



## **NOTICE AND AGENDA**

**NOTICE IS HEREBY GIVEN  
THAT A COMMITTEE OF THE WHOLE MEETING**

**WILL BE HELD ON**

**March 05, 2019**

**6:00 PM**

**Location: Oswego Village Hall**

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- A. CALL TO ORDER**
- B. ROLL CALL**
- C. CONSIDERATION OF AND POSSIBLE ACTIONS ON ANY REQUESTS FOR ELECTRONIC PARTICIPATION IN MEETING**
- D. PUBLIC FORUM**
- E. OLD BUSINESS**
- F. NEW BUSINESS**

F.1. Fire and Police Memorial Overview

[Fire & Police Memorial Overview - Memo - 3-5-19.docx](#)

F.2. Discussion of a Downtown Construction Impact Mitigation Plan

Posted: \_\_\_\_\_  
Date: \_\_\_\_\_  
Time: \_\_\_\_\_  
Place: \_\_\_\_\_  
Initials: \_\_\_\_\_

Tina Touchette  
Village Clerk

[COW Memo CMP.3.5.19.docx](#)  
[ConstructionMitigationPlan.3.5.19.docx](#)  
[DtConstructionPreferenceSurvey.pdf](#)

## **G. CLOSED SESSION**

### G.1.

- a. Pending and Probable Litigation [5 ILCS 120/2(c)(11)]
- b. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Personnel [5 ILCS 120/2(c)(1)]
- c. Collective Bargaining, Collective Negotiating Matters, Deliberations Concerning Salary Schedules [5 ILCS 120/2(c)(2)]
- d. Sale, Lease, and/or Acquisition of Property [5 ILCS 120/2(c)(5) & (6)]
- e. Security Procedures and the Use of Personnel and Equipment to Respond to an Actual, Threatened, or a Reasonably Potential Danger to the Safety of Employees, Staff, the Public, or Public Property [5 ILCS 120/2(c)(8)]

## **H. ADJOURNMENT**

**AGENDA ITEM**

**MEETING TYPE:** Committee of the Whole  
**MEETING DATE:** March 5, 2019  
**SUBJECT:** Fire and Police Memorial Overview

**ACTION REQUESTED:**

N/A

**BOARD/COMMISSION REVIEW:**

N/A

**ACTION PREVIOUSLY TAKEN:**

Date of Action	Meeting Type	Action Taken
N/A	N/A	N/A

**DEPARTMENT:** Police

**SUBMITTED BY:** Jeff Burgner, Chief of Police

**FISCAL IMPACT:**

N/A

**BACKGROUND:**

Oswego Resident Logan Goodbred is working towards his Eagle Scout and his proposing a Fire and Police Memorial as his project to assist in achieving this award.

**DISCUSSION:**

Logan Goodbred approached President Johnson, Fire Chief Veseling and Police Chief Burgner and proposed constructing a Fire and Police Memorial at the Oswego Public Safety Campus. Logan has held numerous meetings with the above-mentioned group to determine a location and the design concept. The location will be the grassy area on the east side of the Oswego Fire Station #1 training room. Logan has presented this to the Oswego Fire Protection District Board of Fire Commissioners to obtain approval for construction on the site. Logan will present the design concept and purpose of the memorial to the Oswego Village Board of Trustees to gain support for the project and inform the public of his intent to construct the memorial.

Logan is responsible for the overall design, budget, project schedule and gaining approval for this project from government bodies. He will rely heavily on Village support during fundraising or in-kind donations for his project. He is also engaging the respective Oswego fire and police unions to gain support from those groups as well.



**RECOMMENDATION:**

N/A

**ATTACHMENTS:**

N/A

**AGENDA ITEM**

**MEETING TYPE:** Committee of the Whole

**MEETING DATE:** March 5, 2019

**SUBJECT:** Discussion of a Downtown Construction Impact Mitigation Plan

**ACTION REQUESTED:**

Discussion of a Construction Impact Mitigation Plan to support downtown businesses possibly impacted by development at 59 S. Adams Street and Village Block 11.

**BOARD/COMMISSION REVIEW:**

N/A

**ACTION PREVIOUSLY TAKEN:**

Date of Action	Meeting Type	Action Taken
N/A	N/A	N/A

**DEPARTMENT:** Economic Development

**SUBMITTED BY:** Corinna Cole, Economic Development Director

**FISCAL IMPACT:**

TBD: All potential costs related to the Construction Impact Mitigation Plan (“CMP”) will come from the FY19 or FY20 approved budgets and appropriate budget line items.

**BACKGROUND:**

The Village established the downtown TIF in 2016 to improve the area and ensure a thriving downtown economy. In anticipation of 2019 construction, the Village will continue to support area businesses by implementing a Construction Impact Mitigation Plan (“CMP”) designed to limit the negative reputational and economic effects of construction.

**DISCUSSION:**

Attached is a draft CMP, which:

- Outlines the typical CMP initiatives municipalities offer to businesses
- Ranks those initiatives’ viability for Oswego by cost, staff time commitment, connection to the broader community, equitability to all downtown businesses, and feasibility
- Details which initiatives the Village will offer and in what manner, and
- If the initiative cannot/should not be offered, why staff has reached that conclusion

The CMP is drafted to provide a framework for staff to revisit the outlined initiatives, determine whether conditions have changed, and consider expanding or limiting the Village's response. In short, rather than a set plan, the CMP is a "working document" with in-built flexibility.

For 2019, staff recommends the Village prioritize the following ways to mitigate construction impacts:

- Prioritize the communication efforts outlined in the CMP
- Provide excellent directional signage
- Build a web page and/or social media informing the public of construction progress
- Develop relevant Oswego materials and workshops
- Leverage GoOswego.org, the AACVB Municipal Marketing Program, and the Village's advertising funds to promote downtown as a destination
- Provide guidance for downtown events that require significant offsite parking and/or closure of Main Street.
  - Given limited parking and the impact of road closures, staff recommends suspending Village-hosted summer events on Main Street for the summer of 2019

### **RECOMMENDATION:**

Discussion regarding the proposed CMP and additional recommendations for construction mitigation initiatives

### **ATTACHMENTS:**

- Construction Impact Mitigation Plan
- Downtown Construction Preferences Survey



## MEMORANDUM

**From:** Corinna Cole, Economic Development Director  
**Date:** Tuesday, March 5<sup>th</sup>, 2019  
**Re:** Construction Impact Mitigation Plan

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The Village of Oswego anticipates that in the spring of 2019 construction will commence in two central downtown areas:

- The Reserve at Hudson Crossing:
  - - The phase I building will be constructed at 59 South Adams Street (the “Reserve”)
    - The surrounding streets will be subject to closures, including S. Adams, Harrison, and Jackson
    - The sidewalk adjacent to 59 S. Adams and Washington St/Rt. 34 will be closed for a currently unknown amount of time
- Village Block 11
  - 63 W. Washington Street will be developed into a Mexican restaurant (“Potter’s”)
  - 113 Main Street will be a three-story mixed office and commercial development (“Imperial”)
  - The area behind these sites will have substantive infrastructure installed, including a new parking lot and a shared trash compactor
  - The sidewalk adjacent to 63 W. Washington Street will be closed for a currently unknown amount of time

It is commonly understood that adjacent construction can have a dampening effect on area businesses. There is also evidence that such construction projects may “engender significant long-term economic benefits (...) including increases in economic activity”<sup>1</sup> This is the goal of Oswego’s TIF district: enhancing our charming downtown to be a vibrant, attractive commercial district. Oswego greatly values its existing businesses and wants them to thrive during the transformation of the downtown.

### **59 S. Adams construction impact:**

The Reserve at Hudson Crossing site does not adjoin any businesses but is located across the street from 123 W. Washington, home to the Tap House Grill the area’s largest restaurant and office building, and Hett’s car dealership. Because of the many units in 123 W. Washington, service and office-based businesses could be impacted by construction. Hett’s Car Dealership and the Tap House Grill are also important area attractions and sources of tax revenue. These businesses may be impacted in the following ways:

- Limited parking in the Village-owned lot
- Day-time construction noise / disruption, particularly to office businesses, such as therapists or law offices
- Unpleasant conditions for outside seating at the Tap House

- Customers having difficulty accessing the building due to traffic or confusion
- Customers choosing to take their business elsewhere due to the negative perception of construction

Other businesses east of Adams Street may also experience difficulties due to slowed traffic, street closures, and the general deterrent of construction.

**Block 11 construction impact:**

Imperial’s development has Main Street frontage, and Potter’s restaurant fronts Washington. The Village anticipates minor changes to the on-street parking availability during construction, particularly on the 113 Main Street project. The public improvements will eliminate the current small parking area behind the two sites. Construction impacts could include:

- Reduced area parking
- Construction mess
- Construction deliveries and vehicles limit access or site parking
- Customers choosing to take their business elsewhere due to the negative perception of construction
- Limited daytime lane closures on Main Street while utility connections are made

**Other projects:**

The village is vetting new traffic signals along Rt. 34 and a railroad quiet zone. Both measures would prompt changes in downtown traffic flow.

Several properties in the downtown are vacant for lease or sale. New development would bring additional site/area specific challenges and benefits.

**Overall construction impact:**

Construction can result in other, less obvious problems for downtown businesses. For example, the temporary loss of available event parking on 59 S. Adams and Block 11 and associated road closures may require eliminating or changing certain downtown events. Some downtown businesses rely on the revenue and exposure provided by Main Street events.

