

ENTERPRISE

MAIN STREET

STRATEGIC

PLAN

2024-2027

Courtesy of WCRRMS



Introduction

- Strategic Planning Process
- Main Street Model

Current Condition

- Context
- 2023 Community Assessment
- Identified Assets
- Identified Challenges
- Identified Opportunities

Mission, Vision & Values

Goals & Strategies

- Goals
- Strategies and Objectives



Courtesy of Wallowa County Chamber of Commerce

The Enterprise Main Street Committee wishes to acknowledge and thank community members, City of Enterprise representatives, and the Northeast Oregon Economic Development District who participated in meetings and surveys related to this plan. This project was partially funded by Business Oregon Rural Opportunity Initiative Program.

Committee Members

Sondra Lozier
Eric Stangel
Lacey McQuead
Ruby Barrera

INTRODUCTION

Strategic Planning Process

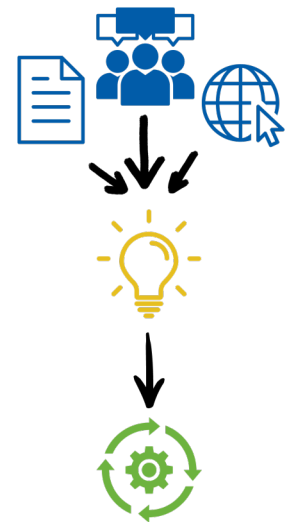
This strategic plan will guide the committee's work from 2024 to 2027. It is designed to be a dynamic document with priorities that could change annually. It includes the committee's mission, the vision for Enterprise's downtown area, goals for downtown, and strategies and objectives to achieve those goals.

Our strategic planning process has three primary phases:

Phase 1— requires **input** from existing data (such as previous plans or demographic information) and the community (community assessments, survey responses). This information allows us to identify our downtown's assets, challenges and opportunities.

Phase 2— involves using the information collected from the previous phase to **develop** mission and vision statements, goals, strategies, and objectives. This phase also includes drafting the plan and obtaining community feedback.

Phase 3— involves adopting the plan by the committee or city and creating an annual work plan to **implement** strategies.



Main Street Model

Our planning process and committee structure is based on the Main Street approach. Main Street America™ developed the Main Street Four-Point Approach® to help communities improve their downtown area. There are four essential parts:

- **Economic Vitality:** enhance economic opportunities
- **Design:** quality design and attractive neighborhoods
- **Promotion:** effectively promote businesses and events
- **Organization:** develop a sustainable organization

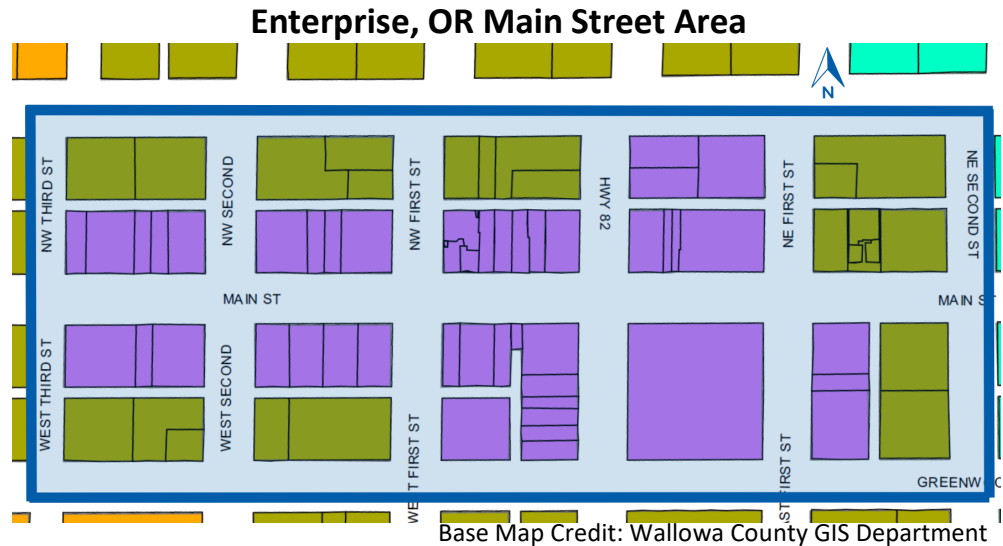
This approach involves developing strategies to revitalize downtowns in each of the mentioned areas. Communities are encouraged to use existing resources or assets to identify and implement solutions to a downtown's challenges.



