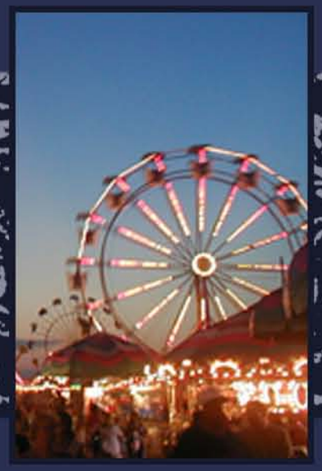

Downtown Strategic Plan

City of Sedalia, Missouri

April, 2010

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI

D·R·E·A·M

INITIATIVE

CITY OF SEDALIA

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

PLANNING CONSULTANT:

PGAVURBANCONSULTING

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DREAM INITIATIVE PROCESS

EXECUTIVE SUMMARY

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

The DREAM planning process reviewed numerous issues regarding the function, structure and image of Downtown and provided recommendations to address these issues. The Initiative helped to identify existing opportunities and constraints and develop a plan for future improvements, growth, and sustainability. The process began with several wide-ranging assessments of existing conditions in Downtown Sedalia. These assessments provided the foundation for various analyses and their resulting recommendations developed under each DREAM task are described in this report. Existing documents, such as the City of Sedalia 1991 Comprehensive Plan, the 2006 Tourism Development Plan, and the City's zoning and subdivision ordinances were reviewed. Additionally the City updated the 1991 Comprehensive Plan in 2008. This resulting Downtown Strategic Plan is intended to supplement the 2008 Plan.

The 2008 update to the City's Comprehensive Plan includes references to a Downtown vision, improvements to key intersections, pedestrian amenities, and the residential and commercial markets. Physical streetscape plans have been developed and implemented by Sedalia Downtown Development, Inc. (SDDI), the City of Sedalia, and the Central Business and Cultural District (CBCD). Additionally, the Tourism Partners, in the 2006 Tourism Development Plan, suggest a plan is needed for the Central Historic District that includes a central theme.

The Downtown Strategic Plan will serve to guide Downtown Sedalia leadership as improvements are implemented. The Plan provides a five-to-eight year unified vision promoting innovative and feasible strategies, the implementation of which will enhance Downtown Sedalia's vibrancy and relevance. It is expected that this plan will be adopted by all of the various Downtown interest groups and driven forward by the leadership of SDDI, with the support of the City and CBCD.

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

Goal One: Enhance the Capabilities of Sedalia Downtown Development Inc. (SDDI) - Several organizations have developed plans or events that can affect Downtown Sedalia. Some of these plans and events occur independently of each other. This can cause conflict or competition for limited resources. Additionally, the City of Sedalia must be sensitive and supportive of activities that occur City-wide, such as the State Fair. With multiple plans, events, and organizations to coordinate, Downtown Sedalia needs a strong champion.

SDDI was established as the lead Downtown organization in 1993 and has effectively guided the revitalization. In order to advance Downtown efforts and meet additional responsibilities, SDDI will require more resources. The City

Downtown Sedalia looking South on Ohio Avenue

Katy Trail State Park winds through Downtown Sedalia

Comprehensive Plan describes a high-density Downtown with a healthy mix of retail, employment, office, and residential that is a national model for Downtown revitalization. To achieve this vision, SDDI will need to handle more responsibilities. Additional funding, broad support, and ultimately more SDDI staff will be required.

The Board of Directors of SDDI should meet to identify sustainable program funding such as the proposed Community Improvement District (CID). SDDI should also meet with the City and CBCD to enhance support and funding to SDDI. In all cases, SDDI should be relied upon as the lead Downtown organization and coordinate all Downtown activities. This important activity, fully supported by the City and CBCD, will require more staff resources. Currently SDDI is staffed by one full-time Executive Director. Downtown Sedalia is very active and has numerous events and facets to manage. Additional assistance with communications, promotions, marketing, and event management is required. New SDDI staff should also be proficient in grant writing.

Goal Two: Establish a Community Improvement District (CID) in Downtown Sedalia - A CID will contribute a sustainable funding source for improvements in Downtown. The CID should be established as a political subdivision, rather than a nonprofit corporation and be funded by a property and sales tax. A CID will help to solidify SDDI as the lead Downtown organization and provide the ability to contractually deliver needed Downtown services, thereby expanding operations and programming. Funding from the CID will also help pay for the SDDI Executive Director and required staff support.

The steps to form a CID will include forming a steering committee consisting of representatives from the City, SDDI, and other interested Downtown groups. This committee should focus immediately on the necessary public outreach to ensure a successful CID petition.

Goal Three: Improve Downtown Buildings - Downtown Sedalia has numerous buildings with a wealth of architectural details, located within the Sedalia Commercial Historic District. However, there is no local preservation ordinance or commission, nor have building design guidelines been adopted. The City of Sedalia should form a local preservation commission to issue certificates of appropriateness for construction projects in the Sedalia Commercial Historic District. This local ordinance will establish the commission and provide building design guidelines to be used as criteria for rehabilitation and infill projects. The Historic District is generally located between Main Street and Broadway Boulevard along Ohio Avenue.

Another important aspect of this goal is improved enforcement of building and maintenance codes. Existing buildings in Downtown show a high degree of deferred maintenance, particularly on rear façades. Proper enforcement of building and maintenance codes are critical to protect existing structures. Recent building collapses underscore the City's code enforcement liability. Property inspections are required to uncover true building conditions. The City should expand its code enforcement department and implement Downtown property inspections for both commercial and residential units. Inspections will be critical as buildings are rehabilitated and upper floors are converted to living quarters.

Existing Banner Signage in Downtown Sedalia

Scott Joplin Mural in Downtown Sedalia

SDDI can assist the City by encouraging property rehabilitations with a recognition program. An annual Best Building award should be initiated that recognizes an effective project that adds value to Downtown.

Effective communication of these policies and programs to Downtown property owners is required. SDDI can help educate and encourage Downtown property owners. As owners come to understand City codes, policies, and improvement efforts, the productive life of Downtown buildings will increase.

Goal Four: Increase Residential Population - A healthy Downtown includes an active residential sector. The Sedalia Comprehensive Plan, focus group comments, and telephone survey results express the desire to increase Downtown's permanent population. The DREAM Residential Demand Analysis conducted in June of 2008 indicates strong demand across all residential markets. To take advantage of the strong residential demand, attention should be given to enhancing the Downtown living experience and marketing Downtown residential options to potential residents.

The City of Sedalia, in addition to enforcing building and maintenance codes on private property, can encourage Downtown as a residential choice by continuing streetscape improvements. The City should review its streetscape plans and seize opportunities to construct plazas, parks, landscaping, public art, and other pedestrian amenities along Ohio Avenue. The Mid-Town Tax Increment Financing (TIF) District, the CBCD, or proposed CID can help provide funding for these projects.

The City should also develop cycling enhancements that local residents will use, including trails, routes, racks, and signage. Support for the bicycle culture is currently demonstrated by the activity on and around the Katy Trail, the two Sedalia stops, and the Katy Depot. However trails and routes connecting these features are difficult to follow. As public improvements to the streetscape occur, consideration should be given to the impact on the cyclist.

SDDI should focus on developing new events and expanding existing events held in Downtown. Simple activities, such as sidewalk sales, will provide Downtown residents necessary services and be of interest to visitors as well. Downtown should also continue to capitalize on large City-wide events such as the Scott Joplin Ragtime Festival and the Missouri State Fair. Downtown residents enjoy front row seats for these large festivals.

Additionally SDDI, with assistance from the City, should develop a targeted marketing campaign for potential Downtown residents. Nearby Whiteman Air Force Base provides potential residents. Sedalia also benefits from proximity to Kansas City, Columbia, and Jefferson City in that the employers and institutions in these communities attract people who might consider a unique housing option in Downtown Sedalia. This campaign should include testimonials from existing Downtown residents and successful developers. Ultimately this effort should lead to an annual loft tour event that showcases the best of the Downtown living options that Sedalia has to offer.

These combined efforts will increase the already strong residential demand which, in turn, will result in an increase in the Downtown population.

Rehabilitated Downtown Sedalia Building on E. 3rd Street

Downtown Sedalia Signage

Goal Five: Public Parking Lot Enhancements - Public parking lots are often the first destination of a Downtown visitor and should provide a positive impression. It is important to understand that every vehicle that uses a parking lot brings at least one pedestrian into Downtown. Therefore, parking lots should appeal to pedestrians just as much, if not more so, than to motorists.

The City has recently initiated streetscape enhancements along Ohio Avenue that consist of decorative lighting, pavement, benches, and planters. As the streetscape phases are completed, the City should include in its plans upgrades to public parking lots that will complement and expand on the theme of Ohio Avenue. Parking lot improvements should consist of the same decorative lighting, new pavement, striping, signage, and walkways.

Landscaping islands or other green areas should be installed in public parking lots. These areas should include trees to help shade the lot and provide an attractive vertical element to the surroundings. The existing streetscape does not include street trees due to maintenance concerns. Nearby public parking lots are the ideal place to weave this element into Downtown.

Potential funding sources for these improvements may include TIF District funds, the CBCD, or the proposed CID.

Goal Six: Wayfinding - Downtown Sedalia has some wayfinding elements to assist motorists. However, with the large amount of visitors that the City enjoys from several events and attractions, a more complete system should be installed. Additionally, Downtown is not highly visible to other areas of the City.

Beginning with gateway signage at the proposed entryway plaza, as shown in Goal Eight on page 5, Downtown should have a system that draws the motorist from Broadway to public parking lots and then assists pedestrians. Attractions for listing on the signage should include the Pettis County Courthouse, City Hall, Carnegie Library, Hotel Bothwell, Katy Depot, and the Liberty Center. Attractive signage that indicates a clear defined route from public parking to these activity centers will welcome visitors to Downtown.

Other elements to this system should include identifying signage on the streetscape's decorative light poles. These signs can be used to delineate districts and the boundary of Downtown. Additionally, instead of the typical vinyl banners, metal sculptures can be added for designation signage, should a Downtown Arts District be formed.

These improvements should be included in the City's streetscape plans and potential funding sources include TIF, CBCD, or the proposed CID.

Goal Seven: Create Downtown Marketing Materials - Implementing physical improvements will prepare Downtown to better receive visitors. Existing efforts to promote Downtown attractions consist of diffused efforts by the respective organization in charge of an event. There is no promotion of Downtown Sedalia as a whole and no communication channel with potential visitors.

In order to fully capitalize on visitors, Downtown will require new, coordinated, marketing tools. These materials should support the chosen positioning of Downtown and include all Downtown activities.

Parking Signage in Downtown Sedalia

Scott Joplin Ragtime Festival

Consistent communication with Downtown's markets will be more cost effective than sporadic advertising and ensure that visitors, residents, and potential investors received accurate and timely information.

To achieve this communication, SDDI should assemble a Downtown specific website, newsletter, and marketing package. The information required for one of these tools applies to all of them. The website should be focused on visitor information, but will attract interest from residents and investors. The newsletter will be primarily speaking to residents, but will be effective to provide to visitors and investors. The marketing package should be a tool used to respond to potential investors specific information needs, but may also appeal to visitors and residents.

These materials will also help SDDI develop its relationships with other Downtown groups. The Promotions Committee of SDDI should be the clearinghouse for all Downtown information and work closely with the Tourism Coalition, The City, The Chamber of Commerce, The Pioneer Trails Regional Planning Commission, and Pettis County to ensure the information presented is accurate and current. Enhancement of these relationships and effective coordination will cement SDDI as the overall Downtown organization.

Goal Eight: Entryway Plaza - The City should pursue developing an entryway into Downtown at the intersection of Ohio Avenue and Broadway Boulevard. Residents and officials have commented that identification of Downtown at this intersection is lacking. There is signage that indicates a motorist needs to turn north onto Ohio Avenue, but it is not particularly visible and, as it is on the south side of Broadway, actually draws the eye of the motorist away from Downtown.

A landscaping plaza could be constructed on the northwest quadrant of this intersection. A statue of Scott Joplin welcoming motorists into Downtown can be a tribute and provide the function of a gateway sign. Decorative lighting that matches the Ohio Avenue streetscape, an improved traffic signal, benches, and landscaping would complete the entryway. Ideally the City could purchase the non-historic building at this location for the plaza, but it is possible to convert a portion of the parking lot. If the building could be purchased, the entire corner could be utilized and a park setting established. An illustration of a potential plaza is located on page 36.

The large parcels on the south side of the intersection the City should view as a redevelopment area. The City should negotiate with potential developers of the south side parcels to acquire property for plazas here as well.

This project is another opportunity to utilize funding from the TIF, CBCD, or proposed CID and may also be eligible for various grants.

Farmer's Market on Main Street in Downtown Sedalia

INTRODUCTION

The DREAM Initiative is a three-year program providing designated Missouri communities with Downtown planning assistance. Through the coordination of the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative has brought urban planning services to Missouri communities at a fraction of the cost. DREAM also provides improved access to funding mechanisms administered by these agencies. The State of Missouri retained PGAV Urban Consulting to develop and administer the DREAM Initiative planning component.

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

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

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

- Organizational Structure Review
- Land Use, Building, & Infrastructure Survey
- Community / Consumer Surveys
  - Focus Groups
  - Telephone Survey
- Building Design Concepts
- Retail Market Analysis
- Residential Demand Analysis
- Financial Assistance Review
- Destination Assessment
- Marketing Plan

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

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

Downtown Restaurant

State Fair Community College Entrance

PUBLIC OUTREACH

Effective planning engages the public and responds. Local officials need to ensure that planning recommendations have been vetted through a responsive process that allowed for sufficient public input. The DREAM Initiative utilized a comprehensive approach to interact with Sedalia's citizens and civic leaders to identify issues regarding Downtown. This approach provides support for policy decisions, future projects, and ongoing planning efforts.

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

Interviews with key stakeholders and discussions with the public indicated great pride for Downtown Sedalia and strong, commonly held opinions for improvements. Local leaders were supportive of existing revitalization efforts such as the streetscape improvements, Furnell Landmarks housing project, and establishment of the Mid-Town Tax Increment Financing (TIF) District.

