

DREAM INITIATIVE DOWNTOWN BUILDING BLOCKS STRATEGIC PLAN

CITY OF ST. JOSEPH, MISSOURI
APRIL 2010



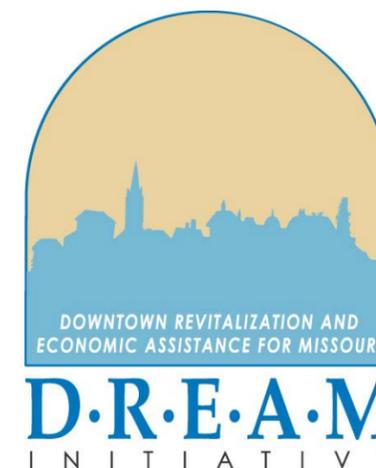
CITY OF ST. JOSEPH



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



PLANNING CONSULTANT



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DREAM Initiative • Downtown Building Blocks Strategic Plan

The primary objective of the DREAM Initiative (Downtown Revitalization and Economic Assistance for Missouri) is to develop and create a strategic vision for Downtown St. Joseph.

This strategic vision includes a variety of ideas generated by City staff and stakeholders via planning initiatives that took place during the DREAM process and via planning initiatives that took place independent of the DREAM process. This strategic plan incorporates all of these plans (e.g. the Ten Building Blocks, HSP's Downtown St. Joseph Vision Plan, the Downtown St. Joseph TIF Plan) and recommends strategic actions for the implementation of each plan.

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

This Strategic Plan serves as implementation resource for the various plans for Downtown St. Joseph developed during the DREAM process. The plan promotes creative, positive and feasible change to Downtown. The many participants of the planning process, including citizens and civic leaders, expect that the Downtown Building Blocks Strategic Plan will provide the blueprint for transforming Downtown St. Joseph into a dynamic center in which to live, work and play .

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

Building Block #1 Housing–

Residents are the key not only to establishing a neighborhood, but also to creating an overall sense of vibrancy. In creating a sense of vibrancy and vitality, residents also encourage the location of retail services. Residents living Downtown will also take a sense of ownership in their neighborhood increasing the perception that Downtown is a safe and inviting place to be.

Building Block #2 Entertainment District –

Establishing Downtown St. Joseph as a “destination” includes identifying the Felix Street Corridor as the City’s “Entertainment District.” The Downtown St. Joseph Entertainment District describes a corridor of continuous retail, restaurant, and night-life activity along Felix Street roughly from 9th Street to the Civic Arena. The Downtown St. Joseph TIF has already been established to promote, among other things, development along Felix Street and the effectuation of the Entertainment District vision. The City, and all other organizations involved in Downtown development, should implement signage and wayfinding systems that define the “District” for Downtown visitors.

In addition to encouraging a sense of identity, the City should also encourage the establishment of high-profile destinations in Downtown St. Joseph; including a new arena and, perhaps, the relocation of Terrible’s Casino. Demolishing the existing Civic Arena and



Felix Street Square



One of Downtown St. Joseph’s major employers.

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constructing a new, modern arena would allow Downtown St. Joseph to capture more touring entertainment acts (e.g. musicians, sporting events). Relocating Terrible's Casino from the riverfront to Downtown St. Joseph would attract more visitors and may stimulate round-the-clock activity Downtown, and particularly along the Felix Street Corridor.

Building Block #3 Convention Center –

Build a new convention center and add hotel rooms to Downtown St. Joseph; encouraging the construction of one new hotel and the expansion of another hotel. Hunden Strategic Partners has advised that a new convention center (of approximately 35,500 square feet) would help the City capture additional, mid-market convention business, which, if gained, would stimulate Downtown commercial retail/restaurant activity.

Building Block #4 Hotel–

The addition of hotel rooms is vital to the success of a new Convention Center. Hunden Strategic Partners' feasibility study concluded that St. Joseph would need at least 300 hotel rooms to attract events to the Downtown Convention Center, currently Downtown St. Joseph has 169 hotel rooms in the recently renovated Holiday Inn.

Building Block #5 Streetscape–

Downtown's new streetscape should be extended throughout all of Downtown St. Joseph. As streetscapes are redone, infrastructure (i.e. storm drains, street lights, traffic signals) should be improved/updated/removed as needed.

Building Block #6 Public Parking–

Update/renovate parking structures and develop an effective parking management system. A review parking plan for Downtown St. Joseph should be produced.

Building Block #7 Grocery/Pharmacy–

As residents move Downtown and the area becomes a more and more vibrant neighborhood, residents will require retail services, primarily a grocery store with a pharmacy.

Building Block #8 Historic Buildings –

A large majority of St. Joseph's historic building stock is vacant or underutilized. Returning these buildings to productive uses in Downtown could add additional retail, housing and office space.

Building Block #9 Job Creation –

Currently, there are dozens of employers in Downtown St. Joseph employing more than 2,600 people. Through the implementation of this Downtown revitalization initiative, the City of St. Joseph will promote further economic development and encourage the creation of more jobs for residents of the City and the greater St. Joseph metropolitan area.

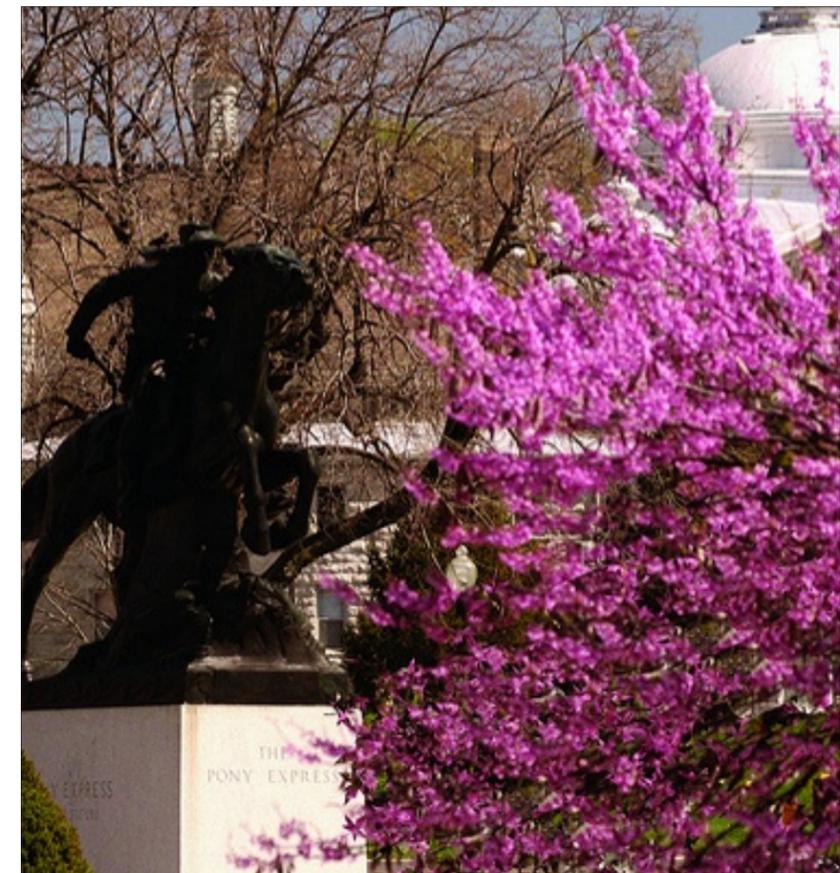
Building Block #10 Public/Private Partnership –

The revitalization of Downtown St. Joseph will require a combination of private and public funds to carry out and sustain the Community's vision and objectives for Downtown.

For more information, and to download copies of the plans and studies discussed in this document, please visit City's DREAM website: <http://www.ci.st-joseph.mo.us/planning/dream.cfm>



Warehouse Row in Downtown St. Joseph



Pony Express Statue

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

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

The DREAM Initiative recognizes that a substantial investment already exists in Downtown St. Joseph and the DREAM Initiative will help leverage more investment. St. Joseph has benefited from technical and financial assistance and has been given priority for various state grant and loan programs.

The purpose of the DREAM Initiative is, specifically, to encourage Downtown revitalization; correlatively, the DREAM Initiative encourages sophistication in forward-thinking planning in each DREAM community. The beginning of this process, the DREAM Initiative, is to provide technical planning assistance culminating in a Downtown strategic plan for a sustainable revitalization effort. The planning assistance begins with a wide-ranging assessment that serves as the foundation for future analysis.

In tandem with the DREAM Initiative effort, the City of St. Joseph has worked diligently with various State agencies, planning groups and the residents and business owners of

Downtown St. Joseph to identify ten Building Blocks for Downtown revitalization. These Building Blocks include many of the goals developed during the DREAM Initiative planning process.

Accomplishing these goals will propel Downtown St. Joseph toward success and sustainability:

- Housing
- Entertainment District
- Convention Center
- Hotel
- Streetscape
- Public Parking
- Grocery/Pharmacy
- Historic Buildings
- Job Creation
- Public/Private Partnership

The planning studies and analysis conducted in the course of St. Joseph's DREAM Initiative are:

- **Organizational Structure Review**

After studying the current those organizations involved in Downtown St. Joseph, PGAV has developed a recommended organizational structure that is designed to enhance capacity and efficiency.

- **Land Use, Building & Infrastructure Survey**

In cooperation with City staff, PGAV inventoried land uses, vacancies, and existing building and infrastructure conditions in the DREAM Study Area to provide the City with comprehensive information about existing physical and economic conditions in Downtown St. Joseph.



Carnegie Library Downtown St. Joseph



Albrecht -Kemper Museum



Architectural Detail on the San Regis Apartments

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- **Community & Consumer Survey**

PGAV contracted UNICOM/ARC to conduct “focus groups” comprised of downtown St. Joseph residents, business owners, and property owners. UNICOM/ARC also conducted telephone surveys; contacted City residents and obtained from them information and opinions about how they use Downtown, how they perceive Downtown St. Joseph, and what, if anything, they might like to see improved.

- **Residential Demand Analysis**

MHDC staff conducted an analysis of the City’s housing market, with a particular focus on the DREAM Study Area. Their findings indicate that Downtown St. Joseph can support more market-rate housing.

- **Convention Center & Hotel Feasibility Analysis**

Convention Center planning and consulting firm Hunden Strategic Partners (HSP) was contracted by PGAV to perform a feasibility analysis for a Convention Center and related hotel for Downtown St. Joseph. This is a project the City has been contemplating for some time, and the Hunden Strategic Partners’ study revealed that, with significant public and private investment, improved Convention Center facilities would enable the City to capture mid-market convention business.

- **St. Joseph Convention Center, Hotel and Entertainment District Vision**

Hunden Strategic Partners, with assistance from PGAV, developed a Downtown Redevelopment Vision for the City of St. Joseph. The report specifically focuses on establishing the vision and the costs and funding necessary to accomplish the vision.

- **Downtown St. Joseph TIF Redevelopment Plan**

PGAV completed a TIF Redevelopment Plan which focuses on the DREAM Study Area. A key element of the Plan is an Entertainment District along Felix Street, near the center of Downtown. The TIF Plan is meant to encourage building revitalization and takes into particular consideration the recommendations of the E.D. Hovee Retail Study performed for the City in 2007.

- **CID Communication Plan**

The Community Improvement District (CID) Communication Plan outlines the strategy for engaging stakeholders and elected officials; educating them about the CID funding mechanism, its purpose, and implementation process.

In addition to the aforescribed DREAM studies and plans, the DREAM process was influenced, in particular, by two other plans and studies carried out for the City of St. Joseph; the first being the “Downtown Felix Street Retail & Entertainment Strategy,” which was prepared by E.D. Hovee and Company, L.L.C., the second being the City’s “Building Blocks for Downtown Revitalization.”

The retail report laid out specific implementation steps for realizing the revitalization of retail and entertainment activity along Felix Street, recommending, among other things, the use of tax increment financing; a goal the DREAM Initiative has helped the City achieve.

The City’s “Building Blocks for Downtown Revitalization” document incorporates DREAM Initiative plans and goals of the City not directly addressed via DREAM into one document. The City has used this document as a reference and guide for the meetings, presentations and hearings regarding the City’s Downtown redevelopment planning efforts.



View of St. Joseph from bluffs along the Missouri River



The Missouri Theater

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

The public outreach activity revealed citizen perceptions of Downtown St. Joseph and helped to create a vision for an improved Downtown. The planning process utilized surveys and public meetings to identify the opportunities and challenges present in Downtown St. Joseph. This outreach gave the public an opportunity for involvement with the DREAM Initiative process.

Discussions with the public and Downtown stakeholders revealed local pride in Downtown St. Joseph. The DREAM Initiative utilized the public engagement to generate proposed solutions and recommendations that helped form the Downtown Building Blocks Strategic Plan.

Outreach activities included:

- **Focus Group Meetings**

UNICOIM-ARC conducted six focus groups in St. Joseph. The purpose of these groups was to learn more about the priorities of the St. Joseph community in regard to the Downtown area. The six groups included: the City's DREAM Team; City Council members and City staff; Downtown residents; business owners; college staff and students; high school students and staff.

- **Surveys**

In September 2007, UNICOM-ARC conducted a telephone survey of a random sample of St. Joseph residents. The purpose of the survey was to learn about broader public perceptions and priorities for Downtown St. Joseph.

- **Public Engagement**

Review Meetings

- Throughout the DREAM planning process, PGAV has held or facilitated several meetings with Downtown stakeholders, officials, and residents. There have been regular meetings with City staff and the DREAM Team.
- In December 2008, PGAV assisted City staff in assembling a document describing the “building blocks” of Downtown planning and revitalization for Downtown St. Joseph. This document included recent plans of the City and recent accomplishments of the DREAM Initiative. PGAV and HSP presented summaries of this information to the City Council and general public at a regularly scheduled City Council public hearing.

Strategic Plan Development

- The development of the Strategic Plan has been furthered by the meetings described above, in addition to meetings held with Downtown stakeholders (e.g. business owners, developers, City staff, residents) along the way to inform the Strategic Plan's vision with the ideas and concerns of Downtown's stakeholders.



Governor Jay Nixon with local St. Joseph Residents



Pony Express Day Camp

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In September 2007, UNICOM-ARC conducted a telephone survey of residents in St. Joseph Missouri, drawn from a random sample of residents throughout the community. The purpose of the survey was to learn about public perceptions of and priorities for the downtown area in collaboration with the DREAM Initiative. The information gathered was utilized throughout the DREAM Initiative planning process.

The process and results of each method is summarized below:

- **Priorities for Downtown St. Joseph**

At the beginning of the survey, respondents were asked to prioritize five potential improvements that “that might improve the quality of life in a given area” using a 5-point scale, where “5” indicated the improvement should be a top priority and “1” indicated the item should be a very low priority. More than seven in ten respondents (71.1%) answered that “repairing major streets” should be a high priority (4-5) for the City, and 61.1% placed a high priority on “improving emergency services.”

Less than half of respondents placed a high priority on “upgrading parks and recreation facilities” (48.5%, 4-5) and “revitalizing the St. Joseph downtown area” (44.2%). Approximately two in five respondents placed a high priority on “attracting more big box retail development” (41.5%).