CURRENT CONDITION

Context

Enterprise is a rural town of 2,147 residents (Population Research Center, Portland State University, 2023 estimates) in Wallowa County that has historically been a bustling hub for the surrounding communities. Our proximity to outdoor recreational attractions such as Wallowa Lake or Hells Canyon allows us to draw people to lodging, food, and shopping.



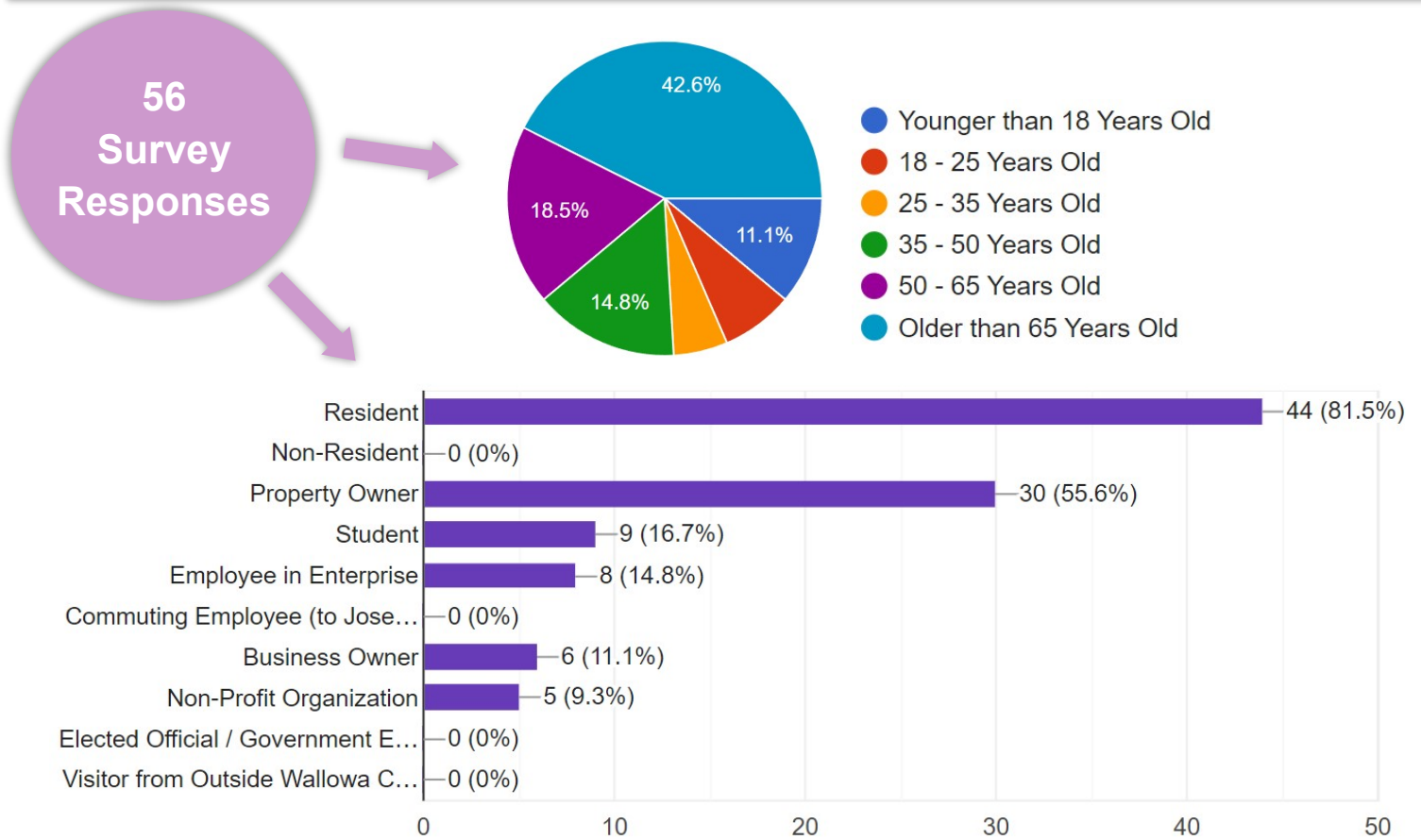
Today, downtown Enterprise is not the vibrant business hub it once was. The area mainly consists of service-based businesses, with limited retail, restaurants, and entertainment establishments. More business diversity is needed to attract consistent foot traffic to the historic downtown. Also, Main Street is separate from State Highway 82. Visitors "pass by" versus "pass through" Main Street, making it difficult to see the businesses there. While recent private investment and grant-funded efforts have restored several buildings, more properties need to be improved to help retain and draw new businesses to Main Street storefronts.

