

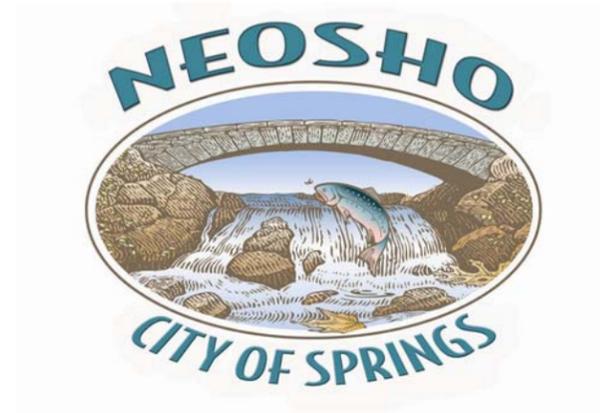
# DOWNTOWN STRATEGIC PLAN

CITY OF NEOSHO, MISSOURI

DECEMBER, 2009



CITY OF NEOSHO



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



PLANNING CONSULTANT



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## DREAM Initiative • Downtown Strategic Plan

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

The DREAM Initiative planning process addressed numerous issues regarding the function, structure and image of Downtown Neosho. The goal of the DREAM Initiative was to identify the opportunities and constraints existing in Downtown and develop a revitalization strategy.

The DREAM Initiative began with a comprehensive assessment of the existing conditions and functionality of Downtown Neosho. These assessments were the foundation for the many analyses and recommendations, which are summarized in this report.

The Strategic Plan serves as an implementation resource for DREAM Initiative recommendations and general improvements in Downtown Neosho. The Strategic Plan provides a five year vision promoting creative, positive and attainable change to Downtown. The many participants of the planning process, including numerous citizens and civic leaders, expect the Strategic Plan to be the blueprint for transforming Downtown Neosho into a dynamic center in which to live, play and work.

The Strategic Plan describes the goals developed through the DREAM Initiative and the strategy to achieve those goals. The goals are described in each of the respective chapters of this report. A summary of the priority goals are listed as follows:

**Goal One: *Establish the Downtown Neosho Alliance*** - The Downtown Neosho Alliance will provide the leadership and resources necessary to implement the Strategic Plan. Therefore, it is imperative that this organization be formed quickly and accurately. The organization must have broad public support and involvement, as well as sustainable funding in order to be effective.

**Goal Two: *Establish a Community Improvement District (CID) in Downtown Neosho*** - A community improvement district will provide a dedicated funding source for improvements in Downtown. The CID should be established as a political subdivision and be supported by a property and/or sales tax in the district. A CID could also help to support the activities of the Downtown Neosho Alliance.

**Goal Three: *Increase Residential Population in Downtown*** - Increasing residential population in Downtown creates a built in market for retail and more vibrant Downtown appearance. Promote the rehabilitation and conversion of second floor space in existing buildings to residential use. Collaborate with developers and property owners interested in developing condominiums, town homes and rental units. Facilitate and promote development of the mixed-use development opportunities identified in the Concept Maps of the Strategic Plan.

**Goal Four: *Establish a Tax Increment Financing District (TIF)*** - In order to support large development projects and public improvements establish a TIF district in Downtown. TIF Districts can support Downtown through infrastructure improvements and by providing gap financing for development. The TIF District should be used to induce private investment in building renovations and selective redevelopment.

## City of Neosho



Downtown Neosho Square



Big Spring Park Clock



Newton County Courthouse

## DREAM Initiative • Downtown Strategic Plan

## City of Neosho

**Goal Five: *Implement Streetscape and Infrastructure Improvement*** - Pursue all potential funding avenues to complete required infrastructure improvements in order to complete the streetscape beautification. It is vital to the revitalization effort that the streetscape improvements are made. A consistent theme among revitalized Downtowns is “Great Streets = Great Retail”. Plan construction phasing carefully, aiming to minimize the negative impact on affected retailers.

**Goal Six: *Increase Downtown Marketing*** - Create a distinct Downtown brand that reflects the unique character and history of the area. Utilize the brand consistently throughout all marketing activities. Develop a Downtown website to promote downtown activities and provide information. Create additional support marketing materials for retail attraction, residential development, event promotion, retail maps, etc. following the chosen branding.

**Goal Seven: *Enhance Farmer’s Market*** - Develop a permanent location for the Farmer’s market in Downtown. Gather information from participants and customers for opinions on potential improvements and attributes of a permanent location. Continue to build on early successes and create a tie-in to the retail stores and activities on the square.

**Goal Eight: *Improve Visitor Experience*** - Make improvements to the visitor amenities in downtown to enhance the visitor experience. For example, by providing public restrooms and accessible information about Downtown and area destinations the visitor is more likely to enjoy or extend their stay and, as a result, spend more money.

**Goal Nine: *Address Industrial Conflict*** - Open a dialogue about revitalization efforts with industrial companies located Downtown. Provide the illustrations created through DREAM about the desirable façade and site improvements that are in accordance with the design scheme for Downtown and encourage their participation in beautifying their piece of Downtown.

**Goal Ten: *Restore Springs and Expand Parks*** - Continue to restore the springs in and around Downtown where feasible. The proximity and number of springs in the area are unique to Neosho and create a competitive advantage relative to other destinations competing for retail and tourism. Additionally, continue to enhance Big Spring Park and Morse Park by developing additional activities, improvements, and physical expansion. Creating a trail to connect the parks will offer a seamless park experience that will also better connect Downtown Retail to these destinations.

**Goal Eleven: *Expand Retail Development*** - It is important to develop incentives to attract new retail to Downtown and assist existing businesses to expand and improve. Create the Downtown Economic Development Committee to spearhead the retail development effort. Ultimately the goal will be to create the desired retail mix in Downtown, however, it is first important to create the critical mass of retail. Filling first floor vacancies and eventually replacing service uses on first floors will help greatly. Then build on Neosho’s niche of outdoor activities and the arts to build the unique retail mix necessary to become a retail destination.



Neosho National Fish Hatchery, US Fish & Wildlife Service



Restored Facade

## DREAM Initiative • Downtown Strategic Plan

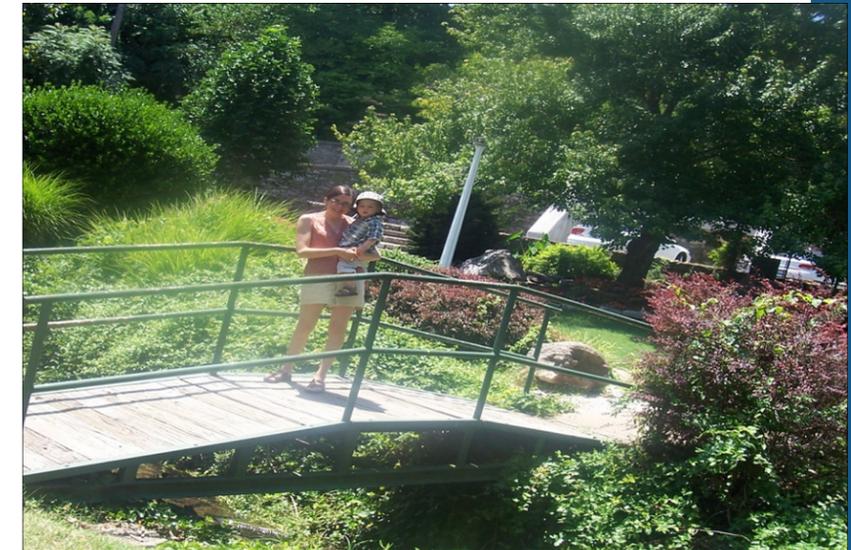
The State of Missouri recognizes that a substantial investment already exists in Downtown Neosho. The purpose of the DREAM Initiative is to enhance that investment to sustain revitalization momentum. The DREAM Initiative is a three-year program providing designated Missouri communities with Downtown planning assistance. Through the coordination of the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides planning and financial assistance to enhance Downtown revitalization in Missouri. The DREAM Initiative capitalizes on priority access to existing state financial incentive programs for implementation of the strategic plan. For the planning component of the DREAM Initiative, the State of Missouri retained PGAV, Inc.

Neosho was designated as one of the first ten DREAM communities in 2006. Neosho has benefited from technical and financial assistance and has been given priority for various state grant and loan programs. Throughout the Initiative ongoing project-specific support was provided by the State Agencies and PGAV.

The goal of the DREAM Initiative is to revitalize Downtown districts and put them back into productive use. The beginning of the process provides technical planning assistance that culminates in a Strategic Plan detailing a Downtown revitalization effort. The planning assistance begins with a comprehensive assessment that serves as the foundation for creating the technical planning assistance.

The planning studies and analyses included in Neosho's DREAM Initiative are:

- Organizational Structure Review
- Land Use, Building & Infrastructure Survey
- Community & Consumer Survey
  - Focus Groups
  - Telephone Survey
  - Visitor Survey (In Progress)
- Retail Market Analysis
- Residential Demand Analysis
- Financial Assistance Review
- Destination Assessment
- Marketing Plan
- Building & Streetscape Design Guidelines
- Education Workshops
- Downtown Strategic Plan



Big Spring Park in Downtown Neosho



Recently Constructed Landscaped Parking Lot

## DREAM Initiative • Downtown Strategic Plan

Effective urban planning engages the public in a meaningful way. The DREAM Initiative utilized a comprehensive approach to reach out to local citizens and civic leaders to identify issues that affect Downtown.

The planning process utilized public meetings, focus groups, and surveys for public outreach. The intent of the public outreach was to identify perceptions of Downtown Neosho and work towards creating a shared vision for an improved Downtown. The public outreach not only provided for public involvement but also provided an avenue to introduce and build support for Downtown revitalization and DREAM Initiative recommendations.

Results of the public outreach revealed enormous local pride and positive attitudes towards the future well being of Downtown. The DREAM Initiative utilized the public outreach process to generate ideas and feedback throughout the planning process and final strategic plan.

DREAM Initiative public outreach regarding Downtown Neosho included:

- **Focus Group Meetings**

In the Spring of 2007, three facilitated focus groups were held with; Business Owners, City Officials and Residents. Discussions centered around how Downtown is utilized, perceived, and what improvements are desirable.

- **Community Telephone Survey**

Surveys are used to identify and/or validate issues of importance to the community relative to Downtown. In September 2007, a telephone survey was conducted to solicit feedback about Downtown from local residents.

It was 300 sample survey conducted by a professional public opinion survey firm. This survey provided a scientific method for evaluating commonly held perceptions and beliefs about Downtown.

- **Public Engagement**

- **Planning Activity Kick-Off Meetings**

DREAM Initiative planning activities included a public kick-off meeting. The purpose of the kick-off meeting was to inform the public about the task that is starting in order to gather information relevant to the topic at hand and inform the public about opportunities to participate.

- **Annual Review Meeting**

A large public Annual Review Meeting was held at the Lampo Community Center in June 2007. This meeting was attended by nearly 100 residents and stakeholders. The meeting served as an opportunity to inform the public about the results of planning activities and remaining DREAM Initiative work. As a result of this meeting numerous volunteers came forward to assist and support DREAM Initiative activities.

- **Strategic Plan Development**

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



Crowder College Campus



Neosho Farmers Market

## DREAM Initiative • Downtown Strategic Plan

The City of Neosho was designated a DREAM Initiative community in the fall of 2006. The planning process commenced in the spring of 2007 with a scheduled completion in the spring of 2010. Through existing programs of the partnering state agencies, participation in the DREAM Initiative provided immediate benefits to Downtown Neosho. This project and finding assistance complemented the positive momentum of Downtown Neosho.

- **West Spring Street Streetscape & Downtown Parking Improvements**

Sidewalk improvements and installation of decorative historic lighting completed on West Spring Street. Project included rehabilitation of 7 existing parking lots, and construction of an additional downtown parking lot, funded by a \$400,000 Community Development Block Grant and \$42,500 in Tax Credits for Contributions to the Missouri Development Finance Board (MDFB). Construction was completed in Fall 2009.

- **Acquisition and Demolition of Blighted Downtown Properties**

Purchase and demolition of unused and dilapidated buildings in the downtown, funded by a \$400,000 Community Development Block Grant and \$100,000 in Tax Credits for Contributions from the MDFB. The City recently acquired properties on a block adjacent to the Downtown Square, fulfilling a strategic objective to restore a historic spring and increase public green space downtown. Demolition is expected to commence in 2010.

- **East Spring Street Streetscape and Morse Park Trail Improvements**

A \$300,000 MoDOT Transportation Enhancement Grant will fund new sidewalks and decorative historic lighting east of the Downtown Square. The project will also create a new pedestrian trail connection from Downtown to the existing trail network in the City's largest park, which features a stocked trout stream and numerous recreational amenities. Construction will begin following completion of planned wastewater infrastructure improvements on the Downtown square.

- **Home Repair Opportunity (HeRO) Program**

The Missouri Housing Development Commission Home Repair Opportunity (HeRO) Program provided \$307,000 in home repair funds for fifteen homes within the DREAM boundary of Downtown Neosho. These projects targeted limited funds to the areas that will have the greatest positive impact on Downtown.

- **Historic Downtown Square Streetscape and Alley Improvements**

A \$400,000 Community Development Block Grant will fund aesthetic and traffic calming streetscape improvements on the Downtown Square. Additional alley improvements will be funded by \$50,000 in Tax Credits for Contributions from the Missouri Development Finance Board. Final design and construction will be completed in coordination with infrastructure improvements addressing existing drainage issues.



