



DOWNTOWN STRATEGIC PLAN

CITY OF SIKESTON, MISSOURI

JULY 2011



CITY OF SIKESTON



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



DREAM INITIATIVE PROCESS

■ Executive Summary..... Page 1

■ Introduction..... Page 4

■ Public Outreach..... Page 5

■ Accomplishments..... Page 7

DREAM INITIATIVE TASK SUMMARIES

■ Organizational Structure Page 8

■ Land Use, Buildings & Infrastructure Page 9

■ Community Surveys..... Page 11

■ Building & Streetscape Design Guidelines..... Page 12

■ Retail Market Analysis Page 14

■ Residential Demand Analysis..... Page 16

■ Financial Assistance Review..... Page 17

■ Marketing Page 19

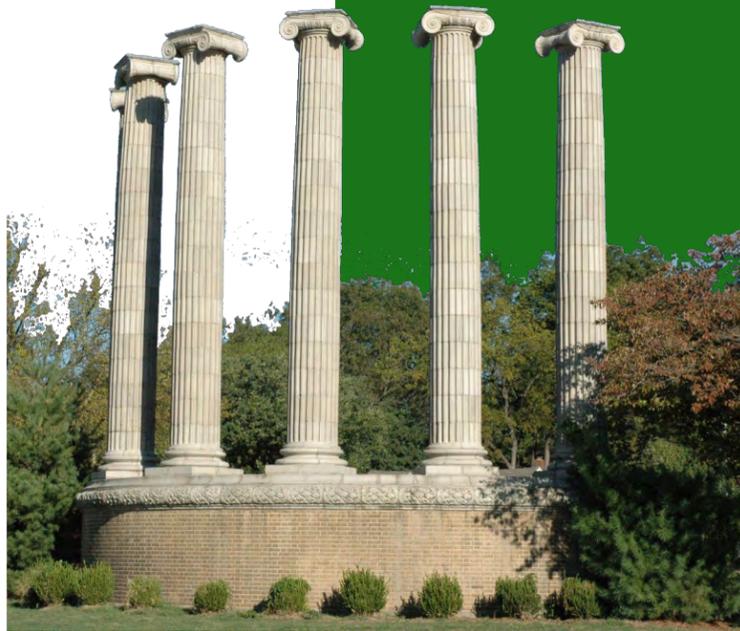
DREAM INITIATIVE IMPLEMENTATION

■ Implementation..... Page 21

 Concept Plan Page 22

 Implementation Schedule..... Page 34

 Implementation Timeline..... Page 40



DREAM INITIATIVE PROCESS

EXECUTIVE SUMMARY

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

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

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

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

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

Goal One: *Establish a Community Improvement District (CID) in Downtown Sikeston* - A community improvement district will provide a dedicated funding source for improvements in the Downtown. The CID should be established as a political subdivision and be supported by a sales tax in the district. A CID would also help to support Historic Midtown Development Group (HMDG) to become the lead organization for Downtown. The CID will provide a sustainable funding source for HMDG to expand operations and programming.

Goal Two: *Redefine the Historic Midtown Development Group (HMDG)* - The leading organization for Downtown Sikeston should have a highly visible presence in the civic and business community. HMDG should change its name to more clearly reflect its mission of promoting Downtown. A more sustainable funding source, such as a CID or other funding mechanism should be implemented to serve as the basis of the organization funding, along with donations, fundraising and grants.

Goal Three: *Develop a Wayfinding and Signage System plan for Downtown* - Create a wayfinding system to help customers and visitors easily locate and navigate Downtown Sikeston. Wayfinding signs from I-55, Highways 60,61 and 114 are needed to direct travelers to downtown Sikeston. A comprehensive wayfinding system of monument signs, directional signs, and identification signs should be implemented within 1-3 years.



The Methodist Church Columns are an icon of Downtown Sikeston and the community.



Photograph of December 2008 public meeting.



Existing welcome sign near Malone Avenue.

DREAM Initiative • Downtown Strategic Plan

Goal Four: *Improve the Sense of Place through public infrastructure improvements* - Continue to make improvements to the public infrastructure to improve the function and aesthetics. Expand the streetscape elements to all downtown streets. Good lighting at night, of downtown streets, parks and buildings is critical to maintain a positive image. Maintenance of the streetscape improvements is important to show the City's commitment to Downtown Sikeston.

Goal Five: *Develop the Retail Market* - Promote Downtown Sikeston as an area for unique, upscale retail. An emphasis of unique stores offering high end merchandise and outstanding service is suggested for enhancing Downtown's retail mix. HMDG should lead the effort to attract new retail businesses which cater to the professional class, upscale consumer. HMDG should seek to assist existing businesses downtown, lure local businesses to expand into downtown and attract retail shops to fill existing market needs.

Goal Six: *Renovate the Legion Square* - Legion Square is the primary public space in Downtown Sikeston. The park has historical significance and is used for downtown festivals, the Farmer's Market and is a memorial to local military veterans. Because of the park's heritage, function and visibility, an organized campaign should be initiated to renovate the park. HMDG should lead the effort in fundraising for the final design, construction and maintenance of the park.



Streetscape improvements on Front Street adjacent to the Sikeston Depot.



Sikes Sporting Goods Store, a successful retail shop in Downtown Sikeston.



Illustration of the proposed renovations for Legion Square.

DREAM Initiative • Downtown Strategic Plan

Goal Seven: Redevelop vacant parcels - HMDG should promote the redevelopment of the vacant lots and underutilized land. The Downtown's cultural and retail assets, good access and good visibility should be promoted to attract new investment. Development incentives should be considered to assist in the redevelopment of vacant lots into retail, office, institutional and mixed use developments.

Goal Eight: *Develop an identity for Downtown*

Sikeston — Create an identity for Downtown emphasizing culture, tradition and quality. Emphasize Southern tradition, quality establishments and quality events. Capitalize on Downtown Sikeston's many institutions to promote Downtown Sikeston as the cultural and commercial capital of the Bootheel. Develop events which will attract families, professionals, athletes, and out-of-town visitors.

Goal Nine: *Promote single-family home ownership* - Owner-occupied housing in the Downtown area will provide a stable neighborhood which will attract new investment throughout Downtown. The City and HMDG should work with the Missouri Housing Development Commission (MHDC) and local lending institutions to promote single family home ownership. Rehabilitation of existing homes, new home construction and the conversion of rental housing into owner occupied should be considered.

Goal Ten: *Enforce existing building and zoning codes* - The City should continue to enforce existing building and zoning codes to ensure that private property is properly maintained in the downtown area. Fair and consistent enforcement of existing codes and regulations will help to develop a higher standard for the maintenance of building facades, sites, signage, and parking lots of privately owned property. HMDG and the City should help property owners to interpret and utilize the building design guidelines for Downtown Sikeston.



Parades, festivals and events are an integral component of Downtown Sikeston's identity as a cultural center.



Existing home in the Downtown Sikeston Study Area.



Rehabilitation of private property in Downtown Sikeston.

INTRODUCTION

Downtown Sikeston is the cultural and civic center of the greater Sikeston community, thus a commitment of both private and public investment has occurred in downtown in recent years. The purpose of the DREAM Initiative is to enhance that local investment with State of Missouri investment of planning for Downtown Sikeston. DREAM Initiative is a three-year program providing designated Missouri communities with Downtown planning assistance. Through the coordination of the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides planning and financial assistance to enhance downtown revitalization in Missouri communities. The DREAM Initiative capitalizes on priority access to existing state financial incentive programs for implementation of the strategic plan. For the planning component of the DREAM Initiative, the State of Missouri retained PGAV PLANNERS to develop a downtown strategic plan for Sikeston.

The City of Sikeston was designated as a DREAM community in 2007. Throughout the three-year planning study, Sikeston has benefited from technical and financial assistance of the DREAM Initiative and has been given priority for various state grant and loan programs.

The goal of the DREAM Initiative is to revitalize Downtown Sikeston and develop specific action items to sustain long term growth. The beginning of the process provides technical planning assistance that culminates in a Strategic Plan detailing a Downtown revitalization effort. The planning assistance program begins with a comprehensive assessment that serves as the foundation for creating the technical planning assistance.

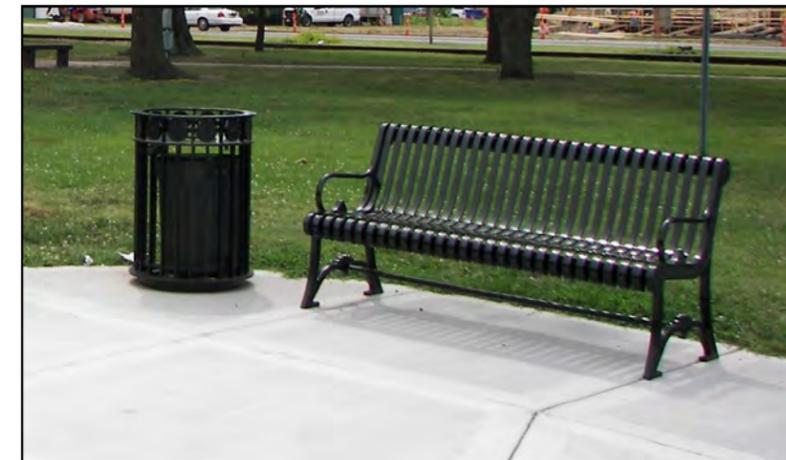
The planning studies and analyses included in Sikeston's DREAM Initiative are:

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

Throughout the Initiative ongoing project-specific support was provided by the state agencies and PGAV. This Strategic Plan emphasizes the use of existing state financial incentive programs for implementation of its recommendations.



Existing bandshell in Malone Park.



Streetscape furniture on Front Street, adjacent to Legion Square.



Susie's Bake Shoppe and Restaurant on Center Street.

PUBLIC OUTREACH

Effective urban planning engages the public in a dialogue regarding project and community specific issues. The DREAM Initiative utilized a comprehensive approach to reach out to local citizens, downtown stakeholders and civic leaders to identify opportunities and challenges regarding Downtown Sikeston.

The planning process utilized public meetings, focus groups, and surveys for public outreach. The intent of the public outreach was to identify perceptions of Downtown Sikeston and work toward a new vision for downtown. The public outreach not only provided for public involvement but also provided a venue to introduce and build support for the DREAM Initiative Strategic Plan.

The DREAM Initiative solicited public comments and discussion through a variety of methods, which are summarized as follows:

- **Focus Group Meetings**

In the summer of 2008, focus group meetings were conducted with four groups of local stakeholders: 1) City Council and Administrators 2) Downtown Business Owners 3) Longtime Residents and 4) New Residents. Meeting facilitators asked general questions about the larger Sikeston area and specific questions regarding Downtown Sikeston. Topics included how Downtown is used, perceived and challenged.

- **Community Telephone Survey**

Surveys of local residents were used to identify issues regarding Downtown Sikeston. In October 2008, a

telephone survey was conducted to solicit feedback about Downtown from local community. The survey was conducted by a professional survey firm, resulting in over 300 survey interviews. The survey responses were tabulated and documented in a report which summarized a local consensus that Downtown Sikeston was viewed positively and was seen as improving.

- **Visitor Survey**

A visitor survey was conducted throughout the year of 2008, to solicit and document visitor's perceptions of Downtown Sikeston. Only out of town visitors could complete the surveys, which were conducted during events in Sikeston. A total of 187 surveys were completed and documented, which concluded that most visitors were visiting to downtown to shop, dine and attend special events.

- **Public Meetings**

Public meetings occurred throughout DREAM Initiative Planning process, starting with a project kickoff meeting in April of 2008 to inform the public of the DREAM Initiative project. Annual Review Meetings were held in the Spring of 2009 and 2010 to provide updates on the planning process and receive comments from local citizens.

A public meeting was also conducted in December of 2008 to present the Building and Streetscape Design Guidelines and concept plans for public spaces in downtown.



Initial Assessment Meeting tour in October 2007.



DREAM Kickoff Meeting in April 2008.



DREAM Kickoff Meeting in April 2008.

DREAM Initiative • Downtown Strategic Plan

A meeting with key downtown stakeholders was conducted in August 2009 to initiate discussion of the marketing plan development.

Also, a kickoff meeting of the Strategic Plan was conducted in May of 2010 to outline the goals and process of the strategic planning process.

- **Education and Communication:**

The DREAM Initiative process also included various seminars to educate and inform the local DREAM development team and key stakeholders on issues pertaining to downtown planning. The seminars were conducted by the sponsor state agencies and other agencies, including the Department of Natural Resources and the State Historic Preservation Office. The seminars were held in Jefferson City, Missouri. Topics discussed included retail business development, historic preservation, building design guidelines, façade loan programs, redevelopment of theatres and other large spaces and community organizational structure.

Results of the public outreach revealed much local pride and interest in Downtown Sikeston.

City of Sikeston



Streetscape Site Visit Tour in May 2008.



Building & Streetscape Design Guidelines Open House in December 2008.