After many discussions, it was apparent that issues facing Downtown Sedalia had to do with developing organizational capacity for SDDI, ongoing programmatic funding, strengthening building and maintenance codes and policies, and attracting Downtown residents. These issues were reinforced throughout the public outreach efforts and were often topics of discussion between PGAV staff and Sedalia residents, officials, or staff.

The DREAM Initiative used numerous methods to involve the public and generate proposed solutions for these and other issues. Some of the public engagement methods used were:

- Initial Assessment Meeting
  Upon being selected as a DREAM community, an Initial Assessment Meeting was held on October 23, 2006. The meeting was well attended by SDDI, CBCD, and City of Sedalia representatives as well as other interested groups and Downtown property and business owners. The Downtown organizations provided a presentation and tour. PGAV staff and State of Missouri personnel were in attendance. The purpose of this meeting was to identify the planning tasks that would benefit Downtown Sedalia and be included in the DREAM Initiative contract.

- Focus Group Meetings
  In the Spring of 2007, four focus groups were conducted with Downtown owners, the general public, Downtown building owners, and a loosely formed group of interested individuals called the "Economic Council". Session moderators asked general questions about the City of Sedalia and specific questions about Downtown that were designed to promote discussion. Topics included how Downtown is used, perceived, and challenged and how it could be improved.

- Telephone Survey
  In the Summer and Fall of 2007, a telephone survey was conducted to solicit feedback from local residents. Three hundred responses were tabulated and some questions built on issues that were uncovered during the

Business After Hours at Lincoln Hubbard Apartments

Local Public Meeting Regarding the DREAM Initiative

focus group meetings. Respondents indicated some positive aspects of Downtown, but did indicate areas for improvement such as expanding options for dining, shopping, and entertainment as well as improving building façades and adding green space.

- Sedalia DREAM Committee
  Representatives of local groups including SDDI, the Sedalia Chamber of Commerce, the CBCD, the Scott Joplin International Ragtime Foundation, the Tourism Coalition, Liberty Center Association for the Arts, and the City formed the DREAM Committee. Representatives of these groups reported on the progress of the DREAM Initiative to their respective boards and organizations.

- Key Stakeholder Interviews
  Interviews were held to review issues indicated by other outreach methods. Throughout the DREAM process, PGAV and City staff, officials, the DREAM Committee maintained communications and met numerous times to review new planning directions and address concerns.

- Destination Assessment Kickoff Meeting
  A public kickoff meeting was held on September 29, 2007 for the Destination Assessment task. This meeting was attended by various members of the public that were interested or connected to the task topic.

- Annual Review Meetings
  A public annual review meeting was held on February 12, 2008 and again on June 11, 2009. At both of these meetings members of the SDDI Board, City staff and officials, businesses and property owners, and residents were in attendance.

- Downtown Strategic Plan Process
  A kickoff meeting for the Downtown Strategic Plan process was also held on June 11, 2009. Preliminary recommendations of the Plan were presented as well as the process and issues that have been identified. A second public meeting was held on March 29, 2010.

- Press Involvement
  At many public meetings members of the local newspaper and other press agencies were in attendance to report on the meeting. Additionally, sample press releases were provided to the City and SDDI to help generate news stories about these meetings and other DREAM tasks. Numerous articles were generated utilizing this method.

- City Website
  The City maintains a website that includes a Sedalia DREAM page reporting on Initiative updates. Some of the DREAM reports are available on this page including the 2008 update presentation, the Telephone Survey Report, and the Residential Demand Analysis.

  Additionally, the Sedalia City Council discussed aspects of the DREAM planning tasks throughout the process. Minutes of some of these meetings can be obtained by visiting the city website at www.cityofsedalia.com.

City of Sedalia Website

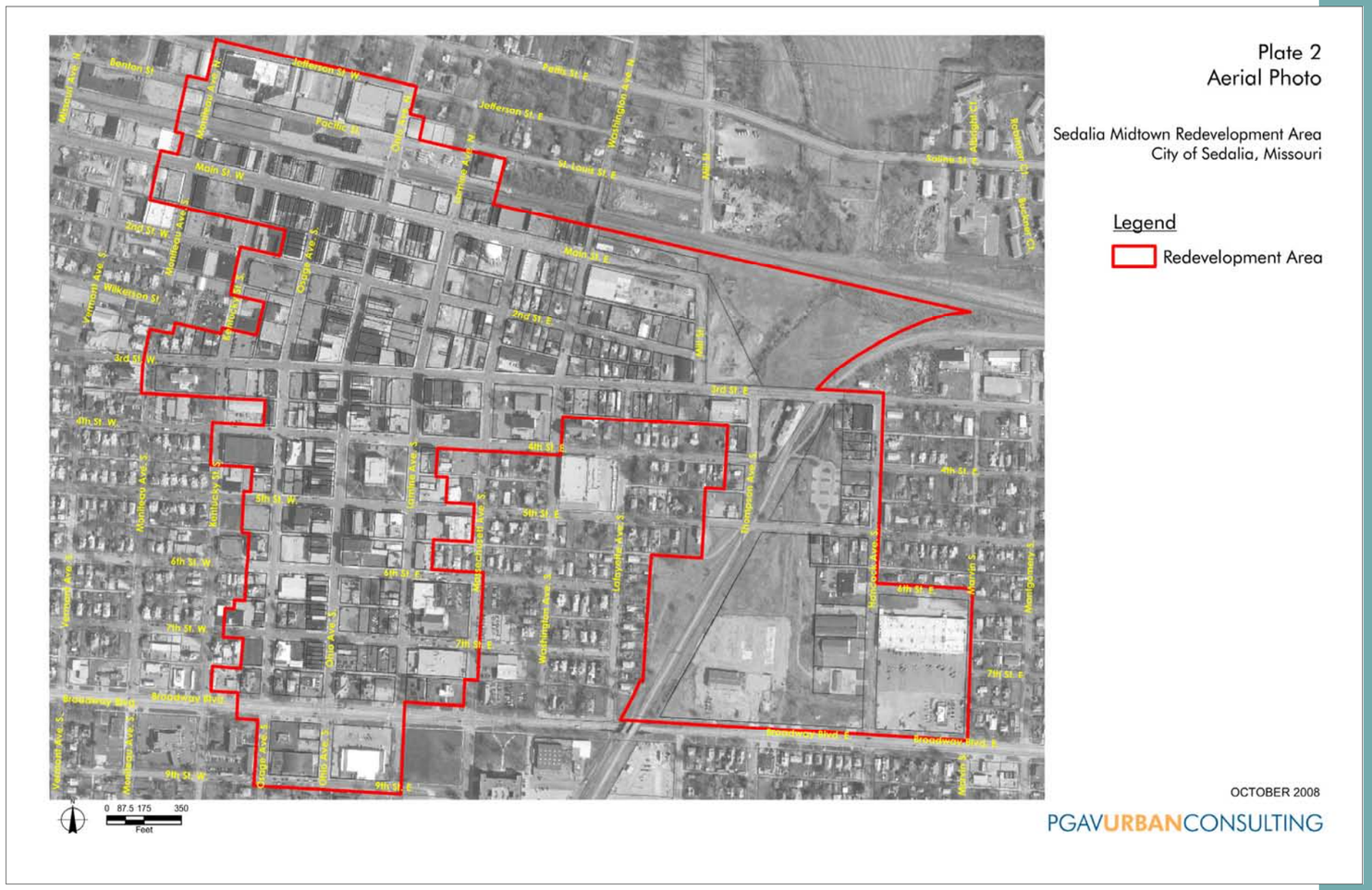
ACCOMPLISHMENTS

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

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

Recent accomplishments in Downtown Sedalia include:

- Establishment of Mid-Town TIF District.
- Furnell Landmarks Building mixed-use rehabilitation. (Missouri Housing Development Commission funding)
- Commerce Building residential project. (Missouri Housing Development Commission funding)
- Obtained Home Repair Opportunity (HeRO) program funding for qualifying residential properties.
- Initiated a streetscape project that consists of new sidewalks, streets, walkways, decorative lighting, and infrastructure. The first phase at Main Street and Ohio Avenue has been completed. A Community Development Block Grant provided partial funding for this important project.
- Update of building code ordinances.
- Renovation and re-use of the Missouri Pacific / Amtrak Depot through funding from MODOT Transportation Enhancement, Community Development Block Grants, and Federal Transit Administration grants.



Sedalia Mid-Town TIF District Boundary

TASK SUMMARIES

ORGANIZATIONAL STRUCTURE

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

Organizations reviewed for this task included:

- Sedalia Downtown Development Inc. (SDDI)
- City of Sedalia
- Sedalia Central Business and Cultural District (CBCD)
- Sedalia Chamber of Commerce
- Scott Joplin International Ragtime Foundation (SJF)
- Sedalia Area Tourism Commission
- Sedalia Convention and Visitor's Bureau
- Tourism Coalition
- Pettis County Chapter 353 Redevelopment Corporation
- Liberty Center Association for the Arts

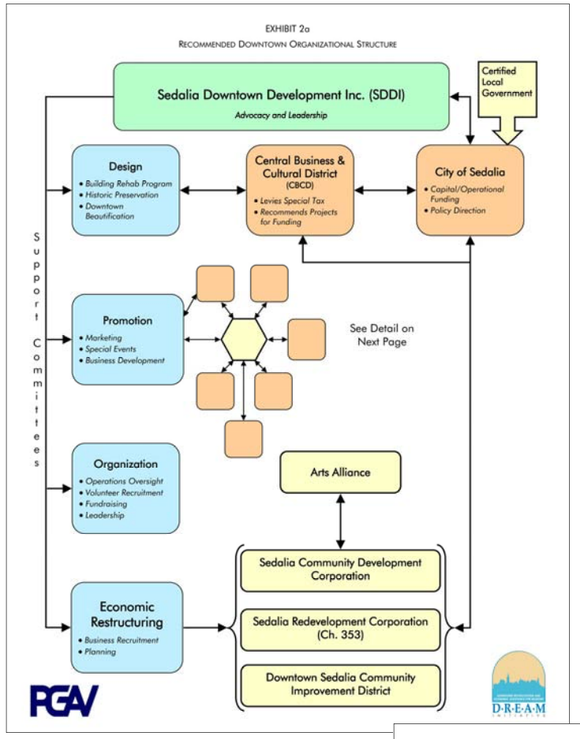
The Organizational Structure Review resulted in some recommendations to strengthen existing groups and form others. Recommendations for improving the organizational structure of Downtown Sedalia include:

- **Enhance SDDI as the Lead Downtown Organization**
  SDDI was formed for the purpose of stimulating economic development in Downtown. The group was modeled on the four-pronged Main Street approach and currently has one full-time employee, the Executive Director. SDDI is governed by a 12 members Board of Directors representing Downtown interests.

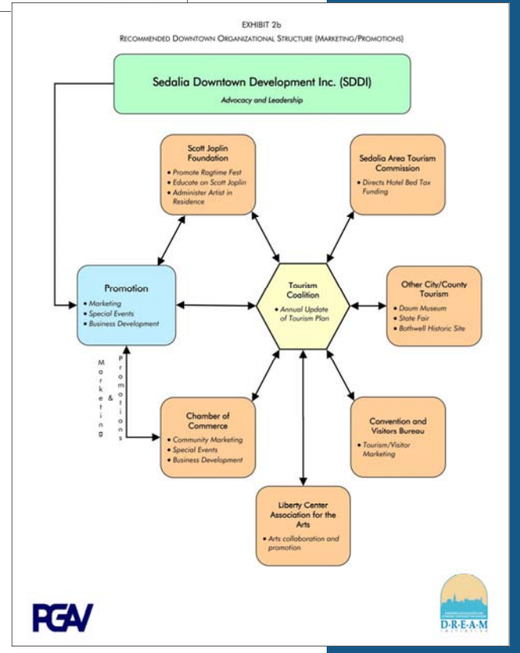
  Downtown Sedalia is an active area with numerous businesses, events, and plans to coordinate. Current staffing levels are inadequate for the group to maintain services, much less expand assistance. The core committees of promotion, organization, economic restructuring, and design exist, but are volunteer-led. Many vital responsibilities fall to the Executive Director.

  The Board of Directors should initiate a planning process that includes a review of goals, plans, events, and resources to determine additional staffing needs. Capabilities of new staff should include a proficiency in marketing, promotions, or volunteer recruitment. Hiring an individual to take on just one of these responsibilities will allow the Executive Director to refocus on other responsibilities such as grant-writing and Downtown economic development.

- **Hold an SDDI Retreat**
  A SDDI Board retreat will provide a concentrated work session for the group. It is vital that all members of the SDDI Board attend the retreat for the full day, therefore a date must be chosen to which the Board will commit. Other attendees should include key stakeholders such as Downtown business or property owners, City officials and staff, representatives for interested groups, and committee members. The intent of the retreat is to review SDDI's capabilities, funding, committees, volunteer base, collaborative efforts, and outreach activities. A trained



Recommended Downtown Sedalia Organizational Structure



moderator should conduct the retreat and a mid-term business plan for SDDI should be developed. This plan will help guide the organization and drive the Downtown Revitalization forward. Specific topics should include:

- SDDI staffing and funding
- Enhancement of CBCD support to SDDI
- Establishment of a Downtown CID
- Relationships with other Downtown groups and SDDI's role in their Plans
- Expanded responsibilities of the SDDI Promotions Committee (Downtown branding)
- Volunteer Recruitment

The Board is charged with the task of promoting a unified vision for Downtown Sedalia based on existing plans and components. In addition to the DREAM Initiative, the City Comprehensive Plan, Blue-Ribbon Vision, Arts Alliance, recent Mid-Town TIF, and Tourism Coalition all have recent plans that impact Downtown. SDDI should lead the effort to manage the 'big picture', in the context of Downtown Sedalia, for all of these plans. SDDI should develop a strong written Business Plan with identifying objectives, goals, strategies and budgets to ensure efficiency in coordinating Downtown Revitalization efforts.

