





## ACKNOWLEDGMENTS



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



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DOWNTOWN  
REVITALIZATION &  
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ASSISTANCE FOR  
MISSOURI

MARKETING PLAN

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## **EXECUTIVE SUMMARY**

Maryville is the county seat of Nodaway County and is located in northwest Missouri, about 20 miles south of the Iowa border. The City is located between Omaha, Nebraska, Des Moines, Iowa, and Kansas City, Missouri and has a current population of almost 12,000 people. Maryville is the proud home of Northwest Missouri State University (Northwest), and serves as a commercial, educational, and entertainment center. The City benefits from a diverse economy, including agriculture, health services, education, and industry.

In an effort to revitalize Downtown through increased investment and community interest, Maryville has been participating in the DREAM Initiative. Previous reports have included suggestions for improvements to Downtown building façades, streetscape elements, residential neighborhoods, organizational structure, and financial mechanisms. The DREAM Marketing Plan task seeks to provide effective recommendations to meet the changing needs and demands of Downtown Maryville's visitors and businesses. This report provides guidance for local leaders to communicate key recommendations for Downtown planning initiatives. In order to advance sustainable and long-lasting impacts for Downtown, Maryville's marketing and communications efforts should focus on supporting four primary objectives:

### **Objective 1: Invest in Housing Improvements**

Housing is an important aspect of the City of Maryville. The proximity of Northwest to Downtown and the housing needs of its students provide important factors to consider. The City should continue home repair and other financial incentives for property owners.

Additionally, programs are needed to encourage renters to take pride in the quality and appearance of the properties they are renting.

### **OBJECTIVE 2: Attract Funding for the Emerging Downtown Organization (DTO)**

The Campaign for Community Renewal (CCR) has been successful in implementing a Downtown streetscape. However, Downtown requires a sustained organizational effort to maintain continuity for long-term goals. Funding is needed for the CCR to formalize into an energized non-profit, DTO focused solely on Downtown issues, revitalization, and development. An alternative to formalizing the CCR would be to establish a new lead Downtown organization.

### **OBJECTIVE 3: Foster Community Pride**

Downtown revitalization successes require promotion to the community to develop broad support for future initiatives. The DTO should work to promote Downtown efforts, and leverage existing groups and individuals to extend public outreach campaigns. Activities should include events, promotions, and positive news articles and will require centralized coordination.

### **OBJECTIVE 4: Increase Downtown Business Investment and Retail Sales Activity**

One of the overall goals of the DREAM program is to increase Downtown business activity, particularly in the form of retail sales. Maryville has available storefronts and infill opportunities that could be attractive for existing business expansions and new businesses.



Nodaway County Courthouse.

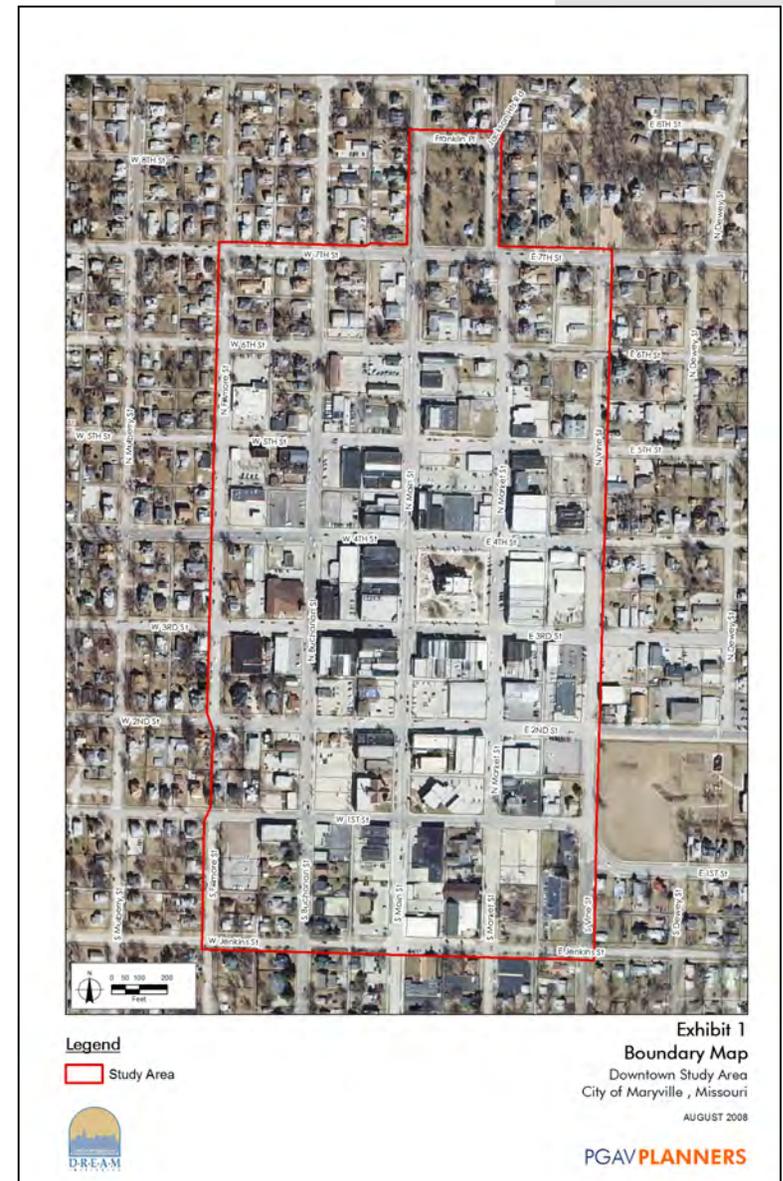
**SITUATIONAL ANALYSIS**

With Maryville’s position between the major cities of Omaha, Kansas City, and Des Moines, it serves as an important commerce center for northwest Missouri. The City began as a trade center for early settlers and in 1905 became the home of Northwest. Today, the Maryville economy is anchored by the university, with more than 7,000 students swelling the City population during the school year.

Maryville’s Downtown is the center of government and business. There are several City and County offices along with attorney’s offices, title companies, finance and insurance agencies, and other business services. The Nodaway County Courthouse sits on a traditional “Square” bounded by 4th Street to the north, 3rd Street to the south, Market Street to the east and Main Street to the west. The Square includes some retail stores and several restaurants, but is primarily service businesses and offices. The CCR has successfully funded and constructed a streetscape around the Square.

The identified DREAM Boundary consists of 29 blocks, roughly in the center of the City, between 7th Street on the north, Jenkins Street to the south, N. Fillmore Street to the west, and N. Vine Street to the east, and including Franklin Park north of 7th Street. A map from the DREAM Map Reference Handbook showing the Study Area Boundary is shown at right.

Most of the buildings in Downtown are multiple story brick structures in fair condition. There are some areas of infill development on the Square, and some instances of historic rehabilitation. Residential units, including upper floor rentals, are scattered throughout Downtown and are primarily student occupied.



Maryville DREAM boundary shown in red.

Information gathered during the DREAM Community and Consumer Survey task indicates that most residents feel that Downtown is moving in a positive direction. Responses to the Visitor Survey, which included a significant amount of student responses, were primarily positive, however many open-ended comments focused on street conditions. Due to the national market draw of a State University such as Northwest, the geography of the student responses to the survey was quite wide-ranging. An illustration depicting the zip codes of the respondents' home addresses that were within 75 miles of Downtown Maryville is shown on page 4.

Although Downtown enjoys several active retail shops, more entertainment and retail variety, especially restaurant variety, is desired by both residents and visitors. Many respondents indicated they desired a 24-hour breakfast dining option.

Downtown Maryville is included in several City-wide marketing efforts, but does not enjoy a focused campaign of any sort. Much of Maryville's existing marketing is connected with Northwest in some way. Billboard advertising for Northwest can be found throughout Missouri. Downtown's proximity to the University is not well promoted, although several Downtown businesses have developed promotions individually and attempt to capitalize on the students.

Maryville enjoys a heightened marketing presence due to the University adding its marketing to the City and Chamber media efforts. Northwest maintains a website, social media services, and traditional media outlets, such as print or radio. Although Maryville overall is very

visible, there is not a Downtown-specific website or media outlet, nor is there any special promotion of Downtown on existing websites. The Chamber maintains a City-wide calendar of events on its website.

