

# DOWNTOWN STRATEGIC PLAN

CITY OF KENNETT, MISSOURI

MAY, 2010



CITY OF KENNETT



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



PLANNING CONSULTANT:



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DREAM INITIATIVE  
PROCESS



# DREAM Initiative • Downtown Strategic Plan

## EXECUTIVE SUMMARY

The objective of the Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative is to develop and create a unified planning vision in Downtown Kennett that enhances productive use of existing available resources. Downtown Kennett's resources include public infrastructure, recent streetscape investments, buildings and significant architecture, and human capacity. The DREAM Initiative seeks to leverage these resources to encourage private investment in the form of Downtown development projects.

The DREAM planning process reviewed numerous issues regarding the function, structure and image of Downtown and provided recommendations to address these issues. The Initiative helped to identify existing opportunities and constraints and develop a plan for future improvements, growth, and sustainability. The process began with several wide-ranging assessments of existing conditions in Downtown Kennett. These assessments provided the foundation for various analyses which followed and their resulting recommendations developed under each DREAM task are described in this report. This resulting Strategic Plan is intended to supplement City-wide comprehensive planning.

Some physical streetscape plans have been developed and implemented by the City. These improvements were initiated to enhance the area surrounding the Sheryl Crow Aquatic Center (SCAC). The Kennett Community Development Corporation (KCDC) and Chamber of Commerce were instrumental in obtaining Kennett native Sheryl Crow's support for the Aquatic Center. In 2003, the SCAC was completed on the block between E. 2nd and E. 3rd Streets and S. Main and Kennett Streets. Since the SCAC's construction, some additional funding has been raised and the streetscape improvements expanded along Kennett and South Main Streets.

The DREAM Downtown Strategic Plan will serve to guide Downtown Kennett leadership as improvements are funded and implemented. The Plan provides a five-to-eight year unified vision promoting innovative and feasible strategies, the implementation of which will enhance Downtown Kennett's vibrancy and relevance. It is expected that this plan will be adopted by all Downtown interest groups as the groups provide representation and form the proposed Downtown Kennett Coalition (DKC). The recommendations in the Strategic Plan will be driven forward by the leadership of the KCDC, with the support of the City and Chamber.

The Downtown Strategic Plan describes, in detail, the goals developed throughout the DREAM process and the strategies by which these goals are to be achieved. The goals are noted in each respective chapter. High priority goals for Downtown Kennett include:

**Goal One: Formalize the proposed Downtown Kennett Coalition (DKC)** - Several organizations have expressed interest in Downtown Kennett, but none have formalized Downtown specific work plans. The Kennett Community Development Corporation, the Chamber, and the City all must be supportive of activities that occur City-wide and be sensitive to resource conflicts. Downtown Kennett needs a strong champion organization. The KCDC has committed to developing that organization by adjusting its bylaws to provide a Downtown focus. The City has also obtained funding for an initial work plan and a dedicated staff person to implement the Downtown Strategic Plan.

An overall umbrella organization, the Downtown Kennett Coalition, will bring together representatives of the City, Chamber, and KCDC. The DKC will need to develop a



Commercial Buildings Along North Court Street in Downtown Kennett



Sidewalk View Looking East Along 1st Street in Downtown Kennett

mission statement, bylaws, goals, funding plan, and its own Board of Directors. These organizational elements are critical for the DKC to have the appropriate focus on Downtown and are the first aspects that a new Executive Director should address. The KCDC and Chamber can initially house the DKC with the eventual goal that the group will incorporate as a not-for-profit corporation housed in a separate business location on the Downtown square. The DKC will be instrumental in forming the necessary subsequent components such as the incentive districts, Downtown Events and Marketing Committee, and Downtown Economic Development Committee.

**Goal Two: Establish incentive districts for the benefit of Downtown.** - Kennett has the opportunity to establish local incentive districts for the benefit of Downtown. Many communities use Tax Increment Financing (TIF) districts and Community Improvement Districts (CID) to encourage development. Often these districts are developer initiated on the outskirts of town and provide no benefit to the core of the city. Kennett has not used these incentives and has the chance to initiate them to properly support Downtown.

The formation of a TIF District will provide property and sales tax revenue for qualified project costs such as studies, planning, land acquisition, demolition, building rehabilitation, public works improvements, financing costs, and payments in lieu of taxes. This incentive district must be initiated by the City and will require the establishment of a TIF Commission. This Commission will be responsible for following and advancing the TIF Redevelopment Plan approved during the formation and approval of the TIF district. A Downtown Kennett TIF District will be a valuable tool to attract private, sales tax generating investment. The

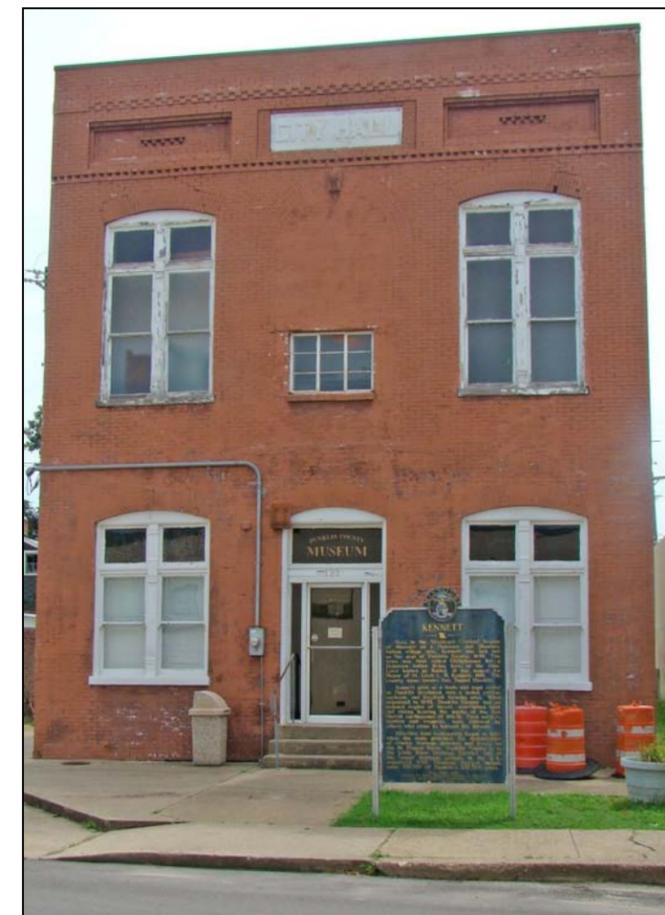
DKC can assist the City by promoting the benefits of the TIF Plan and encouraging the City to adopt the necessary ordinances that implement the District. Other taxing bodies, such as Dunklin County and the School District, may require special attention to effectively communicate the benefits of the TIF.

The adoption of a CID for Downtown will contribute a sustainable funding source for physical and programmatic improvements. The Downtown Kennett CID should be established as a political subdivision, rather than a nonprofit corporation and be funded by a property and sales tax. A CID can fund a wider variety of improvements, including Downtown services, than a TIF District, but requires administration upkeep and a healthy sales tax generating base to be most effective. The steps involved in the creation of a CID include forming a steering committee consisting of representatives from DKC, the City, KCDC, the Chamber, and other Downtown groups. This committee should focus immediately on the necessary public outreach to ensure a successful CID petition is supported by Downtown voters. The DKC will also provide an organizational role with the CID as well as communicating the benefits of the district.

**Goal Three: Improve Downtown Buildings** - Downtown Kennett has many buildings with a wealth of architectural detail. Much of this detail is hidden behind metal cladding or obscured by poorly maintained awnings and canopies. There is no local preservation ordinance or historic district, nor have building design guidelines been adopted. The KCDC has established a small matching grant program for façade rehabilitation, but this program does not require adherence to any design guidelines.



Cotton Exchange Bank in Downtown Kennett



Dunklin County Museum in Downtown Kennett

## DREAM Initiative • Downtown Strategic Plan

To improve Downtown building conditions, the City of Kennett should formally adopt building design guidelines in some form. Guidelines that are conditionally tied to the receipt of revolving loan funds are an easy place to start. The City should eventually consider designating a local Historic District and forming a Preservation Commission to review all Downtown building construction.

Another important aspect of this goal is improved enforcement of building and maintenance codes. Existing buildings show a high degree of deferred maintenance. Proper enforcement of building and maintenance codes are critical to protect existing structures. Inspections are required to uncover true building conditions. The City should expand its code enforcement department to implement Downtown property inspections for both commercial and residential units.

The DKC can assist the City by encouraging property rehabilitations with a recognition program. An annual Best Building award should be initiated that recognizes an effective project that adds value to Downtown. The DKC can also help by partnering with the Chamber to educate and encourage Downtown property owners concerning rehabilitation techniques and City codes and policies.

**Goal Four: Conduct a City-wide Traffic Study** - Downtown carries a significant amount of traffic through the Courthouse Square as State Route 84 cuts East to West through Downtown along 1st Street. Westbound traffic on 84 is funneled down to one lane just East of the Square. Several one-way streets have been established to route traffic around the Courthouse. These factors have resulted in a myriad of traffic signals and wayfinding signage.

Additionally, one of the main activity generators, the Sheryl Crow Aquatic Center, does not have a clearly marked access route.

The City should conduct a comprehensive traffic study to identify appropriate through routes, improve routing to activity centers, quantify one-way street benefits, and present options for efficient and aesthetic traffic controls. Recommended improvements that arise from this study should be incorporated into the Comprehensive Plan. Potential funding sources for Downtown street projects may include the proposed CID or TIF District.

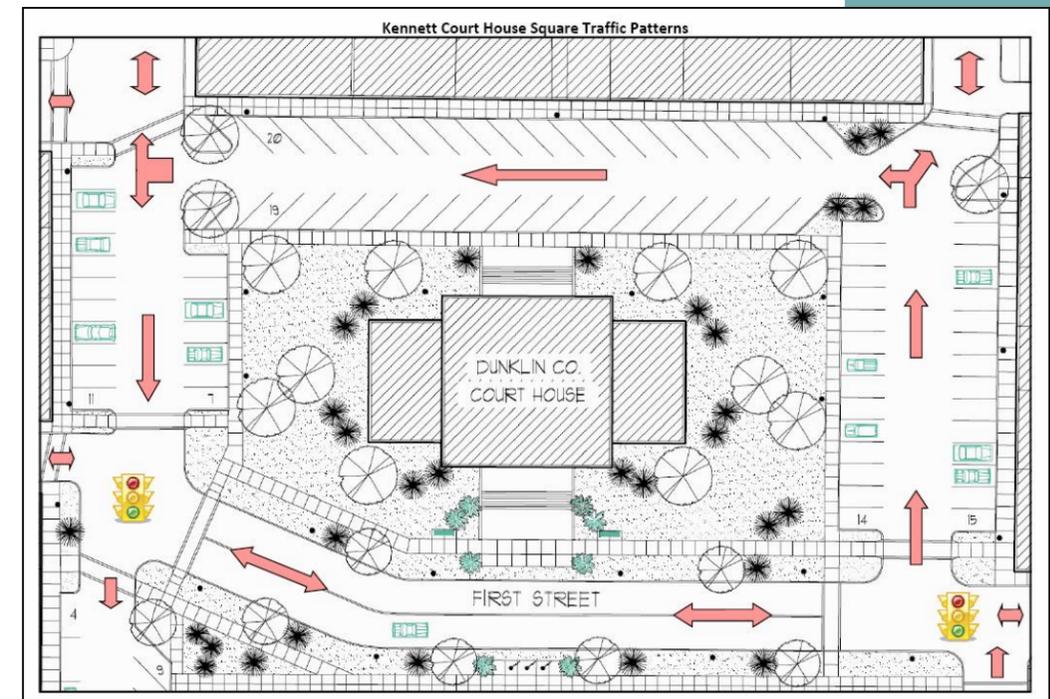
**Goal Five: Expand the Streetscape** - The existing Streetscape improvements have been installed with no overall plan. Awnings are in conflict with the decorative lighting, sidewalks remain in poor condition, and no additional pedestrian enhancements or wayfinding is included. Information about the Streetscape improvements has not been adequately promoted to the public. A properly planned, executed, and promoted Streetscape is a public project that will attract private investors.

The City and the DKC should provide guidance and phase the work appropriately. The DKC can seek donations and promote the improvements, but the City must develop and share its plans. The concepts presented by the DREAM Initiative demonstrate a higher level of Streetscape improvements that may be attained with incentive district funding, grants, and added community support. The Courthouse Square and the First Street approach should receive attention and be a top priority for phasing improvements. Potential funding sources for these projects may include the proposed CID or TIF District.

## City of Kennett



Examples of Recently Installed Streetscape Lighting in Downtown Kennett



Traffic Pattern Diagram of Downtown Kennett Courthouse Square

**Goal Six: Establish the Downtown Kennett Marketing and Events Committee** - Implementing physical improvements such as the Streetscape will prepare Downtown Kennett to receive visitors. Downtown will need to communicate this readiness to potential and existing visitors.

A committee of the DKC will be required to communicate that Downtown Kennett is prepared, produce marketing materials, and plan events. As a first step, this group should be tasked with developing the brand for Downtown. Suggestions for a Downtown Kennett brand have been provided in the DREAM Marketing Plan, but the selection must be made by the community to garner support. The Committee will need to pull together a cross-section of Downtown interests and arrive at a consensus. This effort may take several meetings, but should be highly publicized to ensure high participation. To fully capitalize on visitors, Downtown will also require coordinated marketing tools. These materials should support the Downtown brand. Consistent communication with Downtown's markets will be more cost effective than sporadic advertising and ensure that visitors, residents, and potential investors receive accurate and timely information. All other materials, new events, and the proposed website in Goal Eight should be designed to support the chosen brand.

**Goal Seven: Develop the Downtown Entryway and Greenway Trailhead Area** - Downtown can benefit from a definitive entrance located along State Route 84/1st Street at near Frisco Street. A railroad right-of-way crosses 84 at this location and there is adequate room for an entryway plaza. A plaza should include landscaping including trees, decorative pavement and lighting, pedestrian elements,

and gateway signage. The entry can also serve as a trailhead for a City-wide Greenway. The plaza itself should be an attractive place for pedestrian gathering, but also provide a pleasant experience for vehicular traffic. The area should indicate arrival in Downtown and welcome the traveler while portraying the chosen brand. The illustrations on page 40 show a concept developed around an azalea garden with a multi-use trail winding through the proposed City-wide Greenway.

This project should be considered after the incentive districts are implemented and funding is available and also after the Downtown brand is chosen. However, the DKC and City can begin property assembly immediately. Research into the status of the rail bed is required and the City may determine that it already owns much of this property. As the City obtains property for the larger Greenway, more areas will be tied to Downtown via the entryway plaza on 1st Street. This project is another opportunity to utilize funding from the TIF or proposed CID and may also be eligible for various grants.

**Goal Eight: Develop a Downtown Website** - Currently there is no Downtown presence on the internet. Both the City and Chamber have websites, but neither provide particular attention to Downtown. The DKC should immediately begin to develop this website as soon as the Downtown Marketing Committee is established. The group will need to approach this website with the understanding that it will require ongoing maintenance and may require new staff or volunteer assistance. A useful website will be current, monitor the Downtown's markets, promote Downtown businesses and events, and provide economic development and project information.



Gateway Signage for the City of Kennett on Highway 84



City of Kennett and Chamber of Commerce Websites

## INTRODUCTION

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 has brought urban planning services to Missouri communities at a fraction of the cost that would be paid by non-DREAM communities. DREAM also provides improved access to funding mechanisms administered by these agencies. The State of Missouri retained PGAV Urban Consulting to develop and administer the DREAM Initiative planning component.

The DREAM Initiative seeks to provide a sustainable revitalization effort that is guided by a five to eight-year Downtown Strategic Plan. The planning assistance begins with a wide-ranging assessment of the community that serves as the foundation for the identified DREAM studies and analyses.

The DREAM Initiative recognizes that a substantial investment already exists in Downtown Kennett and that the City has committed to reestablishing its core. Kennett applied for the DREAM Initiative and was rewarded by being one of the first communities designated under this program in 2006.

The Kennett DREAM Initiative tasks resulted in planning studies and analyses that include:

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

- Streetscape and Building Design Guidelines
- Retail Market Analysis
- Residential Demand Analysis
- Financial Assistance Review
- Marketing Plan

Additional DREAM Initiative tasks included assistance in the areas of education and communication, as well as the creation of this Downtown Strategic Plan.

The DREAM Initiative emphasizes the use of existing financial incentive programs for strategic plan implementation. Throughout the Initiative ongoing project-specific support was provided by the State Agencies and PGAV. Kennett has benefited from technical and financial assistance and has been given priority for various state grant and loan programs.



The Dunklin County Delta Fair held in Kennett



Sheryl Crow Aquatic Center in Downtown Kennett

## PUBLIC OUTREACH

Effective planning engages the public and is responsive to their concerns about the future of the community. Local officials need to ensure that planning recommendations have been vetted through a responsive process that allowed for sufficient public input. A comprehensive approach to interact with Kennett's citizens and civic leaders helped to identify issues regarding Downtown. This approach provides support for policy decisions, future projects, and ongoing planning efforts.

The public outreach component revealed citizen perceptions and helped develop the vision for an improved Downtown Kennett. Surveys were utilized to identify issues, opportunities, and constraints and public meetings were held to formulate and test strategies. These public outreach activities also created opportunities to introduce and build support for DREAM Initiative task recommendations.

Interviews with stakeholders and discussions with the public indicated great pride for Downtown Kennett and a desire to drive the revitalization forward. Although the official DREAM contacts changed throughout the DREAM Initiative, local leaders were always very supportive of Downtown efforts.

After many discussions, it was apparent that issues facing Downtown Kennett had to do with developing organizational capacity, identifying sustainable funding, developing Streetscape and building design standards, and promoting Downtown as an activity center in the community. These issues were reinforced throughout the public outreach efforts and were often topics of discussion.

