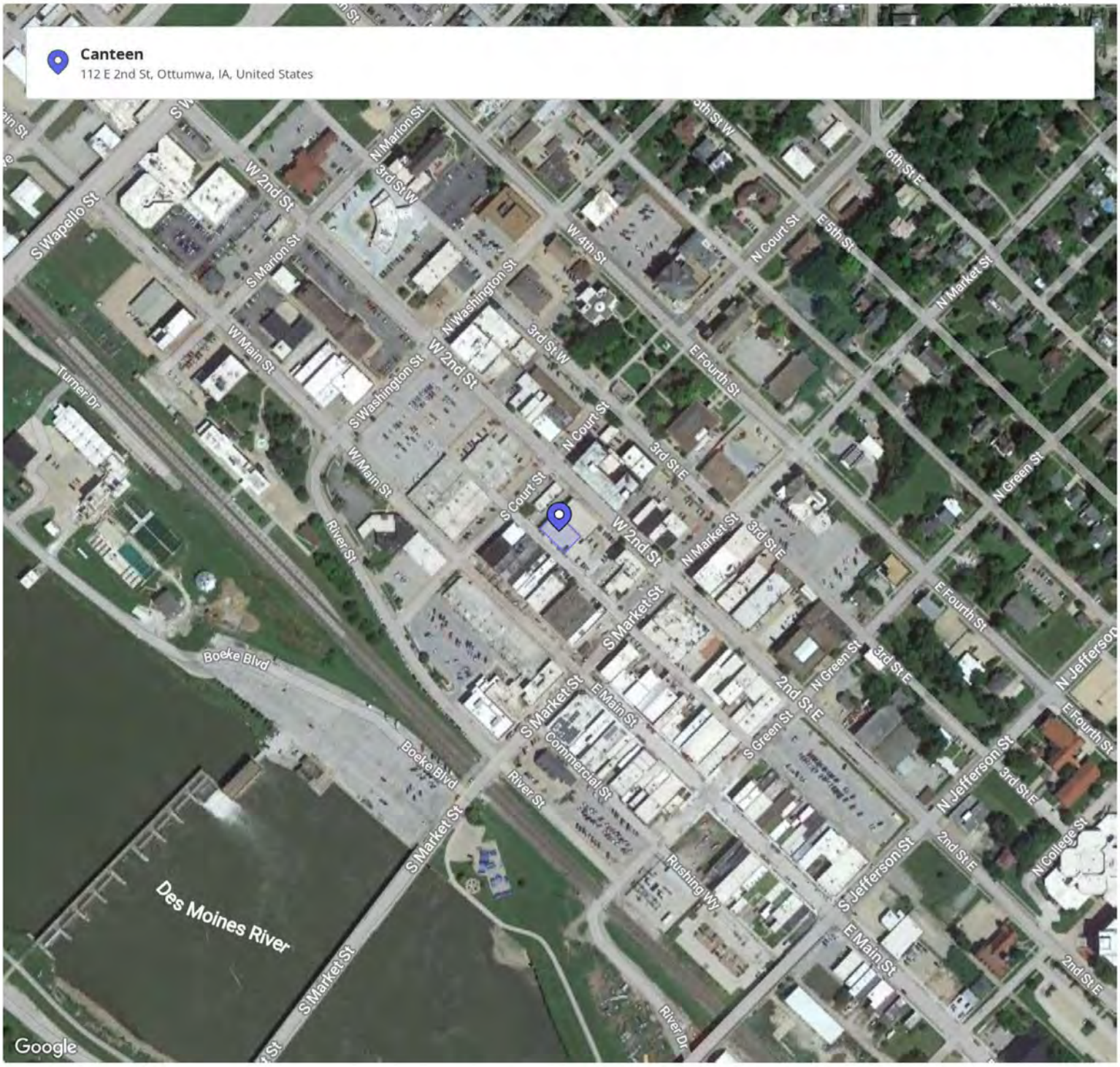


To protect individual privacy, the beginning points shown for each route are approximations and do not represent actual home locations.

Journey Direction: To Property | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

Jul 1, 2022 - Jun 30, 2023



Canteen

Jul 1, 2022 - Jun 30, 2023

Metrics

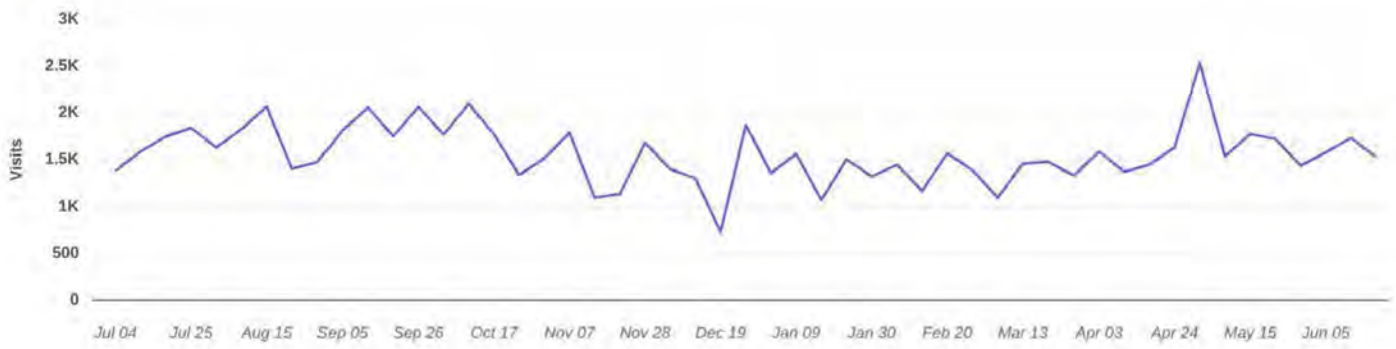
Canteen
112 E 2nd St, Ottumwa, IA 52501

Visits	81.9K	Panel Visits	4.1K
Visitors	37K	Visits YoY	+14.2%
Visit Frequency	2.22	Visits Yo2Y	+33%
Avg. Dwell Time	43 min	Visits Yo3Y	+26.5%

Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visits Trend

Canteen
E 2nd St, Ottumwa, IA



Weekly | Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

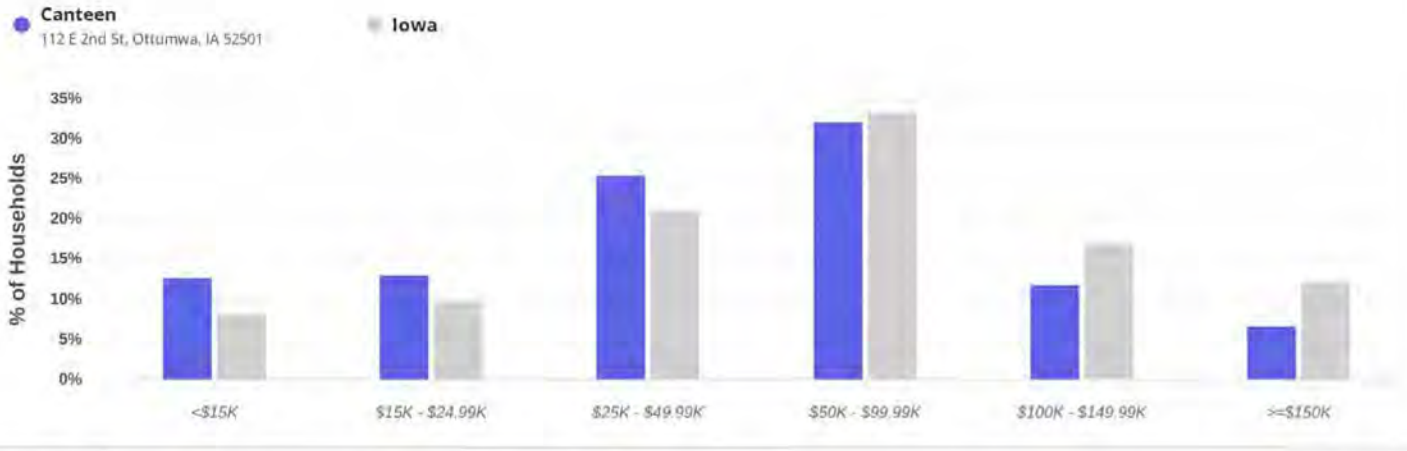
Jul 1, 2022 - Jun 30, 2023

Summary

Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Canteen E 2nd St, Ottumwa, IA	$50.6K	22.2%	38.7	White (84.8%)	2.33
Iowa	$65.6K	29.8%	38.8	White (86.6%)	2.42