Annual Review Meeting in April 2009.

ACCOMPLISHMENTS

The City of Sikeston was designated a DREAM Initiative community in the fall of 2007. The planning process commenced in the spring of 2008 with completion in the summer of 2011. Through existing programs of the partnering state agencies, participation in the DREAM Initiative provided immediate benefits to Downtown Sikeston. This project and funding assistance complemented the positive momentum that was already in place in Downtown Sikeston. The following is a summary of the DREAM Initiative accomplishments, in Sikeston, since 2008.

1: Downtown Streetscape Enhancements: The City of Sikeston was in the process of the final design of the streetscape improvements in the summer of 2008. The local DREAM Committee requested input on the final design documents. PGAV worked with the local engineering firm, Lambert Engineering in suggesting modifications to the streetscape design. The streetscape was implemented in late 2008 on Front Street and Kingshighway, greatly enhancing the image of Downtown Sikeston.

2: CDBG Grant for Historic Midtown Development Group operations: The DREAM Initiative provided direct access and communication with managers at State of Missouri agencies, which allowed for the opportunity to submit an application for Community Development Block Grant (CDBG) funds in the fall of 2009. PGAV helped facilitate communication between the Department of Economic Development and the local DREAM Committee. The City applied for, and received, \$100,000 in funding to help the operations of the Historic Midtown Development Group. (HMDG)

3: Legion Square Concept Plan: PGAV PLANNERS developed a concept plan for the renovation of Legion Square, a downtown park and veterans memorial. A park plan, illustrations, gateway and wayfinding signage plan along with cost estimates were produced to develop a vision for future improvements to this important public space.

4: Landscaping along the south edge: PGAV PLANNERS reviewed preliminary planting plans developed by the HMDG design committee to enhance the railroad right-of-way along Malone Avenue, east of Downtown. The new landscaping and welcome sign provides beautification and direction for citizens and visitors traveling to Downtown Sikeston.

5: New identity for the Historic Midtown Development Group: The DREAM Initiative Organizational Structure Review and Marketing Plan tasks each suggested that HMDG change its name to Historic Downtown Sikeston. The name change allows for a more correct and literal description of the Main Street organization which is the primary advocacy group for Downtown Sikeston.



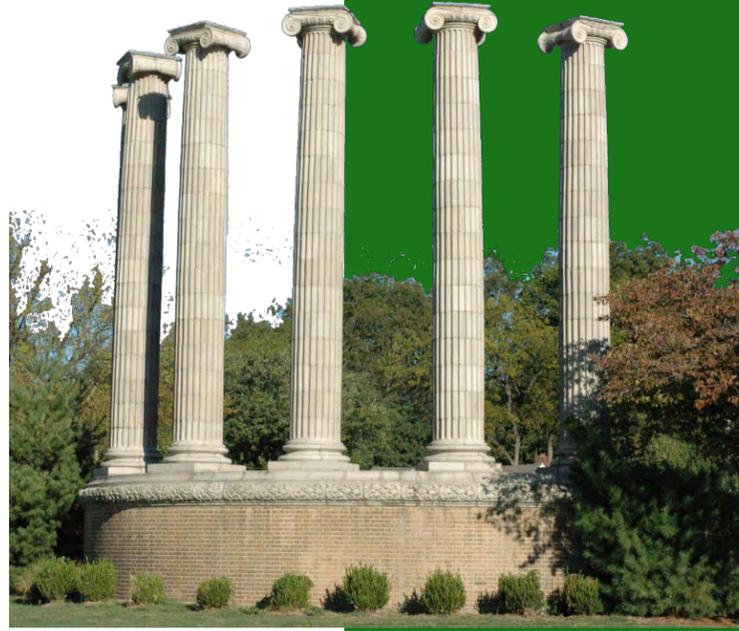
New streetscape pavement being installed, in 2008, at the intersection of New Madrid and Front Street.



Welcome Sign and landscaping in the railroad right-of-way along Malone Avenue.



Historic Midtown Development Group now doing business as Historic Downtown Sikeston.



DREAM INITIATIVE TASK SUMMARIES

ORGANIZATIONAL STRUCTURE

The Organizational Structure Review provided a thorough analysis of the organizations involved in the revitalization of Downtown Sikeston. The purpose of this task was to understand the roles, responsibilities, and capabilities of these organizations in order to recommend improvements in effectiveness for downtown. The ultimate goal of the Organizational Structure Review was to ensure that a revitalization structure would be in place to implement the DREAM Initiative recommendations. The organizations that were reviewed included:

- Historic Midtown Development Group (HMDG)
- City of Sikeston
- Sikeston Board of Municipal Utilities
- Sikeston Area Chamber of Commerce

The Organizational Structure Review task resulted in a plan for restructuring existing entities and the formation of new organizations. The primary recommendations for improving the organizations of Downtown Sikeston are listed as follows:

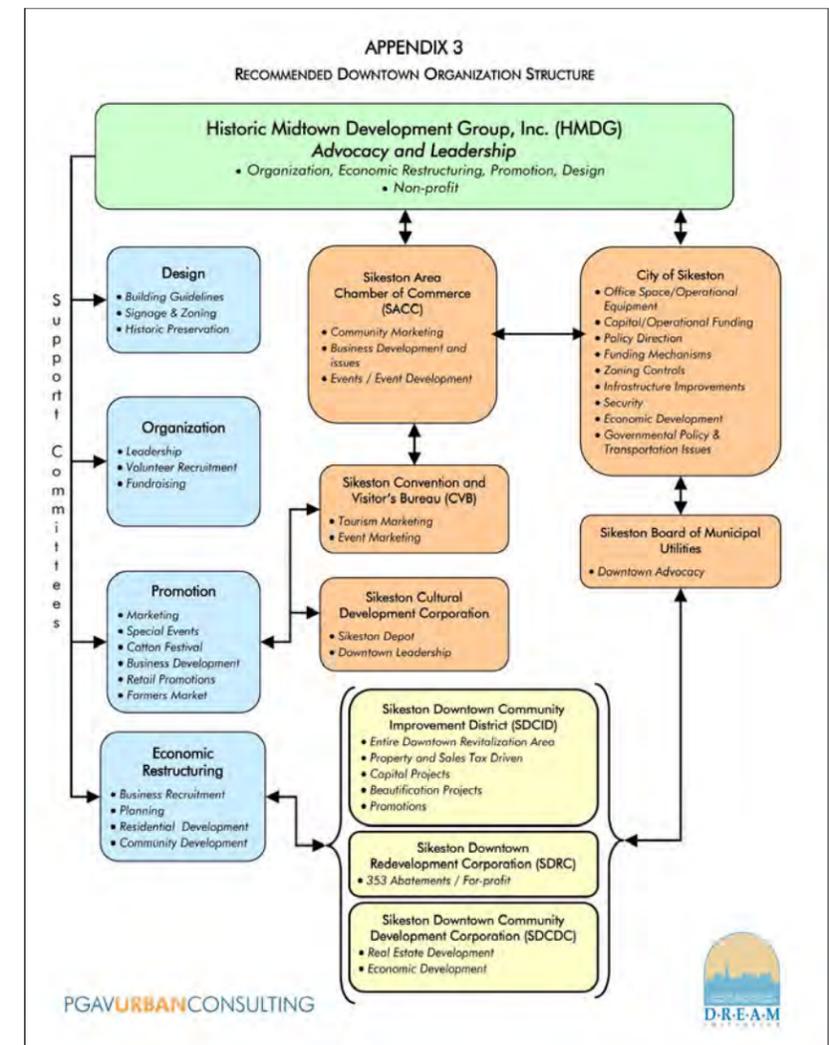
- **Establish a Community Improvement District**
A community improvement district should be established for Downtown Sikeston. Historic Downtown Sikeston, Inc. (formerly known as HMDG) should lead the effort in the formation of the CID, working in partnership with the City of Sikeston. The CID should be established as a political subdivision with funds generated through a sales tax and/or property tax. A public outreach campaign will be critical to achieve support for the formation of a CID. The boundaries of the proposed community improvement district should reflect the boundaries of the DREAM study area.

- **Creation of a Sikeston Downtown Community Development Corporation (SDCDC)**
A development corporation would be a multi-bank corporation from which loans and equity can be provided to small businesses for development and redevelopment projects in Downtown Sikeston. The SDCDC should be comprised of participating banks and can include local businesses that help fund the organization through donations, grants and other forms of investment.

- **Promote Historic Downtown Sikeston as the lead organization for Downtown.**
Historic Downtown Sikeston (HDS), formerly HMDG, should assert itself as the leading organization for downtown. The marketing of existing businesses, promotion of events and attracting new investment should be primary roles for the organization. A sustainable funding source for HDS should be developed to help with administrative and operations costs.

- **City of Sikeston Recommendations**
The City of Sikeston's role in downtown is critical for success. The city should provide attention to building and zoning code enforcement, design guidelines adherence and continue the beautification of downtown with the streetscape program. The City can play a support role in helping HDS establish a CID and in providing facilities, maintenance, and public safety for Downtown events.

A list of goals and objectives for the Organizational Structure can be found in the Implementation Schedule on page 35. For a complete list of recommendations refer to the *Organizational Structure Review*, February 2010.



Recommended Downtown Organizational Structure

DREAM Initiative • Downtown Strategic Plan

LAND USE, BUILDING AND INFRASTRUCTURE

The Land Use, Building and Infrastructure Survey is an inventory of Downtown Sikeston's existing land use, exterior building conditions and public infrastructure. The inventory was documented in a Map Reference Handbook of maps along with Geographical Information Systems (GIS) digital files for future use.

Updating the current Map Reference Handbook will allow Historic Downtown Sikeston (HDS) and the City to monitor the progress of its Downtown revitalization efforts and identify new commercial, residential and recreational developments.

The following tasks have been identified to assist HDS and the DREAM Initiative in maintaining and utilizing the Land Use, Building and Infrastructure data base:

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

Historic Downtown Sikeston should conduct a field survey which inventories the land use, zoning, building conditions, and infrastructure. The survey should be conducted every two years, while commercial vacancies should be updated every 6-12 months. An existing and current data base will be useful for potential development interests.

- **Identify Sites for Development**

Historic Downtown Sikeston should collaborate with local property owners and developers to identify sites for future commercial, retail and residential developments in Downtown Sikeston.

- **Develop a greenway plan for the former railroad corridor.**

The City of Sikeston and Historic Downtown Sikeston should continue to work with the City's Parks and Public Works Department on the conversion of the former BNSF railroad spur into a greenway. The corridor, which is parallel to Malone Avenue could provide a recreational facility for walking, jogging and cycling across the width of the City from West End Park to the Recreational Complex on the east end of town. The greenway would provide a pedestrian link to downtown and Legion Square could serve as a trail head for the greenway.

A full list of goals and objectives related to Land Use, Building and Infrastructure can be viewed in the Implementation Schedule on page 35. The full Land Use, Building and Infrastructure Survey report can be found in the *Map Reference Handbook* dated January 2009.

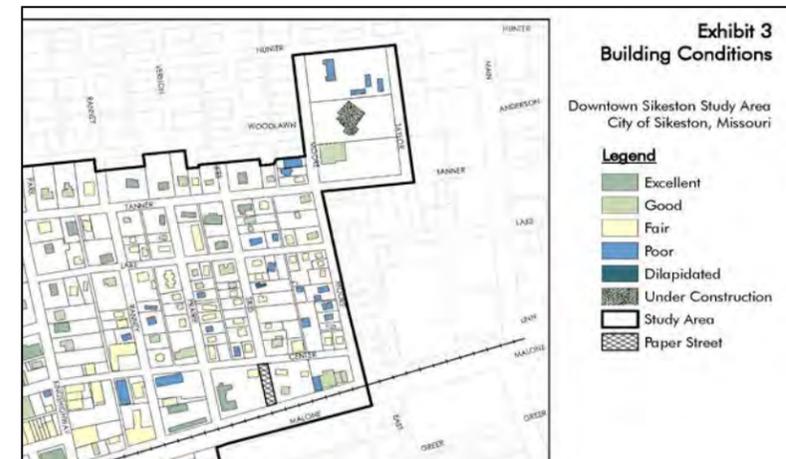
City of Sikeston



Detail of the Map Reference Handbook; Exhibit 7-a Street and Sidewalk Conditions.



Detail of the Map Reference Handbook; Exhibit 2 General Land Use.



Detail of the Map Reference Handbook; Exhibit 3 Building Conditions.



COMMUNITY SURVEYS

A comprehensive community survey process was conducted to learn of issues regarding Downtown Sikeston. The surveys document information obtained from both local residents and visitors to Sikeston. The information gathered was utilized throughout the DREAM Initiative planning process.