Restored Façade and Building With 2nd Floor Residential Units



Morse Park

- **Sterling Building**

The Sterling Building is significant building located in the Historic District on a corner of the Downtown square. State and Federal Historic Tax Credits provided \$509,000 in funding for rehabilitation of this historic commercial building. The revitalized mixed use building includes retail and commercial space on the first floor and residential uses on the second floor. Construction of this landmark project was completed in 2008.

- **Neosho Community Development Center**

The purchase and rehabilitation of a Downtown building for use as the Neosho Community Development Center was partially funded by \$149,000 in Neighborhood Assistance Program 70% Tax Credits. The Neosho Community Development Center will house the Neosho Area Business and Industrial Foundation, Inc., the Neosho Area Chamber of Commerce, and the Neosho Area Economic Development Department. The building will provide meeting space and permanent office for those organizations and other civic clubs. The project was completed in 2009.

- **Neosho Civic Online Ticketing System**

The Neosho Civic re-opened in 2006 after an extensive rehabilitation. The Missouri Arts Council awarded a \$3,459 DREAM Capacity Building Grant toward implementation of an online ticket vending system. The new system will enhance operations of the City's newly renovated multi-function performance venue.



The Civic in Downtown Neosho



Streetscape around the Square

The Organizational Structure Review is a comprehensive analysis of the organizations involved in revitalization of Downtown Neosho. The purpose of this task was to understand the roles, responsibilities, and capabilities of these organizations in order to recommend improvements in effectiveness, and building capacity and sustainability. The ultimate goal of the Organizational Structure Review is to ensure that a sustainable revitalization structure is in place to implement the DREAM Initiative recommendations.

The organizations reviewed included:

- Downtown Neosho Events Committee
- Neosho Chamber of Commerce
- City of Neosho
- Downtown Merchants Association

The Organizational Structure Review resulted in recommendations for increasing collaboration of existing entities and the formation of new organizations to add capacity. The primary recommendations for improving the organizational structure of Downtown Neosho are listed as follows:

• **Form Downtown Neosho Alliance**

The Downtown Neosho Alliance should be formed to act as the lead agency, responsible for the advocacy and revitalization of Downtown Neosho. Membership should include business owners and residents (including businesses owners and residents of the City). The City will work with the Downtown Neosho Alliance to establish the Downtown Neosho Alliance as the lead organization in the Downtown Revitalization efforts.

It is important that the City of Neosho remains an active partner in the Downtown revitalization effort, however

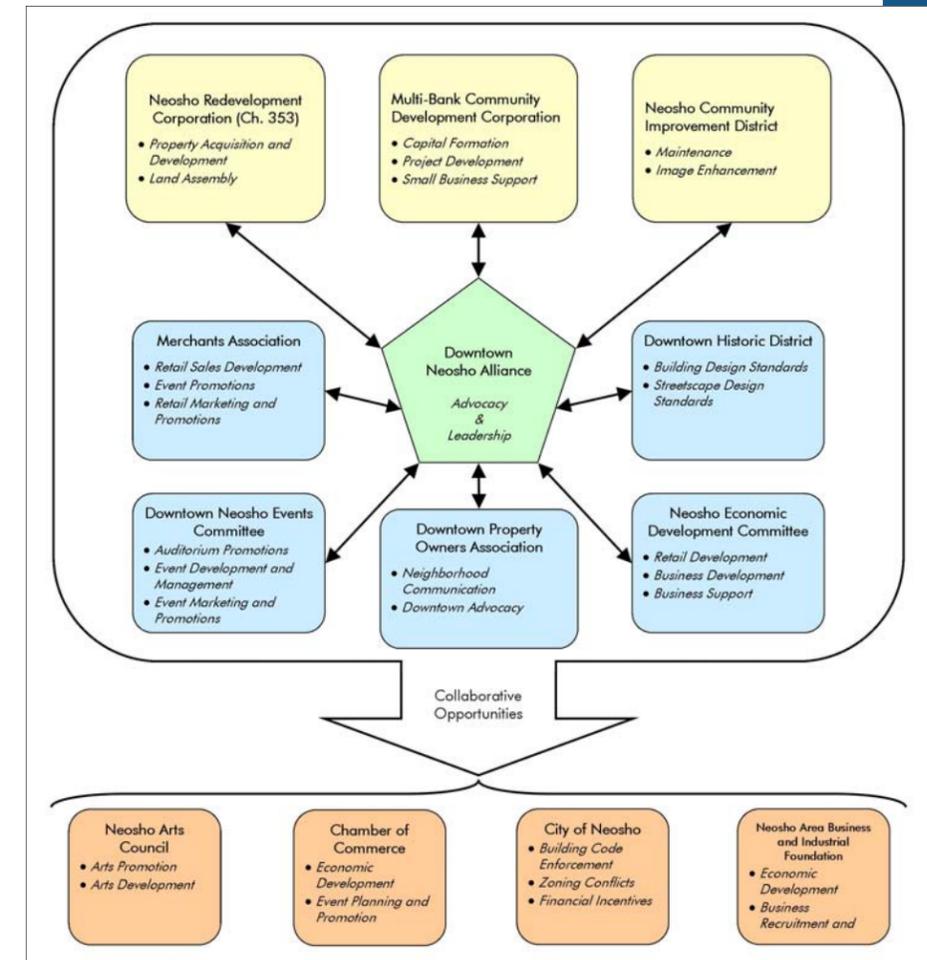
the effort must be driven by the private sector and the Downtown Neosho Alliance. A Community Improvement District (CID) will be a potentially vital source of funding for the Downtown Neosho Alliance and Downtown improvements.

• **City of Neosho**

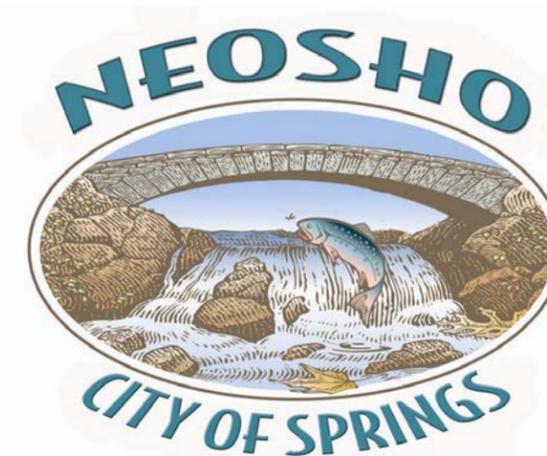
The City of Neosho has responsibility for most public property in Downtown. The City should continue improving the public realm by conducting public infrastructure projects in Downtown. Local, State and Federal funding sources should be pursued for Downtown projects. The city has an important role in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

• **Establish Downtown Property Owners Association**

A property owners association is a group of like-minded property owners that work to benefit their neighborhood. A Downtown Property Owners Association is a first step to begin dialogue among those with a vested interest in Downtown and plan for future improvements. First, a steering committee should be formed and begin to develop by-laws for the organization and elect officers. Next the committee should form a non-profit organization, begin to recruit members and develop a work plan.



Recommended Downtown Organizational Structure



- **Establish Downtown Economic Development Committee**

The Downtown Economic Development Committee should be formed to address the retail development needs of Downtown. This committee will be responsible for business and retail development, the most pressing need for Downtown Neosho.

- **Establish a Community Improvement District**

The Downtown Neosho Alliance, with the support of the City, should lead the effort to establish a Community Improvement District (CID). The CID will provide a sustainable funding source for improvements in Downtown, which will complement the infrastructure improvements undertaken by the City. The CID for Downtown Neosho should be created as a political subdivision providing it the most funding options.

A Community Improvement District is a geographically defined area used to finance projects that benefit the public and the District. CID's can fund a number of projects considered vital to the revitalization of Downtown. The CID is governed by a board of directors that may be appointed by the city or elected by the residents and property owners within the CID. It would be a separate political subdivision from the City of Neosho, but requires a municipal ordinance to organize. The city council would also review the annual budget of the CID and submit it to the Missouri Department of Economic Development.

CID's are organized and goal-driven groups of neighbors working together to make improvements and solve problems. If the Downtown Neosho community were to create a CID, it would have a sustainable organization capable of addressing problems important

to Downtown. Forming a CID would create the opportunity to strategically address future needs. A CID can legally perform and fund functions and activities including, but not limited to:

- Beautify Downtown and maintain improvements,
- Work to ensure the Downtown's security,
- Represent the community's interests before outside service providers, and
- Work to prevent the loss of community assets.

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

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

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



Morse Park Adjacent to Downtown



Newton County Historical Museum

## DREAM Initiative • Downtown Strategic Plan

CID's are managed by a Board of Directors comprised of at least five qualified property owners who are elected by residents of the District, except for the initial Board which is appointed through the petition of by the Mayor.

The future success of Downtown Neosho will continue to be the collective responsibility of many organizations. A well suited organizational structure is critical for Downtown Neosho to grow into a more productive and vibrant Downtown center.

A full list of goals and objectives for the Organizational Structure can be found in the Implementation Section on page 34. For a full list of recommendations refer to the *Organizational Structure Review, August 2007*.

## City of Neosho



Newton County Library



Entry to Downtown From Spring Road

## DREAM Initiative • Downtown Strategic Plan

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

The DREAM Initiative recommends the City and Downtown Neosho Alliance pursue the following strategies:

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

The Downtown Neosho Alliance should periodically conduct inventories of land use, building conditions, infrastructure, available parking (on and off -street), residential units, and commercial vacancies. This inventory will prove beneficial in assessing the progress made in Downtown revitalization efforts.

The field survey should be conducted every two years, while the commercial vacancies should be updated every 6 months. The City should pursue the implementation of a Geographic Information System to support downtown development, update land use and commercial vacancies and to track public amenities.

- **Identify Locations for Public Parking**

City of Neosho should create new public parking lots in strategic locations based on recommendations of the DREAM Initiative findings. The City should continue to monitor parking supply, demand, and parking management practices. All parking lots should be treated with design treatments in accordance with the Streetscape Design Guidelines.

Consistent design elements will provide the user with visual cues as they seek out parking in Downtown Neosho. In addition to design elements wayfinding parking signs should identify all public parking lots.

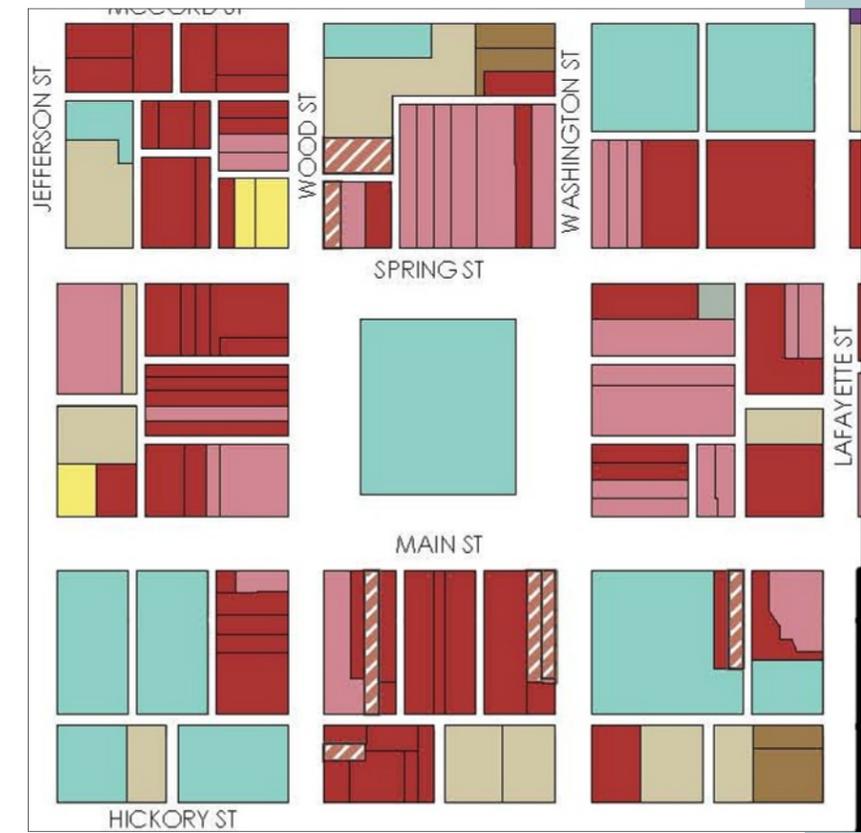
- **Produce/Procure Aerial Photography**

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

A full list of goals and objectives regarding Land Use, Buildings and Infrastructure can be found in the Implementation Section on Page 34.

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

## City of Neosho



Downtown Neosho 1st Floor Land Use



DREAM Boundary

## DREAM Initiative • Downtown Strategic Plan

A comprehensive survey process was conducted to identify and evaluate commonly held perceptions and beliefs about Downtown. The information gathered was utilized throughout the DREAM Initiative planning process to validate issues of importance to the community relative to Downtown.

Community surveys began with focus groups to identify topics for further investigation. Those topics were then scientifically tested through a community telephone survey.

The process and results of each method is summarized below:

- **Focus Group Meetings**

The focus groups facilitated open discussion regarding Downtown Neosho's past, present and future. Groups were formed from three (3) categories of stakeholders; Downtown Businesses, City Officials, and Residents. Discussion focused on the perceptions of Downtown and the past experiences. The groups were asked to identify opportunities, weaknesses and potential improvements for Downtown.

Collectively, all three groups have a positive view of Downtown Neosho and high expectations for the future. The report revealed that the groups felt Downtown is largely defined its natural beauty, historic buildings, and cultural heritage.