Enterprise has been working to enhance its downtown district starting with the Enterprise Hometown Improvement Group. The succeeding organization, Greater Enterprise Main Street (GEMS), outlined five priorities: enhancing downtown's visual appeal, developing "people" and "financial" resources, strengthening the downtown's economic base, generating interest in GEMS and downtown through a comprehensive communications strategy, and increasing foot traffic in downtown Enterprise. GEMS played a significant role in supporting downtown revitalization in Enterprise, particularly through its event programming. Unfortunately, GEMS stopped meeting during the COVID-19 pandemic.

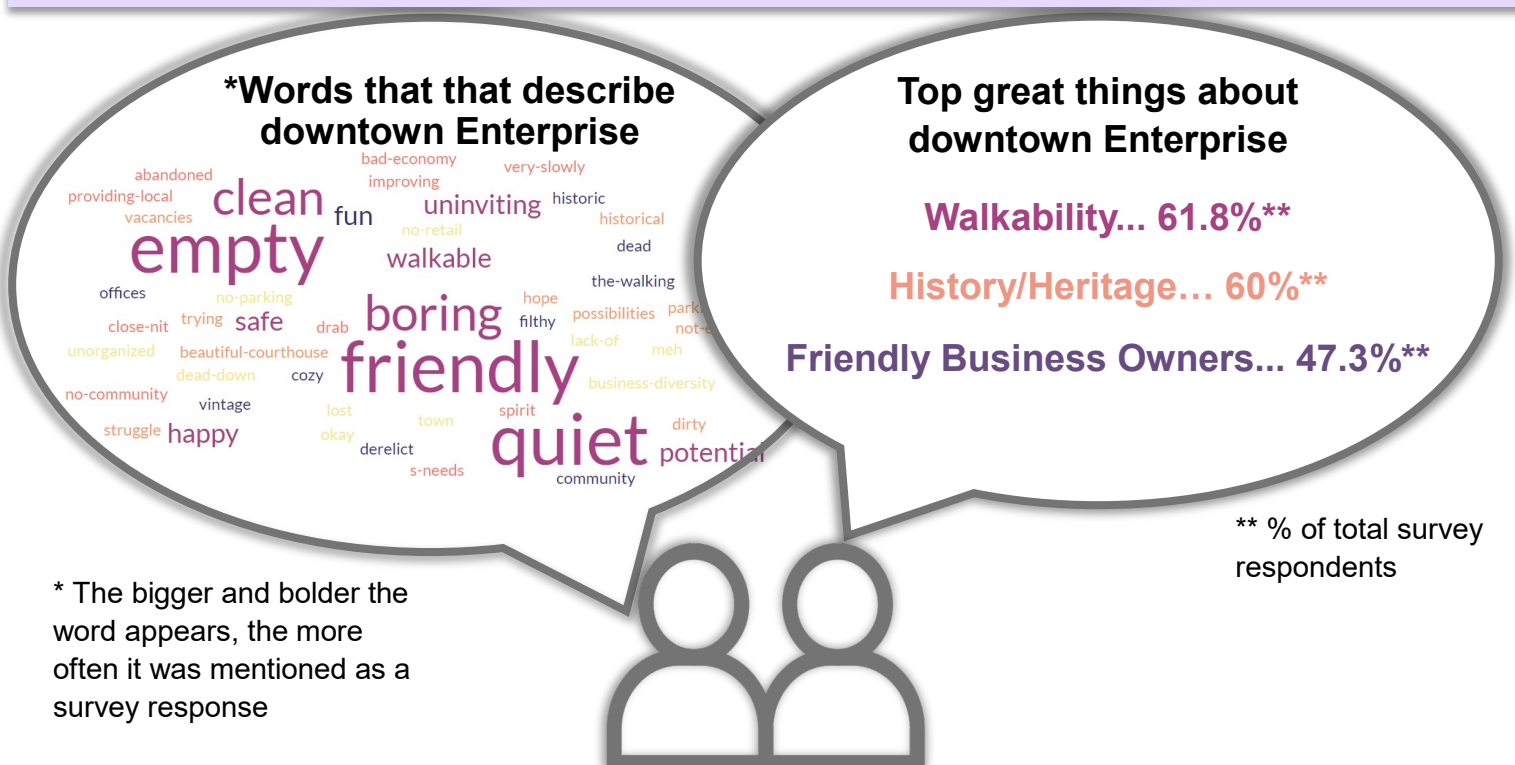
In early 2023, the Enterprise Main Street Committee was established under the Wallowa County Rural Regional Main Street program to rekindle efforts to enhance downtown. We conducted a new assessment to gather community input and identify new priorities for this strategic plan.

2023 Community Assessment

Survey Statistics



Community's General Attitude towards Downtown Enterprise



Identified Assets

Business Hub

The area was once a business center, which inspired the name Enterprise for the city. Despite the decline in the timber industry and other events, downtown Enterprise still serves as the county seat, providing essential services and businesses for the entire county. The existing infrastructure supports the potential for a revitalized downtown.



It would be great to have a community fund so individuals can bring old buildings back to life and bring in more businesses

~ Survey Respondent

Buildings to Sell/Rent