Similarly, events and overall downtown appearance contributes to the “brand” of the downtown as a standalone destination. During construction, that brand can be damaged or altered, resulting in a long-term reduction in visitors.

Even small reductions in revenue can stress a business’ finances to a point that they will have difficulty recovering long term or weathering a minor disruption.

If several businesses close, it can result in a “snow ball” effect in which multiple businesses leave and the downtown gains a reputation for being an unsuccessful or unfriendly place to locate.

For all the above reasons, construction impact mitigation is a subset of the Village’s business retention program.

**What is a “Construction Impact Mitigation Plan”:**

A Construction Impact Mitigation Plan (“CMP”) is a strategic multifaceted approach to limiting the negative reputational and economic impacts of construction on the surrounding businesses. The plan should be structured to be both proactive and flexible, incorporating real-time feedback from the businesses, the project team, and public.



Oswego has already implemented a variety of measures to prepare and inform the business and resident community. However, Oswego’s formal CMP delineates the specific problems, methods of evaluating an initiative, each category of initiative, and the associated communication procedures.

According to the City of Milwaukee’s 2010 report on construction mitigation programs and several other publications, there are roughly 15 ways in which municipalities attempt to mitigate construction impacts. Below is a list of those responses, grouped by category:

**1. Communication efforts:**

- a. Informational outreach: mailings, email, etc.
- b. Public project / informational meetings
- c. Website, particularly outward-facing
- d. Dedicated program liaison
- e. Informational signage
- f. Informational packets for businesses / maps / “things to know during construction”
- g. Cooperation with local community organizations

**2. Promotional activities:**

- a. City-funded advertising
- b. A construction “brand” or campaign to promote the area during the project (or other marketing support)
- c. Events that showcase businesses and/or highlight the transformative construction project
- d. Coordinated sales/merchandise to draw new customers
- e. Construction-related public art

**3. Parking:**

- a. Dedicated parking for business staff and customers

**4. Education:**

- a. Technical assistance or mentorship to strengthen businesses
- b. Cooperation with colleges and universities

**5. Financial:**

- a. Working capital, bridge loans, etc.
- b. Grants or direct compensation to offset lost business

**What should Oswego’s CMP include:**

The Village has limited staff and financial resources and must select the most efficient and effective services to include in the CMP. We adapted Milwaukee’s selection criteria to Oswego and assigned a simple ranking of “high,” “moderate,” “low,” “unknown,” or “none.” Each service is evaluated on:

- **Cost:** How much will this cost the Village in terms of dollars spent
- **Time commitment:** How much time will staff spend in executing this measure
- **Equity:** Does this equally benefit downtown business owners? Does it preference one type of business without addressing the needs of others? Is this mitigating an actual construction impact or a pre-existing business condition? If the latter, it is not an equitable use of CMP funds.
- **Feasibility:** Can this measure be implemented?

The table below lists each of the typical CMP services from most to least workable for Oswego.

	Cost	Time Commitment	Connection to broader community	Equity	Feasibility	In progress / scheduled
Informational packets	Low	Low	Low	High	High	Yes
Informational outreach	Low	Moderate	Low	High	High	Yes
Public meetings	Low	Moderate	Low	High	High	Yes
Program liaison	Low	Moderate	Moderate	High	High	Yes
Cooperation with local community organizations	Low	Moderate to High	Moderate	Moderate	High	Yes
Technical assistance	Low to Moderate	Moderate to High	Low	Moderate	High	Yes
Coordinated sales events	Unknown	High	Unknown	Moderate	Low	No
Website, outward facing	Moderate	Moderate	High	High	High	Yes
Informational signage	Moderate	Moderate	High	High	High	Yes
A construction “brand”	Moderate	Moderate to High	High	High	Moderate	Yes
Cooperation with colleges	Low	High	Low	Unknown	Low	No
City-funded advertising	High	High	High	Moderate	Moderate	Yes
Public art	High	High	High	Moderate	Moderate	Yes
Events	High	High	High	Moderate	Low	Maybe
Grants/ Compensation	High	High	Low	Low	Low	No
Loans	High	High	Low	Low	Low	No
Dedicated parking	High	High	Low	Low	None	No

**Building and balancing the Village’s plan:**

Because we have been planning for construction for more than two years, the Village has created the beginnings of a robust CMP. However, the Village's response cannot "be all things to all people." When allocating time and resources to the CMP, we must prioritize the most efficient and effective initiatives. Each initiative should have defined scope which is targeted and limited to those tasks which will generate the best outcomes. For example, the Village may sponsor some advertising for the downtown, but not dedicate more than a predetermined amount for a specific Go Oswego advertising campaign.

Similarly, the CMP must be balanced with other Village priorities and services. It would be counterproductive for the Village to preference the downtown businesses to the detriment of core services or other key economic development goals.

Finally, the CMP should be weighted towards those initiatives that the businesses have ranked as most helpful to them. The Village received input from 31 businesses through the Downtown Construction Preference Survey in February 2019. Their top three overall concerns were: limited parking; traffic back-ups, and customer confusion. Conversely, the top three requests for assistance during construction were: directional and informational signage; marketing the downtown as a destination; and learning how to market their own businesses during construction. Oswego's CMP should include measures that directly speak to these concerns and areas of need.

### **Proposed CMP:**

1. **Communications Initiatives:** The Village will prioritize this category of initiatives as transparency and communication are core to the Village's mission. Also, these measures have the greatest positive impact on businesses, the community, and the project success. Excellent communication will equip businesses and the community with information to prepare for and navigate the construction area. This will help to limit customer confusion and, hopefully, some traffic and parking impacts.
  - a. **Informational packets:**
    - i. Information regarding the project, timeline, key contacts, outreach methods, and technical assistance. **Estimated additional cost: >\$100/year**
      1. First round provided 2/11/19
  - b. **Informational Outreach:**
    - i. Businesses:
      1. Collect questions, concerns. Inform businesses on how to prepare for construction and what to expect:
        - a. Surveys sent Jan 18<sup>th</sup>, with reminders on Jan 30<sup>th</sup>, Feb 4<sup>th</sup>, Feb 8<sup>th</sup>
        - b. Letters sent Jan 16<sup>th</sup> with open house and survey
        - c. Open Houses 2/11 and 2/12
      2. Establish dedicated email list and communication methods (ongoing)
      3. Provide routine updates via email
      4. Consider developing maps for businesses for the construction period (**~\$150 + additional staff time commitment of multiple hours**)
    - ii. Residents and greater Oswego community:
      1. Information in newsletter (scheduled for March 2019)
      2. Page on Go Oswego (early draft Jan 2019)
      3. March 20<sup>th</sup> open house
      4. Maps and information posted at the Oswego Library
  - c. **Public Meetings:**

- i. Businesses:
      - 1. Open houses to provide context and collect feedback
      - 2. To do: establish reoccurring project meetings for Block 11 and Reserve projects
    - ii. Residents/Oswego community:
      - 1. Scheduled March 20<sup>th</sup> open house
      - 2. To do: incorporate relevant info into HOA and summer Community Conversations events
      - 3. **Estimated additional cost: \$200/year**
  - d. **Program Liaison:**
    - i. **In progress:** establish a dedicated email address that will feed into multiple inboxes for fast follow up
    - ii. **To do:** designate primary developer contact for construction related matters
- 2. **Cooperation with local community organizations / higher education:** Both of the above refer to when a non-governmental entity such as local chamber, CDFI (“community development financial institution), or university leads the creation and implementation of a CMP. The municipality acts in a supportive role. In Oswego, the Village anticipates that it will head the CMP initiative, but will cooperate with the following organizations:
  - a. The Downtown Association
  - b. The Oswego Area Chamber of Commerce
  - c. Oswego School District 308
  - d. Oswego Senior Center
  - e. Oswego Library District
  - f. Other downtown community organizations, as needed: the American Legion Post #675, the Mason’s Lodge, Celebrate Differences, Church of the Good Shepherd, etc.
  - g. **Estimated additional cost: none**
- 3. **Technical assistance:** Oswegrow was created and anchored in our downtown as a free, centralized source of technical assistance for Oswego small businesses and entrepreneurs. The Library District has a representative who attends the Downtown Association, and multiple workshops have been designed with downtown’s needs in mind. Through Oswegrow, we’ve developed rich partnerships with SCORE, Women’s Business Development Center, and the Waubensee Small Business Development Center. The Village will rely on this infrastructure to resource downtown businesses preparing for and dealing with the economic challenges of construction.

In the Village survey, downtown businesses ranked learning how to better market their individual businesses during construction as their third priority. By utilizing Oswegrow and our technical assistance partnerships, we can provide cost efficient, high-quality business development resources that will benefit any Oswego business, regardless of location.

- a. **Continue:** Running high quality free workshops on business development and connecting interested businesses with free, customized mentorship through our partners
- b. **Consider:** Create a workshop on managing a business during adjacent construction
- c. **Consider:** Create a series of workshops on marketing during construction
- d. **Consider:** Creating a local panel of businesses and advocacy professionals that can provide “lessons learned” workshop on staying open for business during construction

- e. **Consider:** Hiring the National Main Street Center to teach businesses effective promotions and communication during construction. This option will be further investigated to determine if it is feasible or effective. **Cost: TBD**
4. **Coordinated sales/promotional events:** Business districts with nearby construction have found significant success in coordinating construction-related promotions. Some have “hard hat specials” that sell to the construction workers. Others promote construction-themed items or sales events. Still others offer side walk shopping events or promotional sales to encourage existing and new customers to visit the downtown.

