



DOWNTOWN STRATEGIC PLAN

CITY OF EXCELSIOR SPRINGS, MISSOURI

APRIL, 2010



CITY OF EXCELSIOR SPRINGS



DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI (DREAM) PROGRAM SPONSORS:



PLANNING CONSULTANT



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DREAM Initiative • Downtown Strategic Plan

One objective of the DREAM Initiative (Downtown Revitalization and Economic Assistance for Missouri) is to develop and create a strategic vision for Downtown Excelsior Springs.

The DREAM planning process addressed numerous issues regarding the function, structure and image of Downtown Excelsior Springs. The goal of the Initiative was to identify the opportunities and constraints existing Downtown and develop a plan for future improvements, growth and sustainability. The DREAM Initiative began with a wide-ranging assessment of existing conditions and functions of Downtown Excelsior Springs. These assessments were the foundation for the various analysis and resulting recommendations, which are described in this report. The Downtown Strategic Plan also serves as a supplement to the City of Excelsior Springs Comprehensive Plan.

The Strategic Plan will serve as an implementation resource for improvements in Downtown Excelsior Springs. The plan provides a five-to-eight year vision promoting creative, positive and feasible change to Downtown. The many participants of the planning process, including numerous citizens, business owners, and civic leaders, expect that the DREAM Strategic Plan will provide the blueprint to transform Downtown Excelsior Springs into a dynamic center in which to live, play and work.

The Strategic Plan describes in detail the goals developed through the DREAM Initiative and the strategy by which these goals are to be achieved. The goals are noted in detail in each of the respective chapters of this report. A summary of the priority goals are listed as follows:

Goal One: *Establish a Community Improvement District (CID) in Downtown Excelsior Springs -*

A community improvement district will provide a dedicated funding source for improvements in the Downtown. The CID should be established as a political subdivision and be supported by a property and sales tax in the district. A CID would also help to support Downtown Excelsior Partnership (DEP) to become the lead organization for Downtown. The CID, in addition to investor pledges and city financial support will provide a sustainable funding source for the DEP to expand operations and programming.

Goal Two: *Expand Retail Development Downtown -*

Develop the Downtown Excelsior Springs Business and Economic Development Committee to spearhead the retail development effort. It is important to develop incentives to attract new retail to Downtown and assist existing business to expand and improve. Ultimately the goal will be to create the desired retail mix in Downtown, however, it is first important to create the critical mass of retail. Filling first floor vacancies and replacing service uses on first floors will help greatly. Then build on Excelsior Spring's niche of outdoor activities and the arts to build the unique retail mix necessary to become a retail destination.

Goal Three: *Increase Residential Population in*

Downtown - Promote the rehabilitation of existing buildings and second floor space into residential units. Collaborate with developers and property owners interested in condominiums, town homes and rental units. Promote the development of the targeted mixed-use development opportunities.

City of Excelsior Springs



Hall of Waters



Aerial View of Downtown Excelsior Springs



Excelsior Springs Golf Course

DREAM Initiative • Downtown Strategic Plan

Goal Four: *Establish a Downtown Tax Increment Financing District (TIF) -*

In order to support large development projects establish a TIF District in Downtown. TIF Districts can support Downtown and specific projects through infrastructure improvements and gap financing. The TIF District should be put into place prior to new project development and can be used as a tool to attract developers.

Goal Five: *Increase Downtown Marketing -*

Create a distinct Downtown brand that reflects the unique character and history of the area. Utilize the brand throughout all marketing activities. Develop a Downtown website to promote Downtown activities and provide information. Create additional support marketing materials for retail attraction, residential development, events, retail maps, etc. following the chosen branding.

Goal Six: *Improve Visitor Experience -*

Make basic improvements to the visitor amenities in Downtown to improve the visitor experience. For example, by providing a centralized Visitor Center with restrooms and accessible information the visitor is more likely to extend their stay and therefore spend more money.

Goal Seven: *Restore Springs & Expand Parks -*

Continue to restore the springs in and around Downtown where feasible. The springs of the area are unique to Excelsior Springs and will offer a competitive advantage against other destinations for retail and tourism. Additionally, continue to improve Paul Craig Park through activities, amenities, and physical expansion. Expanding trail connections will offer a seamless park experience that will also better connect Downtown Retail to these destinations.

Goal Eight: *Develop Gateways & Establish Signage for Wayfinding within Downtown -*

Design and construct gateway monument signage at multiple entrances to Downtown to demarcate the “special” district boundaries. Establish wayfinding signage for the Downtown to direct people to parking, retail, entertainment, hotels, the park, and other sites of interest.

Goal Nine: *Address Land Use Concerns -*

Open a dialogue with the Drug Rehabilitation Center located Downtown about the mutual benefits of relocation by identifying potential locations and developing a combination of incentives and regulations to encourage the process. Encourage all property owners to improve the physical appearance and curb appeal of their properties to increase the values and create an aesthetically appealing atmosphere.

Goal Ten: *Enhance Farmer’s Market -*

Develop a permanent place for the developing Farmer’s Market in Downtown. Survey participants and customers for their opinions on potential improvements and desires of a permanent location. Continue to build on successes and tie into the retail stores and activities within Downtown.

City of Excelsior Springs



Antique Car Show at The Elms



Mural Located in Downtown Excelsior Springs

DREAM Initiative • Strategic Plan

DREAM stands for Downtown Revitalization and Economic Assistance for Missouri which embodies the essence of the Initiative. The DREAM Initiative is a three-year program providing designated Missouri communities with Downtown planning assistance. Through the coordination of the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides planning and financial assistance to enhance Downtown revitalization in Missouri. The State of Missouri retained PGAV, Inc. to develop and administer the DREAM Initiative planning component.

Excelsior Springs was designated as one of the first ten DREAM communities in 2006.

The goal of the DREAM Initiative is to revitalize Downtown districts by putting them back into productive use. The beginning of this process, the DREAM Initiative, is to provide technical planning assistance culminating in a Downtown strategic plan and sustainable revitalization effort. The planning assistance begins with a wide-ranging assessment that serves as the foundation for future analysis. The planning studies and analysis included in Excelsior Springs's DREAM Initiative are:

- Organizational Structure Review
- Land Use, Building & Infrastructure Survey
- Community & Consumer Survey
 - Focus Groups
 - Telephone Survey
 - Visitor Survey

- Retail Market Analysis
- Residential Demand Analysis
- Financial Assistance Review
- Destination Assessment
- Marketing Plan
- Education & Communication
- Downtown Strategic Plan

The DREAM Initiative emphasizes the use of existing state financial incentive programs for strategic plan implementation. Throughout the Initiative ongoing project-specific support was provided by the State Agencies and PGAV.

The DREAM Initiative recognizes that a substantial investment already exists in Downtown Excelsior Springs and the DREAM Initiative will help that investment achieve its highest productive use. Excelsior Springs has benefited from technical and financial assistance and has been given priority for various state grant and loan programs.

City of Excelsior Springs



Announcement of DREAM at Hall of Waters



Existing Streetscape Enhancements

DREAM Initiative • Strategic Plan

Effective planning engages the public. The DREAM Initiative utilized a comprehensive approach to reach out to local citizens and civic leaders to identify issues affects Downtown.

The intent of this public outreach was to identify perceptions of Downtown Excelsior Springs and create a vision for an improved Downtown. The planning process utilized public meetings and surveys to identify the opportunities and constraints in Downtown. The public outreach was also an opportunity for public involvement and to introduce and build support for the DREAM Initiative Recommendations.

Discussions with the public and Downtown stakeholders revealed local pride in Downtown Excelsior Springs. The DREAM Initiative utilized the public engagement to generate proposed solutions and recommendations in the planning process and final strategic plan.

Public engagement regarding Downtown Excelsior Springs included:

- **Focus Group Meetings**

In the Spring of 2007, three groups, City Officials, Business Owners, and Residents held group discussions centered around how Downtown is utilized, perceived, and what improvements are desirable.

- **Surveys**

A Visitors Survey and Telephone Survey were conducted to solicit feedback about Downtown from visitors and local residents. Among those surveyed, the majority had positive perceptions of Downtown.

- **Public Engagement**

- Planning Activity Kick-Off Meetings

Nearly all planning activities of DREAM include a public kick-off meeting. The purpose of the kick-off meeting are to inform the public about ongoing DREAM activities and gather information relevant to the topic at hand.

- Press Releases

As part of the public engagement process, the City was provided with prepared press releases prior to all meetings to inform the citizenry and all interested parties and encourage their attendance.

- Strategic Plan Development

Throughout the development of the Strategic Plan there was extensive public engagement. In addition to public presentations, a volunteer committee met to review documents, make recommendations and ultimately guide the plan's development.

City of Excelsior Springs



Strategic Plan Kick-Off Meeting



Work Session for Excelsior Springs

DREAM Initiative • Downtown Strategic Plan

The City of Excelsior Springs was designated a DREAM Initiative community in the fall of 2006. The planning process commenced in the spring of 2007, with a scheduled completion in the winter of 2009-2010. The DREAM Initiative provided immediate benefits to Downtown Excelsior Springs. The following is a summary of the DREAM Initiative accomplishments, in Excelsior Springs, since 2006.

- **Downtown Excelsior Partnership** — Neighborhood Assistance Program to establish an Executive Director for the Downtown Excelsior Partnership.
- **Oaks Apartments Senior Housing** — Conversion of former Oaks Hotel into 42 senior apartment housing units. The project was made possible through a combination of Federal HOME Loan, Federal & State Rental Housing Tax Credits and Historic Tax Credits.
- **First National Bank Building** — Award-winning building rehabilitation through the use of State Historic Tax Credits.
- **Preserve America Funds** — The DREAM Initiative designation was utilized by the City of Excelsior Springs in applying for the Preserve America designation in 2008. The City is a White House designated Preserve America Community. Upon receiving the designation, the City of Excelsior Springs is eligible to receive Federal Grants to assist in marketing initiatives.

- **Home Repair Opportunity (HeRO) Program** — The Missouri Housing Development Commission Home Repair Opportunity Program provided \$130,000 in home repair funds for multiple houses within the DREAM boundary of Downtown Excelsior Springs.
- **Wayfinding Signage Assistance** — The DREAM Initiative was utilized to coordinate discussion between the City of Excelsior Springs and Missouri Department of Transportation to allow for new wayfinding signage on State roadways in and around the City limits.
- **DREAM Initiative Planning Process** — The DREAM Initiative planning process has resulted in approximately \$5 Million in Public Funding and \$27.5 Million in Private Funding to date.