The existing built environment in Enterprise's downtown provides a foundation for attracting new and expanding businesses. Restoring the historic character of the buildings can attract creative business owners and draw in visitors.

Warde Park

Warde Park, located on Main Street, was donated to the City of Enterprise by Charles R. Warde in 1995. It is a small public park with a brick walk, benches, trees, shrubs, flowers, and a bronze statue of Chief Joseph. The park continues to host various activities and events downtown.

Rich History

Enterprise's rich and deeply rooted history serves as a source of pride and identity for its residents which contributes to its unique charm and appeal.



Identified Challenges

Businesses Retention and Recruitment

There are several vacant buildings downtown and a high rate of business turnover. The downtown area needs more variety in retail, restaurant, and entertainment business types. Inconsistent business hours are also an issue. More variety of businesses would draw more people to the main street area year-round.



Parking

More parking is needed for patrons visiting businesses on Main Street. We anticipate the need growing as improvements are made in the area and more businesses are brought back to Main Street. Finding parking or transportation solutions will help mitigate negative impacts and improve the experience of residents and visitors in the downtown area.

Street and Building Maintenance

Some buildings need repairs or renovations, which detract from their historical significance and visual appeal. As the buildings are older, property owners sometimes must find significant resources to do restorations or repairs. Streets and sidewalks could also use some beautification efforts to make the overall area more appealing, including street/sidewalk cleaning, flowers, signage, and proper lighting.