Important findings also included that local businesses need expanded business hours, parking is perceived as limited, and there is a need for increased retail variety. Residents visit to Downtown for recreation activities (parks, walking trails, biking, golf, and fishing) and to visit government offices or conduct business.

Discussions revealed that Downtown has made significant progress in recent years but some areas still

need improvement. These areas include; streetscape design, pedestrian safety, building façade repair, burying utility lines, and improving wayfinding signage.

- **Telephone Survey**

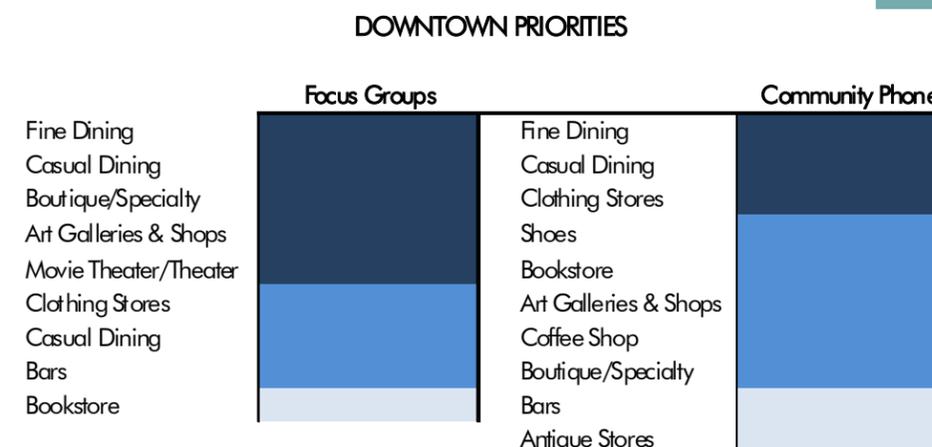
In the fall of 2007, the DREAM Initiative conducted a random sample survey of 300 Neosho residents. Most respondents had a positive view of Downtown Neosho. Many of the survey respondents visit Downtown for special events, recreation, conduct business, use government services, and dining.

Survey respondents wanted more retail in Downtown, including; restaurants (causal and fine dining), clothing stores, bakery and specialty stores. Other priorities included connecting City parks to downtown, conversion of second-story space to residential uses, and making the area more pedestrian-friendly.

A full list of goals and objectives regarding Community Survey Objectives can be found in the Implementation Section on Page 35.

A full listing of responses and comments can be found in the *Telephone Survey Report*, September 2007 and the *Focus Group Survey Report*, June 2007.

## City of Neosho



Priorities for Downtown Neosho (Darker Colors Indicate Higher Frequency)

## DREAM Initiative • Downtown Strategic Plan

The Building and Streetscape Design task creates design guidelines for development or redevelopment of Downtown structures. The intent is to preserve the character and unique sense of place that exists Downtown by ensuring that future development will be based upon the appropriate standards and guidelines.

The guidelines provide recommendations for appropriate maintenance and rehabilitation of commercial buildings and property, and public improvements within Downtown. Also, the guidelines recognize the importance of Downtown Neosho's Historic Districts and the need to strengthen their identity and importance through education, marketing, effective signage, and code enforcement.

The guidelines provide standards for new construction, historic rehabilitation and improving the appearance of Downtown Neosho. The guidelines address building facades, building materials, signage, outdoor cafes, parking, wayfinding, site furnishing and other elements that add to the aesthetic appearance of Downtown. The primary recommendations from the Building and Streetscape Design Guidelines include:

- **Establish Gateways to Downtown**

Design and construct gateway monument signs at entrances to Downtown Neosho. The gateway signs should be located at a minimum near the following intersections; Main Street and Hamilton Street; West Coler & Washington Street; and Spring & North High Street. Location and design of signs should reinforce Downtown Neosho's character and streetscape amenity design.

- **Develop Public Area Master Plan**

This plan would identify improvements to parks, open space, trails and bicycle networks. Develop an inventory of park infrastructure (trees, benches and lighting, etc.) and prepare concept plans of improvements. This planning process should include a complete review of existing public areas, potential public areas and their uses. Public engagement is a key component to development of a Public Area Master Plan with focus on connectivity and active uses.

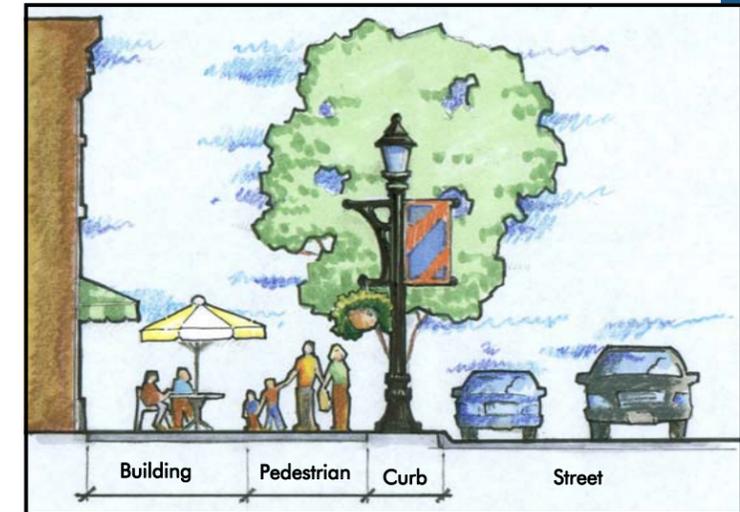
- **Create Educational Historic District Information Packet**

Create a Historic District Information Packet for current and prospective property owners to increase understanding of appropriate rehabilitation of Downtown properties. Utilize the adopted Building & Streetscape Design Guidelines and National Register District information to develop a comprehensive Historic District Information Packet.

- **Revise Historic Preservation Ordinance**

Revise current Historic Preservation Ordinance so that the ordinance meets the objectives of the City and Historic Preservation Committee. The Ordinance should be modified to include the recommendations in the Historic Preservation Ordinance Review Memorandum.

## City of Neosho



Building Design Guidelines - Sidewalk Zones



Newton County Library



Existing Streetscape in Downtown Neosho

## DREAM Initiative • Downtown Strategic Plan

The financial resources for implementing the recommendations of this task are listed below:

- State & Federal Historic Tax Credits
- Neighborhood Preservation Act Tax Credits
- Brownfield Tax Credits
- Community Development Block Grants
- MIDOC Loan Program/Revolving Loan Fund
- Neighborhood Assistance Program Tax Credits
- Contribution for Tax Credits
- MoDOT/TFF
- Transportation Development District
- Community Improvement District
- DNR—Grants Management Section

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

A full list of goals and objectives for the Building Design Guidelines can be found in the Implementation Section on page 35-36.

Neosho's historic architecture helps to define its identity. It provides a structure around which a unique and attractive Downtown can be created. An organized plan to guide that creation will strengthen the identity and add value and commerce to Downtown Neosho. For more information refer to the *Building & Streetscape Design Guidelines*, December 2008.



Ornamental cornice preserved during rehabilitation of building



Commercial Building on the Square

## DREAM Initiative • Downtown Strategic Plan

The Retail Market Analysis prepared under the DREAM Initiative was a comprehensive market analysis of Downtown and the trade areas it serves. The report detailed demographic and economic conditions, trade areas, competing retail markets and identified strengths and weaknesses. The purpose of the report was to provide relevant information in order to develop strategies that will create successful retail environment in Downtown Neosho.

The Retail Market Analysis for Downtown Neosho identified an opportunity for real and sustainable growth. It is important to establish a critical mass of retail stores, in addition to beautification of streetscape and building facades. Creating an attractive and unique destination for shopping and entertainment in Downtown Neosho will position the area for retail success well into the future.

The report utilized information from the Missouri Department of Revenue, the Land Use, Building and Infrastructure survey and demographic data to establish a baseline assessment of Downtown's economic activity. At the time of the Retail Market Analysis Downtown Neosho had approximately 20 retail shops that generated over \$13.3 million in sales revenue. Currently there is about 115,000 square feet of vacant first floor space in Downtown Neosho, a portion of which can be used as retail space. This space has the potential to generate an additional \$12 million in annual sales. Relative to the surrounding retail market, Downtown Neosho captures approximately 6% of the \$233 City-wide sales and should try to grow that ratio to 10% by 2015.

The report analyzed demographic and economic trends relative to Downtown trade areas in order to identify retail sectors with unmet demand. A significant finding of the report was that Downtown Neosho draws shoppers in from outside the City limits. However, there are many retail shoppers that

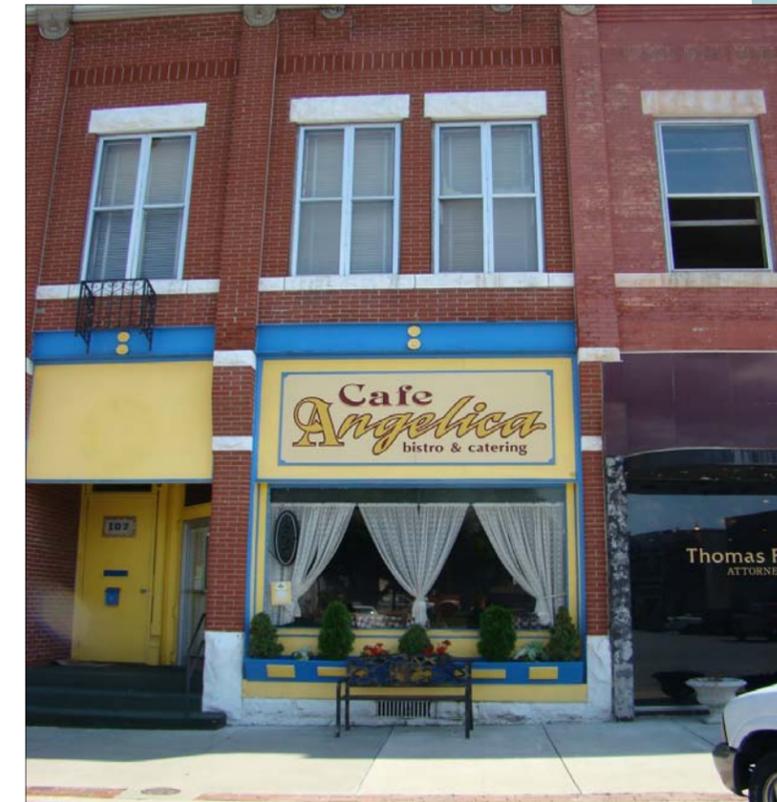
leave Downtown and the City in order to find the goods they desire. This means there is an unmet demand for certain retail services and presents an opportunity for Downtown Neosho to capture more retail spending and add to the already significant pull of Downtown.

Re-energizing Downtown retail is a long, challenging, and often complicated process. Traditional downtowns have changed dramatically in the past decades due to changes in lifestyles, spending patterns, merchandising and heightened competition for retail and restaurant spending. To achieve long-term success, merchants in Downtown Neosho need to make adjustments to retail practices and respond to changes in consumer behavior. These improvements will help build the success of existing retail businesses. The retail market analysis detailed strategies to help achieve retail development success, primary goals and strategies are outlined here.

The market analysis focused on consumer spending activity across several retail sectors as classified by the North American Industry Classification System (NAICS). Retail sectors identified with unmet demand that would add to a beneficial mix of Downtown Stores include:

- Furniture, Electronic and Appliance Stores
- Building Material & Supply Stores
- Lawn & Garden Equipment & Supply Stores
- Health & Personal Care
- Grocery Stores & Specialty Food Stores
- Clothing & Accessories
- Book, Periodical, & Music Places
- Office Supplies, Stationery & Gift Stores
- Full & Limited Service Restaurants
- Special Food Service
- Entertainment & Drinking Places

## City of Neosho



Local Restaurant in Downtown Neosho



Existing Retail in Downtown Neosho

## DREAM Initiative • Downtown Strategic Plan

Specific recommendations to strengthen the Downtown retail environment include:

- **Create a Downtown Economic Development Committee**  
In order to have the capacity necessary to develop Downtown's retail market there must be a committee in charge of the effort. Formation and responsibilities of the committee were detailed in the previous Organizational Structure Review section.

- **Create a Downtown Business Attraction Program**  
Encourage retail uses and on the ground floor of all mixed-use and commercial buildings. In the short term, it is important for the committee to focus on filling Downtown vacancies with retail stores. In the long term the committee should focus on creating the right mix of retail stores, becoming more selective in its recruitment.

The Downtown Economic Development Committee should lead the effort in recruiting new businesses to the area by utilizing retail market information and developing a Retail Attraction Program. The program should;

- Develop goals for attracting targeted retail stores and filling vacant first floor spaces,
- Create financial incentives to assist start-up of new businesses,
- Work with the City to streamline the business permitting process,
- Work with landlords to encourage filling first floor spaces with the targeted retailers, and
- Create and maintain information about the Downtown retail market.

- **Create a Downtown Existing Business Development Program**

Develop a program to help existing businesses succeed and grow, mainly through improving business operations. The Business Assistance Program should educate and inform retail business owners about product differentiation, product presentation, window displays, and importance of hours and days of operation, and how service and quality of product differentiate them from big box or franchise stores. Community Improvement District funds can be used to fund local training and consultation.

- **Develop a Marketing Campaign for Downtown Retail**  
Increase marketing and promotional programs for Downtown retailers and events. These promotional efforts should target residents of the Secondary Trade Area as defined in the Retail Market Analysis. Develop a cooperative advertising campaign for Downtown retailers and events using CID funds and merchant participation fees.

Create brochures that highlight the unique experience and retail stores in Downtown. These brochures should be distributed to residents and visitors and inform the public about existing stores, new stores, hours of operation and special events.