City of Excelsior Springs



The Oaks (Senior Housing Apartments)



Preserve America Award for Building Rehabilitation

DREAM Initiative • Strategic Plan

The DREAM Initiative conducted a review of the organizations involved in revitalization of Downtown Excelsior Springs. The purpose of this task was to understand the roles and responsibilities of these organizations in order to recommend enhancements to improve effectiveness and sustainability. The ultimate goal of the Organizational Structure Review is to ensure that ongoing revitalization efforts are in place to implement the DREAM Initiative.

The organizations reviewed included:

- City of Excelsior Springs
- Excelsior Springs Area Chamber of Commerce
- Downtown Excelsior Partnership
- Main Action Group for Improvement in the Community

The Organizational Structure Review task resulted in a plan for restructuring existing entities and the formation of new organizations. The primary recommendations for improving the organizational structure of Downtown Excelsior Springs are listed as follows:

- **City of Excelsior Springs**

The City of Excelsior Springs has the jurisdiction for most public property in Downtown. The City should continue improving the public realm by directing public infrastructure projects in Downtown. Local, State and Federal funding sources should be pursued for these projects as well. The City has an important role in Downtown revitalization, but particularly: building code enforcement, zoning conflict resolution, financial assistance and implementation of building and streetscape design standards. The City should also actively participate in establishing a CID.

- **Downtown Excelsior Springs Community Development Corporation**

The Downtown Excelsior Springs Community Development Corporation (DESCDC) should be a Downtown-based, non-profit corporation formed to conduct public benefit projects and other redevelopment projects. The DESCDC should take a role in housing development, commercial real estate development, economic development and small business development. The membership of the DESCDC should be comprised of participating banks. These banks will provide loans and equity to small businesses or development partners for project based in the Downtown area. The DESCDC can be funded through donations, grants and investment from its members.

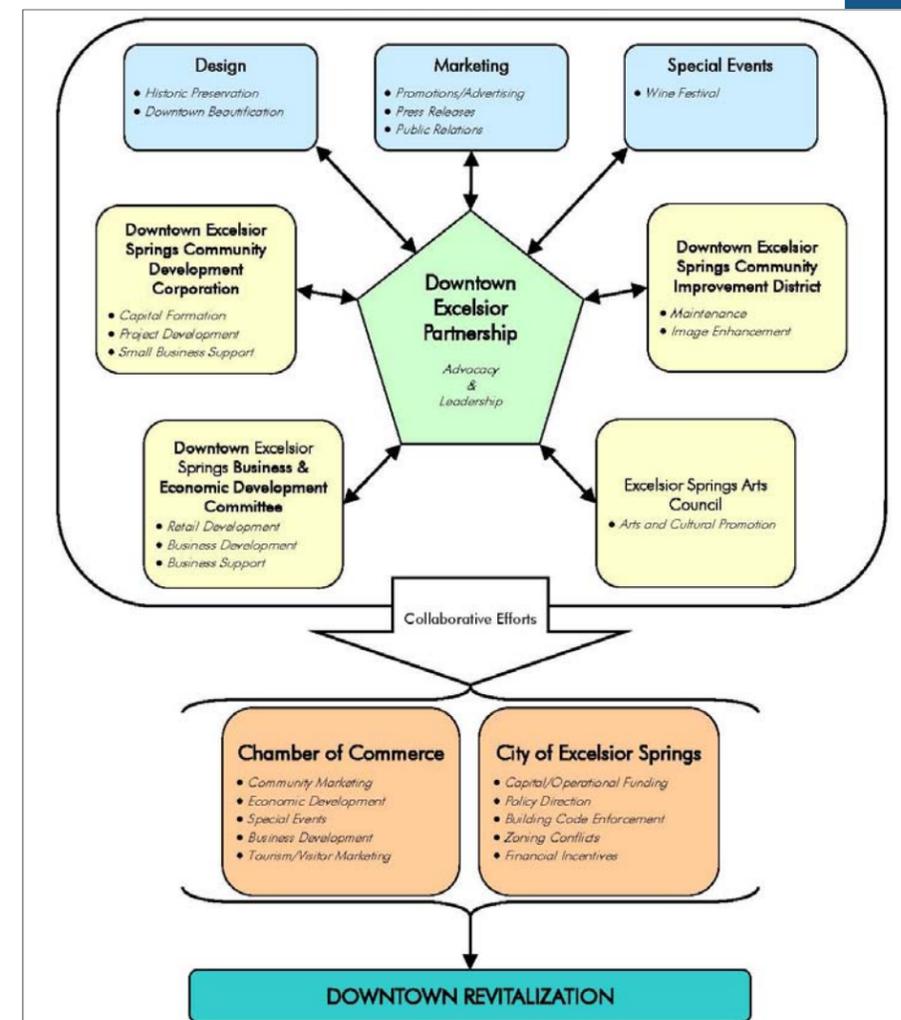
- **Downtown Excelsior Partnership**

The Downtown Excelsior Partnership (DEP) needs to identify a sustainable funding source. The creation of a Community Improvement District would provide additional financial resources. The Downtown Excelsior Partnership should lead the Downtown Revitalization efforts and continue to build ties to the community and other organizations focused on Downtown. DEP should focus its main efforts on financing, business attraction and retention and continuing building rehabilitation.

- **Excelsior Springs Arts Council**

The establishment of a local Arts Council would provide a local organization through which grant programs can be managed and offered to local artists. These grants can also be used to entice out-of-town artists to relocate to Downtown Excelsior Springs.

City of Excelsior Springs



Recommended Organizational Structure



DREAM Initiative • Strategic Plan

- **Establish a Community Improvement District**

The Downtown Excelsior Partnership with the support of the City should lead the effort to establish a Downtown Excelsior Springs Community Improvement District (CID) Downtown. The CID will provide a funding source for improvements in the district, which will complement the infrastructure improvements implemented by the City. The CID should follow the geographical boundaries of the DREAM Initiative's Financial Assistance Review Study Area. The CID for Downtown Excelsior Springs should be created as a political subdivision.

A Community Improvement District is a geographically defined area used to finance public-use projects. CID's can fund a number of projects considered useful or desirable for the District. They have also been used effectively in downtown revitalization projects across the country. The CID is governed by a board of directors that may be either appointed by the City or elected by the residents and property owners of the CID. It would be a separate legal entity from the City of Excelsior Springs, but to organize it a municipal ordinance is required. The City Council would also review the CID annual budget and submit it to the Missouri Department of Economic Development.

CIDs are organized and goal-driven groups of neighbors working together to make improvements and solve problems. If the Downtown Excelsior Springs community were to create a CID, it would have a sustainable, organized method for addressing problems identified as important to the District. Having a CID would create the opportunity to strategically address future needs. A CID can:

- identify, furnish and maintain improvements
- work with the City of Excelsior Springs and Clay County to ensure the community's security
- beautify Downtown and maintain its appearance
- represent the community's interests before outside service providers
- work to prevent the loss of community assets

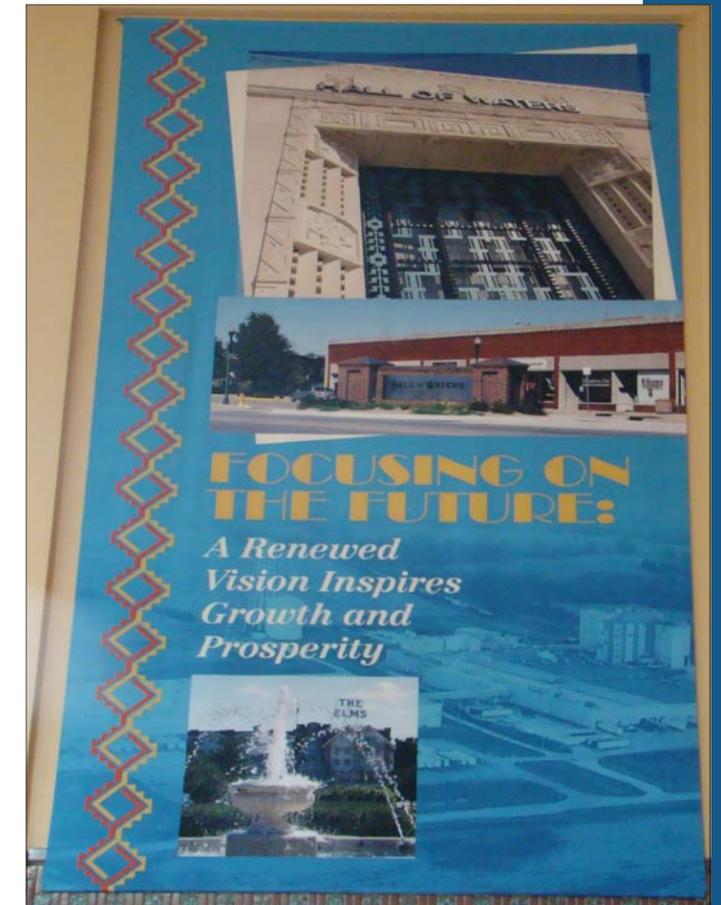
A CID is essentially a contract between the district and its members. First, the CID is created through a petition signed by property owners with more than 50 percent of the assessed value of the real property, and more than 50 percent per capita of all owners of real property within the proposed CID. The petition will include all the details of what a proposed CID will work on for the next five years. After a series of public hearings, the plan is voted on by the Excelsior Springs City Council. The CID plan includes:

- Purpose of the CID
- Programs and services to be provided
- Estimated costs of programs and services
- Budget, including proposed revenue sources.

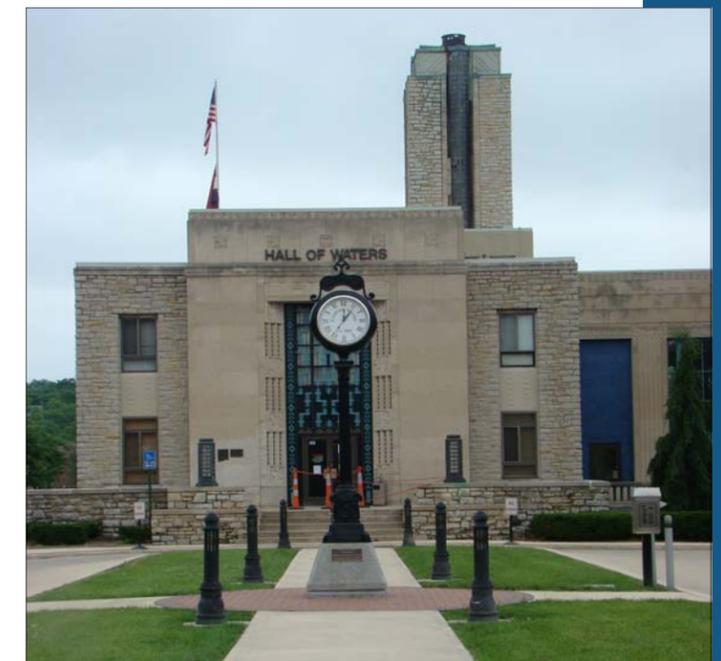
The actual funding mechanisms—sales taxes, property taxes, business license fees or other user fees—must be approved by the residents of the proposed district in an official election, requiring a majority to pass. As you can see, this is a long process with many opportunities for input.