Community Engagement

More volunteers are needed to organize events and activities on Main Street. The decrease in volunteerism may be due to burnout, new and existing community members unaware of opportunities, and other factors. As the main street improves, it is important to find ways to keep the community engaged with the progress by offering opportunities to provide input on and organize activities.

“The corner looks so much better with renovation. Rooftop bar and coffee shop-historic funky vibe.

~ Survey Respondent

Identified Opportunities

Courtesy of City of Wallowa

Business Support

Promote or host business services (e.g. consultation, training, and assessments) for local entrepreneurs and small business owners to increase their success and sustainability.



Placemaking

Create quality places that people want to live, work, play and learn in. Leverage existing assets, such as history and Warde Park, to strengthen downtown's unique identity, including beautifying downtown with a cohesive design.

Community Activities

Committee to work with partners to host and promote activities that community members expressed wanting and increase foot traffic downtown. Encourage different ways community members to be part of the planning process.

Community Involvement

Encourage community members of all ages to participate in downtown activities. Show volunteer appreciation and find ways to prevent burnout.



“ It would be nice to have once a month the downtown closed to traffic (especially during the summer months) and allow businesses to spill into the street especially the restaurants with outside seating and stay open late with bands playing on the street and art and culture events and be able to stroll downtown and hang out without worrying about cars.
~Survey Respondent

MISSION, VISION & VALUES

Mission

The Enterprise Main Street Committee is committed to revitalizing Enterprise's Main Street by promoting economic growth and creating a vibrant atmosphere that honors our city's history and community values.

Vision

For Enterprise Main Street/Downtown area to be a thriving, attractive and community-centered business hub that showcases our history while offering residents and visitors ample opportunities to meet their needs and prosper.

Values

History/Heritage

We are committed to preserving and showcasing our history and strive to create an enjoyable experience for everyone.

Community-oriented

We are committed to prioritizing the community in the vision and goals for downtown Enterprise.

Gathering Place

We are committed to maintaining and promoting spaces that will bring our communities together.

Friendliness

We are committed to welcoming and supporting our community members, visitors, and business owners by how we communicate and share resources.

Safety and Cleanliness

We are committed to maintaining a safe downtown that is an inclusive, well-lit, well-kept, and clean environment.

GOALS & STRATEGIES

As mentioned in the Introduction, our goals and strategies have a foundation in the Main Street Approach. Our annual workplan is informed by our objectives.



Goals

1. Create a place where residents and visitors can enjoy a variety of entertainment, food and shopping year-around.
2. Build up community motivation and engagement around improving Main Street.

Strategy #1

ECONOMIC
VITALITY

PROMOTION

Retain businesses and recruit at least three businesses to Main Street

Objectives

- Compile, revise and share current resources, incentives, and support to current and prospective businesses and other economic players.
- Work with property owners to display “what if” posters to encourage entrepreneurs and business owners to set up their business there by Winter 2025.
- Work with city to help recruit 2 businesses by 2027

Strategy #2

DESIGN

PROMOTION

Implement transformative placemaking to improve the look and feel of downtown and attract more businesses and patrons

Objectives

- Create or improve branding for the city and promote current businesses and downtown's potential by Winter 2024
- Create a sign/directory for Main Street that will encourage people to go travel through Main Street by Summer 2025
- Develop a self-guided history tour for Main Street by 2026

Strategy #3

DESIGN

PROMOTION

Increase and diversify downtown activities/events to increase foot traffic and interest

Objectives

- Assist with one annual community event and use information from the 2023 survey responses to host two small popup events

Strategy #4

ORGANIZATION

Increase awareness of Main Street committee purpose and activities and increase the number of volunteers, maintaining at least 5 committee members

Objectives

- Recruit volunteers for specific activities and then see if they have the capacity to take on more leadership roles
- Expand main street promotion to newspapers, Wallowa County Chamber, social media, and newsletters