- **Establish a Downtown Community Improvement District**
  A Downtown CID will provide funding for planned improvements and activities. These initiatives will complement the public streetscape improvements implemented by the City of Sedalia.

  A CID represents an organized group of neighbors desiring to make improvements and solve problems in a defined area. Establishment of a CID requires a petition signed by residents and property owners in the proposed area and a thorough work plan. A Board of Directors is either appointed by the City or elected by the residents and property owners of the District. A CID is a separate entity from the City, but requires that a municipal ordinance be adopted to organize this funding vehicle. The City Council also reviews the CID's annual budget and submits it to the Missouri Department of Economic Development. The proposed Downtown Sedalia CID should be created as a political subdivision, rather than a non-profit corporation and have the ability to receive funding from sales and property taxes. The CID should generally follow the DREAM Initiative boundary.

  SDDI should work closely with the City to lead the effort to establish a CID. SDDI can begin CID Planning and outreach immediately. Public meetings can gather input form the primary target audience in an effort to formulate a broadly supported improvement plan and demonstrate the benefits of the CID. The City will need to take the next step by having a petition drafted. SDDI can assist with gathering required signatures and informing Downtown stakeholders of the CID's goals.

  For more detail regarding the establishment of a proposed Sedalia CID, refer to the DREAM *Financial Assistance Review*, October 2008.

To see a full listing of the goals and objectives outlined in the Organizational Structure report please refer to the Implementation Schedule on page 39. These and other recommendations are found in the Sedalia DREAM *Organizational Structure Review*, April 2008.

Carnegie Library on W. 3rd Street in Downtown Sedalia

Pettis County Courthouse in Downtown Sedalia

Sedalia City Hall

LAND USE, BUILDINGS & INFRASTRUCTURE

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

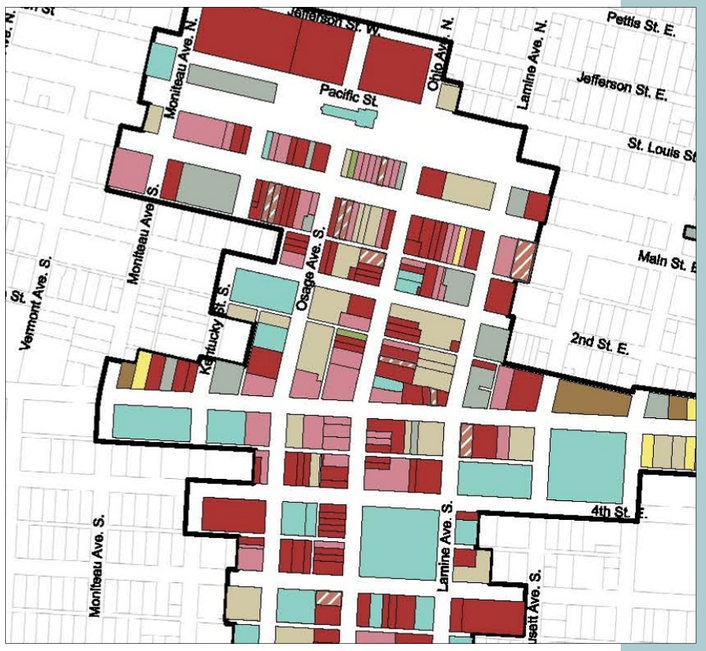
While the goal of this task was to develop information that would feed into other DREAM Initiative tasks, recommendations have been developed to address issues revealed during the survey. Additionally, maintenance of this information and ongoing reassessment will continue to provide insight. Strategies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

- Conduct Parking and Traffic Studies
  The City should carefully review these critical aspects to determine their effects on Downtown residents and businesses. As the residential and commercial density of Downtown increases, the City will need to closely monitor parking needs and traffic problems. Solutions will likely include new infrastructure. To minimize business disruption and construction costs, early issue identification and advance planning will be required.

  Parking was a concern voiced during the focus groups and telephone survey. This perception may not be an indication of an actual problem. Other Downtown amenities such as wayfinding signage and decorative lighting can influence this perception as well as adding parking lots. Also enhancing the feeling of safety, green space, and reducing store vacancies can make parking issues less important. The City has developed an inventory of on-street parking that it should carefully monitor. However, off-street and public parking lots were not included in this inventory. A comprehensive study is needed that will include an analysis of parking supply, management practices and occupancy (e.g., location of parking by time limits).

  A City-wide traffic study can be of benefit by providing an understanding of how motorists travel from other areas in Sedalia to Downtown. Currently traffic routing to Downtown is not readily visible to visitors at attractions such as the State Fairgrounds. It is possible for Fairgoers to bypass Downtown completely due to the distance between the Fairgrounds and Downtown. Additionally, the commercial area near the Fairgrounds offers a variety of services and products that can diminish the perceived need for a Downtown visit. As Downtown Sedalia becomes more of a destination, clearer routes should be addressed.

- Develop a Downtown Parking Brochure
  After the City has conducted the parking study, SDDI should develop a brochure that identifies the existing public parking lots and on street parking. Parking maps should be developed to clearly define all Downtown parking. Additionally, these brochures should use the same graphic system as wayfinding signage and be available on the City's and proposed Downtown websites. Wide distribution of this brochure to residents and visitors can be very effective at addressing the parking availability perception.



Downtown Sedalia 1st Floor Land Use

Downtown Sedalia Parking & Vacant Lots

- **Keep GIS Data Current and Expand Capabilities**
  The City and SDDI should regularly conduct a field survey, similar to the DREAM task. The City should seek to enhance its GIS capabilities through staff training and support, while SDDI volunteers can assist with the survey. Downtown information collected should focus on infrastructure, property, and vacancies.

  The Sedalia Comprehensive Plan recommends a GIS system be developed for the City to include information on infrastructure. By using the DREAM information as a base, the City GIS staff can coordinate with the Public Works Department to locate assets including water and sewer lines, trees, benches, lighting, traffic signals, and signs. A concerted Downtown effort can be the model for other areas of the City.

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

  A complete survey should be conducted every two years, but information on commercial vacancies should be updated on a quarterly basis.

To see a full listing of the goals and objectives outlined in the Land Use, Building & Infrastructure Report please refer to the Implementation Schedule on page 40 and the mapping inventory developed during Survey can be found in the Sedalia DREAM *Map Reference Handbook*, March 2008.

Sedalia Commercial Historic District

COMMUNITY SURVEYS

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

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

- Conduct a Visitor Survey
  A visitor survey can reveal attitudes and trends concerning Sedalia tourism. The City enjoys several large attractions and festivals. SDDI, working with the local tourism organizations, should coordinate an annual survey of these visitors. Such a survey will allow City leaders to thoroughly understand the visitors point-of-view. Enhancing tourism is a key component to Sedalia's Downtown revitalization. Improvements to overall City-wide tourism will benefit Downtown as Downtown is marketed as a destination.

- Reconvene Focus Groups
  During the DREAM task, participants were invited to one of four focus groups. All groups concurred that Downtown was progressing in the right direction and expressed the view that expanded business hours and improved parking were important issues. Participants believed independent, specialty boutique shops carrying apparel, shoes, books, groceries, and specialty would be good additions to Downtown. Participants felt a greater variety of dining was needed. More Residents, green space, and overall beautification were also reported as Downtown needs.

  SDDI should reconvene these focus groups in a few years to help monitor the progression of Downtown's revitalization efforts and determine new issues.

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

- Community Telephone Survey
  The Telephone Survey for Sedalia gathered three hundred responses drawn from the current estimated population of 21,000 people. This survey sample provides a typical overall error margin of ± 5.5%.

  Revitalizing Downtown was ranked behind repairing major streets and improving emergency services. A great majority indicated it was important for Downtown to retain its historic character. Signage and sidewalk conditions were highly rated, although overall Downtown infrastructure conditions are lacking. This is likely a representation that most residents live outside

The Tour of Missouri Bicycle Race Time Trials in Sedalia

The Missouri State Fair is held in Sedalia

the City center and Downtown has little relevance in their daily lives. Most respondents indicated they visit Downtown more than once a month. These visits are usually for the Post Office, governmental, or other business reasons. Wealthier respondents tended to use Downtown more for dining. Older respondents tended to feel more strongly about improving the pedestrian friendliness of Downtown.

Respondents most wanted to see improvements to building façades, the pedestrian friendliness of the area, new parking, and underground utilities. "Stricter code enforcement" was ranked second to last indicating that residents do not see the connection between building improvements and City building and maintenance codes.

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

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

Existing Retail in Downtown

Hotel Bothwell Lobby

BUILDING DESIGN CONCEPTS

The Sedalia DREAM Building Concepts document demonstrates the need to recognize and enhance the natural rhythm and architectural elements. Buildings at 202, 208, 210 & 309 South Ohio Avenue and 101—113 East 2nd Street were selected for illustrating recommended façade improvements. Additionally an infill development for a potential Sedalia Arts District was included. These conceptual illustrations were meant to inspire existing property owners and guide local officials to adopt policy recommendations that focus on improving the appearance of buildings in Downtown Sedalia.

Recommendations to advance toward the ideas shown in the DREAM Building Concepts document include:

- **Form a Preservation Commission and adopt design guidelines for the Sedalia Commercial Historic District**
  By drafting and adopting an ordinance to establish a local Preservation Commission, the City will be testing constituent reaction to the idea of design guidelines. The local ordinance will include provisions for establishment of the Commission, procedures concerning the issuance of certificates of appropriateness, and basic building design guidelines that serve as the evaluation criteria for construction projects in the Historic District.

  The City should then apply for Certified Local Government status. This will allow access to some grant funding and provide a greater measure of guideline control in the Historic District. Additionally, the City should require that Downtown projects adhere to the building design guidelines as a condition of any local assistance such as loans, grants, CID or TIF funding.

  These efforts should begin immediately and the Design Committee of SDDI can assist the fledgling Preservation Commission by suggesting changes to procedures, ordinances, and codes for review by the City's legal counsel. SDDI should champion the guidelines to lessen any property owner resistance. Design guidelines are better accepted by utilizing peer-level promotion of benefits, rather than a local government mandate.

- **Improve Enforcement of Building and Maintenance Codes through Property Inspections**
  The City of Sedalia must enforce current building and maintenance codes on all Downtown structures in a fair and consistent manner. Existing conditions of some structures, rear facades, and vacant lots are poor. When this situation is allowed to occur, it is a sign of disinvestment in Downtown and triggers uneasiness in pedestrians and visitors. The Sedalia code enforcement staff requires broad support from SDDI as well as the City Council to be effective. More must be expected from property owners than just addressing safety concerns. Many buildings in Downtown Sedalia show deferred maintenance and the City will require more staff to address this problem.

  Additionally, clearly defining the codes and procedures for business and property owners will allow for seamless communication with developers and minimize misinformation during a project cycle. Inspections will be required to ensure improvements and identify problems. The City should work with past developers and the Design Committees of SDDI to develop recommendations for changes.

Architectural Building Detail in Downtown Sedalia

Existing Historic Building in Downtown Sedalia

- **Outstanding Building Recognition**
  SDDI should develop a program to identify and recognize outstanding properties rehabilitated according to design guidelines. A plaque, press release, and invitation to an annual dinner can be relatively inexpensive methods to draw attention to these owners. A well run program will inspire other building rehabilitations and may spark a spirit of peer competition amongst property owners to the benefit of Downtown aesthetics.

Sedalia' s wealth of historic properties help define its identity. The existing streetscape provides a structure upon which private property owners can expand. The public investment Sedalia has initiated will secure private involvement. But it will be necessary to guide these private projects. Public infrastructure construction projects are not inexpensive and the City would do well to insist upon high quality private construction to develop Downtown into a vibrant, relevant component of the City.

The City has been implementing recommendations from Comprehensive Plans from 1991 and 2008. Downtown leaders have been successful in obtaining funding and utilizing various mechanisms for past revitalization efforts including:

- Community Development Block Grants
- Tax Increment Financing

It will be necessary to continue the use of these mechanisms for the benefit of Downtown. Past practices of incentivizing retail development on the outskirts of the City must be reconsidered in the context of the impact to Downtown.

Other funding resources for private projects should be explored including:

- Neighborhood Preservation Act Tax Credits
- Brownfield Tax Credits
- Revolving Loan Fund

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

For more building design recommendations please refer to the Implementation Schedule on page 41. The conceptual illustrations for the subject buildings are found in Sedalia DREAM *Building Concepts,* October 2008.

Architectural Building Detail in Downtown Sedalia

Retail Businesses on Ohio Avenue

RETAIL MARKET

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

The DREAM Initiative Retail Market Analysis reviews information about Sedalia including data from other DREAM tasks. The Analysis then considers trade areas that impact the local retail market and identifies areas of potential unmet retail demand. At the time of the Retail Analysis, it was determined that Downtown contained about 204,000 square feet of first-floor retail space that generated around $16 million in annual taxable sales. 127,000 square feet of first-floor space was available for additional retail, representing the potential to generate another $10 million in annual sales. City-wide, Sedalia generated about $181 million in sales of which Downtown generated approximately 9%.

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

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

- Furniture Stores
- Home Furnishing Stores
- Electronics & Appliance Stores
- Grocery Stores
- Specialty Food Stores
- Beer, Wine, & Liquor Stores
- Clothing & Clothing Accessories Stores
- Shoe Stores
- Jewelry, Luggage, & Leather Goods Stores
- Book, Periodical, & Music Stores
- Florists
- Office Supplies, Stationery, & Gift Stores
- Used Merchandise Stores
- Full Service Restaurants

Recommendations to strengthen the Downtown Sedalia retail market include:

- Expand Business Retention Efforts

  Downtown Sedalia has an active retail base that generates sizeable activity. SDDI should initiate a business retention campaign that integrates marketing and promotion strategies and includes a formal visitation process.

  Marketing campaigns that draw attention to the entire Downtown will benefit all merchants. As a unified

Existing Pharmacy on Ohio Avenue in Downtown Sedalia

Existing Florist on Ohio Avenue in Downtown. Sedalia

shopping center, Downtown can advertise in local newspapers, radio, cable television, and direct mail. The proposed Downtown specific website is also an important tool for this effort. SDDI and the Sedalia Convention and Visitors Bureau should consider jointly developing this campaign. Advertising efforts should be increased during large events and the holiday season.