- **Visiting Downtown**

Respondents were asked how often they visit downtown. One in four respondents (25.6%) answered that they visit downtown “more than five times a month.” Another one-third (32.2%) visit downtown “one to five times per month.” Smaller percentages of respondents

said that they visit downtown “less than once a month” (21.9%), and “once a year or less” (17.6%).

Respondents were then read a list of reasons for visiting downtown and asked how often they conduct these activities in downtown St. Joseph. Respondents indicated they were most likely to visit downtown for entertainment reasons, the government/post office or to conduct business:

- Entertainment (41.6% very/somewhat often)
- Government/post office (41.3%)
- Conducting business (41.0%)
- Special events (40.6%)
- Dining (40.3%)
- Outdoor recreation, such as walking (22.5%)
- Shopping (16.7%)

When asked which one of these reasons respondents would most often visit downtown, a plurality of respondents indicated “conducting business” (25.6%). Another one-fifth (20.5%) answered “government/post office.”

- **Priorities for Types of Downtown Businesses**

Respondents were read a list of many kinds of business that “one might find in a downtown area” and asked how high of a priority St. Joseph should place on bringing each type of business to its own downtown area.

Only three types of businesses were viewed as a high priority by majorities of respondents:

- Casual dining
- Department store or other “anchor” store
- Upscale dining



Statue in Downtown St. Joseph



Existing Wayfinding in St. Joseph

When respondents were asked to choose the one business they would most like to see in downtown St. Joseph, the top response was “casual dining” (19.3%) followed closely by “department/anchor store” (17.3%) and “upscale dining” (13.3%).

• Priorities for Other Downtown Improvements

Using the same priority scale, respondents were read a list of other improvements that “might be made to a downtown area,” and asked to prioritize each.

Seven of the possible improvements were considered a high priority to a majority of respondents:

- Making better use of the riverfront area
- Improving condition of parking garages
- Making on-street parking rules clearer for drivers
- Making the area more pedestrian-friendly
- Improving building facades
- Improving lighting
- Improving signage to help people find their way around

• Communication about Downtown

When asked to indicate their primary and secondary sources of information about downtown St. Joseph, a total of 66.4% answered that they get their information (primary and secondary) from “a local newspaper.” Two in five (40%) also answered that “word-of-mouth” is a primary or secondary source of information about downtown and 39.2% answered “television.” A majority (39.6%) answered “other,” and those detailed responses are included elsewhere in this report.

• Key Points

- Among five “quality of life” improvements, respondents placed the highest priority on repairing major streets and placed the lowest priority on attracting more big box retail development.
- Most respondents indicated that they visit downtown one to five times a month and said they most often utilize downtown for conducting business and government or post office business as well as entertainment purposes.
- Respondents gave especially high marks to preservation of historic structures, condition of the sidewalks and convenient business hours in downtown. Items such as occupied storefronts and available green space were viewed less favorably.
- Majorities of respondents felt safe during the day in downtown St. Joseph, but fewer felt safe at night.
- Majorities of respondents placed high priorities on adding more casual dining options, a department or anchor store, and more upscale dining downtown.
- Among several potential downtown improvements, respondents were most likely to place a high priority on making better use of the riverfront area, improving conditions of parking garages and making street regulations more clear for drivers.

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



Riverfront Hike & Bike Trail



Telephone Building

Community Surveys						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1 Continue Visitor Surveys	During major events (Downtown Jazz Festival) continue to monitor attitudes and effectiveness of Downtown Revitalization Efforts.		Partnership	DCID/City	Ongoing	Inform the local media about the results and value of such surveys.
2 Re-convene Focus Groups	Focus Groups should be held every 5 years to monitor progress throughout the community.		Partnership	DCID/City/ Chamber	Q1 2013	Follow format/procedures developed for the DREAM Initiative.
3 Conduct Telephone Survey	Statistically valid telephone surveys should be conducted every 5 years as a means of measuring the effectiveness of Downtown revitalization efforts.		Partnership	DCID/City	Q3 2013	The Partnership should enter into a professional services agreement with a qualified survey firm.

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The City of St. Joseph 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. The DREAM Initiative provided immediate benefits to Downtown St. Joseph including:

- **San Regis Apartments:** Federal HOME Loan, Federal & State Rental Housing Tax Credits, Federal & State Historic Tax credits were utilized in rehabilitating this building for affordable apartment units.
- **Neighborhood Assistance Program:** Heartland Foundation establishment of Empower in an old St. Joseph Power & Light warehouse located Downtown.
- **Home Repair Opportunity Program:** Funds have been used in the rehabilitation of several homes throughout St. Joseph
- **TIF Projects:** Downtown St. Joseph TIF District: Via the DREAM Initiative, the City was able to formulate a TIF Redevelopment Plan for Downtown St. Joseph, which the City adopted in April 2009. This Plan provides incentives that will help property owners renovate their buildings, and it also provides incentives to encourage the establishment of the City's "Entertainment District" vision for Felix Street.

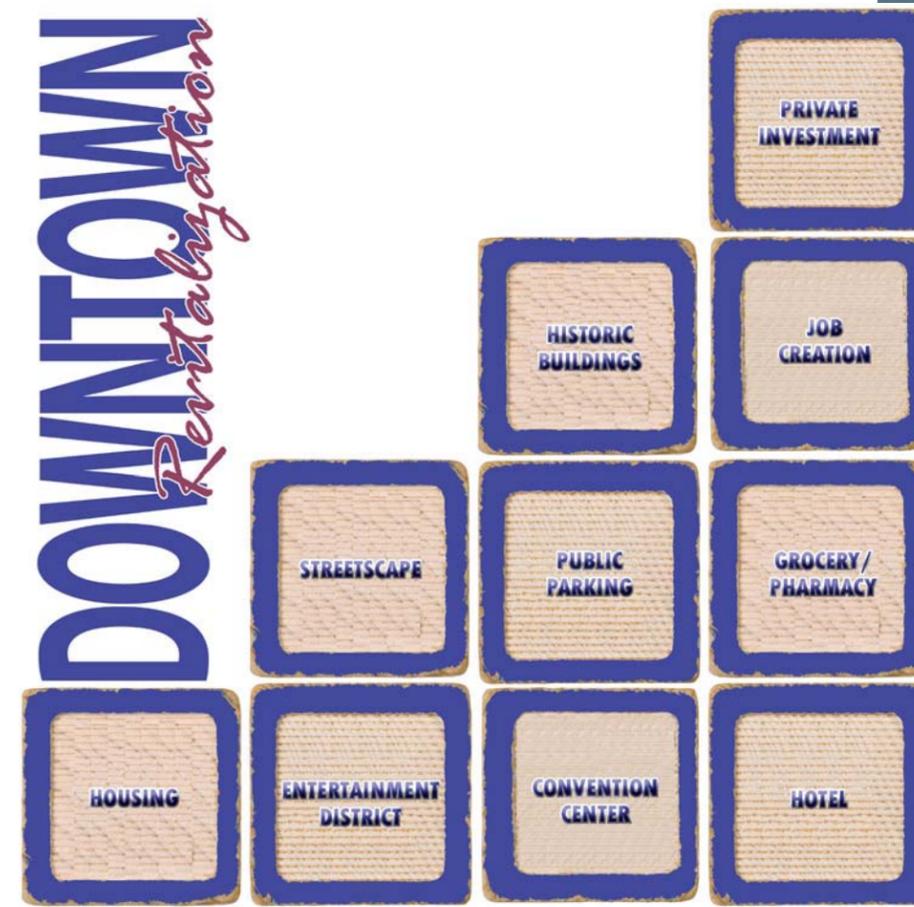
- **Quiet Zone:** Being designated a DREAM Community meant that the State advocated on the City's part in negotiations with Union-Pacific Railroad to establish a "quiet zone," so that freight trains traveling through Downtown St. Joseph would no longer have to blow their very-loud horns when passing through.
- **Renovation of I-229 :** The City's participation in the DREAM Initiative also meant that the program sponsors advocated for the City as it negotiated with the Missouri Department of Transportation to ensure that MoDOT could both keep its renovation schedule and do so in a way that would lessen the project's impact on access to Downtown St. Joseph.



San Regis Apartments



HeRO Home Repair in Sunde Street



DREAM Initiative • Downtown Building Blocks Strategic Plan

The Housing Market Analysis provides insight on the supply and demand for housing in Downtown St. Joseph. The report also identifies possible locations for additional residential development, general strategies and marketing strategies for Downtown St. Joseph to meet the existing residential demand.

Downtown St. Joseph can support additional residential units over the next 5 years which include opportunities for condos, lofts, townhomes, market rate rentals and affordable senior living. Downtown St. Joseph should actively solicit property owners and/or developers to create additional owner occupied units and additional market rate rental units. To achieve the goals outlined in the Housing Market Analysis the DREAM Initiative recommends the City and Downtown St. Joseph Partnership implement the following:

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

The City and St. Joseph Downtown Partnership should encourage all property owners to maintain and upgrade current buildings. The City and Downtown St. Joseph Partnership should explore creating Neighborhood Home Repair Programs involving local charities and Community Development Corporations, creating a low interest loan program through local banks. The Home Repair Opportunity Program (HeRO) has been successfully utilized in St. Joseph and its use in Downtown should be encouraged.

By enforcing building codes some problems should be easily addressed. The City's Code Enforcement Division should be able to suggest solutions and options to comply with existing City codes.

- **Develop Market-Rate Owner-Occupied Housing**

The Residential Demand Analysis, conducted by Missouri Housing Development Commission, identified that Downtown St. Joseph could support an additional 250-275 owner occupied housing units. These units should be developed over the next 5 to 10 years. Housing units with a focus on ownership would make a positive contribution to the existing revitalization efforts and would act as a catalyst for further permanent residential investment.

- **Develop Market-Rate Rental Housing**

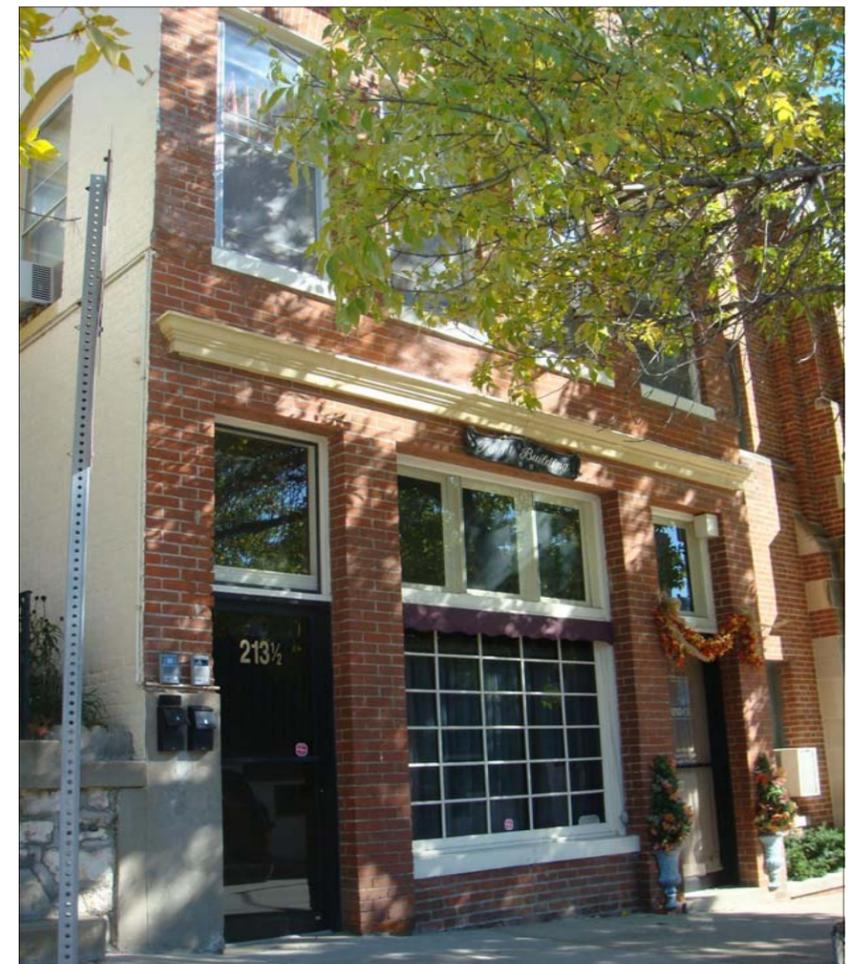
A demographic demand analysis indicates that between 2007 and 2012 approximately 130 market rate renter households could be attracted to rental housing in the downtown market area and that the market rate rental units should make a positive contribution to the revitalization efforts by increasing the number of households in the area with enough discretionary income to help support existing and new businesses.

- **Develop Upper-Floor Spaces**

Identify unused and under used second story space and encourage existing property owners to seek local/national developers for conversion to living space. The Partnership should offer assistance in the conversion of such properties.



YWCA in Downtown St. Joseph



Mixed Use Property in Downtown St. Joseph

- The “Tipping Point”

The conclusions of the MHDC report indicate that the future demand for the capture of market rate units is estimated to comprise approximately 65-70% of future housing units in the downtown market area. By comparison, the future demand for the capture of low to moderate income units is estimated to comprise approximately 30-35% of future housing units in the downtown area. This is a significant shift in the downtown housing market and may provide new opportunities for the public and private sector’s role in housing development for Downtown St. Joseph.

Improved buildings will attract residents. Utilization of the existing Revolving Loan Fund and other incentives will encourage rehabilitation. Existing property owners should be interviewed about their interest in pursuing the conversion of upper-stories to residential use. In many cases redevelopment or new development of residential property will require financial incentives.

Targeting vacant tracts of land, second stories of commercial buildings and in-fill lots throughout Downtown St. Joseph for residential development will generate the 24 hour population that will help the area thrive.



Fountains at Corby

Building Block #1 Housing						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1	Develop Owner-Occupied Housing		City/ Partnership	County/ Chamber	Ongoing	The MHDC study recognizes that approximately 250-275 potential homeowners could be attracted to for-sale residential options in Downtown St. Joseph. State historic tax credits, tax abatement, and TIF could assist in the development of loft-style, for-sale residential units.
2	Develop 130 Market-Rate Rental Units		City/ Partnership	County/ Chamber	Q3 2014	Identify sites and work with developers who are interested in developing market rate family rentals throughout Downtown St. Joseph. These units should target young professionals, empty nesters, Northwest Missouri State University faculty, staff, and families.
3	Encourage Development of Upper-Floor Spaces		Partnership	City	Q1 2013	The Partnership should offer assistance in the conversion of such properties. Developers may also be interested in converting these properties.

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In 2009 Hunden Strategic Partners prepared for the City a document titled, "St. Joseph Convention Center, Hotel and Entertainment District Vision," (hereinafter referred to as the "Vision Plan"). The Vision Plan focuses on establishing Downtown as a "destination" with entertainment activities such as a casino and restaurants. The Vision Plan establishes this vision for downtown in terms of the built environment and attempts to quantify the sources of funds necessary to accomplish the vision over the next decade.

