CREATIVE ROSEBURG

A report with recommended actions on how Roseburg, Oregon can grow creative workers, enterprises, and activities in its downtown core

September 10, 2016



Developed in close collaboration with

Arts Integration Team (Steering Committee)

NeighborWorks Umpqua

Umpqua Valley Arts Association

Downtown Roseburg Association

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- Page 4. Mural by regional artist Shannon Applegate outside the NeighborWorks Umpqua office provides a colorful depiction of NeighborWorks' mission and programs.
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- Page 9. Kinetic sculpture by artist Anthony Howe outside the Roseburg Public Safety Center. The sculpture provides a lovely contrast to the seriousness of public safety.
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- Page 12. Gallery Northwest in downtown Roseburg, owned and operated by 13 local artists. The Gallery also includes a studio space for classes and workshops.
- Page 14. Sculpture outside City Hall by artist Toshio Ogino and presented to Roseburg by Shobu Town Saitama, its Japanese Sister City.
- Page 16. Paul O'Brien Winery in downtown. Including a wine tasting room, this facility has space for other compatible creative enterprises.

Many thanks to the following:

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- NeighborWorks Umpqua
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- Local Initiative Support Corporation

Lead Partner Agencies

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- Downtown Roseburg Association
- City of Roseburg
- Umpqua Makers Guild

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- Juliet Rutter and Chanin Santiago, U of O Arts Administration students
- Over 120 people from Roseburg who participated through meetings, on-line survey, and interviews
- At least 25 cultural and civic managers and planners from Oregon and the U.S. who gave us ideas from other communities

Executive Summary

This report reflects the work (over a seven-month study period) of a local Steering Committee, a group of community cultural development consultants, and over 120 Roseburg residents who see the benefits of a CREATIVE ROSEBURG. There is currently tremendous opportunity and momentum toward the growth of creative activities and enterprises specifically located in or around downtown Roseburg.



Roseburg is indeed "a diamond in the rough" as described by a local artist during a project outreach meeting. Not unlike the Pearl District in central city Portland twenty years ago. properties abound in downtown Roseburg which can be used to increase the local quality of life and stimulate the local economy. Key projects (such as a Makers Space) can become centers of learning, innovation, technology,

enterprise development, and making for local people. Other projects such as affordable artist live-work spaces can offer local/regional artists incentives to stay in Roseburg while attracting artists from other areas such as Portland, where artists are being priced-out of housing and studio space.

Over the last ten to fifteen years in the United States there has grown a rather large wave of interest and realization in the power of arts and creativity to play truly significant roles in the economics of communities, both small and large. Significant research and funding exists to support such efforts. While this is good news for Roseburg we caution against riding a trend instead of basing growth and development on what makes Roseburg and the Umpqua Valley unique, including the natural environment, history, and both challenges and assets. As consultants we have listened intently and facilitated cautiously and strategically toward these ends. This project is about local culture and creativity.

The "meat" of this report begins on page 5 with ELEMENTS and ACTIONS which came directly from project research, including an on-line survey attracting 94 respondents. What surfaced from these is the opportunity to use

arts and creativity in new ways, and to imbed creative thinking and practice with all community plans and projects. The 7 primary elements are as follows.

- Make and maintain a commitment to Creative Roseburg
- Identify backbone organization to implement
- Develop and use clear, consistent messaging and communications
- Commit to education
- Identify and build on assets
- Acknowledge and overcome barriers to creative development
- Implement key anchor projects

Central to moving forward is identification of the backbone organization with a steering committee to lead and coordinate CREATIVE ROSEBURG actions. This organization must prove itself to be safe, neutral territory for collaborative work. Early in this organization's process should be the goal of turning this foundational consultant report into an action plan with a schedule, roles, and timelines.

Planning Process and What We Learned

Planning Process

In January 2016 NeighborWorks Umpqua and the partner organizations listed in this report issued a request for proposals to assist with the development of a creative district in downtown Roseburg. Community cultural development consultant Bill Flood with co-consultants Jae Heidenreich, Katherine Deumling, and Stan Foster, were selected to assist with this project. Bill Flood has served as primary consultant with Jae and Katherine helping with key research and editing especially in the areas of visitor readiness and food cultures.

Karan Reed, staff at NeighborWorks Umpqua, a community development corporation serving Douglas, Coos, and Curry Counties, served as lead staff and NeighborWorks Umpqua as fiscal agent. Mickey Beach (former NeighborWorks Umpqua staff person) served as local project consultant. Project funding came from the Local Initiative Support Corporation (a national funder of community development), The Ford Family Foundation (based in Roseburg), NeighborWorks Umpqua, and the City of Roseburg.

The Request for Proposals (Arts Integration for Downtown Roseburg) identified the following objectives for this study.

- Identify a set of steps that will lead to the development of an "arts, cultural or creative district" within Roseburg core downtown area.
- Engage community members and tourists to visit Roseburg's downtown as a destination of choice.
- Invigorate economic revitalization in the downtown through multiple forms of art, performance, culinary, creative outlets and historic / cultural opportunities.
- Increase economic viability of all downtown businesses as a collateral impact of establishing an arts / creative district.
- Strengthen historic awareness and encourage creative human capital within our community, and ultimately increase community pride.
- Establish an environment in a centralized place where artists, artisans and makers will thrive.

Our process was built around the Arts Integration Team (project Steering Committee) and a rapid seven-month process (February-August). Consultants provided professional guidance, research and facilitation of six Steering Committee meetings. Research included:

review of pertinent local plans and reports.

- a downtown creative asset inventory which is still in process by NeighborWorks Umpqua. Appendix D lists the initial inventory guidelines.
- twelve in-person or via phone interviews with community leaders/ stakeholders.
- four public outreach meetings (two with artisans, two with downtown merchants). Twelve community members participated in these meetings, and many more were made aware of this initiative through publicity
- on-line survey. Thanks to Roxana Grant and Trevor Mauch who reached out to Downtown Roseburg Association and Young Entrepreneurs for feedback. 94 survey responses are summarized in Appendix F.
- feedback from six comparable Oregon communities summarized in Appendix D.
- research and feedback from state and national agencies supporting development of creative and cultural districts summarized in Appendix E.

We are taking the liberty of using the name CREATIVE ROSEBURG throughout this report since it captures the essence of this study better than ARTS INTEGRATION FOR DOWNTOWN ROSEBURG.

What We Learned

The Steering Committee quickly clarified that CREATIVITY not CULTURE should be the focus of this study. CULTURE is often misunderstood; CREATIVITY suggests innovation, activity, and positive movement/change, and these are anticipated outcomes of supporting creativity in Roseburg's downtown core. The following statement from the 2015 Heart of Roseburg Community Marketing Plan (predecessor to this study) certainly captures its essence.

Create an attractive environment for businesses based on creative expression, housing and incubator opportunities, incentives and attractions that inspire such businesses to locate in the downtown or relocate, such as recruitment strategies for bringing new talent to the community.

There is tremendous local interest in CREATIVE ROSEBURG among almost all of the 120 plus people participating in this study. This interest clearly reflects the national trend toward recognizing the economic and social value of a creative place and workforce. Appendix A describes a Steering Committee brainstormed vision for CREATIVE ROSEBURG.

There is also both tremendous opportunity and barriers ("disconnect", as identified by the Steering Committee) facing development of CREATIVE ROSEBURG. The recommended ELEMENTS and ACTIONS in the following section directly address these opportunities and barriers.