CIDs are either not-for-profit corporations or political subdivisions. They're managed by a Board of Directors comprising at least five qualified property owners who are elected by residents of the District, except for the initial Board which is appointed.

City of Excelsior Springs



Excelsior Springs Vision



Hall of Water's Entrance

DREAM Initiative • Strategic Plan

The future success of Downtown Excelsior Springs will continue to be the collective responsibility of numerous organizations. A well defined organizational structure, supported by the various entities, is critical for Downtown Excelsior Springs to grow into a more sustainable and vibrant Downtown center.

A full list of goals and objectives for the Organizational Structure can be found in the Implementation Section on page 29. For a full list of recommendations refer to the *Organizational Structure Review*, April 2009.

City of Excelsior Springs



Fishing River Trail in Craig Park



View of Downtown from Hall of Waters

DREAM Initiative • Strategic Plan

The Land Use, Building and Infrastructure Survey is an inventory of Downtown Excelsior Springs's existing land use, exterior building conditions and condition of public infrastructure. Updating the current Map Reference Handbook will allow the Downtown Excelsior Partnership and the City to monitor the progress of its Downtown revitalization efforts and identify new commercial, residential and recreational developments.

To achieve these goals the DREAM Initiative recommends the City and Downtown Excelsior Partnership pursue the following strategies:

- **Update Land Use & Zoning Geographic Information Systems (GIS) Data**

The Downtown Excelsior Partnership and the City should conduct a field study which inventories the land use, building conditions, infrastructure, available parking (on and off-street), residential units, and commercial vacancies. This inventory will prove beneficial in assessing the progress made in Downtown revitalization efforts.

The field survey should be conducted every two years, while the commercial vacancies should be updated every six months. The City should continue the use of the Geographic Information System to support Downtown development, update land use and commercial vacancies and to monitor public amenities.

- **Develop Inventory Database for Downtown Infrastructure**

Utilize existing inventory and GIS Data to develop an Database for Downtown Infrastructure. Working with the Department of Public Works develop and conduct inventory of all Downtown assets. The database would be used to identify and maintain existing assets and be available to assist the City and developers in the implementation of the redevelopment of Downtown.

- **Produce/Procure Aerial Photography**

The Downtown Excelsior Partnership and the City should maintain contact with the State and the Missouri Spatial Data Information as a means of accessing and utilizing the most current aerial photography.

A full list of goals and objectives for the Land Use, Building & Infrastructure Survey can be found in Implementation Section on Page 29.

The full inventory of the Land Use, Building and Infrastructure can be found in the *Map Reference Handbook*, February 2008.

City of Excelsior Springs



General Land Use for Downtown Excelsior Springs



Historic Districts & Contributing Structures

DREAM Initiative • Strategic Plan

A comprehensive survey process was conducted to identify issues regarding Downtown Excelsior Springs. The information gathered was utilized throughout the DREAM Initiative planning process. Community surveys included focus groups to identify topics for further investigation. Those topics were then tested with a community phone survey.

The process and results of each method is summarized below:

- **Focus Group Meetings**

The focus groups engaged open discussion regarding Downtown Excelsior Springs's past, present and future. Discussion included three (3) separate groups: City Officials, Downtown Businesses, and Residents. Discussion focused on the perceptions of Downtown and the past experiences. Opportunities and potential improvements were also discussed.

Most of the participants felt that Downtown has made significant progress in recent years. Discussions also revealed that some areas of Downtown still need improvement. These areas include: business hours, navigation, signage, and parking.

- **Telephone Survey**

In the summer of 2007, the DREAM Initiative conducted a random sample survey of 300 Excelsior Springs residents. Most respondents had a positive view of Downtown Excelsior Springs. Many of the survey respondents visit Downtown for dining, conducting business and special events.

The highest priority according to the respondents included repairing major streets and revitalizing the

Downtown. Other priorities included adding more fine dining options, a movie theater, and a community center in the Downtown area.

- **Visitor Survey**

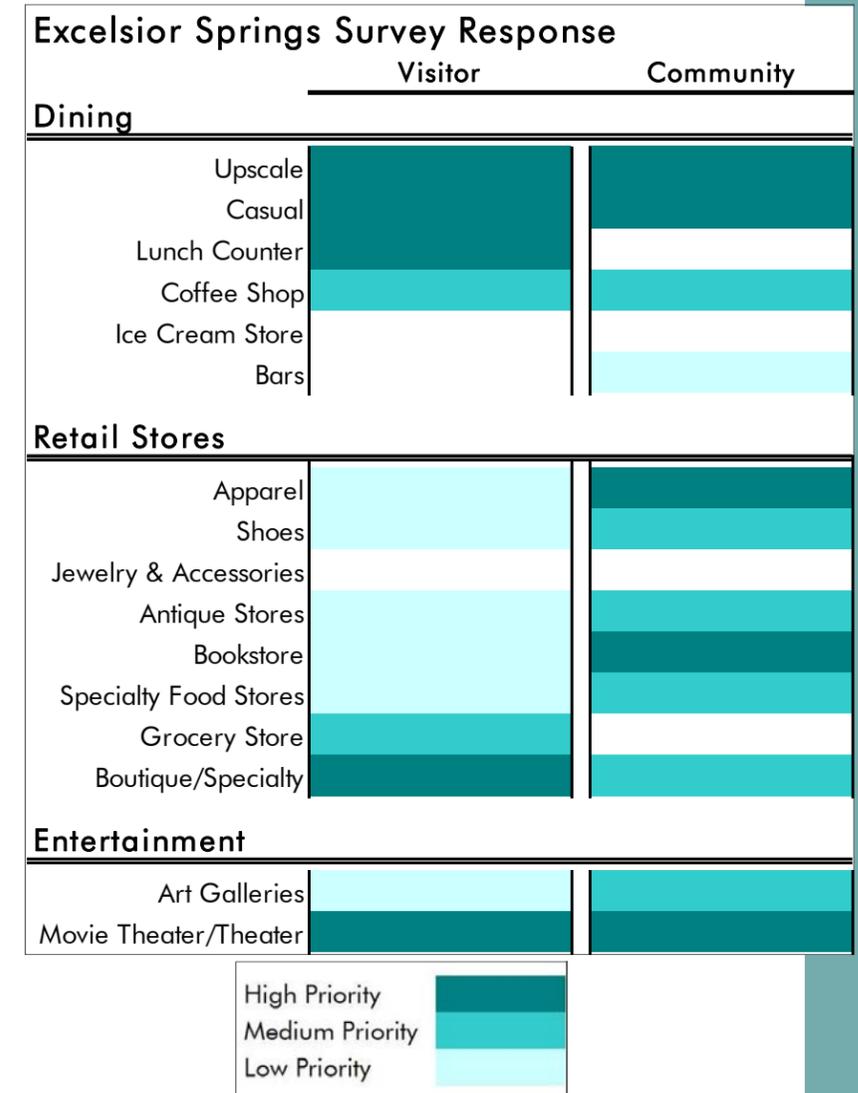
Throughout the summer and early fall of 2007, surveys were conducted with 266 visitors to Excelsior Springs in various locations throughout Downtown. The purpose was to gauge the perceptions and priorities for the Downtown area from a visitor's perspective.

Most of the respondents stated their main purpose of their visit was for a special event, followed by shopping. A significant majority of the respondents had visited Excelsior Springs before. Most felt that the Downtown was easy to get around, and that parking and business hours were convenient. Visitors stated that they would like to see more restaurants and more shops added to the Downtown, and that renovation of historic buildings would make the Downtown more appealing.

A full list of goals and objectives for Downtown Excelsior Springs Community Surveys can be found in Implementation Section on Page 29.

A full listing of responses and comments can be found in the *Focus Group Survey Report, May 2007*, the *Telephone Survey Report, August 2007*, and the *Visitor Survey Report, February 2008*.

City of Excelsior Springs



Community's Priorities for Downtown Excelsior Springs

DREAM Initiative • Downtown Strategic Plan

The retail market of Downtown Excelsior Springs presents an opportunity for real and sustainable growth. PGAV finds that with the proper retail additions and beautification (streetscape and building facades) the Downtown retail market could see a significant increase in activity. To reach full retail potential the vacant first floor spaces throughout Downtown Excelsior Springs need to be filled with new boutiques, restaurants, and other retail stores.

Downtown Excelsior Springs has approximately 20 retail shops generating over \$5.8 million of retail sales. There is currently 22,000 square feet of vacant first floor space available in Downtown, a portion of which can be used as retail space. This space has the potential to generate an additional \$1 million in annual sales. Downtown Excelsior Springs captured approximately 9% of the \$66 million City-wide sales.

While Downtown Excelsior Springs draws shoppers from outside the City limits there are still retail services for which shoppers leave the Secondary Trade Area. This indicates that there is an unmet demand for certain retail services and an opportunity to capture more retail spending and add to the already significant pull of Downtown Excelsior Springs.

Re-energizing Downtown retail can be difficult, lengthy and a complicated process. Traditional downtowns have changed dramatically in the past decades due to changes in lifestyles, spending patterns, merchandising and heightened competition for retail and restaurant spending. To achieve long-term success, merchants in Downtown Excelsior Springs need to make the necessary adjustments to retail practices to adapt to the changes in shopping habits. The improvements will lead to retail success. The DREAM Initiative has outlined some goals to help retailers achieve and maintain this success.

The market analysis focuses on consumer spending activity across several retail sectors as classified by the North American Industry Classification System (NAICS). The following retail options exist for Downtown Excelsior Springs:

- Furniture Stores
- Home Furnishing Stores
- Electronic & Appliances Stores
- Grocery Stores & Specialty Food Stores
- Clothing, Shoes & Accessories
- Sporting Goods & Hobby Stores
- Limited Service Restaurants
- Special Food Service
- Entertainment & Drinking Places

To achieve meeting the retail demand in Downtown PGAV suggests implementing the following strategies:

- **Encourage Targeted Retail Uses**

Encourage targeted retail uses and appropriate pedestrian generating activities on the ground floor of all mixed-use and commercial buildings. The Downtown Excelsior Partnership should develop a list of targeted retail uses (based off the Retail Market Analysis and community surveys). Developing a Retail Recruitment/Attraction Program and Package will help in drawing the appropriate mix of retail uses.