The DREAM Initiative survey process used three methods to measure perceptions about Downtown Sikeston. The methods were: Focus Group Meetings of key stakeholders; a Visitor Survey, for out-of-town visitors; and a Telephone Survey of local residents. The process and results of each method are summarized below:

- **Focus Group Meetings**

The focus groups were facilitated by consultants of the DREAM Initiative to engage discussion regarding Downtown Sikeston. Meeting discussions were facilitated with four (4) separate groups: 1) City Council/Administrators 2) Long time Residents 3) Downtown Business Owners and 4) New Residents. Discussion focused on the participants' perceptions of Downtown; current opportunities and challenges; and potential improvements. Collectively, all four groups have a positive view of Downtown Sikeston. Most focus group members stated that downtown was progressing in the right direction, just too slowly. Focus group members stated that downtown should attract small business, unique specialty shops, fine dining restaurants and family oriented events to bring people to Downtown Sikeston.

- **Visitor Survey**

The Visitor Survey was conducted in the summer, fall and winter of 2008. Over 180 surveys of out-of-town visitors were conducted. The majority of visitors

were visiting downtown to shop (71%) or dine (61%). Additional reasons for visiting downtown were festivals, conducting business, attending church and entertainment. The survey also inquired about potential improvements for Downtown Sikeston. Survey respondents offered the following suggestions: Outdoor dining, Special Events, Fine Dining, Clothing Stores, and Retail/Boutique Stores. Additional suggestions included renovations of historic buildings, and fixing the paving and infrastructure of the streets.

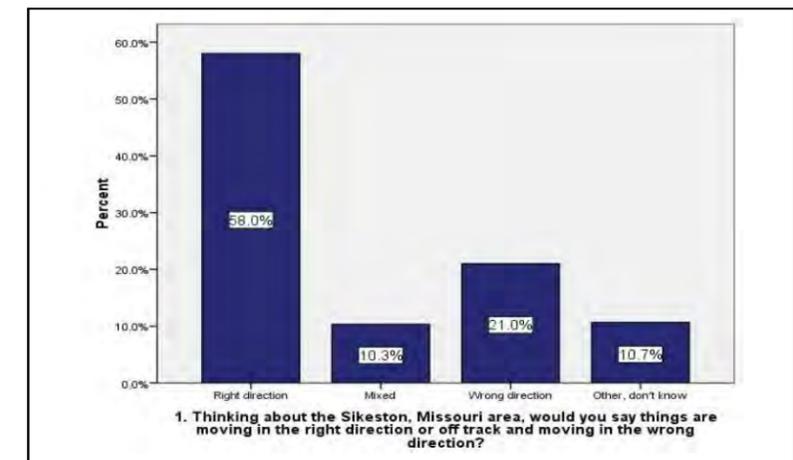
- **Telephone Survey**

The visitor survey was conducted in the fall of 2008, with 300 interviews conducted. The survey was facilitated by a professional survey company which utilized a set of questions to ask local citizens. The survey revealed much local pride in the community and downtown. A majority of survey respondents were optimistic about Downtown Sikeston and its future. Among those surveyed many view Downtown as a shopping and business destination. Survey respondents suggested more unique shops, family restaurants, improvements to buildings/streets, and festivals as ways to attract more people into Downtown.

A full listing of responses and comments can be found in the *Focus Group Survey Report* dated July 2008; *Telephone Survey Report* dated January 2009 and the *Visitor Survey Report* dated October 2009.



Sample of the questions from the Downtown Sikeston Visitor Survey conducted during the DREAM Initiative.



Detail of questions and responses from the Focus Group discussions, conducted during the spring of 2008.



Sign for the Sikeston Farmer's Market, identified in the Visitor Survey as an attraction and destination for downtown visitors.

Building and Streetscape Design

Guidelines

The Building Design Guidelines focus on preserving and enhancing the architectural character of Sikeston. The guidelines provide recommendations for rehabilitation and maintenance of the buildings and properties in downtown. The guidelines also provide recommendations for enhancing the public realm of streets and parks.

The guidelines provide direction for new construction and historic rehabilitation. The guidelines discuss building façades and materials, signage, wayfinding, site furnishing and other elements. The primary recommendations from the Building Design Guidelines include:

- **Establish a Wayfinding System for Downtown**

Design and construct a wayfinding system which will help direct visitors to Downtown Sikeston. The system would include gateway monument signs, wayfinding signs and directional signs. The signs would direct travelers on I-55, Malone Avenue and Main Street to Downtown Sikeston. The gateway monument columns should be a priority project to enhance entrance points to downtown at New Madrid and Front Streets. Historic Downtown Sikeston should lead the effort to identify a schedule, final design and funding source for the gateway columns.

- **Renovate Legion Square**

Legion Square is the primary public space in Downtown Sikeston and is adjacent to New Madrid Street, one the main entrance points into downtown. HDS should lead an organized fundraising campaign for Legion Square

improvements. The Design Committee of HDS has a proven track effort of accomplishments of projects involving the public realm (street furniture, banners, signage and landscaping) and the committee should be assigned the tasks of funding raising for the park renovation. The city should support the efforts of HDS to promote the renovation of the public park.

- **Continue the Streetscape Improvements**

The streetscape improvements implemented in 2009 on Front Street and Kingshighway should be continued on the other main streets of downtown. The improvements of new sidewalks, curbs, accessible ramps, street lights, street trees and landscaping had made a significant contribution to Downtown’s visual appeal and civic image. The improvements should be implemented on the other streets of Downtown including New Madrid, Center, Scott and the northern section of Kingshighway.

- **Encourage façade rehabilitation of downtown buildings**

The rehabilitation of downtown buildings and building facades has been identified in numerous surveys of the DREAM Initiative as an important effort to improve the image of Downtown Sikeston. The City and HDS should work with individual property owners to identify ways to improve their properties. From awning replacements to new signage and restoring brick façades, each effort will contribute to enhancing individual buildings and the collective identity of Downtown Sikeston. The financial resources for implementing these recommendations include the following:



View of streetscape improvements at the intersection of Front Street and Kingshighway.



View of streetscape improvements at the intersection of Center Street and Kingshighway.



Illustrations of proposed building façade improvements on Front Street, from the Building Design Guidelines.

DREAM Initiative • Downtown Strategic Plan

- State & Federal Historic Tax Credits
- Neighborhood Preservation Act Tax Credits
- Brownfield Tax Credits
- Community Development Block Grants
- MIDOC Loan Program/Revolving Loan Fund
- Neighborhood Assistance Program Tax Credits

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

- **Enhance the Sikeston Depot site**

The City and Historic Downtown Sikeston should work with the Sikeston Depot Museum to foster site improvements. The Depot is a historically significant building which played an important role in the development of the City. The depot currently houses historical exhibits and art exhibits which bring visitors Downtown. Due to its prominence and visibility, enhancements to the site would add to the aesthetic appeal and image of downtown. Such improvements could include: new trees, shrubs and perennial plantings along Malone Avenue, new landscaping, signage and lighting for the caboose, a lawn panel along the sidewalk of Front Street and accent pavement in the parking lot.

A list of goals and objectives for the Building and Streetscape Design Guidelines can be found in the Implementation Schedule on page 35. A full listing of building and streetscape

design guidelines can be viewed in the *Building and Streetscape Design Guidelines* dated August 2009.

City of Sikeston

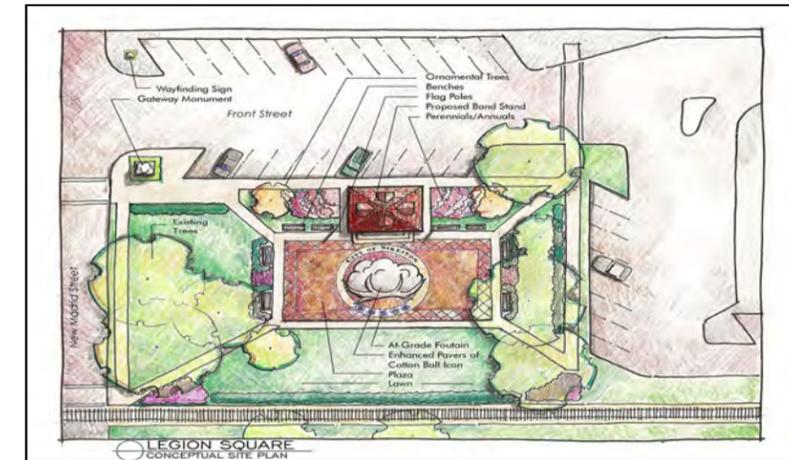


Illustration of the proposed concept plan for Legion Square.



Perspective sketch of proposed improvements to Legion Square.

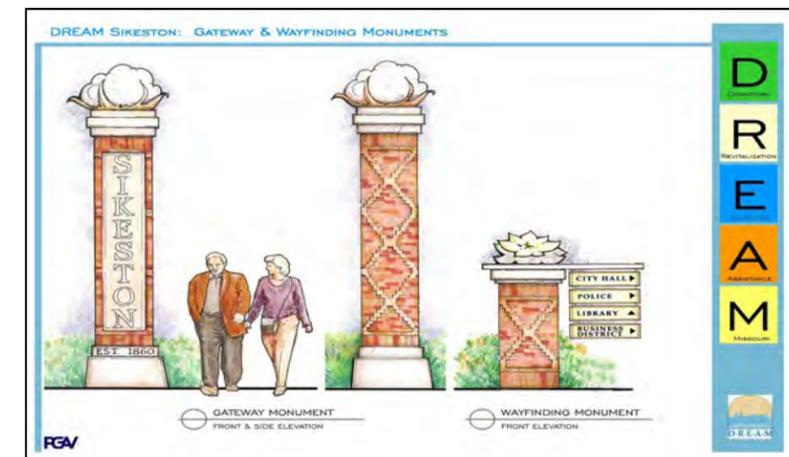


Illustration of proposed gateway monument and wayfinding monument, from the Streetscape Design Guidelines.

RETAIL MARKET ANALYSIS

Downtown Sikeston presents an opportunity for real and sustainable retail growth. The Retail Market Analysis task revealed that with the proper additions, Downtown Sikeston could experience an increase in retail sales and consumer activity. The vacant first floor spaces of Downtown Sikeston would need to be filled with new restaurants, clothes boutiques and niche retail stores to meet the expectations of increased retail activity.

Downtown Sikeston has approximately 112,500 square feet of retail floor space in 39 shops, located within the study area. Currently the 39 retail shops generate approximately \$7 million dollars in sales annually, which amounts to approximately \$61 per square foot of retail floor space. An opportunity for future growth is in the approximately 34,800 square feet of vacant first-floor space available in downtown. The 34,817 square feet of vacancy represents potentially another \$2.1 million in additional sales annually for Downtown Sikeston.

Downtowns have changed dramatically in the past decades due to changes in lifestyles, spending patterns and merchandising. Retail corridors made up of “big box” warehouse stores and strip center retail developments along major highways compete with downtown retailers. While these corridors offer a large selection of goods, easy access and brand name merchandise, they often have a reputation for being short-term, limited in service and lacking a sense of place. Downtown Sikeston can offer an alternative to these retail corridors by showcasing its architecture, cultural institutions/events, and unique shops that provide outstanding personal service and high quality merchandise.

The retail market analysis identified unmet retail demand, in the greater Sikeston market, which downtown could capitalize on for future growth. This unmet demand is in various retail sectors as classified by the North American Individual Classification System (NAICS). The retail sectors which present opportunities for Downtown Sikeston include the following:

- Full Service Restaurants (NAICS 722110): Potential unmet demand of \$5.6 million. Surveys revealed the demand of casual, family style and fine dining establishments.
- Clothing Stores (NAICS 448140): Potential for \$2.8 million in unmet demand for clothing and accessory shops.
- Furniture & Home Furnishings Stores (NAICS 4421): Potential of \$2.2 million in unmet demand. Unique home furnishings and art galleries would fit in smaller boutique stores.
- Special Food Services (NAICS 7223): Potential for \$1.9 million in sales in catering or banquet hall services.
- Office Supplies/Stationery and Gift Stores (NAICS 7223): Potential unmet demand of \$1.5 million for office supplies and gift items.

Suggestions for increased retail activity are listed as follows:

- **Shopping Oriented Downtown Events:**
Create events such as Friday night shopping events, window display contests and seasonal themes.
- **Increase Available Retail Space:**
Where feasible relocate service uses from the first floor to second floor. HMDG should lead the effort in working with local financial institutions to develop a low interest loan program to help provide an incentive for this type of rehabilitation.



Existing retail in Downtown Sikeston: Sweet Gum Gallery.



Existing retail in Downtown Sikeston: Sam's Fine Jewelry.



Existing retail in Downtown Sikeston: King's Jewelry Store.

DREAM Initiative • Downtown Strategic Plan

City of Sikeston

- **Emphasize Stores of Quality:**

Retail stores should provide quality service and merchandise as part of a Downtown Sikeston shopping experience. Emphasize quality to the consumer who has come to Downtown Sikeston: quality goods, quality service, quality space, and quality experience.