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



Retail Establishments in Downtown Neosho



Boutique Retail Store in Downtown Neosho

## DREAM Initiative • Downtown Strategic Plan

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

- Missouri Division of Tourism
- Missouri Arts Council
- Neighborhood Assistance Program

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

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

A full set of goals and objectives for the Retail Market Analysis can be found in the Implementation Section on page 36-37. All strategies and recommendations, as well as, the gap analysis can be located in the *Retail Market Analysis*, January 2010.

## City of Neosho



Jeweler in Downtown Neosho



Boutique Retail Store in Downtown Neosho

## DREAM Initiative • Downtown Strategic Plan

The DREAM Initiative Housing Market Analysis provides insight about the supply and demand for housing in the Neosho Area. The purpose of the analysis was to identify types of housing and potential development locations within Downtown Neosho.

The Housing Market Analysis estimated potential housing market demand and identifies general strategies to respond meet that demand. The analysis identified that a large majority of the residential units throughout Downtown Neosho are at full capacity, indicating a vibrant Downtown residential market. Also, the report noted that development of additional housing would complement other revitalization efforts by increasing the 24-hour population.

Downtown Neosho will have demand for additional residential units over the next 5 years including opportunities for condos, lofts, townhomes, market rate rentals and affordable senior living. Downtown Neosho should develop additional owner occupied and market rate rental units. To achieve the goals outlined in the Housing Market Analysis the DREAM Initiative recommends the City and the Downtown Neosho Alliance pursue the following objectives:

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

The City and Downtown Neosho Alliance should encourage all property owners to properly maintain and upgrade current buildings. The City and Downtown Neosho Alliance should explore creating Neighborhood Home Repair Programs involving local charities and/or Community Development Corporations. The Home Repair Opportunity Program (HeRO) should be applied throughout Downtown Neosho.

The City should continue to focus on enforcing property maintenance codes in order to address maintenance issues. The City's Code Enforcement Division should try and suggest solutions and provide options to encourage compliance with existing City codes.

- **Develop Downtown Housing Marketing Campaign**

Downtown Neosho Alliance and the Neosho Chamber of Commerce should develop materials to promote living in Downtown Neosho. Downtown should be promoted to current and prospective residents and developers. Information about Downtown should include a variety of development financing available from banks, the City, and the Downtown Neosho Alliance. The Downtown Neosho Alliance should conduct a promotional Downtown Housing Tour each spring.

- **Market the Mixed Use Plan for Residential Infill**

Utilize the concept maps that identify potential development sites and design elements, along with City financing mechanisms, to attract developers. This development will meet the unmet demand in the housing market. Market these sites and incentives to attract developers and encourage property owners to invest in Downtown residential development. Satisfying the demand for residential space and adding residents to Downtown will help create the critical mass necessary to make Downtown Neosho a vibrant neighborhood.

## City of Neosho



Residential Infill



Downtown Residence



Single-Family Residential House

- **Encourage Conversion to Residential Space**

The Downtown Neosho Alliance and the City should develop a program to encourage the conversion and rehabilitation of second story space to residential use. The program should include;

- Creation of a low-interest loan available to property owners,
- Information about requirements regarding City Building Codes, ADA accessibility, and Historic District restrictions, and
- Marketing assistance to help fill the space post-conversion.

Adapting vacant and underutilized space will maintain the historic character of the Downtown Historic District while also adding to the residential base and meeting unmet residential demand for Downtown living.

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

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

A full list of goals and objectives for housing in Downtown Neosho can be found in the Implementation Section on page 37. The full analysis of the Downtown Neosho housing market can be found in the *Residential Demand Analysis*, November 2008.



Affordable Senior Apartments in Restored Historic Haas Building



Residential Patio in Downtown Neosho

An essential component of any successful Downtown revitalization program is the identification of potential funding sources to support redevelopment activities. The Financial Assistance Review evaluated the most commonly utilized redevelopment mechanisms available for use in Downtown Neosho. The review looked at potential funding sources and statutory mechanisms and local revenue streams and development opportunities to develop a Downtown “pro-forma”. The analysis makes recommendations for the appropriate funding mechanisms for Downtown revitalization. The Downtown Neosho Alliance should pursue establishing the financial mechanisms identified in the report within the first few years following the adoption of the plan. They are as follows:

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

The City of Neosho has several options when considering the use of Tax Increment Financing (TIF) in the Downtown area. One course of action could be the use of TIF as a development incentive for major projects. The use of this tool should follow TIF procedures established by the City. Another option would be for the City of Neosho to establish a TIF District with a primary emphasis on infrastructure improvements for the downtown area. The use of TIF to leverage private investment provides the most incentive and revenue for Downtown revitalization. Successful private projects will produce greater TIF revenues that can be used for public improvements in the future.

A Downtown TIF District has the potential to generate \$10,700 in 2010 which can increase if the amount of redevelopment activity increases. For comparison purposes, if redevelopment assumptions are met (derived from financial modeling forecasts, see page 16 of Financial Assistance Review) the annual TIF Revenue

is estimated to be at \$43,400 in 2012. This revenue could be channeled into infrastructure improvements such as streetscape, sidewalks, or serve as matching funds for major projects such as burying utilities. Please refer to Table TIF-1 - Summary of Projected TIF Revenues (PILOTS) in the Financial Assistance Review for the estimated funds generated.

- **Improve Façade Rehabilitation Revolving Loan Fund**

Utilize the MDFB/MIDOC Infrastructure loan program to complement the existing Revolving Loan Fund. Increasing the capacity of the existing Revolving Loan Fund will help to provide gap loan financing for more rehabilitation projects throughout Downtown Neosho. CID or TIF funds can also be used as the matching component to MDFB and DED tax credits programs.

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

A Community Improvement District has the potential to have the most impact for revitalization of Downtown Neosho. The creation of a CID, already discussed in the Organizational Structure Review section, is one of the highest priorities and should be one of the first strategies implemented. The breadth and variety of activities that can be funded by a CID provides opportunity for significant advancement of Downtown Neosho.

A CID plan including a sales tax option could generate varying amounts contingent on the rate set in the CID planning process. The Financial Assistance Review analyzed potential sales tax revenue that could be generated by Downtown Neosho.



Commercial Property on Wood Street—Nicely Restored 2nd Story



Façade Rehabilitation Underway in Downtown Neosho

## DREAM Initiative • Downtown Strategic Plan

If a half-cent (0.50%) sales tax was imposed a CID could potentially generate \$83,170 in 2010, and \$89,995 in 2012. If redevelopment activity increases the funds generated also increase (see page 21 in the Financial Assistance Review for Table CID-1 for further detail).

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

A full set of goals and objectives for the Financial Assistance Review can be found in the Implementation Section on page 38. A full breakdown of all financial mechanism can be located in the *Financial Assistance Review*, May 2009.

## City of Neosho



Mixed Use Building—Retail 1st Floor and Office on 2nd Floor



Business located in Downtown Neosho

## DREAM Initiative • Downtown Strategic Plan

The Destination Assessment identified the existing assets and growth opportunities for tourism in Neosho. Neosho possesses many historic sites, unique attractions and recreational areas creating substantial potential for tourism. Enhancing these existing attractions and adding new destinations, will clearly establish the City and Downtown Neosho as the cultural and entertainment hub of the region.

Civic leaders in Neosho should continue to support existing destinations, as well as, promote the development of new attractions. The report recommends the following priorities for turning Downtown Neosho into a successful destination:

- **Develop Arts Program**

With assistance from the Missouri Arts Council develop an Arts Program that highlights the extensive assets in Neosho. The Downtown Neosho Alliance should utilize programs offered by the Missouri Arts Council to establish a local arts council and programs. Downtown Neosho can capitalize on its rich history as the birthplace of Thomas Hart Benton, one of the nation's most famous muralists, and its natural beauty of the parks and springs will provide inspiration to visitors and artists. Developing an arts program that can generate arts activities will add to Neosho's attractions.

The Downtown Neosho Alliance should explore developing a museum or collection of Benton's works. Developing a museum in Benton's honor would be an additional way to leverage the arts in Neosho.

- **Establish a Wayfinding & Signage Program**

Develop a comprehensive wayfinding plan and signage system (with specific design standards) that guides vehicular and pedestrian traffic into and around Downtown. This is particularly necessary for the Boulevard and Highway 86. An effective system should direct the movement of the visitor, as well as, provide useful information making Downtown more user friendly and enjoyable.

- **Restore Springs & Leverage Water**

Encourage the development of water based features around the Downtown area in public and private improvements. Downtown Neosho has several springs in the Downtown area, and Big Springs Park capitalizes very well on the spring. Developing a "natural water park" will help reinforce the unique attributes of the "City of Springs".

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

- **Create Park Connections Throughout Downtown**

The Downtown Neosho Alliance and the City should prepare a plan to connect the existing parks and features, in and around, Downtown through a system of trails. By creating a systems of trails, parkways, coordinated streetscape improvements and signage the parks will increase the usefulness of existing parks and have a positive impact on Downtown.



Big Spring Park Downtown Neosho



Concept Plan for Park Connection

## DREAM Initiative • Downtown Strategic Plan

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

- Missouri Arts Council
- Community Development Block Grant
- MoDOT
- Contributions for Tax Credits

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

A full set of goals and objectives for the Destination Assessment can be found in the Implementation Section on page 38. A full listing of strategies and recommendations are located in the *Destination Assessment*, October 2008.

## City of Neosho



Active Spring in Big Spring Park



Proposed Botanical Garden Concept

## DREAM Initiative • Downtown Strategic Plan

The purpose of the Marketing Plan is to enable Downtown to build an image that attracts customers, investors, and businesses. The overall goal of the marketing plan is to transform the perception of Downtown Neosho to an exciting place to live, work and visit.

The marketing plan of the DREAM Initiative identified specific actions necessary to achieve the goal of transforming Downtown Neosho. The objectives are listed as follows:

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

Continue to develop special events Downtown and develop a strategy to monitor the effectiveness of Downtown events. Create a Calendar of Events to identify shoulder periods and gaps in activities and event types for future event development. The Calendar of Events should be featured on Downtown Neosho's and the City's Website.

- **Establish a Distinct Downtown Brand**

Develop a distinct brand for Downtown Neosho to create a consistent and exciting image. Through effective use of the brand define Downtown Neosho as a physical, geographical area through the use of unifying elements: wayfinding signage, streetscapes, landscaping, site furniture, public art and pedestrian lighting. Utilize the branding throughout all downtown activities and materials.

- **Enhance Promotional Activities of the Downtown Neosho Alliance**

Establish the Downtown Neosho Alliance as the lead organization for Downtown Neosho. Use various media outlets to promote the visibility of the Downtown Neosho Alliance and its mission. Marketing efforts should focus on supporting existing businesses, attracting new businesses and promoting the organization to developers for development projects. A potential funding source for marketing and organization stability is the CID.

- **Establish a Downtown Website**

Develop a website to reflect a the image of the Downtown Neosho Alliance and Downtown's brand. Include information about festivals, businesses, shops and entertainment. The website should also include information regarding redevelopment opportunities, retail development opportunities, the Historic District and Design Guidelines, and economic development activities. Downtown residential information should also be included both as a service to existing residents and to attract new residents. The website should have a link to social websites including You Tube, MySpace, Twitter and Facebook. These communication venues will provide access to a younger population.

To see a full listing of the goals and objectives outlined in the Marketing Strategy report please refer to the Implementation Schedule on page 39. A more detailed list of marketing objectives and goals are located in the *Marketing Plan*, June 2009.



Parade in Downtown Neosho



Fish Pond in Big Spring Park



Buildings Surrounding the Square

## DREAM Initiative • Downtown Strategic Plan

Special projects are primarily publicly funded. However, they require broad based volunteer support in order to be successful.

- **Downtown Seasonal Lighting Design**

Engage a design firm to study the Downtown area for special event and seasonal lighting decorations. The Downtown Neosho Alliance can use CID fund to fund this project.

- **Enhance the Farmer's Market**

Select a permanent location in Downtown for the Farmer's Market and establish a business plan to fund and construct the facility. Utilize available state incentive and grant programs to acquire land and fund development of Farmer's Market.

- **Address Industrial Conflicts in Downtown**

Continue to provide direction in resolving the industrial conflicts in the Downtown Area through potential relocation assistance, zoning, and beautification efforts. Utilize TIF for potential redevelopment and CID for beautification efforts.

To see a full listing of the goals and objectives outlined in the Special Projects report please refer to the Implementation Schedule on page 39.



Neosho's Farmers Market Logo



Morse Park in Neosho

## DREAM Initiative • Downtown Strategic Plan

The following sheets illustrate the recommendations resulting from the planning process for Downtown Neosho. The plans are conceptual and will need further study, refinement, additional public engagement, market studies, and technical assistance.

The opportunities exist in both public and private property. The Downtown Strategic Plan proposes a strategy to capitalize on the many opportunities and improve any areas of poor condition in Downtown Neosho. The strategies focus on implementation mechanisms for the many projects in Downtown Neosho.