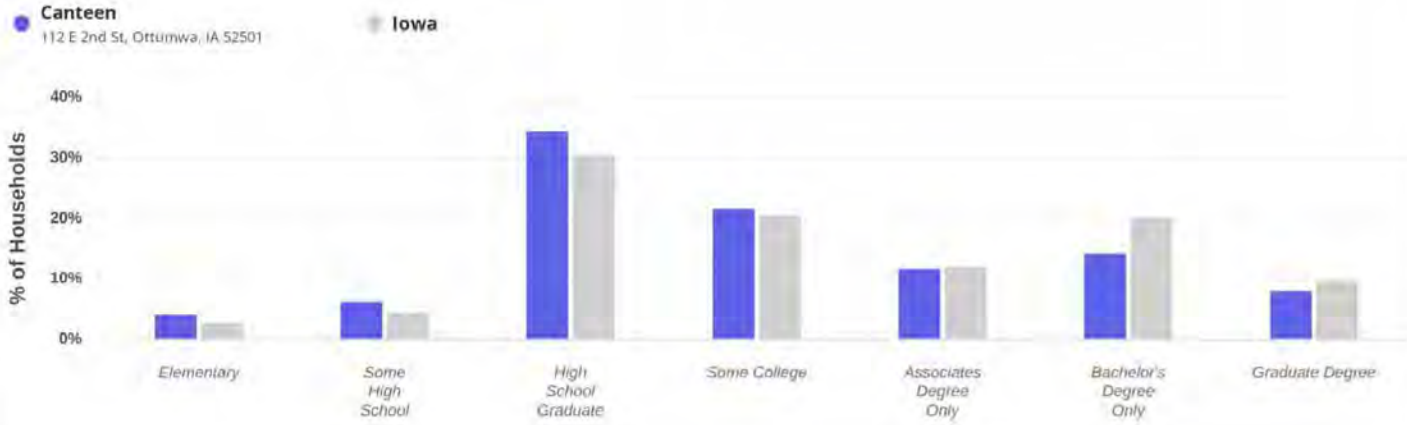
Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Household Income