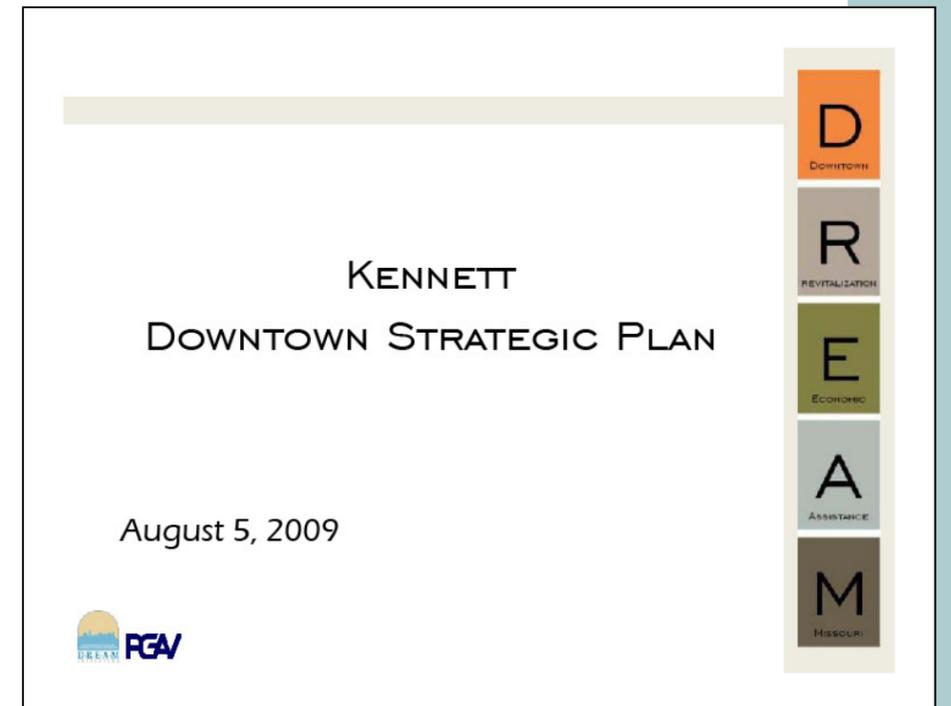
The DREAM Initiative used several methods to involve the public and generate proposed solutions for these and other

issues. Some of the public engagement methods used included:

- **Initial Assessment Meeting**  
Upon being selected as a DREAM community, an Initial Assessment Meeting was held on November 9, 2006. The meeting was attended by representatives from the City, the Kennett Community Development Corporation, and the Kennett Chamber of Commerce as well as other interested groups and Downtown property and business owners. The Downtown organizations provided a presentation and tour. PGAV staff and State of Missouri personnel were in attendance. The purpose of this meeting was to identify the planning tasks that would benefit Downtown Kennett.
- **Focus Group Meetings**  
In May of 2007, two focus groups were conducted with City residents, the Chamber of Commerce, and City Government in one group and Downtown property owners in the other. Session moderators asked general questions about the City and specific questions about Downtown that were designed to promote discussion. Topics included how Downtown is used, perceived, and challenged and how it could be improved.
- **Surveys**  
In September of 2007, a telephone survey was conducted to solicit feedback from local residents. Three hundred responses were tabulated and some questions built on issues that were uncovered during the focus group meetings. Respondents indicated some positive aspects of Downtown, but did indicate areas for



DREAM Annual Review Meeting



Presentation given at Strategic Plan Kickoff Meeting

improvement such as expanding options for dining, clothing, and bookstores as well as improving building façades and making the area more pedestrian friendly.

In the Summer and early Fall of 2007 a visitor survey was conducted at various City locations including the Delta Fair. Three hundred sixty-nine interviews were completed by visitors residing outside of the Kennett zip code. Respondents generally viewed Downtown Kennett as a special event destination and felt clothing stores, live music, family events, and benches and green space would make Downtown more appealing.

- **Kennett DREAM Committee**

Representatives of local groups including the KCDC, the Kennett Chamber of Commerce, and the City formed the DREAM Committee. Representatives of these groups reported on the progress of the DREAM Initiative to their respective boards and organizations.

- **Key Stakeholder Interviews**

Interviews were held to review issues indicated by other outreach methods. Throughout the DREAM process, PGAV and City staff, officials, and the DREAM Committee maintained constant communication and met many times to review new planning directions and address concerns.

- **Task Kickoff Meetings**

Public kickoff meetings were held at the beginning of the DREAM tasks which focused on Building and Streetscape Design Guidelines and Marketing. These meetings were attended by various members of the

public that were interested or connected to the task topic along with members of the KCDC, Chamber, and City.

- **Annual Review Meetings**

A public annual review meeting was held on June 18, 2008 and again on August 5, 2009. Members of the KCDC, Chamber, City staff and officials, businesses and property owners, and residents were in attendance.

- **Downtown Strategic Plan Process**

A kickoff meeting for the Downtown Strategic Plan process was also held on August 5, 2009. Preliminary recommendations of the Plan were presented as well as the process and issues that have been identified.

- **Press Involvement**

Members of the Daily Dunklin Democrat newspaper and other press agencies were in attendance at many of the public meetings to report on planning activities. Additionally, sample press releases were provided to the City and KCDC to help generate news stories about these meetings and available DREAM reports. Many articles were generated using this method.



Members of the Kennett DREAM Committee Tour Downtown during the Building and Streetscape Design Task Kickoff Meeting



Local Press Coverage for Kennett DREAM Meetings

## DREAM Initiative • Downtown Strategic Plan

City of Kennett

### ACCOMPLISHMENTS

The City of Kennett was designated a DREAM community in the fall of 2006 and executed the Planning Scope of Services contract with the Missouri Development Finance Board in March of 2007. The scheduled completion date for DREAM planning services is in the spring of 2010.

The DREAM Initiative provided immediate benefits to Downtown Kennett through the generation of positive press and by increasing the City's ability to obtain State funding.

Recent accomplishments in Downtown Kennett include:

- Revised Kennett Community Development Commission bylaws to provide a Downtown focus.
- KCDC established matching grant program funded with NAP credits for façade rehabilitation.
- Community Development Block Grant funding for a Downtown Kennett Coalition Executive Director and work plan.
- Rehabilitation using Chapter 353 incentive for the Ely Walker housing complex (including Missouri Housing Development Commission funding).
- Obtained Home Repair Opportunity (HeRO) program funding for qualifying residential properties.
- Initiated a streetscape project that consists of new sidewalks, decorative lighting, and infrastructure. Funding is currently being sought for expansion phases.



Ely & Walker Shirt Factory was Renovated for Multi Family Residential Use

Accomplishments



# DREAM Initiative • Downtown Strategic Plan

## ORGANIZATIONAL STRUCTURE

The Kennett DREAM Initiative included a detailed review of organizations operating in Downtown. The purpose of this task was to understand the roles and responsibilities of these organizations, their relationships to each other, and their impact on Downtown. The overall goal of the Organizational Structure Review is to ensure an efficient Downtown organization with enhanced human capacity and sustainable funding will drive Downtown revitalization efforts. A broadly-supported organizational structure is needed to implement recommendations from DREAM tasks.

Organizations reviewed for this task included:

- Kennett Chamber of Commerce (Chamber)
- Kennett Community Development Corporation (KCDC)
- City of Kennett (City)
- Dunklin County Commission (County)

The Organizational Structure Review resulted in some recommendations to strengthen existing groups and form others. Recommendations for improving the organizational structure of Downtown Kennett include:

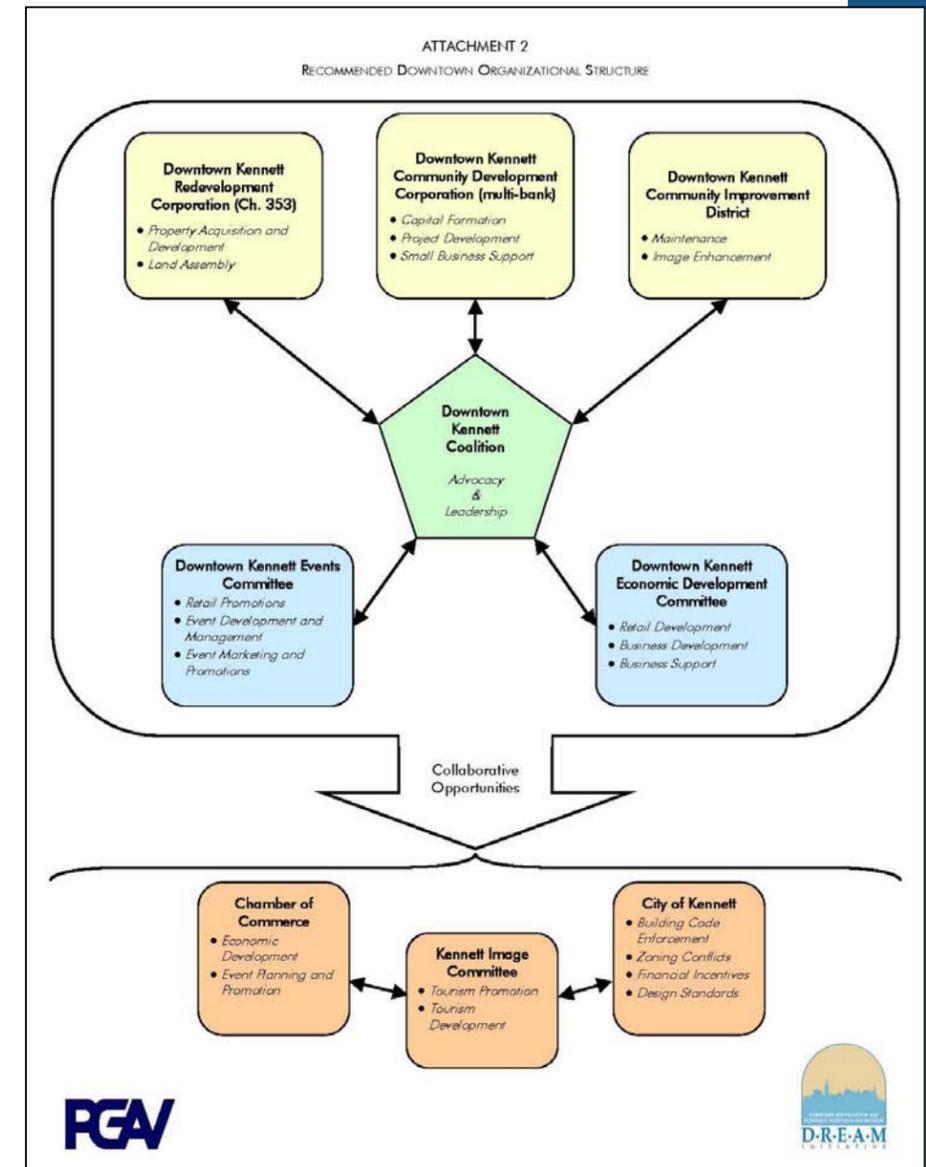
- **Establish the Downtown Kennett Coalition (DKC) as the Lead Organization for Downtown**  
The Chamber and KCDC provide a City-wide effort concerning economic development. The City provides governmental functions and the industrial development is handled by the Kennett Industrial Development Authority.

To drive Downtown revitalization, Downtown requires an umbrella organization that provides attention to the unique issues of Downtown. Cities with successful downtowns have developed and maintained a focus that

provides events, marketing, and promotions for the Downtown as a whole, similar to a shopping center. These cities understand that Downtown attracts visitors who shop at all locations within the city. Additionally, the most successful organizations of this type have paid staff.

The DKC can be formed from existing resources within the Chamber and KCDC and will require support from the City. The volunteer board should consist of broad representation from the community and include residents. The Board of Directors can begin as a steering committee of the KCDC and should seek to hire an Executive Director immediately. The KCDC has already taken steps to fund this staff position and establish a two-year work plan. With a paid Director, the group will develop a mission statement, bylaws, committees, and goals. The eventual outcome should be for DKC to be self sustaining, incorporated as a separate entity from the Chamber and KCDC, and be located in Downtown.

- **Establish a Downtown Kennett Incentive Committee to Research and Advance a Community Improvement District (CID) and Tax Increment Financing (TIF) District**  
Commercial development has occurred on the outskirts of Kennett without the assistance of incentives. However, Downtown is in direct competition with this commercial development and has issues such as aged buildings and infrastructure which must be addressed. Local incentive districts can be effective tools to restore a competitive advantage to Downtown and provide new organizational capacity. The new organizations that are formed by these districts provide a very strong focus on Downtown as a development area.



Recommended Downtown Kennett Organizational Structure

Arguably, the most commonly used local incentive districts are TIF's and CID's. Each has its advantages and disadvantages, and each has specific qualified uses for the generated funding. Additionally, both of these efforts require involved outreach steps to effectively communicate the benefits provided by these incentives to constituents, taxing bodies, and the general public. Effective incentives are strongly supported by the community and clearly show accurate information concerning costs and benefits.

The DKC should obtain volunteer legal and finance assistance from within its organization. It can then begin assembling the required redevelopment plans and budgets. The KCDC may be able to help in this endeavor, but the Chamber should remain neutral. Also, the City will need to take the lead concerning the TIF District as it will require City approval, but the DKC can provide needed information and promotion.

The Kennett DREAM Financial Assistance Review recommends pursuit of both of these mechanisms. More detailed information on establishing each incentive and its respective benefit to Downtown is included in the Financial Mechanisms Section on page 28.

- **Establish a Downtown Kennett Marketing and Events Committee**

Downtown Kennett is marketed by the KCDC and the Chamber of Commerce and enjoys no real separation from the rest of the City. There are only a handful of civic events currently held in Kennett, only one of which, the Delta Fair Parade, is held Downtown.

To effectively maintain a Downtown focus and reinforce the relevance of Downtown to area residents, businesses, and visitors, a constant effort to communicate with these groups is required. A successful revitalization program will also include events that consistently bring people to Downtown. A professionally led, dedicated group that has developed a brand, materials, and a communication network is required. This group should also sponsor or coordinate events and promotions.

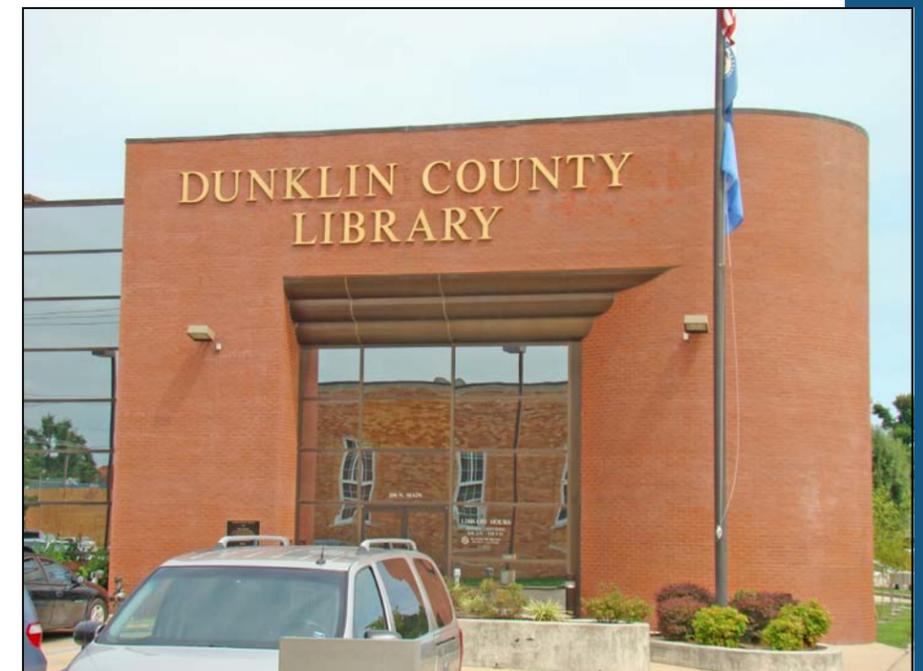
The DKC should provide this leadership. Through its committee structure, marketing and events can be combined. The group should include representatives from businesses, industry, civic groups, and residents. The DKC should approach the General Managers of the City's big box retailers for involvement. Kennett can be successful overall, if Downtown is viewed as an activity generator that attracts more customers to the area for everyone's benefit. The effectiveness of this Committee will lay the groundwork for future DKC Committees.

The Marketing and Events Committee, coupled with an Executive Director with marketing experience, will be able to lead Downtown through the consensus building required for branding. Recommendations concerning the Committees activities, such as the development of marketing materials, events, and the Downtown website are included in the Marketing Section on page 30.

To see a full listing of the goals and objectives outlined in the Organizational Structure report please refer to the Implementation Schedule on page 42. These and other recommendations are found in the Kennett DREAM *Organizational Structure Review*, October 2007.



Dunklin County Courthouse in Downtown Kennett



Dunklin County Library in Downtown Kennett

## LAND USE, BUILDINGS & INFRASTRUCTURE

The DREAM Land Use, Building, and Infrastructure Survey reviewed existing land use and other physical characteristics of property in Downtown Kennett. PGAV studied Downtown to determine the condition of building exteriors and public infrastructure. This task resulted in a Geographic Information System (GIS) database and a Downtown Map Reference Handbook. These documents identify development opportunities, establish a benchmark for revitalization efforts, and provide analysis for other DREAM tasks.

While the goal of this task was to develop information that would feed into other DREAM Initiative tasks, recommendations have been developed to address issues revealed during the survey. Additionally, maintenance of this information and ongoing reassessment will continue to provide insight. Strategies for the City to pursue include:

- **Conduct a Traffic Study**

The aspect of vehicular traffic represents a balance between activity generated by area attractions and infrastructure required to support that activity. A successful downtown encourages traffic, but routes it effectively to specific destination points and plans projects to improve the efficiency of those routes.