Business promotions, such as sidewalk sales and other shopping oriented events, can be provided by the promotions committee of SDDI. It is critical to gain as much merchant support for these promotions as possible, but not be overly concerned with a few stores that do not participate. An effective event will get their attention. Funding for these activities can come from the proposed CID.

SDDI should launch retention visits for Downtown retail businesses. The Chamber, SDDI, and Mayor should agree to set aside time each month to call on two or three businesses. This visit should be prearranged, brief, and direct. Any uncovered issues should be followed-up on within two weeks and all information recorded and maintained by SDDI. This will not take much effort, but will reassure a business owner that they are wanted and important to Downtown.

SDDI should develop a seminar program for existing businesses. These sessions should provide insight concerning improved business procedures, marketing, and promotions. Merchants should be informed about the retail sectors that show unmet demand and encouraged to expand their product lines appropriately.

- **Create a Retail Recruitment Team**
  The 2008 Comprehensive Plan includes a goal to "eradicate" vacancy in Downtown Sedalia. Assembling an effective group of professionals to pursue economic development leads for Downtown will advance this goal.

  Similar to the retention visits, a team should be assembled with the goal of locating new retail businesses and other complementary pedestrian generating activities on the ground floor of all Downtown and commercial buildings. This team requires the expertise of the Economic Development Department staff in addition to the Chamber and SDDI. This team should meet to discuss and generate leads. Important information that this team requires includes property listings and connections to local financing sources. This effort should include visiting businesses in other communities, with the intent of encouraging an expansion into Downtown Sedalia. The team should narrow their focus to the specific NAICS classifications that show unmet demand and also develop connections to important suppliers and regional chains.

  The Team will create materials with information of interest to the targeted industries, including basic information on potential incentives the City might provide. Although the focus will be on Downtown, this Team will benefit the Chamber and the entire City as business leads are cultivated.

Retail Window Store Display in Downtown Sedalia

Existing Restaurant on Ohio Avenue in Downtown Sedalia

- **Capitalize on Downtown's Existing Visitors and Permanent Daytime Population**
  In addition to several tourism attractions and events, Downtown is the center of Pettis County and City of Sedalia government. Many area residents and employees are visiting Downtown on a consistent basis. The recommendations found in the DREAM Destination Assessment and the DREAM Marketing Plan include focused strategies for attracting new visitors to Downtown and are included in later sections of this Plan. However, advertising and promotions that are developed to serve existing visitors can be inexpensive in relation to their potential impact. The Promotions Committee of SDDI should develop techniques, events, and promotions for these visitors.

  Visitors of Downtown activity centers need to know that Downtown has something to offer beyond the business they conduct. By encouraging merchants to coordinate their promotions, visitors can learn about other stores or products offered in Downtown. Providing visitors of the hotel with information on Downtown restaurants and stores will encourage exploration. Attractions can also be packaged, providing discounts for visiting several stores. A hotel patron might be able to have dinner Downtown, sample a wine at dinner, and receive a discount at the wine store afterward. An entire package of lodging, dinner, spirits, dessert, and a Liberty Center for the Arts show could be assembled.

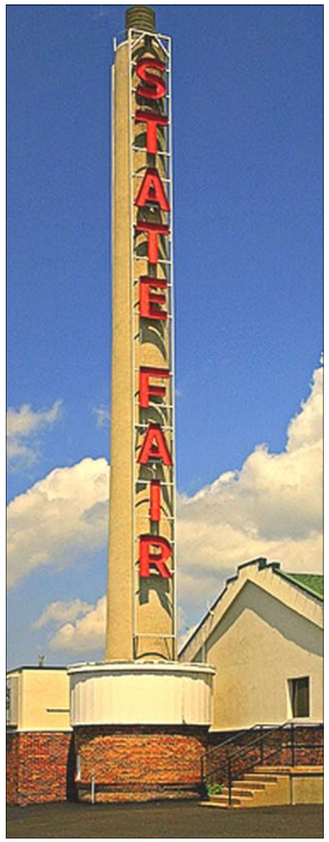
  Other techniques that SDDI should encourage include lunch specials and repeat visitor discounts. These activities will more directly apply to employees and residents, but can build a loyal customer base. Busy Downtown employees are already drawn to restaurants in other areas of the City because of variety. Downtown lunch spots should develop quick luncheon specials and offer employees a discount to encourage dining closer to the workplace. Downtown restaurants can easily take advantage of this proximity by being time and cost conscious. Delivery to Downtown employers is also an effective option for some restaurants. As these promotions are developed, SDDI should encourage the use of Downtown flyers to efficiently communicate with workers and residents.

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

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

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

A full listing of retail market recommendations can be found in the Implementation Schedule on page 41 and in the Sedalia DREAM *Retail Market Analysis,* September 2009.



Major Sedalia Attractions

HOUSING MARKET

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

The Residential Demand Analysis estimates potential housing market demand and identifies general strategies to respond to existing and future housing demand. The Sedalia Analysis demonstrated strong demand across all market sectors. Large developments such as the Furnell Landmarks Building and the Commerce Building are imminent and will address much of this unmet demand. Recommendations for Downtown Sedalia center upon enhancing and marketing the Downtown living experience and include:

- Review City Zoning & Building Codes
  The City of Sedalia should review its zoning and building codes to ensure there are not barriers to the production of residential units in the Downtown Area. Past residential developers should be interviewed to determine their evaluation of aspects such as ease of permitting processes, existing building rehabilitation codes, and aesthetic requirements.

- Develop Residential Units
  There is an unmet demand for residential units of all types and price ranges. The City and SDDI should work to identify sites for new residential developments near Downtown, as well as encourage rehabilitations to upper floors of existing Downtown buildings.

Investors interested in developing for sale condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals in Sedalia should be encouraged to look at in-fill sites nearer the City center. City staff can maintain information on potential sites to assist in this effort.

Additionally, the City can encourage Downtown rehabilitations by using incentives such as Historic Tax Credits or the Mid-Town TIF District. Upper floor spaces in Downtown bring a vibrant consumer market and a unique opportunity that might appeal to young professionals, empty nesters, artists, young families and Whiteman Air Force Base personnel. SDDI can help identify unused or under used space throughout Downtown. This space inventory should be marketed to local and national developers as an investment opportunity for conversion into residential units.

- Develop Downtown Living Marketing Tools
  The Promotions Committee of SDDI should also develop marketing materials that promote living in Downtown Sedalia. These materials should be made available to current and prospective residents and include testimonials from existing residents. On of the target markets should be Whiteman Air Force Base personnel.

  SDDI should also work with the Chamber to develop an annual Downtown Housing Tour that showcases the best of the Downtown living options that Sedalia has to offer. This could be a spring event for residents shopping for new units or a Christmas themed event in the winter.

The recent Furnell Landmarks project included a façade reconstruction and a new infill building. The mixed-use development includes commercial on the ground floor and housing and office uses on the upper floors. The old Fox theatre is just a façade.

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

  Downtown residents have unique needs and priorities because of their choice to live Downtown. They enjoy the unique experience of Downtown and tend to spend less on transportation and more on food. They like the diverse, open-minded, and active environment of the center of the City. Events that celebrate these qualities will enrich their experience. Downtown amenities should include parks, landscaping, and pedestrian and cycling improvements.

  The Promotions Committee of SDDI should work with the Chamber of Commerce to create events for Downtown such as sidewalks sales or outdoor concerts. These activities will provide services for Downtown residents and also attract visitors.

  The City should review its streetscape planning. The Design Committee of SDDI can work with City staff to add enhancements. Several resident comments were voiced during the DREAM process that concerned the addition of parks and landscaping to include trees in Downtown. Suggestions for the City include enhancing parking lots with landscaping, developing vacant parcels into parkland, and developing pedestrian plazas along Ohio Avenue. Additionally the City should take step to advance projects that support the bicycle culture. Trails, routes, racks, and signage will complement the efforts around the Katy Depot and the Katy Trail stops. Additional recommendations concerning bicycles are included in the DREAM Destination Assessment recommendations on page 25.

Financial resources for residential development recommendations include:

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

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

A full listing of housing market recommendations can be found in the Implementation Schedule on page 42 and in the Sedalia DREAM *Residential Demand Analysis,* June, 2008.

Commerce Building on Ohio Avenue is soon to be renovated for residential use

Existing Residential Units on W. 3rd Street

FINANCIAL MECHANISMS

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

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

For purposes of strategic planning, mechanisms should be pursued by SDDI, through the Economic Restructuring Committee. Many incentives will require involvement by the City of Sedalia staff and ultimately adoption by the City Council. In these cases, SDDI should take the lead and obtain broad community support that will be required for elected officials to proceed. Recommendations from this task include:

- Establish a Community Improvement District (CID)
  Establishing a CID has the most potential for creating the greatest financial impact for Downtown. Therefore, the creation of a CID should be the highest priority and first strategy pursued. The Downtown CID can assist SDDI with funding for a wide variety of activities and projects. It is this feature that makes the CID attractive as it will ensure a sustainable funding stream for the organization, not just physical projects. Coupled with the newly established Mid-Town TIF District, there should be many funding options available.

  A CID plan able to use property or sales tax could generate varying amounts contingent on the rate set in the CID planning process. The Financial Assistance Review estimated potential sales tax revenue that could be generated by Downtown Sedalia using financial information from 2008 as a base year.

  The Downtown Sedalia CID boundary was assumed to coincide with the DREAM study boundary. If a half-cent (0.50%) sales tax was imposed on the parcels within this area, it could potentially generate $127,351 in 2010, or over $2 million in a twenty year period. As redevelopment activity causes Downtown sales activity, this funding amount will grow. A CID formed in this manner can fund activities such as seasonal banners, cross promotional events for businesses, trash pickup, security, parking improvements, signage, and general beautification. CID revenues could also be used to assist with additional feasibility studies for economic development projects.

  Increasing program services and special project funding through a Downtown CID will benefit property owners, business owners, employees, residents, and visitors. These tangible benefits will far outweigh any loss of

Restaurant Signage on Main Street in Downtown Sedalia

Retail Establishment on Ohio Avenue in Downtown Sedalia

sales to individual businesses due to a slight increase in sales tax. Consumers simply do not adjust their spending habits because of such small amounts. A variety of stores is a much more important factor.

- Provide Input concerning Midtown TIF Projects
  A strong relationship with the TIF Board will ensure that SDDI is able to encourage Downtown interests and will assist the TIF Board in obtaining support for redevelopment projects and appropriate uses of TIF funds. SDDI can serve a public outreach function for the TIF Board to assist with buy-in from property owners. As the redevelopment plan projects are met, both groups will be seen as Downtown catalysts for the revitalization of Downtown.

To see a listing of the goals and objectives outlined in the Financial Assistance Review report please refer to the Implementation Schedule on page 43. All financial mechanism projects and data can be found in the Sedalia DREAM *Financial Assistance Review,* October 2008.

Sidewalks & Streetscape Under Construction on Main Street

Restored Hotel Bothwell

DESTINATION ASSESSMENT

The Destination Assessment task of the DREAM Initiative reviewed existing visitation-related assets in the City and identified opportunities to enhance Downtown's visitor drawing power. The task included a first hand review of attractions and businesses, a group meeting with individuals that interact with the City's visitors, and follow-up interviews.

Tourism is an important aspect of the overall economic picture of Sedalia. Tourism is the attraction of non-residents to the City for the purpose of spending money at businesses or events. "Heads in Beds" or overnight stays is the ultimate goal for a tourism program as this visitor tends to spend more money. The visitor draw of the Sedalia area must be reviewed in broader geographic terms than just the DREAM boundary. Downtown Sedalia possesses many businesses, institutions, historic sites, and attractions that should allow it to be a central draw for visitors to other areas of the City and region. SDDI and the City should work through the Tourism Commission and the Convention and Visitors Bureau to continue support and marketing for existing destinations and encourage the development of new attractions and events. Recommendations to strengthen Sedalia's tourism industry found in the DREAM Destination Assessment report include:

- Focus Downtown Positioning
  SDDI and the City need to develop a positioning statement for Downtown. DREAM reports suggested the positioning statement of "The Entertainer" to play off of the Scott Joplin Ragtime Festival, but this is not supported by a consensus. Downtown groups need to be brought together to develop this identity. It is critical that a Downtown positioning statement be broadly supported by merchants and businesses. The statement should build upon the strength of Sedalia's musical heritage. SDDI will lead the effort to gain agreement as well as provide focused adherence to the chosen statement. Once a positioning statement is chosen, existing events should be reviewed to determine if they fit. Adjustments to Downtown events and promotions may be necessary. The Promotions Committee of SDDI may need to create new events and encourage merchants to support the positioning statement in their advertising. The Promotions Committee of SDDI will also implement DREAM Marketing Recommendations as found on page 28 and begin to build the brand of Downtown Sedalia.

- Develop a Community-Wide Wayfinding System
  A community-wide wayfinding system should be established that will consider how to route visitors to Downtown and further enhance their visit by direction to and from clearly marked public parking areas. Once the motorist parks and becomes a pedestrian, the system will need to warmly welcome the visitor and encourage the exploration of Downtown. The City should work with the Design Committee of SDDI in relation to Downtown components.

Downtown signage should have the same theme as the streetscape. The system should include gateway signage, such as at the Ohio and Broadway entryway plaza, trailblazing, and proximity signs. Additionally there should be a coordinated effort for to make all traffic control signage uniform. Elements should include identifying signage on light poles and metal sculptures to identify a Downtown Arts District.

Liberty Center for the Arts, Lona Theatre on W. 5th Street

Amtrak Depot

- **Support and Develop the Bicycle Culture in Downtown**
  While this is primarily a physical improvement of benefit to residents, Downtown is in close proximity to features that, taken together, are a tourism draw. However, fitness cyclists carry limited money and do not stop to shop in town, although they may return at a later date. Leisure cyclists are exploring and will have greater potential to spend money in Downtown. The Katy Depot and Katy Trail can anchor the bicycle culture in Downtown Sedalia.