A driving question throughout this study has been around the value (pro's and con's) of identifying a designated area within downtown as a creative district. A review of the current national information on creative/cultural districts (Appendix E) provides a sense of the purpose/goals (pro's) and success factors/challenges (con's) of establishing a designated district. Without



knowing how local organizations will follow-through with this report it is difficult to make a strong recommendation on the identification of such a district rather than support for a local coalition that supports specific activities in downtown. We suggest the Steering Committee and partner agencies ask HOW DO WE BEST GALVANIZE LOCAL COLLECTIVE INTENT AND RESOURCES? If the City of Roseburg will make a strong commitment to supporting growth in the creative sectors, then it would clearly make sense for the City to identify a zone (possibly an overlay zone) with a specific program(s) and incentives. If the City of Roseburg is not able to make this commitment, then we recommend the coalition approach. One way or another, a strong "backbone organization" as identified below is needed to lead, in

conjunction with the City, partner agencies, and other groups and interests. The backbone organization must clearly demonstrate that this initiative is grounded in public and private partnerships, such as the City setting the stage for creative enterprises, then assisting or stepping out of the way when needed.

Another driving question has been around how to identify existing sites and facilities in downtown that could be key to meeting initiative goals and development of creative enterprises and activities. The Steering Committee has identified that this initiative should focus on iconic sites/facilities with both historic/cultural/community significance and key central locations to downtown. #7 in KEY ELEMENTS AND ACTIONS (anchor projects) identifies the projects discussed most often during the study period.

Key ELEMENTS and ACTIONS for growing a CREATIVE ROSEBURG

These ELEMENTS and ACTIONS represent themes that have been heard throughout this study process. ELEMENTS are core goals/areas to guide development; ACTIONS are specific steps to be taken.

Make and maintain a commitment to CREATIVE ROSEBURG

- Name and empower an ongoing backbone organization and Steering Committee to lead.
- Turn this report into an action plan with a schedule and roles for who will do what.
- Hire staff/contractors as time/resources/opportunities allow.
- Lock arms around collaboration to achieve elements and actions.
- Identify indicators of success and monitor/evaluate progress toward reaching those indicators.

2. Identify backbone organization necessary to implement the following elements and action in this report

- Backbone organization could be a new or existing organization, as long as it is perceived as neutral/safe and 100% committed to the priorities of this initiative.
- The existing Steering Committee is a strong starting point for the leadership group.
 Consider adding new members including Roseburg Angels Investor Network, OSU Extension (connecting local farms with downtown restaurants), Trevor Mauch (Carrot Investors), Megan Hansen (Umpqua Symphony Association) and Umpqua Community College.
- Backbone organization to lead development of resources to support CREATIVE ROSEBURG, such as possible grants from Oregon Arts Commission and national ArtPlace.



3. Develop and use clear, consistent messaging and communications

- The message is that we ARE doing this. We are building on what we already have. Acknowledge what exists, what is already happening. For example:
 - Renovation of downtown spaces is already underway.
 - Young Entrepreneurs are active and growing.
 - Approximately 1/3 of downtown businesses are already creative businesses.
- Clarify and coordinate (who's doing what) between existing campaigns (Creative Roseburg, Envision Umpqua, Heart of Roseburg, etc.).
- Build and manage updated website and social media platforms. This includes current applications (i.e. YELP and Trip Advisor) to bring people downtown.
- Work closely with ODOT and other agencies to gain CREATIVE ROSEBURG signage, especially on I-5.



• Utilize media including Oregon Valley VERVE, The Umpqua Life, and Facebook to advertise CREATIVE ROSEBURG. Artists are being priced out of Portland and other West Coast metropolitan areas.

It's a perfect time to use these and other communication strategies to attract artists and other creative service workers to Roseburg.

• Focus on downtown as a gateway to the City, to County, to Land of Umpqua.

4. Commit to education

- Outreach and education should be a strong guiding goal for the backbone organization. Partner with schools and educational institutions to educate students, parents, and help to create and/or attract businesses downtown.
- Leverage an Umpqua Community College downtown presence.
- Leverage an Umpqua Valley Arts Association downtown presence.
- Provide consistent and repeated hospitality trainings for service sectors.
- Provide trainings and technical assistance for artisans and entrepreneurs around business development, resource/grants development, marketing, etc. Important partners include the Umpqua Business Center and the Small Business Development Center.Guide artists and entrepreneurs through the process of identifying spaces for sitespecific art and events.



Continually partner with Umpqua
 Valley Arts Association, Douglas County Museum, and other arts and cultural
 groups about local history and cultures of Roseburg and Douglas County.
 Partner with UVAA and others to educate about the arts and the benefits of
 supporting local artisans and participating in the arts and creative activities.

5. Identify and build on assets

• Complete the creative asset inventory and utilize it to 1) identify existing creative assets, and 2) identify where gaps exist in creative offerings and how to fill gaps. Approximately 110 addresses exist on the downtown creative asset inventory. Appendix G shows that at least 41 of the 100 addresses are cultural/creative in nature (public art and historic features, performance venues, galleries, graphic arts, artist studios, arts and design-related businesses, arts/crafts/educational, and wineries/microbreweries/eateries.)

- The microclimates of the Umpqua Basin, its beautiful natural environment, and the varieties of agricultural products unique to the area (grapes, apples, etc.) may be the region's most unique and valuable assets.
 - Local wine and beer industries and the entrepreneurs associated with these industries should be brought into the downtown core. Currently the Paul O'Brien Winery is the only wine tasting room; a regional wine tasting facility seems to make good sense. O'Brien's facility may have room for other compatible enterprises. Downtown could be the transportation hub for wine tasting throughout the region.
 - Sara Runkel, Small Farms and Food Systems Coordinator at Douglas County OSU Extension, is interested in seeing more local food brought downtown, using vacant storefronts to feature local farms, etc. Develop incentives for the use of local foods and beverages.
 - Food is common language and bridges people and groups; use it to promote the area and bring people together. 44% of our on-line survey respondents noted that local restaurants are their #1 reason for coming downtown.
 - Several people noted the desire to bring an Umpqua Dairy source/ outlet downtown.
- The City of Roseburg is demonstrating its commitment to downtown development, history, and creative placemaking through both the improved downtown intersections with artwork and informational kiosks and its Façade Improvement Program. City staff are proud of low development fees, a comprehensive one stop site review process, funding a significant portion of DRA's Main Street Program, ongoing commitment to integrating public art in development, and seeking to provide a high level of customer service.
- Like the City of Roseburg, the Umpqua Business Center and the Small



Business Development Center also have onestop processes for people going into business. CREATIVE ROSEBURG should work closely with these Centers to provide technical assistance and training to artisans.

- Current vacant properties create huge opportunity for arts and creative spaces.
- The relatively small blocks, rolling landscape, and historic properties make for a very walkable downtown. There are enough historic properties within an easy 30-minute walk of downtown for a walking tour(s).
- Through this study music in Roseburg (including Music on the Half Shell) was mentioned consistently as something that people enjoy and are proud of. Regularly bringing music downtown seems like "low-hanging fruit" for attracting people.
- The Cow Creek Band of the Umpqua Tribe of Indians participated on this project's Steering Committee. Cow Creek participation in Creative Roseburg is a huge asset and opportunity to infuse Tribal history in artwork and bring locals and visitors closer to Oregon Tribal history.