Downtown Kennett currently deals with a large amount of traffic on State Route 84/1st Street, lane narrowing, and one-way streets. As Downtown revitalization grows, and residential and commercial density increases, the City will need to conduct a traffic study.

An Effective study will begin with consideration of the routing to Downtown and should include wayfinding

and through or by-pass routing for trucks. The study should also provide options regarding routing to Downtown destinations and public parking lots. Impacts of one-way streets and improved or additional parking should be studied. Any new street projects for Downtown should include wayfinding and pedestrian amenities and all traffic controls should be reviewed for necessity, aesthetics, and efficiency.

Traffic solutions will likely include new infrastructure. To minimize business disruption and construction costs, early issue identification and advance planning will be required. Funding for these solutions can be provided by the proposed TIF or CID Districts.

- **Develop a Community-Wide Wayfinding System**

Using the results from the traffic study, a community-wide wayfinding system should be established. Such a system may provide a more economic step than infrastructure construction. Downtown specific considerations include how to route visitors to Downtown and further enhance their visit by direction to and from clearly marked public parking areas. Once the motorist parks and becomes a pedestrian, the Downtown system will need to warmly welcome the visitor and encourage exploration.

The City should work with the DKC in relation to the aesthetics of Downtown wayfinding components. Downtown signage should have the same theme as the streetscape and include gateway signs, such as the signage at the entryway plaza as illustrated on page 40, trailblazer signs, and proximity signs.



Existing Conditions of Downtown Signage and Wayfinding



Illustration of Potential Traffic Signal Improvements at the intersection of St. Francis and 1st Streets in Downtown Kennett

- **Improve City Mapping Capabilities**

Developers are attracted to sites with minimal preparation costs in relation to investment returns. Downtowns are typically at a disadvantage due to high building rehabilitation costs, limited available land, and inaccurate property information. A successful downtown revitalization requires thorough knowledge of available resources, including land, buildings, and infrastructure. Accurate information on these aspects will decrease a potential developers preparation time, costs, and risk.

The City of Kennett currently has limited mapping and Geographic Information Systems (GIS) capabilities. The City should seek to expand its economic development department to include mapping. Using the GIS developed from the DREAM Initiative, Downtown Kennett should be the core of the effort. Additional areas of the City can be added as land is developed and funding becomes available. This information will be invaluable as the City undergoes its Comprehensive Planning process.

- **Develop Procedures to Maintain the Inventory of Downtown Property**

For Downtown Kennett to demonstrate a development friendly atmosphere, it will need to respond swiftly and accurately to information requests. In addition to City mapping information, a streamlined approach will include the DKC and KCDC connecting private interests with available inventory. The inventory of properties should be available on the proposed Downtown website. The infrastructure and utility information should be accessible from the City.

The DKC, through the proposed Economic Development Committee, should work with the City to maintain Downtown property and infrastructure conditions. The City can specify the information and format required and the DKC can work through its volunteer structure to survey Downtown on a regular basis.

The inventory of properties and conditions is beneficial in assessing progress made in revitalization efforts and guiding future improvements. This survey will update land use and zoning information and can be expanded to include vacancies, photographs, square footage, and ownership information. The commercial vacancies should focus on the 1st floor commercial spaces. Maintaining a listing of readily available properties and space within Downtown is critical to the timely reuse of the buildings. This listing will be beneficial for inquiries from businesses considering a Downtown location. A complete survey should be conducted every two years, but information on commercial vacancies should be updated as vacancies occur.

Additionally, the KCDC should seek to acquire Downtown property and nurture relationships with property owners to ensure development friendly owners are available.

To see a full listing of the goals and objectives outlined in the Land Use, Building & Infrastructure Report please refer to the Implementation Schedule on page 43 and the mapping inventory developed during Survey can be found in the Kennett *DREAM Map Reference Handbook*, February 2008.



Downtown Kennett 1st Floor Land Use



Downtown Kennett Parking & Vacant Lots

## COMMUNITY SURVEYS

The DREAM Community Survey process helped to determine commonly held perceptions, or misperceptions, of the community and to identify important issues regarding Downtown Kennett. The process included conducting focus group sessions, organized by the Kennett DREAM committee, to help uncover topics for investigation. The process continued with a Community Telephone Survey and a Visitor Survey, both of which included questions regarding the topics revealed in the focus groups. Individual interviews with key Downtown Kennett stakeholders occurred throughout this process as a way of testing results for validity. This involvement has been invaluable for every aspect of the DREAM Initiative.

The goal of this task was similar to the Land Use, Building, and Infrastructure Survey in that the information obtained was utilized throughout the planning process. It is important to communicate these and future results to City leaders, committees and boards, and Downtown merchants. Some results from the process and recommendations include:

- **Reconvene Focus Groups**

During the DREAM task, participants were invited to one of two focus groups. All participants felt Downtown was progressing in the right direction, although slowly. The groups expressed positive views of the Sheryl Crow Aquatic Center and Ely Walker Apartments, but felt the commercial investment around the square and the City investment in public infrastructure was lagging.

Participants noted that Downtown had several vacancies and felt expanded business hours and a greater dining and entertainment variety was needed. Participants thought the conditions of streets, curbing, sidewalks,

buildings, and signage all need to be improved and that the metal cladding and awnings needed to be removed. They also felt additional landscaping, better code enforcement, and litter control were critical issues. The groups discussed parking issues and felt that most of the perceived problem came from business and courthouse employees. Both groups felt Downtown lacked a shared vision or common goal.

Business and building owners mentioned their priorities were parking, beautification (including aesthetic improvements and cleaning up Downtown), and attracting new businesses and residents. Owners also noted, however, that they would not be supportive of an additional tax to generate a funding stream for these improvements.

The proposed DKC, when fully formalized, should reconvene these focus groups to help monitor the progression of Downtown’s revitalization efforts and determine new issues.

A transcript of comments can be found in the *DREAM Focus Group Survey Report, May, 2007*.

- **Community Telephone Survey**

The Telephone Survey gathered three hundred responses drawn from the current estimated population of about 12,000 people. This survey sample provides a typical overall error margin of  $\pm 5.5\%$ .

Revitalizing Downtown was ranked behind attracting big box retail development, improving emergency services,



Improvements at the Sheryl Crow Aquatic Center



Commercial Buildings Along 1st Street in Downtown Kennett

and repairing major streets. A great majority indicated it was important for Downtown to retain its historic character. Entertainment and dining options, occupied storefronts, and available green space were the characteristics rated more poorly by respondents.

Most respondents indicated they visit Downtown at least once a month. These visits are usually for the Post Office, governmental, or other business reasons. Respondents most wanted to see improvements to building façades, the pedestrian friendliness of the area, and stricter code enforcement. "Adding green space" was ranked last, yet the respondents also didn't rank the available green space in Downtown very highly, suggesting the respondents don't understand the value of green space to the Downtown environment.

The proposed DKC should conduct another resident survey by phone or mail to help assess perceptions of Downtown and its revitalization.

For full responses please see the DREAM *Community Telephone Survey Report*, September, 2007.

- **Visitor Survey**

This survey consisted of a questionnaire completed by visitors to Kennett that did not reside within the Kennett zip code. Three hundred and sixty-nine responses were received, a great amount of responses for a community the size of Kennett.

Most visitors were repeat visitors and used Downtown for shopping and dining, in addition to special events.

Visitors were not likely to stay overnight and older and wealthier visitors tended to be more frequent visitors.

Downtown visitors suggested more variety among restaurants and clothing stores is needed along with more special and family oriented events. Respondents also placed Downtown buildings as their top priority of physical improvements followed by benches and green space, lighting, and sidewalk improvements. Respondents for this survey tended to be female and from households making less than \$50,000 annually.

The DKC, with the help of the Chamber and other City attractions, should continue to survey its visitors. A full listing of survey responses can be found in the *Visitor Survey Report*, January, 2008.



Relay for Life Event held in Kennett



Kennett Memorial Airport

## BUILDING AND STREETScape DESIGN

Building and Streetscape Design Guidelines provide a framework for the City of Kennett to use in preserving its existing architectural amenities and historic character, as well as complement maintenance codes and infill construction. The DREAM Building and Streetscape Design Guidelines document discusses the need to recognize and enhance the natural rhythm and building elements of Downtown in the context of the Kennett Square District. The building guidelines suggest specific recommendations for building treatments on the south side of Courthouse Square, along 1st Street. These illustrations were meant to be used as a guide for local officials in making policy recommendations that focus on improving the appearance of buildings in Downtown Kennett and are shown on pages 18 through 21.

The Streetscape component of the document provides design considerations regarding the public aspects of Downtown Kennett. Enhancements to these components, the outdoor living room of Downtown, are critical to demonstrate public support and decrease risk for potential private investors. If the City of Kennett doesn't invest in itself, neither will private investors. Streetscape recommendations focus on the expansion of existing streetscape efforts to strengthen the Square, as illustrated in plan view on page 22. Other special streetscape projects include enhancement of the first street approach and the area to and from the Sheryl Crow Aquatic Center. These projects are illustrated and described in more detail in the Implementation section beginning on page 32.

Primary recommendations from the DREAM Building and Streetscape Design Guidelines include:

- **Adopt Design Guidelines**  
The design guidelines should be adopted by the City Council and tied to Downtown incentive mechanisms such as the KCDC Façade matching grant. These guidelines will help maintain the integrity of the historic district and inspire existing property owners to rehabilitate their buildings. This effort should begin immediately and the City should seek other ways to implement the guidelines, such as through zoning changes, voluntary encouragement, or by designating Downtown as a historic district.  
  
The DKC can assist the Council by suggesting changes to procedures, ordinances, and codes for review by the City's legal counsel. Design guidelines are better accepted by utilizing peer-level promotion of benefits, rather than a local government mandate. With the DKC serving as a champion for the guidelines, the City Council can concentrate on effective implementation.
- **Enforcement of Building and Maintenance Codes**  
The City of Kennett must enforce current building and maintenance codes on all Downtown structures in a fair and consistent manner. Existing conditions of some structures, rear façades, and vacant lots are poor. When this situation is allowed to occur, it is a sign of disinvestment in Downtown and triggers uneasiness in pedestrians and visitors. The Kennett code enforcement staff requires broad support from the DKC as well as the City Council to be effective.

Many buildings in Downtown Kennett show deferred maintenance and the City will require additional staff to



Architectural Building Details in Downtown Kennett

address this problem. The City should seek professional qualified building officials to expand the building departments capabilities.

- **Expand the Streetscape**

The City of Kennett has begun to construct this essential element, but has proceeded piecemeal with only sidewalks and lighting improvements. The City needs to formalize the Downtown Streetscape plans in appropriate phases and expand it to include landscaping, pedestrian amenities, and added decorative elements.

Priorities for expansion include the Square, 1st Street approach, and routing to the Aquatic Center. The existing improvement can be incorporated into an overall design for the area and will serve as a compelling exhibit as the City seeks funding. The DKC, KCDC, and Chamber can help to promote this plan to their members to assist with support. Additionally, funding can come from the proposed TIF District.

- **Expand Incentives for Façades**

The KCDC has a small matching grant program for façade restoration. The City had little success with a previous façade revolving loan fund. These efforts can be an important part of preparing Downtown façades for rehabilitation, but they require promotion and interest by the property owners.

The DKC and City should work together to increase support for façade incentives. The KCDC grant can be the cornerstone of these incentives, but this effort will

require much more involvement than past efforts. Regular meetings with invited property owners and banks and the distribution of a marketing brochure should help to spread the word. City staff that are in charge of issuing building permits should be aware of these programs and provide Downtown owners with the application and brochure.

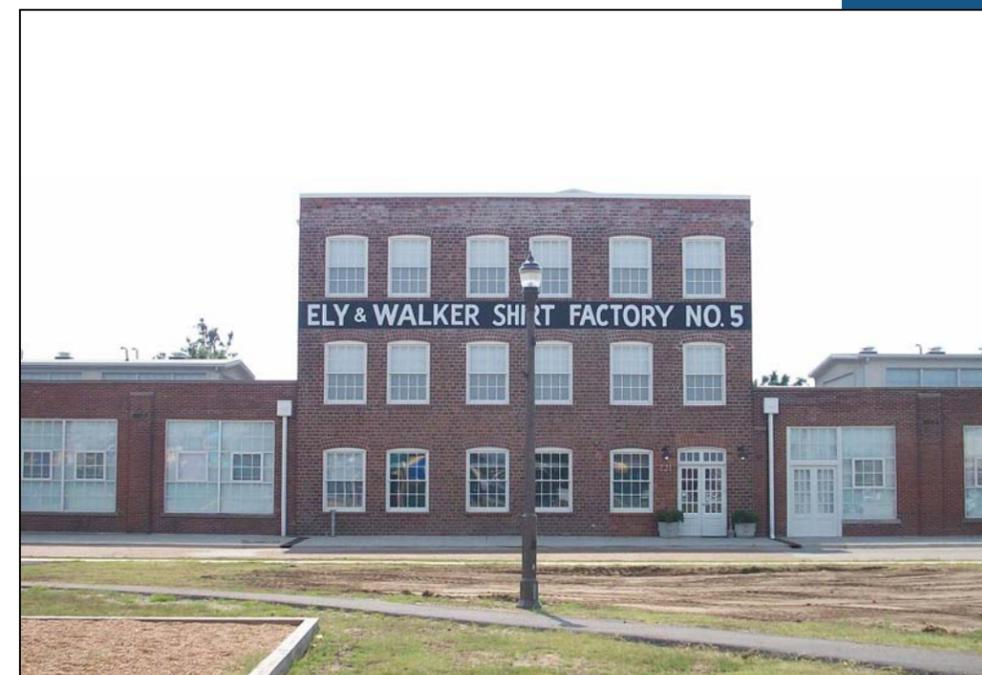
- **Outstanding Building Recognition**

The DKC should develop a program to identify and recognize outstanding properties rehabilitated according to design guidelines. A plaque, press release, and invitation to an annual dinner can be relatively inexpensive methods to draw attention to these owners. A well run program can inspire other building rehabilitations and spark a spirit of competition among property owners to the benefit of Downtown aesthetics.

- **Designate a Historic District, Form a Preservation Commission, and Adopt Design Guidelines**

By drafting and adopting an ordinance to designate Downtown as a Local Historic District, the City will be able to establish a local Preservation Commission. This will be the first step to implementing design guidelines which will protect the historical resources of Kennett from further decline and inappropriate alterations.

The local ordinance will include the district, provisions for establishment of the Commission, procedures concerning the issuance of certificates of appropriateness, and basic building design guidelines that serve as the evaluation criteria for construction projects in the Historic District. It is important that City



Recent Building Renovation and Streetscape Lighting in Downtown Kennett (top: before, bottom: after).

procedures adapt as well and that no construction or demolition permits are issued without Commission review. These efforts should begin immediately and the DKC should champion the guidelines to lessen any property owner resistance.

For more building and streetscape design recommendations please refer to the Implementation Schedule on page 44. The conceptual design guidelines and illustrations for the subject buildings are found in the Kennett DREAM *Building and Streetscape Design Guidelines*, September, 2008.

Kennett's historic properties help define its identity. The existing streetscape provides a structure upon which private property owners can expand. The public investment Kennett has initiated will secure private involvement, but it will be necessary to guide these private projects and expand the public investment. The existing Streetscape work to date has been funded through a variety of sources including:

- Neighborhood Preservation Act Tax Credits
- Community Development Block Grants
- Revolving Loan Fund

It will be necessary to continue the use of these mechanisms for the benefit of Downtown. As noted, other funding resources for private projects should be explored including:

- Tax Increment Financing
- Community Improvement District
- Brownfield Tax Credits
- Foundation Grants

State of Missouri financing programs are listed 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](http://www.ded.mo.gov) for full report details.



Recent Building Renovation and Streetscape Lighting in Downtown Kennett (top: before, bottom: after).

**Mitchell Drug Store / Security Finance**

This store is in the old Kohn's Men's Wear building. The aluminum siding on the upper façade should be removed to expose the original brick which may require some repair or restoration. This may also expose a row of windows above the existing storefront. Ideally the original storefront configuration will be restored following these design guidelines.

The removal of the aluminum siding on the Security Finance building may reveal the historic Blakemore's Grocery and should also be restored to its original configuration.



Existing Conditions

Cornice should be uncovered or recreated if possible. If no cornice remains, a simple unobtrusive design will complement the building.

Architectural details exposed and restored.

Metal siding or other inappropriate materials should be removed to expose the original façade.



Repairs and restoration to lintels and columns maintain the integrity of the façade.

Transom windows exposed and restored.

**A Cut Above / Firestone / Vacant**

Based on historic photographs, these buildings appear to be part of the same brick building, which should be restored. Removal of the paint from the masonry with a gentle method is recommended. The salon portion may require rebuilding some of the upper façade and cornice. The Firestone Store retains its original storefront configuration, but has an aluminum panel above the windows which should be removed.



Existing Conditions



**Rose's Boutique / Ted's Jewelry / Doyne's**

This building appears to be more recently added, but retains the proper scale and portion for the area. Removal of signage and cleaning of the façade will help this building integrate with the block.

Doyne's appears to be the old Wheelers Cash Grocery. The aluminum siding should be removed and the masonry restored. The original storefront could be recreated based on photographs.