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Education

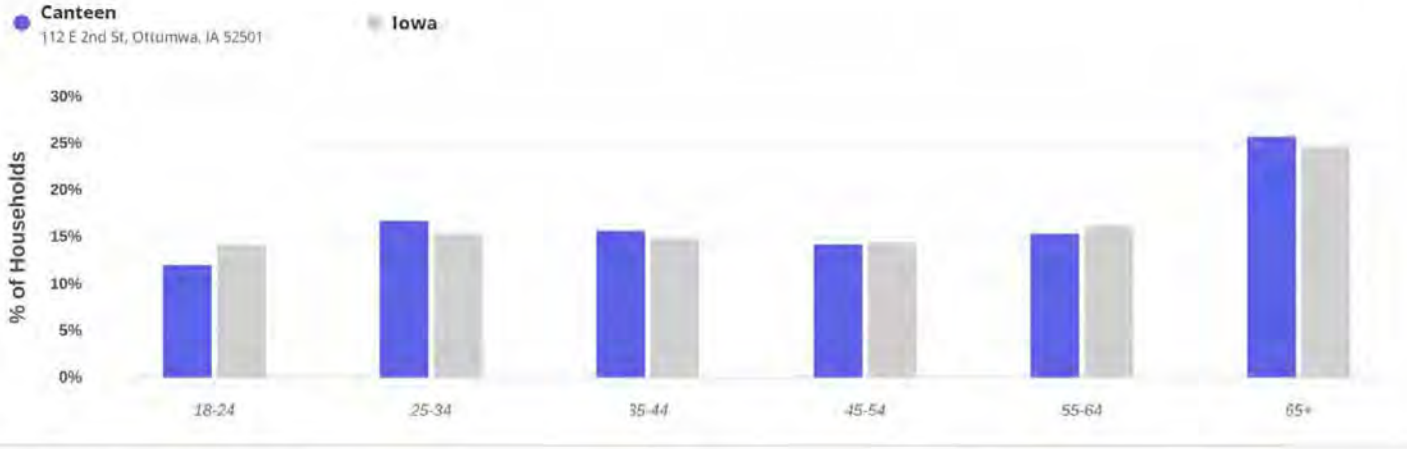


Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

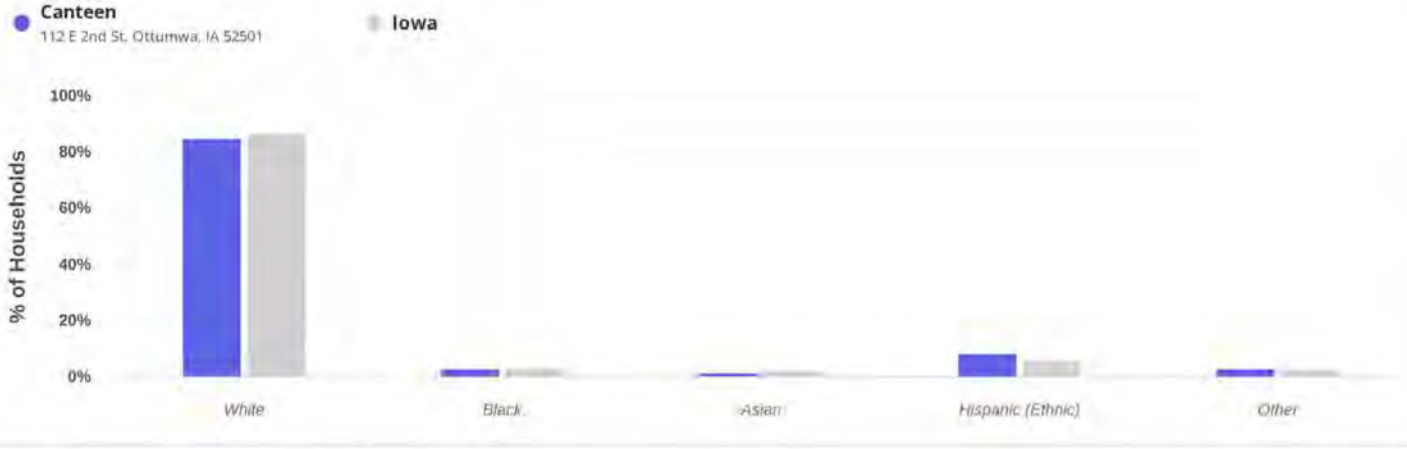
Jul 1, 2022 - Jun 30, 2023

Age



Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Ethnicity

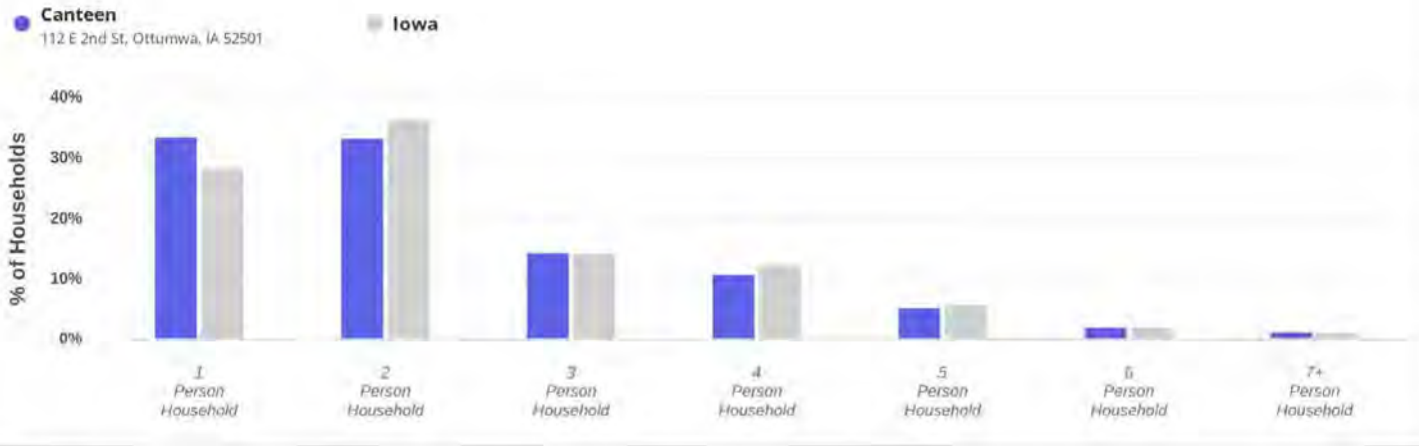


Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

Jul 1, 2022 - Jun 30, 2023

Household Size

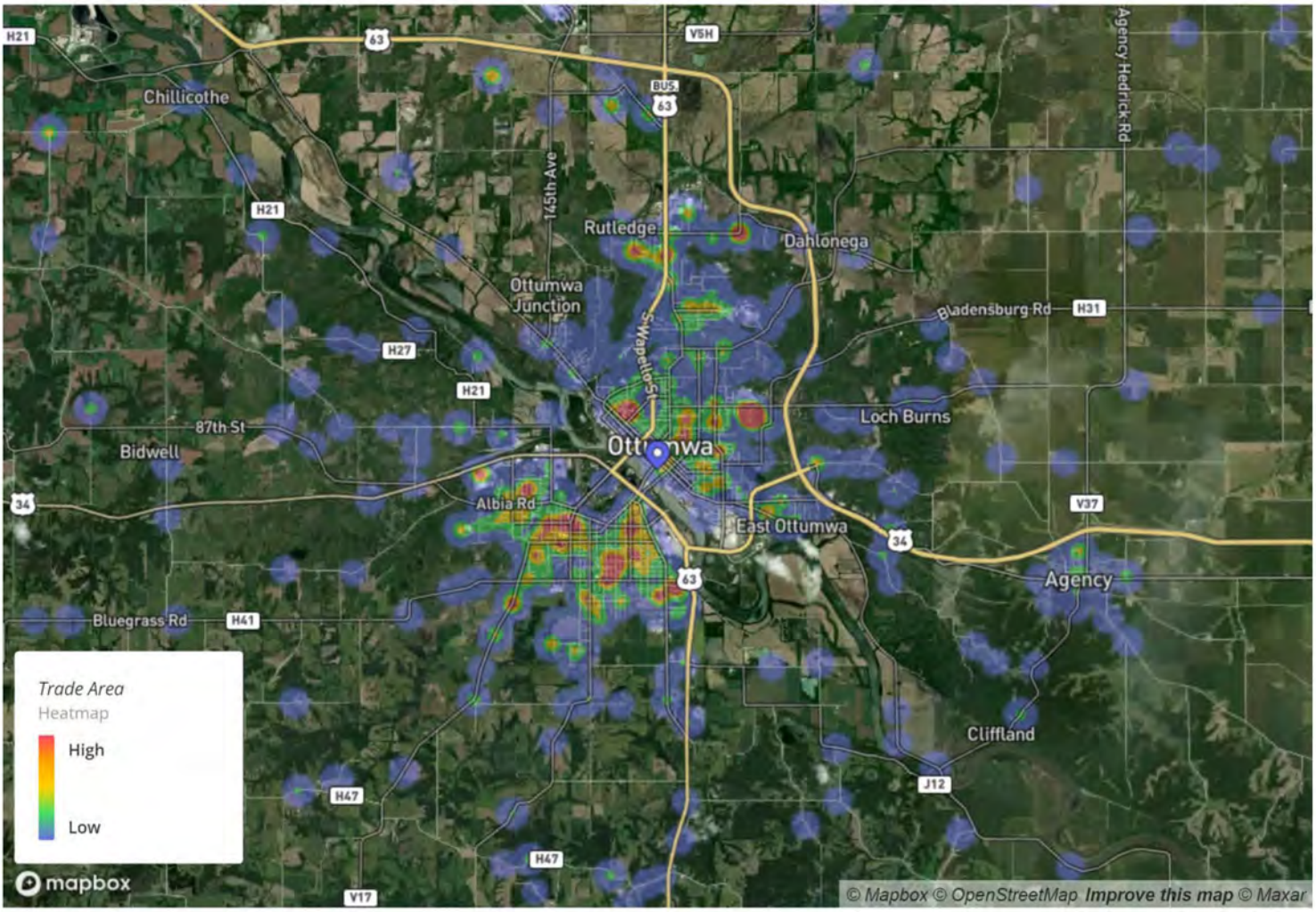


Jul 1st, 2022 - Jun 30th, 2023 | Data Source: STI: Popstats
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

Jul 1, 2022 - Jun 30, 2023

Market Landscape



Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

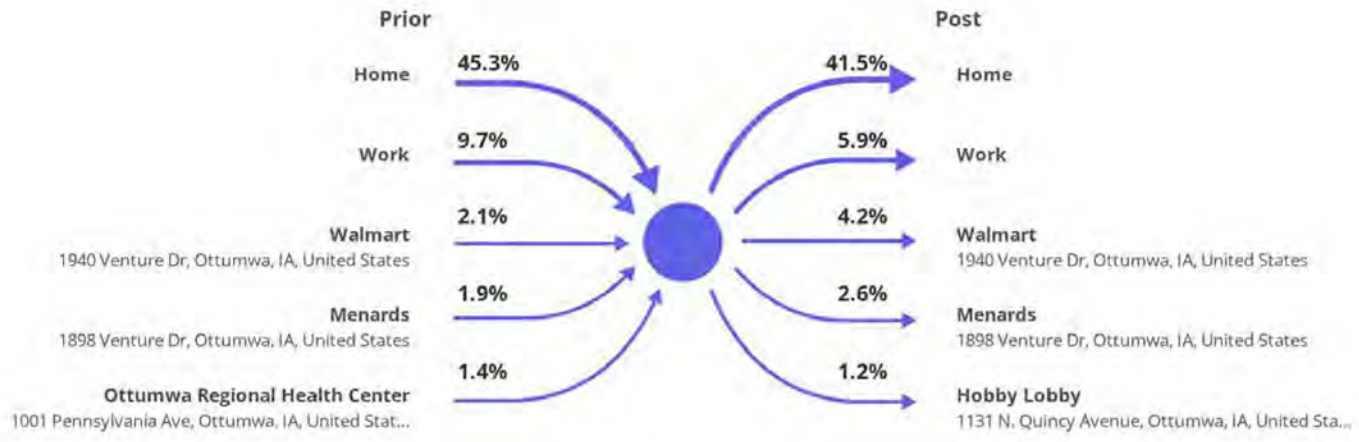
Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