While an effective tool at keeping visitors coming to the downtown, it is outside of the Village’s scope and expertise to organize directly. However, the Village can play a supportive role through technical assistance, coordination with the Downtown Association, and some downtown destination advertising.

5. **Outward facing website:** The Village must communicate with the wider public about downtown construction road closures, traffic issues, and project status while continuing to advertise the forthcoming amenities at completion. The best platform for this consolidated information is a website:
- a. **In progress:** One GoOswego.org page has been revised with project information. However, staff is pricing the website updates that will allow us to more easily post changing information. **Cost: TBD**
  - b. **In progress:** Establish #BuildingOswego use on existing social media outlets
6. **Informational signage:** Signage is a crucial to communicating to shoppers, clients, employees, and community members that downtown is both open and navigable during construction. Downtown businesses ranked it as the top request for Village assistance.
- a. **To do:** Determine which locations the Village can place downtown signage without violating IDOT regulations
  - b. **To do:** Develop and place signage in the locations
  - c. **Consider:** Adding signage directing cars to businesses “off the beaten path” or not visible due to construction
  - d. **Consider:** Adding directional signage during street closures for drivers that may have their typical routes into the downtown altered during street closures
  - e. **Consider:** Seasonal branding for the signage
  - f. **Estimated additional cost: \$600-\$1,000/year**
7. **Developing Downtown Oswego construction marketing brand:** A “brand” can help contextualize mess and inconvenience as small parts of an exciting transformation. Consider the marketing for Denver Airport’s Great Hall Project ([https://www.flydenver.com/great\\_hall/denfiles](https://www.flydenver.com/great_hall/denfiles)). By acknowledging the difficulties of the renovation, the campaign humorously educates the public and builds anticipation for the new space. Obviously, Oswego doesn’t have Denver Airport’s resources, but possible methods include:
- a. **Continue:** All communications will use variations of the Go Oswego branding
  - b. **Continue:** Adapt “Stache” for construction
  - c. **Consider:** Working with the Downtown Association to adopt/adapt Go Oswego branding during construction
  - d. **Estimated additional cost: >\$100**

8. **City designed and/or funded advertising:** When a municipality provides advertising as part of a CMP, it is usually on a business district-wide basis, not for individual businesses. Because advertising is expensive, large campaigns are often funded through outside grants or pre-established SSAs. The Village plans on leveraging GoOswego.org and our partnership with the AACVB to advertise the downtown as a destination during construction.

Additional advertising of the downtown as a destination was the second priority for downtown businesses.

- a. **Continue:** GoOswego.org has dedicated downtown content
  - b. **Consider:** Using marketing intern assistance to develop blogs/listicles and user-generated social media content promoting Oswego destination focused businesses, with emphasis on the downtown
  - c. **Consider:** Dedicating a portion of Oswego's advertising dollars to Village-designed advertising of the downtown business district. It is critical that advertising focus on the area broadly, rather than individual businesses to prevent perception of favoring individual businesses (or types of businesses). Advertising can also take the form of increased spend on signage, website, or other informational platforms. **Estimated additional dedicated amount: \$3,500 / year**
9. **Public Art:** Both temporary and permanent public art can mitigate the negative effects of construction by building community engagement with the development, thereby increasing anticipation for the final product. Temporary art, such as decorated barriers or construction fencing, beautifies construction eyesores.

Unfortunately, both temporary and permanent art are costly, time intensive, and not always feasible. It is also hard to accurately measure the positive impact of art on both businesses and community. While the Village values public art for its quality of life and community engagement benefits, the cost and time commitment are significant counterpoints to prioritizing Public Art as part of a CMP.

- a. **Continue:** Community Relations, Economic Development, and the Cultural Arts Commission have undertaken the unique manhole cover design project which will capitalize on the project requiring the replacement of ~25 covers.
  - b. **Consider:** Use the new public art selection process to design and plan for public art on Jackson St. between the Reserve at Hudson Crossing buildings.
  - c. **Consider:** Partnering with Oswego's high schools to design and deploy creative construction fencing, signage, and other temporary art, as appropriate **Cost: TBD**
  - d. **Consider:** Working with community partners to install attractive foliage displays now that the Garden Faire is closed and cannot donate plants **Cost: ~\$1500**
10. **Events:** Downtown special events are beloved community traditions and important revenue generators and marketing opportunities for many businesses. The Village must consider the impact of changing or eliminating special events and the feasibility of adding new events during construction. Enumerated below are factors we considered:
    - a. **Equitability:** Oswego's CMP should benefit the greatest number of businesses for the most efficient use of resources. Given that roughly 40% of business stated they either don't want or don't care about large Main Street events, it's clear that dollar-for-dollar, downtown events are an inefficient tool for mitigating construction impacts. Staff proposes that events should be evaluated on individual basis, but not organized as part of our CMP.

- i. **Survey:** In the February 2019 Construction Preferences Survey, approximately 60% of downtown businesses indicated they'd prefer to see events continue unchanged during construction. However, there are also many businesses that either have no preference or do not like events with street closures.
  - ii. **Cost:** Main Street events are expensive: the 2018 Beats and Eats festivals cost more than \$40,000. Christmas Walk cost approximately \$24,000. Events are also time intensive and (sometimes) a burden on Public Works and Police staff schedules. The Village must weigh the commitment of its resources with the extent to which businesses benefit from events.
  - iii. **Promotional value:** Events have promotional and branding value for the Village and the participating businesses. However, the event must be fun and able to comfortably accommodate all patrons. Inconveniences, lack of amenities, and disorganization will damage the Village's reputation and the event's promotional value. Because we foresee that Main Street's capacity and quality as a large event venue will decline during construction, we conjecture that the promotional value of our events may also decline.
- b. **Parking and street closures:** Construction will fully or temporarily eliminate parking at 59 S. Adams, along Harrison, both sides of S. Adams, and at Block 11. Large events that unequivocally require parking at those locations should be modified or suspended during construction. Closures on South Adams and Jackson may prevent the closing of the parallel section of Main Street due to limited emergency vehicle access.
- a. **Event parking guidelines:** Oswego Police are examining the parking capacity of the downtown, including residential side streets. OPD will issue guidelines for event parking, including any special regulations, such as single-sided parking or no-parking signs. The planning process will be included in the Special Event Permitting Application.
  - b. **Off-site parking and transportation:** Several parking lots are available for off-site parking. However, the distance/access to Main Street may require the use of dedicated transportation to from the event.
    - i. **Fewer patrons:** Patrons are less likely to attend events that require offsite transportation, unless:
      1. The transportation is part of the event's attraction, such as a charming holiday-themed trolley ride
      2. The event is of a certain caliber such that patrons are willing to endure heightened inconvenience to attend
      3. Parking is available, but full, so event goes relocate to an offsite parking location
    - ii. **Cost of offsite transportation:** The Village has priced the use of offsite transportation:
      1. Three trolleys cost approximately \$3,000 for five hours
      2. Private school style buses cost \$100/hr.
      3. Private buses with additional amenities cost \$1,400 for five hours
      4. School district 308 buses are equivalently priced. However, they are not ideal in that they do not coordinate arrival/departures with event staff, have smaller available buses, and may not wish to transport event patrons who have been drinking as part of an event.

iii. **Parking lots:**

1. **Village parking lot next to Tap House:** This is not a source of additional event parking. Access to Main Street may be complex, depending on sidewalk closures.
2. **Village Hall parking:** There are 127 spots available. Sidewalk closures can may also complicate walking to Main Street.
3. **Old Traughber:** There are approximately 132 spots available at a ½ mile distance from Main Street. Pedestrians would have to cross Route 34. Note: The School District has listed the property for sale. New ownership may limit or eliminate use of the lot.
4. **OHS:** There is enough parking available. Use is subject to SD308's approval. Transportation is necessary.

- iv. **Village staff time commitment:** Events complicate traffic, pedestrian access, and parking. These additional complexities may increase the police service during the event. Similarly, event set-up, trash, etc., may increase Public Works time. Finally, Community Relations and Economic Development staff would dedicate a significant portion of staff time to the planning, preparation, and administration of the events.

c. **Village Events:**

- i. **Christmas Walk:** The Village will hold Christmas Walk on Main Street and likely relocate the Tree Lighting to the downtown considering the sidewalk closures along Washington may inhibit travel between Village Hall and Main Street. We will secure trolleys in advance and widely advertise/encourage their use. The trolley experience will be improved with music and costumed characters. **Estimated additional cost: \$4,000**
- ii. **Wine on the Fox:** The Village will host the 2019 event at Village Hall. Parking will be in the surrounding Inland property. Dependent on 2019's success and the availability of Inland's property, the Village may consider moving the event to a Park District location, if available.
- iii. **Summer Main Street Music Festival (i.e. Beats and Eats):** A 2019 festival would require offsite parking and transportation. Adequate bus service would add about \$1,500 to each event.

However, patrons typically bring their own lawn chairs for seating, which would be awkward to transport on a bus. Alternatively, the Village could provide onsite seating at significant additional cost. Given these inconveniences, we predict a significant decrease in attendees.

The event would likely run a deficit, due to the likely drop in event patrons. Furthermore, we may be restricted from closing Main Street due to closures on Adams.

The Village recommends suspending the event for 2019. After the 2019 season, staff will evaluate the feasibility of a Village-sponsored summer music festival for 2020 and beyond.