Existing Conditions



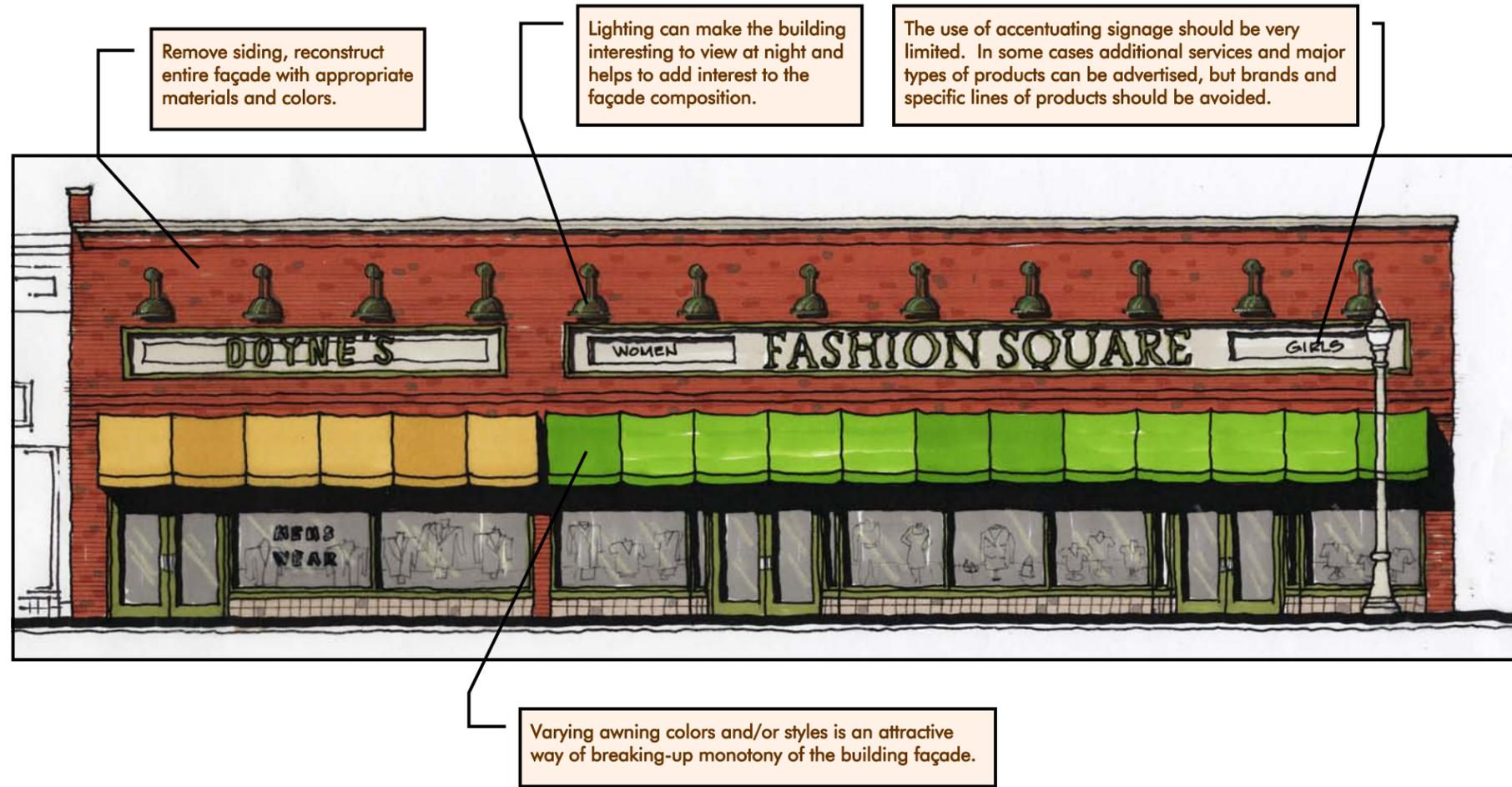
**Vacant / Insurance / Nail Salon**

The nail salon and vacant shop appears to be a newer addition to the block. Removal of the upper façade siding should occur. If there is no masonry underneath, another appropriate material should be used in a complementary scale and style.

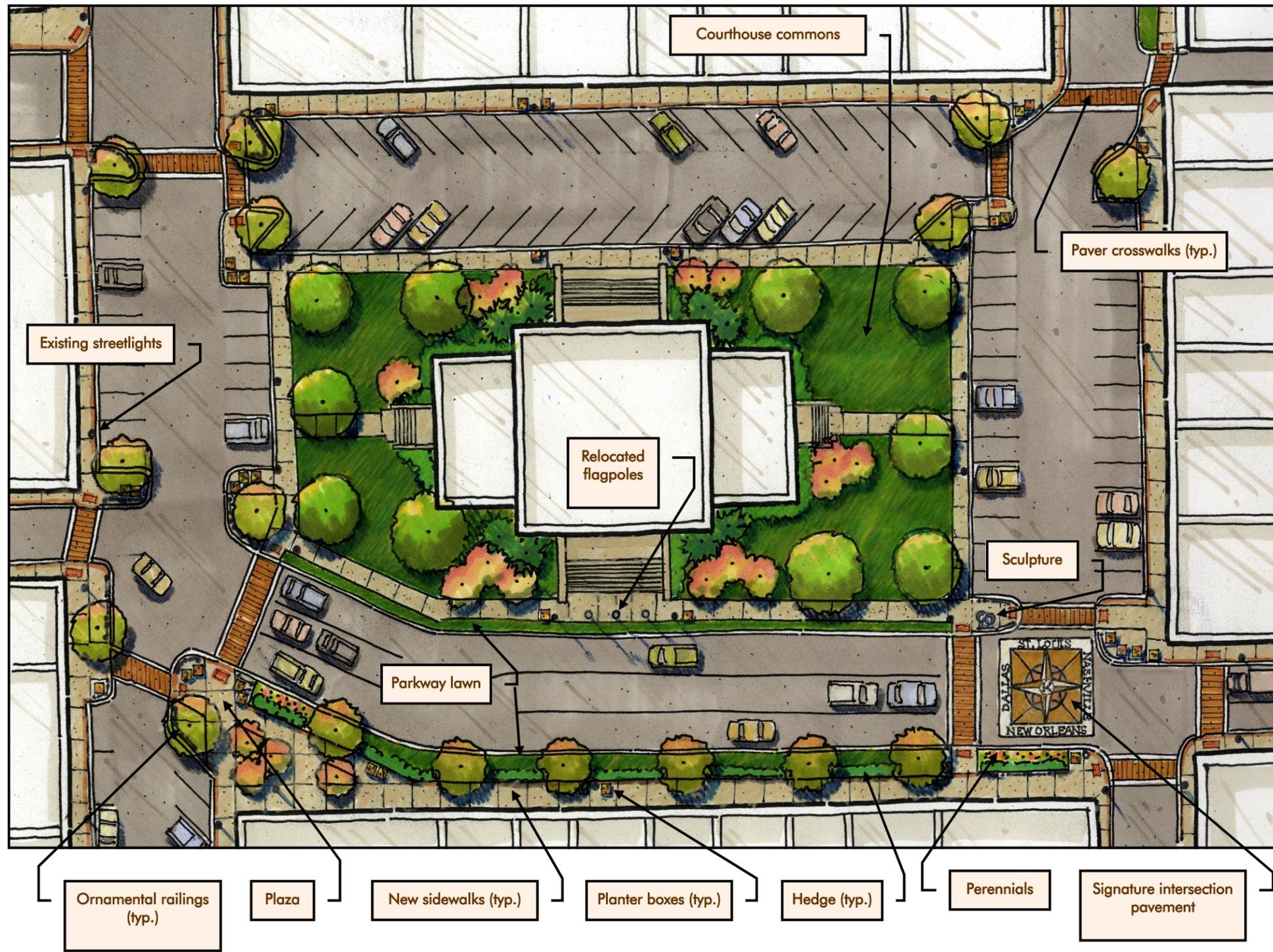
Although the drawing depicts current uses, there are others choices that would more appropriately benefit from the added landscaping and streetscape improvements, such as retail food shops or cafes. This corner could be a very vibrant social gathering place for Kennett and would merit bold improvements like the exciting lighting array.



Existing Conditions



Proposed Streetscape Improvements for the Courthouse Square in Downtown Kennett.



## DREAM Initiative • Downtown Strategic Plan

### RETAIL MARKET

Strengthening the retail market of Downtown Kennett provides an opportunity for real and sustainable growth. With a focus on existing businesses, attracting specific new retail stores, raising the visibility of Downtown businesses, and developing the perception of Downtown as a shopping destination, the retail market will see a significant increase in activity. To reach full retail potential, vacant first-floor spaces need to be filled with new boutiques, restaurants, and other retail shops.

The DREAM Initiative Retail Market Analysis reviews information about Kennett including data from other DREAM tasks. The Analysis then considers trade areas that impact the local retail market and identifies areas of potential unmet retail demand. At the time of the Retail Analysis, it was determined that Downtown contained about 120,000 square feet of first-floor retail space that generated around \$2.5 million in annual taxable sales. 70,000 square feet of first-floor space was available for additional retail, representing the potential to generate another \$1.5 million in annual sales.

Businesses that can provide retail services that show unmet demand can be considered good candidates for attraction or expansion. These businesses should show strong sales potential and represent an opportunity for Downtown to capture more retail spending. However, numerous factors contribute to the success or failure of a business and other enhancements to the overall Downtown retail environment are likely needed. Reenergizing Downtown Kennett's retail sector will be a difficult and lengthy process. To achieve long-term success, merchants will also need to make adjustments to retail practices. Downtown businesses that are reluctant to adapt to changing market conditions are less likely to succeed.

The DREAM Retail Market Analysis focuses on consumer spending across several retail sectors classified by the North American Industry Classification System (NAICS). Retail sectors identified with unmet demand for Downtown include:

- Food Services & Drinking Places, Limited Eating Places
- Department Stores
- Building Materials, Garden Equipment & Supplies
- Electronics & Appliance Stores
- Beer, Wine, & Liquor Stores
- Clothing Stores
- Book, Periodical, & Music Stores
- Furniture and Home Furnishings Stores

Recommendations to strengthen the Downtown Kennett retail market include:

- **Expand Business Retention Efforts**  
It is considerably easier to keep and strengthen an existing business than it is to attract a new one. Downtown Kennett has an active retail base that could be improved upon by coordinating activities that support the merchants. The DKC should develop a program of seminars, promotions, and marketing assistance that will energize the Downtown and promote a visitor friendly atmosphere.

The Chamber can work with the DKC to provide a merchant education program, held in Downtown Kennett, that addresses issues such as marketing, store displays, customer service, and promotions. Business owners should be encouraged to expand their hours and work to become more visitor friendly. Through the



Existing Clothing Store in Downtown Kennett



Existing Pharmacy in Downtown Kennett

use of other DREAM analyses, businesses can identify trends in the Downtown retail market and learn how to better serve their customers. More detailed assistance for businesses can take the form of store assessments or special topics of concern to similar types of businesses, such as restaurants.

With coordinated leadership from the DKC, Downtown Kennett merchants can develop retail promotions that support each other and increase overall activity. Events for residents and Downtown employees such as a business expo and amenities such as delivery, loyalty discounts, and lunchtime offers will enhance the appeal of shopping in Downtown Kennett. Techniques that DKC should encourage include lunch specials and repeat visitor discounts. These activities will more directly apply to employees and residents, but can build a loyal customer base. Busy Downtown employees are already drawn to restaurants in other areas of the City because of variety. Downtown lunch spots should develop quick luncheon specials and offer employees a discount to encourage dining closer to their workplace. Downtown restaurants can easily take advantage of this proximity by being time and cost conscious. Delivery to Downtown employers is also an effective option for some restaurants. As these promotions are developed, DKC should encourage the use of Downtown flyers to efficiently communicate with workers and residents.

Downtown Kennett businesses have three distinct, and extremely stable, markets upon which to draw: The residents of Ely Walker Apartments, Dunklin County employees, and visitors to the Sheryl Crow Aquatic Center. These markets require improved materials to

communicate the message of Downtown as a viable shopping and dining destination. With the consumers of these markets clustered together, direct marketing becomes an efficient option. The DKC should develop cooperative advertising campaigns and encourage participation by Downtown businesses.

Advertising efforts should be increased during large events and the holiday season. Visitors of Downtown activity centers need to know that Downtown has something to offer beyond the business they conduct. By encouraging merchants to coordinate their promotions, visitors can learn about other stores or products offered in Downtown.

The Downtown specific website proposed in the DREAM Marketing Plan recommendations on page 30 is also an important retail tool that will appeal to Kennett visitors. However, advertising and promotions that are developed to serve existing visitors can be inexpensive in relation to their potential impact and existing businesses need to be ready to capitalize on these visitors.

- **Increase Prime Retail Space**

Kennett currently has several service-type businesses located in prime Downtown retail spaces. Occupied storefronts are important, but non-retail uses without display windows offers a minimal connection, if any at all, to the pedestrian on the street. Adjustments to the business mix, over time with zoning, will create more retail opportunities and allow an active retail attraction effort to fill these spaces with businesses that generate pedestrian activity.



Existing Zoning in Downtown. Kennett



Existing Retail in Downtown Kennett

The City should review its zoning to be certain there are not barriers for non-retail businesses to locate in upper floors and adjust any zoning districts to ensure that retail uses occupy ground floor spots. This will require a current inventory of Downtown businesses and vacancies. Using the DREAM information as a base, the DKC can keep this inventory current and assist the City with code suggestions. Frank discussions with property owners and business anchors will help communicate the vision for the Downtown business mix. The DKC can also seek funding sources that can assist in the restoration of retail spaces as well as encouraging the location of retail in important Downtown locations, such as on the Courthouse Square.

• **Create a Retail Recruitment Team**

As the DKC champions more economic development related activities in Downtown, a business recruitment team should be formed. This Team should work to attract new businesses and encourage existing merchants. The focus should be on the categories of unmet demand as noted on page 23. This team should be a subcommittee of the DKC and provide representation from the City, KCDC, and Chamber.

The Team will need to efficiently handle incoming prospects and seek opportunities to expand the reach of Downtown Kennett as a retail hub. Effective methods should include visiting small businesses in the county or nearby towns that may be expanding, advertising in trade magazines, and working with local banks to encourage homegrown start-ups. The Team will also develop materials with information of interest to the

targeted businesses, including basic information on Kennett. Although the focus will be on Downtown, this Team will benefit the Chamber and the entire City as business leads are cultivated.

Generally, State of Missouri agencies are restricted from providing incentives to retail development, but as businesses expand or are attracted to Downtown, some projects may fit some programs. Financial resources that may assist in implementing these recommendations include:

- Missouri Division of Tourism
- Missouri Arts Council
- Establishment of an Enhanced Enterprise Zone
- Development Tax Credits
- Community Development Block Grants

State of Missouri financing programs are listed 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](http://www.ded.mo.gov) for full report details.

A full listing of retail market recommendations can be found in the Implementation Schedule on page 45 and in the Kennett DREAM *Retail Market Analysis*, April, 2010.



Kennett Participates in Regional Business Promotions to Attract Visitors

### HOUSING MARKET

The DREAM Housing Market Analysis provides insight about the supply and demand for housing units among Kennett residential markets. A Residential Demand Analysis was conducted and the results were included with a presentation for the City to use to attract new housing developers.

The Residential Demand Analysis estimates potential housing market demand and identifies general strategies to respond to existing and future housing needs. The Kennett Analysis demonstrated some demand for market rate and senior affordable housing, but that the Ely Walker Apartments should meet overall demand for family affordable housing. Downtown Kennett is also limited in its ability to develop loft style residential conversion due to a limited number of multi story buildings. Recommendations for enhancing the residential market of Downtown Kennett include:

- **Review City Zoning & Building Codes**

The City of Kennett should review its zoning and building codes to ensure there are not barriers to the production of residential units in the Downtown Area. Past residential developers should be interviewed to determine their evaluation of aspects such as ease of permitting processes, existing building rehabilitation codes, and aesthetic requirements. The City Code Enforcement Department should be very involved in this review, along with other key City Staff.

- **Implement Rental Occupancy Permits and Inspections**

In order for the City of Kennett to improve housing quality and encourage maintenance of Downtown properties, the City should establish a procedure for inspections and rental occupancy permits.

As market rate rental option in Downtown Kennett are limited, it is important that the units available are high quality. As new housing is developed in Kennett, it is important for these developments to address existing demand and begin to build market rate demand. As the City improves its rental stock, single family ownership will also improve. This increased permitting and inspection procedure will apply City-wide.

- **Promote Downtown Living and Housing Improvement**

The DKC can help build a positive image of Downtown living by encouraging residents to make efficient improvements to apartments and the surrounding single-family housing. Improvements that reduce the costs of energy, living, and commuting will build on the strengths of living in the City's center.

By working with the City Building Department, the DKC can develop informational materials and programs concerning common maintenance issues. The DKC can also host meetings at locations such as the Ely Walker Apartments for residents. Topics should include forming neighborhood watch programs, home maintenance funding assistance, and general communications about Downtown projects. Eventually the promotion of Downtown living should include brochures, testimonials, and tours of existing housing opportunities.

- **Develop Events and Amenities that Enhance Downtown Kennett Living**

Downtown residents have unique needs and priorities because of their choice to live Downtown. They enjoy the experience of Downtown and tend to spend less on



Single Family Home on Cedar Street in Downtown Kennett



Single Family Home on Harrison Street in Downtown Kennett

transportation and more on food. They like the diverse, open-minded, and active environment of the center of the City. Events that celebrate these qualities will enrich their experience. Downtown amenities should include parks, landscaping, and pedestrian and cycling improvements. The DKC should work with the Chamber of Commerce to create events for Downtown such as sidewalk sales or outdoor concerts. These activities will provide services for Downtown residents and also attract visitors.

The City should review its streetscape plans to consider adding components for a greater impact to residents. Existing plans include replacing pavement and lighting, but the City should seek to add benches, bike racks, planters, and decorative pavement elements. The DKC can work with City staff to coordinate volunteer groups to assist with ongoing maintenance. Several resident comments during the DREAM process related to the aesthetics of Downtown Kennett, including comments about cleanliness, parks, and landscaping. These aspects are important to Downtown Kennett residents.