- **Capitalize on Cultural Assets:**

Downtown has many cultural institutions and events, such as city hall, the library, the YMCA, churches, parks and parades. Target consumers who come to downtown for these institutions and events: families, senior citizens, women, Christians, professionals, runners/cyclists, etc...Coordinate shopping events and sales with events at these institutions which already are bringing potential consumers to Downtown Sikeston.

- **Establish a Business Recruitment Program:**

Develop a business recruitment program to lure new businesses downtown to fill vacant floor space. Program should include facts and listing of assets of Downtown Sikeston. HMDG should maintain a database of the following:

- Business Inventory: list of existing businesses.
- Building Inventory: list of existing buildings, both occupied and vacant.
- Site Inventory: list of existing open/undeveloped parcels.
- Traffic Counts: list of Average Daily Traffic (ADT) of Malone Avenue, New Madrid, Kingshighway, and nearby Main Street.
- Downtown Realtors: list of realtors or brokers who specialize in downtown properties.

Resources for implementing these recommendations include, but are not limited to, the following:

- Missouri Department of Tourism
- Missouri Arts Council
- Missouri Department of Economic Development

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tools: 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 set of goals and objectives for the Retail Market Analysis can be found in the Implementation Schedule on page 35. All strategies and recommendations as well as the gap analysis can be located in the *Retail Market Analysis* dated January 2011.



Existing retail in Downtown Sikeston: Sikes Sporting Goods Store.



Existing retail in Downtown Sikeston: Calbert's Photography Studio.



Existing retail in Downtown Sikeston: Personal Expressions Gift Shop.

RESIDENTIAL DEMAND ANALYSIS

The Residential Demand Analysis provides insight on the supply and demand for housing in Downtown Sikeston. The report also identifies possible locations for additional residential development and general strategies to meet the residential demand of the market. The addition of new residential units would complement the revitalization efforts of Downtown Sikeston.

Downtown Sikeston can support an additional 114 residential units over the next 5 years, based on the Residential Market Demand Analysis. The analysis which was conducted in the spring and summer of 2009, estimated that Downtown Sikeston could increase its resident populations with a mix of housing types. The Residential Demand Analysis concluded that the mix of housing could include:

- Market Rate Rental 42 units
- Affordable Family Rental 36 units
- Affordable Senior Rental 36 units

The Residential Demand Analysis of the DREAM Initiative offers the following recommendations for Downtown Sikeston.

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

The City and HDS should encourage all property owners to maintain and upgrade current buildings. The City and HDS should explore creating housing improvement programs involving local charities, faith-based organizations and fraternal societies to help with improvements for senior and low income residents. The MHDC's Home Repair Opportunity Program (HeRO) should be utilized when properties are eligible.

- **Enforce Existing Building Codes**
By enforcing building codes some problems could be easily addressed. The Building Codes department should be able to suggest solutions and options to comply with existing City codes.
- **Emphasize Owner-Occupied Housing**
Owner-occupied housing generally provides stability to a neighborhood. Target young families and veterans looking for smaller starter homes. Baby Boomers looking to downsize to smaller units could be attracted by condominiums and townhomes. The City and HDS should coordinate opportunities to apply for MHDC programs such as First Place Loans for Veterans and the Home Ownership Purchase Enhancement (HOPE) program.

A list of goals and objectives for the residential market can be found in the Implementation Schedule on page 35. A full analysis of the Downtown Sikeston residential market is described in the *Residential Demand Analysis* report dated June 2009.



Existing home in the Downtown Sikeston study area.



Existing home in the Downtown Sikeston study area.



Existing home in the Downtown Sikeston study area.

Financial Assistance Review

The Financial Assistance Review analyzed many different financial mechanisms that can be employed to promote revitalization in Downtown Sikeston. The intent of the Financial Assistance Review was to provide a scan of the available financing mechanisms with supporting financial data supplied by the Missouri Department of Revenue. The DREAM Initiative recommends that three of these mechanisms be pursued for Downtown Sikeston, within the first few years following the adoption of the plan. They are as follows:

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

Establishing a Community Improvement District for Downtown Sikeston has tremendous potential to help revitalization. The City and HDS are leading the process in developing a CID for downtown.

For demonstration purposes, the Financial Assistance Review estimates the following within the first year of creation of a CID (base year is 2012):

A CID plan utilizing a sales tax option could generate varying amounts contingent on the rate set in the CID planning process. The Financial Assistance Review analyzed potential sales tax revenue that could be generated Downtown Sikeston (sales tax numbers were provided by the Missouri Department of Revenue). If a half-cent (0.50%) sales tax was imposed it could potentially generate about \$38,000 in 2012 and by the year 2017, approximately \$46,000. If redevelopment activity continues to grow, these numbers also increase (refer to page 19 in the Financial Assistance Review for Table CID-1 and further detail).

A CID has the possibility of funding a range of projects and activities downtown, such as seasonal banners, promotional events for businesses, trash pickup, security, parking improvements and festivals. CID revenues could also be used to assist with administrative and operational costs for downtown organizations.

Increasing program, marketing, maintenance and infrastructure improvements in downtown will benefit everyone whether they are property owners, business owners, employees, residents, visitors or customers.

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

The City of Sikeston has experience in the utilization of a Tax Increment Financing (TIF) District for redevelopment projects in the city. Major economic development projects downtown could be financed through the use of TIF as a development incentive, for selected projects. The use of this economic development tool should follow already established TIF procedures the City has adopted.

Another option would be for the City of Sikeston to establish a Tax Increment Financing District covering Downtown Sikeston. The established district can have a primary emphasis on infrastructure improvements for the downtown area and be a secure source of revenue.

A Downtown TIF District, covering the DREAM Study area would have the potential to generate approximately \$58,000 in incremental revenues in 2015. (This figure is based on projected retail sales and property values pursuant to redevelopment activities described on page 10 of the Financial Assistance Review). This revenue could be used for infrastructure



Existing retail shops on Kingshighway, in Downtown Sikeston.



The existing view of Front Street in Downtown Sikeston.



Streetscape improvements included new street signs at Front Street and Kingshighway.

DREAM Initiative • Downtown Strategic Plan

improvements such as streetscape, streets/sewers or matching funds for major projects such as burying utilities.

Please refer to Table TIF-1 - Summary or Projected TIF Revenues (PILOTS), on page 15 in the Financial Assistance Review.

- **Establish Façade Rehabilitation Revolving Loan Fund**

Utilize the MDFB/MIDOC Infrastructure loan program to establish a Façade Rehabilitation Revolving Loan Fund to provide gap financing for rehabilitation projects throughout Downtown Sikeston. CID or TIF funds could be used as the matching component to MDFB funds.

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

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

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tools: 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.

Goals and objectives for Financial Assistance can be found in the Implementation Section. A full listing of all financial

mechanisms can be reviewed in the *Financial Assistance Review* dated March 2009.

City of Sikeston



Existing bank facility in Downtown Sikeston: U.S. Bank on Center Street.



The Sikeston Depot, a cultural institution and destination located in Downtown Sikeston.



Existing streetscape and shops on Front Street in Downtown Sikeston.

MARKETING PLAN

The purpose of the Marketing Plan is to provide Sikeston with a resource to promote Downtown Sikeston as a shopping, entertainment and cultural center. Downtown Sikeston has numerous assets including outstanding business owners offering great products and quality service. Many business people and civic leaders work in Downtown everyday, giving the area a concentration of talented professionals. Downtown should utilize these savvy, entrepreneurial, civic leadership to develop a reputation for quality. The marketing plan of the DREAM Initiative identified five objectives, listed as follows:

Objective 1: Develop the identity of Downtown Sikeston:

Strategy 1.1: Create an identity through tradition and quality: Downtown’s identity will be enhanced as the place for high quality retail, first class events and a maintained neighborhood. Emphasis should be on Southern culture with quality goods, and events, such as military parades, an etiquette school or Southern cooking festival.

Strategy 1.2: Capitalize on Downtown’s role as a cultural center: Promote downtown as place for families, church/school groups and adults. Potential new festivals may include a gospel music festival, chocolate festival or chess tournament in Downtown Sikeston.

Objective 2: Increase Media Presence:

Strategy 2.1: Publish feature articles on Downtown Sikeston in regional newspapers, magazines and websites: Feature articles on Downtown Sikeston in publications/websites should be promote Sikeston’s Southern hospitality, stores and events.

Strategy 2.2: Use of out-of-home advertising: Continue the use of billboards along the major highways outside of Southeast Missouri and advertise in regional airports from St. Louis, Missouri to Memphis, Tennessee.

Strategy 2.3: Maintain collaboration with other Bootheel communities: Continue to collaborate with state and regional agencies for promotion of Sikeston and the Bootheel region.

Strategy 2.4: Social Media: Use of social media can be effective in communicating with select markets. Create a blog or social media page to promote Downtown Sikeston.

Strategy 2.5: Email Marketing: Email correspondence can reach a large audience quickly and efficiently. Message, timing and email service is critical for messages to be viewed.

Strategy 2.6: Existing Sikeston Area Media Outlets: HDS should work to ensure that Downtown Sikeston continues to be featured in local publications and websites.

Objective 3: Develop the Retail Market

Strategy 3.1: Promote Downtown Sikeston as a shopping destination experience: Downtown has a concentration of shops and events for customers offering quality goods and services. Identify local businesses to encourage to locate downtown.

Strategy 3.2: Cater to the Professional Class: Downtown should seek to attract stores which offer quality goods and services which cater to the professional class such as a medical apparel/supply store, golf store or a day spa/salon.

Strategy 3.3: Attract the Professional Class: Promote Downtown’s role as a business and civic center to attract professional offices, such as accountants, lawyers, and financial advisors.

Strategy 3.4: Build upon Existing Strengths: Identify new businesses which complement the existing retail stores in Downtown. Potential new stores may include: Garden Shop, Art Supply Store, Golf Store or Etiquette School.



Existing brochures used to promote Downtown Sikeston, events, and places of interest in Sikeston.



The Sikeston Visitors Guide, is an excellent publication of the Sikeston Convention and Visitors Bureau, promoting the Sikeston area.



The Farmers Market in Downtown Sikeston is one of many cultural destinations in downtown.

Strategy 3.5: Unique shops for a greater regional market:
Promote downtown as a unique neighborhood with a concentration of shops which attract a regional customer base. Such businesses may include a kitchen/bath store, tack and saddle shop/Western wear shop, and bike shop.

Strategy 3.6: Collaborate with local, regional and national commerce organizations: HMDG should continue to work with local organizations on the promotion of downtown. In addition to existing organizations, regional and national organizations should also be considered for assistance, such as: The 3/50 Project, IndieBound and Southern Foodways Alliance, etc...

Objective 4: Improve the Sense of Place

Strategy 4.1: Continue the Streetscape Improvements: New sidewalks, lights, trees and street furniture will enhance the image of downtown.

Strategy 4.2: Develop a wayfinding plan: Develop a wayfinding plan to direct customers and visitors to Downtown Sikeston. The plan should include a hierarchy of wayfinding: gateway monuments, directional and wayfinding signs.

Strategy 4.3: Develop a defined edge along Malone Avenue: Improvements along Malone Avenue, a busy state highway, would enhance Downtown's curb appeal. Proposed improvements include landscaping on the former railroad right-of-way, defined entrance points into Downtown and added streetscape elements to the south edge of Malone Avenue.

Strategy 4.4: Implement Façade Rehabilitation program: Utilize local and state façade renovation programs to improve the facades of buildings in Downtown Sikeston.

Strategy 4.5: Tell the story of The Church Columns: Develop interpretive exhibits for The Church Columns to make the columns more of a cultural destination and have more understanding with the local community. Enhance landscaping with flowering shrubs, perennials and annuals to create a garden around the columns.

Objective 5: Redefine The Historic Midtown Development Group

Strategy 5.1: Change the name of the Historic Midtown Development Group (HMDG) A simplification of the name for the leading downtown organization is recommended. Use the name Historic Downtown Sikeston (HDS).

Strategy 5.2: Develop a long-term funding source for the organization: A sustainable funding source in the future would help to ensure that HDS operates at the highest level.

Strategy 5.3: Enhance the HDS website: The website of HDS should be enhanced and maintained.

Strategy 5.4: Elevate HMDG in the local business community: HDS should be promoted within the local business community as the leading organization representing Downtown Sikeston.

Goals and objectives for Marketing can be found in the Implementation Schedule on page 35. A full listing of all financial mechanisms can be reviewed in the *Marketing Report* dated April 2010.



The marketing plan recommended attracting new businesses with a Southern emphasis such as an etiquette school.



The marketing plan recommended that Downtown Sikeston be promoted as a cultural center and new events or amenities which emphasize formality, Southern culture and tradition.



The Church Columns, a city and downtown icon, should be enhanced with interpretive exhibits, and landscaping per recommendations of the of the Marketing Plan.