## City of Neosho



Natural Springs at Big Spring Park

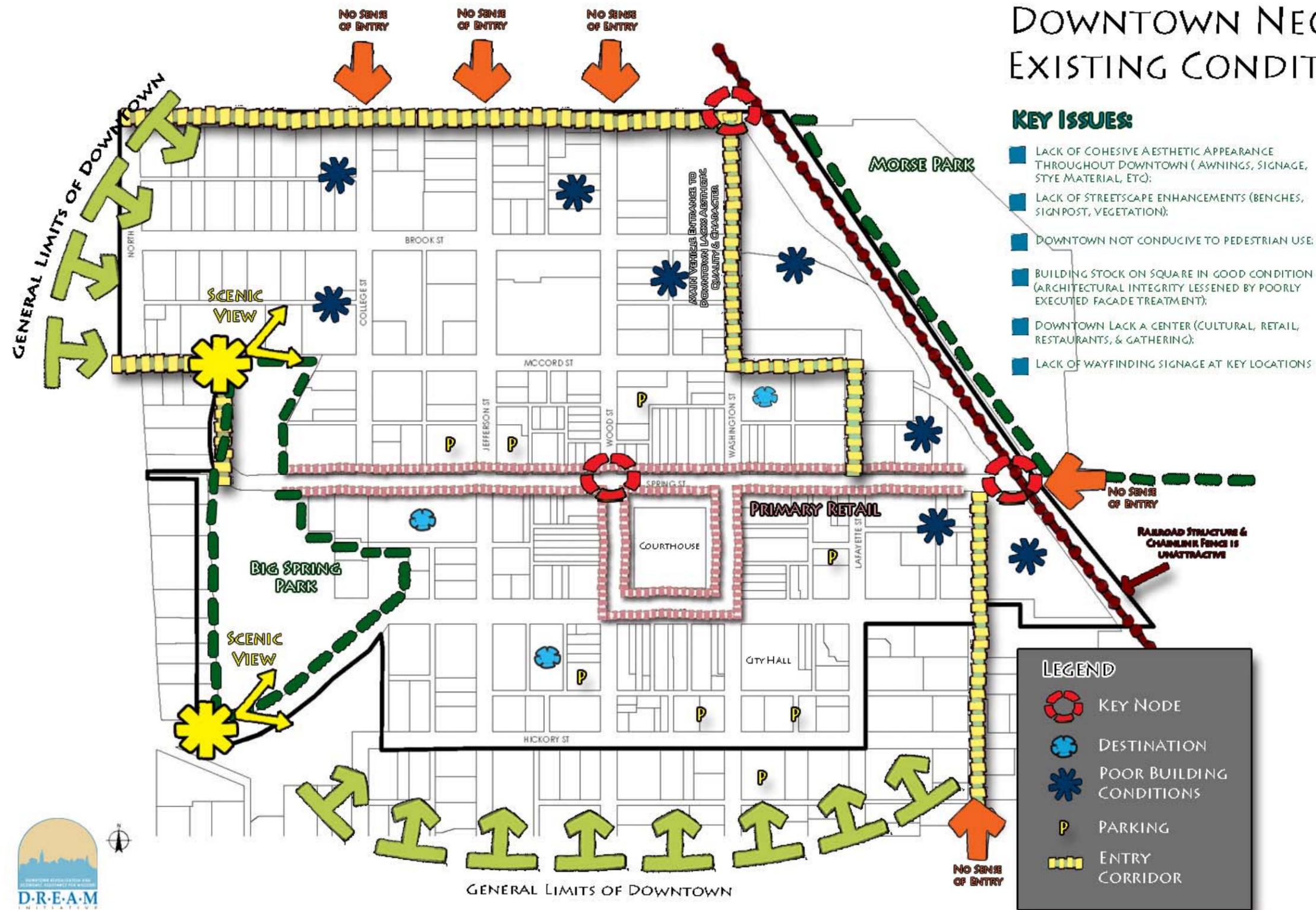


Occupied First & Second Story Commercial Use

Implementation

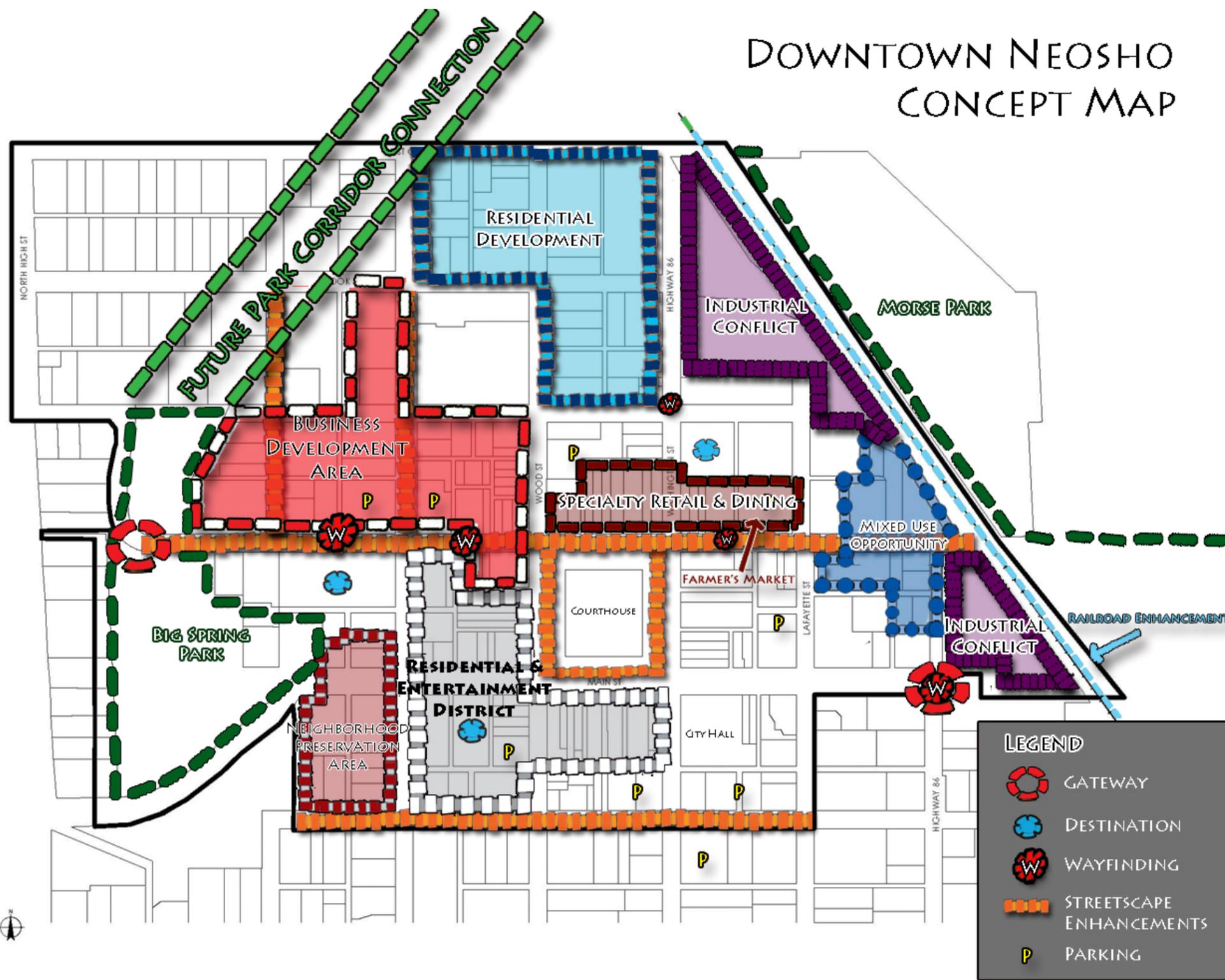
Existing Conditions Downtown Neosho

# DOWNTOWN NEOSHO EXISTING CONDITIONS

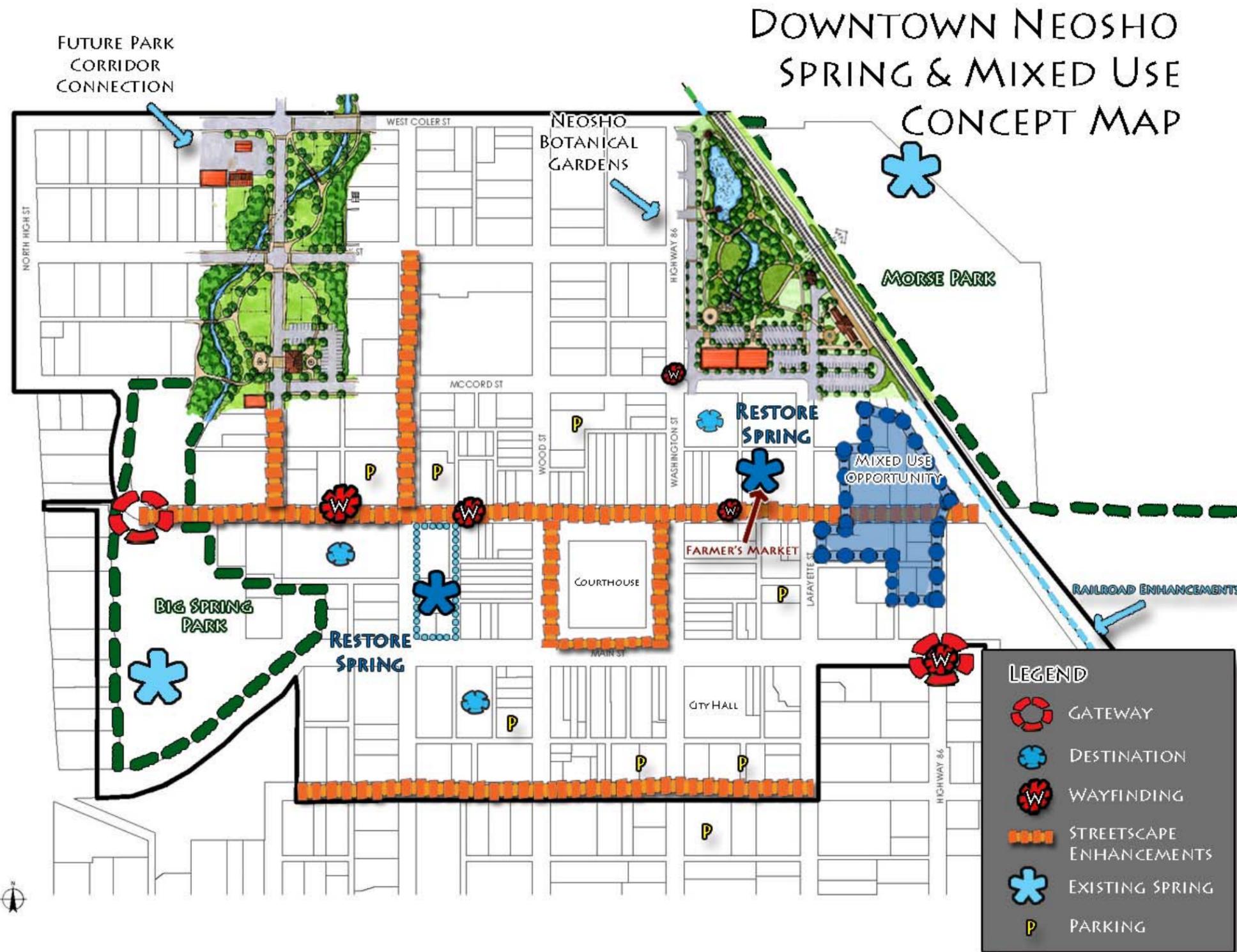


Concept Plan Downtown Neosho

# DOWNTOWN NEOSHO CONCEPT MAP

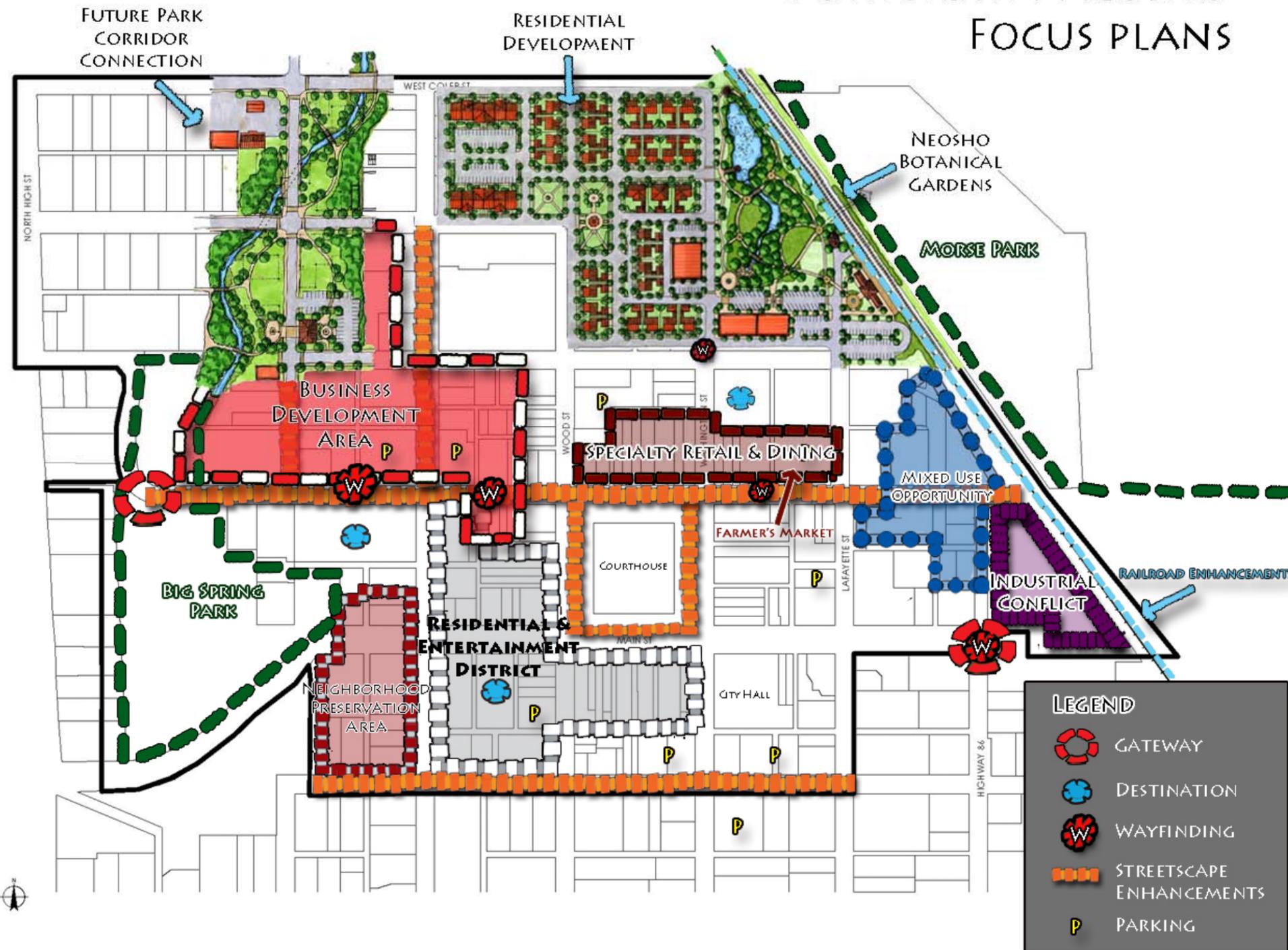


Springs & Plaza Concept Map



Downtown Focus Plan

# DOWNTOWN NEOSHO FOCUS PLANS



Development Opportunity Area #1 - Residential Development

The concept for this residential development is based on the New Urbanism projects done throughout the State of Missouri.