• **Develop More Residential Units**

Unmet demand was identified in the residential markets of market rate, family affordable, and senior affordable rental housing. There was little demand found for home ownership households. The demand for family affordable rental housing is expected to be addressed by the recent construction of the Ely Walker Apartments. As previously noted, the ability of loft style units to meet market rate demand is limited due to the small amount of multi-story buildings.

The City and DKC should identify sites for new residential developments near Downtown, as well as encourage rehabilitation of upper floors of existing Downtown buildings. Investors interested in developing for sale condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals in Kennett should be encouraged to look at in-fill sites closer to the City core. DKC can help identify unused or under used space throughout Downtown. City staff can maintain information on potential sites and City Officials can encourage Downtown rehabilitations by adopting incentives such as Historic Tax Credits.

Financial resources for residential development recommendations include:

- Low Income Housing Tax Credits
- State & Federal Historic Tax Credits
- Home Repair Opportunity (HeRO) Program
- Affordable Housing Assistance Program (AHAP)
- Community Development Block Grants (CDBG)

State of Missouri financing programs are listed 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](http://www.ded.mo.gov) for full report details.

A full listing of housing market recommendations can be found in the Implementation Schedule on page 46 and in the Kennett DREAM *Residential Demand Analysis*, June, 2008.



Single Family Home on Jackson Street in Downtown Kennett



This Building in the 100 Block of N. Main Street underwent Non-Historical Façade Alterations and is now a Mixed Use Building with Residential on the Upper Floors

## FINANCIAL MECHANISMS

The DREAM Financial Assistance Review included the analysis of several financial mechanisms available to the City of Kennett. The intent of this task is to provide preliminary information for financing all, or portions of, Downtown revitalization projects. Suggested districts and incentives were evaluated for their ability to impact the Downtown organizational structure and assist with important projects and programs. Financial data sources included the City of Kennett, Dunklin County, and the Missouri Department of Revenue.

Each mechanism was applied to the data available for parcels located within the DREAM boundary. Financial projections were developed for the life of the incentive including development and use assumptions. Information was also utilized from other DREAM reports. In some cases a hypothetical project was needed to demonstrate the benefits of a specific resource. It is important to understand that the Financial Assistance Review provides preliminary income and expense projections that are subject to market conditions, future research, and changes in growth patterns.

For purposes of strategic planning, mechanisms should be pursued by the DKC, with the assistance of the KCDC. Most incentives will require involvement by the City of Kennett staff and ultimately adoption by the City Council. In these cases, the DKC should take the lead and obtain broad community support that will be required for elected officials to proceed. Recommendations from this task include:

- **Establish a Tax Increment Financing (TIF) District**  
After the DKC establishes the Downtown Kennett Incentive Committee as noted on page 9, the process to form a TIF District should begin. A TIF with the

boundary of the DREAM Study Area will focus incremental tax revenue on redevelopment efforts. The required redevelopment plan should include public infrastructure improvements that will attract private business investment. Funding can be used for items such as studies, surveys, plans, land acquisition and demolition, building rehabilitation, street lighting, street repairs, and parking improvements. A TIF District has the potential to generate about \$60,000 annually for redevelopment activities. A TIF has the greatest potential to make an immediate public investment in Downtown. Therefore, the creation of a TIF District should be the highest priority and first incentive strategy pursued. As commercial density is built in Downtown Kennett and more businesses are attracted, other incentive mechanisms, such as the Community Improvement District (CID) should follow.

The City will initiate and develop the TIF Plan and the DKC can assist in this process by providing important input for prioritizing projects and goals. Additionally, it is important that the DKC develop broad support for the TIF and effectively communicate how plan benefits outweigh any associated costs.

- **Establish a Community Improvement District (CID)**  
A Downtown CID can assist the DKC with funding for a wider variety of activities and projects than a TIF. It is this feature that makes the CID attractive as it will ensure a sustainable funding stream for the DKC, not just physical projects. A CID, along with the proposed TIF District, will ensure Downtown projects have a variety of funding options available.



Architectural Detail on the Dunklin County Courthouse in Downtown Kennett

A CID can fund activities such as seasonal banners, cross promotional events for businesses, trash pickup, security, parking improvements, signage, and general beautification. CID revenues could also be used to assist with additional feasibility studies for economic development projects.

The Financial Assistance Review provides an estimate of potential sales tax revenue that could be generated by Downtown Kennett using financial information from 2008 as a base year. The Downtown Kennett CID boundary was assumed to coincide with the DREAM study boundary. If a half-cent (0.50%) sales tax were imposed on the parcels within this area, it would currently generate only \$18,000 annually. Annual CID administration costs would likely deplete that funding source.

Therefore, Downtown Kennett should focus on a TIF District to provide public investment and incite more retail activity, before full consideration of a CID.

- **Promote / Establish a Façade Rehabilitation Incentive**  
The City should promote the façade rehabilitation loan program as an opportunity for a business owner to improve the entire front façade, including upper floors. This program could be seeded by allocating general revenue funds and applied on a matching basis with projects reviewed by DKC. For the program to have any staying power it must be promoted among local lenders, contractors, and property owners. Criteria for improvements must be met and projects should adhere

to any Downtown design guidelines. The City could eventually utilize State funding sources such as a

Community Development Block Grant to establish a revolving loan fund. Such a program can provide small loan financing for qualifying rehabilitation projects.

To see a listing of the goals and objectives outlined in the Financial Assistance Review report please refer to the Implementation Schedule on page 46. All financial mechanism projects and data can be found in the Kennett DREAM *Financial Assistance Review, May, 2009*.



**The Building from 102 to 107 N. Main Street Might Have Been Restored More Accurately if Façade Incentives or Other Financial Mechanisms had Been in Place at the Time of Alteration**

## MARKETING

The DREAM Marketing Plan provides Downtown Kennett a resource to guide promotional efforts. Marketing recommendations focus on enhancement of the image of Downtown as it is communicated to the target markets of customers, investors, businesses, and residents. Effective marketing will support Downtown as an exciting place to live, conduct business, and visit. The way target markets perceive Downtown will become reality as new businesses open, projects are constructed, events are held, and more residents and visitors are attracted. Generally, the DKC should coordinate all groups with a Downtown interest and focus their respective messages for the purpose of promoting Downtown.

Identified objectives include monitoring the changing market, attracting more retail activity, promoting positive aspects, building a Downtown brand, and strengthening businesses. Strategies to achieve these objectives include:

- **Develop a Downtown Kennett Website**

Develop a Downtown website to coordinate all events and plans. This site will help monitor and understand visitors and residents and should also include programs of interest to investors. A site run by DKC will solidify the group as the lead Downtown organization and support the chosen position and brand of Downtown.

The site will provide a virtual home for all things involving Downtown Kennett and should include information about festivals, shops and events. The Downtown website should provide links to the Chamber and City websites for information that will interest the development community.

DKC will need to regularly update the website and should create survey tools to track information requests and views. Additional staff or a sharing of responsibilities among the KCDC, Chamber, and DKC staff may be required and would be very beneficial.

- **Establish a Downtown Marketing Committee**

The Kennett Image Committee, a subcommittee of the Chamber of Commerce, has the ability to conduct marketing efforts for Downtown. However, the Chamber may come under scrutiny if too much time is spent on only Downtown. A solution should be to develop a branch of the Image Committee that functions solely for Downtown events and promotions under the guidance of the DKC. This Marketing and Events Committee will have representation from all groups with an interest in Downtown Kennett. As Downtown Kennett is marketed, attempts should be made to include area shopping centers and big box retail. These retailers will understand that more activity for Downtown Kennett means more retail activity for them.

- **Brand Downtown Kennett**

Marketing campaigns hinge on a consistent message being effectively communicated to a targeted market. An important, early task of the Downtown Marketing Committee is to determine the brand of Downtown Kennett. The group may need to hold visioning meetings to develop consensus and follow-up meetings to encourage merchants to fully support the branding. Brand suggestions include ideas revolving around family, cotton, the South, the Missouri Bootheel, and health.



Dunklin County is Missouri's Top Cotton Producer and Ranks 10th Nationally in the Number of Cotton Bales Harvested



The Kennett Chamber of Commerce Website Banner

It is important that Kennett finds an identity that is separate from the hometown of Sheryl Crow. While Ms. Crow has been, and continues to be, involved in Kennett, the City is more than just her hometown. Downtown Kennett should be a juxtaposition of the image and ideas portrayed by the entire City. An effective branding of Downtown will reflect the heritage and the vision of the community as a whole. A wonderful asset such as the connection to Ms. Crow should be leveraged, but not seized upon as the City's identity.

- **Encourage Downtown as an Events Center**

For Downtown Kennett's revitalization to succeed, it must be relevant to the City. At one time, Downtown was the center of business activity and trade, but changing demographic trends and new technologies have made people less dependant on Downtown. The DKC can help Downtown play an important role again by adding and encouraging events to be held in Downtown. Events will bring people to the core of the City for a short time, providing exposure for Downtown businesses.

The DKC, working with the Chamber, should develop an inventory of all events in the City. Any event that draws sizeable numbers of visitors to Kennett should be researched. A critical review of the viability of the event, as well as the possibility of relocating it to a Downtown venue should occur. The inventory will also help in the development of new events and an annual calendar.

- **Develop Marketing Materials**

Basic materials such as a brochure, map, and calendar of events can be created by the Image Committee.

Other marketing tools include a Downtown newsletter and visitor kiosk. All of these items will assist in attracting and capitalizing on visitors. Concerted and varied distribution methods should include direct mail, email, merchants and high traffic locations such as the Aquatic Center. The DKC should encourage the electronic versions to be forwarded to family and friends and should distribute hardcopy versions.

These marketing materials should have a Downtown focus, but if content is lacking, it may be possible to produce them for the entire City. If this occurs, there should be clear Downtown sections within the pieces.

It is critical that all marketing materials and displays are coordinated and build the brand of Downtown Kennett. Each targeted market: visitors, residents, and businesses, will periodically use materials developed for the other markets. Integration is key to avoid confusion and deliver a consistent message about Downtown Kennett..

More marketing strategies can be found in the Implementation Schedule on page 47. To see a full listing of the objectives and recommendations, please see the Kennett DREAM *Marketing Plan*, July, 2009.



Kennett Attractions (from top, SEMO Little Theatre in Downtown Kennett, Sheryl Crow Aquatic Center, Missouri Waterfowl festival. Delta Fair and Parade)

PLAN  
ILLUSTRATIONS



### IMPLEMENTATION

Included in this section are illustrations of existing conditions in Downtown Kennett and strategic plan concepts resulting from the DREAM Initiative.

This section also includes some special projects and development opportunities that implement several of the recommendations of various DREAM tasks. Some aspects of these projects have been noted earlier in this plan. These projects are implementable and the City or KCDC may have already taken initial steps such as funding applications. If the proposed DKC is formed, many of these implementation responsibilities will be shifted to the new Downtown Director. This section also provides these projects in context on the aerial map of Downtown Kennett.

Lastly, this section includes the full implementation plan schedule listing all of the recommendations from DREAM Initiative tasks and an illustrative timeline for major recommendations.



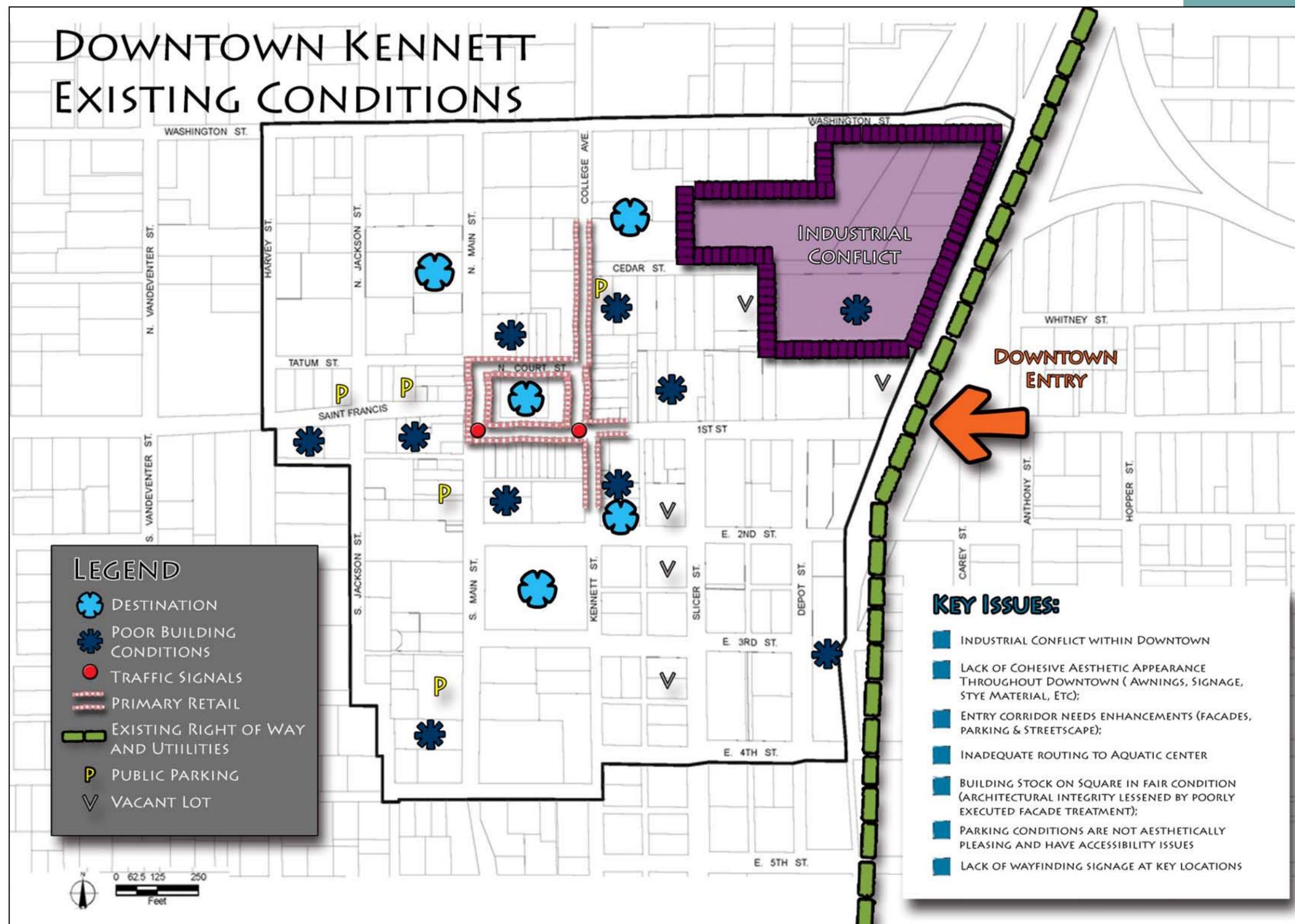
**Kennett Recreational Activities**

**Existing Conditions:**

The illustration on this page depicts existing conditions found in Downtown Kennett including entryways, the primary retail area, destination centers, areas of poor building conditions, an existing right-of-way on the eastern edge of Downtown, traffic signals, parking, and vacant lots.

Also noted is an area of industrial use conflict in the northeastern portion of the study area. This area is visible from the main entryway and is characterized by warehouse buildings and outdoor equipment storage yards.

An assessment of these features and conditions provides an overall view of Downtown. These characteristics, along with the flat topography, currently create an open windswept atmosphere. Building conditions, Downtown aesthetics, the 1st Street Entryway, and green space on main travel routes should be addressed.



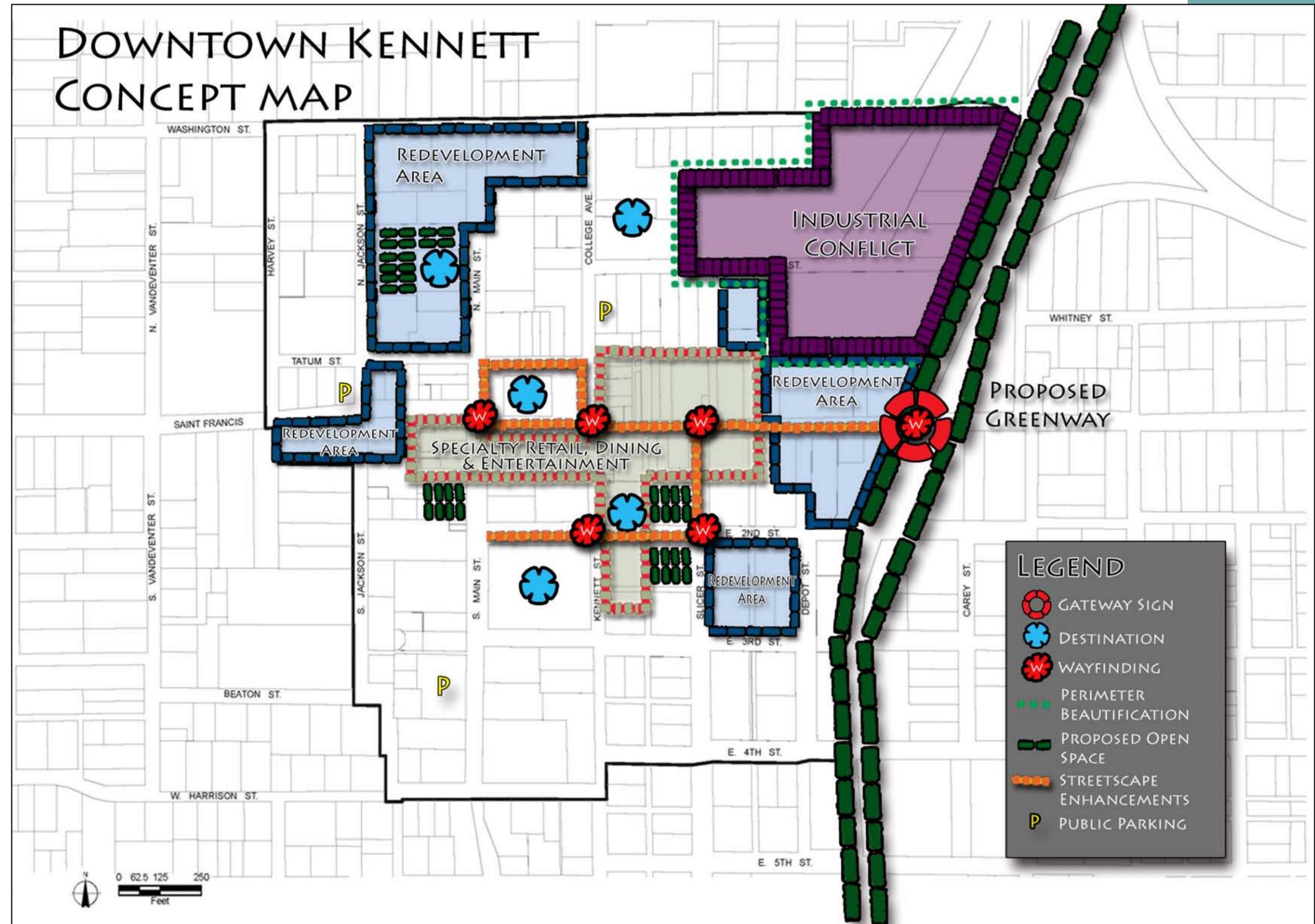
**Concept Mapping:**

The illustration on this page depicts some of the concepts of the strategic plan for Downtown Kennett. The plan is conceptual in nature and each component will require additional public engagement, market studies, and technical assistance.