- **Establish an Entertainment District**

The Entertainment District should be the retail and entertainment destination of Downtown St. Joseph. The Entertainment District is identified as the area along Felix Street corridor between 9th Street on the east and 5th Street on the west. To establish this Entertainment District focus should be placed on revitalizing the interior core of the district.

Creating a mixed used pedestrian friendly environment is key to a successful Entertainment District. Ground floor retail and other activity generating uses should occupy the ground level, with residential and office uses on the upper floors. The Entertainment District should have a cohesive streetscape design that easily identifies the District with landscaping, lighting and signage. To achieve these goals public-private participation will need to occur.

An incentive program for property and business owners to make improvements to existing storefronts as well as leasing to the appropriate retail mix is needed. Restaurants, Drinking and Entertainment Places, Retail Shoppes and other related nightlife should be located in the Entertainment District.

- **Retail Storefront Improvement**

A program designated to encourage property and business owners to make improvements to existing retail storefronts. The initial focus will be the along Felix Street within the Entertainment District, between 5th Street and 9th Street. The City will issue low interest loans and/or grants for qualified storefront improvements. These loans will focus on enhancing retail operations and street vitality.

The TIF Plan will play a large role in the redevelopment of this area. The revitalization of this area will take a public-private partnership to carry out the comprehensive redevelopment. The City and developers will need an inside-out strategy focusing on the Downtown core and retail blocks of 5th Street to 9th Street. Generating pedestrian activity along these blocks is a key component to sustainable redevelopment and the success of the Entertainment District. Developers and the City must focus on creating mixed-use developments that focus on retail, residential and office uses throughout the Entertainment District. The result of the Entertainment District will be a unique entertainment venue that provides amenities to residents and those who work Downtown, as well as encourage events to utilize the Convention Center and other nearby activities.



Missouri Theater



Felix Street Entertainment District

Building Block #2 Entertainment District						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1	Establish an Entertainment District		City/ Partnership	Chamber	Q1 2012	The City will need to attract more restaurants, and other nightlife generators which will be key elements to the success of the Entertainment District. The Partnership and the City should work together to attract new business operators and to encourage existing business operators and property owners to make improvements to their storefronts. Incentives should be provided to accomplish these goals through the Facade Rehabilitation Loan Program, the existing Downtown TIF, and CID.
2	Retail Storefront Improvement		City/ Partnership	Chamber	Ongoing	This program should be marketed to retailers and property owners in the Entertainment District and surrounding retail locations. Continued maintenance and improvements will increase the values of neighboring areas and create a aesthetically appealing atmosphere.

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In 2007 Hunden Strategic Partners in collaboration with PGAV conducted a feasibility study for the Downtown Convention Center and Hotel. This study was originally undertaken as an expansion study for the Civic Arena in the thought that it might also serve as a conference or convention center. The concept was to expand the facility and determine what hotel package would be necessary to optimize the performance of the facility. However, it was decided that the arena was not in condition to be expanded nor was the available land conducive to the idea.

The feasibility study concluded that St. Joseph could support a new convention center of 35,500 square feet that would include a mix of exhibit, ballroom and meeting spaces. *The St. Joseph Convention Center, Hotel and Civic Arena Strategy Study* identified the following objectives:

- **Improve Existing Civic Arena**

The existing Civic Arena should be brought up to minimum industry standards. The facility should increase the number of restrooms, provide more handicapped seating, provide devices for the hearing-impaired, create accessible entrances that comply with the ADA standards, increase concession stands and services, update kitchen equipment and capabilities, redesign the entrance plaza and assess safety systems.

In conclusion, there are many nice features contained in the design and layout of the Civic Arena. The facility location is very accessible for visitors, the arena services are accessible to the event floor. The arena is well maintained, however the above mentioned improvements would allow the Civic Arena to compete with other markets while at the same time increase the comfort and level of services for those who do visit.

If St. Joseph decides not to rehabilitate the existing Civic Arena then the following should occur:

- **New Convention Center**

Demolish the existing Civic Arena and replace it with a new Convention Center that meets current building codes and meet the needs of future generations. Supported by TIF/MoDESA and/or other financing sources, construct a new 35,500 square foot facility including a mix of :

- Exhibit Space - 22,000 square feet
- Ballroom Space - 9,500 square feet
- Meeting Rooms - 4,000 square feet

The new convention center should be managed by a new, not-for-profit corporation whose board of directors would be appointed by local elected officials.

The new convention center will have a cost of \$32 million, where public incentives would be responsible for approximately \$20 million. Several financing measures, including Missouri Downtown and Rural Economic stimulus Act (MODESA) and the Community Improvement District (CID) will help provide the financing for the completion of the Convention Center.

- **Establish a MoDESA District**

The Missouri Downtown and Rural Economic Stimulus Act ("MoDESA"), allows the diversion of a portion of the new state and local taxes created by a project to fund eligible public infrastructure and related costs for a period of up-to 25 years. The local match must be, at a minimum, fifty percent (50%) of the amount of the new local sales tax and one-hundred percent (100%) of the



Existing Civic Arena



Conceptual Drawing of Proposed Convention Center

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amount of the new real property tax created by the project each year; or a comparable amount of local funds from the city/county or a non-profit organization.

HSP's Vision Plan assumes revenues from a MoDESA would be used to support both phases of Downtown redevelopment activity, as described previously.

City of St. Joseph



Location of New Convention Center & Hotel



4th Street looking North

Convention Center

Building Block #3 Convention Center							
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
1	New Convention Center	Demolish the existing Civic Arena and replace it with a new Convention Center that meets current building codes and may meet the needs of future generations.	X	City	County	Q2 2015	Supported by TIF/MoDESA and/or other financing sources, construct a new 35,500 square foot facility including a mix of exhibit, ballroom and meeting spaces. The new convention center should be managed by a new, not-for-profit corporation whose board of directors would be appointed by local elected officials.
2	Establish MoDESA District	A MoDESA District would enable the diversion of incremental state sales and income taxes to help fund infrastructure and related costs of the major development projects being considered for Downtown St. Joseph.	X	City	Partnership	Q4 2014	The Missouri Downtown and Rural Economic Stimulus Act ("MoDESA"), allows the diversion of a portion of the new state and local taxes created by a project to fund eligible public infrastructure and related costs for a period of up-to 25 years. The local match must be, at a minimum, fifty percent (50%) of the amount of the new local sales tax and one-hundred percent (100%) of the amount of the new real property tax created by the project each year; or a comparable amount of local funds from the city/county or a non-profit organization.

DREAM Initiative • Downtown Building Blocks Strategic Plan

The feasibility study conducted for the Convention Center also focused on the hotel market of St. Joseph. The addition of hotel rooms is vital to the success of a new Convention Center. The feasibility study concluded that St. Joseph would need at least 300 hotel rooms to attract events to the Downtown Convention Center, currently Downtown St. Joseph has 169 hotel rooms in the recently renovated Holiday Inn.

The St. Joseph Convention Center, Hotel and Civic Arena Strategy Study identified the following objectives:

- **New Convention Center Hotel**

Increase the supply of available hotel rooms for new or improved Convention Center facilities. Encourage the establishment of a new 130-room hotel in the American Electric Co Building. This new hotel would create a boutique concept that incorporates the these of St. Joseph and its history, while at the same time providing the additional rooms for the Convention Center.

- **Hotel Expansion**

The Holiday Inn is located adjacent to the proposed site for the Convention Center. The Holiday Inn recently underwent renovation expanding to 169 rooms. To accommodate the new Convention Center the Holiday Inn should add an additional 40 rooms to expand to approximately 210 rooms.

The Holiday Inn is currently in the its own TIF District and has used TIF for recent renovations. The American Electric Co. Building is located in the Downtown TIF District and TIF funds could be available for the rehabilitation.

The new hotel is expected to cost \$16 million for a new 130 room full-service hotel. MODESA and CID funds could be available for the development of the new hotel. The City of St. Joseph would also need to increase their Hotel/Motel Tax to eight percent (8%). The increase in this tax could assist in the financing of this project.

The full feasibility study can be found in *The St. Joseph Convention Center, Hotel and Civic Arena Strategy Study*, Hunden Strategic Partners, November 2007.

City of St. Joseph



American Electric Co Building



Downtown Holiday Inn

Building Block #4 Hotel							
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
1	New Convention Center Hotel	Increase the supply of available hotel rooms for new or improved convention center facilities.	X	City	Chamber	Q2 2015	Encourage the establishment of an approximately 130-room hotel and the expansion of the downtown Holiday Inn to approximately 210 rooms. The Holiday Inn is currently in a TIF and so has already experienced some incentivizing. A new hotel may require some public assistance from TIF, MoDESA, CID, etc.
2	Hotel Expansion	St. Joseph should concentrate on expanding the number of hotel rooms in Downtown.		City	Partnership/ Chamber	Q1 2015	There are several ways St. Joseph can increase the numbers of Downtown hotel rooms. The first option is to expand the current Holiday Inn, the second option includes expanding the Holiday Inn and building an additional hotel with 100 or more rooms; the third option is to relocate the casino into the Central Business District into a new building which includes hotel rooms.

DREAM Initiative • Downtown Building Blocks Strategic Plan

The City of St. Joseph has provided significant public and streetscape improvements throughout Downtown. The first phase of the streetscape plan has been implemented along Felix Street. The City plans to continue implementation to the remainder of streets throughout Downtown. The beautification of Downtown has been identified as a major priority and important step for the revitalization of Downtown.

- **Establish Wayfinding System**

Develop a comprehensive wayfinding plan and signage system (with specific design standards matching the existing new streetscape) that guides vehicular and pedestrian traffic into and around Downtown. This is particularly necessary for Felix Street Corridor which includes the Entertainment District. An effective system should direct the visitor them with useful information to make their Downtown visit enjoyable.

A City-wide wayfinding system should be established that will route visitors to Downtown and clearly easily identified Downtown public parking areas.

Downtown wayfinding signage should be uniform and be complementary to the streetscape. The system should include gateway, trailblazing, and proximity signs as well as street and traffic control signage. The Partnership and the City should implement this system in phases as funding allows. A full inventory of existing signage should be conducted.

The City is exploring the use of a Community Improvement District to fund further streetscape improvements (as well as new developments) Downtown.

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

Establishing a Community Improvement District has the potential to have a significant impact for Downtown St. Joseph, and should be a high priority.

A CID may levy an additional sales tax and/or a property tax. Preliminary analysis suggests that an additional one-cent (1%) sales tax may provide the most benefit to Downtown St. Joseph.

The document, "Community Improvement District; Preliminary Recommendations," dated January 2009, projected revenues potentially generated by a CID, laid over all of Downtown St. Joseph, from an additional sales tax on retail sales as they exist now. This analysis suggests a CID may generate a total of \$3.4 million over a twenty-year period.

HSP's Vision Plan analyzed one-cent (1%) CID sales tax revenues that could be generated by new convention center, hotel, entertainment district and casino facilities in Downtown St. Joseph. HSP's analysis focuses on Downtown development occurring in "phases," with the first phase including a new hotel, convention center, expanded Holiday Inn, and various entertainment district development. The second phase includes a new arena and a casino. HSP's analysis estimates CID revenues of approximately \$530,000 in year five and \$588,000 in year ten of Phase One; Phase Two CID revenues are estimated to be \$112,000 in year five and \$130,000 in year ten.

The CID would help fund public facilities or improvements including the following:



Felix Street Improvements



Coleman Hawkins Park at Felix Street Square

DREAM Initiative • Downtown Building Blocks Strategic Plan

- Pedestrian or shopping malls and plazas
- Parks, lawns, trees and other landscape
- Sidewalks, streets, alley, bridges, ramps, tunnels, overpasses and underpasses, traffic signs and signals, utilities, drainage, water, store and sewer systems
- Parking lots and garages
- Streetscape, lighting, benches and other seating furniture, trash receptacles, marquees and awnings.
- Seasonal Banners

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

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

A CID would provide the additional fund to continue the streetscape improvements for Downtown St. Joseph. Continuing the historic feel of the buildings to the streetscape and signage will add to the success revitalization of Downtown.

City of St. Joseph



United Building with existing Streetscape



Felix Streetscape Improvements

Building Block #5 Streetscape							
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
2	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.	X	City/ Partnership	Chamber/ County	Q2 2012	The Business Improvement District ("BID") and/or Downtown CID could provide financial assistance for the development and implementation of a wayfinding system.
3	Establish a Community Improvement District	A Community Improvement District could provide additional revenue and support to private development activity downtown as well as the as Partnership activities.	X	City	Partnership/ Chamber	Q4 2010	The Community Improvement District could levy either or both an additional sales tax downtown or a property tax that could generate additional revenues for downtown revitalization activities and for support of the Partnership.
4	Streetscape Improvements	Implement Downtown's new Felix Street streetscape design throughout the rest of Downtown St. Joseph.	X	City	Partnership/ DCID	Q4 2012	The City may be able to utilize the same funding structure that enabled it to complete the first phase of streetscape improvements. The City may also be able to leverage funds with revenues from the Downtown TIF and/or CID.

DREAM Initiative • Downtown Building Blocks Strategic Plan

In 2007, URS completed a Parking Study for the City in which the consultants reviewed the existing parking conditions and concluded with several recommendations. Currently, Downtown St. Joseph has approximately 4,700 parking spaces, of which approximately 55% (2,585 spaces) are owned and operated by the City. A majority of parking is either private or is public, on-street parking and is free; a fact that presents a disincentive for use of the public parking garages which charge parking fees.

Many St. Joseph residents are unhappy with the current parking situation in Downtown. They feel it is not user friendly, unsafe and has confusing parking regulations and signage. There is a wide range of parking regulations that are inconsistent and a lack of signage directing motorists to available parking.

PGAV has determined some overall improvements to the Downtown parking situation:

- **Update Parking Study**

The recently formed Downtown Parking Committee (July 2009) should conduct assessments to determine parking supply and occupancy patterns within Downtown. Continually monitoring the parking situation in Downtown will help identify the need for changes in parking management. The City should create a Parking Directory for all private and public parking lots.

- **Improve the Aesthetics of Existing Parking Lots**

Parking lots in Downtown St. Joseph should undergo aesthetic improvements in the same theme as the streetscape. Existing lot conditions show the need for

maintenance and improved signage. The existing parking lots would benefit from landscaped borders, improved lighting and general maintenance. The City should provide the same attention to parking lots as streetscape improvements.

Other improvements to parking lots should include landscaping, well-maintained pavement with striping, improved and larger signage to the lot, and decorative lighting to complement the streetscape design. Funding can be provided by the Downtown St. Joseph TIF District, CDBG grants, or the proposed CID.