  Existing businesses should be taught how to serve the cyclist market and new businesses should be considered that will serve cyclists needs and wants. Services such as free shipping and flexible business hours are critical to these visitors. Outdoor restaurant seating that can be seen from trailheads should be encouraged. Improved visibility and signage leading to and from the Katy Depot will encourage more cyclists to venture into Downtown. Bicycle friendly entertainment and dining options should be advertised on the trail information boards and at the Depot. The Chamber of Commerce and SDDI should seek to add entertainment events "At the Depot" and encourage restaurants to attend various cook-offs at that location to showcase their food to visitors of the trail. During Depot events, Downtown should be "open for business" and have street fests as well. The City should also continue to play host to large bicycle rides such as the *Tour of Missouri.* The Promotions Committee of SDDI should coordinate all of these activities for Downtown.

  The City should seek to install public amenities that will assist cyclists such as water stations, restrooms, bike racks, route striping, and wayfinding signage. Integration with local transportation options is also critical. Attractions in Downtown may require new trail or sidewalk construction to obtain a dedicated bicycle connection with the Katy Trail. The City should pursue plans to construct the 3rd Street Trail route and cycling amenities should also be installed near bus routes. These improvements should be planned carefully and can be funded by the TIF or proposed CID.

- **Encourage Sidewalk Cafés & Outdoor Restaurant Seating**
  Sidewalk cafés or other outdoor seating can be a very effective visitor draw and provides a vibrant Downtown atmosphere. There are many opportunities in Downtown Sedalia to create outdoor restaurant seating, either on public sidewalk right-of-way or nearby vacant lots. Additionally, proximity to a public parking lot can be a very compelling juxtaposition of these features.

  The City allows sidewalk cafés via ordinance, but should work with SDDI to determine potential locations along Ohio Avenue where space is available on public sidewalks to accommodate seating as well as a clear pedestrian access path. SDDI can promote this inventory of potential seating areas to encourage café creation and should discuss City Regulations with individual business owners.

  A clear understanding of city regulations, including permitting and licensing, health department reviews, identification of feasible locations, signage, storage, trash receptacles, and assistance in providing design standards for appropriate furniture types is required for success. The City will need to commit to proper enforcement of these regulations to ensure attractive and safe cafés that do not hinder pedestrian traffic.

Scott Joplin Ragtime Festival

Sedalia MISSOURI since 1860 150 share the Journey

Sedalia Celebrates its Sesquicentennial in 2010

Financial resources for implementing the recommendations of this task summary include:

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

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

To see other strategies from the destination task please refer to the Implementation Schedule on page 44. For a full listing of destination recommendations, refer to Sedalia' DREAM *Destination Assessment,* March, 2009.

Katy Depot & Railroad Heritage Site

Just West of Downtown, Liberty Park is home to Sedalia's "Sculpture in the Park" Arts Display

MARKETING

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

Identified objectives include monitoring the changing market, capitalizing on unique features, promoting positive aspects, increasing activity, strengthening businesses, and increasing population. Strategies to achieve these objectives include:

- Develop a Downtown Sedalia Website

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

  The site will provide a virtual home for all things involving Downtown and should Include information about festivals, shops and events. The Downtown website should provide links to the City website concerning vacancies, redevelopment and housing opportunities, special projects, and historic building codes that will interest the development community.

  SDDI will need to regularly update the website and should create regular survey tools to track information requests and views. This site will the virtual world presence that says "This is Downtown Sedalia", just as the physical improvements will.

- Develop a Local Newsletter

  Marketing efforts should not exclude existing businesses and residents. These markets need to know about the successes of Downtown to help spread the word to their family and friends. Quarterly updates on events, plans, projects, and special promotions should be included. In addition to being mailed, the newsletter should be fully integrated with the website and available for download. Recipients should be able to easily pass it on. SDDI should maintain all editorial control, but coordinate with Downtown interests. Funding for this effort can be provided by the proposed CID.

- Develop a Package for Potential New Businesses

  The City should have on hand a package that can be tailored for businesses interested in locating Downtown. Downtown should be thought of as any shopping center would and the City Economic Development Department should maintain information that it can provide to leads. Information can be compiled by the proposed Retail Recruitment Team.

- Establish a Storefront Display Contest

  Vacant or stagnant stores windows are detrimental to a retail environment. They develop a feeling of unease in potential shoppers by sending a signal that the area is not monitored, cleaned, repaired, or otherwise

Event Flyers Posted in Downtown Storefront

Sedalia Rodeo

maintained. Vacant windows also create dark spaces along the Downtown frontage that discourages pedestrians. Downtown Sedalia has a significant supply of buildings and therefore many windows to keep filled.

The Promotions Committee of SDDI should establish a contest for storefront display windows in order to encourage retailers to keep a fresh appearance. This program could begin with a fall class for business owners to discuss tips, ideas, and the importance of window displays. The contest winner could then be announced after the holiday shopping season.

An alternative for vacant storefronts is to develop a connection with the arts and cultural community. Local artists and contact information will provide pedestrians with the opportunity to window shop and present an attractive, cared-for storefront.

Additionally signage for Downtown projects, other retailers, or events can also be used for vacancies. During large events, there should be as few vacant windows as possible.

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

More marketing strategies can be found in the Implementation Schedule on page 44. To see a full listing of the objectives and recommendations, please see the Sedalia DREAM *Marketing Plan,* May 2009.

Goods From Sedalia's Farmers Market

PLAN ILLUSTRATIONS

IMPLEMENTATION

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

This section also includes some special projects and development opportunities that implement several of the recommendations of various DREAM tasks. Some aspects of these projects have been noted earlier in this plan. These projects are implementable and the City or SDDI may have already taken initial steps such as funding applications.

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

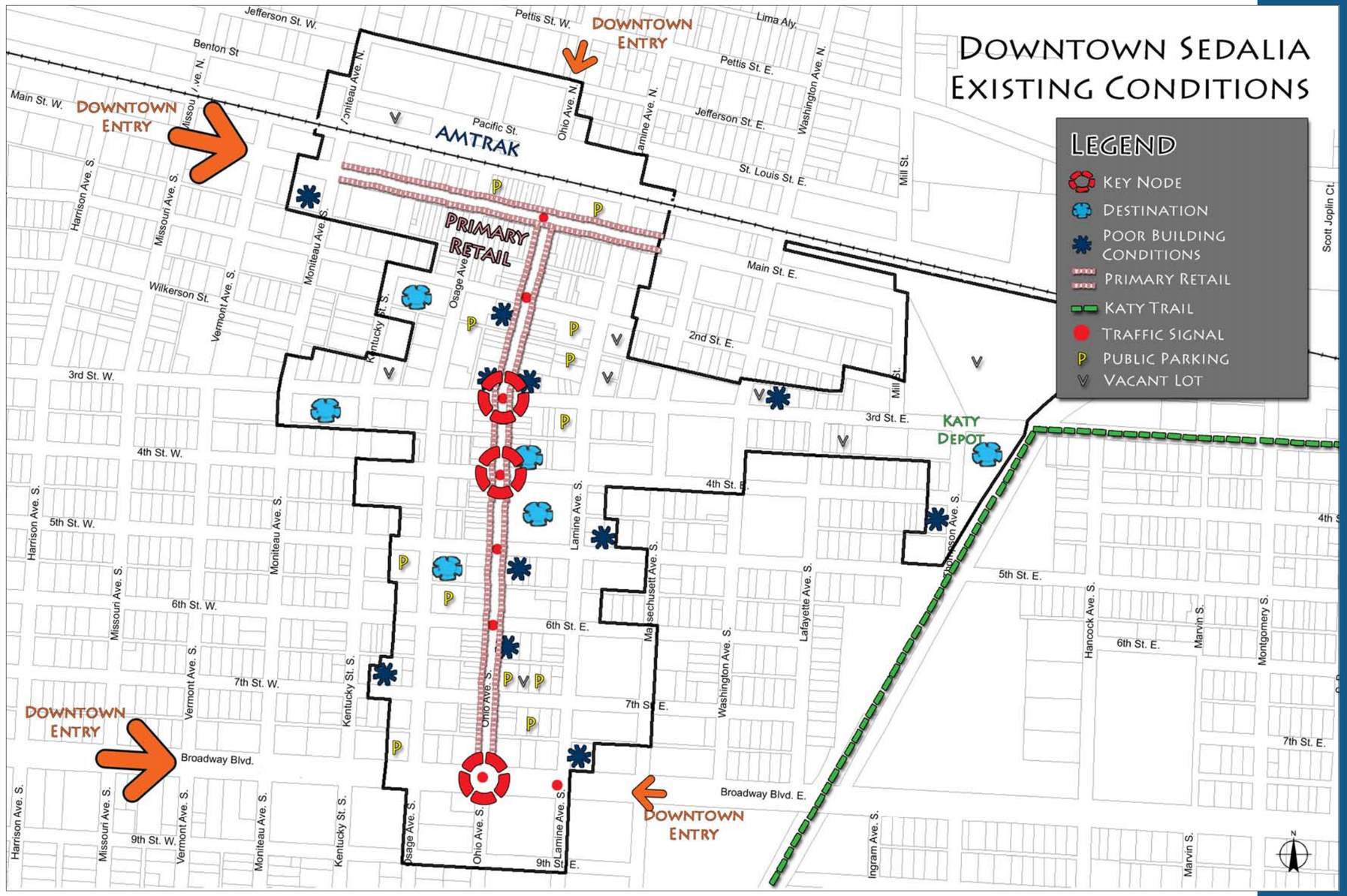
Ohio Street in Downtown Sedalia

Detailed Cornice work on a building in Downtown Sedalia

Existing Conditions:

The illustration on this page depicts existing conditions found in Downtown Sedalia including entryways, the primary retail area, key transportation nodes, destination centers, areas of poor building conditions, the Katy Trail and Katy Depot, traffic signals, parking, and vacant lots.

An assessment of these features and conditions provides an overall view of the area. These characteristics currently create an active atmosphere. Building conditions should be addressed to enhance the image of Downtown.



Concept Plan:

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

Aspects of the Downtown Concept Plan include:

- Expansion of the streetscape
- Parking lot enhancements
- Ohio & Broadway entryway
- Wayfinding
- Development opportunities
- Open space and plaza additions
- 3rd Street Trail expansion
- Establishment of Arts District
- Location of Community Center

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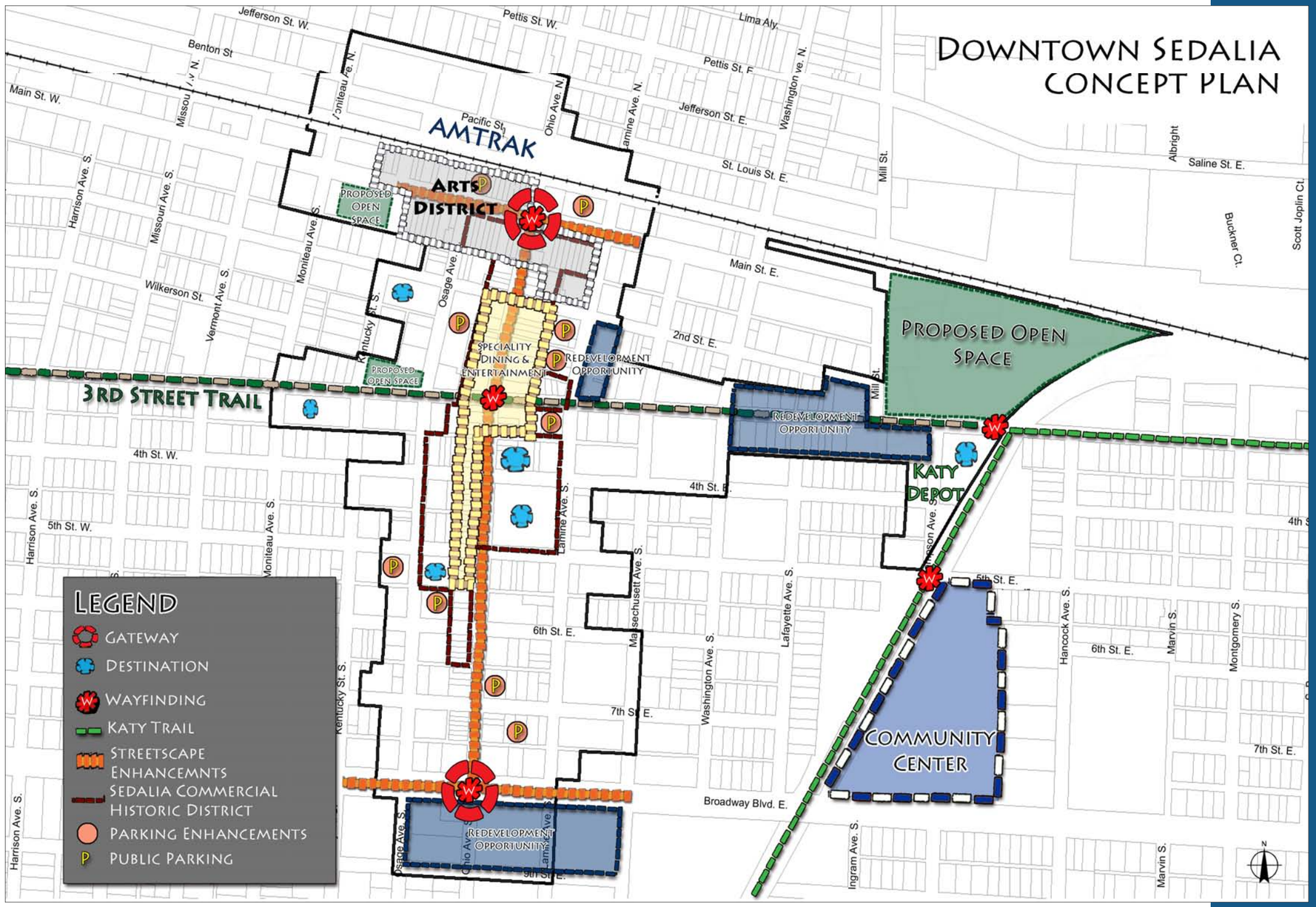


Special Projects and Development Opportunities:

Special projects are primarily publicly funded and involve a wide range of interested organizations. It is critical that improvements to areas such as the streetscape, parking lots, parks, and plazas gain broad based community support. Businesses and residents will need to feel a sense of pride in their Downtown. Although the City will install and maintain any physical features of these projects, it will be imperative that SDDI and the Chamber are supportive of the efforts and may be able to provide volunteer assistance for maintenance programs.