Jul 1, 2022 - Jun 30, 2023

Visitor Journey

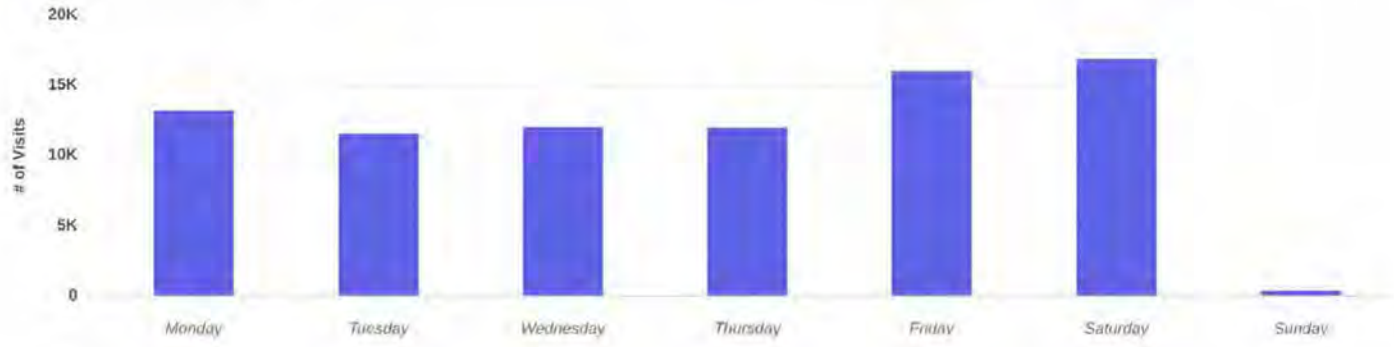
Canteen
112 E 2nd St, Ottumwa, IA 52501



Show by: Location | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Daily Visits

Canteen
112 E 2nd St, Ottumwa, IA 52501

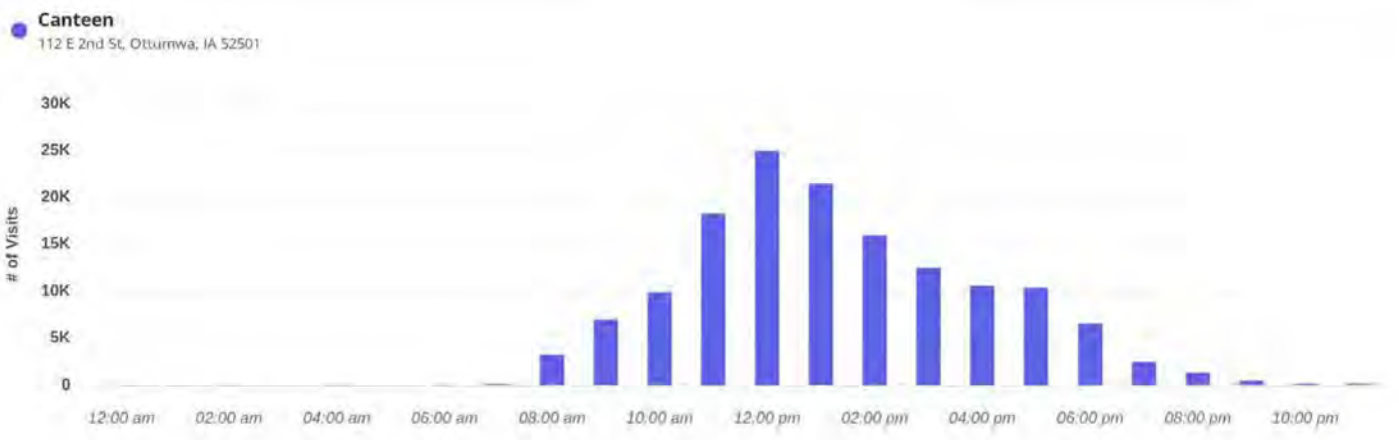


Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

Jul 1, 2022 - Jun 30, 2023

Hourly Visits



Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Favorite Places

Canteen / E 2nd St, Ottumwa, IA

Rank	Name	Distance	Visitors
1	**The Quincy Place Mall** / 1110 N Quincy Ave, Ottumwa, IA 52501	1.2 mi	24.7K (66.8%)
2	**Walmart** / 1940 Venture Dr, Ottumwa, IA 52501	2.3 mi	24.4K (65.9%)
3	**Menards** / 1898 Venture Dr, Ottumwa, IA 52501	2.2 mi	22.8K (61.7%)
4	**Hy-Vee** / 1025 N Quincy Ave, Ottumwa, IA 52501	1.5 mi	18.3K (49.6%)
5	**Greater Ottumwa Park** / Teal Dr, Ottumwa, IA 52501	0.9 mi	16.8K (45.4%)
6	**Kohl's** / 1100 Wildwood Dr, Ottumwa, IA 52501	1.8 mi	16.7K (45%)
7	**Jordan Creek Town Center** / 101 Jordan Creek Pkwy, West Des Moines, IA 50266	81.6 mi	15.5K (42%)
8	**Hy-Vee** / 2453 N Court St, Ottumwa, IA 52501	2.2 mi	15.2K (41.1%)
9	**Ottumwa Regional Health Center** / 1001 Pennsylvania Ave, Ottumwa, IA 52501	1.4 mi	15.1K (40.7%)
10	**Pizza Ranch** / 1791 Venture Drive, Ottumwa, IA 52501	2.1 mi	14.2K (38.3%)

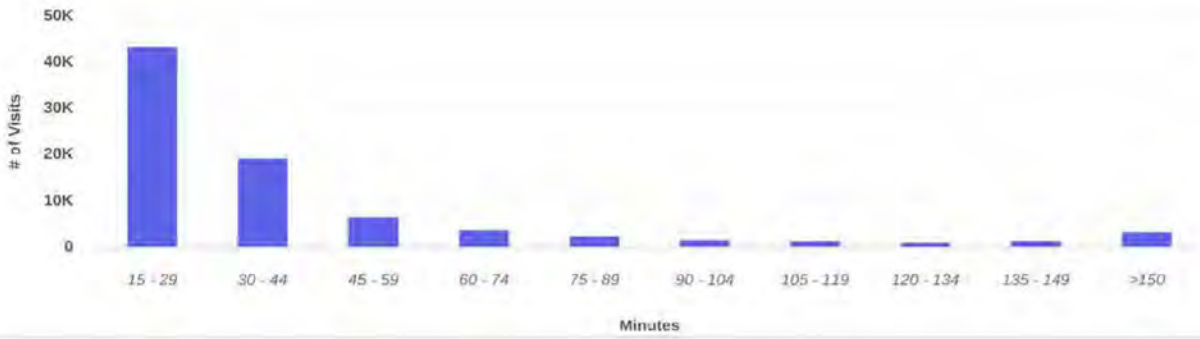
Category: All Categories | Min. Visits: 1 | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Canteen