- **Improve Parking Directional and Regulation Signage**

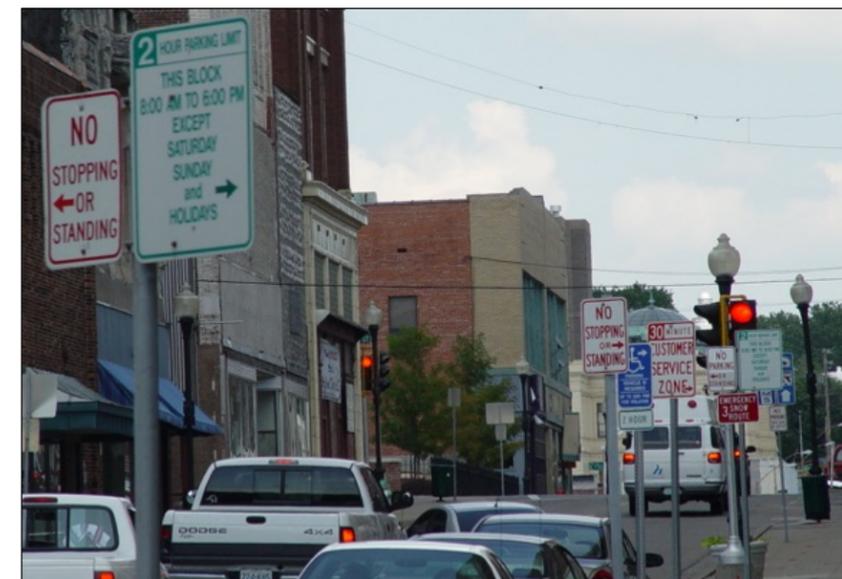
The City should introduce wayfinding signage to help motorists find public parking lots. Providing navigational signage to public parking lots and parking garages will help motorists find the parking that suits their needs.

The City should also focus on the regulation signage located throughout Downtown. Reduce the number of signs and make the signs clear and consistent. Parking restrictions should be the same for an entire block. Creating consistent parking regulations on a block by block basis will ease confusion and increase enforcement.

The City should continue the streetscape improvements to include the pole and signage. Introducing the design standards will create a aesthetically pleasing environment for residents, workers and visitors.



8th & Felix Garage



Parking Signs & Restrictions along Edmond Street

DREAM Initiative • Downtown Building Blocks Strategic Plan

The Parking Plan concluded that the City of St. Joseph has three options to address the Downtown parking issue:

- **Develop a Parking Management Plan**

The City and the Partnership should discuss Downtown parking assets with businesses that own private lots in an effort to develop a plan to share parking spaces for special events, and to use Downtown's parking assets in the most efficient manner in general.

- **Free Parking for Shoppers**

This option would apply a surcharge to merchants by a percentage of sales or per square footage to cover the City's expense for maintaining parking structures, lots and spaces. This fee can be used for a variety of services including parking lot maintenance, trash removal, remodel of storefronts, sidewalk repair, lighting and landscaping.

- **Free Downtown Parking**

Downtown should implement an additional CID sales tax to pay for all Downtown parking. This district will have the ability to construct, reconstruct, maintain and improve the public parking lots. Parking regulations should be determined and uniform throughout Downtown.

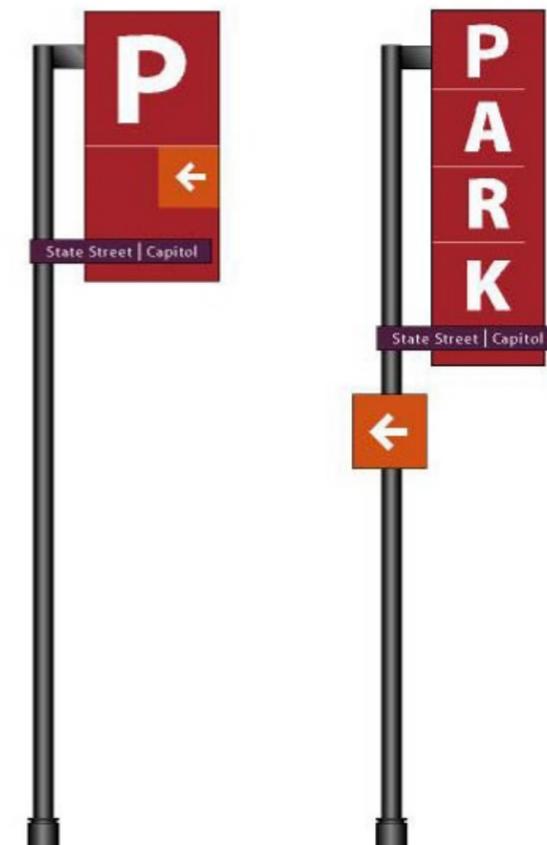
The City of St. Joseph has several options to create a user-friendly parking model for Downtown. A full list of recommendations can be found in the previously mentioned URS report: *Parking Plan for Downtown St. Joseph*.

At right are two parking management tools: at top are two modern parking meters which provide one point-of-payment for an entire row of parking spaces, either on-street or in parking lots. At bottom are two samples of signs denoting parking areas. (Additional wayfinding/signage examples are provided later in this document in the Wayfinding Section at Page 42.

City of St. Joseph



Modern parking Meters



Sample Parking Signage

Building Block #6 Public Parking							
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
1	Update Parking Study	Conduct updates to determine parking occupancy; parking habits; (regulations/encourage on-street parking for customers).	X	City	DCID/ Partnership	Ongoing	City of St. Joseph staff, in cooperation (when necessary) with County personnel should regularly survey daily usage of parking lots and street parking to help the City manage its downtown parking inventory and infrastructure.
2	Improve Aesthetics of Existing Parking Lots	Continue beautification of public and private surface parking lots to encourage and expand usage and enhance Downtown.	X	City	-	Q4 2012	Code enforcement should be emphasized relative to the maintenance and cleanliness of all parking lots in Downtown.
3	Improve Regulation Signage	Create consistent parking regulations for Downtown.	X	City	-	Q4 2011	The City should focus on the location and consistency of regulation signage throughout Downtown. Parking regulations should be the same for each block face. This will reduce the number of signs. The signs should also be integrated into the Streetscape Theme.
4	Develop Signage System for Public Parking	Develop Signage system for public parking lots downtown for better identification.	X	City/ Partnership	Chamber	Q4 2011	City staff to develop sign designs for system or contract with local sign company for design services. The CID or BID could finance.
5	Identify Parking Plan for Downtown	The Parking Plan recommended three options: Free Parking for Shoppers Free Downtown Parking	X	City		Q2 2011	The City should determine the best parking plan for Downtown. This plan should allow for the maintenance and improvements of parking lots and garages in Downtown.
6	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.		Partnership	City	Q1 2011	Incorporate shared parking standards into zoning requirements for Downtown and surrounding areas.
7	Identify Public Parking Plan	St. Joseph currently has approximately 2,400 public parking spaces in Downtown. It has been identified that additional parking is needed during peak hours and special events.	X	City	Partnership	Q3 2010	St. Joseph could resolve their parking problem with the following options: reintroduce parking meters, provide free parking by imposing a surcharge on all merchants in the area, or providing free Downtown parking paid for by an additional CID sales tax.

As the population of Downtown grows it will be important to attract the basic needs and amenities of a twenty-four hour population. The residents of St. Joseph feel that a grocery store/pharmacy is a high priority for the revitalization of Downtown.

- **Attract a Grocery Store/Pharmacy**

As new residents populate Downtown it will become a vibrant neighborhood which will require additional retail services, primarily a grocery store with a pharmacy. A growing number of communities are succeeding in attracting grocers.

Residents and workers have expressed an interest in bringing a grocery store to downtown. It pays well to be prepared before making contact with prospects. A typical market radius for a downtown grocery store is a quarter-mile, which covers most of Downtown St. Joseph. Downtown St. Joseph includes approximately 860 residents.

The City must consider the following when determining the site for a new grocery store: land prices, land assembly, retail market and zoning. To convince a grocer to open a Downtown location, the City must provide a positive attitude along with assurances of support from other City leaders. These efforts among City officials and residents will go far in convincing a grocer that they can be successful in Downtown St. Joseph.

In addition to attracting a grocery/pharmacy Downtown St. Joseph should also create programs and marketing efforts for existing retailers. Grocers will be willing to locate Downtown if the existing retail and commercial district is stable and strong.

- **Increase Marketing for Downtown Retailers**

Promotional efforts should target City residents and the greater metro area. CID revenues may be used to create a cooperative advertising campaign for Downtown retailers.

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

Local newspapers and magazines, websites, radio, television ads and flyers should effectively promote Downtown St. Joseph. The St. Joseph Downtown Partnership should consider retaining professional advertising services to ensure the broadest and most effective coverage. CID funds may be used for funding.

- **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. CID funds may be used for training and education.



Downtown Grocery



Grocery Store that Blends with Architecture

Building Block #7 Grocery/Pharmacy						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1	Attract Grocery/Pharmacy in Downtown		City/ Partnership	Downtown Association/ Chamber	Q2 2011	The Downtown TIF District presents an available incentive for any grocer to use. The City should explore the use of other incentives (tax abatement, special taxing districts (CID, TDD, etc.) at its disposal to incent a new grocery location.
2	Provide Marketing Services for Downtown Retailers		Partnership/ DCID	Chamber/ City	Ongoing	Mailers, advertisements, gift card programs and events can be used to maintain awareness of Downtown retail amenities and to promote shopping/entertainment activity.
3	Create a Downtown Existing Business Development Program		Partnership/ DCID	Chamber/ City	Q1 2011	Through partnership and DREAM training use CID to fund local training and consultation.

DREAM Initiative • Downtown Building Blocks Strategic Plan

St. Joseph has a wealth of historic buildings Downtown, of which almost half are vacant or underutilized. To protect these historic treasures and promote sustainable adaptive uses, the City has approved a Downtown St. Joseph Tax Increment Financing District (Downtown TIF District).

The primary tool of the Downtown TIF District will be to help rehabilitate Downtown's aging building inventory. This will result in a façade improvement program, to be funded in part with TIF. The façade improvement program will provide private property owners financial assistance (in the form of tax increment notes, grants, loans, or other additional programs) to improve their facades. These improvements will affect the overall aesthetics of Downtown and its streetscape. The City has made significant improvements to the public domain, including the streets and sidewalks along Felix Street. The redevelopment of Downtown St. Joseph's historic building stock will be an important step in completing the comprehensive revitalization of Downtown.

- **Increase Historic Building Usage**

A large majority of St. Joseph's historic building stock is vacant or underutilized. Returning these buildings to productive uses in Downtown could add additional retail, housing and office space.

Providing façade improvement and building rehabilitation assistance would help return these building to productive and sustainable uses. TIF funds should be used to provide assistance to local businesses, residents and property owners. Other funding sources should also be used to accomplish the goal of rehabilitating these historic structures.

- **Establish Façade Rehabilitation Revolving Loan Fund**

The Downtown TIF Plan has set up a façade improvement program for the Entertainment District (Redevelopment Project Area 2). This program could be spread throughout Downtown St. Joseph via the TIF Plan, a CID, and utilizing CDBG funds. The City and the Partnership should work with local banks and other potential funding sources by promoting it to Downtown business and property owners. The Partnership should utilize CID and/or TIF funds as the matching component to MDFB funds.

- **Encourage Conversion to Residential Space**

The Partnership 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.



Missouri Valley Trust Co. Building with new Streetscape Construction Underway



Pony Express Parade

Building Block #8 Historic Buildings							
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
1	Increase Historic Building Usage		City	Partnership	Ongoing	A large majority of St. Joseph's historic building stock is vacant or underutilized. Returning these buildings to productive uses in Downtown could add additional retail, housing and office space. Providing façade improvement and building rehabilitation assistance would help return these building to productive and sustainable uses. TIF funds should be used to provide assistance to local businesses, residents and property owners. Other funding sources should also be used to accomplish the goal of rehabilitating these historic structures.	
2	Establish Façade Rehabilitation Revolving Loan Fund	X	City	Partnership	Q4 2011	Create and market the Façade Rehabilitation Revolving Loan Program within Downtown. Working with the MDFB, local banks and other potential funding sources, to implement the 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 the matching component to MDFB funds.	
3	Market Façade Rehabilitation Incentives			Partnership	Q4 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.	
4	Encourage Conversion to Residential Space			Partnership	City	Q4 2013	Encourage the redevelopment of upper-floor spaces to residential use. This will preserve existing historic buildings an promote adaptive reuse. Using low-interest loans for property owners to rehabilitation upper-floor spaces into residential use. The program should provide all necessary requirements and restrictions. Marketing assistance should also be provided to fill the residential spaces. Adapting vacant and underutilized space will maintain the historic character of Downtown while adding to the residential base and meet unmet residential demand.

DREAM Initiative • Downtown Building Blocks Strategic Plan

Downtown St. Joseph has a healthy base of employment. Downtown has more than 35 employers with more than 2,600 employees. Downtown St. Joseph should focus on bringing in new employers to Downtown. Attracting new retail establishments (including a grocery store and pharmacy) and restaurants as well as other businesses both small and large will complement the existing revitalization efforts in Downtown St. Joseph by encouraging the attraction of businesses and the creation of jobs.

- **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.

City of St. Joseph



Hillyard Industries, Inc



Retail & Residential Mix in Downtown St. Joseph

Building Block #9 Job Creation						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1 Attracting New Jobs	Attract new employers, retain existing employers. Job creation will be a critical step to Downtown revitalization.		City/ Chamber	Partnership	Ongoing	The City and the Partnership, in cooperation with the Chamber should promote available Downtown locations for new business location (or relocation within the City). Consider available incentives (such as TIF or tax abatement), which may encourage business attraction and retention. The Vision Plan objectives are expected to create a significant number of jobs in Downtown St. Joseph. The addition of hotels, restaurants and retail establishments will attract new employees.
2 Create a Downtown Business Attraction Program	Focus on filling ground floor Downtown vacancies of all mixed-use and commercial buildings.		City/ Partnership	Chamber	Q1 2011	In the short-term the Partnership should focus on filling ground floor vacancies and the long-term goals should focus on creating the right mix. Attracting retail, restaurant and commercial business will increase the number of employees in Downtown. New businesses should be recruited based on the retail market information.

DREAM Initiative • Downtown Building Blocks Strategic Plan

City of St. Joseph

The revitalization of Downtown St. Joseph will require a combination of private and public funds to carry out and sustain the Community's vision and objectives for Downtown. Fostering and developing new or expanded business and residential growth in Downtown will require the continued enhancement of Downtown's public infrastructure, reinvestment in buildings and property, active marketing, and ongoing organizational and business cooperation. The financial resources required to implement a revitalization program are often the largest "barrier" to ultimate success in achieving downtown objectives. Yet, studies consistently demonstrate that "successful" downtowns are occurring and evolving in no small part thanks to broad public/private investment more often taking place in the form of "public/private partnerships." There are significant costs associated with revitalization, but the economic benefits can be greater.

Traditionally, the roles of public investment and private investment were clearly defined. The public sector focused on basic infrastructure needs, and public services. The private sector invested in buildings, businesses, and residential units. There was indirect cooperation between the sectors in terms of actions such as public parking spaces being leased to individual businesses for private use or the private sector donating funding or joining a special business district, but by and large the mingling or "sharing" of financial and intellectual resources did not often occur.