Aspects of the Downtown Concept Plan include:

- Enhancement of Downtown aesthetics to include expansion of the existing streetscape, improved open or green space, landscaping in parking lots, and perimeter beautification along the Industrial area.
- Entry Route to Sheryl Crow Aquatic Center
- 1st Street entryway, plaza, and trailhead for the proposed City-wide greenway
- Important Wayfinding locations
- Redevelopment areas

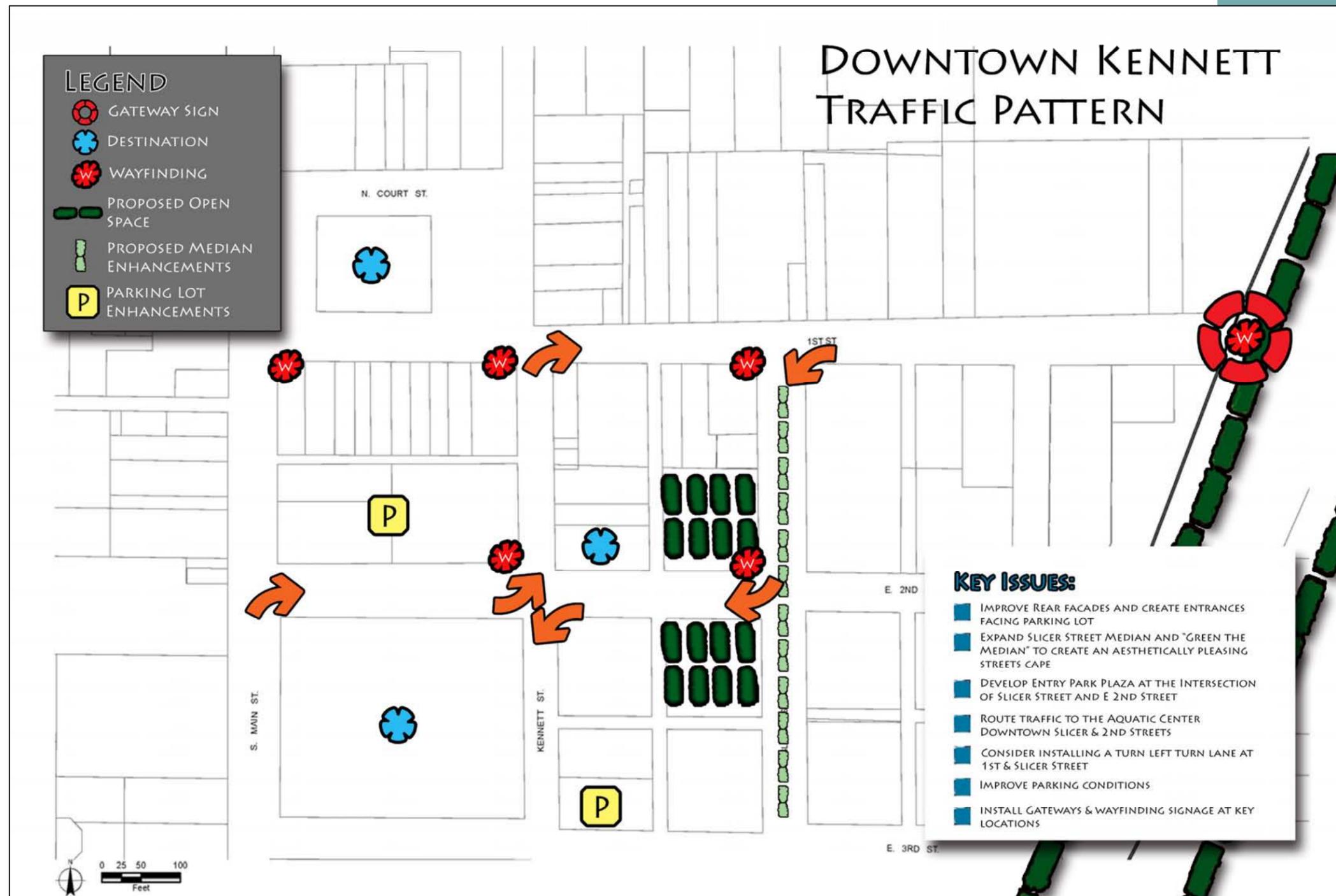
Long-term plans for the redevelopment areas are included as conceptual ideas. As opportunities arise for the City or KCDC to assemble property in these areas, these redevelopment concepts should be considered and explored. As the property is assembled and developers solicited, an interim step should be to maintain the parcels as passive green space. This step will be particularly important to buffer the industrial area in the northeast section of the DREAM boundary.



**Traffic Pattern Concept Map:**

The illustration on this page depicts potential concepts to improve the routing of visitor traffic to and from the Sheryl Crow Aquatic Center. This map also shows the location of the vacant parcels that could be used for the proposed Aquatic Center entryway park, the median on Slicer, and two parking lots that could be improved with new pavement, wayfinding, and landscaping.

This routing will require more study for its potential affects on traffic through Downtown, particularly in relation to 1st Street / Highway 84.



### Special Projects and Redevelopment Opportunities:

Special projects are primarily publicly funded and involve a wide range of interested organizations. It is critical that improvements to areas such as the streetscape, parking lots, parks, and plazas gain broad based community support. Although the City will install and maintain any physical features of these projects, it will be imperative that the DKC and the Chamber are supportive of the efforts and may be able to hold fundraising activities and provide volunteer assistance for maintenance.

In contrast, redevelopment opportunities are areas to which the City should seek to steer large private projects. These projects will redevelop vacant or underutilized lots for new, complementary construction and may include the rehabilitation of existing buildings. Private developers are encouraged by the involvement of the local government. The City's investment in Downtown decreases a private investors' exposure to risk.

Special projects and redevelopment opportunities as depicted on page 38 include:

- **Enhance Downtown Aesthetics**

The flat and open topography in Downtown Kennett, along with metal cladding on building façades and metal awnings, provide a stark atmosphere. These features can be minimized if they can't be removed. The removal of the metal and the addition of trees, green space, pedestrian amenities, new decorative sidewalks, streets, and crosswalks will greatly enhance the area.

The expansion of existing streetscape plans should be pursued. Not only should the geography that the streetscape covers be expanded, but the components of the streetscape should also be enhanced. Currently only new

sidewalk pavement and decorative lighting have been installed. The City should add benches, planters, and trees. The Illustration on page 39 depicts a compass rose at the 1st Street and College Avenue intersection. This project includes street reconstruction, traffic signal improvements, decorative pavement, benches, trees, planters, and an improved park setting for the Veteran's Memorial. These improvements will make Downtown Kennett unique and will require a higher level of commitment to maintenance.

- **Sheryl Crow Aquatic Center Entryway Park**

The route to the Aquatic Center from Highway 84 should be clearly marked. Currently there is some signage routing visitors along Depot Street to 2nd Street. The City should consider adjusting this routing to bring visitors down Slicer instead of Depot. This route, as illustrated in plan view on the previous page, will be a more intuitive connection from 1st Street / Highway 84 and includes opportunities to improve Slicer between 1st and 2nd Streets. This new routing should include improved wayfinding and be reviewed for its impact on Highway 84/1st Street traffic.

At the intersection of Slicer and 2nd a welcoming entryway park should be developed that will inform visitors they are approaching the Aquatic Center. This park would be located on currently vacant lots located directly behind the SEMO Little Theatre. This park would provide an improved route for visitors of the theatre as well as the Aquatic Center. The park project is an opportunity to leverage the connection to Sheryl Crow. The KCDC should seek to acquire the vacant parcels and develop a concept for the site in order to seek funding.



Existing Conditions of Buildings Located in the Proposed St. Francis Redevelopment Area

- **Develop Downtown Entryway Plaza / Greenway Trailhead**  
As visitors to Downtown Kennett approach from the east on 1st Street / Highway 84, the entry into the DREAM Study Area at Frisco Street is characterized by a large open expanse of an abandoned railroad right-of-way. This property is an opportunity to establish a City-wide greenway and trail with a trailhead and crossing at 1st Street. The proposed plaza developed at this location is illustrated on page 40 and depicts a garden setting south of 1st Street with the winding greenway and trail. The trail should be offset at the crossing to prevent cyclists from speeding into traffic. The plaza demonstrates a garden type setting with colorful plots clearly divided by decorative pavers. Potential gateway signage on both sides of 1st Street is included. This signage can provide homage to the agricultural heritage of Kennett and will alert motorists to the trail crossing, plaza, and the entryway to Downtown. Once again this plaza is an opportunity to leverage the connection to Ms. Crow as funding is sought.

The entire right-of-way should be reviewed by the City to determine current ownership. The City should then seek to acquire as much of it as possible over the coming years. The KCDC should focus on the intersection with 1st Street to construct the plaza and gateway signage. Once the City has assembled enough property to begin constructing the trail, the plaza area will be connected to the greenway.

- **Redevelopment Areas**  
As noted in the concept maps in this section, several areas are underutilized or vacant and therefore present a development opportunity for a private investor. These areas include East 1st Street, Slicer & 2nd Streets, Saint

Francis Street, and the area around the Library on N. Main Street. Each area has its own set of unique issues which are discussed below.

**East 1st Street** is the entrance to Downtown and care should be given to screening the industrial area to the north. Landscaping should suffice. The area would be best suited for multi-story commercial or office structures to present a high quality image upon entering Downtown.

**Slicer and 2nd Streets** is an intersection along the proposed routing to the Aquatic Center. The existing Dunklin County Jail is antiquated, but could possibly be converted into a community center. Alternatively, this area could house a multi family residential structure.

**The Saint Francis Street** redevelopment area is characterized by several buildings in dilapidated condition and an old gas station. This area could be assembled and redeveloped as an extension of the core retail area.

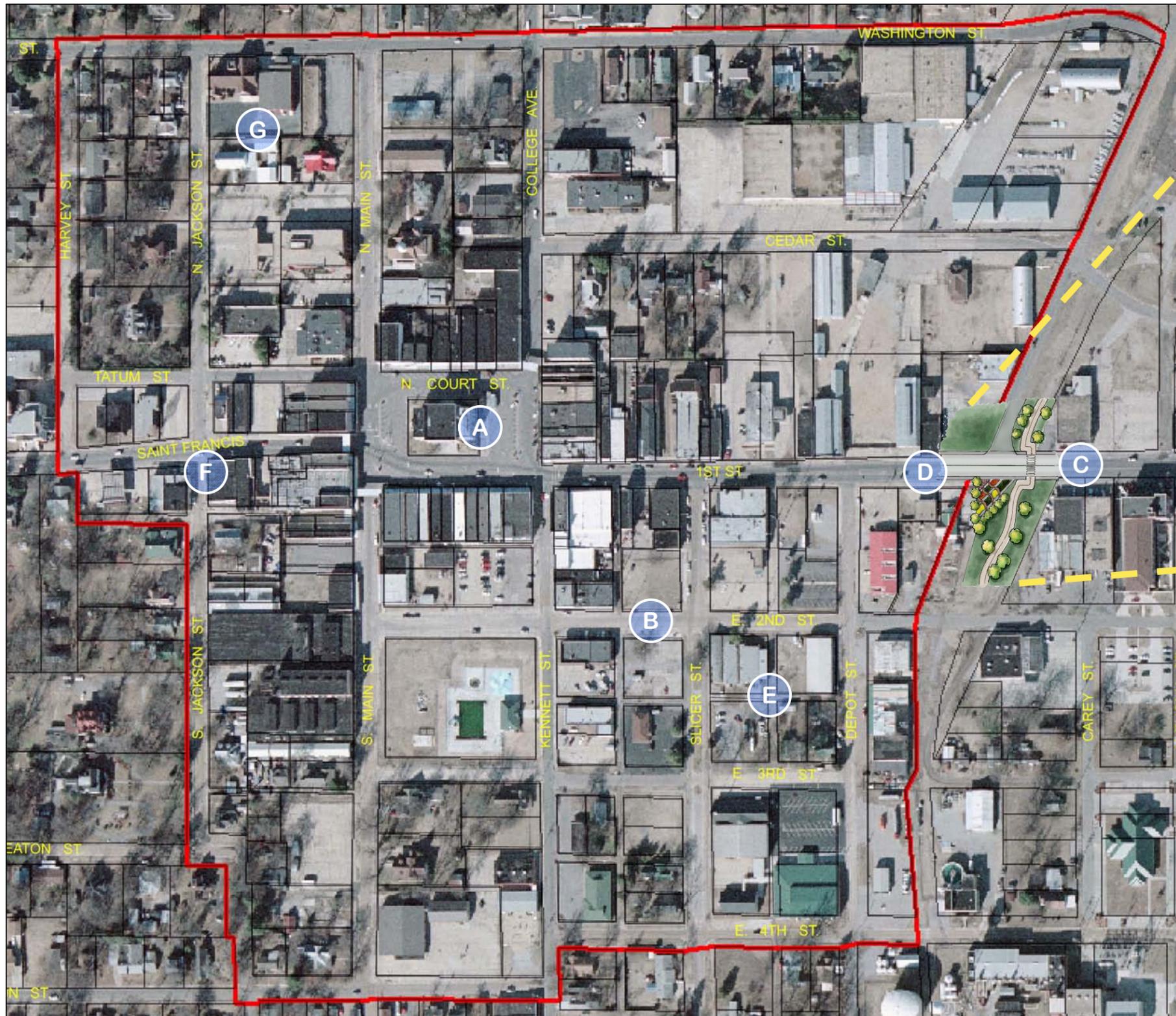
**The Library area along N. Main Street** is a mix of larger buildings with some attractive single-family residential properties and small businesses. Some of the commercial buildings are in poor shape. The Library is housed in a converted bank and has features that are not useful to the library, such as the drive-through canopy. The area could be adjusted to be a business park setting that would be attractive to the existing offices in the Downtown Square and use the Library area in a park setting as a focal point.

Funding for potential redevelopment projects can be obtained from local programs and State initiatives, depending on project specifics.