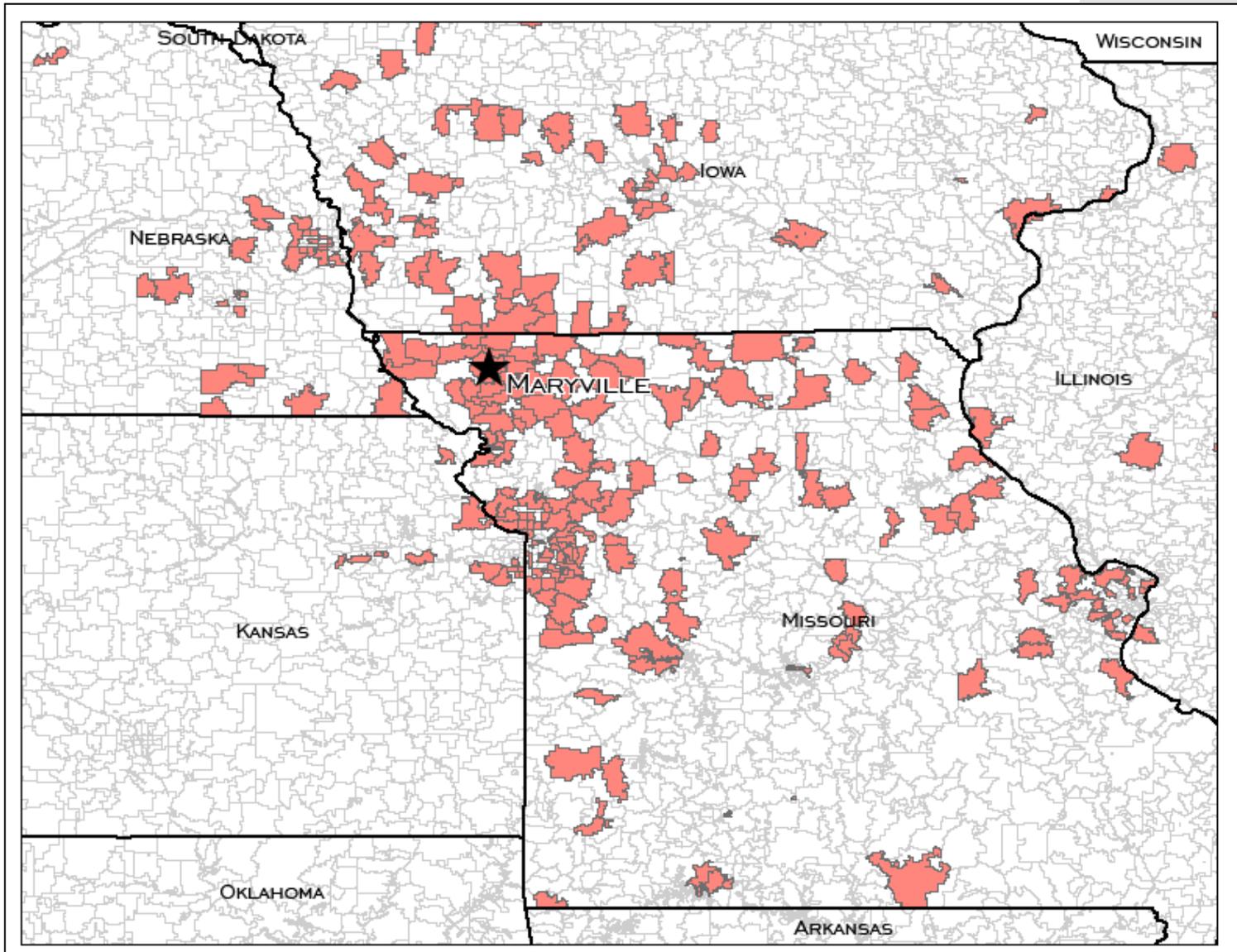


Northwest Missouri State University, Maryville Campus.

Downtown Maryville has many assets upon which to draw to expand its marketing efforts. The DTO will need to work to focus efforts on Downtown. Coordinating and communicating with existing groups is the DTO's primary task and is essential for Downtown to be marketed as a group. Challenges for Downtown include being an attractive area for college students and local families, formal organization and funding, and attracting private investment. Effectively marketing Downtown will develop an identity and message that addresses these issues with each audience, however the DTO will also need to obtain the staffing and tools necessary to communicate this message. This marketing plan, in the context of the four objectives outlined in the executive summary, will help the DTO gather momentum to be an effective promoter of Downtown Maryville to the northwest Missouri region.



Bobby Bearcat, the Northwest mascot.



Zip code responses to the DREAM Visitor Survey from respondents with home addresses within 75 miles of Maryville.

**EVALUATION OF EXISTING MARKETING EFFORTS**

**MEDIA LANDSCAPE ANALYSIS**

A review of the existing media which reports, promotes, and advertises the Maryville market was conducted. A brief summary of each of these media sources is listed below:

**Traditional Media**

There are several traditional media outlets that serve Maryville as its primary or secondary market. These include local newspapers, radio stations, and a television station. Several of these outlets are connected to Northwest and some are student-run. As previously noted, the students are such an important presence within the City, it is vital for Downtown businesses to know what media the students are using. Additionally, given Maryville's geographical location between three large metropolitan areas, media services can be found in regional and out-of-state markets as well.

Print outlets include the Maryville Daily Forum, Nodaway News Leader, The Northwest Missourian, and the Bearcat Connection. Radio stations include KVVL, KXCV-KRNW, KNIM, KMA, and KZLX. KNWT Channel 8 is the local television channel run by Northwest.

These traditional media outlets are an important part of Downtown's promotional efforts. Ideally, the DTO will develop campaigns to advertise Downtown as a single shopping district using these sources. This is an important concept for Downtown businesses to understand, as cost efficiencies can be obtained by joining efforts. While traditional advertising may be costly, it is likely that a business that doesn't advertise in these media will be at a disadvantage with other stores that do.



Websites of two of Maryville's radio stations; KZLX at left, KVVL at right.



Maryville Daily Forum Website.

### Online Assets

Maryville has a significant internet presence due to websites provided by the University and local newspapers and radio stations. The City, Nodaway County, and the Greater Maryville Chamber of Commerce maintain sites with content for residents, visitors, students, potential investors, and businesses. As of this writing, Nodaway County Economic Development (NCED) maintains a website with limited, City-oriented information, and is in the process of establishing a new site. Additionally, several of the local groups are working on a website that will be a single "landing site" for the City of Maryville.

Greater integration and collaboration between these websites will improve their impact and reach. Each group can provide a benefit to its users by improving navigation to other Maryville organizations that provide a different set of services. Most of the existing websites do provide for listings of the other organization websites. A few of the existing websites provide a calendar of events, but the events are specific to the group and not kept up-to-date. All of these online properties should consider active social networking and internet search engine optimization to improve visibility and "searchability".

Brief reviews of the City, Chamber, Northwest, and County websites are provided. These reviews reflect only the condition of the sites at the time of their review, not adjustments or improvements since that time. There is no Downtown-specific website, nor do any of these primary sites provide a Downtown page.



City of Maryville website home page.

### City of Maryville Website: [www.maryville.org](http://www.maryville.org)

The old NCED Maryville website, [www.maryville.org](http://www.maryville.org), is the website that appears as a result of a Google search for the City of Maryville. There are no links or indications that the City has a new site that is much richer and current.

- The new website provides a professional, easy to navigate layout with rich photography.
- It provides information on City government, departments, news, contact information, minutes,

agendas, and calendar listings.

- The site also includes an intuitive “How Do I?” menu system that makes it very easy to direct citizens to the appropriate pages for their issues.
- The site provides information on financial reports, education, and quality of life, however, real estate information, labor market, and other economic development data is limited. There are links to census information for Maryville.
- There are no business listings.
- There is no list of restaurants, lodging, or other attractions for visitors other than parks and recreation or community center activities.
- There are links to the Chamber of Commerce website, as well as, schools and local media outlets.
- There are links to social networking sites.