The resurgence of urban and rural downtowns throughout the United States has benefited from recognition of the benefits derived from the shared responsibility of the public and private sectors in addressing the economic risks and physical challenges associated with deteriorating buildings and aging infrastructure. In response to the economic realities of downtown revitalization, the entrepreneurial collaboration of

both sectors' expertise and resources has lifted the "public/private partnership" to a prominent position in the hierarchy of tools necessary for sustainable downtown revitalization. The private sector often contributes the ability to respond quickly and efficiently to economic and market realities, is freed from the legal constraints embedded in the public sector and cultivates expertise in profitability and business acumen. The public sector often contributes planning (short and long-term) for a sustainable future, offers expanded and more secure fiscal resources for investment and provides a vehicle for public input and stewardship of limited resources.

The traditional roles of the public and private sector have not gone away but have overlapped to some degree, thereby creating an opportunity to share the responsibility, risks, benefits and rewards of effective downtown revitalization. Public/private partnerships occur on many levels of coordination. Downtown strategic planning seeks to involve the private sector in visioning and the prioritization of goals and objectives. This "macro-level" partnership allows both sectors to reflect and address long-range objectives.

Yet, public/private partnerships may also take on a high level of specificity by occurring on a single "project" such as applying tax increment financing to a development project transforming an underutilized building into a productive contributor to downtown's "sense of place." By extension, public/private partnership occurs in organizational collaboration, marketing and promotion, strategic planning, and, in select cases, development/redevelopment.

The DREAM Program reinforces the need for strong partnerships across all contributors (including City/State) to effectively address the substantive challenges associated with downtown revitalization. For example, the Organizational



emPower U



Brittain-Richardson Building

DREAM Initiative • Downtown Building Blocks Strategic Plan

City of St. Joseph

Structure Review provides an assessment of the current “organizational” public/private partnership and makes recommendations about enhancing the capacity of this partnership to address existing or future needs.

A substantial amount of private investment has been made throughout Downtown St. Joseph over the past few years. These capital investments are evident in rehabilitation of Downtown buildings and other facilities as well as businesses relocating into Downtown. The City of St. Joseph should continue to offer incentives to attract private investment and business to Downtown.

- **Statutory Financial Assistance**

Additional private investment will need to be coupled with various incentive sources, including Tax Increment Financing, MoDESA, and a Community Improvement District sales tax .

HSP recommends incorporating the privately owned restaurant, retail, and hotel improvements into the newly created Downtown St. Joseph TIF Redevelopment Area. The action steps for financing depend on each individual project’s characteristics

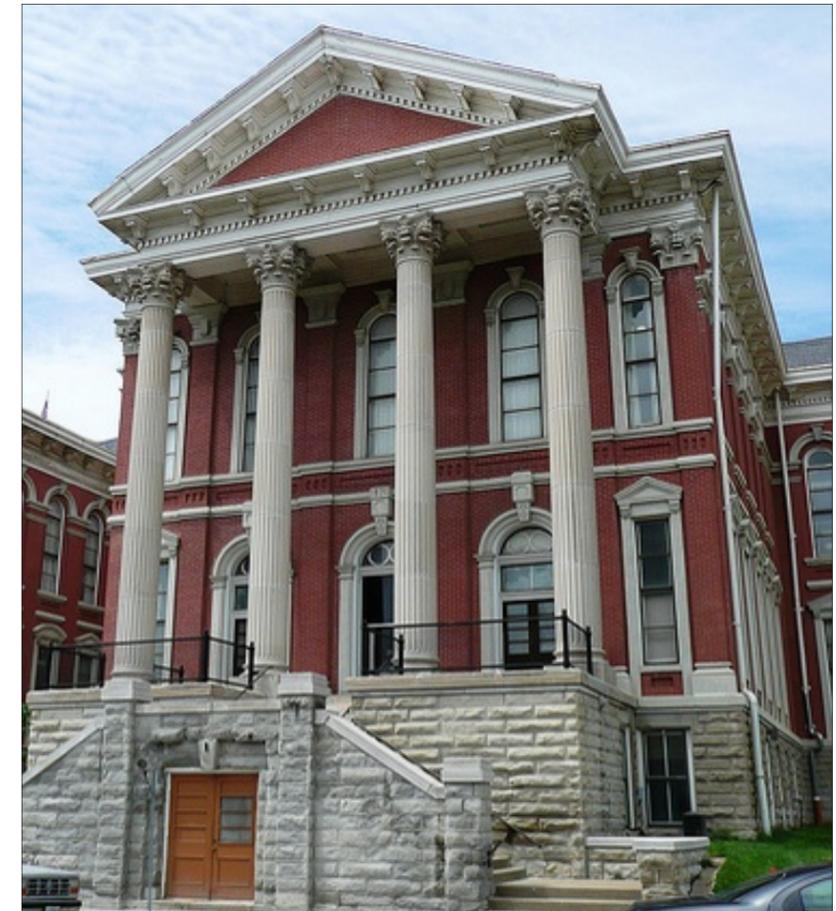
- **Downtown St. Joseph TIF District**

Identifying projects for the Downtown St. Joseph TIF District will prove beneficial to the City and Downtown. Several projects including the Convention Center, Entertainment District, Hotel Development, rehabilitation of historic buildings and additional housing have been identified. Note that during the early years of TIF, little in the way of tax increment revenue will be available. This should not be viewed as a deterrent to leveraging private

investment. Instead TIF agreements can be structured to reimburse property owners/developers for TIF eligible cost from future tax increment proceeds generated by the project.

To accomplish the objectives identified throughout the 10 Building Blocks and other objectives in the Downtown Building Blocks Strategic Plan, St. Joseph will have to attract substantial private investment. Providing incentives for the identified projects may stimulate such investment.

Downtown has recently experienced a substantial amount of private investment, approximately \$139 million for previous redevelopment projects. The Community Improvement District and the Downtown St. Joseph TIF coupled with additional tools should provide the necessary gap financing to continue the revitalization efforts in Downtown St. Joseph. All of these plan components and building blocks, together, comprise the City’s vision for Downtown St. Joseph.

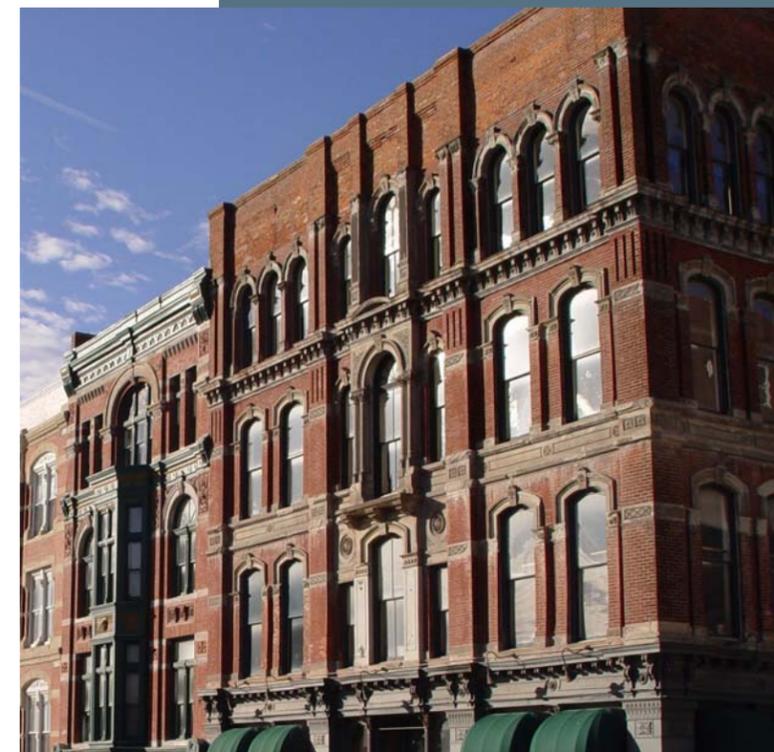


Buchanan County Courthouse



Statue at City Hall

Building Block #10 Public/Private Partnership						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1 Private Investment	Promote/encourage private investment in Downtown St. Joseph.		City	Partnership/DCID	Ongoing	The presence of the Downtown TIF District sends the message to local entrepreneurs that Downtown St. Joseph is open for business. Already, the TIF has helped to facilitate one business' Downtown location.
2 Statutory Financial Assistance	Additional private investment will need to be coupled with various incentive sources.		City	Partnership/Chamber	Ongoing	HSP recommend incorporating the privately owned restaurant, retail, and hotel improvements into Downtown St. Joseph TIF Redevelopment Area. Coupling private investment with financial incentives will continue the redevelopment of Downtown.
3 Downtown St. Joseph TIF District	The City should encourage property owners and/or prospective developers within this RPA to use the TIF program.		City	Partnership/Chamber	Ongoing	The TIF has been activated for RPA 1 (the Felix Street Entertainment District), which has attracted its first developer. The City should continue to promote and use the Building Rehabilitation Program, which was established along with RPA 1.



DREAM Initiative • Downtown Building Blocks Strategic Plan

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

The City of St. Joseph Organizational Structure Review was completed in November, 2007. The Organizational Structure Review recognized the following organizations as being active in Downtown St. Joseph:

- Downtown St. Joseph Partnership Corporation
- City of St. Joseph
- City of St. Joseph Special Business District
- St. Joseph Chamber of Commerce
- Downtown Merchants Association
- St. Joseph Convention & Visitor's Bureau
- Urban Core Capital Corporation
- The Allied Arts Council of St. Joseph

The Organizational Structure Review task resulted in a plan for restructuring existing entities and the formation of new organizations. The primary strategies for improving the organizational structure and capacity of Downtown St. Joseph which are recommended for implementation are:

- **Designate the Downtown St. Joseph Partnership as Lead Organization**

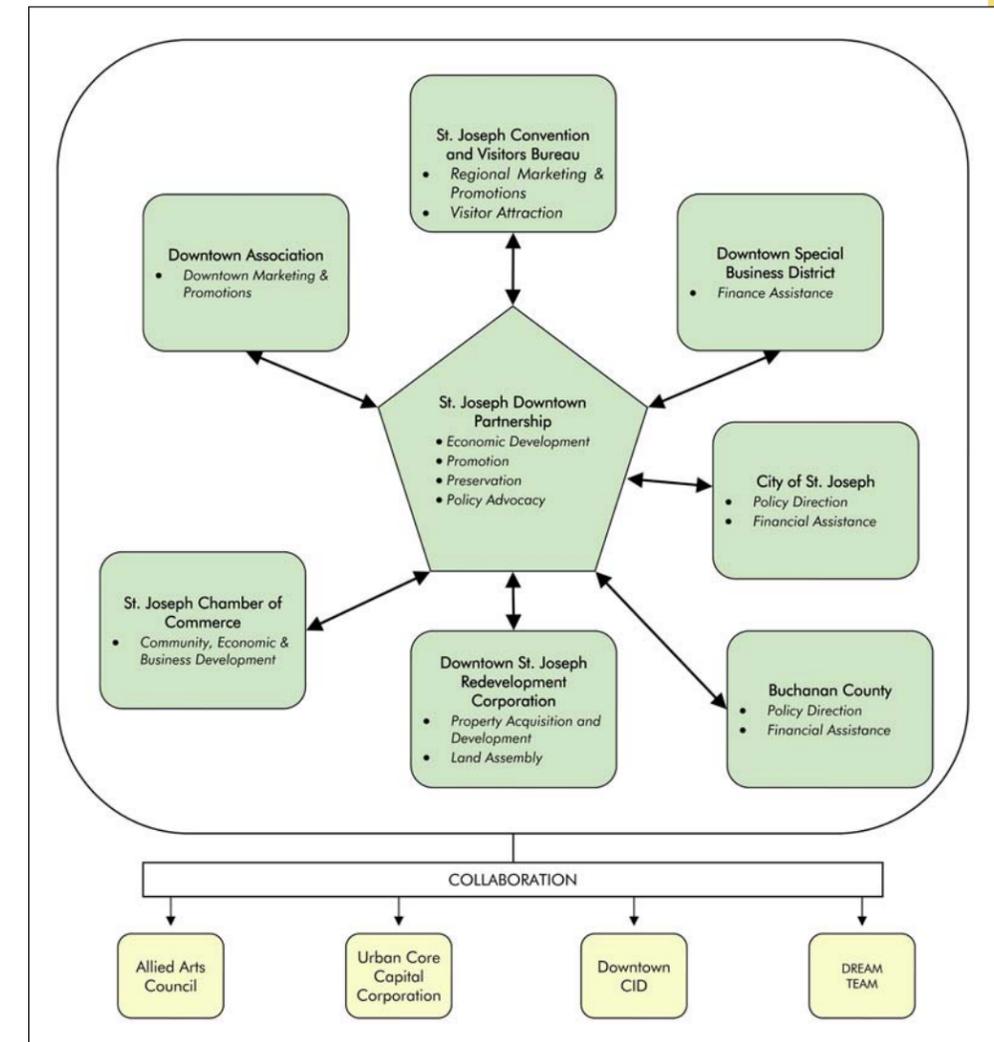
Designate the Downtown St. Joseph Partnership (Partnership) as the Lead Organization for Downtown Revitalization. The Downtown St. Joseph Partnership should serve as the "umbrella organization" for all other groups involved in Downtown Revitalization.

- **Downtown St. Joseph Redevelopment Corporation (Downtown Corporation)**

The facilitation of private investment in Downtown, particularly retail and/or mixed-use development projects, may require an organization capable of acquiring and possibly completing the redevelopment or rehabilitation of targeted buildings within the Downtown area. The existing organizational structure does not provide for a lead organization in facilitating development projects.

Often, complex redevelopment or "early" development projects within a revitalization timeline require a collaboration of private interests willing to share the risk of land acquisition (to possibly hold for future opportunities or to direct redevelopment) with a "public purpose" of eliminating blighting conditions, accelerating revitalization and coordinating private investment. It is recommended that the Downtown Corporation be organized as a not-for-profit entity under Chapter 353 for the purpose of undertaking redevelopment in Downtown.

City of St. Joseph



Recommended Downtown Organizational Structure

The above organizational structure chart recognizes the St. Joseph Downtown Partnership as the organization which will lead economic development and revitalization efforts in Downtown St. Joseph. The Partnership will do the majority of the "heavy lifting" when it comes to promoting downtown and organizing redevelopment efforts. The entities in the main circle of the above chart will likely provide direct assistance to the Partnership on a project-by-project basis. The entities listed below the circle under "Collaboration" will provide regular assistance to the Partnership in the form of regular funding, events planning and marketing.

DREAM Initiative • Downtown Building Blocks Strategic Plan

- **Establish a St. Joseph Community Improvement District**

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

A Community Improvement District is a geographically defined area used to finance public-use projects. CIDs can fund a number of projects considered desirable for the District. They have also been used effectively in downtown revitalization projects across the State. The CID is governed by a board of directors that may be either appointed by the City or elected by the residents and property owners within the CID. It would be a separate taxing jurisdiction within the City of St. Joseph, but to establish it a municipal ordinance is required. The City Council also reviews the CID's annual budget before it is submitted 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 St. Joseph community were to create a CID, it would have a sustainable, organized method for addressing problems identified as important to the District. Establishing a CID would create the opportunity and additional financial capacity to address future needs.