In contrast, development opportunities are areas to which the City and the Economic Restructuring Committee of SDDI should seek to steer private projects. These projects will redevelop vacant or underutilized lots for new, complementary construction and may include the rehabilitation of existing buildings. The private sector will be encouraged by public investment.

These projects and opportunities include:

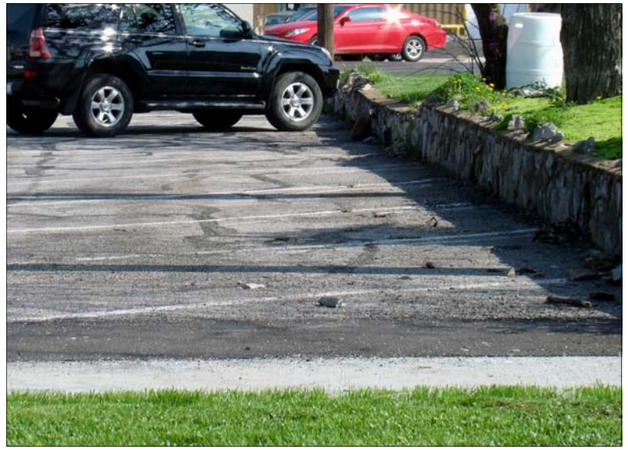
- **Improve the Aesthetics of Existing Parking l:ots**
  Parking lots in Downtown Sedalia should undergo aesthetic improvements in the same theme as the streetscape, but to include trees. Existing lot condition show the need for maintenance and improved signage. A public parking lot is likely the first stop for a Downtown visitor and requires maintenance and attention to aesthetics to make a lasting positive impression. The City should provide no less attention to these lots than the streetscape improvements.

  Existing Downtown Sedalia streetscape improvements do not include street trees due to maintenance concerns. The City should review plans for public parking lots to include trees and expanding landscaping. Trees located on these lots will provide shade, provide pedestrians a little shelter against rain and wind, and decrease storm water runoff. By paying particular attention to the lots along Ohio Avenue, the City will develop a vertical design element that is lacking in the streetscape construction.

  Other improvements to parking lots should include landscaping, well-maintained pavement with obvious striping, improved and larger signage to the lot, and decorative lighting to complement the streetscape design. Funding can be provided by the Mid-Town TIF District, CBCD, grants, or the proposed CID. Additionally SDDI can provide volunteer assistance for ongoing maintenance.

- **Entryway Plaza at Ohio Avenue & Broadway Boulevard**
  Participants throughout the DREAM process indicated that this intersection was the main entrance to Downtown Sedalia. Although there is decorative signage at this intersection, residents felt the intersection needed to announce the northerly turn onto Ohio Avenue as the route into the historic Downtown area. The south side of the intersection is a development opportunity and the northeast quadrant contains a historic church. The northwest quadrant holds a non-historic building on a sizable parking lot and has the potential to be a welcoming entryway plaza for Downtown. While it would be preferable to remove the non-historic building, the illustration of the plaza depicted on page 36 shows a concept constructed using just the parking lot. This can be a very inspiring and effective entryway feature.

  The City, CBCD, and SDDI should remain alert for an opportunity to purchase the required property around this



Existing Conditions of Off Street Parking in Downtown Sedalia

intersection. A positive relationship should be developed and maintained with the property owners. If the property can be purchased, design work can begin immediately. Potential funding can come from the Mid-Town TIF District, CBCD, or proposed CID. It is likely that any grant application will require a demonstration of land control.

- Additional Green Space and 3rd Street Trail Development
  Several vacant lots in Downtown Sedalia can be developed into green space, either permanently or as a temporary measure. The City, through its Parks and Recreation Department, should watch for opportunities to acquire these lots. Additionally, the City should negotiate with interested developers of Downtown lots to add green space, particularly in their parking lot plans. City ordinances and requirements ensure that building demolition restores a lot to its natural state.

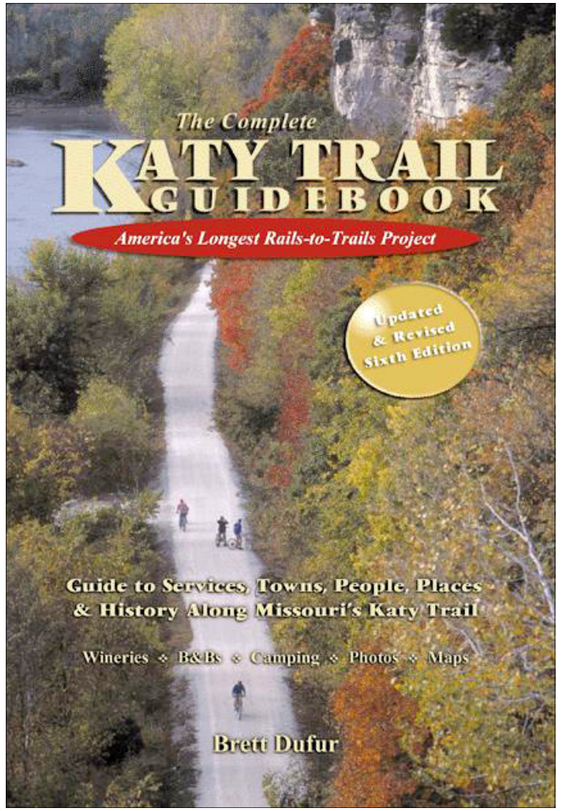
  The 3rd Street Trail plan connects the Katy Depot with Limit Avenue. The City should pursue the development of this trail, as funding allows, as it will create a linear green space through Downtown. Other important features that this corridor will tie together include the Public Library area and the proposed Community Center site.

- Develop the Downtown Sedalia Arts District
  Plans for this infill development at E. 2nd Street and Lamine Avenue are illustrated on page 37. Although the developer involved with this location may not proceed, the concept can be applied to buildings along Main Street. The City, CBCD, and SDDI, working with local property owners, should develop a plan to physically improve the area, but also to incubate artists in common studios. Living spaces can be subsidized on upper floors and several artists can share studios, participate in shows, and cooperatively advertise together. In return for financial assistance for a finite amount of time, the artist can be required to maintain a gallery or displays in Downtown.

- Development Areas
  As shown on the Concept Plan on page 32, several areas are underutilized or vacant and therefore present a development opportunity for a private investor. The Special Projects map on page 35 shows a multi-family residential concept located in the southeast quadrant of the Broadway Boulevard and Ohio Avenue intersection. This type of high quality housing development can enhance Downtown retail businesses.

  The City Economic Development Department, along with SDDI, should maintain close contact with owners of key Downtown property and prepare information concerning desired redevelopments. As potential investors are courted, negotiations for other amenities, such as green space, can also occur. Funding can be obtained from local programs and potentially from State initiatives, depending on the project specifics.

Existing Katy Trail Signage



Katy Trail Guidebook

Special Projects and Development Opportunities

A) Parking lot improvements: Parking lots to be improved with new landscaping, trees, pavement, striping, and wayfinding signage.

B) Oho Avenue and Broadway Boulevard Entryway Plaza: New plaza to include improved crosswalks, landscaping, benches, and a Scott Joplin sculpture welcoming visitors to Downtown Sedalia.

C) Redevelopment Areas: The concept shown is for high quality multi-family condominiums or apartments. A residential development at this location will help provide customers for Downtown's core retail area.

Other types of development are possible, however, the City should carefully consider how retail development at this location will impact businesses along Ohio Avenue.

Illustration of Proposed Entryway Plaza at Ohio Avenue and Broadway Boulevard

Illustration of Proposed Arts District at E. 2nd Street and Lamine Avenue

IMPLEMENTATION SCHEDULE

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

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

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

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

Bothwell Lodge Historic Site located in Pettis County

Daum Museum of Contemporary Art located in Sedalia

Organizational Structure Strategies

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
1	Increase Sedalia Downtown Development Inc. (SDDI) Staff	SDDI should hire additional full time staff to support the Executive Director. Executive Director should focus aspects such as business retention and attraction, fundraising, and redevelopment initiatives.	SDDI		Q3 2010	Support is needed for administrative, promotion, and membership development. SDDI should develop a Business Plan with budgets, paying particular attention to detail for 2010. The Plan should identify goals, objectives and strategies as well as roles and responsibilities for implementation. Much of this can be derived from DREAM Initiative reports. This plan should be updated annually.
2	Additional SDDI Staffing Enhancements.	After initial staffing recommendation is addressed, consider adding a Promotions and Marketing Coordinator for SDDI to manage marketing materials and provide greater SDDI representation at Council Meetings.	SDDI	Chamber	Q1 2011	This position should be included in the SDDI Business Plan with goals and objectives outlined. Ideally this staff would be added well before the holiday season to increase marketing at that critical time.
3	SDDI Retreat	Develop a concentrated work session to review grant writing processes and other funding opportunities like the CID, bylaws, mission statement, goals, members, and committee assignments.	SDDI	City & Chamber	Q3 2010	The SDDI retreat topics should include a discussion of a volunteer recruitment efforts, adequate funding for SDDI, potential CID, and real estate development activities.
4	Create a Unified Vision for Downtown Sedalia	Develop a unified vision for Downtown Sedalia based on existing plans and the DREAM Initiative. This should be an outcome of the SDDI Retreat. Provide this vision to interested Downtown groups to encourage consensus and develop support for future activities.	SDDI		Q4 2010	The City Comprehensive Plan, Blue-Ribbon Vision, Arts Alliance, Mid-Town TIF, and Tourism Coalition all have recent plans that include aspects for Downtown. SDDI should manage the "big picture" for Downtown concerning these plans.
5	Community Improvement District(CID) Public Outreach / Communication Plan	SDDI should begin CID Planning, Education and Petition Signing and Ongoing CID Communication. A committee to pull together partners from the City, SDDI, CBCD, Chamber, and other stakeholders for broad support will be required. Initially this committee focuses on public outreach.	City	SDDI & Chamber	Q1 2011	Hold public meetings and/or a planning charette to gather input form the primary target audience in an effort to formulate a popular, cohesive "vision" for Downtown Sedalia, similar to the earlier recommendation. A petition should be drafted that will obtain the required signatures and the City should be encouraged to pursue the CID. Downtown stakeholders should be informed of the CID's goals, benefits, and costs.
6	Establish Downtown Sedalia Community Improvement District (CID)	Having conducted adequate public outreach and communication of the benefits of a CID, the City can circulate the required petition and enact the ordinance.	City	SDDI & Chamber	Q3 2011	A CID will provide SDDI with an additional funding mechanism to accomplish improvements within the district. The CID can contract with SDDI to provide necessary Downtown services and support SDDI as the lead Downtown organization. The City will need to take the lead to establish the CID. Members of the initial outreach committee may be ideal candidates for the CID Board.
7	Organization Outreach Enhancement	SDDI should continue outreach to other Sedalia Organizations. A work plan concerning the coordination of all Downtown groups, events, and efforts should be an outcome of the SDDI retreat.	SDDI	City	Ongoing	Focus Group participants noted SDDI could address certain Downtown issues by improved communication with entities such as the Park Board. SDDI should also continue to generate excitement about Downtown efforts and increase advocacy for issues.
8	Central Business & Cultural District	An early DREAM recommendation was to determine City support to the CBCD. The City, SDDI, and the CBCD should discuss all their roles and responsibilities, and funding sources, after the SDDI retreat.	City	SDDI	Ongoing	The City can easily show visible support for the CBCD as well as provide steady funding.
9	Advance Downtown Sedalia Community Development Corporation (DSCDC)	The CDC should work in association with SDDI to promote economic development and public benefit projects in Downtown Sedalia.	DSCDC	SDDI & City & Chamber	Q1 2011	The CDC should help implement planning initiatives focused on Downtown Sedalia including housing development, commercial real estate development, and small business development.
10	Volunteer Development	Continue to build a strong volunteer base and create a volunteer recognition program.	SDDI		Ongoing	SDDI should seek to enhance current volunteer programs. Development of a brochure on volunteer opportunities could be posted on SDDI, City and Chamber of Commerce websites so that prospective volunteers can easily see where their time is needed.
11	Develop Downtown Promotions	Downtown Promotions should be developed that engage both the Chamber and CVB with SDDI. Downtown businesses need to know that City organizations work together for their benefit.	SDDI	Chamber & CVB	Q4 2010	Greater collaboration should be developed between SDDI, Chamber, and CVB. Regular meetings should include partners from all three to develop Downtown events and promotions that will be mutually beneficial.

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Tourism Partners
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D.E.D.: Missouri Department of Economic Development
M.H.D.C.: Missouri Housing Development Commission

Land Use & Building Survey

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
12	Conduct a Parking & Traffic Study	The City should conduct an ongoing analysis of parking needs and consider traffic routing improvements throughout Downtown.	City		Q2 2011	The City should continue to monitor plans for additional parking. Additional public parking lots should be identified on vacant lots. Common design treatments should define all public parking lots to complement the streetscape and give vehicular traffic visual cues as they seek out parking Downtown.
13	Develop Downtown Parking Map/ Brochure	Develop parking map of public lots and on street parking.	City	SDDI	Q3 2010	This brochure will encourage Downtown shopping and clearly define all parking in Downtown. Maps should use the same graphic system as signage system.
14	Improve City Mapping Capabilities	Improve City mapping capabilities and integrate county parcel data, land use, zoning, utilities, infrastructure conditions, and aerial photography.	City		Ongoing	County tax data and utilities are critical mapping components to maintain. The City has conducted a Downtown infrastructure survey, in addition to the DREAM survey. All of this date requires maintenance and updating on a regular basis.
15	Update Land Use & Zoning Geographic Information Systems (GIS) Data	The City should develop a procedure to update existing land use and zoning maps produced as part of the DREAM Initiative.	City	SDDI	Ongoing	The City and SDDI should conduct a field study to inventory land use, building conditions, infrastructure, available parking, residential units, and commercial vacancies. Zoning maps should also be updated regularly.
16	Develop a Downtown Vacant Space Inventory	Current photography and basic information should be compiled on every available building or lot in Downtown. Contact information should be ready to provide to potential developers. Of particular importance to Downto is 1st Floor Commercial vacacies.	SDDI	City	Q2 2011	Using DREAM Initiative information as a base SDDI should add complete vacant building photography. Information on available space will feed directly into the GIS system. Square footage, contact information, and asking rental rates should be maintained so incoming prospects have accurate and timely information.
17	Produce/Procure new Aerial Photography	Aerial Photography is available from Missouri Spatial Data Information; photography should be acquired every other year.	City		Ongoing	The City's GIS staff should continue to maintain the current aerial photography available.