#### Greater Maryville Chamber of Commerce Website

[www.maryvillechamber.com](http://www.maryvillechamber.com)

- It provides an attractive page with rotating photos in the banner and drop down menus.
- Quick to load, easy to maneuver.
- Good photography on the home page, but the other pages are text heavy.
- It provides business listings, Chamber information and contacts, and pages for residents and visitors.
- Information on the website must be kept current. The front page displayed a Christmas promotion as of the writing of this review in mid-February.
- The Calendar of Events includes community events, as well as Chamber meetings and events.
- There is a link to follow the Chamber on Facebook.
- Links to other businesses or websites are included in the business listings, but are not obvious.

Greater Maryville Chamber of Commerce

The Chamber  
MARYVILLE, MISSOURI

Find Local Businesses About the Chamber Living in Maryville Visiting Maryville

Chamber News

2010 Shop Local Ad Campaign Begins Updated 11.22.2010

5 Reasons To Shop Local This Christmas

1. Keep Your Tax Dollars Local.
2. Save Local Jobs.
3. Save Gas.
4. Save Time.
5. Santa is HERE!

DECEMBER 4  
Hy-Vee: 9:00 to 11:00 AM  
Northside Mall: 3:30 to 5:30 PM

DECEMBER 11  
Aura Designs: 11:15 to 1:15 PM  
Maurices: 4:00 to 6:00 PM

The Chamber

Website Sponsors

97.1 WLL PICKUP COUNTRY  
ROCKS 100.9 AM Krim  
95.9 FM

St. Francis  
Hospital & Health Services

About Maryville

Maryville is the commercial, educational, and entertainment center of Northwest Missouri. Centered between three major cities -- Omaha, Kansas City, and Des Moines -- Maryville is a great place visit, live, or work.

Whether you are looking for a local business, keeping up with the events hosted by the Chamber, or just curious about our community you will find everything you need on this site.

Awards

9th Annual Best of RURAL MISSOURI  
Voted Best Beautiful Town -2010

Follow us on Facebook

Greater Maryville Chamber of Commerce website.

Northwest Website  
[www.nwmissouri.edu](http://www.nwmissouri.edu)

- Professional website, easy navigation and full of rich content and dynamic photography. Should serve the student population very well.
- There are links to several social networking sites.
- There is one link under "Student Affairs" on the "Residential Life" page to the City of Maryville's website. This connection is quite buried and no information or links to other community websites were available. Intuitively, these links would be on the "Resources" page.
- There is a "Living On Campus" page, but the University would do well to include information useful to students living off-campus.

Nodaway County Website  
[www.nodawaycountymo.com](http://www.nodawaycountymo.com)

- Simple layout and easy navigation.
- Information for residents about County procedures, public records, and governmental contacts.
- No descriptions or links regarding the cities and towns in the County.
- There are no links to social networking sites.
- There is a Calendar of Events, but it is empty.



Home page of Northwest Missouri State University website.

### Social Media

The City of Maryville does not have a strong presence in social media. The City and County both have Facebook pages providing basic community information, but few followers, related posts, or additional links. They do not engage in actively sharing information about the community or its events or host any kind of interactive promotions.

The Chamber has a fairly active Facebook page that includes photos and sporadic updates. This is an online resource that should be promoted and expanded to include member listings, referrals, and highlights, business promotions, organizational information such as meeting minutes, and all community events.

Northwest has numerous social media options, including Facebook, LinkedIn, and Twitter. There are also sites for many individual departments within the University including Admissions, Alumni, and Student Affairs, all providing frequent updates regarding their unique issues and events. These pages all have varying levels of activity, but all are linked to the University's website.

Additional community social networking pages include the Maryville Public Library, local media outlets and businesses. There do not appear to be many prominent or influential blogs regarding Maryville, however the three large metro areas around the City present a myriad of somewhat local choices for online interaction and promotions.



Maryville Chamber of Commerce's Facebook page.

**OBJECTIVES & STRATEGIES:**

The objectives in this section were chosen after consideration of the marketing Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis as found in **Appendix A on page 21**. Each objective includes one or more strategies to encourage Downtown Maryville leaders as they seek to implement marketing efforts. Several strategies throughout this report can be enacted at little to no cost. However, others will require additional research, time, and financial investment. The objectives are in priority order to help with efficient deployment of resources and to ensure important elements are in place to support later initiatives and recommendations from other DREAM tasks and reports.

**OBJECTIVE 1: INVEST IN HOUSING IMPROVEMENTS**

Maryville encourages existing housing improvements through programs such as the Home Repair Opportunities Program (HeRO) and the Revolving Loan Fund. These programs have been invaluable resources for the community and have spurred some housing improvements and Downtown streetscape and façade improvements. Additionally, the City's Pride of Maryville program encourages residents and volunteers to maintain their properties and care for their neighborhoods. All of these efforts contribute to the overall revitalization of Downtown, by continuing to focus on improving residential areas through public outreach and enhanced services to owners and renters.

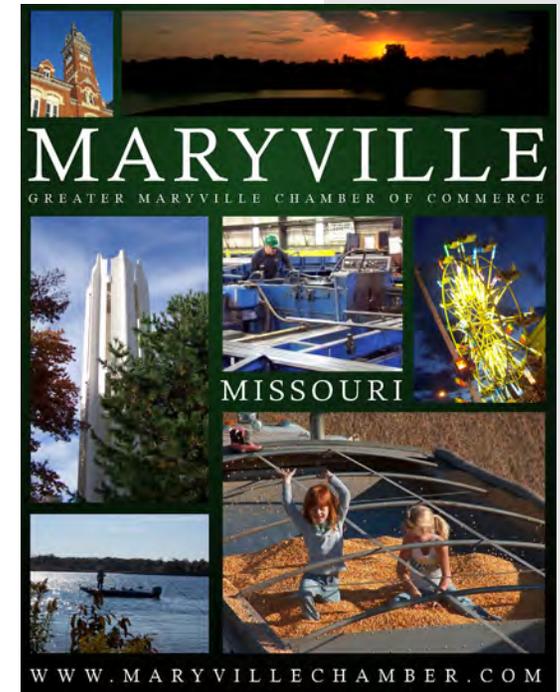
Strategies to enhance and encourage residential improvement in Maryville include:

Strategy 1.1: *Continue marketing and public outreach regarding existing housing programs.*

The DTO should leverage Downtown residential success stories to generate media and community interest and work to identify opportunities to further enhance promotional efforts such as issuing press releases to area media outlets. By promoting Downtown living to the community, the area can become known more than just an off campus, student apartment, option. As owners take advantage of improvement programs, the City and DTO can also schedule desk side briefings and meetings with the editorial staff at the Maryville Daily Forum to explain how these successes came about.

The successes of Downtown should also be widely publicized. As residential improvements occur, publicity about the housing upgrades will peak curiosity and encourage residents to come and rediscover their Downtown. However, communication throughout the region will also be important to raise interest in visitors from outside the City. An opportunity to reach this wider audience is presented by Maryville's position as the County Seat of

- Target Markets:
- Property Owners
  - Residents
  - Renters
  - Students



A recent Maryville Guide, sponsored by the Chamber.

Nodaway County. The DTO can develop a Downtown living brochure for distribution, especially at the County offices. This information will be of interest to residents outside the City who travel to Maryville for shopping, business, dining, and recreation.

Strategy 1.2: *Evaluate residential services provided and monitor program participation rates.*

The City should conduct a review to determine who the housing improvement programs are serving if offered services are underutilized.

Outreach may be required to improve participation rates among underserved, yet eligible, populations. For example, the Revolving Loan Fund has recently been expanded to include interior improvements to both residential and commercial buildings. The City and DTO need to promote these and other enhancements to ensure that the community is aware and encouraged to apply. Partnering with community groups can also be an effective method to help raise awareness and identify those that may not be taking advantage of available resources. Services that are available to renters should be promoted with the Residential Life office at Northwest.

This review should be ongoing to help maximize participation and demonstrate a greater need for funding. Additionally, to help broaden service and participation, consider using resources such as search marketing tools, media impressions, and community engagement to identify unmet needs and additional ways to promote the existing program.