Integrating this program with specific marketing and promotion strategies could allow for Downtown Excelsior Partnership to fill vacant first floor spaces and generate excitement with residents and customers. The DREAM Initiative has provided a gap analysis and guidance on the types of retail that should be pursued.

City of Excelsior Springs



Existing Retail in Downtown Excelsior Springs



Existing Restaurant in Downtown Excelsior Springs

DREAM Initiative • Downtown Strategic Plan

The Downtown Excelsior Partnership and the Chamber of Commerce should lead the effort in recruiting new businesses to the area.

The Business Recruitment Package should be professionally designed and should include:

- *Business Inventory*
- *Develop List*—complete list of all desired businesses
- *Match List*—match of desired businesses with locations
- *Business Incentive List*—list of services and incentives provided by the City
- *Build Relationship with Realtors*—develop a working relationship to inform and collaborate with them for locating businesses Downtown.

- **Establish Business Retention Program**

Establish a Business Retention Program to educate and inform business owners about product differentiation, product presentation, window displays, and standards for hours and days of operation. The Community Improvement District funds should be used to conduct local training and consultation.

- **Increase Marketing for Downtown Retailers**

These promotional efforts should primarily target residents and the region. Using CID funds a cooperative advertising campaign should be used for Downtown retailers.

Utilize brochures that highlight the positive features of locating retail businesses in Downtown. These brochures should be distributed to residents and visitors and inform the public about existing stores, new stores, hours of operations and special events.

Local newspapers and magazines, websites, radio, television ads and flyers should effectively promote Downtown Excelsior Springs. The Downtown Excelsior Partnership should consider retaining professional advertising service to ensure the broadest and most effective coverage. CID funds could be used as a potential funding source.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to the following:

- Missouri Division of Tourism
- Missouri Arts Council

Generally State agencies are restricted from giving incentives to retail development, but if other businesses are included in the plan, the following are programs that may be applicable:

- Establishment of an Enhanced Enterprise Zone
- Rebuilding Communities
- Development Tax Credits
- Community Development Block Grants

The State of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A full set of goals and objectives for the Retail Market Analysis can be found in the Implementation Section on page 30. All strategies and recommendations as well as the gap analysis can be located in the *Retail Market Analysis*, September 2009.

City of Excelsior Springs



Retail Signage in Downtown Excelsior Springs



Boutique Retail Store & Eatery in Downtown Excelsior Springs

DREAM Initiative • Strategic Plan

The Housing Market Analysis provides insight on the supply and demand for housing in Downtown Excelsior Springs. The report also identifies possible locations for additional residential development, general strategies and marketing strategies for Downtown Excelsior Springs to meet the residential demand that exists. The production of additional housing would complement other revitalization efforts by increasing the twenty-four hour population.

Downtown Excelsior Springs can support additional residential units over the next 5 years which include opportunities for condos, single-family homes, townhomes, market rate rentals and affordable senior living. Downtown Excelsior Springs should develop additional owner occupied units and additional market rate rental units. To achieve the goals outlined in the Housing Market Analysis the DREAM Initiative recommends the City and Downtown Excelsior Partnership pursue the following objectives:

- **Encourage Single-Family Residential Infill**

The Downtown Excelsior Partnership and the City should identify vacant lots and market to developers for the creation of new single-family residential infill. The City should ensure that zoning ordinances and building regulations promote the new residential development. Downtown Excelsior Partnership should utilize information packages that identify a variety of financing options available from participating banks.

- **Develop Downtown Housing Marketing Campaign**

Downtown Excelsior Partnership and the Excelsior Springs Area Chamber of Commerce should develop materials that promote living in Downtown Excelsior Springs.

These materials should be made available to current and prospective residents and developers, and paired with informational packages that identify a variety of financing mechanisms that are available from participating banks. Downtown Excelsior Partnership should conduct and market a Downtown Housing Tour each spring.

- **Amend Zoning for Conversions of Single-Family Homes**

The City should take into consideration amending the zoning ordinance to limit the density of rental units in converted single-family homes in Downtown. Allowing a large number of small units in the converted homes promotes overcrowding and poorly configured units. By amending the zoning ordinance the number of conversions would be limited or stopped all together.

- **Encourage Property Owners to Improve & Maintain Properties**

The City and Downtown Excelsior Partnership should encourage all property owners to maintain and upgrade current buildings. The lead organizations in Downtown Excelsior Springs should explore creating Neighborhood Home Repair Programs involving local charities and Community Development Corporations, assisted by creating a low interest loan program through local banks. The Home Repair Opportunity Program (HeRO) should be continued throughout Downtown. By enforcing building codes some problems should be easily addressed.

City of Excelsior Springs



Downtown Senior Apartments



Residential House in Downtown Excelsior Springs

DREAM Initiative • Strategic Plan

In many cases redevelopment or new development of residential property will require financial incentives. The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to the following:

- Low Income Housing Tax Credits
- State & Federal Historic Tax Credits
- HERO Home Repair Program
- Affordable Housing Assistance Program
- Community Development Block Grant

The State of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A full list of goals and objectives for Downtown Excelsior Springs can be found in Implementation Section on page 30.

The full analysis of the Downtown Excelsior Springs housing market can be found in the *Residential Demand Analysis*, March 2009.

The Downtown Housing Market Analysis provides analysis on the supply and unmet demand of Downtown Excelsior Springs. Targeting vacant tracts of land, second stories of commercial buildings and in-fill lots throughout Downtown Excelsior Springs will help generate the 24 hour population that will help the area thrive.

City of Excelsior Springs



Existing Residential in Excelsior Springs



Residential House located near the Elm's Hotel



Residential in Downtown Excelsior Springs

DREAM Initiative • Strategic Plan

The Financial Assistance Review analyzed many different financial mechanisms that can be employed to sustain revitalization in Downtown Excelsior Springs. The intent of the Financial Assistance Review was to provide a scan of the available financing mechanisms with supporting financial data supplied by the Missouri Department of Revenue. For purposes of strategic planning mechanisms should be pursued by the Downtown Excelsior Partnership within the first few years following the adoption of the plan. They are as follows:

- **Implement Tax Increment Financing District (TIF)**

The City of Excelsior Springs has several available options when considering the use of Tax Increment Financing (TIF) in the Downtown area. One course of action could be the use of TIF as a development incentive for major economic projects in Downtown. The use of this economic development tool should follow already established TIF procedures the City has adopted. Another option would be for the City of Excelsior Springs to establish a Tax Increment Financing District. The established district can have a primary emphasis on infrastructure improvements for Downtown and be a secure source of revenue.

A Downtown TIF District has the potential to generate \$10,213 in 2011 and could increase depending on the amount of redevelopment activity. For comparison purposes, if redevelopment assumptions are met (derived from financial modeling forecasts, see page 18 of Financial Assistance Review) the TIF Revenue is estimated to be at \$45,098 in 2015. This revenue could be channeled into infrastructure improvements such as streetscape, sidewalks, or serve as matching funds for major projects such as burying utilities.

Please refer to Table TIF-1 - Summary or Projected TIF Revenues (PILOTS) in the Financial Assistance Review for the estimated annual dollar amounts generated by a TIF

- **Establish Façade Rehabilitation Revolving Loan Fund**

Utilize the MDFB/MIDOC Infrastructure loan program to establish a Façade Revolving Loan Fund to provide gap loan financing for rehabilitation projects throughout Downtown Excelsior Springs. CID or TIF funds can be used as the matching component to MDFB funds.

- **Establish a Community Improvement District (CID)**

Establishing a Community Improvement District has the potential to have the most impact for Downtown Excelsior Springs. The creation of a CID is one of the highest priorities and should be one of the first strategies implemented. The breadth and variety of activities that can be funded by a CID allows for a significant advancement for Downtown Excelsior Springs.

CID creation should derive revenues from sales and property tax. A CID plan including a sales tax option could generate varying amounts contingent on the rate set in the CID planning process. The Financial Assistance Review analyzed potential sales tax revenue that could be generated by Downtown Excelsior Springs (sales tax numbers were provided by the City of Excelsior Springs).

For demonstration purposes, the Financial Assistance Review estimates the following within the first year of creation (base year is 2008).

City of Excelsior Springs



Commercial Property along Elms Boulevard



Façade Rehabilitation in Downtown Excelsior Springs

DREAM Initiative • Strategic Plan

If a half-cent (0.50%) sales tax was imposed it could potentially generate \$29,069 in 2010, and \$34,071 in 2015. If redevelopment activity continues to grow these numbers also increase (see page 22 in the Financial Assistance Review for Table CID-1 for further detail).

A CID funded by sales tax has the possibility of funding a range of projects and activities downtown, such as seasonal banners, cross promotional events for businesses, trash pickup, security, parking improvements, and general beautification. CID revenues could also be used to assist with additional feasibility studies for additional economic development projects.

Increasing program services in Downtown Excelsior Springs will benefit everyone whether they are property owners, business owners, employees, residents or customers.

A full set of goals and objectives for the Financial Analysis can be found in the Implementation Section on page 31. A full breakdown of all financial mechanism can be located in the *Financial Assistance Review*, August 2009.

City of Excelsior Springs



Business located in Downtown Excelsior Springs



Local Residents on Retail Strip

DREAM Initiative • Downtown Strategic Plan

The Destination Assessment component of the DREAM Initiative identified the existing assets and potential opportunities for tourism development in Excelsior Springs. Excelsior Springs possesses many historic sites, unique attractions and recreational areas. Enhancing these existing attractions and adding new destinations, will clearly establish the City and Downtown Excelsior Springs as the cultural and entertainment hub of the area.

Civic leadership in Excelsior Springs should continue to support existing destinations and promote the development of new attractions. The DREAM Initiative recommends the following priorities to achieve the goal of maintaining Downtown Excelsior Springs as a destination:

- **Establish Gateways to Downtown**

Design and construct gateway monument signs at Downtown entrances. Locating and design of signs should reinforce the uniqueness of the Downtown Excelsior Springs District.

- **Expand and Further Develop Park Amenities**

Strengthen the design and appeal of the existing park and trail system in the Craig Piburn Park. This can be achieved through updated amenities and signage. Upgrading and improving the connection between the park and Downtown will provide a vital link and help make the park a major destination in addition to the Hall of Waters and Downtown.

- **Establish Downtown Public Amenities for Visitors**

Provide a centralized Visitor Center with public restrooms, shelter, and a place to rest for visitors of Downtown. The center should provide maps, walking tours, listings of retailers and restaurants.

- **Develop Programs Dedicated to the Arts**

Through the Missouri Arts Council develop an Arts Program that provides additional activities for residents and visitors. The Downtown Excelsior Partnership should explore programs offered by the Missouri Arts Council.