Community Surveys

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
18	Conduct a Visitor Survey	During major events such as the State Fair and Scott Joplin International Ragtime Festival, SDDI should survey visitors to monitor attitudes toward Downtown Sedalia.	SDDI	City	Q2 2010	SDDI should conduct a visitor survey to thoroughly understand the visitors point-of-view if tourism is to be enhanced. Announcements by the local media will communicate the results and value of such surveys and encourage merchants and event providers to adjsut their activities to meet the needs of visitors.
19	Reconvene Focus Groups	Keep residents and interested individuals involved in Downtown efforts and visioning by holding focus groups on a regular schedule (5 years) to monitor progress of revitalization.	SDDI	City	Q1 2014	The format and procedures developed for the DREAM Initiative provide a base for SDDI to follow.
20	Conduct Telephone Survey	SDDI should revise the DREAM Initiative phone survey questions and conduct another survey to monitor changing attitudes of residents.	SDDI	City	Q4 2012	The attitudes of residents toward Downtown requires constant monitoring. An official survey on a regular basis can be supplemented by less formal website polls to help SDDI understand the needs of area residents.

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Building Design Concepts

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
21	Form a Preservation Commission and Obtain Certified Local Goverment Status	The Sedalia Commercial Historic District does not have a Preservation Commission to guide it. Such a commission should exist to review projects and construction for appropriateness and to increase awareness of the District and historic preservation in general. CLG status will open doors for grant funding and provide a greater measure of building design control.	City	SDDI	Q3 2010	A local ordinance will determine members, officers, terms, duties, and the certificate of appropriateness criteria and procedure. An important trigger for the appropriateness review is when a building permit or demolition permit is required, a certificate must be issued first.
22	Adopt Design Guidelines	Adopt design guidelines to reduce the investment risk of incoming investors and to stabilize Downtown property values. The design guidelines will also enhance the aesthetic appearance of Downtown.	City	Design Committee of SDDI	Q2 2011	There is the potential to implement these design guidelines through the local preservation ordinance for the historic district. Additionally guidelines could be tied to the facade loan program the CBCD Administers.
23	Enhance Downtown's Aesthetic Appearance	Review City codes and procedures to ensure firm and fair code enforcement. More must be expected of property owners to keep buildings safe, but also attractive.	City	Design Committee of SDDI	Ongoing	Private owners will need incentive and inspiration that is led by public investment. Consider how to utilize landscaping elements other than street trees to green the public areas of Ohio Street. Develop all public properties with an eye toward aesthetics, not just function.
24	"Outstanding Building" Recognition	Develop a program to identify and recognize outstanding properties that were rehabilitated appropriately. Any property receiving this designation should have followed the design guidelines during rehabilitation.	Design Committee of SDDI	City	Q3 2011	This program can be simple to implement through recognition ceremonies for building owners. All buildings so receiving this recognition should have substantially adhered to design guidelines and have the support of the local Preservation Commission. This recognition should not become politicized.
25	Continue to Encourage Rehabilitation of Downtown Buildings	Encourage rehabilitation of underused building space in Downtown, including second & third story space to accommodate residential and office uses.	SDDI	City	Ongoing	SDDI should showcase successful rehabilitation efforts and monitor the proposed database of vacant floor space. SDDI can suggest changes to streamline City processes for redevelopment and continue a rehabilitation friendly atmosphere.
26	Upper Floor Development	Establish financial assistance and incentive programs to encourage upper-floor development.	SDDI	City	Ongoing	Various state programs are available, many of which Sedalia has previously used. It is critical that the City not lose the momentum afforded by recent projects, but instead begin identifing buildings and owners with ambition to renovate their upper floors.

Retail Market Analysis

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
27	Business Retention & Expansion	The City should work with SDDI to establish a Downtown business retention program. This effort will include the below proposed visitation process and will integrate marketing and promotion strategies provided by SDDI and the Chamber. An enhanced effort of communication with property owners concerning information such as the available property inventory and knowledge of incentives will allow SDDI and the City to reply swiftly to potential issues with existing businesses.	SDDI	City & D.E.D.	Ongoing	For the first five years, on an annual basis, survey by mail and follow-up with phone calls to all businesses within Downtown. The purpose of the survey is to gather information about each business, identify problems or issues, and offer assistance. A survey instrument should be prepared and reviewed by the City and SDDI. Any potential projects will be immediatly referred to DED for input. Information should be tabulated and compared from year to year. Surveys of this type reassure local businesses and keep the City and SDDI current on the status of the business community. Another important component is ongoing training for existing businesses. After surveying, the City and SDDI should have a good idea of business issues and can then tailor seminars and training events to assist Downtown businesses in becmoing better at their business.
28	Develop a Formal Business Visitation Process	The Chamber, SDDI, and Mayor should attend and visit a few businesses each month. This attention will akes a Downtown business feel they are getting special attention and is critical at uncovering problems before they become widespread issues.	SDDI	Chamber & City	Q4 2010	This process will feed into the enhanced plans and surveys of the business retention and expansion effort by methodically obtaining information. The goodwill built by visiting, listening, and addressing any issues or concerns can be an extremely effective way to build loyalty among Downtown businesses.
29	Create a Retail Recruitment Team	Similar to the proposed business retention effort, a business recruitment program should be developed that includes available data on Downtown and services.	SDDI	City & D.E.D. & MERIC	Q4 2010	The Retail Business Analysis provided as part of the DREAM Initiative will provide guidance relative to the types of businesses that should be pursued for Downtown Sedalia. SDDI should lead the effort in recruiting new businesses, but the City will have to be involved at some stage. Important information will include connections to local agents and bankers, thourough information on the targeted industry, and testimonials of successful Downtown projects.

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Retail Market Analysis

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
30	Capitalize on Downtown's Existing Visitors & Workers	Develop techniques to better serve existing visitors to Downtown and workers. It is especially important to take advantage of the large crowds that attend festivals.	SDDI	Tourism Partners	Ongoing	Sedalia already has a number of regular visitors that need to know that there are things to do Downtown. Suggestions for Downtown merchants can be conveyed during seminars and include promotions such as lunch specials, repeat visit discounts, and ticket stub coupons.
31	Increase Marketing for Downtown Retailers	Marketing efforts should primarily target area residents, and residents within the secondary trade area defined in the Retail Market Analysis.	SDDI	CVB & Business Owners	Ongoing	Local newspapers, websites, radio and television ads, as well as flyers and ads in local magazines will be effective in promoting Downtown. SDDI and the CVB should consider retaining professional advertising services to ensure the broadest and most effective coverage. Marketing should be increased during Holidays and Special Events
32	Develop Seminars for Existing Businesses	Develop a merchant education program to address issues of marketing, customer service, business and building maintenance, retail opportunities, trends, etc. This is similar to and in line with the business retention campaign noted earlier.	SDDI	Chamber	Q3 2010	General business issues such as marketing, customer service, store hours and store display and design should be provided as well as more detailed assistance. Clusters of similar Downtown businesses such as restaurants should be brought together to present specific topics. This is a critical outreach step for SDDI to provide benefits to its businesses.
33	Create Shopping Oriented Downtown Events	Create promotional events such as weekly shopping nights and storefront display contests that are focused on shopping.	SDDI	Chamber	Ongoing	Develop, coordinate, and market events occuring during other activities in Sedalia. Potential funding for these promotions can be provided by the proposed CID.
34	Create a Brochure for New Businesses	This brochure would outline the process to open a new business in Sedalia and is a marketing tool that can be used by the retail recruitment team.	Chamber	SDDI & City	Q1 2011	Creating an outline for prospective business owner should also include steps that businesses need to do concerning County or State regulations. The brochure should also list potential incentives and programs available to businesses.
35	Encourage Targeted Retail Uses	In addition to attracting new businesses to meet unmet retail demand sectors, existing merchants can be encouraged to expand their product offerings in the targeted categories.	SDDI	Chamber	Q2 2011	The targeted retail sectors provided through the DREAM Initiative form the base of a retail attraction effort. Marketing to these types of businesses can be funded by the proposed CID. SDDI can work with property owners to match available space to a desired retail sector and provide educational workshops for business owners.

Housing Market Analysis

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
36	Review City Zoning & Building Codes	Zoning and building codes should be reviewed to ensure there are not barriers to residential production in the Downtown Area.	City	SDDI	Ongoing	The City should conduct the code review in the context of ease of existing building rehabilitation. It is important to consider how codes ensure aesthetic requirements and not just life safety issues. An evaluation of the conversion of single-family residences to multi-family apartments should also occur to determine if this practice is excessive.
37	Encourage Residential Development and Demand	Underutilized multi-floor buildings can accommodate residential uses. Due to the high costs of rehabilitations, the City should assist property owners that will condsider adding residential in their buildings.	City	SDDI	Ongoing	The City should encourage the rehabilitation of underused building space in Downtown through the use of incentives, especially for upper floor residential. SDDI can then promote success stories to potential developers, new residents, artists, and Whiteman Air Force Base personnel.

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Housing Market Analysis

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
38	Develop 152 Residential Units in the Next 5 Years	There is unmet demand for residential units of all types and price ranges. Additionally there are several areas that have redevelopment potential. The City should work to interest developers in these properties.	City	SDDI	Q3 2010	The City should identify sites and work with developers interested in providing for-sale condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals. Marketing for these units should target young professionals, empty nesters, artists, families, and Whiteman Air Force Base personnel.
39	Promote Downtown Living & Housing Marketing Campaign	Create a positive Downtown living atmosphere by encouraging residents to make efficient residential improvements that reduce costs of energy, living, and commuting. Develop and distribute marketing materials that promote Downtown living as fun, inexpensive, and unique.	SDDI	City and Chamber	Q3 2010	SDDI, the Chamber, and the City should seek to educate and empower Downtown residents by hosting meetings, developing educational seminars, encouraging neighborhood watch programs, and providing information concerning home maintenance funding. SDDI can also develop Downtown promotions such as loft tours. Marketing materials for Downtown living should include testimonials from existing residents.
40	Develop Events & Amenities to Enhance Downtown Living	The City and SDDI should initiate activities that improve life for Downtown residents and increase demand for Downtown units. Events and activities, such as the recently established Farmer's Market, will bring needed services into Downtown and enhance the atmosphere.	SDDI	City and Chamber	Q3 2010	Sidewalk sales and outdoor concerts also provide a draw for visitors. Physical improvements oriented on pedestrians and bicyclists will be critical for Downtown residents. Parks and plazas provide gathering and meeting places.
41	Encourage Property Owners to Improve & Maintain Properties	Provide incentives for home owners and landlords to improve the physical appearance and curb appeal of properties.	City	SDDI	Ongoing	Continued maintenance and improvements will increase the values of neighboring areas and create an aesthetically appealing atmosphere.

Financial Assistance

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
42	Establish Community Improvement District (CID)	A Community Improvement District will provide the organization an opportunity for multiple improvements.	City	SDDI	Q1 2011	CID can capture funding from property taxes and sales taxes for use of a wide variety of Downtown services that SDDI can provide instead of the City. Even a quarter of a percent sales tax could generate $30k annually
43	Encourage Rehabilitation to Downtown Buildings	Encourage rehabilitation of underused building space in the downtown through the use of incentives, especially for the upper floors. Some regulations may require adjustments to assist developers.	City	SDDI	Ongoing	Establish SDDI as contact with funding agencies and keep informed and trained in grant writing.
44	Future Sedalia Midtown TIF Projects	Suggest appropriate uses, streetscape & community center.	Mid-Town TIF	SDDI	Q2 2010	Develop relationship with the TIF Board to help guide Downtown projects. Other projects such as 3rd street trail and Ohio and Broadway Entry Plaza can be funded by the TIF.

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Destination Assessment

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
45	The Entertainer - Focus Positioning	Downtown groups need to be brought to a consensus on the brand of Downtown. "The Entertainer" is suggested, but not approved. The brand should be supported by a broad effort.	SDDI	ALL Others	Q3 2010	This is a potential topic at the SDDI retreat, but needs to be discussed with all Downtown groups. An effective brand will need to be selected soon.
46	Develop a Community-Wide Wayfinding System	The City should develop recommendations for design standards, placement, and funding allocation. Important Downtown and regional locations should be identified. Maintenance is imperative after construction is completed.	City	SDDI	Q3 2012	This City-wide effort must consider how to route visitors to Downtown, as well as to other areas of the community such as the State fairgrounds. This system will enhance a visit by providing clear direction to parking areas, public buildings, and large attractions. Wayfinding signage in, and to, Downtown should all have the same design theme. In Downtown, wayfinding can also help identify sub-districts such as a future Arts District or the Historic District.
47	Support the Bicycle Culture in Downtown	Existing businesses should be taught how to serve the cyclist market and new businesses that will serve cyclists needs should be considered for attraction. Dedicated bycle routes exist to provide access to the Katy Depot, but areas along these routes should be improved if possible.	SDDI	Chamber & City	Ongoing	SDDI should encourage more cyclist friendly entertainment and dining options in Downtown. The Chamber should seek to add entertainment events "At the Depot" and encourage restaurants to attend various cook-offs at that location to showcase their food to the trail. During big Depot events, Downtown should be "open for business" and have street fests as well. The City should seek to Install public amenities that will assist cyclists like water stations, restrooms, bike racks and wayfinding. Funding for these improvements could come from the Mid-Town TIF District.
48	Encourage Sidewalk Cafés & Outdoor Seating	Outdoor dining builds a vibrant atmosphere that draws visitors. Where space is available on public sidewalks create sidewalk cafes for restaurants and pubs. There are opportunities for the City to encourage a restaurant to provide seating on public r-o-w or on an adjacent vacant lot. Review codes as necessary to ensure this use is not obstructed.	City	SDDI	Ongoing	Locate sidewalk cafes 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.
49	Provide Downtown Public Amenities	Construct restrooms, kiosks, and provide drinking fountains at various locations throughout Downtown.	City & SDDI	C.V.B. & Chamber	Q1 2012	Amenities should be maintained daily for a good impression of Downtown. CID and TIF may provide revenue for implementation.