- d. **Other downtown events:** The Village will work with the organizations that hold events in the downtown and address potential parking through the SEP process.
    - i. **Funding offsite transportation:** Several businesses have requested the Village fund offsite transportation to accommodate one or more events. Staff recommends against including this in the CMP. By utilizing the private school bus company, the host organization can secure adequate transportation for a relatively small cost without the Village's assistance. Funding transportation for specific events is questionably equitable in its support to all downtown businesses, including those that do not participate and/or benefit in non-Village run events.
    - ii. **Parking at Village Hall:** The Village can provide the parking lot during weekends at no cost, provided OPD approves and judges downtown as accessible to pedestrians.
    - iii. **Police and Public Works assistance:** Dependent on scheduling considerations, the Village may offer or limit OPD or PW staff time necessary for Main Street events run by outside organizations.
11. **Grants, Direct Compensation, and Loans:** Rarely, CMPs may include financial offsets for impacted businesses. They may include marketing or signage grants; working capital or bridge loans, or even direct compensation to replace projected lost revenue. These programs are expensive, both in money granted/loaned and in administrative costs. They are difficult to apply equitably and effectively with limited resources. The Village does not have available funds to create new construction-related direct financial assistance. However, we will continue to offer our revolving loan and Economic Development Incentive Award programs.
12. **Dedicated parking:** Some municipalities set aside alternative parking during construction to temporarily compensate for lost parking. Only Block 11 projects will appreciably limit day-time parking as the existing lot will be taken offline during construction. However, there is little evidence that lot is used during normal business hours.
- a. **Village parking lot next to Tap House:** Several businesses expressed concern that construction workers will park in this lot, limiting its availability for 123 Washington's clients and employees. Shodeen has agreed to encourage its workers to park onsite, where possible. The project liaison should keep close tabs on this matter and intervene if the parking is being monopolized by project workers.
 

Unavoidably, that lot is the one closest to Hudson Crossing while Harrison Street is closed. Staff will monitor the situation closely and remain in contact with businesses in 123 Washington to prevent significant issues from developing.
  - b. **Limited parking pre-existing or construction related?** Currently, Main Street parking is only rarely at capacity during working hours. When parking is limited, it is typically related to the current businesses' daily operations (i.e. breakfast time at the Oswego Family Restaurant, summer afternoons at the Dairy Hut). In short, those parking deficiencies are pre-existing to construction and a primary reason behind the downtown construction projects. The Village should not take measures to temporarily improve parking conditions that have not been appreciably altered by the construction project.

Staff believes that events will be the primary parking-related difficulty during construction and has provided additional context in the section addressing events above.

13. **Key considerations:** The following must be decided when modifying Oswego’s CMP
- a. **Budget:** How much of the Community Relations advertising allocation or Economic Development’s “Other professional services” budget should be set aside, if any, towards the implementation of a CMP initiative?
  - b. **Time commitment:** What percentage of staff time should be likewise dedicated?
  - c. **Prioritization:** Where does this initiative rank relative to other CMP initiatives and Village priority projects?

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<sup>i</sup> “City of Milwaukee: Construction Mitigation Program”, 2010:  
<https://www.lafollette.wisc.edu/images/publications/workshops/2010-construction.pdf>, page 3

Park City: “Construction Mitigation Plan for Flagstaff Mountain Resort Park City, Summit County, Utah”, 2001  
<https://www.parkcity.org/Home/ShowDocument?id=56173>

City of Madison: “Road Construction Survival Guide: Helping your business prosper before, during and after road construction”, 2008  
<https://www.cityofmadison.com/engineering/universityAvenue/documents/survivalguide.pdf>

National Main Street Center: “Main Street Committee Members Handbook: Promotion”, 1996  
<https://www.mainstreet.org/home>

Federal Reserve Bank of Minneapolis: Community Dividend  
“Helping small business survive big construction: Strategies from the Green Line LRT Project”  
<https://www.minneapolisfed.org/publications/community-dividend/helping-small-businesses-survive-big-construction-strategies-from-the-green-line-lrt-project>

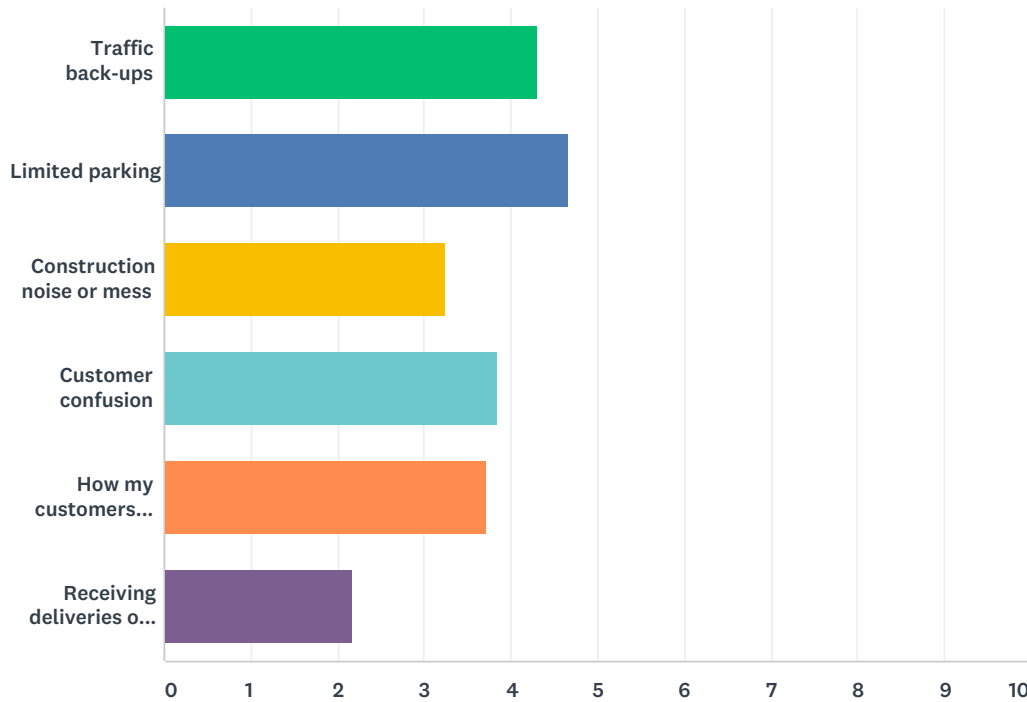
SMBCEO: “3 Tips for Keeping Your Business Open During Construction”  
<http://www.smbceo.com/2018/03/22/3-tips-for-keeping-your-business-open-during-construction/>

Inc. “7 Tips for When Road Construction Affects Your Business”  
<https://www.inc.com/guides/2010/10/seven-tips-for-when-road-construction-affects-your-business.html>

CONSTRUCTIONDIVE.COM: “6 cities getting creative when road work hurts business”  
<https://www.constructiondive.com/news/6-cities-getting-creative-when-road-work-hurts-business/311557/>

Q1 Please rank the following construction conditions in terms of greatest concern. Ranking something as “1” means the area of greatest concern. Ranking something as a “5” indicates the area of least concern.

Answered: 32 Skipped: 0



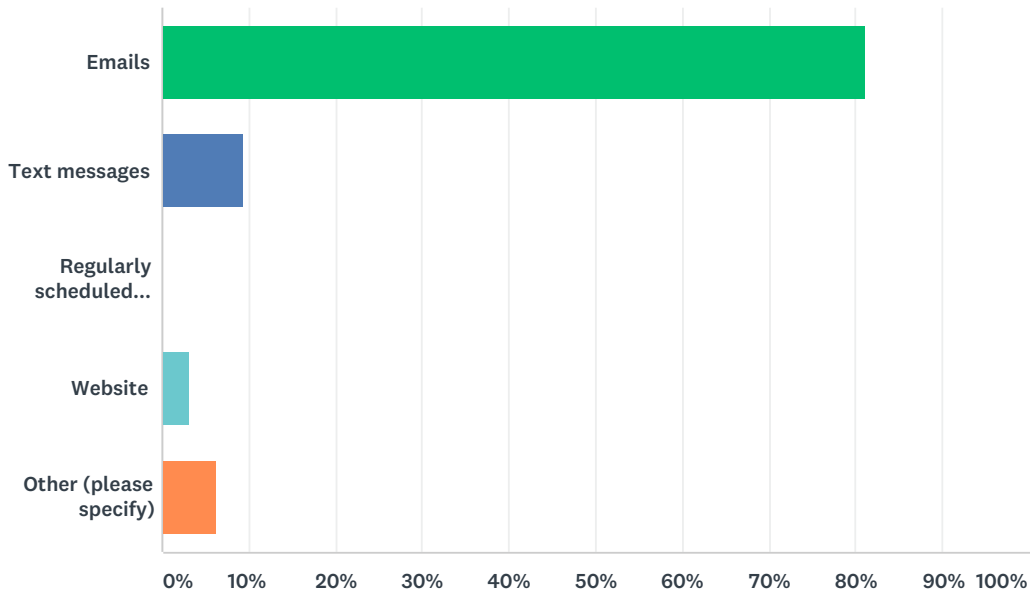
	1	2	3	4	5	6	N/A	TOTAL	SCORE
Traffic back-ups	16.13% 5	32.26% 10	22.58% 7	16.13% 5	9.68% 3	0.00% 0	3.23% 1	31	4.30
Limited parking	45.16% 14	9.68% 3	19.35% 6	12.90% 4	6.45% 2	3.23% 1	3.23% 1	31	4.67
Construction noise or mess	13.33% 4	6.67% 2	23.33% 7	13.33% 4	20.00% 6	16.67% 5	6.67% 2	30	3.25
Customer confusion	6.90% 2	31.03% 9	17.24% 5	20.69% 6	13.79% 4	3.45% 1	6.90% 2	29	3.85
How my customers perceive the downtown	18.75% 6	15.63% 5	12.50% 4	25.00% 8	12.50% 4	9.38% 3	6.25% 2	32	3.73
Receiving deliveries of supplies necessary to keep my business operating despite construction road closures	3.23% 1	3.23% 1	6.45% 2	6.45% 2	25.81% 8	29.03% 9	25.81% 8	31	2.17