DREAM INITIATIVE IMPLEMENTATION

IMPLEMENTATION

The Implementation Section presents graphics and concept plans illustrating recommendations for Downtown Sikeston. The plan and supporting graphics illustrate potential improvement projects, development projects and infrastructure improvements. These recommendations reflect the main goals of the Strategic Plan as listed in the Executive Summary and listed below:

Goal One: *Establish a Community Improvement District (CID) in Downtown Sikeston* - A community improvement district will provide a dedicated funding source. The CID should be established as a political subdivision and be supported by a sales tax in the district.

Goal Two: *Redefine the Historic Midtown Development Group (HMDG)* - The leading organization for Downtown Sikeston should have a highly visible presence in the civic and business community.

Goal Three: *Develop a Wayfinding and Signage System plan for Downtown* - Create a wayfinding system for customers and visitors to easily locate and navigate the streets of Downtown.

Goal Four: *Improve the Sense of Place through public infrastructure improvements* - Continue to make improvements to the public infrastructure to improve function and aesthetics.

Goal Five: *Develop the Retail Market* - Promote Downtown Sikeston as an area for upscale retail. An emphasis on unique stores offering high end merchandise and outstanding service is suggested for enhancing Downtown's retail mix.

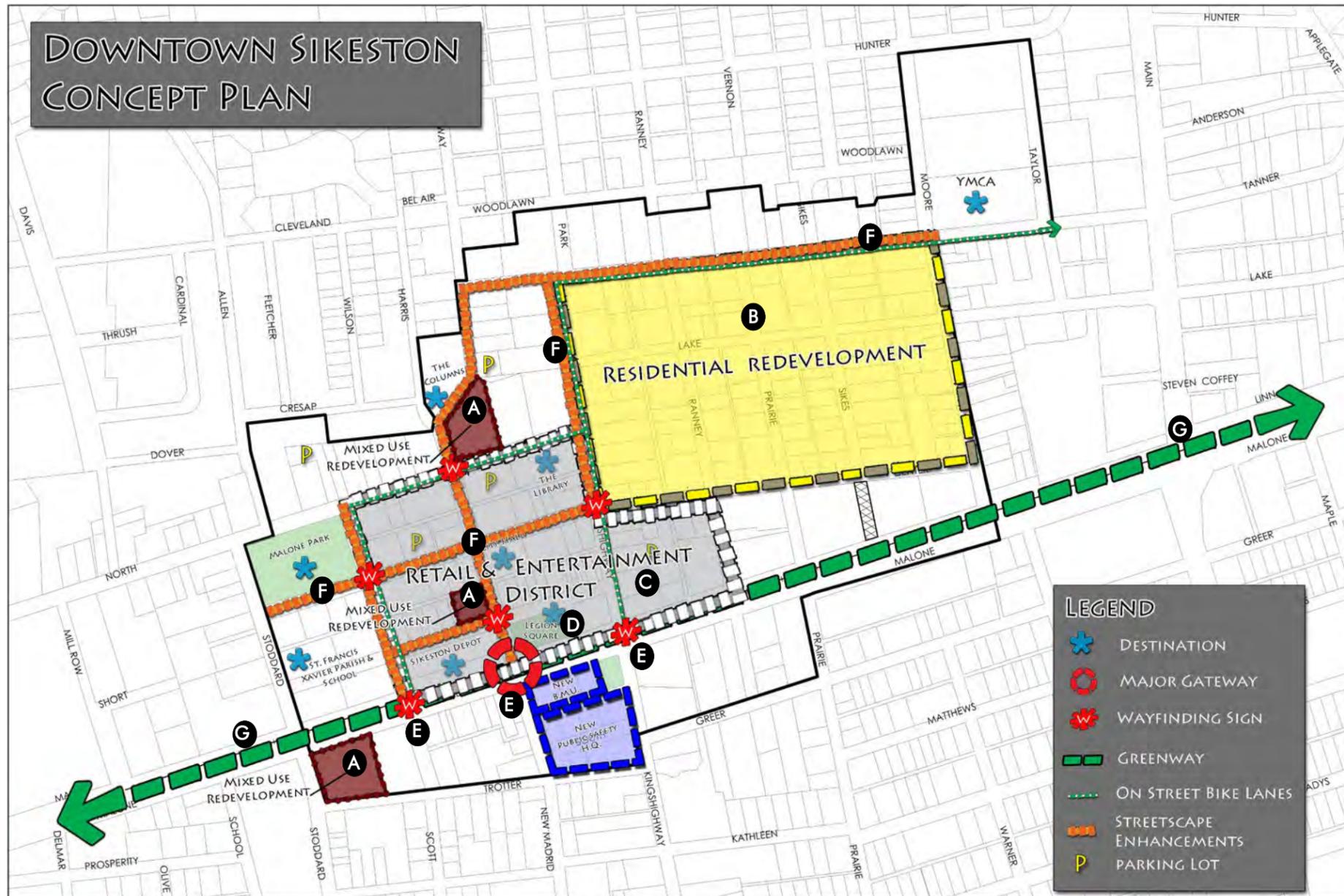
Goal Six: *Renovate the Legion Square* - Legion Square is the primary public space in Downtown Sikeston. The park has historical significance and is used for downtown festivals, the Farmer's Market and is a memorial to local military veterans.

Goal Seven: *Redevelop vacant parcels* - HDS should promote the redevelopment of the vacant lots and underutilized land uses in the Downtown area. The Downtown's cultural and retail assets, good access and good visibility should be promoted to attract new investment to Downtown Sikeston.

Goal Eight: *Develop an identity for Downtown Sikeston* - Emphasize Southern tradition, quality establishments and quality events.

Goal Nine: *Promote single-family home ownership* - Owner occupied housing will encourage a stable neighborhood which will attract new investment throughout Downtown. The City and HDS should work with the Missouri Housing Development Commission (MHDC) and local lending institutions to promote single-family home ownership.

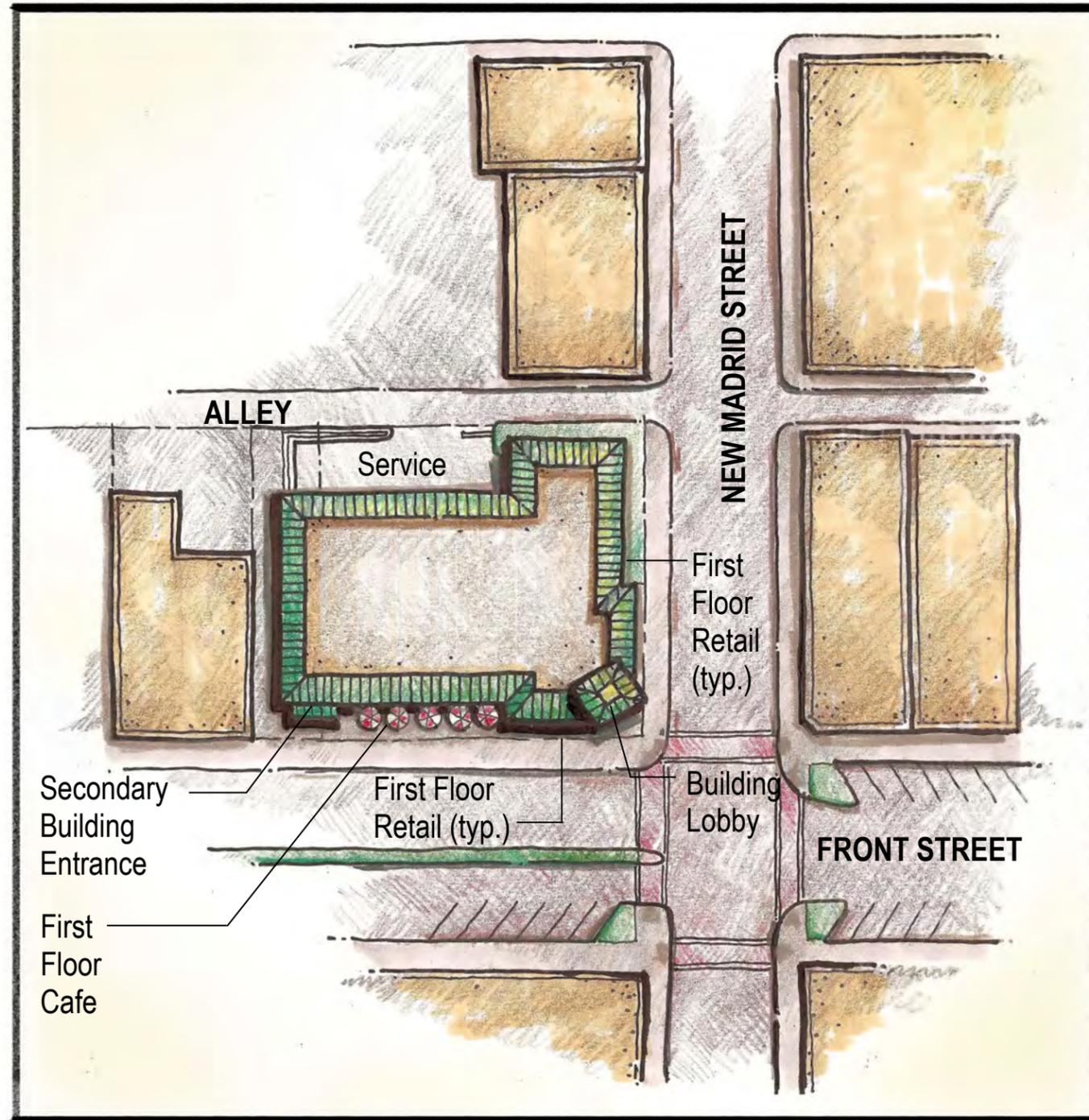
Goal Ten: *Enforce existing building and zoning codes* - The city should continue to enforce existing building and zoning codes to ensure that private property is properly maintained in.



CONCEPT PLAN LEGEND:

- A) **Mixed Use Developments:** Mixed Use developments of retail, commercial and residential uses to revitalize opportunity sites in Downtown Sikeston.
- B) **Residential Redevelopment:** Maintain and improve existing neighborhood with single-family home rehabilitation and emphasis on single family home ownership.
- C) **Retail and Entertainment District:** Capitalize on existing core of retail businesses in downtown, by adding specialty retail dining and entertainment uses.
- D) **Legion Square Renovation:** Renovate park to be premier public space in Downtown Sikeston.
- E) **Gateways and Signage:** Define Downtown’s major entrance points with gateway monuments and wayfinding signage, primarily along Malone Avenue.
- F) **Streetscape Improvements:** Streetscape improvements to provide an image of quality on the public streets and spaces in Downtown Sikeston.
- G) **Greenway:** Develop a greenway on the former railroad right of way to provide linear public green space for pedestrians, cyclists, recreation and landscaping. The City should consider a greenway from Roberta Rowe West End Park at Sunset Drive to the Sikeston Recreational Complex at Campanella Drive on the east side of town.

Mixed Use Development Conceptual Plan: Site Plan of the Pratt Property



DEVELOPMENT CONCEPTUAL PLAN SUMMARY:

The mixed use development concept plan of the Pratt property was based on various factors of the site and market in Downtown Sikeston.