6. Acknowledge and overcome barriers to creative development by integrating creative thinking and strategies in all downtown plans and projects

- Take every opportunity to work collaboratively. This will help to break
 through the "disconnect" sometimes felt between groups and organizations.
 Collaborative successes will also build pride of place. Partner agencies
 (NeighborWorks Umpqua, Downtown Roseburg Association, City, UVAA,
 Tribe, etc.) should demonstrate collaborative practice. Encourage even
 relative simple collaborative practices such as local eateries and bars
 displaying artwork of local artists and partnering on joint promotions with
 performing arts groups.
- Link with existing reports and projects (including the following) and partner with those agencies:
 - Discover Roseburg Project (geocaching)
 - Homeless Transitions Action Group (2016)
 - The SE Roseburg Community Measurement Impact Report (2013 with update coming 2016)
 - Heart of Roseburg Community Marketing Plan (2015)
 - City of Roseburg Waterfront Master Development Plan (2010)
 - Resource Team Report from Oregon Main Street (2009)
 - Downtown Roseburg Master Plan (2000)
 - Downtown Open Space Report (2013)

- Creative Roseburg can build pride of place by carrying through with the
 message that culture and creativity belong to all, not only those with
 immediate access to resources. Setting locally-defined standards for
 excellence can also demonstrate that we all know when we are doing our
 best work.
- Seek every opportunity to make Creative Roseburg a place demonstrating openness, tolerance, and embracing a wide range of thinking and new values and practices. Creative economies often depend on new thinking, new ways of working, and new approaches to problem-solving. Continue to ask the

question "How can we make all people REALLY welcome here?" This includes visitors, current and future downtown residents, youth, artists, other creatives, entrepreneurs, people from many nations, and people living on the margins.

• Partner with key organizations to implement the Homeless Transitions Action Group Report (2/2016). 30% of those responding to our on-line survey noted "safety and transient concerns" as a barrier to creative development, and this issue came up consistently in both Steering Committee meetings and in interviews with key stakeholders. Creative Roseburg can be part of the solution; many examples exist from other cities on the integration of arts and creative problem-solving with homeless and transient issues. Examples include exploring



the concept of *replacement culture* that supplants cultures of addiction and poverty with cultures of creativity and making and development of creatively-designed tiny houses.

- Entry points to downtown are generally not aesthetically appealing and signage illustrating the richness of downtown (especially from Interstate 5) is clearly lacking. Work closely with the City, ODOT, and other partner agencies to change this. The current road construction work poses opportunities for change. Work with local media (especially radio) to keep people coming downtown, especially during road construction. Once construction is complete, it will be important to continue with media updates reminding the public of that as well.
- Consistent Creative Roseburg communications described earlier will break through the barriers related to what downtown Roseburg offers locals and

visitors. The new kiosks at downtown intersections certainly represent a step in the right direction.

- Appendix C lists basic recommendations on how Creative Roseburg can proceed in development of public art. Public art is often integrated with creative and cultural districts and connects with many, if not all, of the ELEMENTS and ACTIONS listed in this report.
- Work closely with the City and other partners to create public access to the river. It is not uncommon for communities to take for granted natural assets (such as rivers running adjacent to or through downtowns) that visitors find of great interest. Certainly the Umpqua River is a jewel in Roseburg's crown.
- Support all efforts to encourage people to live downtown. Parking is currently a perceived or real issue for people living and/or working downtown. Limited downtown lodging has also been mentioned as a barrier, and certainly creative amenities go hand-in-hand with the success of downtown lodging.
- Costs associated with gaining and renovating creative work spaces, such as upper floors of downtown buildings, is a barrier for some. The City, DRA, and other partner agencies (potentially through CREATIVE ROSEBURG) can clarify and publicize how entrepreneurs can gain access to loans, grants, or technical assistance. In the same way, DRA and the City should continue to work with unresponsive and/or absentee property owners.
- Certainly City support for and responsiveness to creative activity and business development is central to success. Public feedback is divided on City responsiveness to creative business development. The following potential strategies have been discussed to demonstrate that CREATIVE ROSEBURG is a priority to the City.
 - Make sure that all public (City) access points are clear and friendly. Examples include the City website and even City voice mail. Meeting with planners from other creative communities (such as Jacksonville) could be informative and helpful.
 - City should follow-through with giving ample review and feedback time on City priorities, services and programs.
 - Consider incentives which may include reductions in particular types of fees.
 - Seek review and input to make sure that the City's comprehensive packet for new businesses is understandable and friendly to arts and creative businesses.
 - As discussed earlier, consider a City downtown creative district overlay zone with incentives for creative businesses and activities.

- Consider hiring a community artist-in-residence to work with the City and Creative Roseburg partners on many of the ELEMENTS and ACTIONS listed in this report.
- City staff could identify a list of indicators of success -- visible indications of how City support for CREATIVE ROSEBURG can be measured.

7. Implement key anchor projects

Key projects (both small and large) are important to jump-starting creative



and economic development of downtown, and public and private partners are primed for action. Many different projects were discussed with no real consensus around one. They include the following.

- •Makers space (downtown creative community center). The Umpqua Makers Guild has done substantial preliminary work that could jump-start this project.
- •Artist studios, potentially where public can view art/craft making.
- Artist live/work spaces...potentially key

to keeping or bringing artists to Roseburg.

- Arts incubator space supporting the development of new arts enterprises.
- A cooperative gallery, and/or additional galleries building on the synergy of more than one gallery.
- Artist utilization of vacant or near-vacant downtown storefronts as temporary or pop-up galleries.
- Performance venues, indoors and outdoors, especially for festivals and events.
- Upper floor of parking garage used for performances, films, public artwork.
- Public markets.
- Regional wine tasting space...bringing together multiple wineries.
- Retail space that combines a variety of artisan goods, foods, Umpqua Ice Cream, etc.
- Events or community center.
- Downtown green space (park) in conjunction with private development is needed.
- Public art portals into the creative district.
- Free or low-entry cost teen center (place for homework, dancing, events, information on resources/jobs/UCC, access to counselors and support groups)

Appendix A

VISION for a Creative Downtown Roseburg

(Notes from 4/2016 Steering Committee meeting)

- fun, vibrant place
- crazy in a good way
- walkable
- safe and nuisance-free
- affordable
- limitless, all-inclusive
- variety in may ways, including things for teenagers
- fun for family children's museum, interactive water feature, etc.
- music, performance
- culinary (including cooking classes, genuine relationship with local farms, commercial kitchen, connection with young people who are fascinated with food)
- outdoor farmers market
- extended hours
- festival feel
- artist spaces, galleries
- public art
- makers spaces
- tram/trolley
- accessible educational resources for business start-up (great connection with high school, engagement with schools, mentors)
- outdoor activities
- make visible close connection with trails, nature preserves, river
- good communication about what is here

Appendix B

Summary of July 2016 Creative Roseburg On-Line Survey

Number of respondents: 94

Do you live in Douglas County?

Yes (97.87% / 92 respondents) No (2.13% / 2 respondent)

Age

Up to 20 (3% / 3 respondents) 21-30 (5% / 5 respondents) 31-40 (14% / 13 respondents) 41-50 (17% / 16 respondents) 51-60 (30% / 28 respondents) 60 plus (31% / 29 respondents)

Please identify yourself as one or more of the following.