Jul 1, 2022 - Jun 30, 2023

Length of Stay

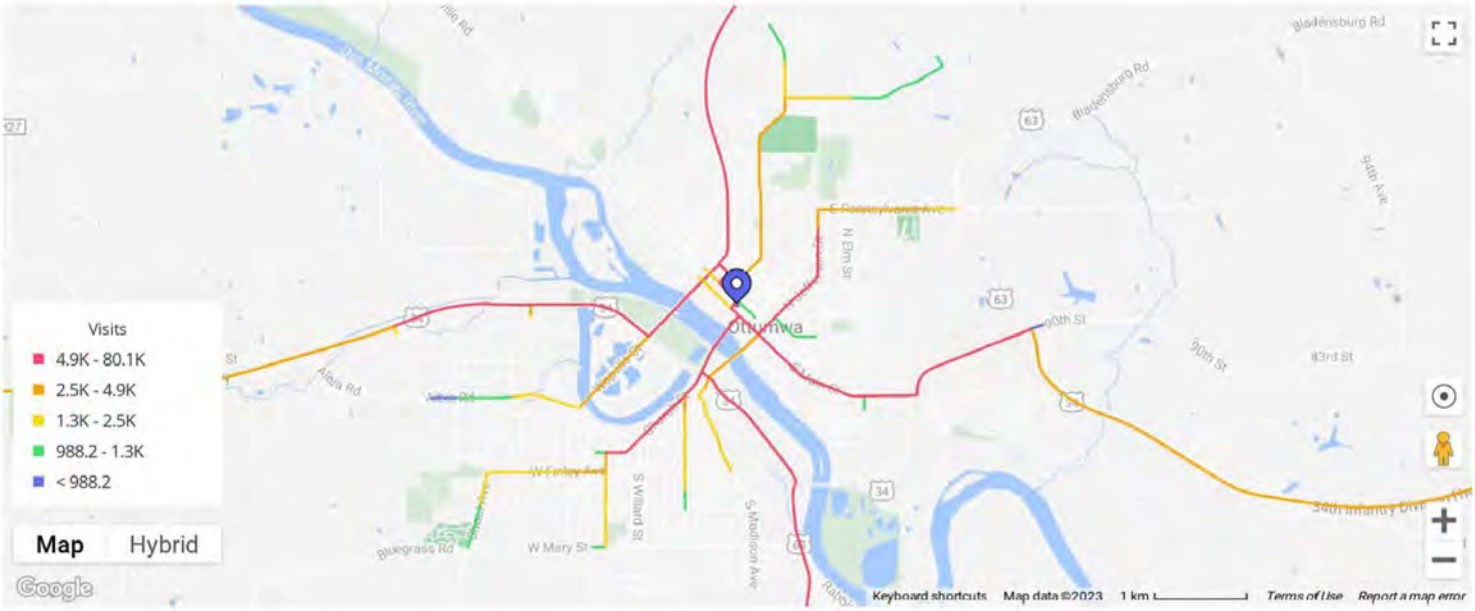
Canteen
112 E 2nd St, Ottumwa, IA 52501



Average Stay	43 min
Median Stay	29 min

Visits | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

Visitor Journey - Routes



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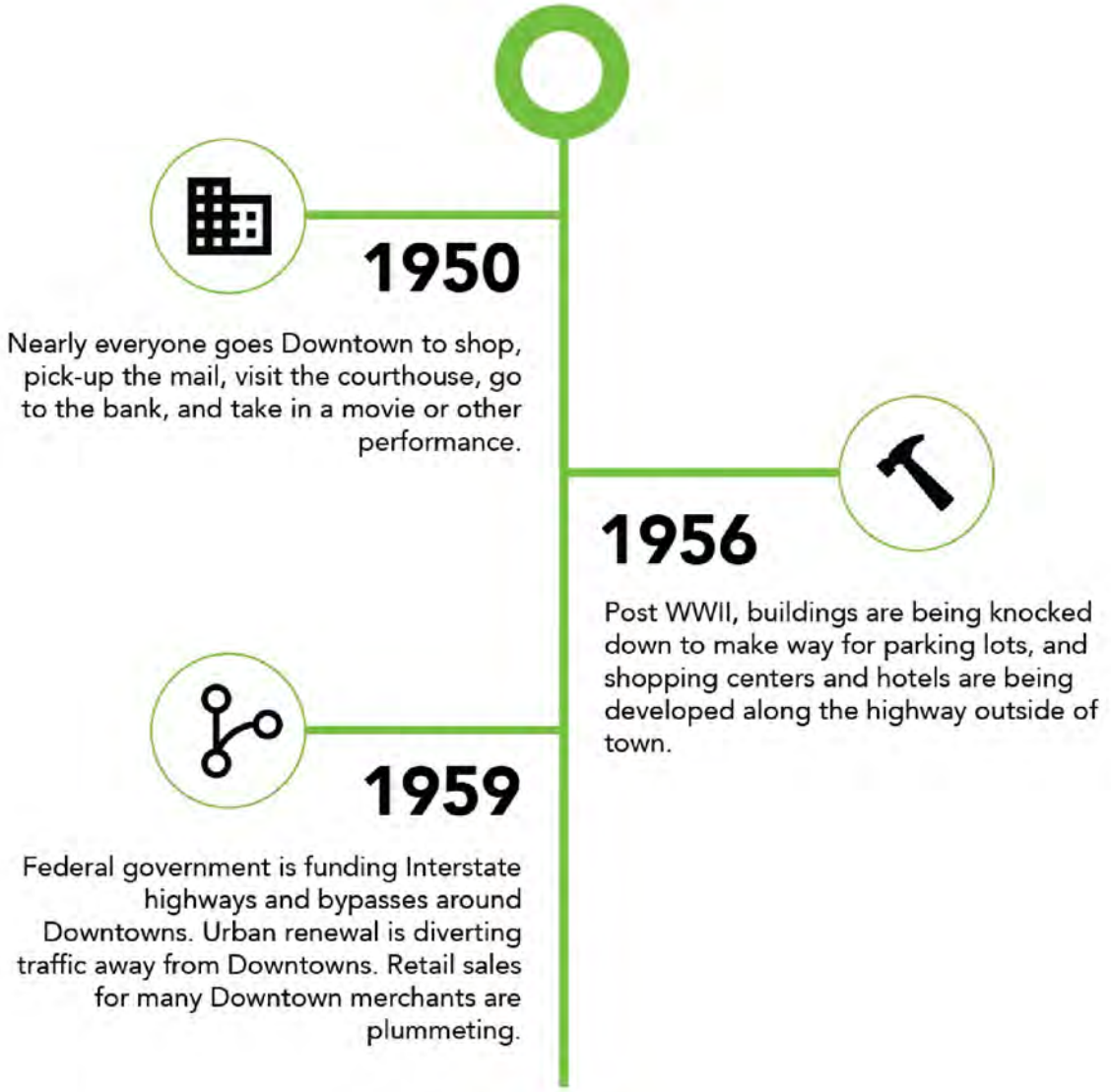
Journey Direction: To Property | Jul 1st, 2022 - Jun 30th, 2023
Data provided by Placer Labs Inc. (www.placer.ai)

History of America's Downtowns

As we seek to redevelop and revitalize our Downtowns to their original vitality and significance, it's important to recognize how Downtowns functioned decades away, and how we got to this shift in perspective and priority.



History of America's Downtowns

1965

Sprawl hastens the abandonment of Downtowns with their small-scale, personal, and diverse retail and commercial offerings. This lasts 30 years.

1977

Total retail market share of American Downtowns drops by 77 percent and many Downtowns lose 90% of their business.