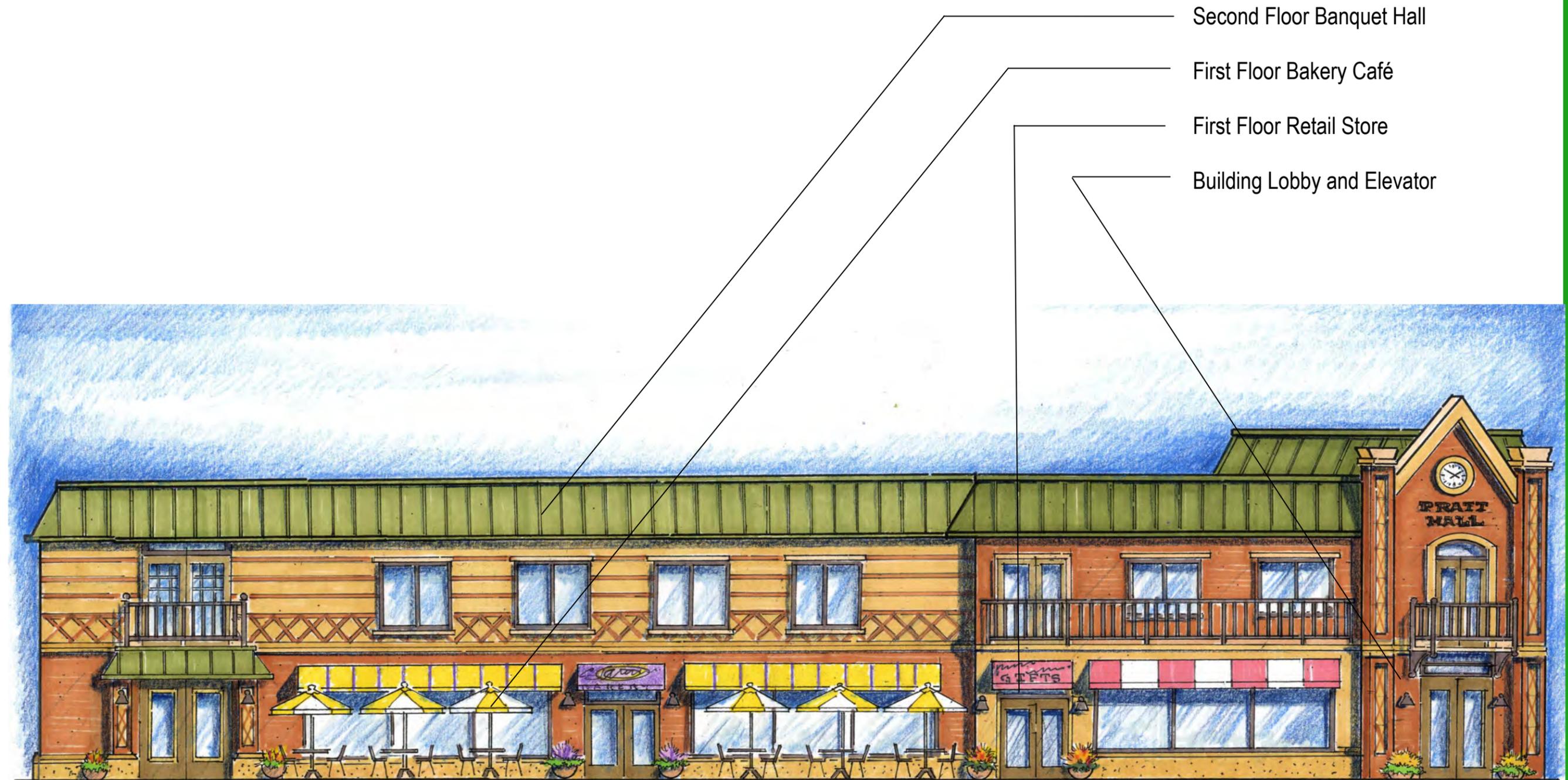
Visibility: The site has excellent visibility at the corner of New Madrid Street and Front Street. The site is also visible and easily accessible from Malone Avenue.

Design: The site is at a very prominent corner in downtown. The building design meets the corner and reflects the geometry and design of a historical structure which previously occupied the site, The Farmer’s Supply Company building. The building has a service area, with access from the adjacent alley.

Size: The proposed building would have first floor retail floor space of approximately 3,000 square feet for one or two shops. The first floor would also have approximately 4,000 square feet for a first floor bakery or restaurant. The second floor would have 6,500 square feet and be accessible by an elevator in the lobby of the main building entrance at the corner of New Madrid and Front Streets.

Use: The first floor is proposed to have retail shops along the New Madrid Street frontage and along Front Street, near the building lobby. The bakery/café or restaurant would face Front Street, with a sidewalk café. The second floor would serve as a banquet hall/entertainment venue or could serve as professional offices.

Mixed Use Development Conceptual Plan: Building Elevation of the Pratt Property at the corner of New Madrid Street and Front Street



South Elevation

Mixed Use Development Conceptual Plan: Site Plan of 209 West Malone Avenue, between Scott and Stoddard Streets

DEVELOPMENT CONCEPTUAL PLAN SUMMARY:

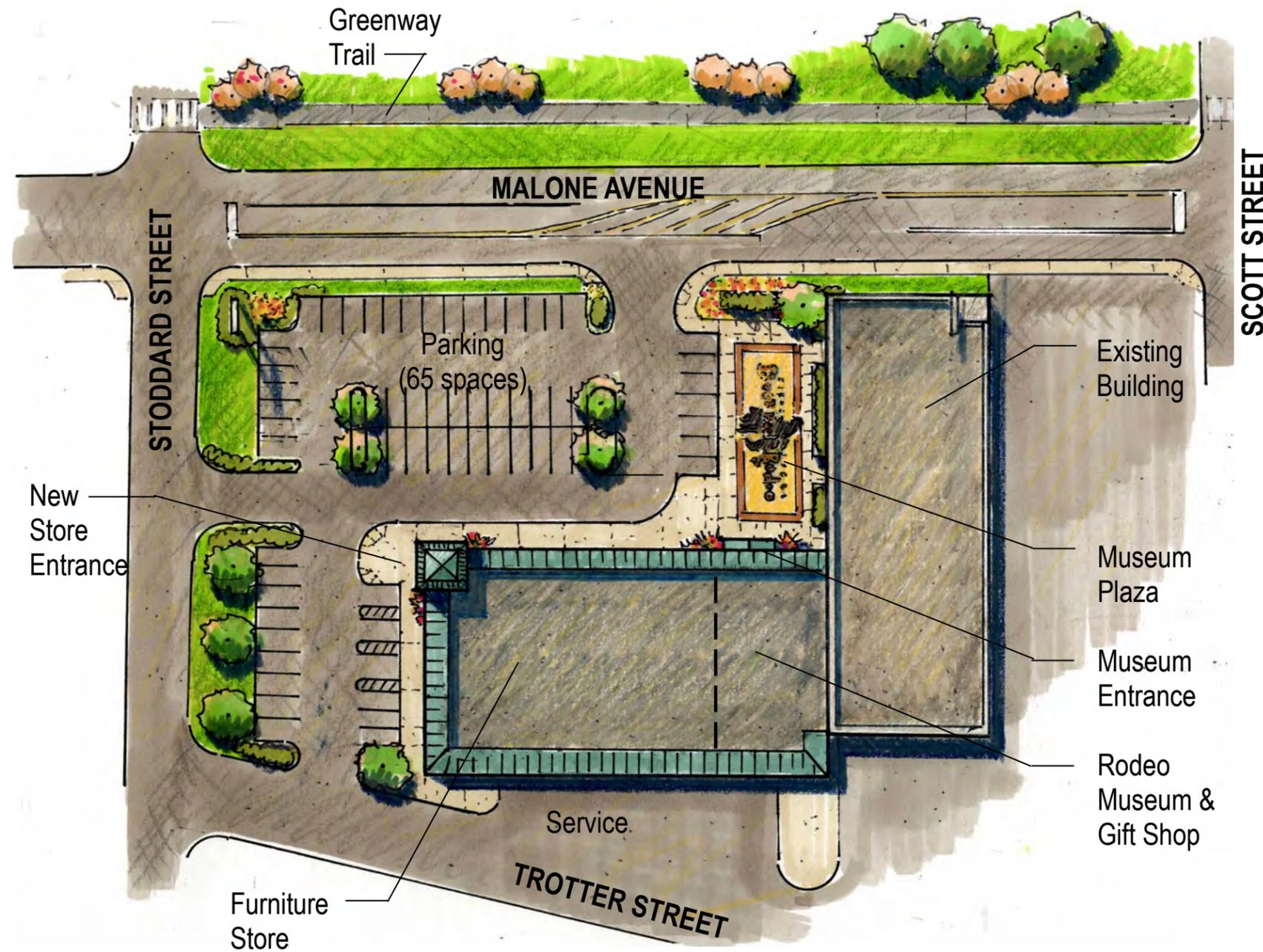
The mixed use development concept plan of the property at 209 West Malone Avenue was based on various factors of the site and market in Downtown Sikeston.

Visibility: The site has excellent visibility and access from Malone Avenue, a busy state highway.

Design: The building footprint remains the same, however a new entrance is defined better with a tower for a new identity and better visibility. The interior would be renovated and updated for a larger retail space such as a furniture store. The parking lot is designed to have two access points from Malone Avenue and accommodates 65 parking spaces. The building has a service area, with access from Trotter Street. A secondary entrance, at the east end of the building, would serve a secondary retail space or museum space. This entrance would front on a plaza space.

Size: The proposed building would have retail floor space of approximately 8,500 square feet for retail and approximately 3,500 for retail or museum space. The total building floor space would remain at the existing size of approximately 12,000 square feet.

Use: The renovated retail space is proposed to be a furniture/home furnishings store, which was identified in the Retail Market Analysis report as a potential need in the local market. A country/western theme furniture store would be a potential theme for merchandise. The museum space would showcase the history, events and merchandise of the Sikeston Jaycee Bootheel Rodeo. A small plaza with the rodeo icon in the pavement, sculpture and landscaping would serve as a pedestrian space.



Legion Square- Conceptual Site Plan

CONCEPTUAL SITE PLAN SUMMARY:

The Legion Square Conceptual Site Plan seeks to renovate the park to allow for flexible use, develop a sense of place and enhance the image of the highly visible public space.

Design Program: The site plan retains the basic geometry and most of the existing trees on site. A band stand, reflective of the existing bandstand in Malone Park is the focus point of the park.

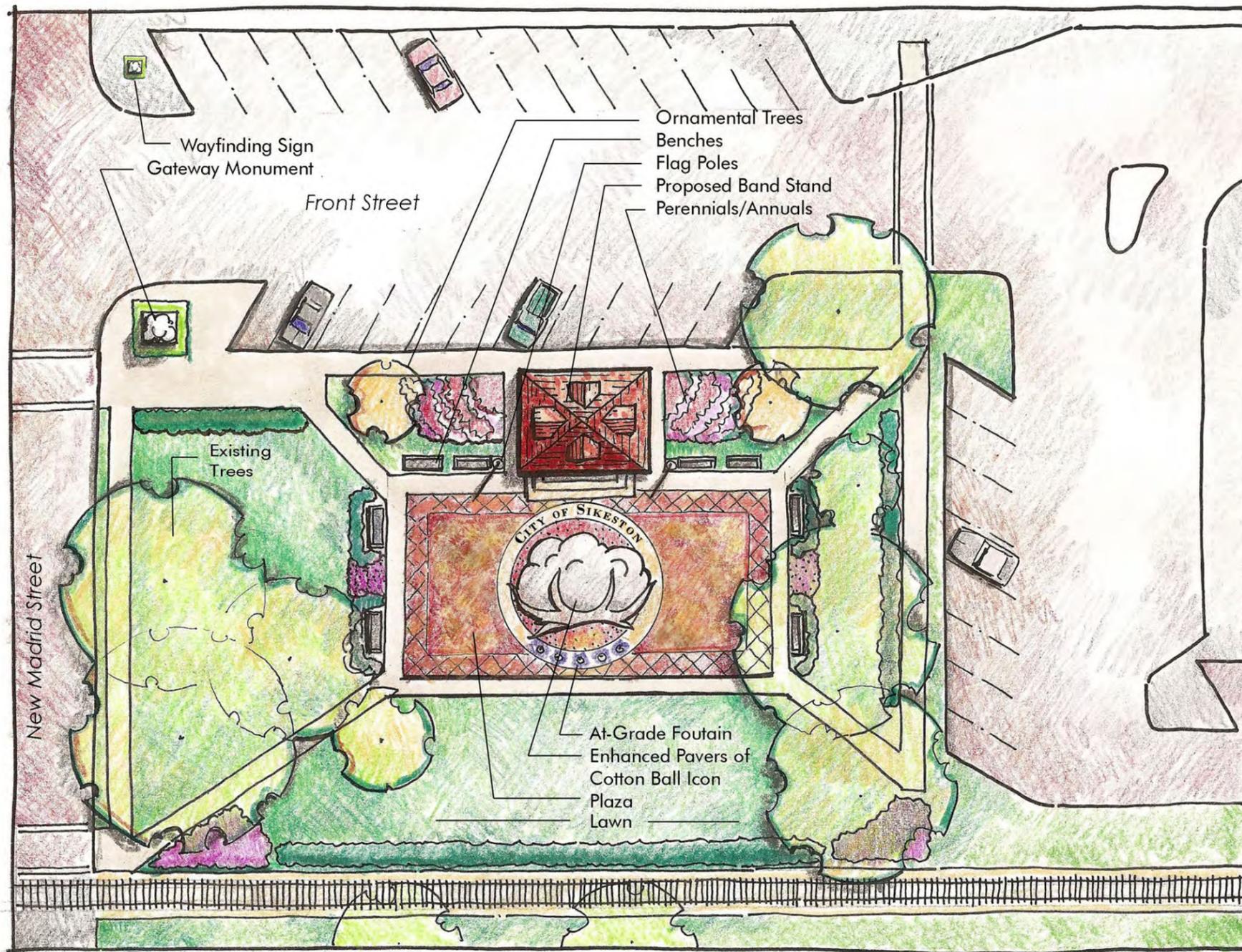
The Bandstand would serve as a venue for musical performances, speakers, theatrical groups and festivals.

The new plaza would be constructed of concrete pavement and pavers, with a cotton boll icon in the center to reflect the local agrarian heritage of the community. The plaza and adjacent lawn would serve as festival space.

At-grade fountain jets would animate the space with splashing water accessible for children to play in and around the fountain.

Site furnishings of lights, benches, planters, and flagpoles would enhance the space. Memorial plaques honoring local veterans and the American Legion would be re-located to the bandstand and re-dedicated.

New landscaping of flowering shrubs, evergreens, ornamental trees, perennials and annuals would beautify the park.