This plan illustrates single family detached residential on a majority of the site, oriented around a green square at the intersection of Wood Street and Brook Street. The Green Square is the centerpiece for this new neighborhood, where a covered Pavilion to hold neighborhood events is proposed. This new urban neighborhood development is only one block from the Courthouse Square.

Entrances are located on the side of houses, the neighborhood has sidewalks and streets wide enough to support parallel parking on each side. The residential development concept keeps most car traffic in alleys to garages. This makes the entry side of the house more pedestrian oriented with sidewalks and landscaping. The garages are connected to main house by covered or enclosed walkways.

The west side of the development contains multifamily row houses that have the potential for additional senior living or rental property. Increasing residential density is vital to restoring the 24-hour presence Downtown. Greening the streets facing the Twin Rivers Industrial Facility with sidewalks on each side will provide for a future linkage to Morris Park and the rest of Downtown Neosho.



### Development Opportunity Area #2 - Industrial Conflict— Botanical Garden Concept

The Botanical Garden Concept is a long-term development opportunity for the Industrial Conflict Site in downtown Neosho.

This triangular parcel includes the Haas Building and a proposed Depot Café on the south end creating a nearly 5.5 acre development. The Botanical Garden Park Space itself is nearly 3.75 acres. The Botanical Garden features a “Spring fed” stream flowing down to a large pond and Hosta Garden underneath large shade trees on each side of the stream.

The Garden edge along Washington Street will be open to allow views into the wooded garden interior. A Gazebo could be located on the north end of the pond as a focal point for people driving east along 86 / East Coler Street.

A Garden Visitor’s Center and store can occupy some or all of the 1<sup>st</sup> Floor space in the Haas Building. Upper floors of the Haas building will be more marketable as either office space or residential units with the new amenities nearby.

A small Garden Service Bldg and Public Restroom Building is proposed on the east side of this Garden.

A future Pedestrian Bridge over the Railroad could be added to connect bicyclers and pedestrians to the park space on the other side.



### Development Opportunity Area #3 - Reveal the Springs Park Connection

This "Reveal The Springs" project will feature a 4 block redevelopment area consisting of elimination of blighted buildings, uncovering portions of the existing springs to create a waterway, and renovation of the waterway edges to create a Linear Park connection.

New shared pedestrian and bicycle paths will be constructed along the sides of the springs waterway along with new pedestrian bridges in a park like setting to encourage residents and visitors to enjoy this new attraction.

The former Police Department should be renovated to serve as an Interpretive Center and/or Trailhead for this portion of the Linear Park System. Landscape buffers will be included along the edges of this Linear Park to soften views to existing buildings along each side.



## DREAM Initiative • Downtown Strategic Plan

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

These include: Organizational Structure, Land Use, Building & infrastructure, Community Surveys, Building and Streetscape Design, Retail Market, Housing Market, Financial Mechanism, Destination Assessment, Marketing and Special Projects. Each project and program is listed by title, description, responsible party, support groups, timeframe, and tools or financial mechanisms. The timeline is based on the prioritization of the projects and their importance to Downtown Neosho.

## City of Neosho



Local Art Displayed in Storefront



Commercial Business in Restored Storefront

Organizational Structure Strategies						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
1	Establish Downtown Neosho Community Improvement District Committee	Establish a Committee to develop a CID utilizing the marketing materials and implementation schedule developed through DREAM.	DNA	City/Chamber/ NABIFI	Q2 2010	A CID will provide The Downtown Neosho Alliance with an additional funding mechanism to accomplish improvements within the district. Establish a CID committee of Downtown stakeholders and property owners to begin formation.
2	Organize Downtown Neosho Alliance	Continue Organization of the Downtown Neosho Alliance as the "umbrella organization" for all other groups involved in Downtown Revitalization.	City	Chamber	Q1 2010	Organize formation committee and work with City Downtown Director throughout creation of the new establishment.
3	Organize Downtown Property Owners Association	Organization will be a beginning step for opening dialogue about Downtown relative to property owners concerns.	City	DNA	Q1 2010	Establish steering committee of Downtown property owners to begin development of bylaws and formation of non-profit organization.
4	Organize Redevelopment Corporation	Create redevelopment organizations to focus on the Mixed Use Opportunity Areas North and East of Downtown.	City	Chamber/ NABIFI	Q4 2010	Utilize Ch. 353 legislation to encourage the development of underutilized properties into mixed-use developments.
5	Establish Downtown Economic Development Committee	Establish a Downtown Economic Development committee to focus on existing retail expansion and retail attraction in Downtown.	DNA	City/Chamber	Q3 2010	Utilize marketing materials developed for Downtown and Retail Market Analysis for targeting companies for attraction.
6	Create Neosho Arts Council	Create an Arts Council to capitalize on the arts heritage.	DNA	City	Q3 2011	Utilize assistance from the Missouri Arts Council to create a local Arts Council.
7	Expand Downtown Events Committee	Expand the Downtown events committee to include newly formed organizations.	DNA	City/Chamber	Q1 2012	Utilize marketing materials and destination assessment information to create additional events.

Land Use & Building Survey						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
8	Update Land Use & Zoning GIS Data	Continually update Downtown building and infrastructure information as projects are completed and conditions change. Update existing land use and zoning maps produced as part of the DREAM Initiative.	City	DNA	Ongoing	Downtown Neosho Alliance should conduct a field study which inventories the land use, building conditions, infrastructure, available parking, residential units, and commercial vacancies. Zoning maps should also be update regularly. The City will be provided with digital copies and data used to produce maps for the DREAM Initiative and should develop an automatic process of updating these maps as City records are modified. Every two years the field survey should be repeated. The commercial vacancies for Downtown Neosho should be updated every 6 months.
9	Parking Study	Gather ongoing parking data to determine usage and identify need for new parking or redistribution of parking areas in Downtown to correspond with revitalization activities. Evaluate new parking proposals for appropriate size and scale.	DNA	City	Annual	Utilize the parking maps produced for the DREAM Initiative and continue to update and evaluate.
10	Identify Locations for Public Parking	City should identify areas to create new public parking lots and acquire property to convert into public parking.	City	DNA	Q2 2010	The City should continue to monitor plans for additional parking. Additional public parking lots should be identified. Similar design treatments on the perimeter of all public parking lots. This will improve the appearance of the lots and give user visual cues as they seek out parking Downtown.
11	Continue GIS Technology & Education	Continue GIS education for City.	City	DNA	Ongoing	City staff responsible for mapping and database development should continue to participate in professional organizations dealing with Geographic Information Systems and should continue participating in training seminars as a means of maintaining appropriate skill levels.
12	Develop Inventory Database for Downtown Infrastructure	Working with Department of Public Works develop and conduct inventory of Downtown assets (fire hydrants, trees, benches, lighting & types, traffic signals & signs, etc.).	City	DNA	Q4 2011	Again, this will become part of the GIS data base that will be developed for the Downtown and that will ultimately be available to assist the City and developers in the implementation of the redevelopment and revitalization program for Downtown.
13	Produce/Procure new Aerial Photography	2007 Aerial Photography is available from Missouri Spatial Data Information; photography should be updated every other year.	City	DNA	Q1 2010	The City's GIS staff should maintain contact with State as a means of accessing and utilizing the most current photography available.

**City:** City of Neosho  
**DNA:** Downtown Neosho Alliance  
**HPC:** Historic Preservation Commission

**Chamber:** Neosho Area Chamber of Commerce  
**NABIFI:** Neosho Area Business and Industrial Foundation, Inc.  
**M.D.F.B.:** Missouri Development Finance Board

**D.E.D.:** MO Department of Economic Development

<b>Community Surveys</b>						
<b>Objectives</b>	<b>Project/Program/Action Item</b>	<b>Responsible Party</b>	<b>Support Groups</b>	<b>Timeframe</b>	<b>Tools, Techniques &amp; Resources</b>	
14	Conduct Visitor Surveys	During major events continue to monitor attitudes and effectiveness of Downtown Revitalization Efforts.	DNA	City	Ongoing	Follow format/procedures developed for the DREAM Initiative including announcements by the local media regarding the timing, location, purpose and value of such surveys.
15	Re-convene Focus Groups	Focus Groups should be held every 5 years to monitor progress throughout the community.	DNA	City	Q4 2012	Follow format/procedures developed for the DREAM Initiative.
16	Conduct Telephone/Mail Survey	Statistically valid telephone surveys should be conducted every 5 years as a means of measuring the effectiveness of Downtown revitalization efforts.	DNA	City	Q2 2013	DNA should enter into a professional services agreement with a qualified survey firm.
<b>Building &amp; Streetscape Design Guidelines</b>						
<b>Objectives</b>	<b>Project/Program/Action Item</b>	<b>Responsible Party</b>	<b>Support Groups</b>	<b>Timeframe</b>	<b>Tools, Techniques &amp; Resources</b>	
17	Revise Historic Preservation Ordinance	Revise Historic Preservation Ordinance so that Ordinance is enforceable and meets objectives of City and HPC.	DNA	City/HPC	Q1 2010	Revise Ordinance based on recommendations contained in PGAV's Historic Preservation Ordinance Review Memo dated July 29, 2008.
18	Create Educational Historic District Information Packet	Create Historic District information packet for current and potential property owners to educate and encourage appropriate decisions.	HPC	City/DNA	Q2 2010	Utilize Design Guidelines and National Register District Information to develop a Historic District Information packet to benefit existing and potential property owners.
19	Implement a Historic Marker Program	Highlight historic buildings and landmarks with informational historic markers.	HPC	City/DNA	Q2 2011	Utilize Design Guidelines and National Register District Information to determine which landmarks or buildings are worthy of a historic marker..
20	Review Downtown Zoning Ordinances	Review and amend the Zoning Ordinances and development regulations to encourage more development activity through land-use planning and community design.	City	DNA	Q4 2011	Review zoning ordinances against the Historic District and land use planning maps for potential changes and updates to zoning.
21	Update or Supplement Design Guidelines as needed	Conduct semi-annual review of Design Guidelines for Downtown to ensure they are effective and reflect the objectives of the City.	HPC	City/DNA	Ongoing	Conduct public meetings to review design guidelines and use an architect to continue development of renderings.
22	Market Façade Rehabilitation Incentives	Create promotional campaign and corresponding materials with information about Façade rehabilitation loan programs.	DNA	HPC	Q3 2010	Request presentations and information from State Historic Preservation Office and Department of Economic Development about Rehabilitation Tax Incentives. Develop Revolving Loan Program with either CDC funds, MDFB MIDOC, TIF, or CID seed money.
23	Integrate the Streetscape Design Guidelines	Adopt streetscape design guidelines to ensure that design concepts and standards are used consistently throughout Downtown.	City	DNA/City	Q3 2010	Integrate the engineering design components of Spring St enhancements and the Square enhancements into Design Guidelines.
24	Improve Aesthetics of Existing Parking Lots	Continue beautification of public and private surface parking lots to encourage and expand usage and enhance Downtown.	City	DNA	Q2 2011	Building code enforcement and HPC should be emphasized relative to the maintenance and cleanliness of all parking lots in Downtown. Work with local lending institutions to encourage funding for business/property owners who wish to make improvements to their parking lots.
25	Develop Signage System for Public Parking	Develop Signage system for public parking lots Downtown for better identification	City	DNA	Q3 2010	City staff to develop sign designs for system contract with local sign company. CID can finance.
26	Develop a Parking Committee	Develop a parking committee to continue to monitor the parking situation and encourage dialogue among high volume parking users.	City	DNA	Q1 2010	Invite large employers, City, DNA, and merchants to form a committee to monitor and improve the Downtown parking situation.
27	Establish Gateways to Downtown	Design and construct gateway monument signs at Downtown entrances.	DNA	City/HPC	Q4 2011	Utilize CID, TIF or state funding sources to develop gateway signs at entrances to Downtown.
28	Encourage & Facilitate Sidewalk Cafes & Outdoor Seating	Where space is available on public sidewalks create sidewalk cafes that make the streets appear more active.	DNA	City	Ongoing	An open-air eating environment can create a magnetic appeal Downtown. Locate on sidewalks that are large enough to accommodate pedestrian traffic and outdoor dining areas. Other important considerations are determination of local regulations, city approval, health department reviews, identification of feasible locations, and assistance in providing design standards for appropriate furniture types.