1990

The 1990s are the peak era for constructing automobile-oriented retail in the US. In 1990, the US already had more per-capita retail space than any other nation in the world.

History of America's Downtowns



1994

Amazon was founded and the Internet era begins. Consumer connections are greatly enhanced and more dynamic through the Internet as goods can be purchased anywhere from a computer.



1999

Declining urban crime and the New Urbanism prompts a change in market preference for living in walkable, urban places. Retailers begin to experiment with mixed-use town centers and "lifestyle centers" to recreate and/or mimic Main Streets and Downtowns.



2005

Millennials seek more "authentic" experiences in their purchasing, marking a return to the mid-20thCentury concept, when nearly all US shopping was local and unique to place.

History of America's Downtowns

2008

Nation's economy goes into a tailspin and banks stop lending for new construction. Consumers change their shopping patterns and take pride in finding bargains and being "thrifty."

2015

E-commerce amounts to 7% of total retail sales and is increasing. Value shopping is the new norm rather than the exception, and many national brands that overbuilt in the 21st century are closing stores.

2019

Consumers expect convenience, Millennials still seek experiential retail and authenticity and prioritize walkability and connectivity, and retiring Boomers with buying power are moving back to city cores, paving the way for Downtowns to support independent retailers and take back market share.

History of America's Downtowns



2020

The COVID-19 pandemic disrupted everyday life around the world. In the beginning lockdowns and quarantines forced a new way of life working from home through virtual platforms and focusing on locally owned businesses. Shop local campaigns became a survival tactic as citizens rallied to support mom-and-pop businesses in their own neighborhoods and communities.

Downtowns adapted to the ever-changing shopping habits of consumers. Curbside pickup, outdoor dining, omni-channel retail, adoption of technology, and other trends helped businesses survive the early days of the pandemic.



Post Pandemic

As life begins to return to the new-normal following the height of the pandemic, some trends and habits remain. Customers continue to value convenience, which includes mobile ordering, curbside pickup, delivery services, as well as quick service and casual dining restaurants. Both national retailers and local businesses are adopting these once temporary strategies as long-term shopping trends.

The pandemic brought a renewed sense of community pride and appreciation for supporting local. Citizens of all generations now value a high quality of life in all aspects of their lives, which is causing a shift toward small towns.



downtown strategies

ACTION PLANNING WORKBOOK

Taking the step from planning to action is critical but challenging. It is important for community leaders to identify short-term strategies to begin implementing immediately in order to build momentum toward larger initiatives. The following Action Planning Workbook demonstrates how leaders can use this plan to spark action and guide revitalization efforts in their downtown.



From Ideas to Action

Downtown Strategies strives to provide realistic, implementable strategies to communities for revitalizing their downtowns. Our process is based on our team's experience as former downtown revitalization practitioners and real estate experts. Our combination of real-world experience, plus expertise in real estate and retail uniquely qualify us to assist communities with backfilling vacancies, increasing tourism, and enhancing the sense of place in their downtowns.

At Downtown Strategies, we believe that action and implementation are more important than a flashy 20-year vision. Our team members have been in your shoes as community leaders in their own hometowns and know what it is like to manage downtown revitalization efforts.

Most communities do not suffer from a lack of ideas, they struggle with knowing where to start when it comes to implementing those ideas. Rather than brainstorming everything that you could ever potentially do to your downtown, we focus on a five-year timeframe. This plan is designed to help you identify where your community should focus its energy and effort in the near-term. Implementing these short-term, doable strategies will incrementally shift the trajectory of your downtown and create the spark that you desire.



Downtown Strategies developed the Action Planning Workbook to assist community leaders make the link between planning and action. Follow the steps below to activate your plan and bring the ideas to life. If you and your team focuses on relentlessly "doing the doable," you will see a dramatic change over the next five years.

downtown strategies

Where to Start?



Now that you have received the 5-Year Strategic Vision from Downtown Strategies, it is time to get to work! While brainstorming ideas is fun, the real excitement comes from taking action and making improvements in your downtown. Communities who have had success revitalizing their downtown began by organizing and mobilizing a team of volunteers and empowering them to lead various initiatives. Follow the following steps to organize and mobilize your team!

1

FORM ACTION TEAMS centered around 4 Pillars (4-8 core members per team):

- Policy & Administration
- Design
- Tourism & Promotion
- Economic Vitality

2

Each team member should **REVIEW THE STRATEGIES** in their chapter of the plan.

- Executive Summary provides a bulleted list of recommendations organized by timeline (immediate, 1-3 years, 3-5 years, 5 years+)
- Rec Sheets within the document provide a more detailed overview of the topic and additional resources

3

RANK THE STRATEGIES

- Rank which strategies are the most attainable based on the team's current access to resources (not a "wish list")
- First, each Action Team member should rank the strategies themselves
- Then tally the rankings for all Action Team members to create a collaborative ranking for the team

4

Each Action Team should **SELECT 1 STRATEGY** to implement over the next 12 months

- Many teams attempt to tackle multiple initiatives at once, quickly get overwhelmed, and struggle to accomplish their goals
- It is important to start small and have immediate success which will build momentum toward larger initiatives
- Select a strategy that will be the easiest to implement based on the team members' capacity, skills, expertise, and resources
- Team members should vote on what they feel is the best recommendation that meets the criteria then simply tally the votes to identify the top selection

5

MAP THE PROJECT

- As a team, map the major steps, timeline, additional partnerships, and resources needed to complete the project using the Downtown Strategies Project Mapping Worksheet

downtown strategies

Project Mapping Worksheet

Each Action Team should work together to map the project that they selected from the Strategic Plan. The following Project Mapping process is a step-by-step exercise to create a thorough outline for the project and appropriate action steps to move the team forward immediately.

Task Force Focus: (circle)

Policy & Administration **Design** **Tourism & Promotion** **Economic Vitality**

Step 1: Identify Challenges & Solutions

1.1 Current Challenge: What challenge is your downtown currently facing that are you attempting to address?
(1-3 sentences)

1.2 Project Idea: How do you plan to address this challenge? What is your project idea?
(1-2 sentences)

1.3 Deadline: When will you achieve your target?
(specific date as a deadline)

downtown strategies

Project Mapping Worksheet

Step 2: Market & Promote Your Efforts

2.1 Project Name: There is power in a name. A creative project name can create energy and catch the attention of potential partners and volunteers. A creative name can help tell your story and market your project. Be fun and creative!

2.2 Elevator Pitch: As you begin downtown revitalization efforts, it is important to efficiently communicate your plans to prospective partners and volunteers. You should be able to explain the need for your project and your idea quickly and effectively. A common exercise is to pretend you are on an elevator with a prospective partner. You should be able to explain your entire project during that 30-second elevator ride.

Use the information from this worksheet to fill in the blanks and create your 30-second "Elevator Pitch."

Downtown [Community Name] is facing the challenge of

[Current challenge listed in 1.1]

We are working to address this challenge through a project called

[Project name listed in 2.1] which is

[Project description listed in 1.2]

We are working to complete this initiative by [Project deadline from 1.3]

downtown strategies

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.1 What do we have? | What do we need? Briefly listing the resources that you currently have access to that will move this project forward allows the team to gauge how attainable the project is at this time. If the "What do we need?" column is longer than the list of current resources, the team may need to regroup and select a project that can be accomplished with the list of existing resources.