## Q2 Please describe your concerns:

Answered: 27 Skipped: 5

### Q3 We want to keep open lines of communication with downtown businesses. Please let us know the most effective way to communicate with you regarding downtown construction:

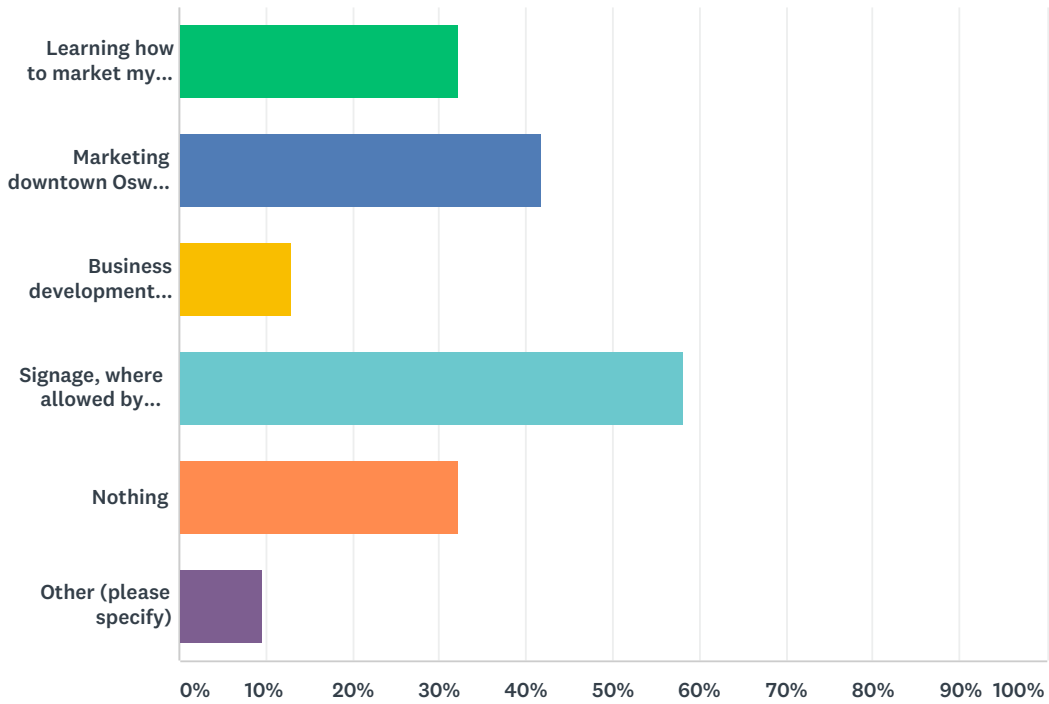
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
Emails	81.25%	26
Text messages	9.38%	3
Regularly scheduled meetings	0.00%	0
Website	3.13%	1
Other (please specify)	6.25%	2
<b>TOTAL</b>		<b>32</b>

### Q4 I would like assistance during the downtown construction with:

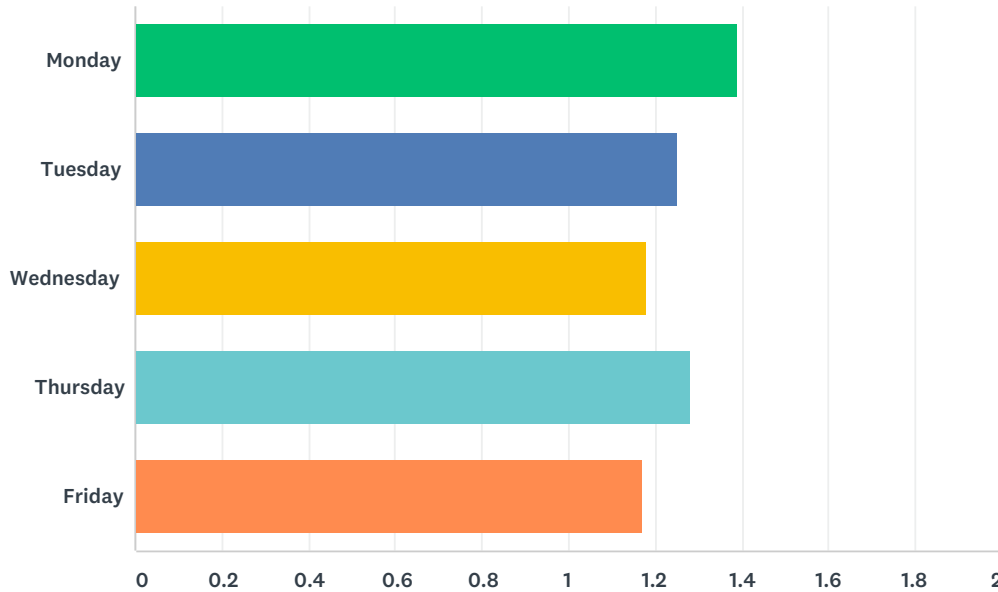
Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES	
Learning how to market my business during construction	32.26%	10
Marketing downtown Oswego together as a destination	41.94%	13
Business development assistance (mentoring, technical assistance, etc.)	12.90%	4
Signage, where allowed by State regulation, stating the downtown is "open for business"	58.06%	18
Nothing	32.26%	10
Other (please specify)	9.68%	3
Total Respondents: 31		

Q5 We plan on scheduling a regular construction meeting for businesses to interact with Shodeen (the developers of 59 S. Adams) and Village staff regarding logistical construction matters. Indicate the times that work well for you:

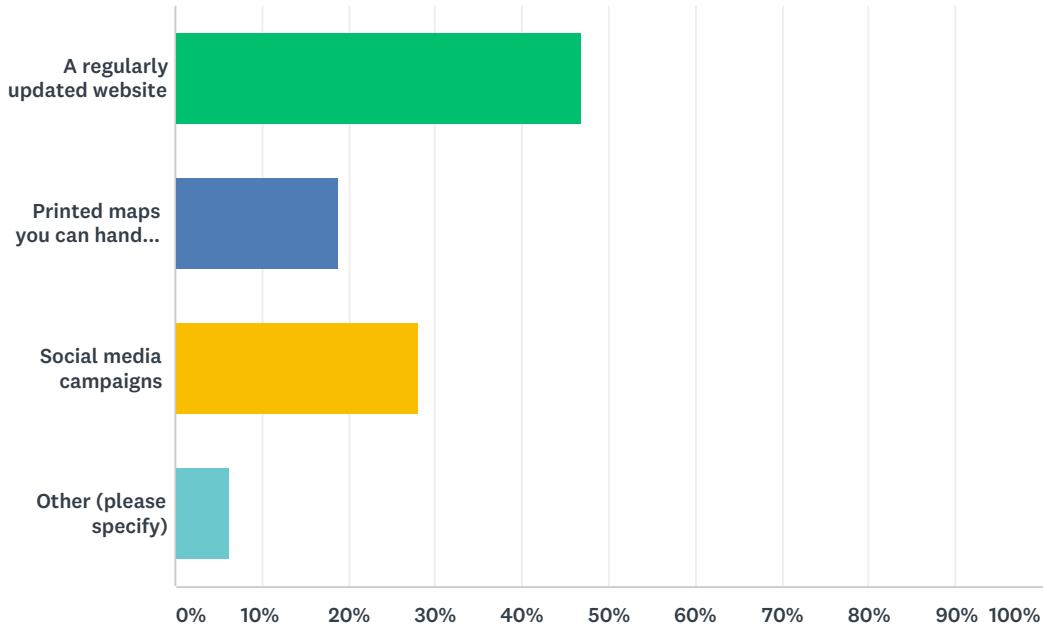
Answered: 29 Skipped: 3



	MORNINGS (8-10AM)	AFTERNOONS (3-5PM)	TOTAL	WEIGHTED AVERAGE
Monday	61.11% 11	38.89% 7	18	1.39
Tuesday	75.00% 12	25.00% 4	16	1.25
Wednesday	82.35% 14	17.65% 3	17	1.18
Thursday	72.22% 13	27.78% 5	18	1.28
Friday	83.33% 15	16.67% 3	18	1.17

**Q6 The Village intends to communicate to the wider public in many ways throughout construction. Which of the following would you find MOST helpful in keeping you and your customers up-to-date?**