- Downtown business owner or employee (29% / 27 respondents)
- Artisan (16% / 15 respondents)
- Visitor to Roseburg (5% / 5 respondents)
- Other (50% / 47 respondents)

The great majority (¾) of respondents in the "Other" category identified themselves as "residents" or "community members", with approximately 20% of those indicating they were "residents in or near downtown."

What currently attracts you to Roseburg?

(93 responses, 1 person skipped question)

This was an open-ended question for respondents to note anything they wanted.

- Restaurants: (44% / 41 respondents)
- Shopping: (18% / 17 respondents)
- Work: (10% / 9 respondents)
- Walkability, Gym, Entertainment, Historic Assets, Library, and Church were each called out by approximately 5% of respondents, approx. 30 respondents

 Other responses include Art, Waterfront, City and Government, Networking, Salon, Bank. A number of respondents also commented on the attractive (clean, tree-lined) nature of downtown and the "locally-owned" nature of the businesses.

How can the creative environment of Roseburg be enhanced to attract you and others downtown? What would you like to see and experience? Public art, art exhibits, studios, new creative businesses, workshops, performances? Please be specific and give us your ideas.

(92 responses, 2 people skipped question)

This was an open-ended question for respondents to note anything they wanted.

- Live music / arts performances (20% / 18 respondents)
- Address the homeless and situations (16% / 15 respondents)
- Art exhibits (15% / 14 respondents)
- Outdoor dining / new high-quality eateries (14% / 13 respondents)
- Interactive public experiences that lead to connecting with others such arts/ cooking/crafting space (13% / 12 respondents)
- New creative businesses (13% / 12 respondents)
- New landscape and lighting, Fix vacant buildings and storefronts, Events and festivals were each called out by approximately 5% of respondents
- "Other" includes improved sidewalks and parks, community garden, farmers market, connection to riverfront businesses, addition of boutique hotels, tasting room, clean public restroom

What do you perceive as barriers to developing the creative businesses and amenities you described above?

(88 responses, 6 people skipped question)

This was an open-ended question for respondents to note anything they wanted.

- Transients and safety concerns (30% / 27 respondents)
- Lack of political will to work with creative start-ups (17% / 15 respondents)
- Business community not committed to alignment and the big vision, Parking/driving/ signage, Public restroom, Key anchor business were each identified by approximately 5% of respondents
- "Other" includes need to connect downtown to the waterfront, increase community involvement, work with City Planners to route traffic downtown and expand the number of restaurants and their open hours

Thank you for your time! If you would like to be involved with this initiative please include your name and email address here; we will get back with you.

18 respondents (19%) gave their contact information.

Appendix C

Public Art Recommendations

The following recommendations support the development of public art (art accessible to the public) in downtown Roseburg, and specifically in growing a Creative Roseburg. It makes good sense that public artwork be integrated throughout the City's creative district/core, and a strong majority of those participating in this initiative support the integration of public art with downtown Roseburg. Public art is a common element among creative and cultural districts and is a well-utilized tool for building civic identity, adding visual interest to public spaces, and making visible the traditions of local cultures.

- Be mindful about placing art in vacant or blank spaces without considering the context in which the artwork is planned, viewers/users of the artwork, a selection process that will result in first-rate artwork, and a plan to maintain the work.
- 2. Identify and support the Umpqua Valley Arts Association as the organization to serve as the City's professional public art manager. Staff should lead the planning, selection, oversight, and maintenance of public art. Development of a public art committee within UVAA should guide program development. Initial planning should include an inventory of existing public artwork such as the wall mural at NeighborWorks Umpqua and the horse sculpture at City Hall. Both are excellent examples of well-designed and implemented art appropriate to a specific site.
- 3. Maintain a high bar of excellence. Working with UVAA will ensure that artists are engaged and compensated in ways that value their insights and skills. Frankly, mediocre or poorly designed or maintained public artwork is worse than no artwork at all.
- 4. Be open to creativity, a broad definition of public artwork, and the different perspectives that artists bring to planning and problem-solving. Public artwork can be permanent or temporary, include installations as well as performance, and specifically address the concerns and values of a community. Public art can be static or highly participatory and engage specific population groups including youth and the homeless or near-homeless. Experience nationally has shown that when community members feel a sense of ownership of local public art it is less likely to be vandalized.

- 5. Identify funding mechanisms for public artwork. Typically these include a percentage of publicly-funded construction projects set aside for artwork; private construction or renovation dedicating a portion of costs for artwork; and grants and donations. Our Steering Committee has already identified potential grant sources including the Oregon Arts Commission, ArtPlace America, and the National Endowment for the Arts.
- 6. Public art in downtown Roseburg can cross almost all of the ELEMENTS and ACTIONS detailed in this report. It provides a strong way to embrace public education, creativity, collaborative practice, and making visible a forward-thinking community.

Appendix D

Research with Comparable Oregon Communities

City	Contact	Key Learnings
Jacksonville Pop 2785	City Planner	Very unique community with national historic landmark designation. Focus is on main street. Mixed-use zoning with people living one block from street. Village concept; very walkable, compact area. Strict zoning with limitations on large retail (no Walmarts). Economy also hinges on heritage tourism, Britt Festival visitors, and other visitors to annual events. Have a designated artisan area but have not put much energy there. Have a zero vacancy rate downtown.
Port Orford Pop 2000	Main Street	City Council designated the City an Arts District. Has regular artwalks and ongoing mural program. Important to have both public and private non-profits involved. Have 10 galleries in a tiny town; galleries have utilized vacant buildings.
Joseph Pop 1081	Former Mayor Chair of Arts Cncl	As mayor she brought multiple stakeholders and funders (Tourism, Econ Dev, USDA, ODOT, etc.) together to beautify main street, stimulate the foundry industry, and name Joseph Oregon's first city-wide arts and culture district. Merchants taxed themselves (Economic Improvement Distict). League of Cities is a great resource.
Cottage Grove Pop 9686	Main Street	Has a struggling art walk; now combining music and maybe food with it. Any attention you get in downtown is a good thing. Business owners really pay attention to visitors.
Grants Pass Pop 35076	Cultural Coalition	An ArtWorks group (collaboration of stakeholders) organized events and kept partners at the table. Very important to have econ dev staff behind this, community college, tourism, City. True collaboration between arts, food, beverage, all sorts of events.
Astoria Pop 9516	Main Street	Very community-minded City; all about building partnerships and keeping that going. Very active monthly art walk.

Key points:

- Collaborations/partnerships are absolutely key.
- Leadership is also key.
- City needs to be clearly on-board and make the designated area a priority.
- Each community has events specifically built around the local culture of that place. Building on what's there/assets is key
- Physical look, feel of community is important.