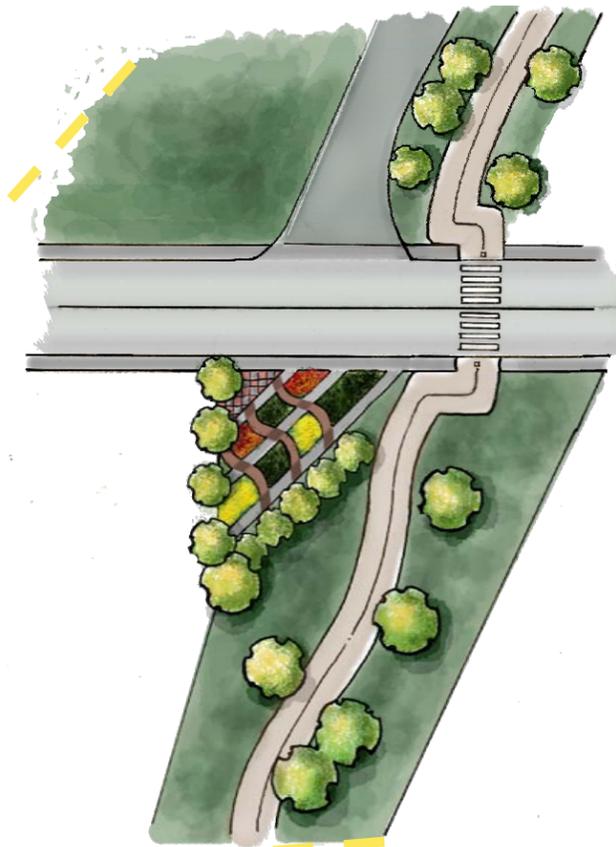


Existing Conditions of Downtown Entryway

Special Projects and Redevelopment Opportunities



C. Downtown Entryway Plaza and Greenway Trailhead

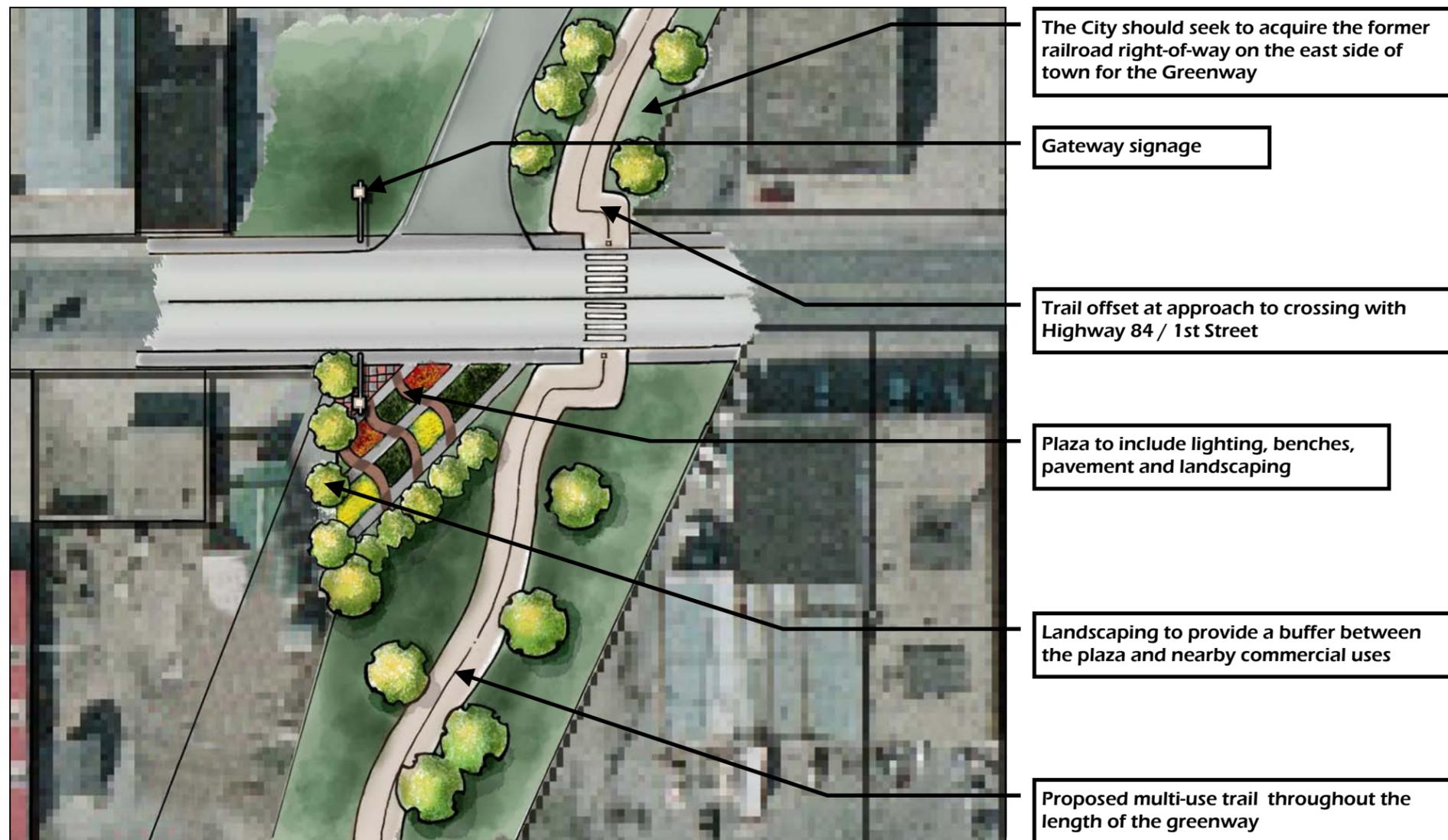


- A) Downtown Streetscape Improvements to occur throughout with a focus on the Courthouse Square as illustrated on page 39.
- B) Aquatic Center Entryway improvements to complement the traffic rerouting as depicted on page 35.
- C) The Downtown Entryway Plaza and Greenway Trailhead is shown above and on page 40.
- D) East 1st Street Redevelopment Area.
- E) Slicer and 2nd Street Redevelopment Area.
- F) St. Francis Street Redevelopment Area.
- G) Library Redevelopment Area.

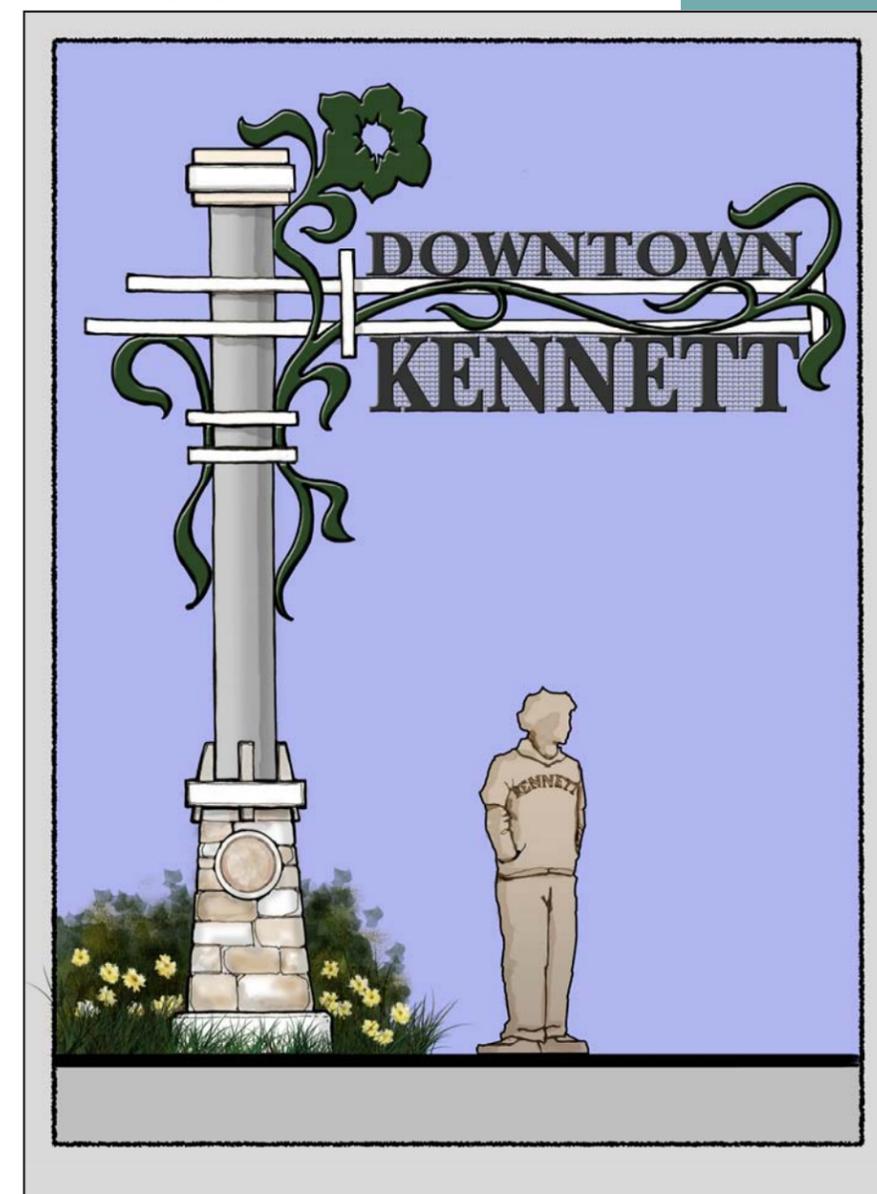
Illustration of Proposed Courthouse Square Improvements



Illustration of Proposed Entryway Plaza and Greenway Trailhead



Gateway Signage



### IMPLEMENTATION SCHEDULE

The implementation schedule located on the following pages compartmentalizes the projects and programs in categories that relate to the Kennett DREAM Initiative Tasks.

These include: Organizational Structure, Land Use, Building & Infrastructure, Community Surveys, Streetscape and Building Design, Retail Market, Housing Market, Financial Mechanisms, Marketing, and Special Projects.

Each project and program is listed by objective, description, responsible party, support groups, starting timeframe, and tools, techniques, and resources. Each of these aspects is proposed and, for planning purposes, has been considered in the context of their relationship to each other. In some cases, a particular project must be completed before another can begin.

The timeline is based on the prioritization of the projects and their importance to Downtown Kennett.

Organizational Structure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
1	Establish Downtown Kennett Coalition (DKC) as the Lead Organization for Downtown	The overlapping efforts of all groups with a Downtown interest need to be coordinated by one organization. This group will also require a Director and a Board representing all the groups.	KCDC & Chamber		Q3 2010	Pull together parties from City, Chamber, KCDC, and other stakeholders for broad support. This group will need a mission statement, bylaws, goals, and a board committed to advancing the group. There may or may not be a need to incorporate as a not-for-profit, depending on the roles the KCDC and Chamber will play. The KCDC can initially lead this effort with the eventual plan that the DKC stands on its own one day.
2	Form Downtown Kennett Incentive Committee to research and advance CID and TIF Districts	Establish a Committee to develop incentive districts for the benefit of Downtown programs and projects. This committee will require adequate City representation.	DKC	City	Q1 2011	A CID will provide KCDC with an additional funding mechanism to accomplish improvements and programming within the district. This incentive should be the top priority to ensure sustainable funding. The TIF District can be researched second or concurrently and should be utilized for Downtown projects. Potentially the TIF can be larger than the Downtown area to assist in the centralizing of economic activity in Downtown.
3	Form Downtown Events Committee	Groups currently holding events in Downtown should be coordinated and assisted by DKC. Promotions should be centered on activity occurring in Downtown, for the good of Downtown.	DKC	Chamber	Q4 2010	The DKC Director should be involved in bringing these organizations together and a promotions budget will need to be assigned to encourage the events. Downtown does not have many events, but the ones held there should be well coordinated for the benefit of Downtown.
4	Form Downtown Economic Development Committee	The KCDC should work with the City to review and generate prospects that might locate in Downtown. The focus should be on existing retail expansion and retail attraction.	KCDC	City	Q3 2011	The Director of the KCDC and Chamber is currently working to handle prospect and attract business. A volunteer committee to draw upon specifically when a business is courted that can locate in Downtown is vital. The City should also provide staff support for this effort. DREAM Marketing materials and the Retail Analysis should be used to identify targeted retailers for Downtown.
5	Hire a Community / Economic Development Director	The City needs to hire a development professional to manage incentives and bring the representation of the City to Economic Development negotiations, assisting the KCDC.	City		Q3 2010	The City holds the tools for encouraging development. In the past responsibilities have fallen to other City Staff that are not well versed in Economic Development. As the City adds personnel, the KCDC can move into a support role, as can the DKC.

Land Use & Building Survey						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
6 Conduct a Traffic Study	The City should conduct a traffic study concerning the routes and patterns in Downtown.	City	DKC	Q2 2011	Particular attention should be paid to the Courthouse and the Sheryl Crow Aquatic center. Potentially routing to and from these attractions can be improved and clearly marked. The traffic signals on the square should be considered and methods implemented that will allow removal or replacement. Some streets are one-way and it should be reviewed to determine if this is necessary. Parking may be included, but adequate parking exists on nearby lots.	
7 Develop a Community-Wide Wayfinding system	Identify Downtown and regional attractions and, armed with information and recommendations from the traffic study, develop a system to efficiently route traffic to and from Downtown and its attractions.	City	DKC	Q4 2011	A city-wide wayfinding system should consider vehicular traffic as it enters Kennett and provide clear direction to Downtown and other Kennett locations such as the airport and fairgrounds. Visitors in vehicles need to know they have 'arrived' in Downtown and then the signage become clear direction to public parking areas. Downtown signs MUST also be pedestrian friendly as every vehicle brings a pedestrian. Attractive signage from parking areas to main Downtown activities will welcome visitors to Downtown as they leave their vehicles behind.	
8 Improve City Mapping Capabilities	Improve City mapping capabilities and integrate county parcel data, land use, zoning, utilities, infrastructure conditions, and aerial photography.	City		Ongoing	County tax data and utilities are critical components to maintain. Infrastructure has been surveyed. Ongoing improvements and current data on a regular basis.	
9 Develop Downtown Inventory	The City should work to create and maintain an inventory of Downtown infrastructure. DKC should work to create and maintain an inventory of Downtown buildings. Ideally this information will provide data for a future GIS database.	City and DKC		Ongoing	These efforts are an extension of the DREAM information gathered. As the inventories are completed and procedures initiated to maintain the information, they should be available to assist City Departments and the Downtown groups in projects and attracting new businesses as well as assisting developers and private property owners. The inventories should be made available on the proposed Downtown website.	
10 Produce/Procure new Aerial Photography	Aerial Photography is available from Missouri Spatial Data Information; photography should be acquired every other year.	City	State	Ongoing	The City's GIS staff should continue to maintain the current aerial photography available.	

Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
11 Reconvene DREAM Focus Groups	Keep residents and interested individuals involved in Downtown efforts and visioning. Groups should be held on a regular time frame (5 years) to monitor progress of revitalization.	DKC		Q4 2014	Follow format/procedures developed for the DREAM Initiative.	
12 Conduct Telephone Survey	Consider revising the phone survey questions and conducting another survey in 3 years to monitor changing attitudes of residents.	DKC		Q4 2012	Follow format/procedures developed for the DREAM Initiative and consider bringing in a professional surveying firm.	
13 Conduct a Visitor Survey	A visitor survey should be developed and posted on the proposed Downtown website. Additionally, surveys should be collected at large City events. Surveys should be oriented on the visitors knowledge of Downtown Kennett.	DKC		ongoing	A thorough understanding of Kennett's visitors' point-of-view and needs is required if tourism is to advance. The DREAM Initiative survey can serve as a base and the local media should be used to communicate the survey results.	
14 Communicate survey results to leaders and businesses	The information gathered is useless if Downtown leaders and businesses do not act on it.	DKC		ongoing	Regular DKC meetings, press releases, and business seminars are effective ways to communicate the results. A "Downtown Kennett Business Only" page or two on the Downtown website can also be effective as well as providing a DKC donor or membership benefit.	

Building and Streetscape Design						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
15 Adopt Design Guidelines	Adopt design guidelines to reduce the investment risk of incoming investors and to stabilize Downtown property values. The design guidelines will also enhance the aesthetic appearance of Downtown.	City	DKC	Q2 2011	Guidelines should be tied to the façade program. Other methods include zoning changes and voluntary encouragement and recognitions. Should Downtown desire to create a historic district, design guidelines will be included, but the City should not wait for that to occur.	
16 Expand the Streetscape	The City should work with DKC and KCDC to develop plans for the phasing of the Downtown Streetscape. Current improvements have been installed with no overall plan.	City	DKC & KCDC	Q3 2010	Streetscape elements should be expanded and top priorities for expansion should include the Courthouse Square, first street, and the route to the Sheryl Crow Aquatic Center. The route from the Aquatic Center has had some improvements installed. The Streetscape Designer hired should incorporate existing improvements into the designs. Funding will be acquired, but concrete plans that the City intends to implement are critical to obtaining funding. Funding can also come from the proposed TIF and CID districts.	
17 "Outstanding Building" Recognition	Develop a program to identify and recognize outstanding properties that were rehabilitated appropriately. Properties receiving this designation should have followed the design guidelines regardless of funding from the façade program.	DKC	Chamber	Q3 2010	This can be a very effective way of building friendly competition among Downtown property owners. Benefits should include a plaque, press releases, and recognition at annual meetings. Other methods might include framed photography showing before and after shots and research into the history of the building. All can be conducted by DKC volunteers at very little cost.	
18 Develop a Streetscape Donor Program and Adopt-a-Spot Program	The DKC should assist the City with the Streetscape improvement costs by obtaining donations and recruiting volunteers for maintenance.	DKC	Chamber	Q2 2012	A catalog for businesses, groups, and individuals to 'buy' aspects of the streetscape and have a plaque installed should be developed as soon as final design of the streetscape elements is set. Adopt-a-Spot maintenance groups should include a contract and specific times when maintenance is required. These groups should also receive recognition through a plaque and press releases indicating their service to the community.	
19 Improve Aesthetics of Existing Parking Lots	As the streetscape is improved, attention will need to turn to parking lots. The themes should be the same and the efforts to improve and maintain should include these lots. An improved parking lot will enhance the visitor image and improve the Downtown worker and living quality of life.	City	DKC & KCDC	Q1 2013	Funding for the public lots can come from the proposed TIF and CID Districts. Building code enforcement should also apply to parking lots for private property.	
20 Consider forming a Historic District	By adopting a local preservation ordinance, the City can appoint a preservation commission with the ability to review and issue certificates of appropriateness for all building construction within the district that is defined. In this way, Kennett will be protecting its historical resources from further decline.	City	DKC	Q2 2011	The ordinance will define the terms of the committee, the boundaries of the district, and the criteria for issuing the certificates. The criteria thus become the Design Guidelines. It is important that City procedures include this process and that no demolition or building permits are approved before the review. It may also be important to separate demolition from construction in Downtown so that the Commission can view a building with cladding removed before making decisions on the rehabilitation.	
21 Establish an Architectural Review Board	Establish framework for review of building improvements that maintain architectural and historic character. Downtown guidelines are the built in criteria for Downtown projects, but other guidelines will be required for other construction in the city, including new development.	City	DKC	Q2 2011	This is potentially an alternative method to the Preservation Commission. However, an Architectural Review Board will operate City-wide.	