Answered: 32 Skipped: 0

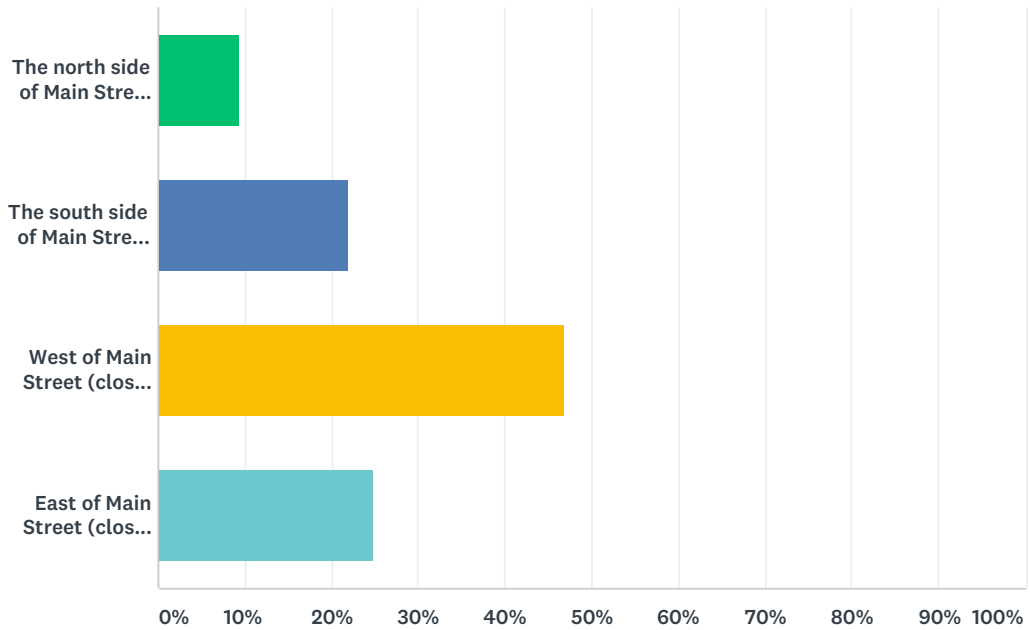


ANSWER CHOICES	RESPONSES	
A regularly updated website	46.88%	15
Printed maps you can hand out	18.75%	6
Social media campaigns	28.13%	9
Other (please specify)	6.25%	2
<b>TOTAL</b>		<b>32</b>



### Q7 Please specify the general area your business is located:

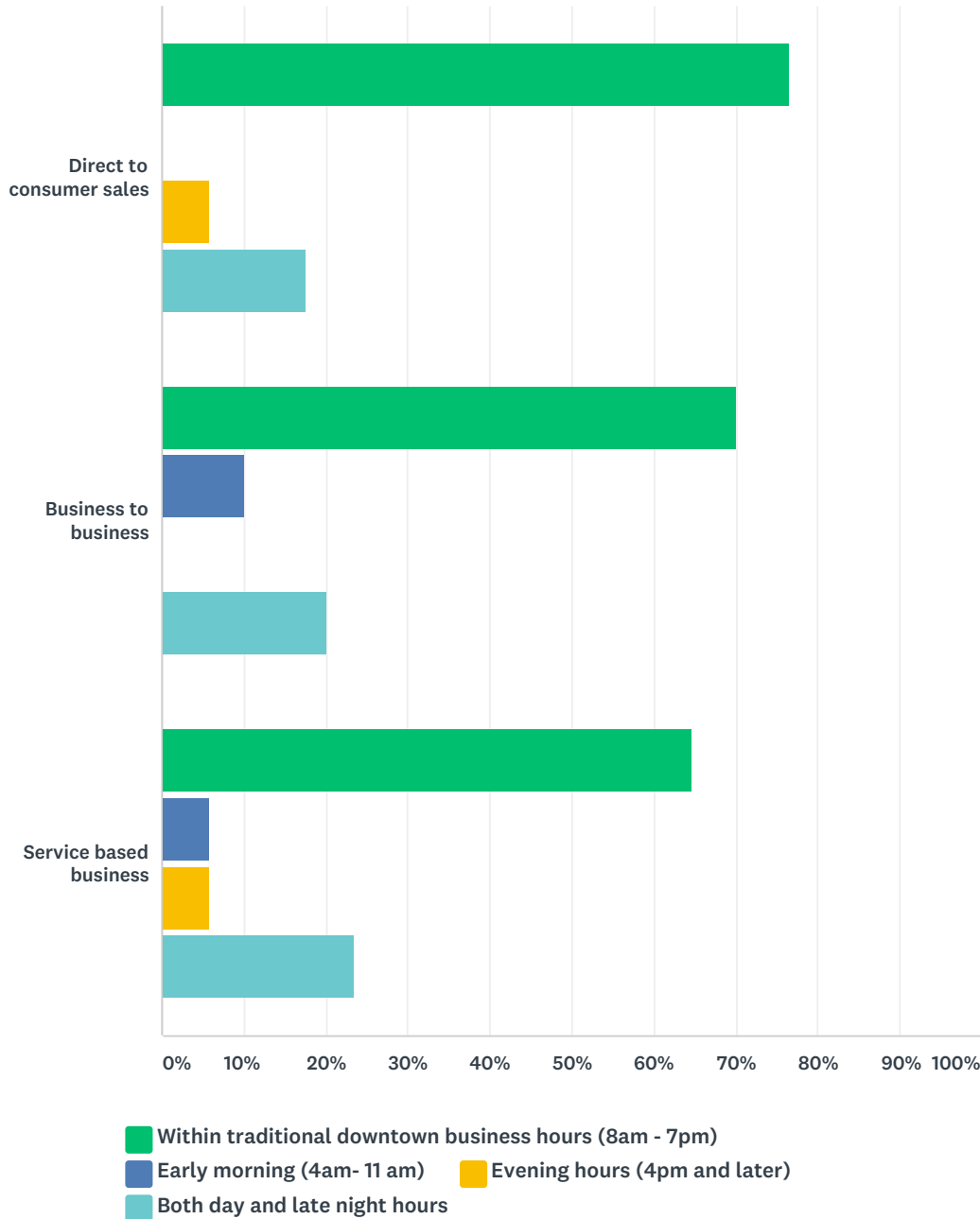
Answered: 32 Skipped: 0



ANSWER CHOICES	RESPONSES	
The north side of Main Street (the side with the Library)	9.38%	3
The south side of Main Street (the side closest to Van Buren St.)	21.88%	7
West of Main Street (closer to the Hudson Crossing Park)	46.88%	15
East of Main Street (closer to Madison St.)	25.00%	8
Total Respondents: 32		

Q8 Let us know your general category of business and typical hours of business. Please choose the option that BEST describes your business. This helps us understand how construction impacts different businesses based on their typical operating hours.

Answered: 31 Skipped: 1



	WITHIN TRADITIONAL DOWNTOWN BUSINESS HOURS (8AM - 7PM)	EARLY MORNING (4AM- 11 AM)	EVENING HOURS (4PM AND LATER)	BOTH DAY AND LATE NIGHT HOURS	TOTAL
Direct to consumer sales	76.47% 13	0.00% 0	5.88% 1	17.65% 3	17

# Downtown Business Preference Survey

SurveyMonkey

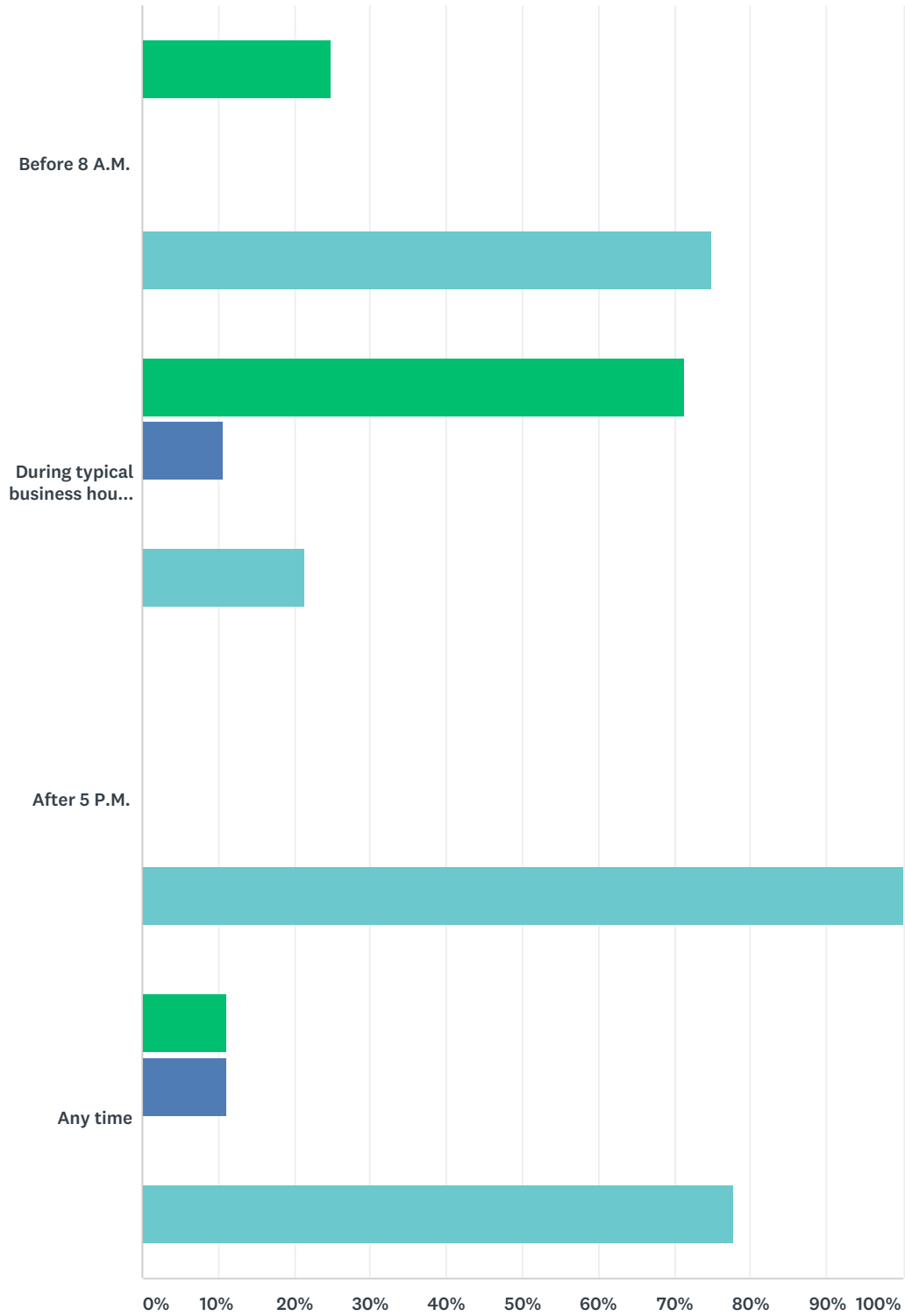
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Business to business	70.00% 7	10.00% 1	0.00% 0	20.00% 2	10
Service based business	64.71% 11	5.88% 1	5.88% 1	23.53% 4	17