- **Develop a Trolley Car for Downtown**

Provide shuttles and other temporary transportation service during special events or festivals to and from the Downtown. The opportunity exists for a historic-looking trolley car to tie into the historical nature of Downtown Excelsior Springs.

- **Restore Springs & Leverage Water**

Encourage the development of water based features around the Downtown area in public and private improvements. Downtown Excelsior Springs has several springs in the Downtown area. Developing a “natural water park” will help reinforce the unique attributes of the City of Springs.

Engage an engineering firm to review the potential for restoring springs in Downtown. TIF and MODNR funds should be utilized to conduct the studies for the potential to restore the springs.

City of Excelsior Springs



Existing Spring in Downtown Excelsior Springs



Existing Monument Sign for Hall of Water’s Historic District



Existing Elm’s Hotel in Downtown

DREAM Initiative • Downtown Strategic Plan

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to the following:

- Missouri Arts Council
- Community Development Block Grant
- Missouri Department of Transportation
- Contributions for Tax Credits

The State of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A full set of goals and objectives for the Destination Assessment can be found in the Implementation Section on page 31. A full listing of strategies and recommendations are located in the *Destination Assessment*, August 2009.

City of Excelsior Springs



Historical Museum located in Downtown



Existing Streetscape & Site Furnishings

DREAM Initiative • Strategic Plan

The purpose of the Marketing Plan is to provide Excelsior Springs with a resource to retain, attract and expand businesses. The marketing plan provides recommendations to enhance the image of Downtown, which will draw more customers, investors and new residents. The overall goal of the marketing plan is to transform the perception of Downtown Excelsior Springs to an exciting place to live, work and play.

The marketing plan of the DREAM Initiative identified critical objectives to achieve the goal of transforming Downtown Excelsior Springs. The objectives are listed as follows:

- **Establish Special Events and a Calendar of Events**

Continue to develop annual special events Downtown and develop a strategy to monitor the effectiveness of Downtown events. Utilize the Events Committee to identify shoulder periods and gaps in event activities and types for future event development.

The Calendar should be located on Downtown Excelsior Springs's and the City's Website and be promoted by the Downtown Excelsior Springs Alliance.

- **Establish a Distinct Downtown Brand**

Develop a distinct brand for Downtown Excelsior Springs to create a cohesive and exciting image. Define Downtown Excelsior Springs as a physical, geographical area through the use of unifying elements: wayfinding signage, streetscapes, landscaping, site furniture, public art and pedestrian lighting. Utilize the branding throughout all downtown activities and improvements.

- **Enhance Promotional Activities by Downtown Excelsior Partnership**

Establish the Downtown Excelsior Partnership as the lead organization for Downtown Excelsior Springs. Develop staff resources to promote the visibility of the Downtown Excelsior Partnership and its mission. Marketing efforts should focus on supporting existing businesses, attracting new businesses and promoting the organization to developers for development projects. A potential funding source for marketing and organization stability is the CID.

- **Establish & Develop a Downtown Website**

Develop and design a website to reflect the image of the organization (Downtown Excelsior Partnership) and Downtown Excelsior Springs. Include information regarding festivals, businesses, shops and entertainment. The website should also include information regarding redevelopment opportunities, vacancies, and historic building codes for the development community.

Information on housing in the Downtown should also be included. The website should have a link to social websites including You Tube, MySpace, Twitter and Facebook. These communication venues will provide access to a younger population.

- **New Logo for Downtown Excelsior Springs District**

Produce a new logo which is easy to recognize and understand. The logo should be used on signs, banners, websites, and marketing brochures. The use of a professional firm should be considered for the development of a new logo.

City of Excelsior Springs



Excelsior Springs's Wine Festival



Hall of Waters

DREAM Initiative • Strategic Plan

The DREAM Initiative marketing plan seeks to change the image of Downtown Excelsior Springs into a vibrant district in which people want to live, work, shop and visit. The image will be based on the reality of new businesses, redevelopment projects and Downtown activities which will attract residents, shoppers and visitors.

To see a full listing of the goals and objectives outlined in the Marketing Strategy report please refer to the Implementation Schedule on page 31. A full list of marketing objectives and goals are located in the *Marketing Plan*, September 2009.

City of Excelsior Springs



Art Show in Excelsior Springs during Gatsby Days



Existing Building in Downtown Excelsior Springs

DREAM Initiative • Strategic Plan

In addition to the previously stated recommendations of the DREAM Initiative, Downtown Excelsior Springs has potential special projects that achieve the goal of transforming Downtown Excelsior Springs. The objectives are listed as follows:

- **Encourage the Relocation of Drug Rehabilitation Center**

The presence of the Drug Rehabilitation Center has a negative economic impact on the Downtown Area. Relocating the center to another location within Excelsior Springs will maintain the positive social purpose it serves to the entire Excelsior Springs area and create new possibilities for economic development within Downtown.

- **Develop Signage for Downtown Wayfinding and Public Parking**

Create a uniformed signage system with a Downtown logo or branding effort for wayfinding destinations and sites of interest as well as for better identification of public parking lots within the Downtown.

- **Maintenance of Beautification Projects**

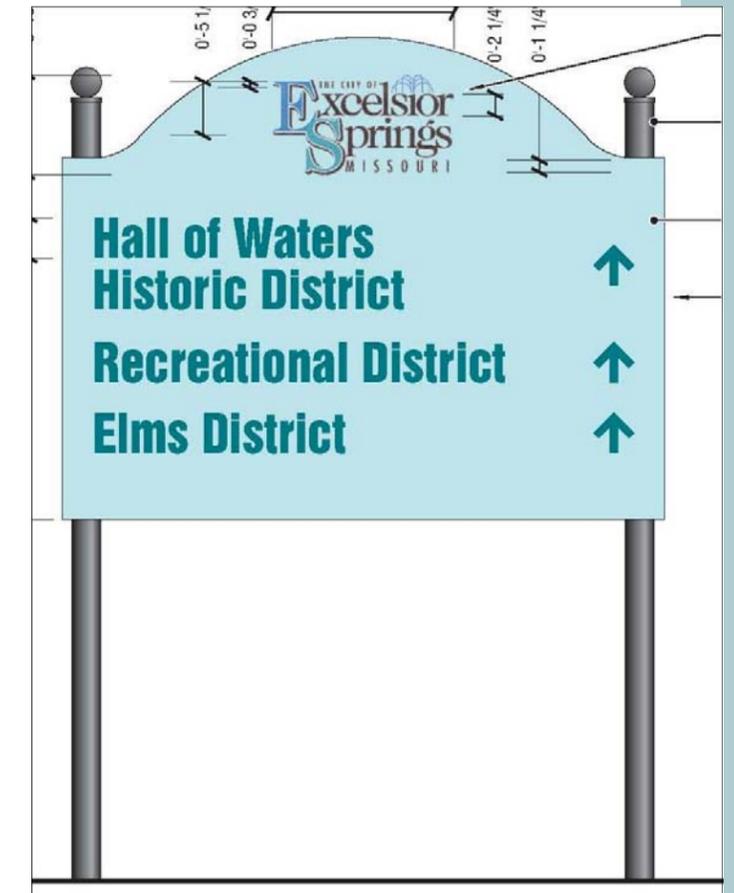
Manage and maintain the Downtown Excelsior Springs District's beautification projects. The maintenance of these projects should be financed through the Community Improvement District funds. Projects should include banners, landscaping, public art and seasonal decorations. A high level of maintenance during festivals is critical to the appearance and impressions of Downtown.

- **Create Educational Historic District Information Packet**

Create a Historic District information packet by utilizing National Register District criteria and the City's recently adopted Design Guidelines to educate and encourage appropriate design decisions by current and potential property owners.

To see a full listing of the goals and objectives outlined in the Special Projects & Other Strategies please refer to the Implementation Schedule on page 32.

City of Excelsior Springs



New Wayfinding Signs for City of Excelsior Springs



Existing Landscaping & Beautification Median

DREAM Initiative • Downtown Strategic Plan

The following sheets illustrate the recommendations resulting from the planning process for Downtown Excelsior Springs. The plans are conceptual and may require further study and development, additional public engagement, market studies, and technical assistance.

The opportunities exist in both the public realm and on private property. The Downtown Strategic Plan proposes a strategy to improve upon the many opportunities in Downtown Excelsior Springs. The strategies focus on implementation goals and mechanisms of the many projects in Downtown.