Strategy 1.3: *Empower renters to improve the quality and image of their housing.*

The DTO can work to equip Downtown renters with the knowledge of their rights and the resources and tools they need to become advocates for themselves. Much of this activity will include outreach to college students and other members of the University community that take advantage of area rental properties. The DTO and the Residential Life office at Northwest can work together to:

- Provide accurate information regarding off-campus housing.
- Help educate students on landlord/tenant laws and responsibilities.
- Provide information regarding renter advocacy and entitled rights.
- Identify resources that can help a student with issues such as code violations.

The City and DTO can also establish seminar and education efforts focused on renters in the City. An event such as a panel discussion at a neighborhood meeting geared toward rental property issues or code enforcement, can be an effective way to reach renters. Speakers could include City staff, law enforcement, and County representatives dealing with land issues. This will further empower renters to be pro-active about any housing issues that adversely impact the positive impressions of Maryville.

**Target Markets:**

- Property Owners
- Residents
- Renters
- Students



An example of upper floor rental housing in Downtown Maryville.

## OBJECTIVE 2: ATTRACT FUNDING FOR THE EMERGING DOWNTOWN ORGANIZATION (DTO)

An entity focused on the activities and promotion of Downtown and all it has to offer must be a priority for the City. Maryville is fortunate that the CCR is willing to expand its role and capacity as a Downtown organization. As part of the revitalization efforts, the CCR/DTO needs to take the important step of involving the community in major decisions that will impact Downtown. This community buy-in is crucial to attract organizational funding. Without the support of the community and spearheaded interest by key stakeholders, fundraising efforts will be impaired.

By getting buy-in to the organization behind the Downtown work, members of the community will feel more invested in the process and will be more likely to volunteer their time, make donations, and advocate on behalf of Downtown. These activities will introduce new people to energize the CCR/DTO and sustain the long-term planning initiatives developed throughout the DREAM process.

Strategies to attract funding for the CCR/DTO include:

Strategy 2.1: *Formalize the CCR, or establish the DTO, and reinforce it as the lead organization.*

A formal non-profit Downtown organization helps to elevate the profile of a downtown not only to residents, but also to other civic organizations, City officials, and regional residents. The CCR forms a great core group that can be used to instill a sense of

pride within Maryville residents about Downtown. However, the loosely formed nature of the CCR leaves an interested volunteer or contributor uncertain as to what the group does, who to contact, and when meetings occur. The CCR has no website, staff, or physical location. With increased City support and promotion from the Chamber, The CCR can shift into the DTO and fulfill a programmatic Downtown role.

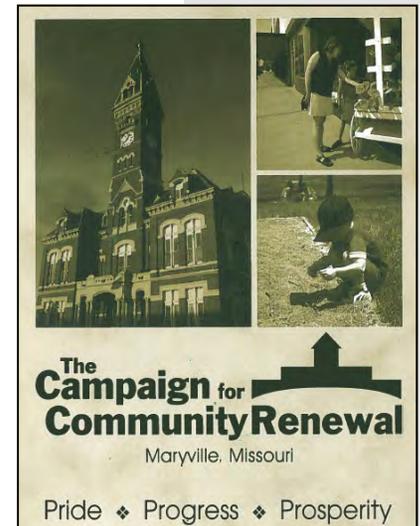
The DTO should establish a mission statement. A strong mission statement can be an effective marketing tool and rally volunteers around organizational responsibilities, committee roles, and other objectives.

Additionally, the DTO needs to formulate a business plan to identify financial needs, potential revenue sources, and key expense categories. Prospective donors will require this information and need assurance that their contribution will translate into actionable activities for Downtown revitalization programs.

As the DTO solidifies, advocacy materials, such as a basic fact sheet to highlight the value of Downtown should be developed. A broad base of supporters should be cultivated in the community, but those businesses or residents that do not use Downtown will need extra convincing. The benefits of an active Downtown on the rest of the City should be demonstrated. Information such as potential revenue, job creation and retention, increased sales, and upcoming projects need to be promoted Citywide.

### Target Markets:

- Existing volunteers
- Businesses
- CCR founding members
- Chamber staff
- City officials
- City staff
- Regional organizations
- Local newspapers and radio stations



Cover of 2005 CCR publication.

Strategy 2.2: *Develop materials that Demonstrate the Value of the DTO.*

The DTO should leverage Downtown promotion efforts to demonstrate the groups benefits. This is important for ongoing funding and, ultimately, support for paid staff positions. The DTO needs to ensure that discussions of funding includes accurate and helpful information about recent successes.

Materials developed will promote the successes of both Downtown and the group. For example, a pamphlet celebrating Downtown successes to date can also explain how the CCR worked to bring such projects to Downtown Maryville and then helped establish the DTO. The DTO should develop a website dedicated to Downtown, its businesses, projects, and revitalization efforts.

As the DTO seeks funding resources, such as a Community Improvement District (CID), materials should include a “Frequently Asked Questions” document. The effort to establish a CID will include a public outreach element to provide key information such as:

- Increased sales from added services and improvements in the CID will easily offset any negligible impact on retail sales from the additional sales tax.
- Examples of public projects that would be funded by a CID.
- Case studies from similar towns in Missouri, Iowa and/or Nebraska that have used CID or similar incentives for Downtown.
- Create core messages regarding the CID

process, implementation, and benefits to use during key meetings with local officials, business owners, and property owners. These messages can also be used to respond to local media inquiries.

- A sample of a CID public outreach materials from Columbia, MO is included in **Appendix B on page 25.**

Strategy 2.3: *Engage the public.*

Help focus residents and local businesses on the need for Downtown improvements. Invite residents to brainstorm solutions to issues and volunteer with DTO committees to create a feeling of ownership in the success of Downtown. Keep volunteers engaged through good communication and project updates.

Identify key business leaders and influential people in the Downtown Maryville power structure. After identifying these important players, arrange face-to-face meetings to discuss topics regarding Downtown and the DTO, including:

- The contributions and benefits the DTO provides to the community.
- The need for a cohesive and coordinated approach to Downtown revitalization including improvements and maintenance to the streetscape and building façades.
- Opinions regarding key issues of Downtown, such as a financial mechanism like an additional sales tax to help sustain the DTO.
- The possibility of an increased role in the DTO or a resource contribution to Downtown revitalization efforts by the individual.

**Target Markets:**

- **DTO Leadership**
- **DTO Volunteers**
- **Key Business Leaders**
- **Business and Property Owners**
- **Residents**
- **Influential Leaders**

Additionally, the DTO and the City should coordinate a series of town hall-type public meetings. Is it important to keep the public interested and knowledgeable with current and accurate information on Downtown plans, projects, and issues. With frequent coffee and donut-style gatherings that include a speaker, the DTO can also introduce sensitive topics in a cordial manner to help build goodwill and consensus in Downtown.

The DTO should also launch a community blog. The group could work with the City or Chamber, but the content for the blog should come from someone closely involved with Downtown. As the group formalizes and hires paid staff, the blogging responsibilities can be passed on. Other community leaders could also provide guest articles and readers should have the opportunity to subscribe to new posts with an RSS feed.

The DTO should develop a Facebook page, again updated by someone close to the group and eventually transferred to paid staff. Facebook provides a more immediate way to promote Downtown with regular updates. The site can also be used creatively to encourage “friends” to interact with Downtown merchants during business promotions and events.

Public outreach through social networking sites such as Facebook, Twitter, YouTube, LinkedIn, and Flickr provide the ability to reach many potential visitors quickly and efficiently. Residents and visitors will learn about recent Downtown improvements, coming events, and activities by exploring Maryville’s internet resources. As these technologies change, it will be important for the DTO to learn to adapt and capitalize on new abilities and innovative features.



An RSS feed (top left) allows a reader to “subscribe” to a document and receive notifications when the document is updated.

Facebook (top middle) allows Facebook users to “friend” each other, thereby receiving status updates, invitations to events, photos, or other news.

LinkedIn (top right) provides users network connections to other users as well as a referral system.

Twitter (bottom left) users tweet real-time activities to their followers.

YouTube (bottom middle) provides for the sharing of user created content, primarily in a video format.

Flickr (bottom right) provides for the sharing of user created photography.

The above social networking tools can be developed by the DTO for public outreach as well as other promotions in this Marketing Plan. The DTO should monitor these tools and may learn about Downtown issues early-on and be able to address them swiftly.