Marketing Strategies

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
50	Develop Downtown Sedalia Website	Develop a Downtown specific website to connect all the other websites and monitor and understand Downtown's visitors. The website should also include website to include programs available to assist with redevelopment/ renovation, a yearly calendar of events, flash photos related to new development or project implementation, etc.	Promotions Committee of SDDI		Q4 2010	Create regular survey tools and adapt the website to allow for survey submission and tracking of information requests and views. This site could be a dedicated page under the Chamber or Tourism sites, but there must be something in the virtual world that says "This is Downtown Sedalia". The State may be a resource for website development. This presence is critical given the number of visitors that come to Sedalia for events such as the Scott Joplin Festival, the Katy Trail, and the State Fair. These visitors need to know what Downtown has to offer.
51	Develop a Downtown Specific Newsletter	A Downtown specific newsletter can inform existing residents about the successes of Downtown so they can spread the word to their family and friends.	Promotions Committee of SDDI		Q1 2011	Events, plans, projects, and special promotions should be included and readers should be directed to the Downtown website. Newsletter should be delivered by hardcopy and electronically so it can be forwarded in emails as a .pdf. Should also have a link to download the newsletter from the website.
52	Develop a New Business Marketing Package	SDDI should work with the Retail Recruitment Team to put the information they need into a marketing format.	Promotions Committee of SDDI		Q1 2011	The package could be tailored depending on the requested information and may be applicable to residents or visitors as well as businesses. The starting a new business brochure developed earlier should also be included.

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C.V.B.: Sedalia Convention and Visitors Bureau
Chamber: Sedalia Area Chamber of Commerce
City: City of Sedalia
CBCD: Central Business Cultural District
Tourism Partners
M.D.F.B.: Missouri Development Finance Board
D.E.D.: Missouri Department of Economic Development
M.H.D.C.: Missouri Housing Development Commission

Marketing Strategies

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
53	Establish Storefront Display Contest	SDDI should establish a contest for Storefront Displays in order to encourage shop owners to keep a fresh and appealing appearance and to fill vacant windows, especially during key events. Vacant windows disrupt pedestrian traffic.	SDDI	Retailers & CVB	Q3 2010	Promote this contest with local artists and designers. Sedalia has a wealth of Downtown buildings, and therefore many windows to keep filled.
54	Brand Downtown Sedalia	This recommendation is the marketing follow-up to the positioning statement developed in Destination Assessment.	Promotions Committee of SDDI	ALL Others	Q3 2010	Logo and slogan will help give Downtown an identity. These should support the chosen brand and positioning
55	Coordinate Special Events with Retailers	Coordinate with store owners for services, specials, and expanded hours during special events in Sedalia.	SDDI	Retailers & CVB & Hotels	Ongoing	Notify all Hotels, Downtown Store Owners and Retailers of special events throughout the year. In particular Sedalia has the Scott Joplin Festival, the State Fair, and Katy Trail Rides. These events bring many visitors to town and Downtown needs to project a positive image.
56	Expand Store Hours	Encourage downtown businesses to maintain hours that respond to customers' needs.	Retailers	SDDI	Q2 2010	A cooperative approach is needed among shop owners and notices of change must be well-publicized.
57	Business Advertising	Develop a coordinated advertising campaign to promote the Downtown as a whole in order to compete in the retail market. This effort can be tied to special events or seasonally.	SDDI	Chamber	Q4 2010	This campaign should gear-up for the Holiday Season and is as much aimed at encouraging Sedalia Residents to shop Downtown as it appeals to the city's visitors. Downtown has the ability to pull together and be a shopping hub for the Christmas season. Coordinated displays and evening hours will be critical, as will some special event days or promotions.

Special Projects

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
58	Improve Aesthetics of Existing Parking Lots	Improve parking lots and incorporate wayfinding system. Existing lots require maintenance and improved landscaping, to include trees.	City	SDDI	Ongoing	Building code enforcement should be emphasized relative to the maintenance and cleanliness of all parking lots in the three main districts of Downtown. Work with local lending institutions to encourage funding for business/property owners who wish to make improvements to their parking lots.
59	Develop Entryway Plaza at Ohio & Broadway	The entryway needs to say "This is Downtown Sedalia".	City	SDDI	Q1 2014	The illustration utilizes the parking lot of the business located at the corner. Ideally the City would one day acquire the entire building and expand the plaza. Improvements to the crosswalks would be required. Funding can come from the TIF or CID.
60	Additional Green Space & 3rd Street Trail	Participants noted desire for green areas, art, pedestrian improvements, better enforcement and maintenance, and wayfinding; planning and policy should be initiated to enhance these aspects, particularly around parking lot areas as noted, but other options exist including the 3rd Street Trail.	City	SDDI	Q1 2013	The trail can be a TIF project and initiated after the streetscape improvements are complete. More plazas and green spaces can occur as infill on vacant lots.
61	Develop Zoning & Planning to Provide Identity for Sub-Districts, such as an Arts District	This District, as illustrated, may require encouragement and incentives, as well as some code requirements and designating signage	City	SDDI	Q1 2013	Restrictions on uses and residential codes may require flexibility. The District should extend beyond one building and allow for artists to use upper floors as living space.
62	Development Areas	Several areas are noted on the concept map for potential redevelopment.	City	SDDI	Ongoing	It is important that retail development be carefully considered. There is already much retail growth in Sedalia with which Downtown businesses have to compete. The concept shown for a redevelopment area is a residential development that can provide a market for Downtown instead of competition. High-quality ownership vehicles such as condominiums should be considered. Other projects like the community center will also spur development tracts.

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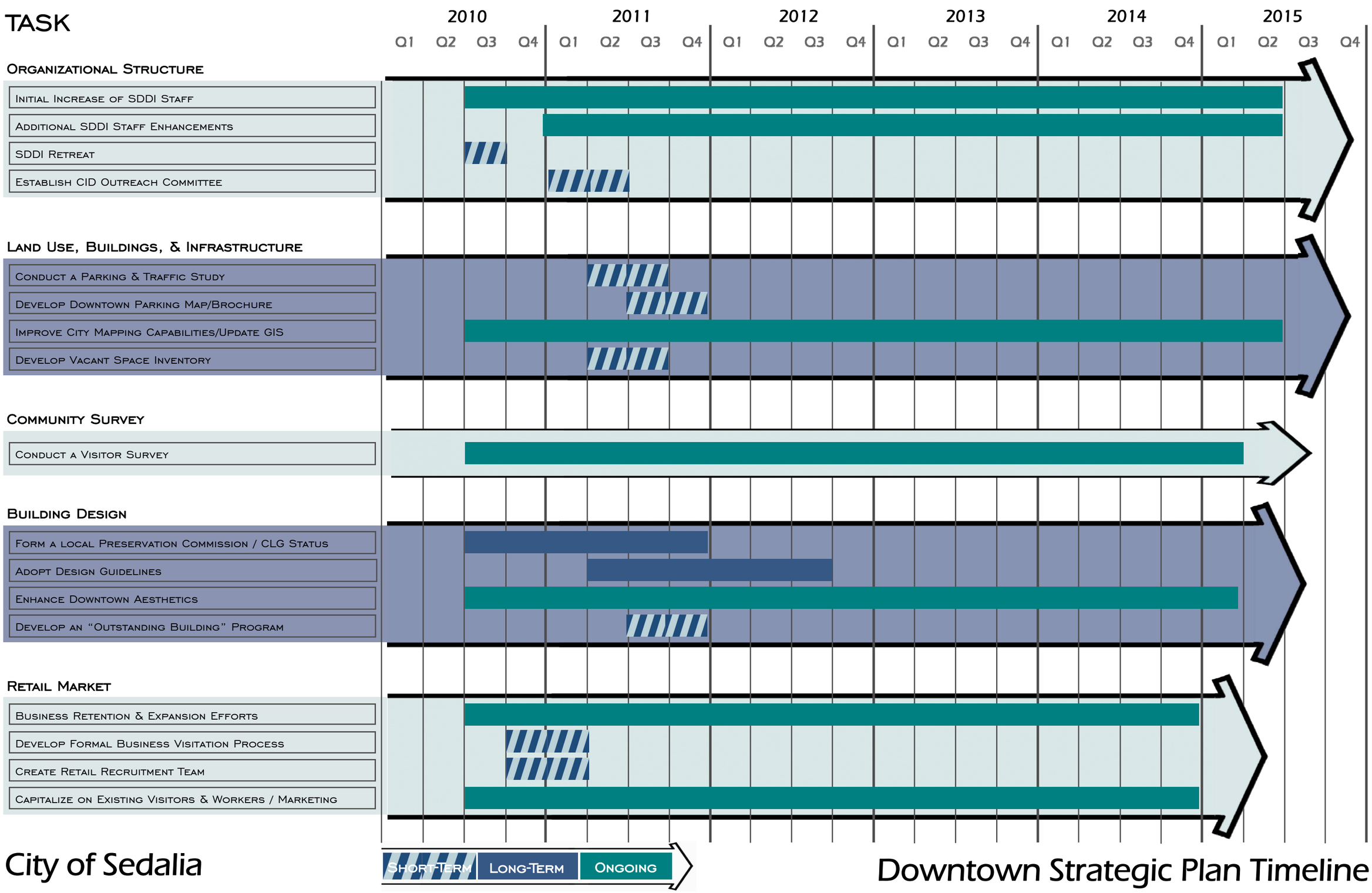
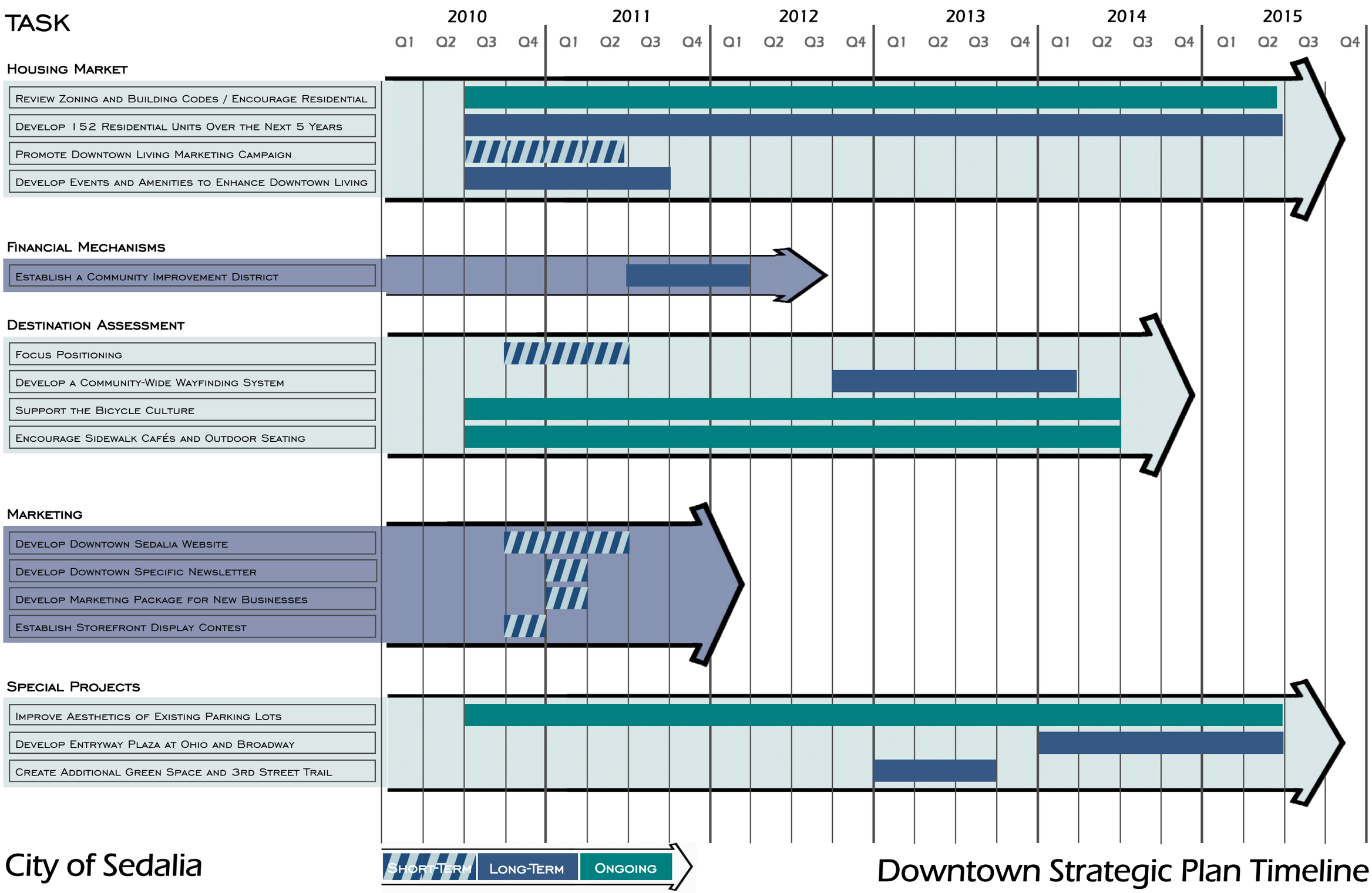


City of Sedalia

Downtown Strategic Plan Timeline



City of Sedalia

Downtown Strategic Plan Timeline