City of Excelsior Springs



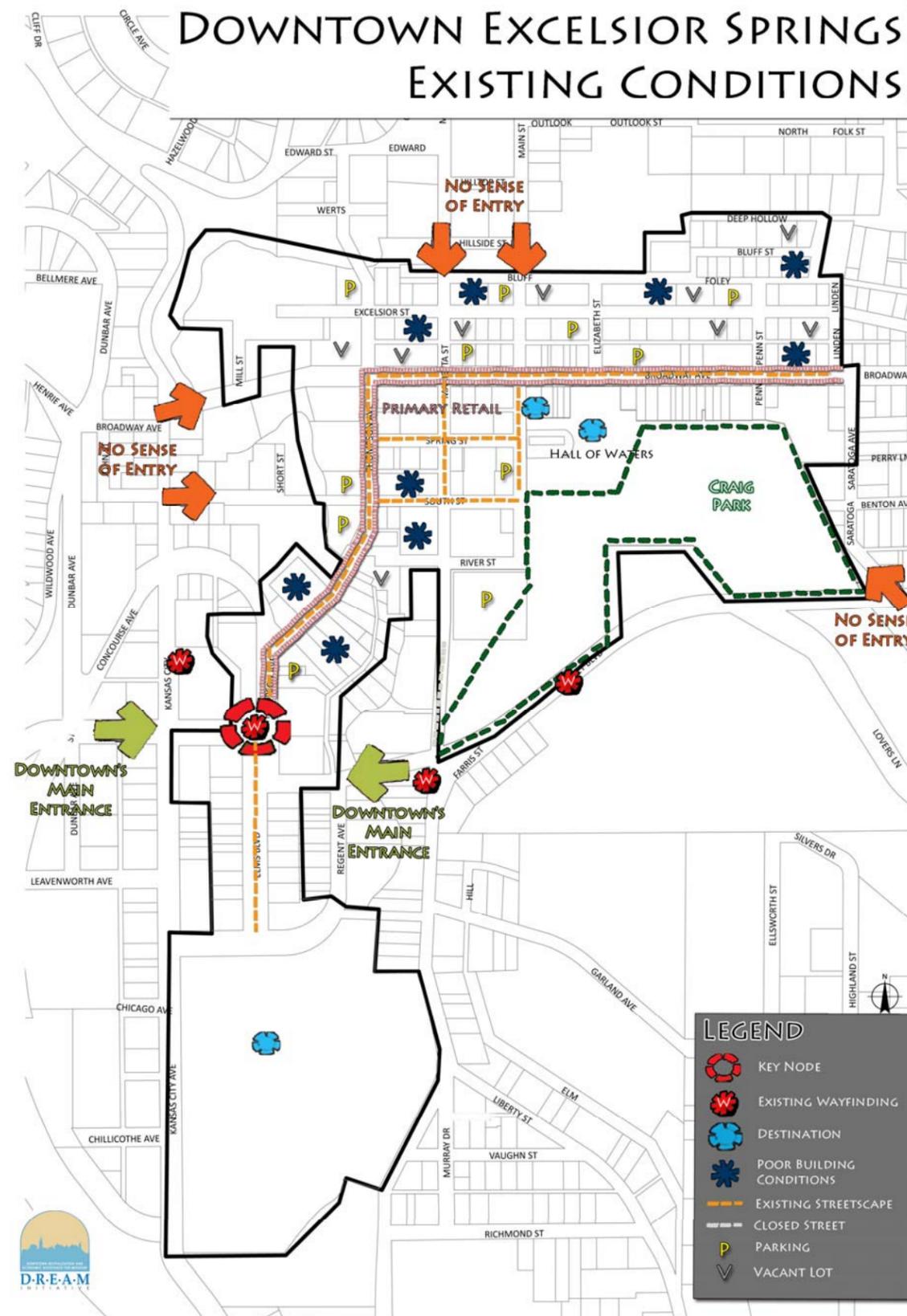
Art Displays during Wine Festival



Existing Streetscape & Retail Establishments

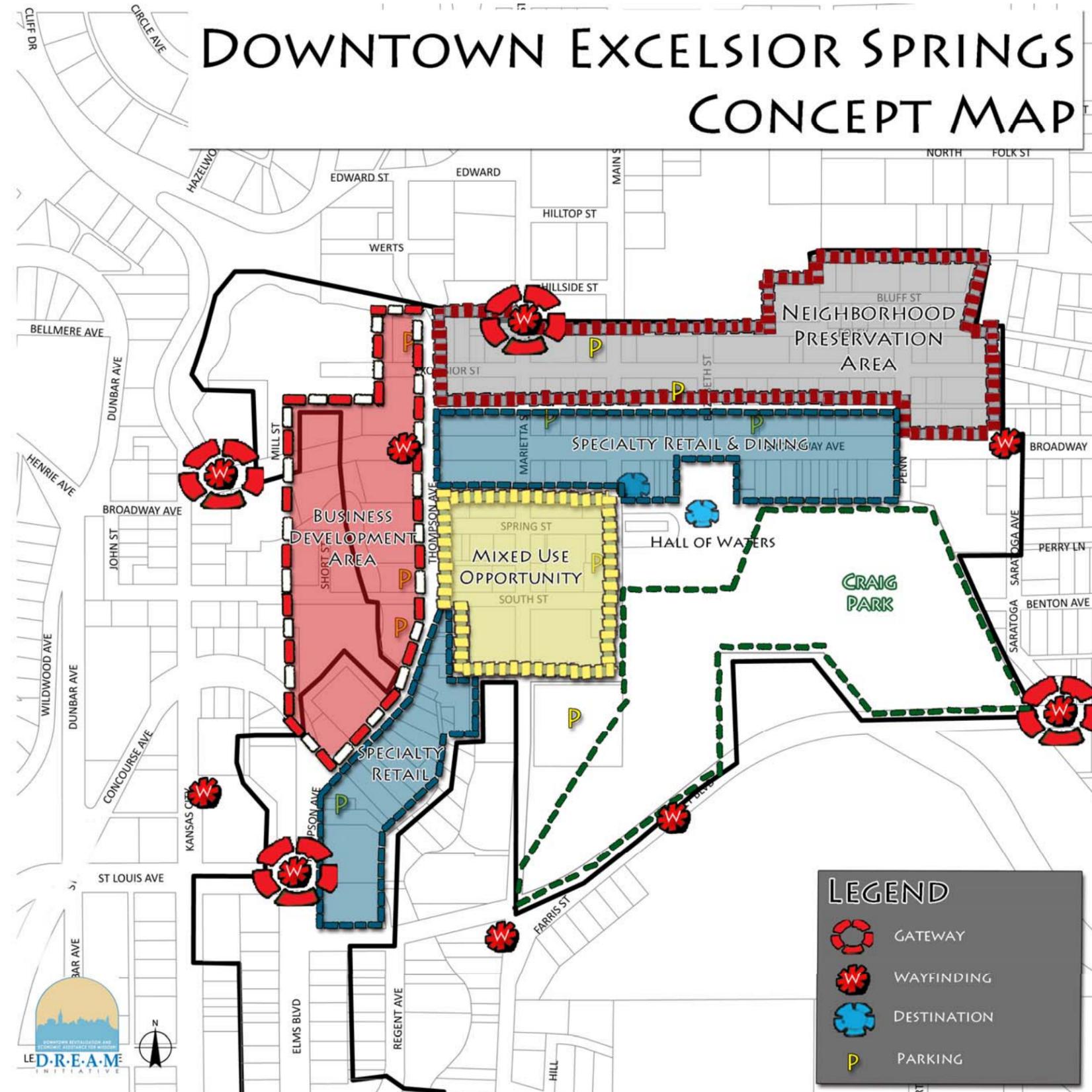
Existing Conditions Downtown Excelsior Springs

- A) Lack of established “gate-way” entries to Downtown and definition to District area.
- B) Lack of cohesive aesthetic appearance Downtown (awnings, materials etc.).
- C) Lack of consistent streetscape elements throughout Downtown (benches, signs and landscaping).
- D) Lack of wayfinding signage in key locations within Downtown.



Concept Plan Downtown Excelsior Springs

- A) Business Development Area- presents opportunity for business attraction to increase the number of employees Downtown.
- B) Mixed Use Opportunity - vacant building offer redevelopment potential with a mix of retail, office, residential, and entertainment uses.
- C) Neighborhood Preservation Area - opportunity for rehabilitation and new construction of numerous housing units to solidify residential base.
- D) Specialty Retail & Dining - presents the "Main Street" attraction of Downtown with multiple shops and restaurants



Development Opportunity Area #1 - Excelsior Street

- Develop Residential Single-Family Infill
- 2-way street with traffic calming features
- Pedestrian walkway to Broadway
- Pavilion & Winery
- New Mixed-Use Development with removal of the drug rehab
- Reconfigure Parking Lot
- New Residential Townhomes
- Greening the Street



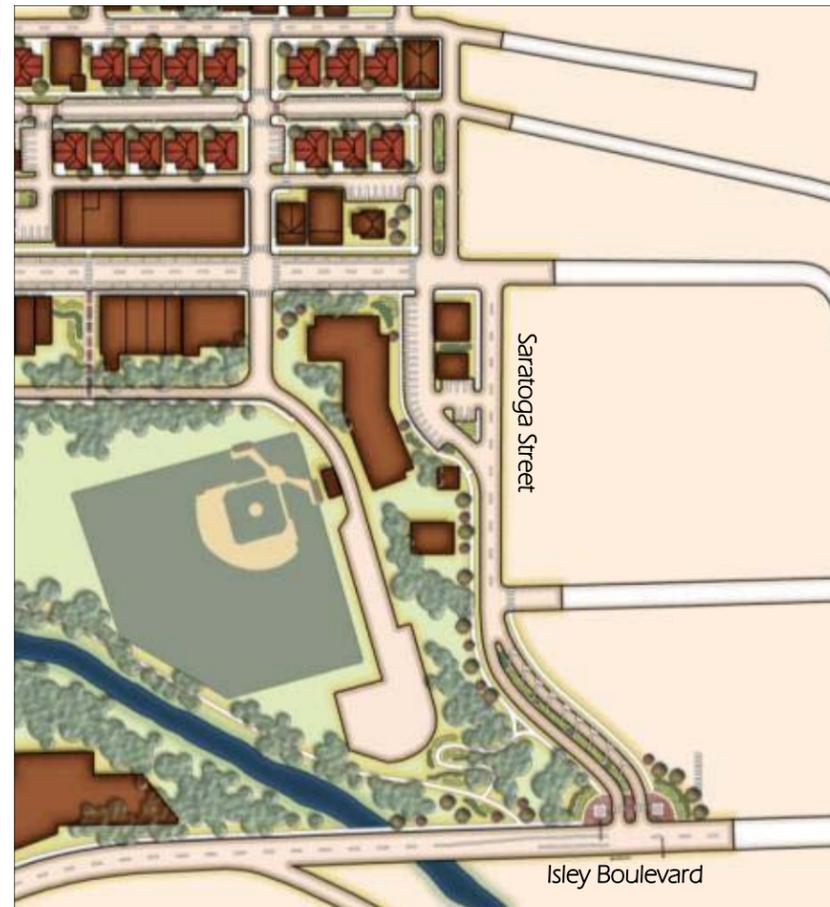
Residential Infill along Excelsior Street
(Excelsior Springs Comprehensive Plan 2009, RDG Associates)



Perspective of Residential Infill along Excelsior Street, looking west
(Excelsior Springs Comprehensive Plan 2009, RDG Associates)

Development Opportunity Area #2 - Saratoga Street

- Improving Visibility
- Realigned Intersection
- Boulevard Elements
- Entrance Monument and Gateway Features
- Major Entrance and Exit to Downtown



Plan View of potential improvements to Saratoga Street
(Excelsior Springs Comprehensive Plan 2009, RDG Associates)



Gateway Features at revised intersection of Saratoga Street and Isley Boulevard
(Excelsior Springs Comprehensive Plan 2009, RDG Associates)

Development Opportunity Area #3 - Trails & Passageways

- Trail access across the River
- New Trail bridge
- Interpretive Plaza
- Expanded Pathway Connections
- Thompson Avenue Passageway
- Connection to the Trails along Marietta



Plan View of new Trail Bridge w/ Interpretive Plaza and Thompson Avenue Passageway Concept (Excelsior Springs Comprehensive Plan 2009, RDG Associates)



Thompson Avenue Passageway Concept (Excelsior Springs Comprehensive Plan 2009, RDG Associates)

DREAM Initiative • Downtown Strategic Plan

The accompanying schedule, located on the following pages compartmentalize the projects and programs in categories that relate to the DREAM Initiative Tasks.

These include: Organizational Structure; Land Use, Building & Infrastructure; Community Surveys; Retail Market; Housing Market; Financial Mechanisms; Destination Assessment; Marketing; and Special Projects. Each project and program is listed by title, description, responsible party, support groups, timeframe, and tools, financial mechanisms techniques and resources. The timeline is based on the prioritization of the projects and their importance to Downtown Excelsior Springs.