**Target Markets:**

- DTO Leadership
- DTO Volunteers
- Business and Property Owners
- Resident
- Potential visitors
- Potential Businesses
- Potential Investors

**OBJECTIVE 3: FOSTER COMMUNITY PRIDE**

With an engaged public, Downtown should continue to send the message of community pride. A measurement of community pride will manifest in terms of an increase in volunteer participation. The DTO board, committees, and new and existing programs should benefit.

However, community pride and participation will require constant cultivation as volunteers lead busy lives. It is important for residents and key stakeholders to do more than just take advantage of events and day-to-day shopping. The successes of Downtown should inspire pride so that people want to share the story of Downtown with others.

Proposed strategies to build community pride, include:

Strategy 3.1: *Increase Local Participation in Downtown Activities and Events.*

The DTO could establish a "Downtown Backer" type of membership to allow businesses and residents an opportunity to become an active financial supporter of Downtown revitalization efforts. Financial contributors in this program could receive benefits such as:

- Discounted admission to Downtown events.
- Recognition at public events.
- Storefront signs showing recognition.

Although such a campaign might compete somewhat with the Chamber of Commerce, it will be tightly focused on Downtown and revitalization efforts. The Chamber should be supportive as this activity will allow it to focus on larger activities elsewhere in the City.

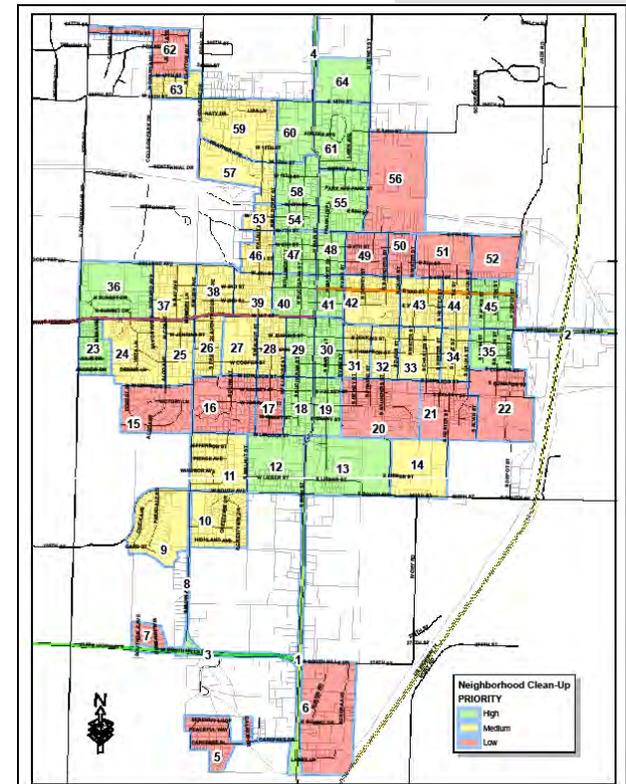
Strategy 3.2: *Expand and Adjust the Pride of Maryville (POM) Program to Increase Participation.*

In its current form, POM encourages groups to adopt areas of the City, recognizes owners with well maintained properties, and seeks to link volunteers with service projects. However, at present there are only five organizations participating in the clean-up program with one group responsible for over 85% of the 64 designated areas. The property recognition component, although only a year old, just includes residences to date.

The DREAM Study Area should be identified as one POM Clean-Up area, providing a focus on the core of the City. Currently, Downtown is divided into four areas, with two groups responsible for three areas and one area unassigned. Groups participating in the POM program Downtown should provide a higher level of service for the community. Downtown groups, working with the DTO, should be more active and go beyond the role of just a clean-up organization.

**Target Markets:**

- Potential DTO Supporters
- Civic Groups
- Existing Businesses and their Customers
- Residents



Maryville POM Neighborhood Clean-Up map.

Downtown businesses should also get to compete against each other. The existing program allows for residential and commercial properties to compete, but it is unclear if a business owner, that is not the same as the building owner, can compete. A business owner may be more involved in Downtown than a property owner, and therefore, more likely to participate in the program. Criteria for judging a businesses layout, displays, and overall improvements could be considered, rather than permanent building improvements. The DTO can help judge the business recognition component instead of the City code department.

Overall the POM program requires more promotion and advertising. The City should develop materials for distribution to any resident, property owner, or business needing a permit. The DTO can develop events such as a spring cleaning campaign or a workshop to provide building maintenance or business display tips. At these events, the DTO can provide added recognition of Clean-Up groups, past winners, and encourage participation in the POM program.

**OBJECTIVE 4: INCREASE DOWNTOWN BUSINESS INVESTMENT AND RETAIL SALES ACTIVITY**

To improve retail activity, Downtown Maryville needs to attract investors to vacant properties and capitalize on existing unique shops. To build Downtown as a shopping destination, it will need to take full advantage of available development tools and opportunities. The DTO will need to ensure that real estate and start-up business information is available to prospective new and expanding retailers.

**Strategy 4.1: Add Businesses Demonstrating Unmet Retail Demand.**

The DREAM Community and Consumer Survey task indicated a desire for Downtown to develop a greater restaurant variety, especially attracting a restaurant serving breakfast. This community sentiment was reinforced by the DREAM Retail Market Analysis, which showed restaurants have the highest unmet retail demand in the Maryville trade areas of nearly \$18 million in sales. The City should work to develop informational materials of interest to new restaurant owners. Advertising Downtown's opportunities in trade periodicals such as *Nation's Restaurant News*, *Restaurant Business*, and *Restaurants & Institutions* can provide the core of an attraction campaign. As the Downtown restaurant business develops, the rest of the City will benefit by increased activity at area attractions and other businesses. Downtown will give residents a reason to dine locally.

While adding Downtown restaurant variety should be the focus for the City of Maryville attraction efforts, other types of businesses also demonstrate unmet retail demand. The City should also target these

**Target Markets:**

- Downtown business owners
- City permit applicants
- Potential new restaurateurs
- Potential new businesses
- Existing businesses and restaurateurs with expansion potential



Some restaurant trade publications.

categories of businesses for attraction, or encourage existing businesses to expand their product lines with these products, to help build the Downtown retail sales base. These types of businesses are stores with products that include:

- Building Materials & Supplies.
- Furniture / Home Furnishings.
- Clothing, Jewelry, & Shoes.
- Health & Personal Care Items.
- Electronics & Appliances.
- Office Supplies, Stationary, and Gifts.

Strategy 4.2: *Raise Awareness of the Unique Shopping Opportunities Downtown Maryville Offers.*

The DTO, with assistance from the City and Chamber, should develop methods to draw attention to existing Downtown retail and business services. Group advertising and promotional activities should be primarily focused on Downtown stores, yet there may be some efforts when, coordinated with the Chamber, will have a Citywide reach.

Once sustainable funding has been obtained and an improved internet presence created, the DTO could advertise Downtown by purchasing Google or Facebook ads. These types of ads can be targeted to the specific zip code of interest to the searcher and minimize costs by only charging the advertiser when someone clicks on the ad. The costs of this campaign will vary based on the uniqueness and desirability of the search term. For example, the generic term "ice cream" likely costs more than "Baskin-Robbins." The DTO should determine which

search terms are most relevant for popular Downtown Maryville retailers. [www.google.com/ads/adwords](http://www.google.com/ads/adwords) can help retailers find keyword ideas. Periodically, these ads should be reviewed and evaluated to ensure maximum efficiency.

Existing retailers should also keep their internet data current and periodically review their online presence. A simple search for the business and a review of the accuracy of the top results on an annual basis can keep these merchants current. The DTO could also host seminars on this topic, perhaps in coordination with marketing students from Northwest.