A CID is essentially a contract between the district and

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

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

The actual funding mechanisms—sales taxes, property taxes, business license fees or other user fees—must be approved by the property owner and registered voters of the proposed district in an official election, requiring a majority to pass. This is a somewhat lengthy process with many opportunities for public input.

CIDs are either not-for-profit corporations or political subdivisions. They're managed by a Board of Directors comprising at least five qualified property owners.

The future success of Downtown St. Joseph will continue to be the responsibility of organizations and like-minded stakeholders. A well defined organizational structure, supported by the participating organizations, is critical for Downtown St. Joseph to grow into a more sustainable and vibrant Downtown center.



Buchanan County Courthouse



View of City Hall

Organization Structure						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1	Designate Downtown St. Joseph Partnership as the Lead Organization for Downtown		Partnership	City/Chamber	Q4 2010	The Organizational Structure Review recognizes the Partnership's role and recommends the Partnership partner with new organizations, and that the new CID assist the Partnership with funding for a full-time administrative staff person.
2	Establish a Downtown Redevelopment Corporation	X	City/Partnership	DCID/Chamber/County	Q1 2011	The Downtown Corporation, established via Chapter 353, will create a collaborative public-private redevelopment entity which may acquire and hold land for redevelopment. A Board of Directors comprised by representatives of the private sector and public entities should direct the Downtown Corporation's activities.
3	Establish a Community Improvement District	X	Partnership/City	Downtown Association/Chamber	Q1 2011	A CID will complement the goals of the Downtown TIF and will provide additional revenues for Downtown revitalization activities in general. The CID Board will include members from civic groups and public agencies.
4	Encourage/Sustain Partnership Activities		Partnership	DCID	Q3 2011	The Executive Director of the Partnerships should manage DCID administration. The DCID should also contribute revenues to the Partnership so that the Partnership may hire additional personnel.
5	Continue Capital Investment Activity	X	City	DCID/Partnership	Ongoing	DCID revenues may provide a much needed resource to contribute to both the City's capital improvement program and to strengthen the Partnership's programming and sustainability.
6	Promote Development Activity in Downtown St. Joseph		City/Partnership	Chamber	Ongoing	The UCCC's gap financing program and participation guidelines present an additional tool for private developers to use while exploring downtown redevelopment opportunities.

DREAM Initiative • Downtown Building Blocks Strategic Plan

The purpose of the CID Communication Plan is to provide St. Joseph with a resource to retain, attract and expand businesses. The marketing plan provides recommendations to enhance the image of Downtown, which will draw more customers, investors and new residents. The overall goal of the marketing plan is to transform the perception of Downtown St. Joseph to an exciting work, living and visitor environment.

The marketing plan of the DREAM Initiative identified critical objectives to achieve the goal of transforming Downtown St. Joseph. The implementation objectives are:

- **Education & Petition Signing**

It is important to demonstrate to the Target Audiences how the creation of a CID can facilitate achievement of Downtown Revitalization goals elucidated via the DREAM Initiative, focus group surveys and other public/stakeholder.

To accomplish this objective a Community Improvement District fact sheet should distribute information to this audience. City staff, the Partnership and stakeholders should meet face-to-face with businesses and property owners in the CID boundary.

The City and Partnership should hold a meeting regarding the petition signing where the petition should be made available for property owners to view and sign. After the “petition signing” meeting, hold a meeting specifically for residents and business owners in the CID area to determine who would be interested in becoming CID Board members. The meeting format should include a presentation of information as well as question-and-answer time.

- **CID Communications**

Identifies the ongoing communication campaign to keep the Target Audiences informed and involved as Downtown Revitalization Plans progress. To ensure future support of other Revitalization initiatives, it is imperative that the Target Audiences know, understand, and are repeatedly reminded of the benefits the CID is bringing them. The CID communication also focuses on the importance of a strategic approach to building the partnership with the media in helping to keep progress in the CID area before the community.

It is essential that St. Joseph’s residents and all of its elected officials understand the whole community is affected by the health of Downtown. A healthy, vibrant Downtown has a positive effect on the whole community, not just Downtown businesses and residents.

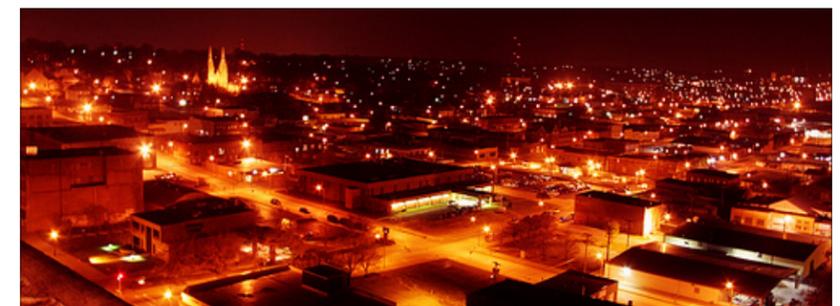
A full listing of the goals and objectives regarding the proposed CID can be found in the Implementation Schedule on page —. Additional information is located in the *CID Communication Plan*, August 2009.



Corby Pond



C.D. Smith Drug Co. Building



Downtown St. Joseph

CID Communication Plan						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1	CID Planning		City	Partnership	Q2 2010	During the course of Hunden Strategic Partners' "vision planning" for Downtown St. Joseph, this "vision" will be developed.
2	Education & Petition Signing		City	Partnership	Q3 2010	A "CID Fact Sheet" which summarizes details of the CID (i.e. how established, planned uses for funds, etc.); face-to-face meetings with stakeholders; a meeting/presentation for City elected officials; distribute information to the local press; hold a meeting with owners of property within the proposed CID area.
3	CID Communication		Partnership	City	Ongoing	A staff person of the Partnership should issue updates, a CID Report Card, on an annual basis; place Downtown St. Joseph CID signs at any project that receives monies from the CID; hold annual meetings with City staff and elected officials to update them on the CID's budget and expenditures.

DREAM Initiative • Downtown Building Blocks Strategic Plan

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

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

- **Establish a Distinct Downtown Brand**

Develop a distinct brand for Downtown St. Joseph to create a consistent image that invokes community pride. Downtown's brand should educate the local community about Downtown's importance and should encourage a positive perception.

This brand can also be used to help geographically define Downtown St. Joseph through the use of unifying elements: wayfinding signage, streetscapes, landscaping, site furniture, public art and pedestrian lighting. Utilize the brand theme and message as much as possible throughout all downtown activities and materials.

- **Improve Sense of Place**

Downtown St. Joseph should focus on improving its "sense of place" to create an appealing, easy to navigate, and well-maintained area that will attract visitors and businesses. Continuing implementation of the streetscape plan, creating a wayfinding system and other beautification efforts will aid Downtown St. Joseph in creating a "sense of place" that will invoke pride and attract visitors

- **Increase Media Presence**

St. Joseph is promoted in the media by various organizations and through a variety of media. Other media sources and outlets should be used to promote Downtown.

Through a concerted public relations and community awareness campaign, the City of St. Joseph has the opportunity to garner earned media through a variety of outlets as well as via "earned media" and "paid media." "Earned media" is typically defined as favorable publicity through editorial influence. In addition to traditional outlets like television, radio and newspapers, it includes social media and grassroots outreach. Earned media provides third-party validation, giving the City's tourism and economic development messages increased credibility.

Paid Media includes advertising in which the City or the Partnership incur a direct hard cost. The avenues to expand paid media include Print Advertising (magazines both nationwide and targeted publications), newspapers, Out-of-Home Advertising, (billboards) and Online Advertising.



Museum in Downtown St. Joseph



Museum Hill Bed & Breakfast in Downtown St. Joseph

Marketing Strategies							
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources	
1	Establish a Distinct Downtown Brand	Develop a brand unique to Downtown.	X	Partnership	City	Q4 2010	Define Downtown St. Joseph as a physical, geographical area through the use of unifying elements (i.e. a unifying theme, message and design).
2	Improve Downtown's Sense of Place	Downtown St. Joseph's "sense of place" should encourage its perception as an appealing, easy to navigate, and well-maintained district that will attract visitors and business owners.		Partnership	City	Ongoing	Continuing the implementation of streetscape plan, and creating a wayfinding system among other beautification efforts.
3	Increase Media Presence	A variety of media sources and outlets should be used to promote Downtown St. Joseph.		Partnership	City	Q3 2011	As funding resources allow, utilize opportunities to promote and market Downtown St. Joseph and its businesses, events, and institutions.
4	Earned Media	Through a concerted public relations and community awareness campaign, the City of St. Joseph has the opportunity to garner earned media through a variety of outlets.		Partnership	City/Chamber	Ongoing	Earned media is typically defined as favorable publicity through editorial influence. In addition to traditional outlets like television, radio and newspapers, "earned media" includes social media and grassroots outreach and provides third-party validation, giving the City's economic development messages increased credibility. To successfully build increased awareness, St. Joseph should identify what messages it would like to share, what audiences would be interested in those messages and the right publications to reach those individuals. Any story pitching should include a strong mix of traditional and online media.
5	Paid Media	Paid Media includes advertising in which the City incurs direct cost.		Partnership	City/Chamber	Ongoing	The avenues to expand paid media include Print Advertising (magazines both nationwide and targeted publications), newspapers, Out-of-Home Advertising, (billboards) and Online Advertising.
6	Enhance Downtown Marketing Materials	Develop a coordinated advertising campaign to promote the Downtown businesses, restaurants, attraction and events.		Partnership	City	Q1 2011	Provide oversight in development of marketing materials to support recommended action items. CID funds may be used to create marketing materials.

DREAM Initiative • Downtown Building Blocks Strategic Plan

Wayfinding is an indispensable tool for directing travelers to destinations while at the same time creating a positive first impression. Wayfinding systems are made up of components that create an arrival sequence to the Downtown. The system consists of common themed signs of various types that direct travelers to attractions.

A successful wayfinding system is made up of many components that can be utilized in a variety of configurations. Some communities may require only a few of the components or can gradually add components into a complete system. Determining how many of the components a wayfinding system needs, depends upon the size, number and type of street.

Arterial and local collector streets are typically the location of gateway, historic, historic district, and trailblazing signs. These streets comprise the transportation corridors which focus the traveler into the downtown. They are discussed in detail as follows:

- **Historic District Corridor**— The central component and primary focus of the streetscape improvements and wayfinding system. This corridor includes the final approach, as well as the main arteries of the historic district. Signage types for this corridor typically include Historical District Gateway and Proximity signs.
- **Residential/Commercial Entry Corridor**— The areas immediately surrounding Downtown, a secondary focus for streetscape improvements and primary focus for residential improvement programs. Usually contain a small to moderate amount of commercial businesses, converted residential, and residential. Signage types for this corridor typically include

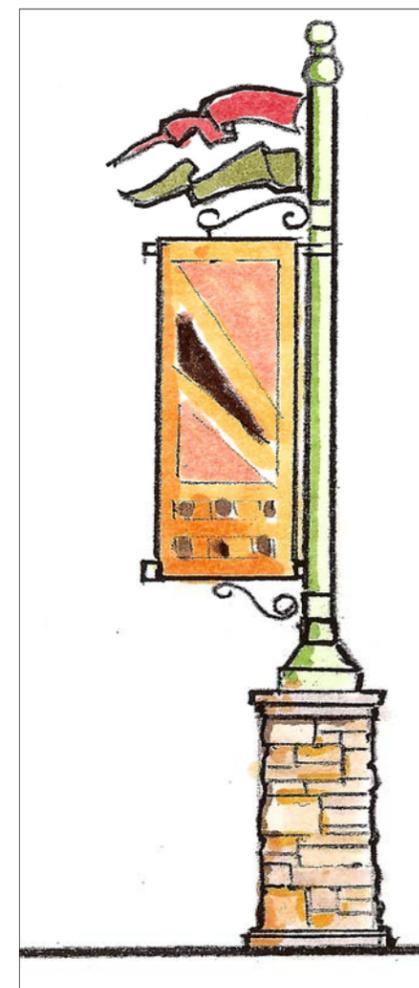
Trailblazing and Proximity signs.

- **Commercial Entry Corridor**— Typically the beginning of the wayfinding system for travelers. The corridor consists of commercial and institutional uses and should focus on simple design treatments that reflect the scale and traffic. Signage types for this corridor typically include Primary Gateway and Trailblazing signs.

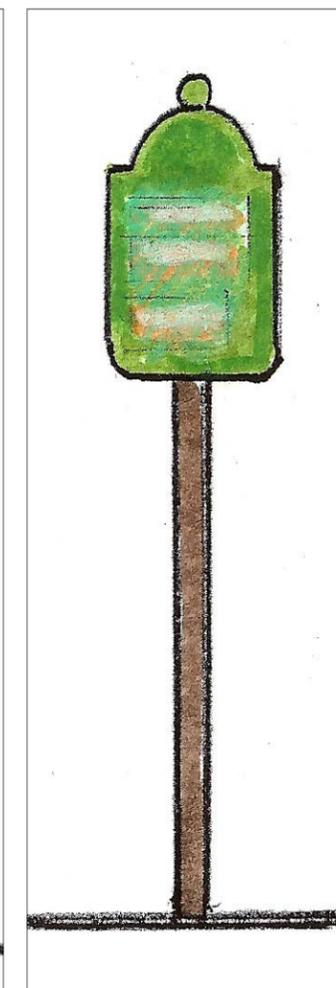
As stated earlier, a successful wayfinding system is made up of many components, including but not limited to these categories of signage:

- **Primary Gateway Sign**— Serves as the “Welcome” to a visitor, creating the first impression of the community. The sign should be significant, serving as a landmark.
- **Trailblazer Sign**— Utilitarian purpose combined with unique branding and design elements. Attractions to consider as destinations on Trailblazer Signs include; Downtown, Historic Districts, museums, event areas, government offices, parking, colleges/universities, and visitor centers. Signs should be located at or near a key transportation node.
- **Proximity Signs**— In close proximity of the attractions these signs direct visitors to the destination.

All signs and banners included in the wayfinding system should have a simple and uniform design. Above all, the signs need to be brief and easy to read with large type face, appropriate coloring, and adequate character spacing. The wayfinding system signs should be unique and stand out in their



Historic District Gateway Signage



Proximity Sign



Trailblazer Sign

surroundings. Sign guidelines should be developed using the Manual of Uniform Traffic Control Devices, published by the Federal Highway Administration (FHWA).

In relation to community planning and specifically to Downtown St. Joseph, the goal of the wayfinding system is to make the journey to Downtown as transparent and seamless as possible. Furthermore, by taking a comprehensive approach in developing the wayfinding system it can reinforce the community's unique identity and sense of place.

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

A community-wide wayfinding system should be established that will route visitors to Downtown and its various assets (e.g. Civic Arena, Felix Street Entertainment District, the Missouri Theatre, etc.).

The system should include gateway signage, trailblazer signs and proximity signs as described on the preceding page.