	What we **have**:
Materials:	
People:	
Funding:	
Other:	

	What we **need**:	Cost:
Materials:		
People:		
Funding:		
Other:		

3.2 Community Partners: In addition to your team members, you may need assistance from other people, groups, or institutions in the community that have specific knowledge, skills, or abilities to advance your project. Having an idea of the different resources available to you within your community is important as you work to successfully complete your project.

Please use the following table to list some of the different resources in your community that could potentially assist the team with their project. The list should include a specific point of contact if possible.

Only list resources not currently represented on your Action Team.

downtown strategies

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.2 Community Partners (continued)

People

You may need to enlist the assistance of other people in the community who have a particular skill that is not available on your current team. For example, you may need a graphics designer to assist with designing a pamphlet or the city engineer to assist with a permit.

Name	Resources they bring - How they will help

Civic Groups & Associations

Civic Groups & Associations are volunteer groups that work to improve the community in some way. Examples of associations are Boy/Girl Scouts, 4-H, Garden Clubs, and the Rotary Club among others.

Name	Resources they bring - How they will help

Community Institutions

Community Institutions are formalized and structured organizations or non-profit that serve the needs of the community. Examples of institutions are the chamber of commerce, Main Street organization, Economic Development organization, government agencies, schools, churches, and foundations.

Name	Resources they bring - How they will help

downtown strategies

Project Mapping Worksheet

Step 4: Develop an Action Plan

1. **Key Steps:** List 5 key steps that need to be achieved in order to stay on track and complete the project. This is not a list of detailed items, rather a few big-picture milestone steps that need to be accomplished.

1.
2.
3.
4.
5.

2. **Action Plans:** Action Plans allow teams to clearly communicate tasks, build accountability among the group, and create a manageable bite-sized road map for implementing projects. In an action plan, members of the group take responsibility for specific "to-do" items. It is important for each team member to play a role in the process rather than a couple of people doing all the work. A small step together is more impactful in the long term than a couple of individuals running the entire race. Each team member should commit to completing at least one task over the next 30 days.

Successful teams constantly communicate with each other and stay in contact throughout the project. Typically, teams meet at least every 30 days to discuss what has been done over the past 30 days and then look ahead to what needs to be done over the next 30 days. During each meeting, the team should discuss what needs to be done to move the project forward over the next 30 days and every team members should commit to new action steps each time.

Use the following Action Plan table to outline the tasks that each team member will complete over the next month.

downtown strategies

Project Mapping Worksheet

Step 4: Develop an Action Plan

4.2 Action Plans (continued)

Name	Task	Deliverable	Deadline
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

TIP: You can use this table to guide each Action Team meeting. At the beginning of each meeting review the table from the last meeting. Then use a blank table to assign tasks that should be completed prior to the next meeting.

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Project Mapping Summary

Task Force:

Project Name:

Elevator Pitch:

Team Members:



downtown strategies

EXAMPLE ACTION PLANNING WORKBOOK

Taking the step from planning to action is critical but challenging. It is important for community leaders to identify short-term strategies to begin implementing immediately in order to build momentum toward larger initiatives. The following Action Planning Workbook demonstrates how leaders can use this plan to spark action and guide revitalization efforts in their downtown.

downtown strategies

Project Mapping Worksheet

Each Action Team should work together to map the project that they selected from the Strategic Plan. The following Project Mapping process is a step-by-step exercise to create a thorough outline for the project and appropriate action steps to move the team forward immediately.

Task Force Focus: (circle)

Policy & Administration Design Tourism & Promotion Economic Vitality

Step 1: Identify Challenges & Solutions

1.1 Current Challenge: What challenge is your downtown currently facing that are you attempting to address?
(1-3 sentences)

We need to recruit new businesses to our vacant downtown storefronts and buildings.

1.2 Project Idea: How do you plan to address this challenge? What is your project idea?
(1-2 sentences)

Develop a business recruitment packet designed to provide a snapshot of all incentives and resources available to entrepreneurs and businesses owners wanting to locate downtown.

1.3 Deadline: When will you achieve your target?
(specific date as a deadline)

January 2023

downtown strategies

Project Mapping Worksheet

Step 2: Market & Promote Your Efforts

2.1 Project Name: There is power in a name. A creative project name can create energy and catch the attention of potential partners and volunteers. A creative name can help tell your story and market your project. Be fun and creative!

Open for Business!

2.2 Elevator Pitch: As you begin downtown revitalization efforts, it is important to efficiently communicate your plans to prospective partners and volunteers. You should be able to explain the need for your project and your idea quickly and effectively. A common exercise is to pretend you are on an elevator with a prospective partner. You should be able to explain your entire project during that 30-second elevator ride.

Use the information from this worksheet to fill in the blanks and create your 30-second "Elevator Pitch." You can wordsmith and fine-tune the paragraph later.

Downtown Columbus is facing the challenge of

needing to recruit new businesses to our vacant downtown storefronts and buildings.

We are working to address this challenge through a project called

"Open for Business!" which is

A business recruitment packet designed to provide a snapshot of all incentives and resources available to entrepreneurs and businesses owners wanting to locate downtown.

We are working to complete this initiative by January 2023

downtown strategies

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.1 What do we have? | What do we need? Briefly listing the resources that you currently have access to that will move this project forward allows the team to gauge how attainable the project is at this time. If the "What do we need?" column is longer than the list of current resources, the team may need to regroup and select a project that can be accomplished with the list of existing resources.

	What we have:
Materials:	
People:	• Jane, Chamber board president • Jim, Bank One • Jamie, Entrepreneur
Funding:	$800 Chamber funding
Other:	

	What we need:	Cost:
Materials:	• Folders • Flash Drives • Professional printing?	• $100 • $200 • ? Quote needed
People:	• Ann, City Administrator • Betsy, Graphic Designer	• N/A • TBD
Funding:	• Professional printing costs	• TBD
Other:		

3.2 Community Partners: In addition to your team members, you may need assistance from other people, groups, or institutions in the community that have specific knowledge, skills, or abilities to advance your project. Having an idea of the different resources available to you within your community is important as you work to successfully complete your project.

Please use the following table to list some of the different resources in your community that could potentially assist the team with their project. The list should include a specific point of contact if possible.

Only list resources not currently represented on your Action Team.

downtown strategies

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.2 Community Partners (continued)

People

You may need to enlist the assistance of other people in the community who have a particular skill that is not available on your current team. For example, you may need a graphics designer to assist with designing a pamphlet or the city engineer to assist with a permit.

Name	Resources they bring - How they will help
Ann, City Administrator	List of existing city incentives
Bob, Small Business Development Center	List of resources commonly needed by entrepreneurs
Judy, East Community College Entrepreneurship Center	List of resources offered by E-center
Betsy, Graphic Designer	Design layout of the packet

Civic Groups & Associations

Civic Groups & Associations are volunteer groups that work to improve the community in some way. Examples of associations are Boy/Girl Scouts, 4-H, Garden Clubs, and the Rotary Club among others.

Name	Resources they bring - How they will help
Rotary Club (Bill F, president)	Network of business owners (experience)

Community Institutions

Community Institutions are formalized and structured organizations or non-profit that serve the needs of the community. Examples of institutions are the chamber of commerce, Main Street organization, Economic Development organization, government agencies, schools, churches, and foundations.

Name	Resources they bring - How they will help
Main Street Association (Allie, Director)	Network of local businesses & available property

downtown strategies

Project Mapping Worksheet

Step 4: Develop an Action Plan

4.1 Key Steps: List 5 key steps that need to be achieved in order to stay on track and complete the project. This is not a list of detailed items, rather a few big-picture milestone steps that need to be accomplished.