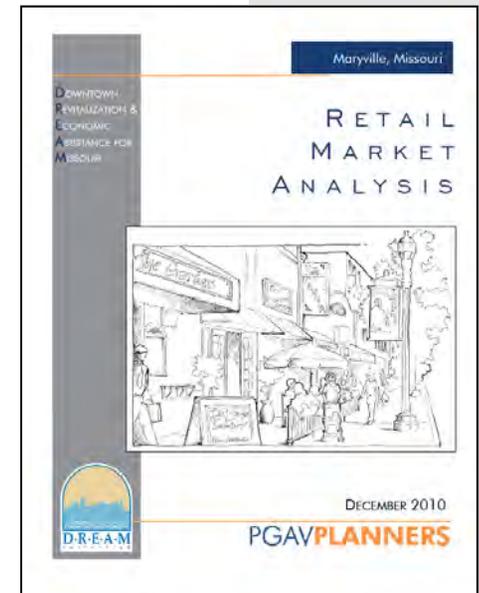
Other special campaigns and promotions such as "buy local" advertising, sidewalk sales, and back-to-school Northwest events can be an effective way to link Downtown merchants with specific customers. These efforts should include as much participation as possible and promote Downtown as a unified shopping district.

Strategy 4.3: *Highlight Available Store Fronts.*

Maryville has available Downtown retail space that represents opportunity for potential investors. By promoting this space online and through grassroots

Target Markets:

- Existing businesses
- Residents



DREAM Retail Market Analysis conducted in December, 2010.

efforts, the DTO can increase demand for commercial property and present a positive image of an active, united Downtown organization.

The City should create a Citywide online resource hub, linked to the new DTO Downtown website, for businesses looking to locate in Maryville. Existing materials on the City website target residential relocation and offer little information for a business audience. Online space dedicated to opening a business in Maryville should provide important information including:

- Real estate data including photos, basic specifications, and contact information.
- Fact sheets regarding demographics, labor data, and other advantages of the region.
- Frequently asked questions.
- The contact information for the Maryville Economic Development Department staff.
- The DTO will need to make sure that accurate information is provided regarding Downtown vacancies.

The DTO should also provide displays in vacant windows regarding Downtown. Information about the DTO, upcoming projects, and Downtown events, as well as the real estate contact information, can help interest an investor in the property. An appropriately sized display can send the message that the building, while vacant, is entered often and cared for. It is important that the display doesn't completely block the view into the space. Potential investors and businesses will want to see inside.

Strategy 4.4: *Promote Downtown Capital Improvements to Nearby Markets.*

As Downtown Maryville achieves success with façade renovations, expands the streetscape, and implements other infrastructure improvements, the community and region will need to be informed of the changes. In effect, Downtown will have increased the quality of its existing retail spaces and enhanced the overall aesthetics. Existing residents and businesses need this information and will help to spread the word to potential new residents and businesses.

Using the public outreach methods in this Marketing Plan, the DTO should promote significant changes. The group should also maintain contact with key opinion leaders and develop tours of new businesses or improved properties for these leaders. The DTO should also reach out to mayors, city planners, press, real estate agents, and potential retailers in the region. Tours designed to present Downtown development opportunities can be arranged inexpensively for groups of these influential regional players.

As the streetscape is expanded, ribbon cuttings should be held for the completion of each phase. These activities will broadcast that the City is a partner in the revitalization of Downtown and will encourage private investors. For example, a classic car club could hold a car show in a newly remodeled block to celebrate the completion of the streetscape phase.

**Target Markets:**

- **Businesses that may be ready to expand**
- **Potential new businesses**
- **Developers and real estate agents**
- **Regional leaders and press**
- **Residents**



Some existing Downtown Maryville streetscape elements.

# APPENDIX A:

## SWOT Analysis

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## SWOT Analysis

A SWOT (Strengths, Weakness, Opportunities, and Threats) Analysis is a helpful way of guiding strategic actions within the context of this marketing plan. Through the SWOT Analysis, Maryville can better understand its internal existing conditions (Strengths and Weaknesses), capitalize on positive external events (Opportunities), and prepare for negative external forces (Threats) that face Downtown. Any, or all, of these elements may be present in Maryville and through thoughtful analysis the community will be able to focus needed attention on areas requiring improvement that have the most potential positive impact.

The sponsors of the DREAM Initiative have long recognized the benefits that can be derived from a community's willingness to identify and address features, both physical and psychological, that may hinder its progress. As part of the analysis process that was conducted for Downtown Maryville, the consultants and local leaders facilitated a series of Focus Group Meetings with representative groups from the Downtown community; interviews with Downtown Maryville business owners; user surveys of area residents, Northwest students, and out-of-town visitors; and conducted on-site visits of Downtown. All of these tasks resulted in information that was applied to the SWOT Analysis.

The summary of the SWOT Analysis is listed on the following pages.

### Strengths

- Downtown Maryville enjoys visitor traffic, additional residents, and marketing benefits, from Northwest.
- Downtown also attracts business activity due to concentration of several civic institutions (City Hall, Courthouse, County Administrative offices, Post Office, Chamber of Commerce, churches, etc...).
- Recently remodeled Courthouse area and newly constructed County Administration building.
- Streetscape around Courthouse and extending along S. Main Street.
- Franklin Park is at the North end of the Study Area.
- Geographic proximity to Kansas City, MO, Omaha, NE, and Des Moines, IA.
- The City is well covered with press agencies, including radio and television.
- The City also enjoys a great relationship with an active economic development partner organization in Nodaway County Economic Development.
- Involved residents and groups, led by City officials, have organized the Campaign for Community Renewal (CCR).
- Downtown has an active upper-floor housing market.
- The City has also launched important initiatives such as the Pride of Maryville effort.
- Many buildings have architectural detail.
- There are a good amount of restaurants.
- Sizeable manufacturing employers in the City.
- Outdoor recreational opportunities at nearby Mzingo Lake Park, owned by the City.

### Weaknesses

- Downtown Maryville lacks a compelling identity.
- Many buildings lack, or have covered or altered, architectural details.
- Some commercial building conditions are poor, demonstrating deferred maintenance.
- Much of the surrounding student rental housing is in poor to very poor condition, demonstrating a severe amount of deferred maintenance.
- Official wayfinding in Downtown Maryville is minimal.
- The route to Northwest is not clearly indicated. Some signs route University traffic around Downtown to the South, but in Downtown, the route to the University is not clear.
- There are few retail shops. Several of the existing shops are stores aimed at students, tending to be of lower quality products or sportswear.
- There is a parking problem, or perception of a problem in Downtown.
- Street conditions need improvement, or the perception needs to be addressed.
- There is no historic preservation district. Some inappropriate infill development has occurred.
- The proximity to Northwest also provides some negatives aspects. Stores and events need to be careful not to become overly student oriented, potentially discouraging family participation.

### Opportunities

- Vacant buildings and buildings underutilized or in poor condition represent development potential.
- Continued beautification of Downtown Maryville will address many issues.
- Increased involvement by Northwest students. Many students surveyed indicated they didn't use Downtown much, therefore the potential for Downtown to capitalize on this market is significant.
- Maryville can develop events that appeal to residents, students, and visitors. A unique schedule that capitalizes on the Universities school year can allow for interesting types of events, such as a back-to-school Downtown business expo.
- The ongoing partnership with Northwest can provide numerous benefits for Downtown.
- Improvements to the surrounding housing market can lift area property values considerably.

### Threats

- Difficulty redeveloping Downtown buildings will persist until investors are more secure.
- Concentration of low-rent and poor-quality housing surrounding Downtown.
- Tendency of Downtown merchants to only offer low quality products.
- Perception of security problem, particularly with student frequented businesses and events.
- Property owners who neglect to, or do not have the means to, maintain their properties.
- Tendency to attract too many businesses related to the student market. For example, too many bars. Downtown needs to have a diverse retail market.
- Tendency to over regulate the student presence in Downtown. Issues must be dealt with appropriately and make certain that new ordinances or rules do not adversely impact the Downtown economy. For example, parking issues are likely a police enforcement problem, not an issue regarding signs and zones.
- Complacent or overburdened code enforcement. With the number of student residential properties in Maryville, it is important that the building and code staff are motivated, well-funded, and appropriately staffed at all times.