- **Establish Gateways to Downtown**

Construct gateway monument signs at two primary locations. These locations are the most critical for the overall wayfinding system and include the major gateway monuments. The three locations include the intersection where Frederick Avenue intersects with Francis Street and 9th Street, and where the I-229 off-ramps intersect with 2nd Street and 3rd Street.



Example Wayfinding Signage

Wayfinding Strategies						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1 Establish Downtown Gateway Signage	Construct gateway monument signs at two primary locations. These two locations are the most critical for the overall wayfinding system and include the major gateway monuments. The three locations include the intersection where Frederick Avenue intersects with Francis Street and 9th Street, and where the I-229 off-ramps intersect with 2nd Street and 3rd Street.	X	Partnership	City	Q4 2012	Secure funding for preliminary design and construction of gateway signs for Downtown. Design of signs should reinforce Downtown St. Joseph's image. Utilize CID, TIF, CDBG, or state funding sources to develop gateway signs at entrances to Downtown.
2 Establish Trailblazer Signs	These signs direct visitors to attractions and should be placed at or near high-traffic or parking areas. Recommended locations for these signs include: Felix at 4th Street, Felix at 8th Street, Jules at 5th Street, and where the I-229 off-ramps intersect with 2nd Street and 3rd Street.	X	Partnership	City	Q4 2012	Trailblazer signage will point visitors and residents to key destinations or districts. These signs should follow the consistent theme of the gateway signs.
3 Establish Proximity Signs	Place signs denoting points of interest (e.g. Court house, Civic Arena, parking garages or lots, historic features, etc.) on posts in close proximity to these downtown assets.	X	Partnership	City	Q4 2012	Downtown St. Joseph's proximity signs should have the same coordinated design as the trailblazers, but be installed on a single post. Some of these signs could be installed on existing posts and light poles. These signs would be located on key routes in and around Downtown.
4 Establish Special Purpose & Pedestrian Kiosks	These kiosks should be pedestrian oriented and intend to inform visitors about various destinations.	X	Partnership	City	Q4 2012	In additions to informing visitors of destinations these kiosks could provide community wide maps for Downtown retailers and restaurants, provide detailed information about parks and the Missouri River.

DREAM Initiative • Downtown Building Blocks Strategic Plan

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

- **Establish a Community Improvement District (CID) in Downtown St. Joseph -**

A CID would provide a dedicated funding source for Downtown planning initiatives and development projects. The funding source would come from an additional one-cent (1%) sales tax levied by the CID on all retail sales within its boundaries. These funds can be used for a variety of activities, from providing financial assistance to the Downtown St. Joseph Partnership to funding public improvements, parking management and other redevelopment activities.

- A one-cent CID sales tax could generate approximately \$3.4 million if imposed over the entire downtown area.
- A CID property tax imposed in place of the current Business Improvement District property tax could generate an average \$77,000 annual if imposed on the entire downtown area.

- **Encourage Sidewalk Cafes & Outdoor Seating**

The Partnership and Chamber of Commerce should encourage restaurants to provide outdoor seating. This will be increasingly important within the Entertainment District. An open-air dining 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.

- **Update Land Use & Zoning Data**

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

The field survey should be conducted every two years, while the commercial vacancies should be updated every 6 months. The City should continue the use of their GIS to support downtown development, update land use and commercial vacancies and to monitor public amenities.

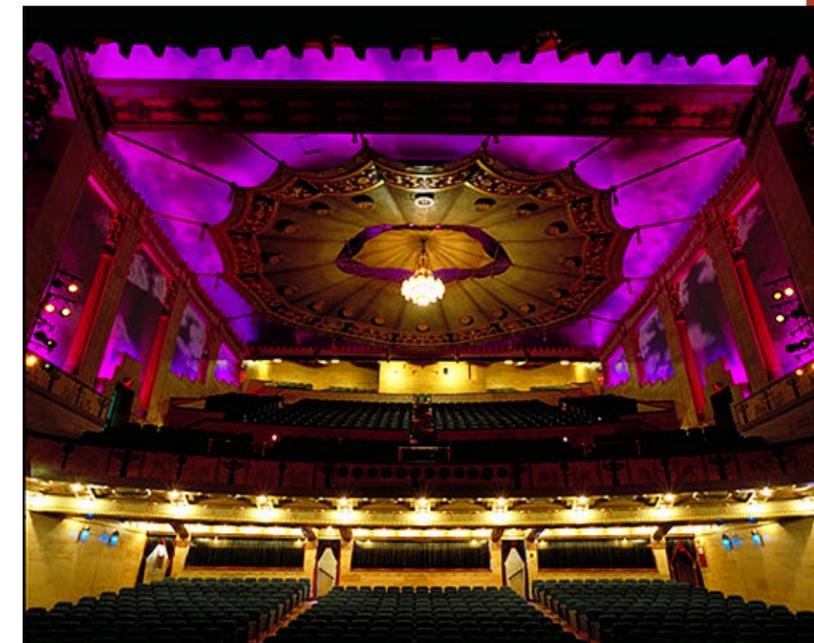
- **Develop Inventory Database for Downtown Infrastructure**

Working with the City's Department of Public Works, develop and conduct inventory of downtown assets (fire hydrants, trees, benches, street lights, traffic signals and signs, etc.). The data base that will be developed for Downtown which will assist the City and Downtown Organizations in the implementation of the redevelopment and revitalization programs.

City of St. Joseph



The Tour of Missouri peloton rolling down Frederick Street.



Missouri Theatre Interior

Special Projects						
Objectives	Project/Program/Action Item	City Council Approval	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
1	Establish Special Events & Calendar of Events		Partnership	Chamber	Ongoing	The Partnership and Chamber should identify periods and gaps in event types for future event development.
2	Encourage Sidewalk Cafes & Outdoor Seating		Partnership	Chamber	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.
3	Provide Downtown Public Amenities for Visitors		Partnership	City	Q3 2012	Use TIF, CID, and/or BID funds to provide a public restroom facility.
4	Fill Vacant Storefronts with Local Art and Signage Promoting Downtown		Partnership	Chamber	Q2 2011	Make vacant storefronts visually appealing with displays from local retailers, art and signage promoting events or other retailers in Downtown.
5	Update Land Use & Zoning GIS Data	X	City	-	Ongoing	The City should conduct a field study which inventories the land use, building conditions, infrastructure, available parking, residential units, and commercial vacancies. Zoning maps should also be 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 St. Joseph should be updated every 6 months.
6	Develop Inventory Database for Downtown Infrastructure	X	City	Partnership	Q2 2012	This inventory will add to the Downtown St. Joseph GIS data base that will inform city staff and developers about existing assets and their locations and may assist the City and developers in the implementation of the redevelopment and revitalization program for Downtown.

DREAM Initiative • Downtown Building Blocks Strategic Plan

PLAN
IMPLEMENTATION



DREAM Initiative • Downtown Building Blocks Strategic Plan

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

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

The financial resources for implementing the recommendations of the Building Blocks include the following:

- Affordable Housing Assistance Program
- Brownfield Tax Credits
- Community Development Block Grants
- Community Improvement District
- Contribution for Tax Credits
- DNR—Grants Management Section
- Establishment of an Enhanced Enterprise Zone
- HERO Home Repair Program
- Low Income Housing Tax Credits
- MIDOC Loan Program/Revolving Loan Fund
- Missouri Arts Council
- Missouri Division of Tourism
- MoDOT/TFF
- Neighborhood Assistance Program
- Rebuilding Communities Development Tax Credits
- State & Federal Historic Tax Credits
- Transportation Development District