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**Q9 If applicable, when does your business generally receive deliveries of supplies or goods necessary to run your business?**

Answered: 32 Skipped: 0



- During the work week (Monday - Friday)
- Anytime during the week (Monday-Sunday)
- Primarily weekends (Saturday and Sunday)
- N/A

	DURING THE WORK WEEK (MONDAY - FRIDAY)	ANYTIME DURING THE WEEK (MONDAY-SUNDAY)	PRIMARILY WEEKENDS (SATURDAY AND SUNDAY)	N/A	TOTAL RESPONDENTS
Before 8 A.M.	25.00% 3	0.00% 0	0.00% 0	75.00% 9	12

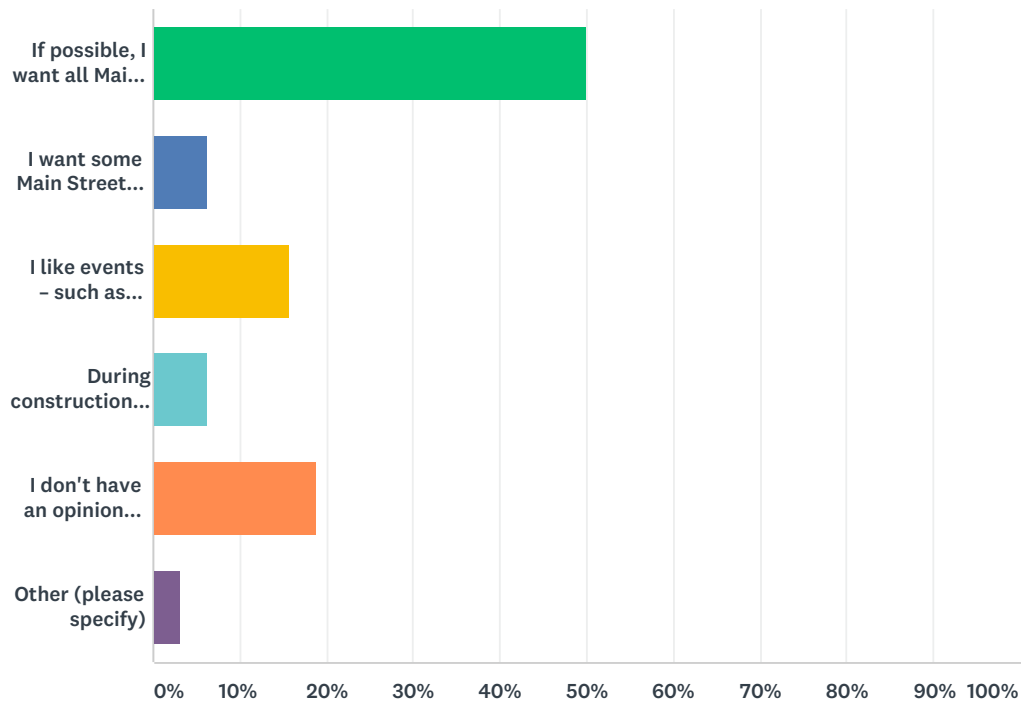
# Downtown Business Preference Survey

SurveyMonkey

During typical business hours (8 A.M. - 5 P.M.).	71.43% 20	10.71% 3	0.00% 0	21.43% 6	28
After 5 P.M.	0.00% 0	0.00% 0	0.00% 0	100.00% 7	7
Any time	11.11% 1	11.11% 1	0.00% 0	77.78% 7	9

## Q10 Please select your preferences for events in the downtown during construction

Answered: 32 Skipped: 0

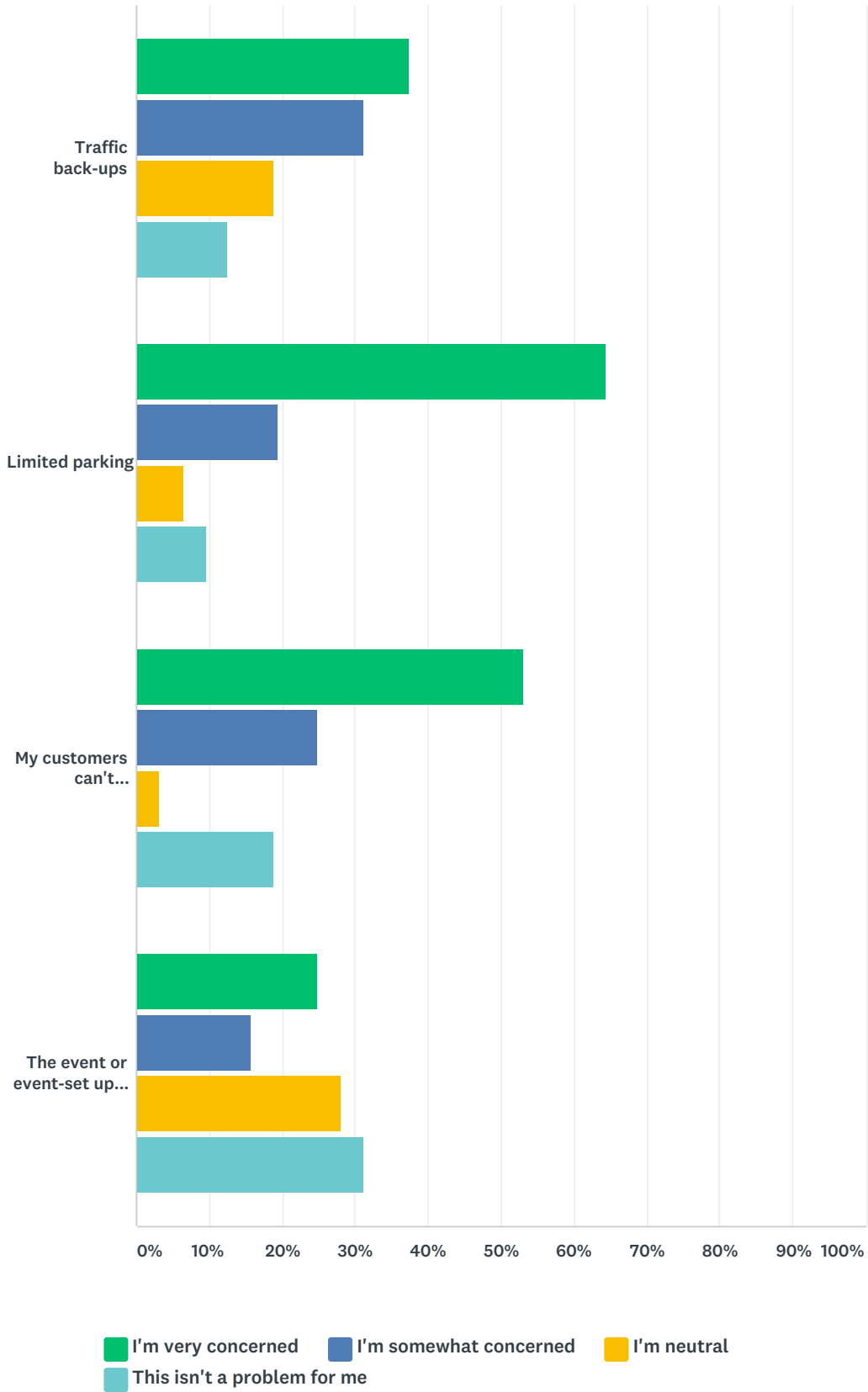


ANSWER CHOICES	RESPONSES	
If possible, I want all Main Street events to continue with street closures as usual. Events are good for my business's brand awareness and sales	50.00%	16
I want some Main Street events to continue with street closures as usual	6.25%	2
I like events – such as shopping days or sidewalk sales – that have minimal impact on Main Street parking	15.63%	5
During construction, I'd prefer for there to be no Main Street events, in order to keep parking and my storefront freely accessible	6.25%	2
I don't have an opinion about events in the downtown	18.75%	6
Other (please specify)	3.13%	1
<b>TOTAL</b>		<b>32</b>

**Q11 Please indicate how concerned you are about the following issues, specifically in relation to events during the construction period.**