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# APPENDIX B:

## Sample CID Materials

(From Columbia, MO)

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PRSRRT STD  
U.S. POSTAGE  
PAID  
COLUMBIA, MO  
PERMIT NO. 319



# COLUMBIA SPECIAL BUSINESS DISTRICT

11 S. Tenth Street  
Columbia, Missouri 65201



www.downtown.org • info@discoverthedistrict.com • (573) 442-6816



## Moving Toward A Community Improvement DISTRICT

### What is a Community Improvement District?

A CID is essentially a “super-sized” Special Business District (SBD) with the ability to raise more types of revenues, such as sales taxes or user fees. This allows the district to better meet the needs of its members. CIDs across the state typically use their additional revenue for services such as increased maintenance, safety patrols, marketing and other pressing needs, which directly benefit businesses, property owners, residents and customers.

In early 2008, the SBD started working with consulting firm Progressive Urban Management Associates (PUMA), which conducted an organizational assessment of the SBD and the Central Columbia Association (CCA). One restructuring option PUMA presented was to shift the SBD

to a CID. Created in the late 1990s, a CID is designed to be an improvement over the decades-old SBD model. Most downtowns in Missouri, including Springfield, Lee’s Summit and St. Louis, have already made the shift.

### CID Programs & Services

Specific programs and services are determined by members and limited by the total revenues of the district. Our recent member surveys showed that most members are interested in business recruitment, increased cleanliness, more beautification projects, additional marketing, public safety programs and increased advocacy. Although new programs and services options seem endless, it’s important to note that any new programs and services must be funded through an increase in revenue.

CIDs in Missouri and across the nation provide services such as:

### Cleaning & Maintenance

Many have teams of uniformed workers, providing up to 12 hours of services daily. Duties throughout the year vary, with sidewalk snow removal during the winter and sweeping during warmer weather. Additionally, some maintenance teams also handle graffiti removal.

### Public Safety Programs

Due to high costs, most CIDs do not hire their own armed security force. Instead, they look at other ways to increase public safety. One option is to place security cameras in key areas to deter crime and vandalism. The cameras are monitored by the police but the CID helps fund the equipment. Another option is a team of trained community service representatives, or “ambassadors,” providing public safety, hospitality and outreach every day. Problems are quickly reported to the responsible city department, ensuring that downtown is a welcoming place where crime and vandalism are low.

### Marketing

The Columbia SBD has no marketing budget. All District advertising and promotions are carried out by the CCA with a yearly budget of \$17,000—not nearly enough to fund necessary event promotion and advertising. A CID could handle the marketing of downtown to customers, tourists, new businesses, developers, residents and more. This could include maintaining a strong brand identity, planning public outreach activities, coordinating and managing special events, disseminating a wide range of publications, and maintaining cooperative relationships with partner organizations. A CID can also fund marketing studies or track changes in consumer perceptions about the downtown area to aid in economic development programs.

## Capital Improvements & Beautification

With combined SBD and city funding, new sidewalk amenities, street lights, banners and wayfinding signs have all been installed in recent years. However, funding for attractive pedestrian corridors connecting new development areas will become more important as we move forward. A CID can fund these and other necessary improvements.

### Did You Know?

- Business owners within the SBD pay a 50% business license fee each year.
- 44% of business owners pay less than \$20 per year and 15% pay only \$7.40 per year, raising \$19,000 each year.

## The CID Process

A CID is essentially a contract between the district and its members. First, a strategic plan is created through a petition signed by property owners with more than 50 percent of the assessed value of the real property, and more than 50 percent per capita of all owners of real property within the proposed CID. Although the law does not require businesses to sign the petition, they will still be an important part of the planning process. After a series of public hearings, the plan is voted on by the Columbia City Council.

The CID plan includes:

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

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

If the CID plan passes, the current SBD would cease to exist. All current assessments collected through the SBD would transfer to the CID—there would be no duplicate taxing.

## Funding CID Programs

Increasing programs and services in The District, including clean and safe programs, beautification projects, and business recruitment, will benefit everyone whether they're property owners, business owners, employees, residents or

customers. It's important that one group isn't bearing the entire funding burden.

The Columbia SBD is currently funded by business license fees and property taxes. Businesses currently pay 50 percent over and above the normal license fee—averaging about \$60 a year. Property owners currently pay 47.78 cents per \$100 of assessed valuation—averaging about \$446 per year per property. Other than that, our SBD's ability to generate revenue is limited.

In contrast, a CID has more revenue options. A CID can establish special assessments—essentially user fees—to help fund particular programs and services. For instance, Westport in Kansas City has a special assessment levied on bars and other entertainment venues. The funds are then used for public safety programs, weekend crowd control and cleaning services. The result is a better customer experience and thus increased business for the bars themselves.

A CID can also assess a sales tax to help fund additional services and programs. A sales tax would mean that everyone enjoying The District would see a benefit for a very small investment. A half-cent increase, for instance, would add an additional 40 cents to the price of an \$80 dress and only 15 cents to

### Did You Know?

- Nine other retail centers in Columbia have higher sales taxes than downtown.
- Raising our sales tax just a half-cent would bring us into parity with these and other shopping and dining centers.



the cost of pizza and sodas for a family of four.

Most other major retail centers in Columbia already charge an extra half-cent sales tax: Columbia Mall; the Shoppes at Stadium; Wal-Mart and others at Broadway and Fairview; Wal-Mart, Kohl's and others at Grindstone Plaza; Bass Pro and others at CenterState; Wal-Mart, Lowe's and others at Broadway Marketplace; Best Buy, Hobby Lobby and others on Stadium; and stores at both Lake of the Woods and Northwoods.

Because of the sheer number of businesses in Columbia that are already charging extra sales tax, a CID could raise the sales tax and still maintain parity with other shopping and dining areas in Columbia. The District would remain competitive in terms of prices, and could better compete with other shopping and dining areas because of additional CID funded services and programs.

## CID Steering Committee

The SBD board of directors has appointed a CID Steering Committee to explore the possibility of a CID and determine if it is the best option for us. The committee will review member surveys, prioritize programs and services, approve a budget and explore all revenue options. Ultimately, they will make a recommendation on the CID to the SBD board.

Once the SBD board determines the best option for us, they will begin reaching out to members for input. To learn more about the process, CIDs or the CID Steering Committee, visit [www.downtown.org](http://www.downtown.org) to download our entire Strategic Plan.

This is a lengthy undertaking and we will keep you informed as we move along. Thank you for your continued support throughout this process.

# GROW

# Downtown Columbia CID

## COMMUNITY IMPROVEMENT DISTRICT

### Dear Neighbor:

We represent a growing coalition of business and property owners who believe it is time to update the mission of the Special Business District (SBD). After more than a year of town hall meetings, focus groups and member surveys, a new strategic plan was developed that will help downtown continue to compete in today's market.

Part of this plan includes the creation of a new Community Improvement District (CID) that would replace the current SBD. A CID provides for assessments on commercial property and sales within the district to fund improvements, programs and services for downtown. Cities across Missouri are using CIDs to fund beautification projects, public safety programs, sidewalk cleaning and graffiti removal, business recruitment and retention services and strong downtown advocacy programs.

We feel a CID is an investment that will continue to improve Downtown Columbia. A CID can:

- **Respond to the changing needs of downtown**, providing programs and services that are relevant for both the downtown of today and the downtown of tomorrow.
- **Protect and enhance property values** in Downtown Columbia.
- **Leverage the positive impacts** of new commercial development to benefit the entire downtown commercial core.
- **Strengthen and enhance private sector control and accountability** to carry out enhanced programs and services through a CID board consisting of business owners, property owners and residents.
- **Strengthen downtown's regional competitiveness** by enhancing its overall image and marketability.
- **Improve downtown's appearance and identity** by working to expand our beautification efforts with added physical improvements such as sidewalk amenities, banners, and other enhancements of the public space.

A CID is formed only after district property owners sign and submit petitions to the Columbia City Council. Please sign the CID petition and join us in this exciting initiative for Downtown Columbia.