1. Schedule listening sessions with 3 newly opened businesses to learn what they wish they had known before opening in our community.
2. Outline content needed for the packet
3. Research options, costs, and design criteria of professional printers for the hard copy packets
4. Review draft packet document
5. Host entrepreneur Lunch & Learn session to introduce and launch the packet as a resource

4.2 Action Plans: Action Plans allow teams to clearly communicate tasks, build accountability among the group, and create a manageable bite-sized road map for implementing projects. In an action plan, members of the group take responsibility for specific "to-do" items. It is important for each team member to play a role in the process rather than a couple of people doing all the work. A small step together is more impactful in the long term than a couple of individuals running the entire race. Each team member should commit to completing at least one task over the next 30 days.

Successful teams constantly communicate with each other and stay in contact throughout the project. Typically, teams meet at least every 30 days to discuss what has been done over the past 30 days and then look ahead to what needs to be done over the next 30 days. During each meeting, the team should discuss what needs to be done to move the project forward over the next 30 days and every team members should commit to new action steps each time.

Use the following Action Plan table to outline the tasks that each team member will complete over the next month.

downtown strategies

Project Mapping Worksheet

Step 4: Develop an Action Plan

4.2 Action Plans (continued)

	Name	Task	Deliverable	Deadline
1	Michelle	Create GroupMe and email group for the Action Team	Introductory email and GroupMe invite	September 5
2	James	Request list of existing incentives from city admin	List of incentives and summary of each	September 12
3	Loren	Research print options for hard copy packets	List of company options and websites	September 12
4	Marty	Research costs of custom printed folders	List of options including cost estimates and timeframes	September 12
5	Francisco	Research costs of custom flash drives	List of options including cost estimates and storage options	September 12
6	Andre	Contact Betsy regarding graphic design services	Brief summary of her services and costs (if any)	September 12
7				
8				
9				
10				

TIP: You can use this table to guide each Action Team meeting. At the beginning of each meeting review the table from the last meeting. Then use a blank table to assign tasks that should be completed prior to the next meeting.

downtown strategies

Project Mapping Summary

Task Force: Economic Vitality

Project Name: Open for Business!

Elevator Pitch:

Downtown Columbus desperately needs to recruit new businesses to our vacant downtown storefronts.

We are working to address this challenge through "Open for Business," which is a business recruitment packet designed to provide a snapshot of all incentives and resources available to entrepreneurs and businesses owners wanting to locate downtown.

We would really love for you to join us in this effort by...

Team Members:

Michelle – (123) 456-7891	michelle@email.com
James – (123) 234-5678	james@email.com
Loren – (123) 910-1234	loren@email.com
Marty – (123) 567-8910	marty@email.com
Francisco – (123) 111-2345	Francisco@email.com
Andre – (123) 678-9101	Andre@email.com



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retailstrategies.com | [205] 314-0386 | info@retailstrategies.com

2200 Magnolia Ave South, Suite 100 Birmingham, AL



downtown strategies

OTTUMWA, IOWA

Implementation Matrix

The enclosed strategies were developed as part of Downtown Ottumwa, Iowa's 5-Year Strategic Plan.

OTTUMWA, IOWA

Implementation Matrix

downtown strategies

Strategy	Timeline	Level of Investment	Responsible Party
Enhance existing city incentives to tighten up requirements and enforcement and more clearly communicate funding opportunities.	NOW	-	City
Use the economic impact model accompanying your strategic plan to determine the impact of vacant buildings in Downtown Ottumwa. Utilize these figures as the governing body considers amending or adopting new policies as it relates to vacancy.	NOW	-	Main Street
Ensure that all downtown crosswalks are properly striped with basic crosswalk markings.	NOW	$	City
Add a white stripe to both sides of the new stamped concrete crosswalks along Main Street to better highlight and define the brick pattern.	NOW	$	City
Ensure all street signs and public parking signs within the downtown core follow the custom branded style with the "O!" icon.	NOW	$	City
Identify key gateway nodes into the downtown area along major corridors and bridges. Determine which locations are best suited for gateway signage and which locations are key sites for public art installations.	NOW	-	Main Street
Identify potential locations for a simple Ottumwa-themed "Selfie Wall" mural. Highly visible locations should be prioritized.	NOW	-	Main Street
Work with downtown retailers and restaurants to commit to being open during community events. Select approximately 5 events to serve as pilots. Promote the businesses that are participating in a variety of media (print, web, social media, etc.). Encourage outdoor merchandise displays, signage, and outdoor seating to add vibrancy to the sidewalks.	NOW	-	Main Street
Any business recruitment strategy, effort, or incentive should prioritize the top retail categories identified through the Gap Analysis.	Years 1-3	-	City; Main Street
Create a custom Business Recruitment packet that can be distributed to targeted retailers, restaurants, and other businesses. The packet can be used to personally recruit specific businesses from the region or elsewhere in the community.	Years 1-3	$	Main Street
Select 3 intersections for creative crosswalk and/or intersection painting installations.	Years 1-3	$$	Main Street
Encourage and incentivize the activation of vacant and underutilized storefronts through a variety of strategies outlined in the plan.	Years 1-3	$$	Main Street, City
Ensure proper traffic markings (on-street parking, lane striping, etc.) are in good condition within the downtown core.	Years 1-3	$	City
Install gateway signs or public art at gateway nodes along key corridors which could include S Wapello Street Bridge, Market Street Bridge, N Wapello Street, 2nd Street, and E Main Street. These should be phased in over time starting with the high traffic corridors and intersections.	Years 1-3	$$	City
Install a temporary "Selfie Station" downtown for 4 weekends during the upcoming year. The 4 stations could be focused on major events such as IHCC orientation or graduation, festivals, or holidays.	Years 1-3	$	Main Street

Implementation Matrix (cont.)

Strategy	Timeline	Level of Investment	Responsible Party
Install a Downtown Ottumwa-themed Selfie Wall mural in a prominent downtown location.	Years 1-3	$$	Main Street
Identify and map locations for other potential mural or sculpture installations throughout downtown. Use artwork to create a trail loop that connects the downtown core with the river, bridges, parks, and Church Street District.	Years 1-3	$$	Main Street
Use the existing map of public art to create a promotional guide to public art locations throughout Ottumwa.	Years 1-3	$	Main Street
Host pop-up events in city-owned downtown parking lots.	Years 1-3	$	Main Street
Encourage property owners to utilize demising walls to create small footprint retail/start-up spaces. This low-cost strategy can be used to modify a large vacant building, add flexibility to an existing space, or add retail space to an existing office building while generating revenue for the property owner.	Years 3-5	-	Main Street
Encourage business and property owners to improve exterior aesthetics detailed in the plan.	Years 3-5	-	Main Street
Explore options for activating the street frontage of downtown parking lots by adding semi-permanent micro-retail space.	Years 3-5	$ - $$	City
Install a dual electric vehicle charging station in Downtown Ottumwa. Add EV icons to future wayfinding signage.	Years 3-5	$$$	City
Organize the Ottumwa Sculpture Trail as an annual event.	Years 3-5	$	Main Street
Select additional intersections for creative crosswalk and/or intersection painting installations.	Years 3-5	$$	City
Continue expanding the streetscape elements used along Main Street to other streets within the downtown core.	Years 3-5	$$$	City
Aggressively implement your brand and brand story, utilizing strategies for each phase of the place branding process.	Years 3-5	$$	Main Street, City
Create a city-wide comprehensive directional wayfinding signage system to connect visitors to Downtown Ottumwa and key attractions. Initial phase should focus on key corridors throughout the city.	Years 3-5	$$$	City