City of Excelsior Springs



Historic Royal Hotel Signage



Local Bakery in Downtown Excelsior Springs

EXCELSIOR SPRINGS DOWNTOWN STRATEGIC PLAN SCHEDULE

Organizational Structure Strategies

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1 Establish Downtown Excelsior Springs Community Improvement District	Establish a Committee to develop a CID utilizing the marketing materials and implementation schedule developed through DREAM.	City	DEP/Chamber	Q2 2010	Utilize PGAV CID schedule and marketing materials to begin implementation of CID.
2 Establish Downtown Excelsior Springs Community Development Corporation	Establish a non-profit corporation to conduct public benefit projects and redevelopment activities through provision of loans and equity to small businesses or developers.	City	DEP/Chamber	Q2 2010	Organize formation committee and work with Chamber and Downtown Director throughout creation of the new establishment.
3 Establish Downtown Excelsior Springs Business and Economic Development Committee	Establish a Downtown Economic Development committee to focus on existing retail expansion and retail attraction in Downtown.	DEP	City/Chamber	Q2 2010	Utilize marketing materials developed for Downtown and Retail Market Analysis for targeting companies for attraction.
4 Establish the Excelsior Springs Arts Council	Create an Arts Council to capitalize on the arts heritage.	DEP	City/Chamber	Q4 2010	Utilize assistance from the Missouri Arts Council to create a local Arts Council.

Land Use & Building Survey

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
5 Update Land Use & Zoning GIS Data	Continually update Downtown building and infrastructure information as projects are completed and conditions change. Update existing land use and zoning maps produced as part of the DREAM Initiative.	City	DEP	On Going	The City should conduct a field study which inventories the land use, building conditions, infrastructure, available parking, residential units, and commercial vacancies. Zoning maps should also be updated regularly. The City will be provided with digital copies and data used to produce maps for the DREAM Initiative and should develop an automatic process of updating these maps as City records are modified. Every two years the field survey should be repeated. The commercial vacancies for Downtown Excelsior Springs should be updated every 6 months.
6 Parking Study	Gather ongoing parking data to determine usage and identify need for new parking or redistribution of parking areas in Downtown to correspond with revitalization activities. Evaluate new parking proposals for appropriate size and scale.	DEP	City	On Going	Utilize the parking maps produced for the DREAM Initiative and continue to update and evaluate.
7 Continue GIS Technology & Education	Continue GIS education for City.	City		Ongoing	City staff responsible for mapping and data base development should be encouraged to participate in professional organizations dealing with Geographic Information Systems and should periodically participate in training seminars as a means of maintaining appropriate skill levels.
8 Interface Tax Maps with GIS Data	Continue to update GIS data when parcel consolidation and parcel divisions occur.	City		Q4 2010	City staff should work with the County Assessors and Mapping departments to ensure regular updating of the City's parcel maps and ownership information.
9 Develop Inventory Database for Downtown Infrastructure	Working with Department of Public Works develop and conduct inventory of downtown assets (fire hydrants, trees, benches, lighting & types, traffic signals & signs, etc.).	City	DEP	Q4 2010	This will become part of the GIS data base that will be developed for the Downtown and that will ultimately be available to assist the City and developers in the implementation of the redevelopment and revitalization program for Downtown.
10 Produce/Procure new Aerial Photography	2007 Aerial Photography is available from Missouri Spatial Data Information; photography should be updated every other year.	City	DEP	Q2 2010	The City's GIS staff should maintain contact with State as a means of accessing and utilizing the most current photography available.

Community Surveys

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
11 Continue Visitor Surveys	During major events continue to monitor attitudes and effectiveness of Downtown Revitalization Efforts	DEP	City/Chamber	On Going	Follow format/procedures developed for the DREAM Initiative including announcements by the local media regarding the timing, location, purpose and value of such surveys.
12 Re-convene Focus Groups	Focus Groups should be held every 5 years to monitor progress throughout the community	DEP	City	Q3 2012	Follow format/procedures developed for the DREAM Initiative.
13 Conduct Telephone/Mail Survey	Statistically valid telephone surveys should be conducted every 5 years as a means of measuring the effectiveness of Downtown revitalization efforts.	DEP	City	Q1 2013	DEP should enter into a professional services agreement with a qualified survey firm.

City: City of Excelsior Springs
 DEP: Downtown Excelsior Partnership
 Chamber: Excelsior Springs Area Chamber of Commerce

BEDC : Downtown Excelsior Springs Business and Economic Development Committee
 DESCDC : Downtown Excelsior Springs Community Development Corporation
 Arts Council: Excelsior Springs Art Council (To Be Established)

EXCELSIOR SPRINGS DOWNTOWN STRATEGIC PLAN SCHEDULE

Retail Market Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
14 Encourage Targeted Retail Uses	Encourage targeted retail uses and appropriate pedestrian generating activities on the ground floor of all mixed-use and commercial buildings.	DEP	City/BEDC/ Chamber	On Going	Target retail sectors provided through the DREAM analysis and develop an attraction program. Marketing and attraction efforts can be funded by CID. Work with property owners to match available space to desired retail sector. Integrate with marketing and promotion strategies; improve communications with property owners (through meetings and marketing materials); develop inventory of properties; provide incentives for mixed use development; provide educational workshops for business owners.
15 Business Recruitment Program & Package	Establish & implement a business recruitment program and package. Integrate with marketing and promotion strategies. The Recruitment Package should contain all available data on downtown and services.	BEDC	City/DEP/ Chamber	Q3 2010	The Retail Market Analysis provided as part of the DREAM Initiative will provide guidance relative to the types of businesses that should be pursued for Downtown Excelsior Springs. DEP and the Chamber should lead the effort in recruiting new businesses to the area.
16 Develop a Downtown Directory	Develop a directory or brochure detailing the retailers and type of merchandise offered of all downtown stores.	BEDC	City/DEP/ Chamber	Q2 2010	Use DEP and City mapping to create a Downtown Directory and map.
17 Increase Available Retail Space	Increase available retail space in existing buildings through the reconstruction of internal common walls in order to expand building footprints. Where feasible relocate service uses from first floor to second floor.	DEP	City/BEDC/ Chamber	Q1 2013	Develop a low interest loan program to incent this type of rehabilitation.
18 Establish Business Retention Program	Establish & implement a business retention program. Utilize program to educate and inform business owners about product differentiation, product presentation, window displays, and standards for hours and days of operation.	BEDC	City/DEP/ Chamber	Q1 2011	Through DEP and DREAM training use CID to fund local training and consultation.
19 Create Shopping Oriented Downtown Events	Create events such as sidewalk sales, weekly evening shopping nights, storefront display contests, etc. that are focused on shopping.	DEP	City/BEDC/ Chamber	On Going	Develop and market events with CID seed funds.
20 Verify & Update Commercial Vacancies & Store Mix	Track the vacancies and store mix in Downtown. Actively market vacancies and try to fill with stores from the targeted list, working towards the recommended store mix.	BEDC	City/DEP/ Chamber	On Going	Use DEP and City mapping to update maps and retail sector lists.
21 Develop Retail Development Marketing Materials	Utilize brochures that highlight the positive features of locating retail businesses in Downtown Excelsior Springs.	DEP	City/BEDC/ Chamber	Q2 2010	Utilizing the brochures developed as a component of the DREAM Initiative, continue to update brochures with new demographic information.
22 Increase Marketing Efforts & Collectively Market Downtown Retailers	This promotional effort should primarily target area residents, and residents within the secondary trade area defined in the Retail Market Analysis. Serve as one of the many distributors of information about existing stores, new stores, hours of operations, special events, etc.	DEP	City/BEDC/ Chamber	Q4 2010	Use CID funds to create an advertising campaign that markets Downtown retail.

Housing Market Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
23 Develop Downtown Housing Marketing Campaign	Develop appropriate materials that can be distributed to the public and promote Downtown living in Excelsior Springs.	DEP	City	Q4 2010	DEP should also prepare a series of informational packages that identify a variety of financing mechanism that would be available from participating banks. Conduct a Downtown Housing Tour each spring.
24 Encourage Development of Upper-Floor Spaces	Identify unused and under used second story space and market to local developers for conversion to living space.	DEP	City	Q2 2010	DEP should offer assistance in the conversion of such properties. Developers may also be interested in converting these properties.
25 Encourage Single Family Residential Infill Development	Identify vacant lots or dilapidated homes and market to local developers for quality infill development.	City	DEP/DESCDC	On Going	City should ensure that zoning and all building regulations are not in conflict with this goal. DEP should utilize informational packages that identify a variety of financing mechanisms available from participating banks.
26 Enforce Building Codes	City must enforce current building codes in Downtown.	City		On Going	Building codes with supplemental building code regulations should be consistently enforced for Downtown. The code should be enforced by the City and supported by the City Council. Permit process and opportunity to file for waivers should also be clearly defined and communicated.
27 Encourage Property Owners to Improve & Maintain properties	Provide incentives for home owners and landlords to improve the physical appearance and curb appeal of properties.	City	DEP	On Going	Continued maintenance and improvements will increase the values of neighboring areas and create an aesthetically appealing atmosphere.
28 Review and/or Amend Zoning Code to limit Conversion of Single-Family Homes	Amend the Zoning Code, if necessary, to specify number of units or minimum square footage per unit. Depending on the size of the converted single-family home, the typical range for multi-family should be 2 to 4 units max.	City		Q2 2010	City should utilize multiple planning and zoning resources (APA, ULI, etc.) as well as what other communities have done with regard to their multi-family zoning requirements.

EXCELSIOR SPRINGS DOWNTOWN STRATEGIC PLAN SCHEDULE

Financial Mechanism						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
29 Establish a Community Improvement District for the Downtown Area	Establish a CID to act as a funding mechanism for multiple Downtown Improvements as well as help fund the services of the Downtown Excelsior Partnership.	DEP	City	Q3 2010	Use DREAM Initiative Financial Assistance Report and Strategic Plan information to support development of a Downtown CID.	
30 Establish TIF District for the Downtown Area	Provide leadership and coordination for strategically evaluating the boundaries and implementation of a Downtown TIF District.	City	DEP	Q1 2011	Use DREAM Initiative Financial Assistance Report and Strategic Plan information to support development of a Downtown TIF.	
31 Establish Façade Rehabilitation Revolving Loan Fund	Utilize the MDFB Façade Revolving Loan Fund to provide gap loan financing for rehabilitation projects.	City	DEP	Q4 2010	Utilize existing Loan Fund or CID/TIF funds as matching component to MDFB funds. Work through DREAM sample Loan application for local applicability.	
32 Develop Ongoing Funding Identification Mechanism	Consistently evaluate the available private, local, State and Federal funding sources to support public and private projects and programs.	DEP	City	On Going	Establish DEP as contact with funding agencies and keep informed and trained in grant writing.	