Appendix E

Current Information on Cultural and Creative Districts

Americans for the Arts -- What is a Cultural District?

http://www.americansforthearts.org/by-program/reports-and-data/toolkits/national-cultural-districts-exchange/cultural-districts-basics

Cultural Districts:

- are unique to the character, community, and resources available locally
- have a significant economic impact on cities, attracting businesses, tourists, and local residents to a central part of the city
- can help revitalize neighborhoods and increase the quality of life for its residents
- serve as a vehicle to assist in the support and marketing of local nonprofit cultural organizations
- serve as a focal point to brand a city's unique cultural identity and embrace its historic significance
- sometimes have formal boundaries lines with specific zoning ordinances and economic tax incentives
- might have more informal, unofficial boundaries that become a focal marketing point to cluster arts organizations

Colorado Creative Industries

http://www.coloradocreativeindustries.org/showcase/colorado-creative-districts

Purpose of Creative Districts:

- attracting artists and creative entrepreneurs to a community
- enhancing economic and civic capital of Colorado communities
- creating hubs and clusters of economic activity
- enhancing areas as appealing places to live, conduct businesses and attract visitors
- serving as an economic strategy and magnet
- revitalizing and beautifying
- promoting a community's unique identity
- showcasing cultural and artistic events and amenities

Texas Commission on the Arts

Cultural Districts Program http://www.arts.texas.gov/initiatives/cultural-districts/

Cultural districts are special zones that harness the power of cultural resources to stimulate economic development and community revitalization. These districts can become focal points for generating businesses, attracting tourists, stimulating cultural development and fostering civic pride.

Goals of cultural districts

TCA recognizes that a thriving creative sector is a powerful economic development asset. Cultural district development is one strategy that helps a community boost their economies while realizing other cultural and civic benefits. The outcomes of cultural districts extend beyond the arts and benefit all members of a community. Goals may include:

- attracting artists and cultural enterprises to the community
- encouraging business and job development
- addressing specific needs of a community
- establishing tourism destinations
- preserving and reusing historic buildings
- enhancing property values
- fostering local cultural development

Local challenges

Every cultural district is unique, but the following challenges can occur in districts large and small and in rural, urban and suburban areas:

- Gentrification is an unintended consequence of success. Displacement of existing residents can lead to the loss of a region's unique and authentic identity and diminish local support.
- Staffing and administration prove to be one of the most common challenges for local districts. Many districts are staffed as part-time or volunteer positions.
- Financing and securing funding for districts is one of the most difficult challenges a local district administrator faces. Even when creative partnerships are used to augment resources, funds for planning and promoting local districts can be difficult to secure.
- Relevance to local residents needs to be considered with equal respect to efforts that attract tourism. Districts face hardship when they do not have the support of their own community.
- Long-term planning contributes to the success of districts. Planning and evaluation of local efforts can be time consuming and demand extra

resources but are crucial to sustaining a local district.

Success factors for cultural districts

The ideas below have been identified as common success factors among cultural districts, and may serve as indicators for potential success:

- A unique and authentic identity that highlights what is special about the district and the community is in place.
- Community support of the district is in place to ensure continued success.
- Strategic partnerships have been brokered that result in a variety of resources.
- Inclusive cultural and strategic planning has been completed that articulates a vision for the cultural district and the broader community.
- A district has sustainable artist live/work spaces that provide artists with a productive environment.
- A local developer has committed to the cultural district and understands the power of arts and culture in community and economic development.
- Anchor institutions and special events are in place and they are the cornerstones of the community and the district.
- Artists are partners, not products, and are valued as members of the community.
- Artist recruitment is an organized effort that shows how a community is willing to welcome new artists and facilitate their establishment.
- Events and venues are accessible to ensure that participation available to all of the community and visitors.
- Clear signage is in place so visitors and the community can recognize the boundaries. The signage can be enhanced with distinctive logos, maps and other visual materials.
- A user-friendly website with comprehensive information about the district is available for the community and for visitors.
- Marketing and promotion efforts are in place to attract visitors, potential residents and new businesses.
- Strong amenities such as restaurants, lodging and recreation bolster the efforts of the cultural district.

Appendix F

Roseburg Creative Assets Inventory Guide

April 24, 2016 DRAFT

Creativity - making something new and valuable

Why conduct a creative asset inventory?

It is a way to know what we (locally) have to start with, work with. The inventory is also often a precursor to the development of a plan and a foundation for policy, services, partnerships and collaborations. It is also a great way for people to learn about Roseburg and can serve as an excellent resource for grant-writers, resource developers, students, etc.

How is a creative asset inventory conducted?

The process of conducting an asset inventory must clearly be rooted in what project stakeholder hope to learn/gain (outcomes) from the study/project. Often cultural inventories involve both quantitative (interviews and well-crafted and managed surveys) as well as qualitative methods (community-based participatory research with key groups around key themes). In brief, this is often an ethnographic research process with strong leadership/representation/guidance from a local project advisory group.

Questions to discuss:

- Focus of the study...what are the key questions/areas?
- What are specific, desired outcomes of the project?
- Who should be involved in the project? Who will gather the data?
- How will data specifically be used? Who will have access and how?
- How can data be updated, kept current, and made accessible to many people and organizations?
- Project timeline.

What should be included in the inventory? How limited or broad should it be? Suggested areas to include:

- Art and art-related resources
 - Public artwork
 - Non-profit arts organizations (art centers, community centers, museums)
 - Galleries and other for-profit businesses

- Graphic arts, other professional arts
- Artist studios
- Artists of all kinds (visual, performing, literary, film/media, etc.)
- Craft
 - Makers spaces
 - Craft-related businesses (quilts, furniture, etc.)
 - Studios
 - Natural resource, agriculture-related
 - Grapes and other products grown only in Douglas County
 - Gardens
- Food
 - Eateries, wineries, breweries, craft distilleries
 - Markets
- Media
 - All forms of print and electronic media (communications) including social media
- Entrepreneurs and businesses that relate to or support creative activities
- Educational Institutions
 - K-12
 - Libraries
 - Community College
 - Universities with facilities/reach into Roseburg
- Physical assets of downtown
 - Streetscapes

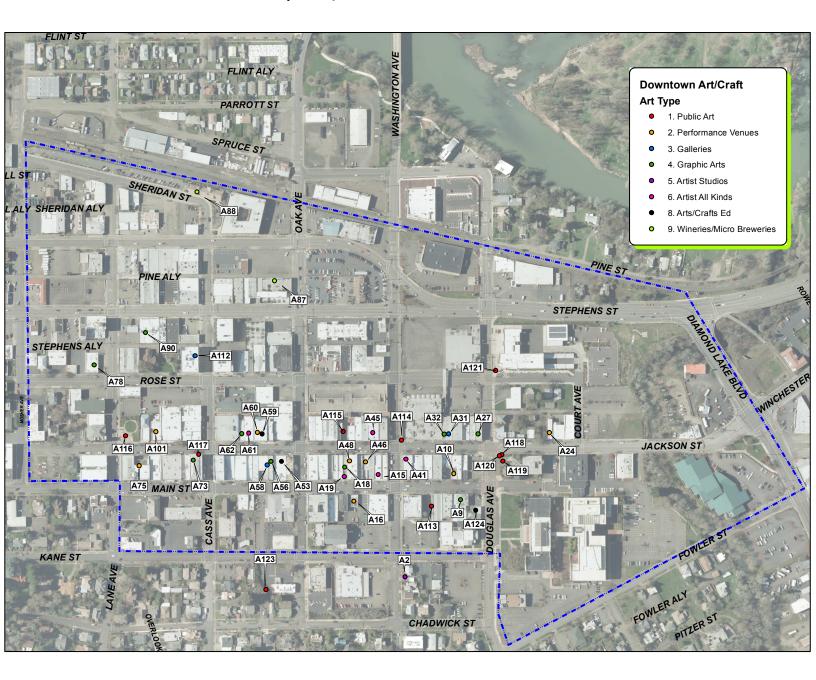
street, business, and community signage

- Buildings
 - colors, materials of buildings
- Public or available parking lots, open spaces
- Parks, plazas, public gathering spaces, public gardens
- Transportation
- Other organizations with facilities for meeting
 - Churches

- Other civic organizations
- Local people key to local culture, creativity, innovation
 - Artists, tradition bearers, elders, community-based scholars, historians, storytellers, etc.
- History and heritage resources
 - Key stories, narratives, humor that get at unique characteristics, qualities, personality of Roseburg
 - Social and architectural assets and history
 - Historic properties
 - unique customs of people
 - languages spoken
 - primary faiths and philosophies practiced
- Core competencies (what we do different here)

Appendix G

Draft map of 8/2016 Downtown Creative Assets



Appendix G

Creative Assets - Public Art, Art and Creative Related Businesses in the Downtown Area

As part of this PROJECT, a creative assets inventory was developed for the focus area.