**City:** City of Neosho  
**DNA:** Downtown Neosho Alliance  
**HPC:** Historic Preservation Commission

**Chamber:** Neosho Area Chamber of Commerce  
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**M.D.F.B.:** Missouri Development Finance Board

**D.E.D.:** MO Department of Economic Development

## Building & Streetscape Design Guidelines

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
29 Maintenance of Beautification Projects	Manage the maintenance of the Downtown district beautification projects.	DNA	City	Ongoing	Maintenance of Downtown beautification projects should be financed primarily from Community Improvement District (CID) funds. Projects will include banners, landscaping, public art and seasonal decorations. High level of maintenance during festivals is critical.
30 Implement Wayfinding System	Utilize the wayfinding recommendations to improve connections to Downtown from the surrounding area.	City	DNA	Q2 2010	Solicit proposals for wayfinding system from design firms. Implement signage as indicated in DREAM Streetscape Plans.
31 Continue to Encourage Rehabilitation of Downtown Buildings	Encourage rehabilitation of underused building space in the Downtown, including second & third story space to accommodate residential & office use.	DNA	City	Ongoing	DNA should showcase successful rehabilitation efforts. They should also monitor database of vacant floor space. Streamline City processes for redevelopment and continue a business friendly atmosphere.
32 Encourage Shared Parking Downtown	Encourage shared parking arrangements as a part of mixed-use redevelopment in the Downtown Core. Market the advantages of shared parking to developers and property owners.	DNA	City	Q4 2010	Incorporate shared parking standards into zoning requirements for Downtown and surrounding areas.
33 Develop Public Area Master Plan	Prepare a Plan that deals with all public areas in the immediate and adjacent Downtown area.	City	DNA	Q2 2011	As a master planning process, this effort should include a complete inventory of potential areas, implementation of a public engagement process to solicit public input, concept development, cost estimates, and project scheduling.

## Retail Market Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
34 Encourage Targeted Retail Uses	Encourage targeted retail uses and appropriate pedestrian generating activities on the ground floor of all mixed-use and commercial buildings. Establish & implement a business retention program.	DNA	City/Chamber	Ongoing	Target retail sectors provided through the DREAM analysis and develop an attraction program. Marketing and attraction efforts can be funded by CID. Work with property owners to match available space to desired retail sector. Integrate with marketing and promotion strategies; improve communications with property owners (through meetings and marketing materials); develop inventory of properties; provide incentives for mixed use development; provide educational workshops for business owners.
35 Business Recruitment Program & Package	Establish & implement a business recruitment program and package. Integrate with marketing and promotion strategies. The Recruitment Package should contain all available data on Downtown and services.	DNA	City/Chamber	Q4 2010	The Retail Business Analysis provided as part of the DREAM Initiative will provide guidance relative to the types of businesses that should be pursued for Downtown Neosho. DNA. and the Chamber should lead the effort in recruiting new businesses to the area.
36 Increase Available Retail Space	Increase available retail space in existing buildings through the reconstruction of internal common walls in order to expand building footprints. Where feasible relocate service uses from first floor to second floor.	DNA	City/Chamber	Q2 2013	Develop a low interest loan program to incent this type of rehabilitation.
37 Develop Retail Development Marketing Materials	Utilize brochures that highlight the positive features of locating retail businesses in Downtown Neosho.	DNA	City/Chamber	Q3 2010	Utilizing the brochures developed as a component of the DREAM Initiative, continue to update brochures with new demographic information.
38 Market Business Development Loan Program	Increase awareness of the Business Development revolving Loan Fund available to Downtown businesses.	DNA	City/Chamber	Q1 2010	Use Downtown website and brochures to market the Business Development Loan Program.
39 Develop Existing Business Assistance Program	Utilize program to educate and inform business owners about product differentiation, product presentation, window displays, and standards for hours and days of operation.	DNA	City/Chamber	Q1 2011	Through DNA and DREAM training use CID to fund local training and consultation.
40 Create Shopping Oriented Downtown Events	Create events such as sidewalk sales, monthly evening shopping nights, storefront display contests, etc. that are focused on shopping.	DNA	City/Chamber	Ongoing	Develop and market events with CID seed funds.
41 Verify & Update Commercial Vacancies & Store Mix	Track the vacancies and store mix in Downtown. Actively market vacancies and try to fill with stores from the targeted list, working towards the recommended store mix.	DNA	City/Chamber	Ongoing	Use DNA and City mapping to update maps and retail sector lists.

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Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
42	Increase Marketing for Downtown Retailers	This promotional effort should primarily target area residents, and residents within the secondary trade area defined in the Retail Market Analysis.	DNA	Chamber	Ongoing	Local newspapers, websites, radio and television ads, as well as flyers and ads in local magazines will be effective in promoting Downtown. OTC and C.V.B. should consider retaining professional advertising services to ensure the broadest and most effective coverage.
43	Develop a Downtown Directory	Develop a directory or brochure detailing the retailers and type of merchandise offered of all Downtown stores.	DNA	City/Chamber	Q1 2010	Use DNA and City mapping to create a Downtown Directory and map.
44	Collectively Market Downtown Retailers	Serve as one of the many distributors of information about existing stores, new stores, hours of operations, special events, etc.	DNA	City/Chamber	Q4 2010	Use CID funds to create an advertising campaign that markets Downtown retail.
Housing Market Analysis						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
45	Encourage Development of Upper-Floor Spaces	Identify unused and under used second story space and market to local/national developers for conversion to living space.	DNA	City	Q4 2010	DNA should offer assistance in the conversion of such properties. Developers may also be interested in converting these properties.
46	Develop Downtown Housing Marketing Campaign	Develop appropriate materials that can be distributed to the public and promote Downtown living in Neosho.	DNA	City	Q4 2010	DNA should prepare a series of informational packages that identify a variety of financing mechanism that would be available from participating banks. Conduct a Downtown Housing Tour each spring. Provide realtor packages and rental opportunities.
47	Develop Additional Residential Units in the next 5 years	There is an unmet demand for residential units of all types and price ranges.	City/Chamber	DNA	Ongoing	Identify sites and work with developers who are interested in developing for sale condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals throughout Downtown Neosho. These units should target young professionals, empty nesters, and families.
48	Rental Occupancy Permit	Develop rental occupancy permit and enforcement program.	City	DNA	Q3 2010	City staff should devise an effective and feasible program for inspecting rental property to ensure quality of housing and to maintain property values.
49	Create Housing Redevelopment Loan Program	Encourage the development and redevelopment of Downtown property by providing low-interest loans.	DNA	City	Q1 2012	DNA should work with the Downtown Neosho Community Development Corporation to fund and develop loan program parameters.
50	Develop Mixed Use Plan for Residential Infill	Sites should be identified to develop additional residential units to meet the unmet demand in the housing market.	DNA	City	Q1 2014	Work with developers who are interested in developing for sale and rental units. These units should be marketed to young professionals, empty nesters, and families. Promote the use of state and federal tax credits and programs offered by MHDC for affordable or senior housing assistance.
51	Enforce Building Codes	City must enforce current building codes in Downtown, on consistent basis for all structures.	City		Ongoing	The staff in the City's Code Enforcement Division needs periodic training in how to deal with difficult situations. Code enforcement officials must be able to suggest solutions to difficult problems and do it in a timely manner. A well defined building code is the first priority. The code should be enforced by the City and supported by the City Council. Permit process and opportunity to file for waivers should also be clearly defined and communicated.
52	Encourage Property Owners to Improve & Maintain Properties	Provide incentives for home owners and landlords to improve the physical appearance and curb appeal of properties.	City	DNA	Ongoing	Continued maintenance and improvements will increase the values of neighboring areas and create a aesthetically appealing atmosphere.

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Financial Mechanism						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
53	Establish TIF District for the Downtown Area	Provide leadership and coordination for strategically evaluating the boundaries and implementation of the TIF District.	City	DNA	Q1 2011	Use DREAM Initiative Financial Assistance Report and Strategic Plan information to support development of a Downtown TIF. Establish board with representatives from business, civic, university and the community. Organization of CID should be a political subdivision.
54	Establish a Community Improvement District (CID) for the Downtown Area.	Establish a CID to act as a funding mechanism for Downtown Improvements as well as fund the services of the Downtown Neosho Alliance.	DNA	City	Q3 2010	Use DREAM Initiative Financial Assistance Report and Strategic Plan information to support development of a Downtown CID. Establish board with representatives from business, civic and the community. Organization of CID should be a political subdivision.
55	Improve Façade Rehabilitation Revolving Loan Fund	Utilize the MDFB Façade Revolving Loan Fund to complement the existing NAP Revolving Loan Fund. Coupling these Revolving Loan Funds will provide gap loan financing for rehabilitation projects.	City	DNA	Q4 2010	Market the Façade Rehabilitation Revolving Loan Program within the existing NAP RLF for Downtown. Working with the MDFB, local banks and other potential funding sources, identify ways to expand the existing program and begin promoting it to Downtown business and property owners. Potential users should be involved in the process of developing the program. Utilize CID/TIF funds as matching component to MDFB funds.
56	Develop Ongoing Funding Identification Mechanism	Consistently evaluate the available private, local, State and Federal funding sources to support public and private projects and programs.	DNA	City	Ongoing	Establish DNA as contact with funding agencies and keep informed and trained in grant writing.

Destination Assessment						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
57	Restore Springs and Leverage Water	Encourage the development of water based features around the Downtown area in public and private improvements. Engage an engineering firm (e.g. Intuition and Logic of St. Louis) to review the potential for restoring springs in Downtown and its environs.	City	DNA	Q2 2014	Utilize TIF and MODNR funds to conduct studies about potential for restoring springs.
58	Establish a Wayfinding System with Design Standards	Develop recommendations for design standards and placement. Allocate financial resources to support objectives. Identify Downtown and regional locations, construct and maintain wayfinding system.	City	Chamber/ DNA	Q3 2010	Use wayfinding system suggestions from Streetscape Design Guidelines and issue RFP.
59	Create Park Connections Throughout Downtown	Prepare a plan to connect the various existing parks and features in and around Downtown through a system of trails.	City	DNA	Q4 2012	Conduct study of park connections and include springs restoration.
60	Develop Arts Programs	Through a local Arts Council develop Arts Programs that provide additional activities for residents and visitors.	DNA	City/Chamber	Q3 2010	Contact Missouri Arts Council for assistance in setting up a local council.
61	Support US National Fish Hatchery	Continue to build support for, and physical connections to, the US National Fish Hatchery.	City	Chamber/DNA	Ongoing	Tie in through trails, wayfinding, and special events.
62	Create Downtown Neosho Visitors Center	Establish a visitors center in Downtown Neosho to provide information on destinations and activities in the Neosho Area.	DNA	City/Chamber	Q1 2012	New Chamber of Commerce location is a potential location for a Visitors Center, complimenting the location of the informational kiosk.
63	Provide Downtown Public Amenities for Visitors	Provide public restrooms, shelter, and a place to rest for visitors of Downtown.	City	DNA/ Chamber	Q1 2011	Utilize TIF and CID funds to develop public restrooms and rest area.
64	Relocate Justice Center from Downtown Square	The Courthouse is a tremendous asset to Downtown, both in aesthetics and as a demand generator, however the Justice Center Component presents an obstacle to any tourism enhancement strategy.	City	DNA/ Chamber	Q3 2012	Organize a committee to specifically address the relocation of the Justice Center. The committee should include representatives from Downtown, the City, and Newton County. Identifying and securing funding should be a priority for the committee.
65	Coordinate Downtown Business Activity	Work towards creating a seamless Downtown experience for visitors through coordination of businesses and services within the local tourism industry.	City	Chamber/ DNA	Q2 2010	Through cooperative agreements or business license requirements create coordinated store hours. Through retail development create coordinated retail and services.

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Marketing Strategies						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
66	Develop a Downtown Website	Develop a Downtown Website that follows the same design concept of the new City website.	DNA	City	Q2 2010	Use CID funds or ad sales to develop a Downtown website.
67	Establish a Distinct Downtown Brand	Develop a brand unique to Downtown and the Downtown Neosho Alliance.	DNA	City	Q1 2010	Use CID funds to develop a brand.
68	Enhance Promotional Activities by Downtown Neosho Alliance	Increase staff resources to promote the visibility of Downtown Neosho Alliance	DNA	City	Ongoing	Marketing efforts should focus on supporting existing businesses, attracting new businesses and promoting the organization to developers for projects.
69	Special Events/Evaluate Calendar of Events	Continue development of annual special events Downtown and develop a strategy to monitor the effectiveness of Downtown events.	DNA	City/Chamber	Q3 2010	Utilize Events Committee to identify shoulder periods and gaps in event types for future event development.
70	Expand Store Hours	Encourage Downtown businesses to maintain hours that respond to customers' needs.	Retailers	DNA	Q2 2010	This must be done in a cooperative approach among shop owners and notices of change must be well publicized.
71	Develop Downtown Marketing Materials	Develop a coordinated advertising campaign to promote the Downtown as a whole in order to compete in the retail market. Provide oversight in development of marketing materials to support recommended action items.	DNA	City/Chamber	Q3 2011	Produce marketing materials with CID funds.
72	Develop and Market a Top 10 List of Activities	Develop a list of the Top 10 Activities to do in Neosho. The list should include a variety of activities and events that occur throughout the year and encourage repeat visits.	DNA	City/Chamber	Q3 2011	Produce marketing materials with CID funds.
73	Fill Vacant Storefronts with Local Art and Signage Promoting Downtown	Use empty storefronts to market and promote Downtown Neosho and to promote local artists	DNA	Retailers	Q1 2010	Make vacant storefronts visually appealing with displays from local retailers, art and signage promoting events or other retailers in Downtown.
74	Create and Market a "Vacation Package"	Develop a "vacation package" which combines several of the local attractions with discounted rates.	DNA	City/Chamber	Q1 2012	Produce marketing materials with CID funds.