**Retail Market Analysis**

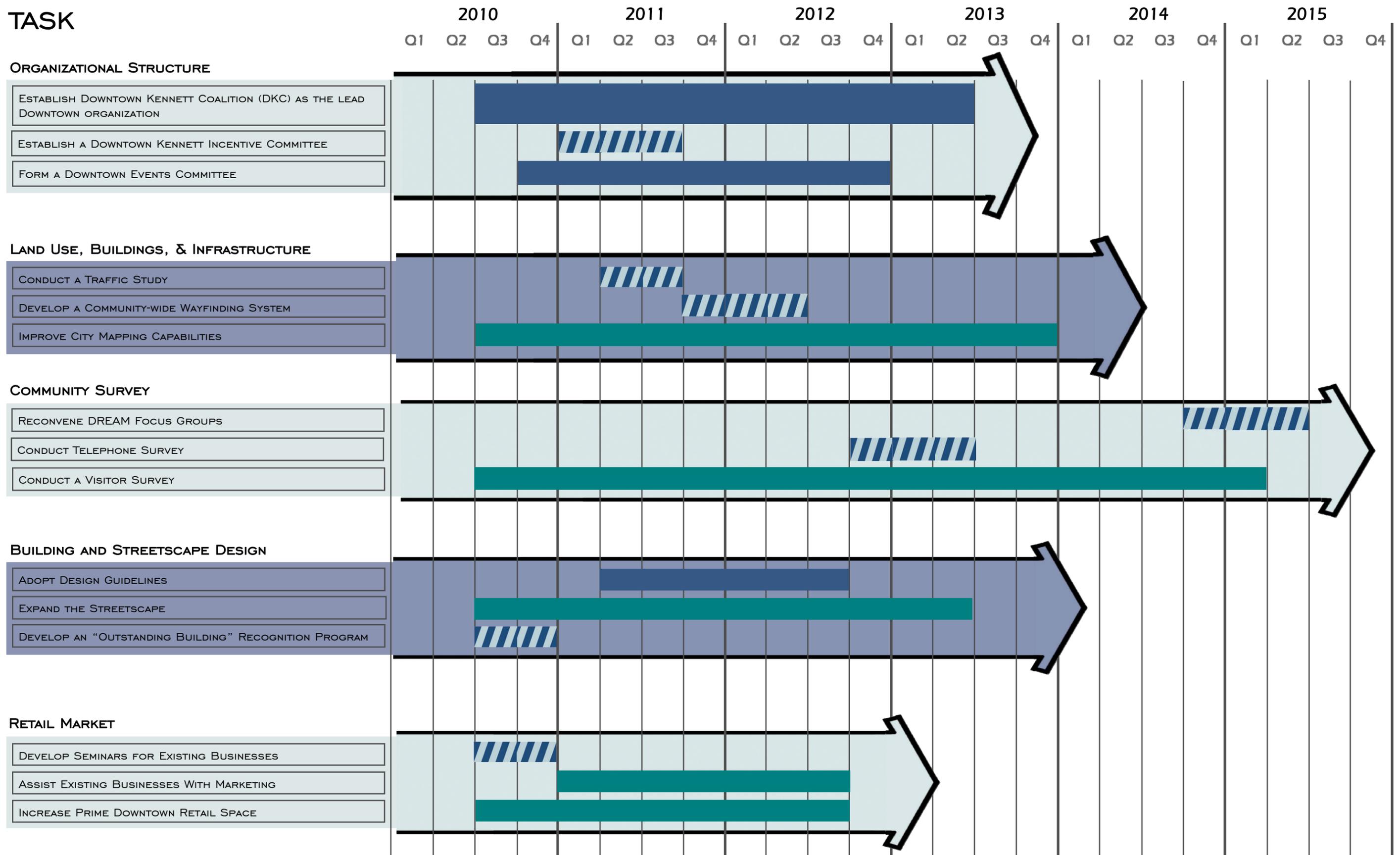
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
22 Develop Seminars for Existing Businesses	Develop a merchant education program to address issues of marketing, customer service, business and building maintenance, retail opportunities, customer loyalty programs, trends, etc. Business owners can also be encouraged to expand business hours and become more visitor friendly. Additionally, businesses should understand the results of the DREAM retail analysis and be encouraged to expand their product lines.	DKC	Chamber	Q3 2010	General business issues such as marketing, customer service, store hours and store display and design should be provided as well as more detailed assistance. Clusters of similar Downtown businesses such as restaurants should be brought together to present specific topics. This is a critical outreach step for DKC to provide benefits to its businesses.
23 Assist Existing Businesses with marketing to Downtown residents and workers	Downtown businesses can effectively and efficiently capitalize on these markets by direct advertising, promotions, and a business expo. Downtown amenities such as delivery, discounts, and special lunchtime offers will enhance this appeal.	DKC	Chamber	Q1 2011	Residents of the Ely Walker Apartments and employees of the Dunklin County Courthouse are two subject markets. Direct advertising will reach many potential customers and build Downtown loyalty. An annual expo of Downtown services is important. DKC can provide these services at little cost and can use these activities as the cornerstone of a Downtown Business Retention Program.
24 Assist Existing Businesses with marketing to Downtown visitors	Particularly, swim meets at the Sheryl Crow Aquatic Center bring large amounts of visitors into Downtown. Not all of these visitors will stay at the Aquatic Center during the entire meet. Businesses should develop promotions to attract these visitors.	DKC	Chamber	Q1 2011	This can be a topic of the business seminars, but the DKC can also help by notifying the Downtown of large meets and helping to organize welcome packages or advertising. The methods used during this step can be used for other large events in the community as well.
25 Increase the availability of prime Downtown retail spaces	Currently many services locate in Downtown retail spaces that could be just as effective on upper floors or on side streets. The City should review its zoning for enhancements to allow retail in the prime storefronts. Additionally the façade fund should be used to encourage uses in the appropriate locations.	City & DKC		Q2 2010	It is important to fill storefronts, but the City should, through planning and zoning, ensure that businesses generate positive retail activity. There is a large amount of development elsewhere in Kennett, Downtown should be revitalized right. The DKC can help the City in these reviews. Potentially, KCDC can organize local banks and develop a low interest loan program to encourage this type of rehabilitation and relocation.
26 Create a Retail Recruitment Team	Establish a business recruitment team that works to Integrate marketing and promotion strategies and attract businesses in the targeted uses as identified in the DREAM retail analysis.	DKC	City	Q2 2011	The DREAM report indicated areas of unmet demand in the categories of lawn & garden equipment and supplies, buildings materials, restaurants, and electronics and appliance stores. Businesses in these categories can serve unmet demand in the Downtown area and should be pursued. DKC should lead the effort and involve the City.
27 Attract lodging option to Downtown	Downtown also suffers from a lack of lodging options. Nearby large buildings and stately houses could be rehabilitated and used for hotels or bed & breakfasts.	KCDC	DKC	Q1 2013	An inventory of potential development properties should be assembled by the KCDC. The group should then seek opportunities to acquire these properties and attract developers.
28 Develop the Heritage Museum	The museum is a potential activity generator that will attract visitors and provide pedestrian retail activity.	DKC	City	Q3 2010	The City should continue with the stabilization and rehabilitation of this important resource.

Housing Market Analysis						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
29	Review City Zoning and Building Codes	Zoning and building codes should be reviewed to ensure there are no barriers to residential production in the Downtown Area.	City		Q4 2011	Review for ease of existing buildings rehabilitation as opposed to new construction and aesthetic requirements, not just life safety issues.
30	Implement rental occupancy permits and inspections to ensure housing quality	Downtown Kennett has limited upper floor housing units. The units that do exist must be high-quality and any newly developed units must be able to command market rate rents.	City		Q4 2011	The City should undertake and carefully plan this task. New personnel will likely be required, but all the City's housing stock will benefit.
31	Promote Downtown Living & Housing Marketing Campaign	Create a positive Downtown living atmosphere by encouraging residents to make efficient residential improvements that reduce costs of energy, living, and commuting. Develop appropriate materials that can be distributed to the public and promote Downtown living in Kennett.	DKC	City	Q4 2010	Educate and empower Downtown residents by hosting meetings, developing educational seminars, and encouraging neighborhood watch programs - provide information concerning home maintenance funding. Develop loft tours or testimonial brochures from existing Downtown residents
32	Develop Events & Amenities that Enhance Downtown Living	The City and DKC should initiate activities that improve life for Downtown residents and increase demand for Downtown units. Events and activities, such as a Farmer's Market, will bring needed services into Downtown and enhance the atmosphere.	DKC	City	Ongoing	Sidewalk sales and outdoor concerts also provide a draw for visitors. Physical improvements oriented on pedestrians and bicyclists will be critical for Downtown residents. Parks and plazas provide gathering and meeting places. The proposed greenway throughout the City can include community gardens and unite various areas of the community with Downtown.
33	Encourage Property for Large Scale Residential Development	Encourage infill construction and rehabilitation of underused building space through the use of incentives such as the Revolving Loan Fund or chapter 353.	City	DKC	Q3 2010	The Ely Walker project is a good example of an adaptive re-use of an unused Downtown property. Kennett has a lack of upper story opportunities, so the City should identify large parcels and buildings for the chance to increase Downtown housing options. Good relationships with housing developers will be critical.
34	Develop affordable senior rental housing	The DREAM residential demand analysis indicated unmet demand for affordable senior housing over the next 5 years at 34 units. The City should seek to develop these units.	City		Q1 2011	Identify sites and work with interested developers throughout Kennett. As noted above, large developments are likely the best opportunities.
Financial Assistance						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
35	Establish a Tax Increment Financing District	The City should examine the possibility of creating a TIF District(s) in Downtown as a means of supporting/promoting redevelopment efforts. Revenues generated could be used for variety of purposes including public infrastructure improvements, acquisition of property, etc..	City	DKC	Q1 2011	A TIF can be implemented to further provide nearly \$600,000 in Downtown improvements. These funding mechanisms must show the benefit to the additional taxes.
36	Establish Community Improvement District (CID)	A Community Improvement District will provide DKC and KCDC sustainable funding for improvements and programming.	City	DKC	Q1 2013	CID can capture funding from property and sales taxes for a wide variety of Downtown services that DKC can provide. A one percent sales tax could generate over \$300,000 in funding before the Downtown retail density begins to build. The effort will need to be led by the City and have strong community support. Proper outreach to communicate the benefits of the CID plan is critical.
37	Develop a Façade Program	A Revolving Loan Fund should be encouraged, promoted, and expanded to include façade restoration. Just the simple removal of the metal awnings and cladding will be very effective in improving the aesthetics of Downtown. This program should be in addition to the existing KCDC matching grant program.	DKC	City	Q3 2010	Properties receiving this funding beyond the removal of awning and cladding should adhere to the design guidelines. Additional funding can be provided for donors and grants and should be constantly sought. Promotion of the fund to Downtown owners will require an enthusiastic DKC.
38	Encourage Rehabilitation to Downtown buildings	Encourage rehabilitation of underused building space in the downtown through the use of incentives, especially for the upper floors. Some regulations may require adjustments to assist developers.	City	DKC	Q2 2010	The marketing of the façade rehabilitation loan program should be tied to improvements to the entire front façade of a building and can therefore apply to upper floor renovations for residential use. Successful upper floor lofts should be promoted through tours and testimonials of the developers and residents. The City should help with the incentives and code processes and DKC should provide the marketing and promotions to build excitement.
39	Consider all Potential Funding Sources	Adequate funding is a constant issue for Downtown revitalization. Through proper focus by all involved groups, a variety of sources should be identified and pursued.	DKC	City	Q2 2010	Establish DKC as contact with funding agencies and keep informed and trained in grant writing. KCDC does much grant writing to date, but Downtown needs a champion to seek its own funding. The City and Chamber need to understand that Downtown requires a focus just as any large mall or group of businesses.

Marketing						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
40	Develop Downtown Kennett Website	DKC		Q3 2010	Regular survey tools should be included and tracking of information requests and page views. This site could be a dedicated page under the Chamber site, but the goal should be for DKC to operate separate from the Chamber. The State may be a resource for website development.	
41	Establish a Downtown Marketing branch of the Kennett Image Committee	Chamber	DKC	Q4 2010	The Committee should include all groups with a Downtown interest and include area shopping centers and big box stores. These retailers will understand that if more people come to Downtown Kennett, more people will shop at their stores. The DKC can lead this effort so the Chamber and City can remain neutral.	
42	Brand Downtown Kennett	DKC	Chamber	Q3 2011	Ideas as suggested in the DREAM Marketing report include Family, Cotton, the South, Bootheel, and Health. The DKC may wish to hold visioning meetings to develop a consensus. It is important that the brand have a broad support base. This decision will set the theme for future materials.	
43	Encourage Downtown as an event venue by establishing new events or relocating events elsewhere in the City to Downtown	DKC	Chamber	Q2 2010	The DKC and Chamber should initiate this shift by planning joint events and taking an inventory of all events to find likely candidates to move Downtown.	
44	Develop marketing materials including a primary brochure, map, and calendar of events	DKC		Q3 2010	The DKC should produce these materials, perhaps combined, in an annual piece. If the Downtown focus isn't enough, it might be to the Chamber's benefit, with the help of DKC, to produce a piece oriented on the entire City.	
45	Develop a Downtown Specific Newsletter	DKC		Q3 2010	Events, plans, projects, and special promotions should be included and readers should be directed to the Downtown's website as well. Newsletter should be delivered by hardcopy and electronically. People tend to forward emails with .pdf attachments. Should also have a link to download the newsletter from the website. This could be provided quarterly.	
46	Install a visitor kiosk near the Sheryl Crow Aquatic Center	DKC	City	Q3 2010	The City run the Aquatic Center and should make room for the kiosk. DKC should then develop materials to be distributed in the kiosk.	

Special Projects						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
47 Enhance Downtown aesthetics	Downtown Kennett exists in a flat open atmosphere. The metal awnings and metal cladding provide a sterile harsh environment. The area can greatly benefit from the removal of the metal, trees, green areas, pedestrian amenities, improved sidewalks, decorative pavement, crosswalks, and lighting. Some of these aspects are included in the current streetscape plans.	City	DKC	Ongoing	The City should constantly seek to improve the streetscape plan with the suggested elements in mind. Maintenance will be required, but the overall feel of Downtown will improve.	
48 Sheryl Crow Aquatic Center entryway park	The route to the aquatic center has vacant land that can be developed into a park. The current route to the center can be shortened and better identified with the park area installed just one block off of first street. This will ensure that incoming visitors know they are heading to the Center.	City	KCDC	Q4 2010	This effort can again draw in Ms. Crow. The subject land is vacant and the City or KCDC should begin assembling and seek design proposals soon. With a plan and concept, the KCDC can begin to build interest and find further funding.	
49 Develop Downtown Entryway / Greenway Trail Head at First and Frisco	This location is where an old railroad right-of-way cuts through Kennett and crosses First Street. The right-of-way can be developed into a plaza and the greenway slowly acquired throughout the City. Improvements should include verticle elements to tell the motorist they are entering Downtown Kennett as well as landscaping elements and pedestrian and cyclist amenities.	City		Q3 2012	This effort should begin when some funding districts have been established. The City should begin assembling the land and determine ownership of the right-of-way throughout the City. At the First Street location improvement concepts are illustrated.	
50 Streetscape enhancements	The concepts shown in the streetscape design include a compass rose at the intersection of First and Kennett and a plaza area along the South side of the courthouse square on First. These improvements will make Downtown Kennett unique and require a higher level of maintenance and committment.	City	DKC	Q4 2013	The City should seek to make these improvements after the financing districts are in place and the DKC has had time to establish itself. The City will be sending the message that the Downtown is important and that private investors are welcome.	
51 First Street Redevelopment Area	This area is characterized by low quality semi-industrial buildings, set away from the street on rather large lots. The effect is a broad open, somewhat barren expanse. Infill development, close to the street can reestablish this area as a retail corridor.	KCDC	City	Q1 2015	The KCDC should be alert to opportunities to purchase these properties. Once an area has been assembled, concept plans should be shown and developers solicited. This is an important entry to Downtown. The City can assist with incentives and land preparation. Some of the buildings are appropriate and can be rehabilitated, but the metal industrial structures are encroaching on the corridor. Additionally, the Industrial area to the North should be screened with landscaping or a berm along the northern boundary of this area, thereby lessening its visual impact on the entry corridor approach to Downtown.	
52 Slicer & 2nd Redevelopment Area	This area contains low quality structures that could be removed to provide an entire block for redevelopment. It is a key block that is on the route to the Aquatic Center and only a block West of the railroad right-of-way that is proposed for a City-wide Greenway.	KCDC	City	Q1 2015	Again, the KCDC should sieze opportunities to acquire this land. The old jail should be public property already. An interim concept for this property shows parkland that could easily be prepared for more intense development or improved to provide more recreational opportunities.	

# TASK



# TASK

## HOUSING MARKET

- REVIEW ZONING AND BUILDING CODES / ENCOURAGE RESIDENTIAL
- IMPLEMENT RENTAL OCCUPANCY PERMITS AND INSPECTIONS
- PROMOTE DOWNTOWN LIVING MARKETING CAMPAIGN

## FINANCIAL MECHANISMS

- ESTABLISH A TAX INCREMENT FINANCING DISTRICT FOR DOWNTOWN
- ESTABLISH A COMMUNITY IMPROVEMENT DISTRICT FOR DOWNTOWN
- DEVELOP A FAÇADE PROGRAM TO COMPLEMENT KCDC GRANT

## MARKETING

- DEVELOP DOWNTOWN KENNETT WEBSITE
- ESTABLISH A DOWNTOWN MARKETING BRANCH OF THE KENNETT IMAGE COMMITTEE
- BRAND DOWNTOWN KENNETT
- ENCOURAGE DOWNTOWN AS AN EVENT VENUE

## SPECIAL PROJECTS

- ENHANCE DOWNTOWN AESTHETICS
- SHERYL CROW AQUATIC CENTER ENTRYWAY PARK
- DEVELOP DOWNTOWN ENTRYWAY/GREENWAY TRAIL HEAD PLAZA

2010 Q1 Q2 Q3 Q4 | 2011 Q1 Q2 Q3 Q4 | 2012 Q1 Q2 Q3 Q4 | 2013 Q1 Q2 Q3 Q4 | 2014 Q1 Q2 Q3 Q4 | 2015 Q1 Q2 Q3 Q4