LEGION SQUARE
CONCEPTUAL SITE PLAN

Implementation

Legion Square- Character sketch illustrating proposed improvements to Legion Square.



Sikeston Depot - Conceptual Site Plan

CONCEPTUAL SITE PLAN SUMMARY:

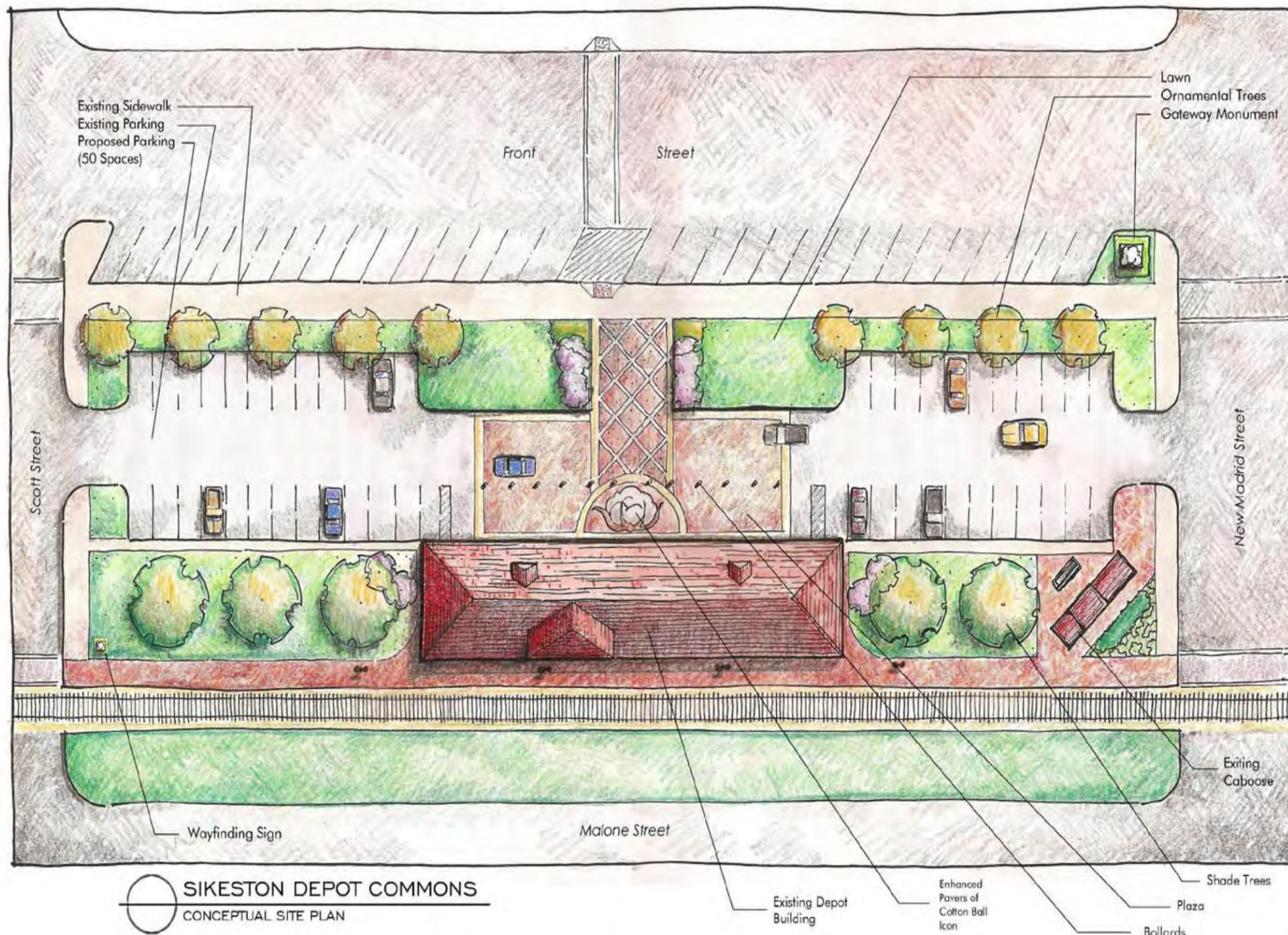
The Sikeston Depot Conceptual Site Plan is a vision to enhance the site adjacent to the visitor center and museum.

Design Program: Create a space for parking, circulation, events and a design which complements the existing Depot Building.

Define the edges of the parking lot to delineate access/egress points and better definition of parking spaces.

Add lawn panels, trees and landscaping to reduce the amount of pavement and enhance space around the Depot Building. The trees will provide areas of shade for pedestrians, visitors to festivals and reduce the heat gain during summer months.

Utilize pavers and colored concrete pavement to define an informal gathering space, on the north side of the Depot Building.



Sikeston Depot- Character sketch illustrating proposed improvements to the Depot parking lot and site.



Downtown Sikeston Streetscape and Wayfinding Plan: Existing and Proposed Streetscape



Existing & Proposed Streetscape

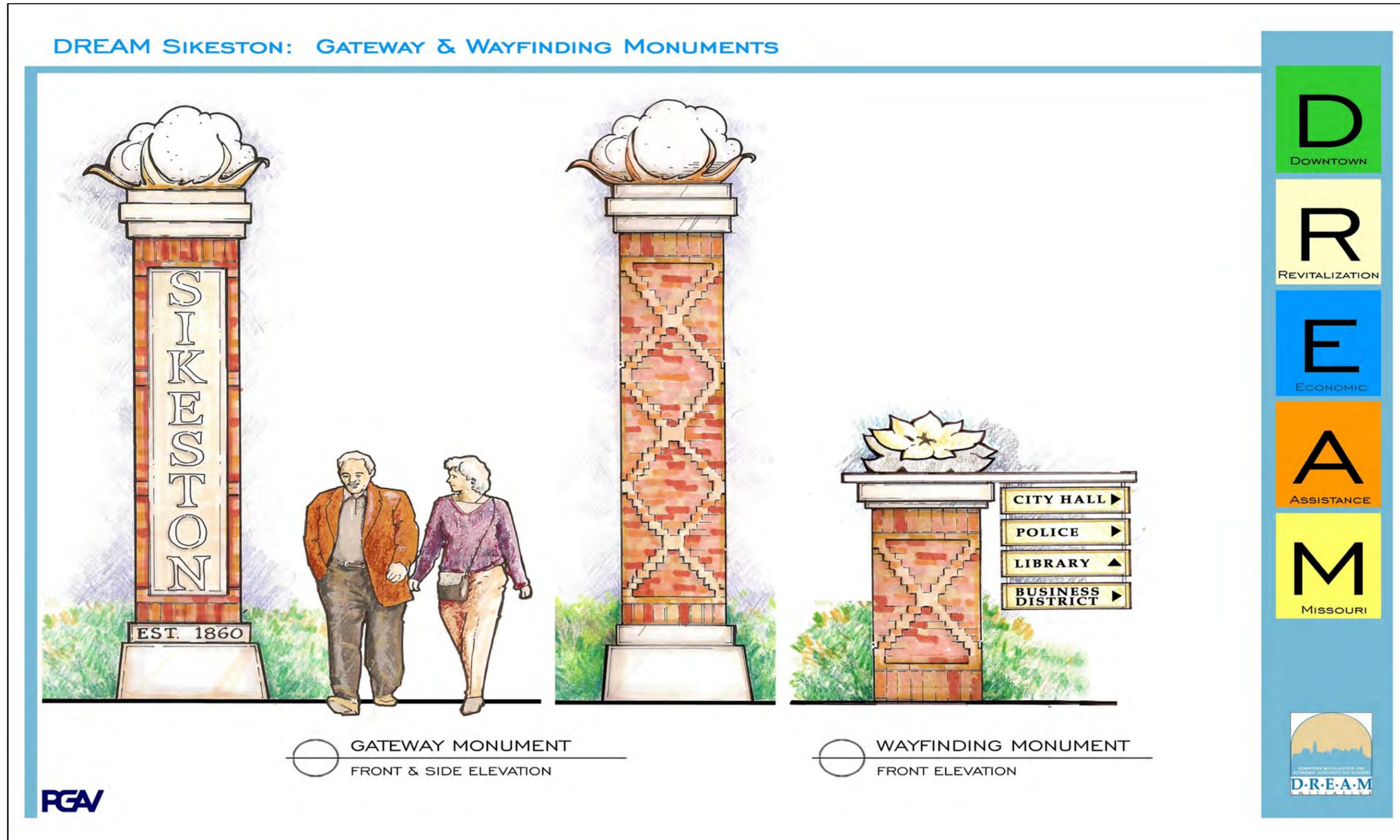
Downtown Sikeston Study Area
City of Sikeston, Missouri

Legend

- Phase I
- Phase II & III
- Phase IV
- Gateway Monuments
- Wayfinding Signs
- Study Area



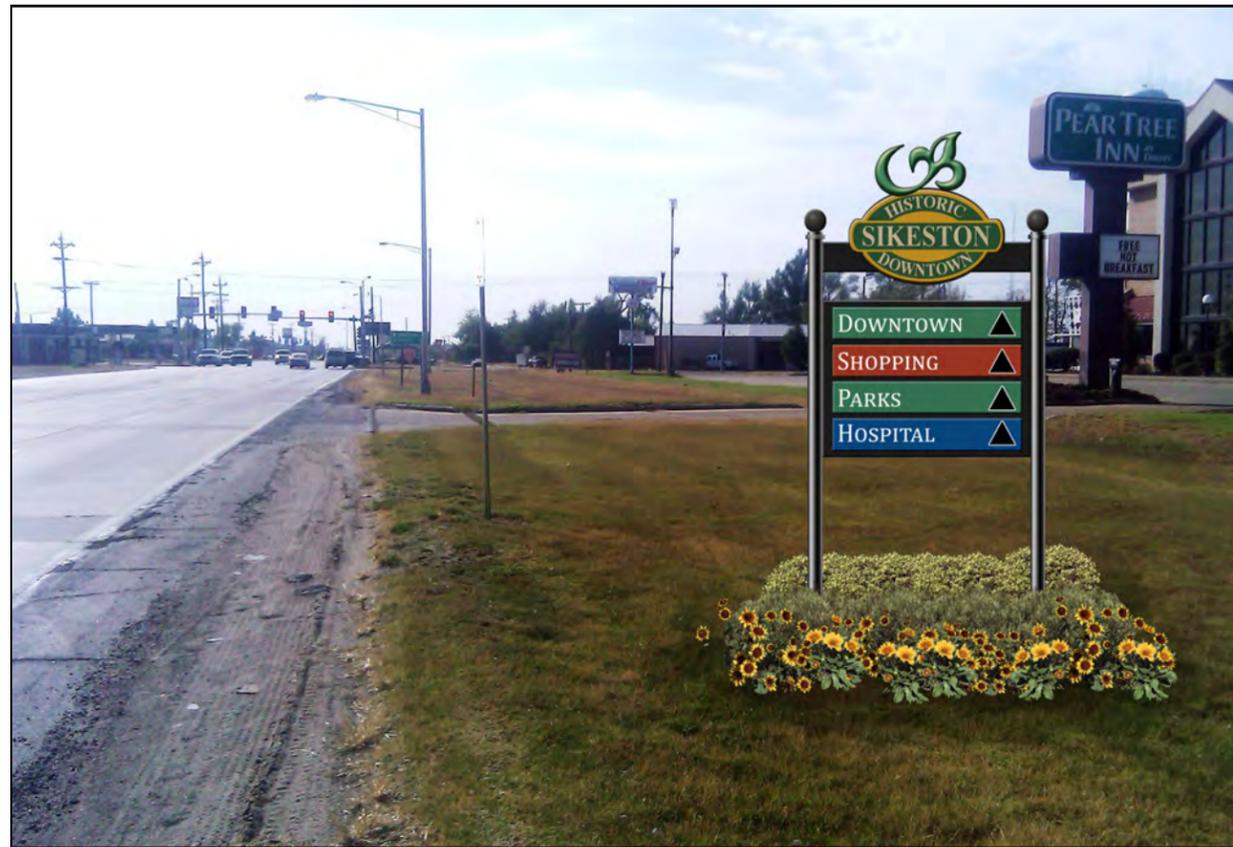
Downtown Sikeston Streetscape and Wayfinding Plan: Gateway Monument and Downtown Wayfinding Monument



Downtown Sikeston Streetscape and Wayfinding Plan: Character Sketch illustrating gateway monument at corner of Front Street and New Madrid Street