Special Projects						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
75	Address Industrial Conflict in Downtown	Continue to provide direction in resolving the industrial conflict in the Downtown Area through potential relocation assistance, zoning, and beautification efforts.	City	DNA/ NABIFI/ Chamber	Q2 2014	Utilize TIF for potential redevelopment and CID for beautification efforts.
76	Develop and Enhance Farmers Market	Select a permanent location in Downtown, design and prepare cost estimates for construction, establish self-sustaining oriented business plan, fund and construct the facility.	City	DNA/ Chamber	Q3 2010	Utilize available state incentive and grant programs to acquire land and fund development of Farmer's Market.
77	Downtown Seasonal Lighting Design	Engage a decoration design firm to conduct a study on the Downtown area for special event and seasonal lighting improvements.	City	DNA	Q1 2011	Produce lighting designs and procure lighting with CID funds.
78	Large-Scale Mixed-Use Development Opportunity on Northern Edge of Square	Investigate the potential for a large-scale mixed-use development on the Northern Edge of Square.	City	DNA/NABIFI	Q4 2013	Utilize statutory funding mechanisms for redevelopment.
79	Large-Scale Mixed-Use Development Opportunity on Eastern Edge of Square	Investigate the potential for a large-scale mixed-use development on the Eastern Edge of Square.	City	DNA/NABIFI	Q3 2012	Utilize statutory funding mechanisms for redevelopment.
80	Beautify Residential and Commercial Corridors serving as entrances to Downtown.	Implement corridor beautification along main entrances to Downtown.	City	DNA	Ongoing	Seek federal funding and investigate TDD for beautification.
81	Implement Streetscape & Infrastructure Improvements	Pursue all potential funding avenues to complete the infrastructure improvements necessary to complete the streetscape beautification.	City	-	Q3 2011	It is vital to the beautification effort that the streetscape improvements are made. A consistent theme among revitalized Downtowns is "Great Streets = Great Retail". Also plan construction carefully to minimize the negative impact on affected retailers.

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TASK

ORGANIZATIONAL STRUCTURE

- ORGANIZE DOWNTOWN NEOSHO ALLIANCE
- ESTABLISH DOWNTOWN ECONOMIC DEVELOPMENT COMMITTEE
- ESTABLISH A COMMUNITY IMPROVEMENT DISTRICT

LAND USE, BUILDINGS & INFRASTRUCTURE

- UPDATE LAND USE & ZONING DATA
- IDENTIFY LOCATIONS FOR PUBLIC PARKING
- PRODUCE/PROCURE AERIAL PHOTOGRAPHY

COMMUNITY SURVEY

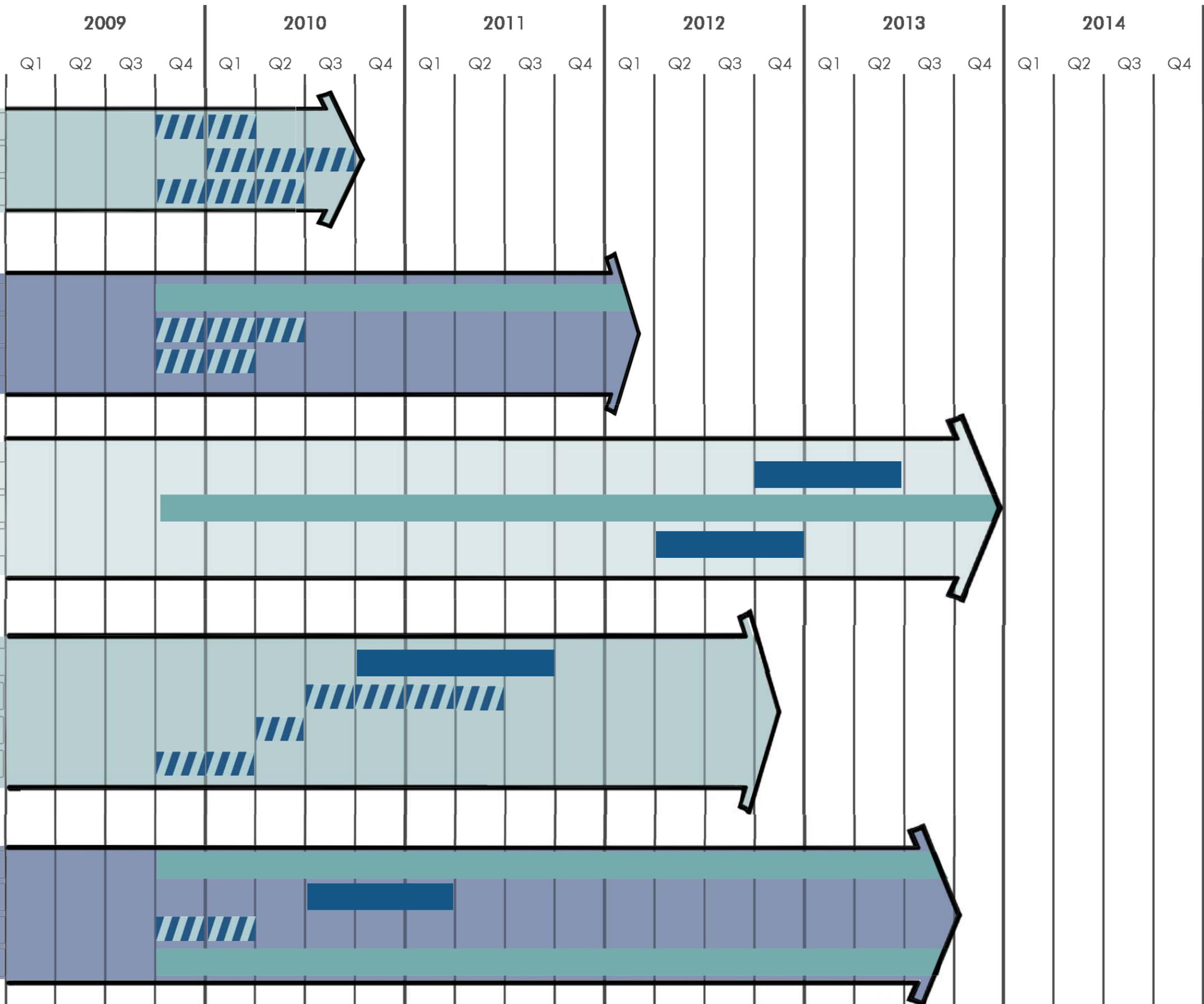
- CONDUCT TELEPHONE/MAIL SURVEY
- CONDUCT VISITOR SURVEYS
- RE-CONVENE FOCUS GROUPS

BUILDING DESIGN GUIDELINES

- ESTABLISH GATEWAYS TO DOWNTOWN
- DEVELOP PUBLIC AREA MASTER PLAN
- CREATE EDUCATIONAL HISTORIC DISTRICT INFORMATION PACKET
- REVISE HISTORIC PRESERVATION ORDINANCE

RETAIL MARKET

- ENCOURAGE TARGETED RETAIL USES
- DEVELOP EXISTING BUSINESS ASSISTANCE PROGRAM
- DEVELOP A DOWNTOWN DIRECTORY
- INCREASE MARKETING FOR DOWNTOWN RETAILERS

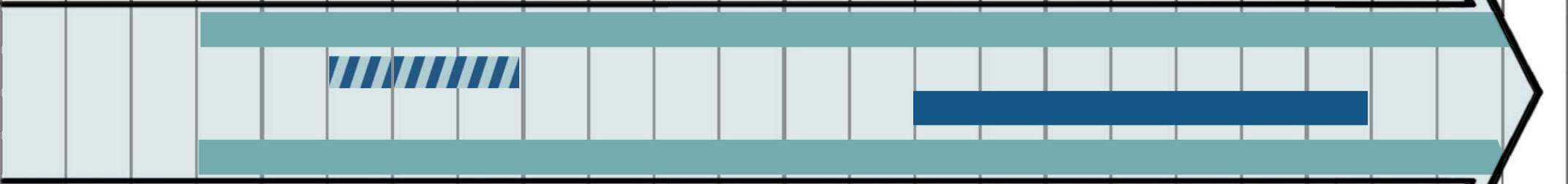


**TASK**  
HOUSING MARKET

2009                      2010                      2011                      2012                      2013                      2014

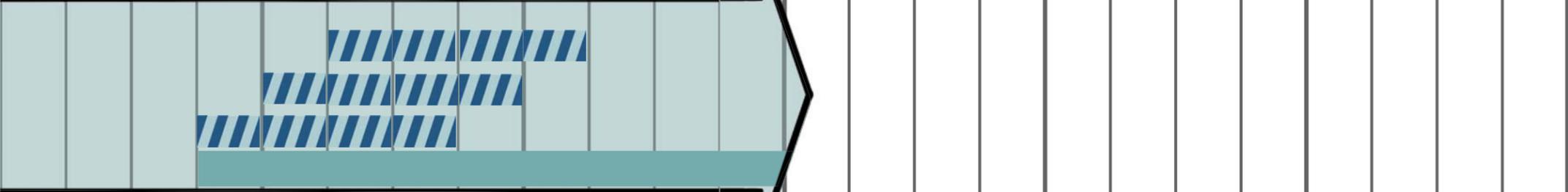
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

- DEVELOP ADDITIONAL RESIDENTIAL UNITS
- DEVELOP DOWNTOWN HOUSING MARKETING CAMPAIGN
- DEVELOP A MIXED USE PLAN FOR RESIDENTIAL INFILL
- ENCOURAGE IMPROVEMENTS & MAINTENANCE OF PROPERTY



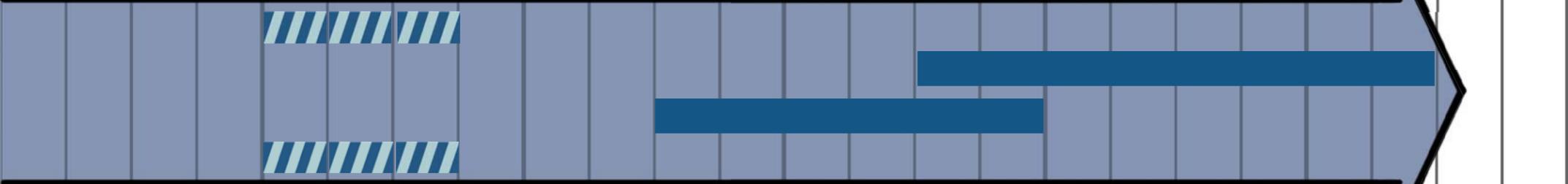
**FINANCIAL MECHANISMS**

- ESTABLISH A TAX INCREMENT FINANCING DISTRICT
- ESTABLISH FACADE REHABILITATION REVOLVING LOAN FUND
- ESTABLISH A COMMUNITY IMPROVEMENT DISTRICT
- DEVELOP ONGOING FUNDING IDENTIFICATION



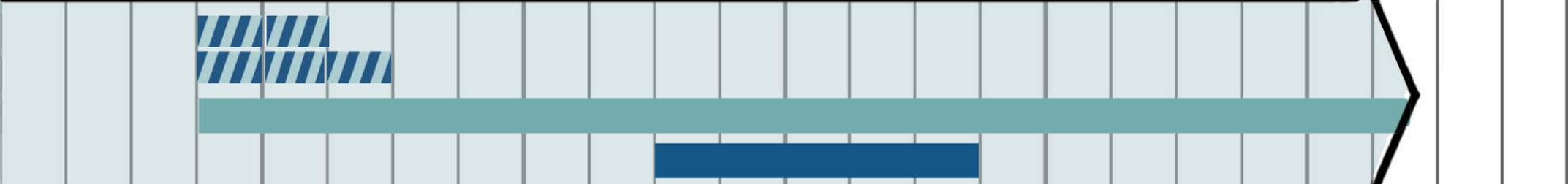
**DESTINATION ASSESSMENT**

- DEVELOP AN ARTS PROGRAM
- RESTORE SPRINGS & LEVERAGE WATER
- CREATE PARKS CONNECTIONS THROUGHOUT DOWNTOWN
- ESTABLISH WAYFINDING & SIGNAGE PROGRAM



**MARKETING STRATEGIES**

- ESTABLISH A DISTINCT DOWNTOWN BRAND
- ESTABLISH & DEVELOP A DOWNTOWN WEBSITE
- ENHANCE PROMOTIONAL ACTIVITIES BY DOWNTOWN NEOSHO ALLIANCE
- ESTABLISH SPECIAL EVENTS & CALENDAR OF EVENTS



**SPECIAL PROJECTS**

- DOWNTOWN SEASONAL LIGHTING DESIGN
- DEVELOP & ENHANCE THE FARMER'S MARKET
- ADDRESS INDUSTRIAL CONFLICT IN DOWNTOWN
- IMPLEMENT STREETScape & INFRASTRUCTURE IMPROVEMENTS