The mapping of the inventory was made possible with the assistance of the City of Roseburg's Geographic Information System mapping section, Noriko Corrado, GIS Specialist.

The locations of public art and creative/arts related businesses identified on these maps were gathered during the month of August, 2016, providing a snapshot in time. By the time this information is published, some things will have changed. It is recommended that the partnering organizations coordinate periodic updates for both relevancy and posterity. With respect to this inventory, doing so can provide an opportunity to track types and number of businesses, live/work spaces, public art, galleries, performance venues, etc...

An Excel spreadsheet was used to capture the locations of related businesses and public art. The information represented on the following maps are representations of various selected creative asset/business types. The maps demonstrate the ability to display various elements of the inventory in different combinations for planning, marketing or other purposes. The following five sample maps were generated to show the locations of specific categories or types of assets, including one map that shows the location of public art.

ASSET CATEGORIES INCLUDE:

Public Art and Arts Related Businesses (Types 1-9)

- Public Art
- 2. Performance Venues (Restaurants, Bars, Coffee Shops, Other)
- 3. Galleries (for profit)
- 4. Architects, Graphic Arts, Printing and Other Professional Services
- 5. Artist Studios
- 6. Artist all kinds visual, performing, Literary, film, media
- 7. Non-Profit Arts Orgs
- 8. Arts/Crafts Ed (including arts/craft lessons)
- 9. Local Wines / Micro Breweries (may also serve food)

Crafts – Includes Makers Space, Craft Supplies & Related Businesses (quilts, yarn, gardening, etc.), Hobby Shops Repurposed / Reconditioned items, Leather Work (Cobbler, etc.)

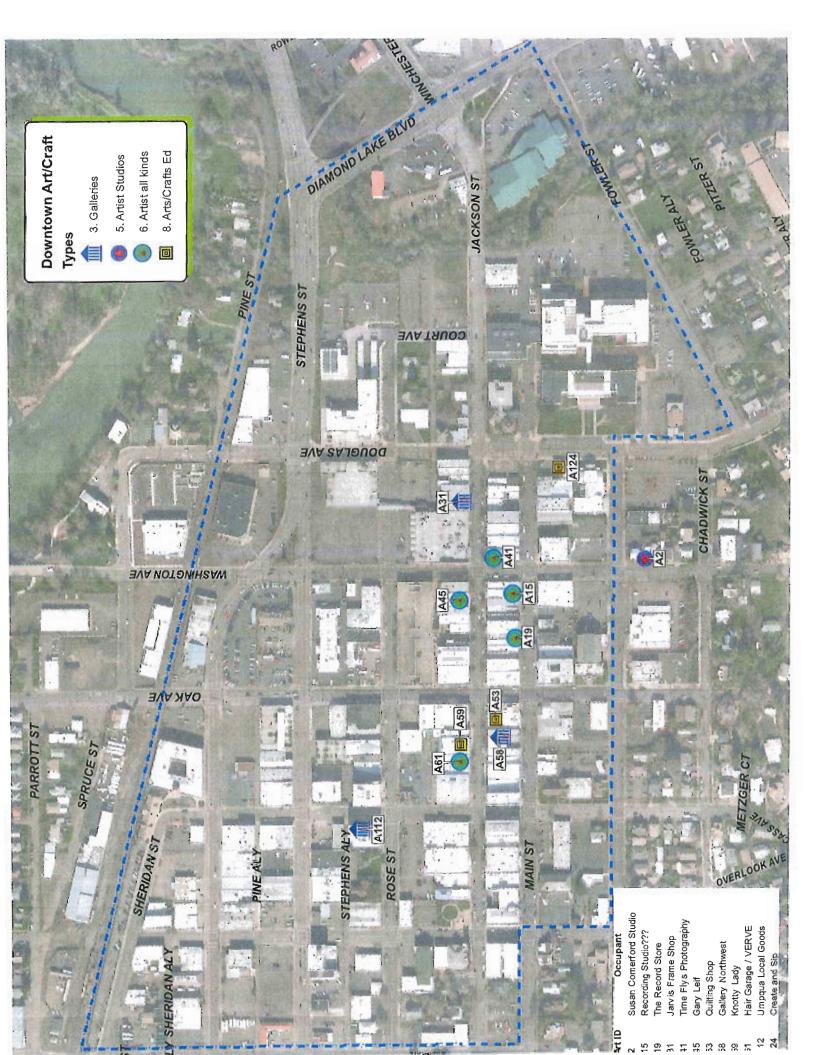
Food - Restaurants that do not produce craft beer or wines (light and formal dining), coffee shops, bakeries, etc. <u>(Those that produce wine or crafted beers are listed above in Type 9)</u>

Included with this report are a set of five maps that display various elements of the inventory:

- Map 1 Galleries (Type 3), Studios (Type 5), Artists (Type 6) and Arts & Crafts Classes (Type 8)
- Map 2 Performance Venues (Type 2), Local Wines and Microbrews (Type 9)
- Map 3 Public Art (Type 1)
- Map 4 Architects, Graphic Arts, Printing and Other Professional Services (Type 4)
- Map 5 Public Art and All Art/Creative Related Business Types (1-9)