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

City of St. Joseph



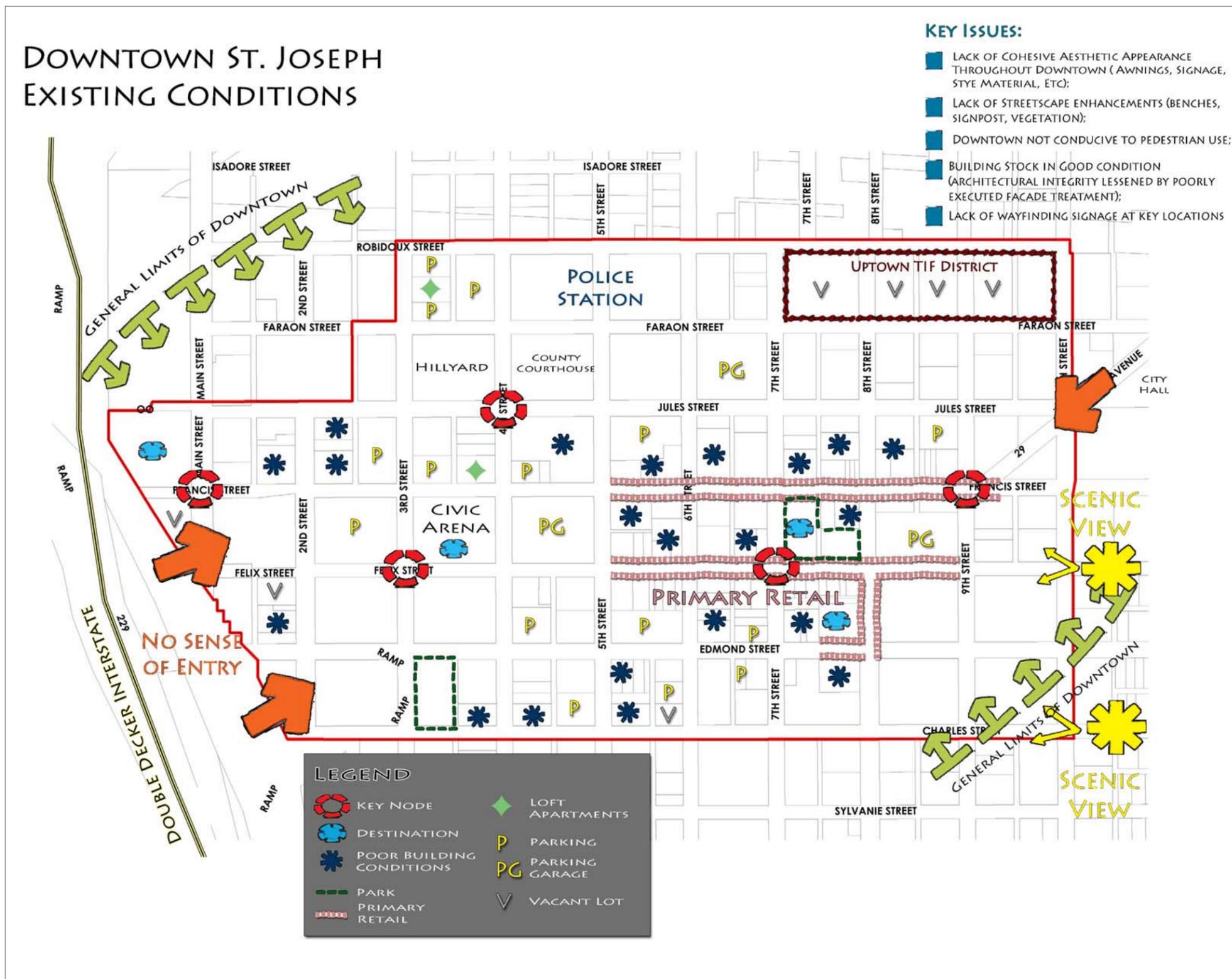
Historic Signage in Downtown



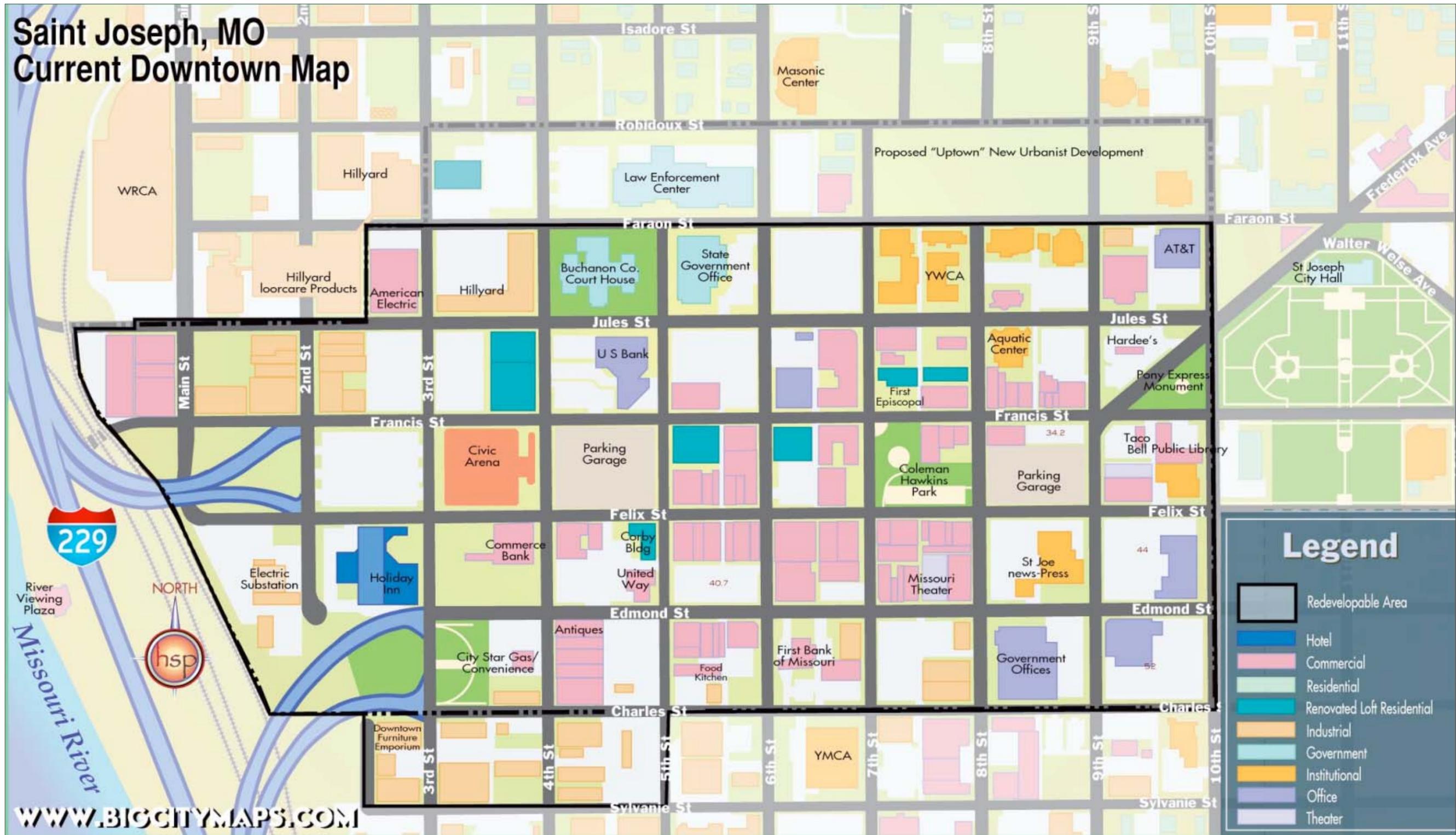
Preserved Historic Facade

Existing Conditions Downtown St. Joseph

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



Existing Conditions Downtown St. Joseph



Implementation

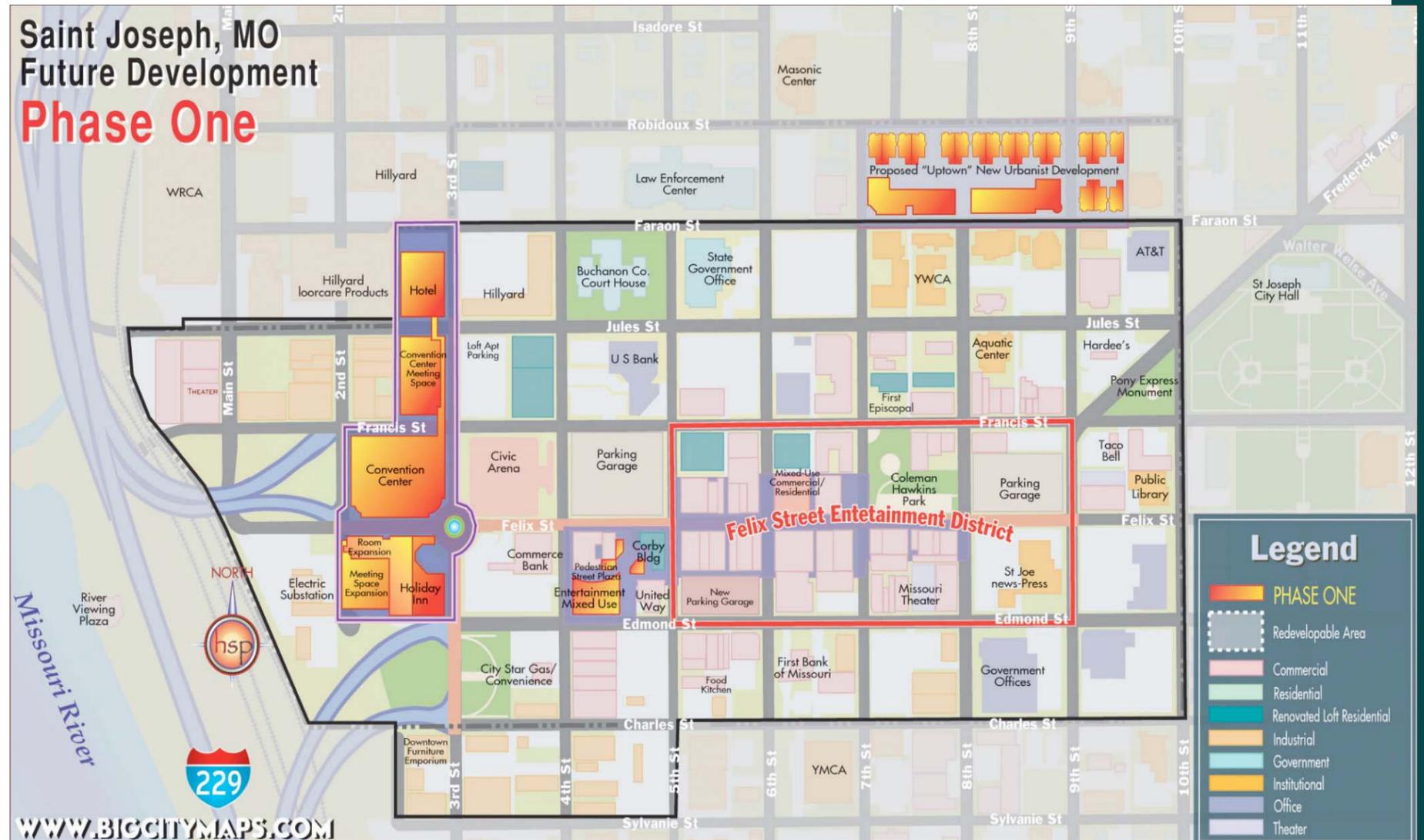
Downtown Revitalization Phase I

Downtown St. Joseph has a number of underutilized sites in the Downtown area, including vacant buildings, surface parking lots, and other under used buildings. Phase I focuses on Felix Street, the Entertainment District, Convention Center, Holiday Inn Expansion and a new Boutique Hotel. Phase I is expected to cost approximately \$175 Million over the next 10 years.

The Entertainment District has a large stock of existing buildings, many of which are outfitted with restaurants, and will not need complete overhauls, but tenant retail and restaurant improvements and upper floor restoration. These improvements will bring the buildings up to a new standard. Creating incentives through the City of St. Joseph and the State of Missouri will help these projects come to fruition. Funding sources such as the Community Improvement District, Downtown TIF, and other potential funding sources such as the Revolving Loan Fund, Transportation Development District.

PHASE I DEVELOPMENT

Boutique Hotel	130 Rooms
Holiday Inn Expansion	50 Rooms
New Convention Center	35,550 Square Feet
Parking	
Convention Center Garage	300 Spaces
Hotel/Garage	525 Spaces
Edmond/5th Street Garage	250 Spaces
Redevelopment	
Retail	23,000 Square Feet
Restaruant	120,000 Square Feet
Office	45,000 Square Feet
Residential	
Rental	130 Units
Affordable Income	60 Units
Market Rate	254 Units
Streetscape	1.5 Miles



Implementation

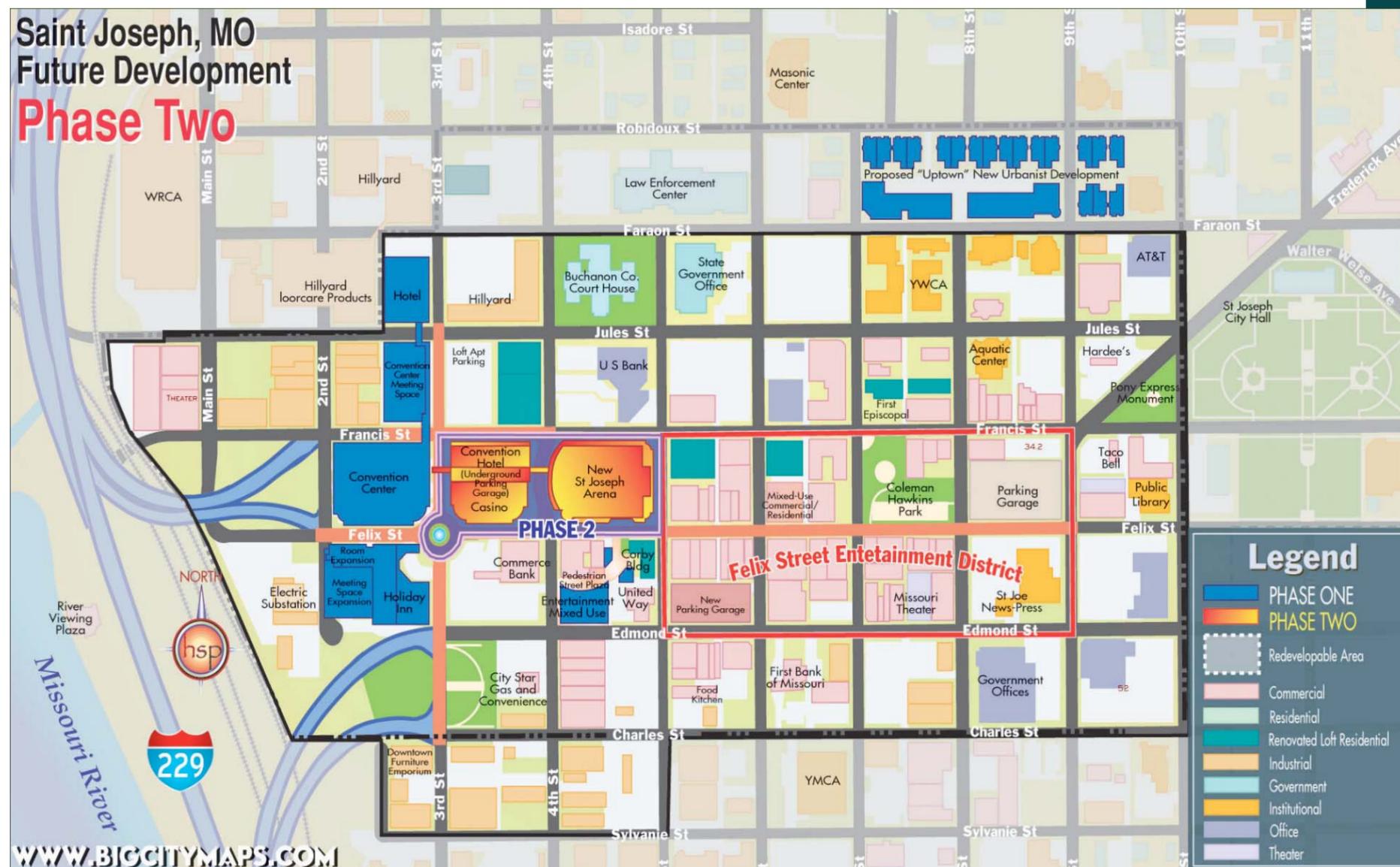
Downtown Revitalization Phase II

Downtown St. Joseph has a number of underutilized sites in the Downtown area, including vacant buildings, surface parking lots, and other under used buildings. Phase I focuses on Felix Street, the Entertainment District, Convention Center, Holiday Inn Expansion and a new Boutique Hotel. Phase I is expected to cost approximately \$175 Million over the next 10 years.

The Entertainment District has a large stock of existing buildings, many of which are outfitted with restaurants, and will not need complete overhauls, but tenant retail and restaurant improvements and upper floor restoration. These improvements will bring the buildings up to a new standard. Creating incentives through the City of St. Joseph and the State of Missouri will help these projects come to fruition.

PHASE II DEVELOPMENT

Casino	48,000 Square Feet
Casino Hotel	200 Rooms
Arena	5,000 Seats



Implementation

Downtown Revitalization Phase I I



Implementation

DREAM Initiative • Downtown Building Blocks Strategic Plan

The accompanying graphic collects the implementation steps and timelines presented with each Building Block and DREAM Initiative Task throughout the preceding document in order to provide some temporal context to the proceeding implementation of the community's vision for Downtown St. Joseph.

City of St. Joseph

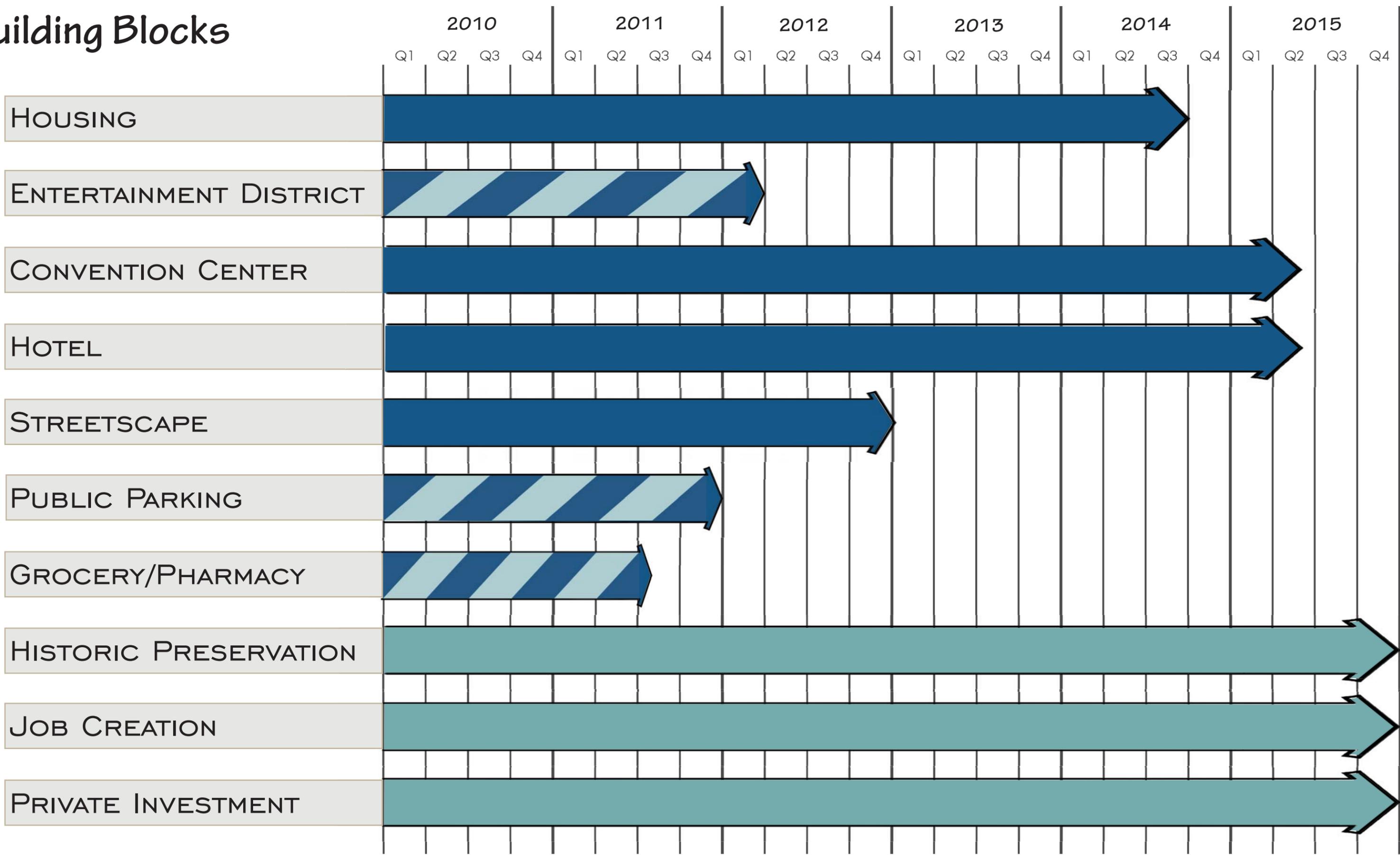


Jesse James Home



Commercial Business Maintaining Original Storefront

Building Blocks





Community Survey

- CONTINUE VISITOR SURVEYS
- RE-CONVENE FOCUS GROUPS
- CONDUCT TELEPHONE SURVEY

Organizational Structure

- DESIGNATE PARTNERSHIP AS LEAD ORGANIZATION
- ESTABLISH DOWNTOWN ST. JOSEPH REDEVELOPMENT CORPORATION
- ESTABLISH A COMMUNITY IMPROVEMENT DISTRICT

CID Communication

- EDUCATION & PETITION SIGNING
- CID COMMUNICATION

Marketing

- ESTABLISH A DISTINCT DOWNTOWN BRAND
- INCREASE MEDIA PRESENCE

Wayfinding

- ESTABLISH DOWNTOWN GATEWAY SIGNAGE
- ESTABLISH COMMUNITY WIDE WAYFINDING PLAN

Special Projects

- ENCOURAGE SIDEWALK CAFES & OUTDOOR SEATING
- DEVELOP INVENTORY DATABASE FOR DOWNTOWN INFRASTRUCTURE
- ESTABLISH SPECIAL EVENTS & CALENDAR OF EVENTS