Answered: 32 Skipped: 0





	I'M VERY CONCERNED	I'M SOMEWHAT CONCERNED	I'M NEUTRAL	THIS ISN'T A PROBLEM FOR ME	TOTAL
Traffic back-ups	37.50%	31.25%	18.75%	12.50%	32
	12	10	6	4	33

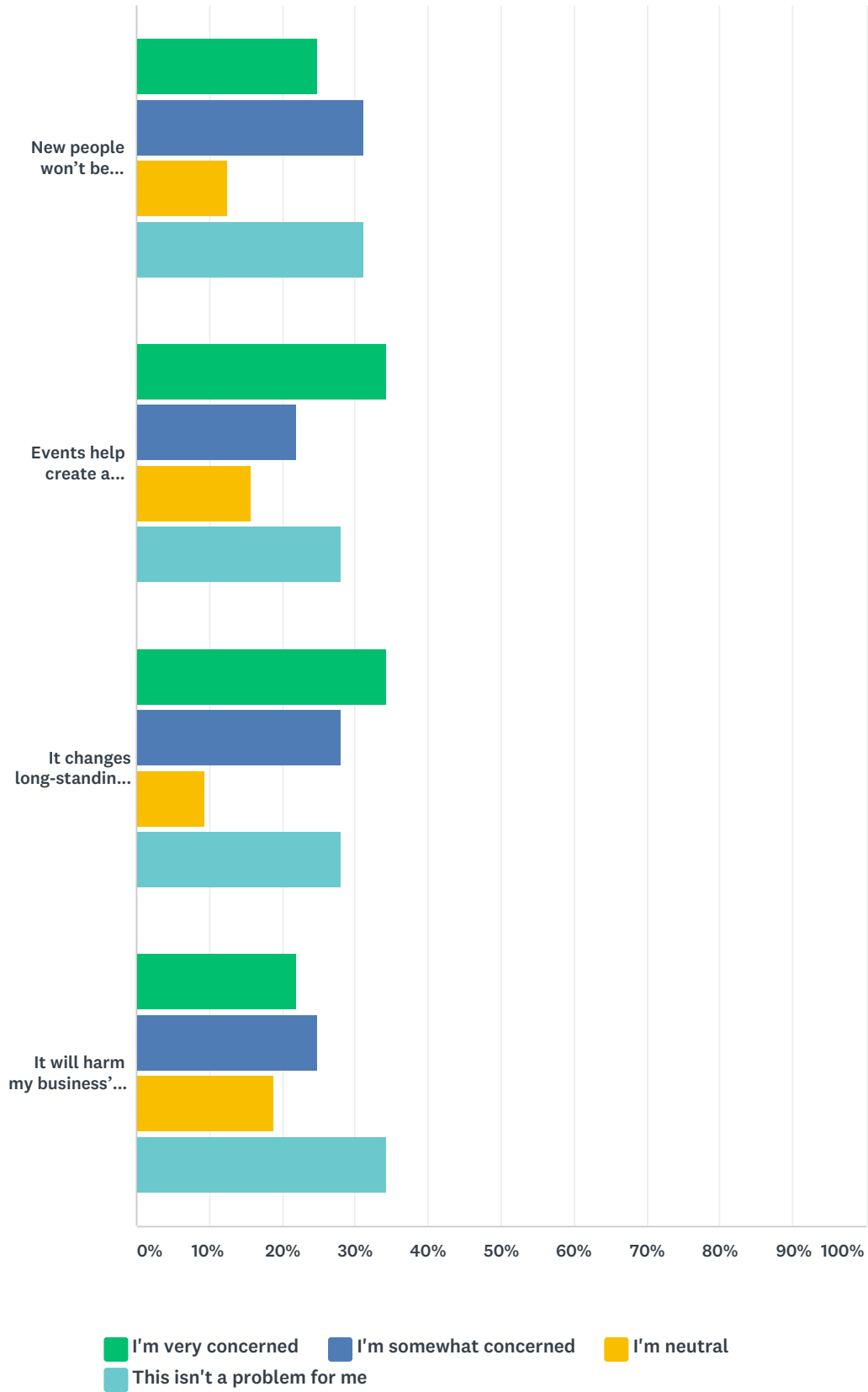
## Downtown Business Preference Survey

SurveyMonkey

Limited parking	64.52% 20	19.35% 6	6.45% 2	9.68% 3	31
My customers can't conveniently access my location	53.13% 17	25.00% 8	3.13% 1	18.75% 6	32
The event or event-set up limits my profitable hours of doing business	25.00% 8	15.63% 5	28.13% 9	31.25% 10	32

## Q12 My biggest concern about changing or reducing Main Street events include:

Answered: 32 Skipped: 0



	I'M VERY CONCERNED	I'M SOMEWHAT CONCERNED	I'M NEUTRAL	THIS ISN'T A PROBLEM FOR ME	TOTAL
					36

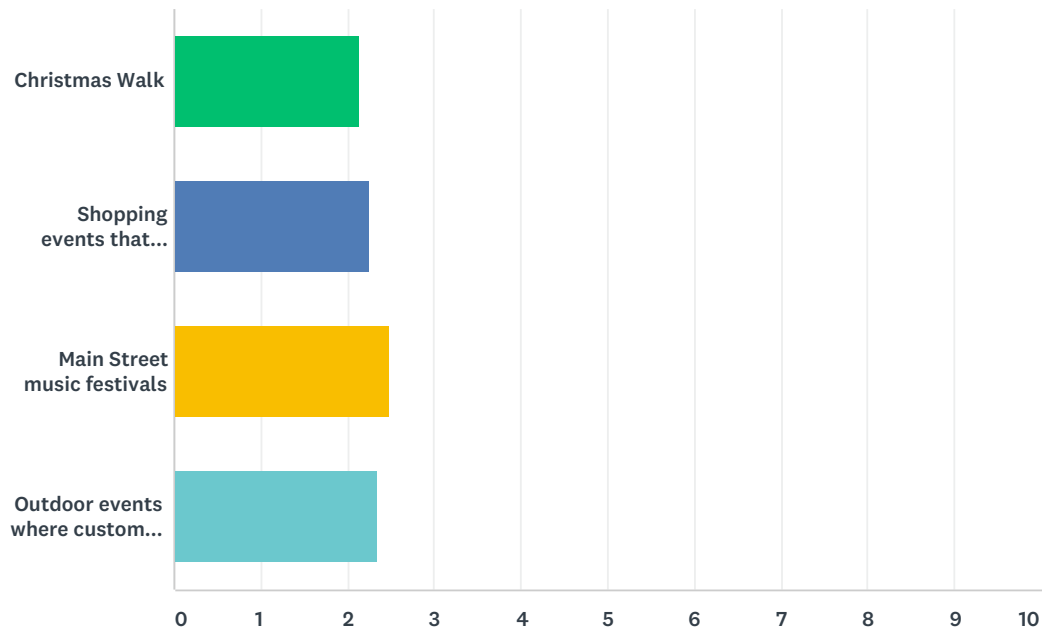
## Downtown Business Preference Survey

SurveyMonkey

New people won't be introduced to my business	25.00% 8	31.25% 10	12.50% 4	31.25% 10	32
Events help create a "brand" for the downtown. Reducing or changing events may change how visitors perceive the downtown and they may be less likely to come back	34.38% 11	21.88% 7	15.63% 5	28.13% 9	32
It changes long-standing traditions that are important for the downtown	34.38% 11	28.13% 9	9.38% 3	28.13% 9	32
It will harm my business's brand awareness with my customers	21.88% 7	25.00% 8	18.75% 6	34.38% 11	32

### Q13 Please rank the importance of the following Main Street events to your business:

Answered: 32 Skipped: 0



	VERY IMPORTANT FOR BUSINESS	SOMEWHAT IMPORTANT FOR BUSINESS	NEUTRAL. IT DOESN'T IMPACT YOUR BUSINESS EITHER WAY.	DISCOURAGES BUSINESS	VERY BAD FOR BUSINESS	TOTAL	WEIGHTED AVERAGE
Christmas Walk	48.39% 15	6.45% 2	35.48% 11	3.23% 1	6.45% 2	31	2.13
Shopping events that bring customers to your business	34.38% 11	18.75% 6	40.63% 13	0.00% 0	6.25% 2	32	2.25
Main Street music festivals	21.88% 7	18.75% 6	53.13% 17	0.00% 0	6.25% 2	32	2.50
Outdoor events where customers browse tables and booths, such as art faires or flea markets	28.13% 9	15.63% 5	53.13% 17	0.00% 0	3.13% 1	32	2.34

**Q14 Do you have any ideas for changing how events are organized during the construction period that may help your business thrive?**

Answered: 19 Skipped: 13

**Q15 Please let us know if there is anything we have missed in this questionnaire that you feel would be helpful for us to be aware of.**

Answered: 9 Skipped: 23



**Q16 \*Please note: If you would like to remain anonymous, please leave the following field blank!\* We will collect contact information from downtown businesses seperately. However, if you would like us to follow up with you personally regarding your feedback on this survey, please leave your name and contact information below and we will reach out to you no later than a week after the survey period closes.**

Answered: 6 Skipped: 26

ANSWER CHOICES	RESPONSES
Name	100.00% 6
Company	100.00% 6
Address	0.00% 0
Address 2	0.00% 0
City/Town	0.00% 0
State/Province	0.00% 0
ZIP/Postal Code	0.00% 0
Country	0.00% 0
Email Address	100.00% 6
Phone Number	100.00% 6