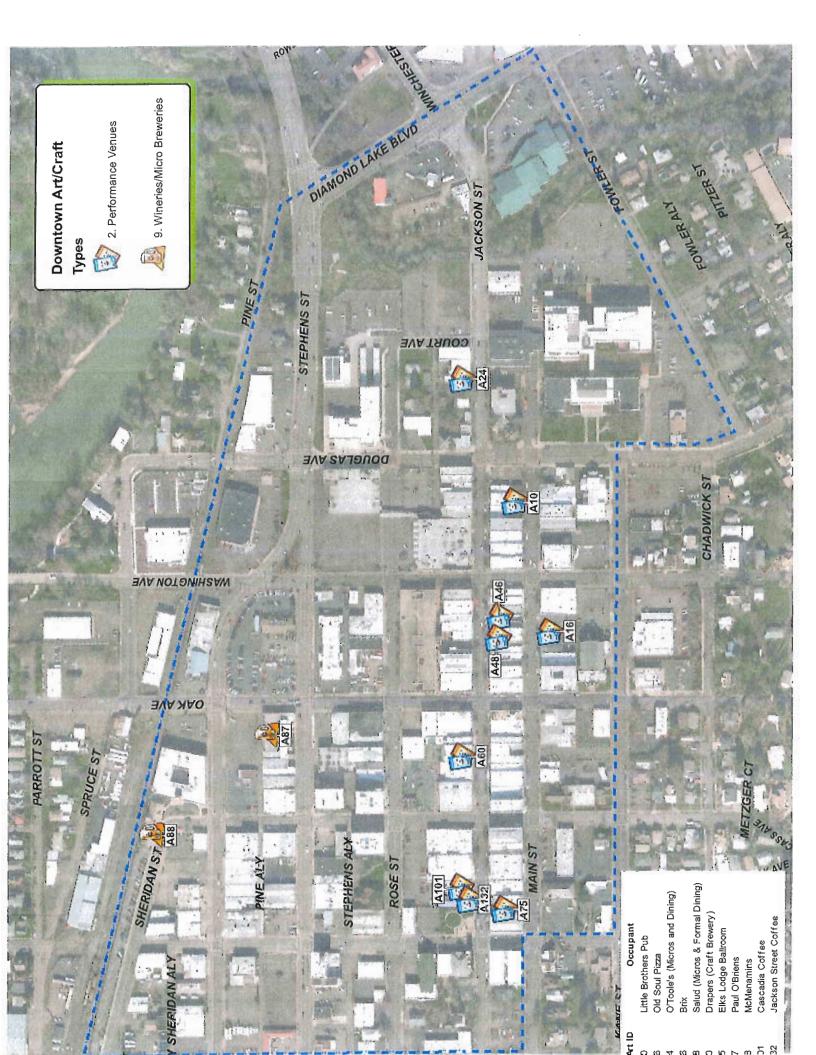
Map 1 - Galleries (Type 3), Studios (Type 5), Artists (Type 6) and Arts & Crafts Classes (Type 8)

A1S SE Main Street Recording Studio??? Y 5 A19 SE Main Street Recording Studio??? Y 6 A19 SE Jackson Street Jarvis Frame Shop Y 6 Corner Location A31 424 SE Jackson Street Time Flys Photography Y 6 Corner Location A43 S16 SE Jackson Street Quilting Shop Y 6 Corner Location A59 625 SE Jackson Street Quilting Shop Y 8 Busy, long-term business retail clothing A59 625 SE Jackson Street Knotty Lady Y 8 Largest yarn shop between Seattle and San Francisco. A51 736 SE Jackson Street Umpqua Local Goods Y 8 Largest yarn shop between Seattle and San Francisco. A112 736 SE Gass Street Umpqua Local Goods Y 3 <	QI)	Addre	- M	Street Na	 Addre Pri Street Na Street Ty - 	Current Occupant	* Art Rela * Art Type T	Art Type T	Notes
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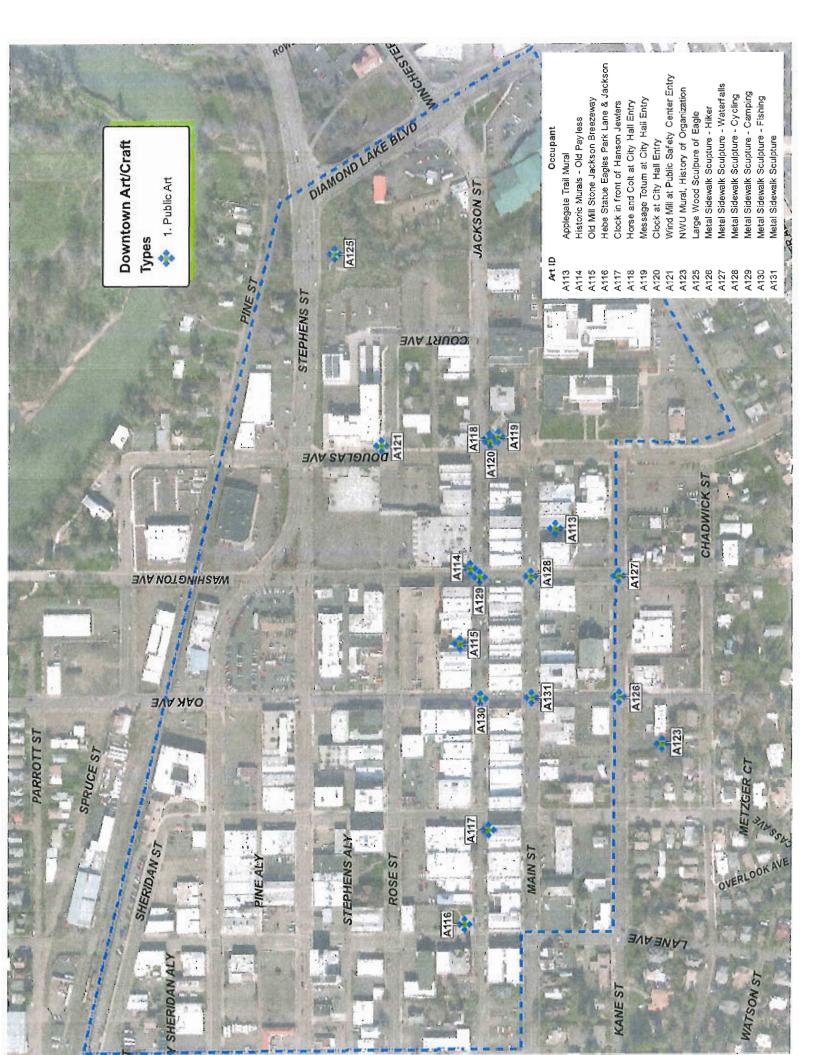
Map 2 - Performance Venues (Type 2), Crafters of Wines and Microbrews (Type 9)

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	d	Notes	Relatively new owners	Soon to be open wood fired pizza and pub	Three year old restaurant with long-time local owners	Busy bar, restaurant, and event center		Roseburg's first brewery. Established downtown Iccation	Large downtown space, Occassional events	Locally owned winerwalth very nice tasting room & business plan	One of the destination spots for downtown Roseburg	Only outlet for local crafters.
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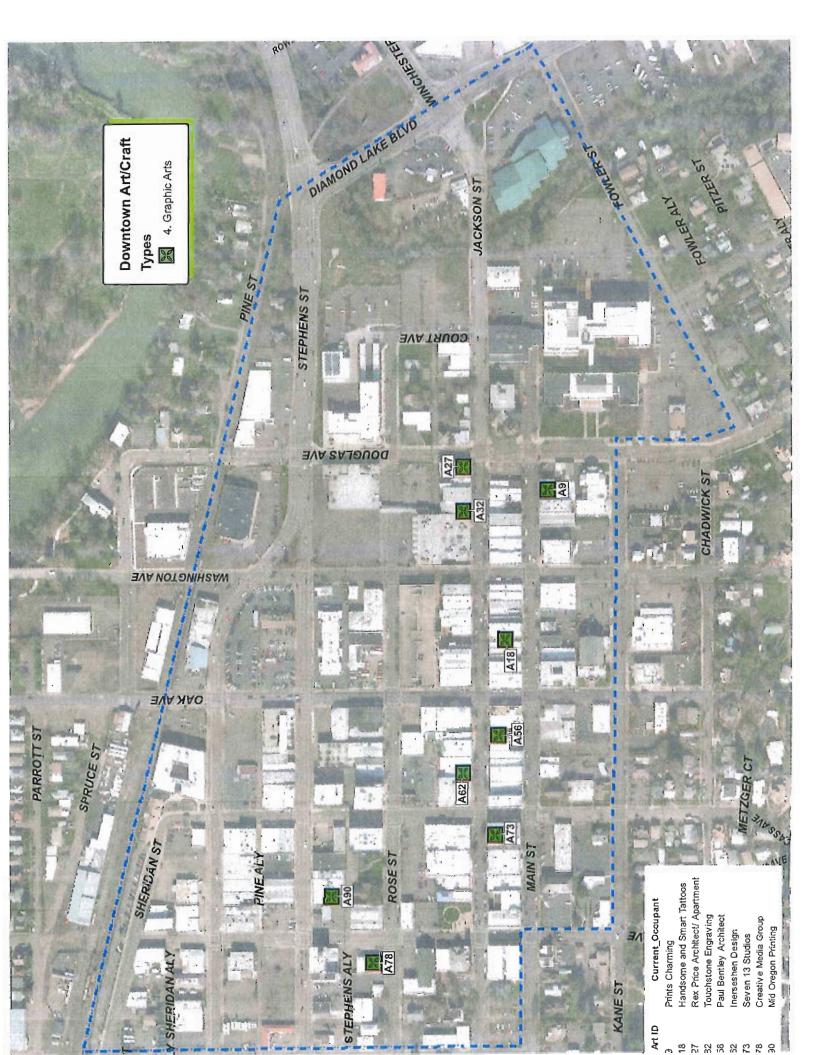
Map 3 - Public Art (Type 1)