Sincerely,

**The Columbia Special Business District Board, the Central Columbia Association Board and the Community Improvement District Steering Committee.**

**Amy Barrett** Sycamore

**Tom Brinker** CyclExtreme

**Larry Colgin** Landmark Bank

**Bill Costello** Woodruff Sweitzer

**Blake Danuser** Bingham's

**Adam Dushoff** Addison's

**Christina Kelley** Makes Scents

**Gary Kesphl** Central Missouri Computers

**Richard King** The Blue Note

**Stephanie LaHue** My Secret Garden

**Paul Land** Plaza Real Estate

**Leigh Lockhart** Main Squeeze

**Teresa Maledy** Commerce Bank

**Kurt Mirtsching** Shakespeare's Pizza

**Allan Moore** Moore & Shryock

**John Ott** The Paramount Building

**Mark Timberlake** Timberlake Engineering

**Liz Tucker** Bleu

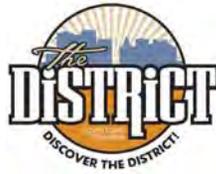
**Robert Tucker** Taylor House

**Mike Vangel** Vangel Communications

**Skip Walther** Walther, Antel and Stamper & Fischer

**Jack Waters** Columbia Daily Tribune

**Mary Wilkerson** Boone County National Bank



## CID Formation Process

Property and business owners as well as other key downtown stakeholders have been involved in the process of developing a new strategic plan for the combined Central Columbia Association and Columbia Special Business District. Steps in the process, led by a consulting team, have included:

### 1. Meetings with Business and Property Owners

The consultants, along with board members, held a series of meetings and focus groups with business and property owners throughout the CID study area.

### 2. Member Town Halls

Town halls were held to involve property and business owners in the design and development of the CID plan. The focus groups included a survey to assess program and service priorities and whether there was a willingness to support a sales tax to provide for these new priorities.

### 3. Member Surveys

More than 700 surveys were mailed and emailed to downtown business and property owners seeking additional input on program and service priorities as well as on funding options. There was widespread support among business and property owners to fund additional improvements, programs and services.

### 4. Plan Review Workshops/ Final Plan

In May 2006 property and business owners attended workshops to review the CID plan and provide feedback.

# CID Questions & Answers

## What is a CID?

A CID is a defined district used to provide revenue for a variety of local improvements, programs and services that enhance, not replace, existing municipal services. A CID is self-imposed and self-governed to better meet the needs of business owners, property owners, residents and customers. They are common in downtowns across the nation and are used to create a safer, more attractive place to live, work or play.

## What does a CID pay for?

Based on input from area property and business owners, an operating plan has been developed to guide CID programs and services. A majority of the CID budget will focus on enhancing the **downtown environment** including capital improvements, cleaning and maintenance, and public safety programs, and enhancing the **downtown economy** including economic development, marketing and events, and downtown advocacy.

## Who will manage the CID?

To maximize accountability to ratepayers, the CID operating plan provides criteria for a CID Board of Directors that will consist of property owners, business owners and residents representing different geographic areas and property and business types within the proposed CID.

## Will the City reduce existing services downtown?

No! A base level of services agreement has been developed with the City to ensure that existing City services, including police, landscaping, maintenance, trash removal and street cleaning remain at current levels. If City services increase or decrease citywide, City services downtown will also increase or decrease.

## How is a CID formed?

By Missouri statute, the formation of a CID requires submission of petitions from owners of real property representing over 50% of the total value of the proposed district and over 50% of total property ownership. However, CID supporters have been committed to gaining wider support for the CID before moving forward through town meetings and member surveys. Once the petitions are received, the City Council holds a public hearing and ultimately approves the CID.

## How much will this cost?

Property and sales assessments are planned to ensure that everyone who enjoys downtown helps pay for new programs and services. The property assessment will simply replace the current SBD assessment of .4778 per \$100 of assessed value. An additional half cent sales tax is also proposed, bringing downtown to parity with most other retail centers including the mall. These funds will also help fund downtown improvements.

## Will the CID last forever?

No. The CID has a 20-year term. An annual review of the CID mission, budget and programming will be conducted and the district will undergo 5-year re-evaluations to consider any major changes to programming. If business and property owners want to continue beyond this term, they will have to go through a new petition process.

# Goals of the CID

Downtown Columbia is a hip and vibrant district with a diversity of easily accessible businesses, residences, attractions, and institutions—it is an exciting gathering place for all types of people. Work done by the Special Business District and the Central Columbia Association have helped maintain this vitality and have given *The District* a unique identity compared to other commercial areas.

A CID will address today's challenges—bringing that vibrant experience to all parts of downtown, helping businesses grow, promoting economic development, continuing with infrastructure improvements, increasing safety and cleanliness, and continuing to market *The District* as the premier destination to work, play and live.

## Programs & Services

Based on property and business owner input from interviews and surveys, the CID would prioritize funding for the following programs and services. The CID Board of Directors would determine the final budget:

**Capital Improvements**, which may include:  
*Streetscape enhancements such as landscaping, flowers, street furniture and lighting as well as cosmetic improvements such as seasonal banners and decorations.*

**Enhanced Cleaning and Maintenance**, which may include:  
*Increased sidewalk cleaning, enhanced maintenance and cleaning of alleys and parking garages, and enhanced services that would not be expected from the City such as sidewalk power washing.*

**Increased Safety**, which may include:  
*Partnering with the Columbia Police Department to increase or improve safety patrols, deploying downtown ambassadors, providing additional equipment for safety patrols.*

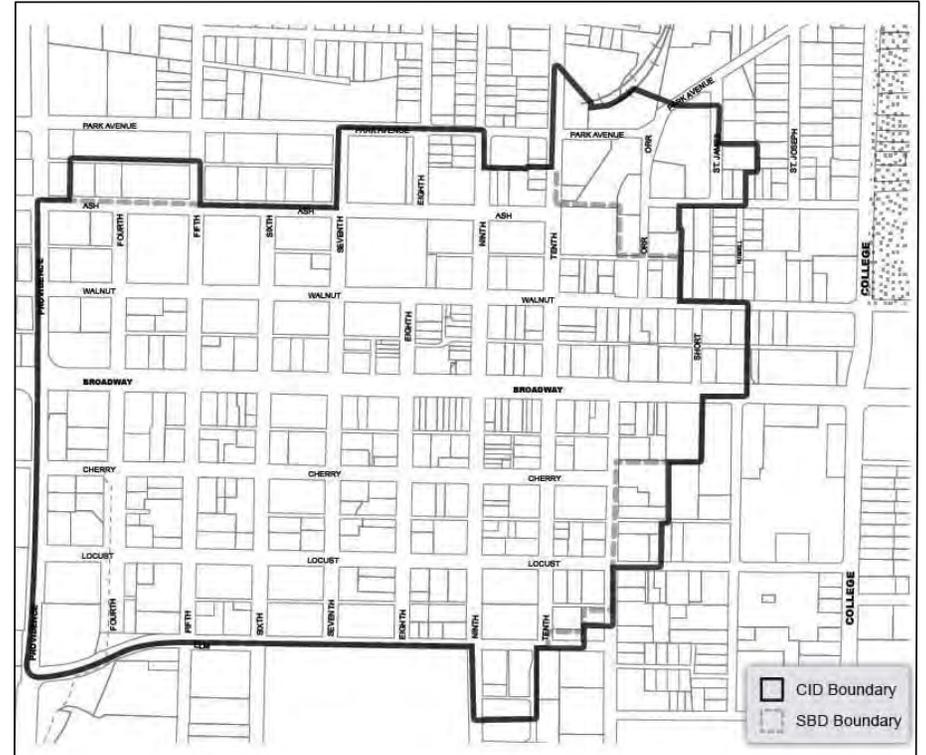
**Downtown Economic Development Programs**, which may include:  
*Business recruitment and retention initiatives to broaden and diversify downtown's small business base, market research to understand both consumer and investor opportunities, creating investor marketing information to educate entrepreneurs on downtown opportunities.*

**Marketing and Events**, which may include:  
*Consumer marketing to reinforce *The District* brand, generate foot traffic and drive sales; enhancement and expansion of District website; holiday promotions and events; merchant promotions and direct merchant assistance; support of selective special events which leverage marketing efforts to attract customers and investors to downtown; and public relations, including efforts to improve the regional image of downtown Columbia.*

**Communications and Advocacy**, which may include:  
*Managing media relations to project a positive image, advancing policies and attracting resources to improve downtown, and developing communications tools to reach out to stakeholders and educate ratepayers.*



# Proposed CID



For more information about the Downtown Columbia Strategic Plan or the proposed Community Improvement District, visit our website at [www.downtown.org](http://www.downtown.org).