Destination Assessment						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
33 Establish Gateways to Downtown	Design and construct gateway monument signs at multiple Downtown entrances.	City	DEP	Q4 2010	Utilize CID, TIF or state funding sources to develop gateway signs at entrances to Downtown.	
34 Expand and Further Develop Park Amenities and Trails	Strengthen design and appeal of park and trail system to provide vital link and attraction within Downtown.	City	DEP	Q4 2013	City should strengthen connection of park and trails to Downtown, and improve appearance of the park through signage and updating amenities.	
35 Establish Downtown Public Amenities for Visitors	Provide a Visitor Center with public restrooms, shelter, and a place to rest for visitors of Downtown.	City	DEP/Chamber	Q4 2010	Utilize TIF and CID funds to develop public restrooms and rest area.	
36 Develop Programs Dedicated to the Arts	Through a local Arts Council develop Arts Programs that provide additional activities for residents and visitors.	Arts Council	DEP/City	Q1 2011	Contact Missouri Arts Council for assistance in setting up a local council.	
37 Develop a Trolley Car for Downtown	Provide transportation service during special events for visitors going in and out of Downtown.	City	DEP/Chamber	Q1 2011	Utilize CID funds to provide transportation as needed.	
38 Coordinate Downtown Business Activity	Work towards creating a seamless Downtown experience for visitors through coordination of businesses and services within the local tourism industry.	City	Chamber/DEP	Ongoing	Through cooperative agreements or business license requirements create coordinated store hours. Through retail development create coordinated retail and services.	
39 Improve Existing Attractions and Develop New Attractions	Clean and restore the Springs and develop programs around the City's therapeutic history, Water, and the Arts to attract visitors.	City	DEP/Chamber	Q4 2010	Utilize TIF and CID funds to restore Springs.	

Marketing Strategies						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
40 Establish a Distinct Downtown Brand	Develop a brand unique to Downtown and the Downtown Excelsior Partnership that creates a cohesive and exciting image.	DEP	City/Chamber	Q3 2010	Utilize CID funds for branding effort.	
41 New Logo for Downtown Excelsior Springs District	A new logo should be iconic and reflective of the District, building upon the past and future of mineral springs and baths, as well as the local art scene.	DEP	City/Chamber	Q4 2010	DEP should consider various alternatives for developing this new logo, including retention of a consultant, a project for students or other organizations, or a competition with a prize.	
42 Develop a Downtown Excelsior Springs Website	Create a Downtown focused website to be a centralized resource for cultural, entertainment, and hospitality information.	DEP	City/Chamber	Q4 2011	Utilize the Missouri Division of Tourism as a resource for website development.	
43 Special Events/Evaluate Calendar of Events	Continue development of annual special events Downtown and develop a strategy to monitor the effectiveness of downtown events.	DEP	City/Chamber	Q2 2010	Utilize Events Committee to identify shoulder periods and gaps in event types for future event development.	
44 Develop Downtown Marketing Materials	Develop a coordinated advertising campaign to promote the Downtown as a whole in order to compete in the retail market. Provide oversight in development of marketing materials to support recommended action items.	DEP	City/Chamber	Q2 2010	Produce marketing materials with CID funds. Examples of materials include, "Top 10 Things To Do Activities" and "Vacation Packages."	
45 Expand Store Hours	Encourage downtown businesses to maintain hours that respond to customers' needs.	DEP	City/Chamber	Q2 2010	This must be done in a cooperative approach among shop owners and notices of change must be well publicized.	
46 Fill Vacant Storefronts with local art and signage promoting Downtown	Use empty storefronts to market and promote the Downtown District and to promote local artists	DEP	Chamber/Arts Council	Q2 2010	Make vacant storefronts visually appealing with displays from local retailers, art and signage promoting events or other retailers in Downtown Excelsior Springs.	

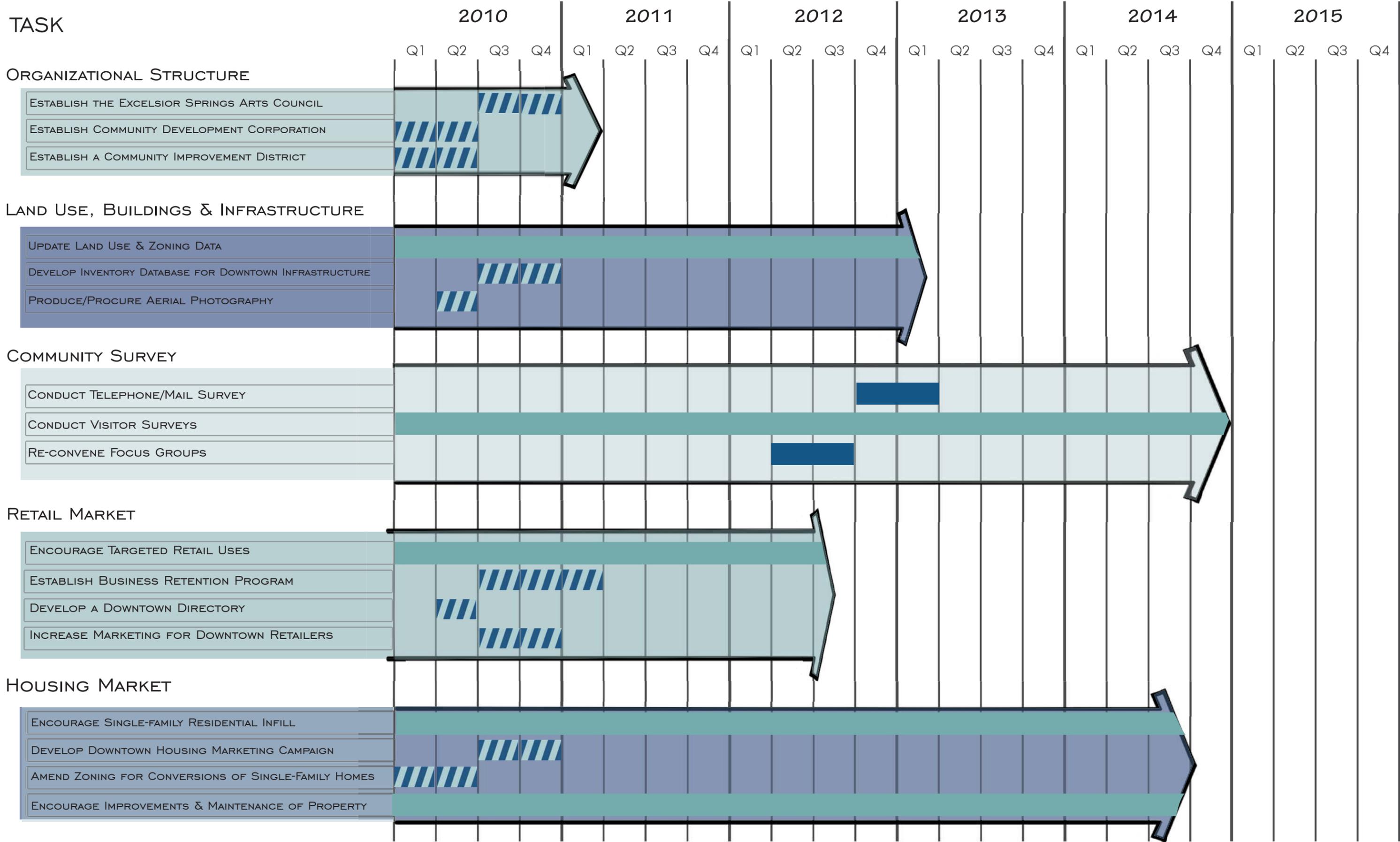
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EXCELSIOR SPRINGS DOWNTOWN STRATEGIC PLAN SCHEDULE

Other Strategies

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
47 Create Educational Historic District Information Packet	Create Historic District information packet for current and potential property owners to educate and encourage appropriate decisions.	HPC	DEP/City	Q4 2010	Utilize Design Guidelines and National Register District Information to develop a Historic District Information packet to benefit existing and potential property owners.
48 Develop Signage for Downtown Wayfinding and Public Parking	Develop Signage with Downtown branding or logo for wayfinding and for better identification of public parking lots downtown.	City	DEP	Q2 2010	City should incorporate sign designs from recently approved Wayfinding contract. CID can finance.
49 Maintenance of Beautification Projects	Manage the maintenance of the Downtown district beautification projects.	DEP	City	On Going	Maintenance of Downtown beautification projects should be financed primarily from Community Improvement District (CID) funds. Projects will include banners, landscaping, public art and seasonal decorations. High level of maintenance during festivals is critical.
50 Encourage Relocation of the Drug Rehabilitation center out of Downtown	Identify potential locations for relocation and begin dialogue with all property owners. Develop combination of incentives and regulations to encourage relocation.	City	DEP/DESCDC	On Going	City should develop a combination of incentives and zoning regulations to encourage relocation, as the current rehab site presents a potential obstacle to any residential attraction and tourism enhancement strategies.
51 Enhance the Farmer's Market	Develop a permanent location and time for the developing Farmer's Market within the Downtown.	DEP	City	On Going	Survey participants and customers for their opinions on potential improvements, including desires for permanent location and time.



TASK

2010

2011

2012

2013

2014

2015

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

FINANCIAL MECHANISMS

ESTABLISH A TAX INCREMENT FINANCING DISTRICT

ESTABLISH FACADE REHABILITATION REVOLVING LOAN FUND

ESTABLISH A COMMUNITY IMPROVEMENT DISTRICT

DEVELOP ONGOING FUNDING MECHANISMS

DESTINATION ASSESSMENT

DEVELOP AN ARTS PROGRAM

EXPAND & FURTHER DEVELOP PARK AMENITIES & TRAILS

COORDINATE BUSINESS ACTIVITY

MARKETING

ESTABLISH A DISTINCT DOWNTOWN BRAND

ESTABLISH & DEVELOP A DOWNTOWN WEBSITE

ENHANCE PROMOTIONAL ACTIVITIES BY DOWNTOWN EXCELSIOR PARTNERSHIP

NEW LOGO FOR DOWNTOWN EXCELSIOR SPRINGS DISTRICT

SPECIAL PROJECTS

CREATE EDUCATIONAL HISTORIC DISTRICT INFORMATION PACKET

ENCOURAGE RELOCATION OF DRUG REHABILITATION CENTER

DEVELOP SIGNAGE FOR DOWNTOWN WAYFINDING & PUBLIC PARKING

MAINTENANCE OF BEAUTIFICATION PROJECTS