	Address • Prefr •	Street Name		Street Type	3	* Art Belated * Art Ty	Art Type -T
1		Main	I	Street	Applegate Trail Mural	1	
					Historic Murals - Old Payless	γ 1	
	ı				Old Mill Stone Jackson Breezeway	γ	
	1				Hebe Statue Eagles Park Lane & Jackson	F1	
		Homas Jackson		Street	Clock in front of Hanson Jewlers	γ 1	
		Douglas		Avenue	Horse and Colt at City Hall Entry	٧	
		Douglas		Avenue	Message Totum at City Hall Entry	۲ ا	
		Pouglas		Avenue	Clock at City Hall Entry	γ 1	
55	i	Douglas		Avenue	Wind Mill at Public Safety Center Entry	у 1	
SE		Douglas		Avenue	Large Salmon Scultpture Facing Stephens	: Y	
133	M	Kane		Street	WWU Mural, History of Organization	γ 1	
	1				Large Wood Stufpure of Eagle	¥.	Located at Stephens and Diamond Lake Blvd
					Metal Sidewalk Scupture - Hiker	γ 1	Intersection of Oak & Kane
					Metal Sidewalk Sculpture - Waterfalls	Y	Intersection of Washington and Kane
					Metal Sidewalk Sculpture - Cycling	7	Intersection of Washington & Main
					Metal Sidewalk Scupture - Camping	γ 1	Intersection of Washington & Jackson
	ı	The Part of the life			Metal Sidewalk Sculpture - Fishing	γ 1	Intersection of Washington and Jackson
					Matel Sidewalk Studentre - Los Truck	*	Intersection of Oak and Main



Map 4 – Architects, Graphic Arts, Printing and Other Professional Services

1010	occupied by InPrinc						sars in downtown Roseburg	desing agency	a abundant space
	Expanding into space previously occupied by InPrinc	Establizhed tattoo shop	Long-time architect				Really good design studio 20 years in downtown Roseburg	Another established downtown desing agency	long-time printing company with abundant space
Type 3									
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Street N	Main	Main	Jackson	Jackson	Jackson	Jackson	Jackson	Lane	Stephens
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Map 5 - Public Art and All Art/Creative Related Business Types

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671/674	1	Mein	Street	Prints Charming	*	4	Expanding into space previously occupied by InPrint
428	35	Main	Street	Little Brothers Pub	Y	2	Relatively new owners
510	똜	Main	Street	Recording Studio???	Y	u	
525	35	Majn	Street	Old Soul Pizzs	γ	2	Sponto be open wood fired pizza and pub
539	135	Main	Street	Handsome and Smart Tattoos	λ.	4	Established tattoo shop
544	133	Main	Street	The Record Store	γ ,	49	
328	89	Jackson	Street	OToole's (Micros and Dining)	Y	F2	Three year old restaurant with long-time local owners
400	SE	Jackson	Street	Rex Price Architect/ Apartment	٨.	4	Long-time architect
424	景	Jackson	Street	Jarvis Frame Shop	٨	m	Possibly on the market soon
432	3	Jackson	Street	Touchstone Engraving	A	4	
465	SE	Jackson	Street	Time Flys Photography	À	ហ្	Corner Location
516	35	Jackson	Street		Y	ub	
517-527	(2)	Jackton	Street	Brix	>	2	Bury bar, restaurant, and event center
537	35	Jackson	Street	Salud (Micros & Forme) Dining)	٨	**	
119	SE	Jackson	Street	QuiltingShop	À,	00	Busy, long term business retail clothing
615	SE	Jackson	Street	Paul Bentley Architect	,	4	
925	1%	Jackson	Street	Gellery Northwest	>	m	
635	35	Jackson	Street	Knotty Lady	٨	60	Largest variation between Seattle and San Francisco.
540	SE	Jackson	Street	Drabers (Craft Breweny)	*	2	Roseburg's first brewery. Established downtown location
646	SE	Jackson	Street	Hair Garage / VERVE	,	\c	0
950	SE	Jeckson	Street	Ingraechen Design	Å	4	
713	SE	Jackson	Street	Seven 13 Studios	*	4	Really good design studio 20 years in downtown Rosebure
749	S.	Jackson	Street	Elks Lodge Ballroom	٨	2	Large downtown space. Occassional events
725	35	Lane	Street	Creative Media Group	٨	4	Appring astablished downtown desing agency
609	SE	Pine	Street	Paul O'Briens	*	en	Locally owned winerwith very nice testing room & business plan
200	35	Sharidan	Streat	McMenamins	٨	6	One of the destination spots for downtown Roseburg
749	35	Stephens	Street	Mid Oregon Printing	٨	4	long-time printing company with abundant space
732	SE	Cass	Street	Cascadia Coffee	4	2	Only outlet for local crafters.
736	35	Cass	Street	Umpque Local Goods	٨	m	
439	35	Main	Street	Applegate Trail Mural	Α	F	
				Historic Murals - Old Payless	>	1	
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1019	35	Douglas	Avenue	Create and Sip	>-	60	
				Large Wood Sculpure of Eagle	γ	*1	Located at Staphens and Diamond Lake Blvd
				Metal Sidewalk Scupture - Hiker	Å	1	Intersection of Oak & Kane
		の大口にはははは		Meral Sidewalk Sculpture - Waterfalls	٨	1	Intersection of Washington and Kane
				Metal Sidewalk Sculpture - Cycling	٨	1	Intersection of Washington & Main
				Metal Sidewalk Scupture - Camping	٨.	1	Intersection of Washington & Jackson
				Metal Sidewalk Sculpture - Fishing	٨	71	Intersection of Washington and Jackson
		The state of the state of	STATE OF STREET	Metal Sidewalk Sculpture - Log Truck	Å		Intersection of Dak and Main
1							