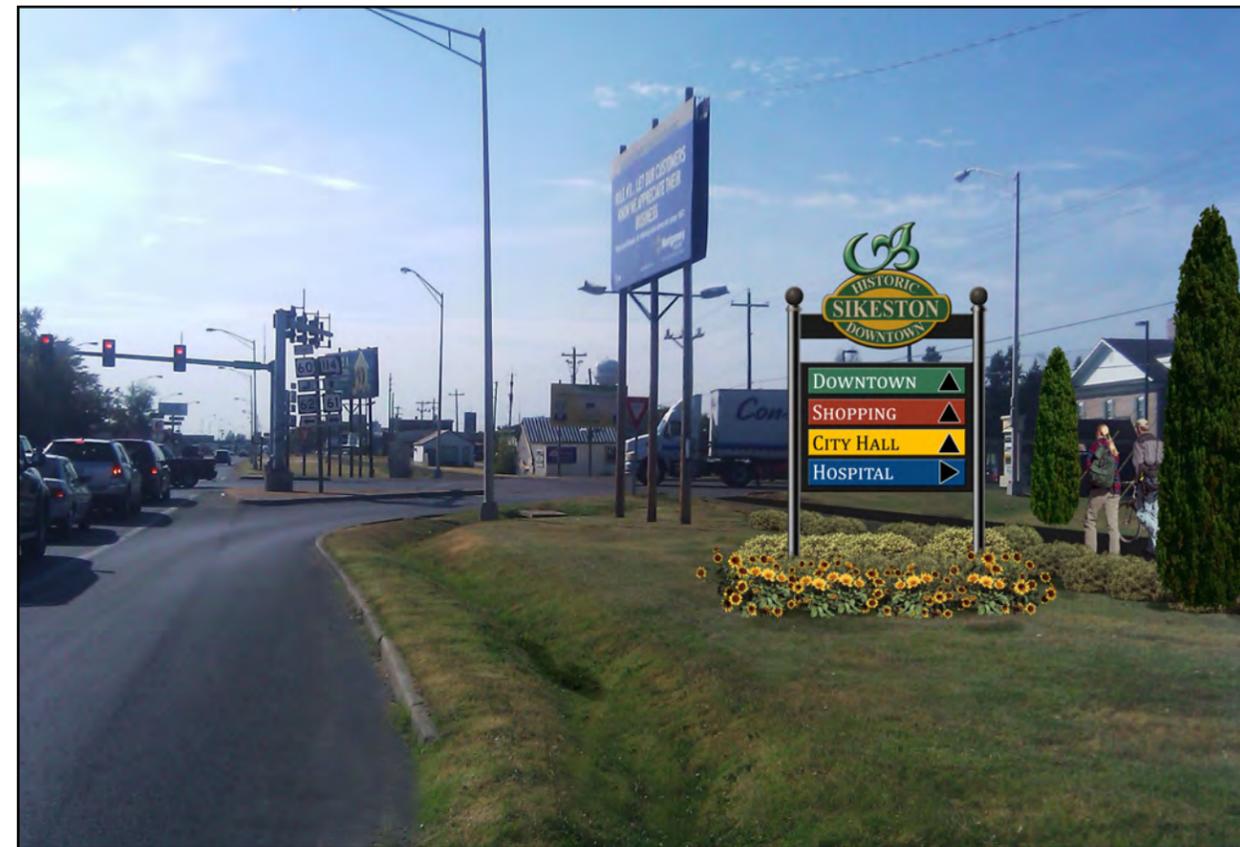


Downtown Sikeston Streetscape and Wayfinding Plan: Illustrations of wayfinding signs on Malone Avenue.



WAYFINDING SIGN: MALONE AVENUE , WEST OF THE I-55 EXIT RAMP

- Wayfinding sign directing travelers to downtown destinations and hospital.
- Shrubs and perennial landscaping at sign base.
- Coordination with Missouri Department of Transportation is required.



WAYFINDING SIGN: MALONE AVENUE AND MAIN STREET INTERSECTION

- Wayfinding sign directing travelers to downtown destinations and hospital.
- Shrubs and perennial landscaping at sign base.
- Sign is part of greenway with trail and landscaping, north side of Malone Avenue.
- Coordination with Missouri Department of Transportation is required.

DREAM Initiative • Downtown Strategic Plan

City of Sikeston

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

These include: Organizational Structure, Land Use, Building & Infrastructure, Community Surveys, Building and Streetscape Design Guidelines, Retail Market Analysis, Residential Demand Analysis, Financial Assistance Review, and Marketing.

Each project and program is listed by title, description, responsible party, support groups, timeframe, tools, techniques and resources.

Organizational Structure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
1 Change name of Historic Midtown Development Group, Inc.	The name of the leading organization for Downtown Sikeston should reflect its mission, location and service.	HMDG	Chamber	Q1 2011	The name Historic Downtown Sikeston is easy to understand and reflects the tangible place that is downtown. HMDG has completed the formal requirements to conduct business as Historic Downtown Sikeston.	
2 Establish Sikeston Downtown Community Improvement District	Develop program for establishment of the Sikeston Downtown Community Improvement District.	HMDG/ City	Chamber	Q1 2011	Develop educational and promotional materials. Contract with legal counsel to develop CID petition and documents.	
3 Promote the Historic Midtown Development Group, Inc. (HMDG) as the Lead Organization in Downtown Sikeston	Continue organization of the HMDG as the "umbrella organization" for all other groups involved in Downtown Revitalization.	HMDG/ City	Chamber	Ongoing	Involve HMDG in discussions regarding Downtown development. HMDG should participate in grant applications as well as lead the facilitation of Downtown events.	
4 Enhance On-going Funding Sources for HMDG	Develop consistent, reliable and sustainable funding for HMDG Programs and Administration.	HMDG	City/ Chamber	Ongoing	City should continue DREAM supplemental funding for implementation until additional funding can be obtained, such as the CID.	
5 Expand the HMDG Downtown Promotions Committee	Expand the Downtown events committee to include newly formed organizations.	HMDG	City/ Chamber	Q1 2012	Build upon success of Cotton Festival and Farmer's Market by adding more events for Downtown.	
6 Volunteer Development	Continue to build a strong volunteer base and create a volunteer recognition program.	HMDG	City/ Chamber	Ongoing	A brochure on volunteer opportunities could be developed and posted on HMDG, City and Chamber of Commerce websites so that prospective volunteers can easily see where their time is needed.	

Land Use & Building Survey						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
7 Update Land Use & Zoning Geographic Information Systems (GIS) Data	Update existing land use and zoning maps produced as part of the DREAM Initiative.	City	HMDG	Ongoing	Continually update Downtown building and infrastructure information, as well as existing land use and zoning maps as projects are completed and conditions change.	
8 Develop Inventory Database for Downtown Infrastructure	Conduct inventory of downtown assets (fire hydrants, trees, benches, lighting & types, traffic signals & signs, etc.).	City	HMDG	Ongoing	Develop a GIS data base to provide accurate data on public infrastructure. DREAM Initiative files should be utilized. HMDG should assist City with annual updates	
9 Develop Greenway Plan	Develop greenway of trail, open space and landscaping on former railroad right of way, parallel to Malone Avenue.	City	HMDG	Q4 2012	Identify funding source to help develop plan. Plan development should be managed by City Parks Department.	
10 Produce/Procure new Aerial Photography	Aerial Photography is available from Missouri Spatial Data Information; photography should be acquired every other year.	City	State	Ongoing	The City's GIS staff should continue to maintain the current aerial photography available.	
City: City of Sikeston HMDG: Historic Midtown Development Group, Inc. Chamber: Sikeston Area Chamber of Commerce CVB: Sikeston Convention & Visitors Bureau	MDFB: Missouri Development Finance Board DED: Missouri Department of Economic Development MHDC: Missouri Housing Development Commission MERIC: Missouri Economic Research and Information Center					

Community Surveys

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
11 Continue Visitor Surveys	During downtown festivals conduct simple surveys to monitor visitor experience and perceptions of downtown.	HMDG	Chamber	Ongoing	Conduct simple one page surveys during festivals such as Cotton Festival and Cowboy Up! Arts Festival to monitor the positive and negative views of downtown.
12 Conduct Telephone Survey	Statistically valid telephone surveys should be conducted every 5 years as a means of measuring the effectiveness of Downtown revitalization efforts.	HMDG	Chamber	Q2 2013	HMDG should enter into a professional services agreement with a qualified public survey firm to conduct surveys.

Building & Streetscape Design Guidelines

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
13 Utilization of Downtown Sikeston Building & Streetscape Design Guidelines	Utilize Downtown Sikeston Building & Streetscape Design Guidelines to promote the appropriate rehabilitation of Downtown buildings, streets and public spaces.	City	HMDG	Q1 2011	HMDG should promote and utilize the design guidelines with property owners in Downtown Sikeston which shall be a supplement to the City's Building and Zoning Codes.
14 Develop a Community Wide Wayfinding Signage System	Develop a signage system that makes recommendations for the placement of signs to provide direction and information for motorists and pedestrians to Downtown Sikeston.	HMDG	City	Q4 2011	Develop plan for wayfinding to Downtown Sikeston from I-55, Highway 60, Highway and Downtown Sikeston. Refer to Marketing Plan for initial concepts.
15 Establish Gateways to Downtown	Design and construct gateway monument signs at Downtown entrances.	City	HMDG	Q4 2011	Secure funding for preliminary design and construction of gateway signs for Downtown. Location and design of signs should be identified in wayfinding plan.
16 Streetscape Plan Implementation	Continue implementing the additional phases of the Streetscape Plan.	City	HMDG	Ongoing	Utilize the same site furnishings, street lights and street trees throughout Downtown Sikeston. Identify opportunities for private support of individual streetscape components, such as benches, banners and street trees.
17 Renovate Legion Square	Renovate signature public space in downtown which is highly visible on Malone Avenue.	HMDG	City	Q2 2012	HMDG Design Committee should lead the effort to promote and fundraise for the park renovation. HMDG will need to coordinate with the city on funding and design issues. City will lead the effort in hiring consultants for final design services.
18 Federal & State Tax Credits for Rehabilitation	Educate property owners about available tax credits as an incentive for improvements to their properties.	HMDG	City/ Chamber/ D.E.D.	Ongoing	HMDG should host Developer and Property/Business Owner Financing Seminars twice a year that focus on Downtown. Tax credit experts should be made available to explain and discuss the merits and limitations of such programs.
19 Continue to Encourage Rehabilitation of Downtown Buildings	Encourage rehabilitation of underused building space in the downtown, including upper floors to accommodate residential & office use.	HMDG	City	Ongoing	HMDG should showcase successful rehabilitation efforts. They should also maintain a database of vacant floor space, streamline City processes for redevelopment and continue a business friendly atmosphere.
20 Develop Vacant Lots	Identify vacant lots and under serving properties for redevelopment into mixed use, retail, office and residential uses.	HMDG	City	Ongoing	Identify buildings and owners with potential for redevelopment. Utilize financial incentives to help owners with redevelopment costs.
21 Maintenance of Beautification Projects	Manage the maintenance of the downtown beautification projects.	City	HMDG	Ongoing	Maintenance of Downtown beautification projects including banners, landscaping, public art and seasonal decorations. should be financed primarily from Community Improvement District (CID) funds. High level of maintenance during festivals is critical.

City: City of Sikeston
 HMDG: Historic Midtown Development Group, Inc.
 Chamber: Sikeston Area Chamber of Commerce
 CVB: Sikeston Convention & Visitors Bureau
 MDFB: Missouri Development Finance Board
 DED: Missouri Department of Economic Development
 MHDC: Missouri Housing Development Commission
 MERIC: Missouri Economic Research and Information Center

Retail Market Analysis						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
22 Encourage Targeted Retail Uses	Encourage targeted retail uses and appropriate pedestrian generating activities on the ground floor of all mixed-use and commercial buildings.	HMDG	City/ Chamber	Ongoing	Target retail sectors provided through the DREAM analysis and develop an attraction program. Marketing and attraction efforts can be funded by the CID. Work with property owners to match available space to desired retail sector.	
23 Business Retention & Expansion	Establish & implement a business retention program.	HMDG	Chamber	Ongoing	Meet with business owners downtown to hear about their business plans, ambitions and concerns. The purpose of the meetings is to build relationships and keep HMDG current on the status of the business community.	
24 Create Business Development Loan Program	Create a Business Development revolving loan fund available to existing Downtown businesses and for new businesses.	HMDG	City/ Chamber	Q2 2011	Create a revolving loan fund utilizing CID seed money or tax credits. The loan should target appropriate existing businesses or new businesses. Use the Downtown website and brochures to market the Business Development Loan Program.	
25 Business Recruitment Program	Establish & implement a business recruitment program and package. Integrate with marketing and promotion strategies. The Recruitment Package should contain all available data on Downtown.	HMDG	City/ Chamber/ D.E.D./ MERIC	Q2 2014	The Retail Market Analysis provided as part of the DREAM Initiative will provide guidance relative to the types of businesses that should be pursued for Downtown Sikeston. HMDG and the Chamber should lead the effort in recruiting new businesses to the area.	
26 Seminars for Existing Business	Develop a merchant education program to address issues of marketing, customer service, business and building maintenance, retail opportunities and trends.	HMDG	Chamber	Ongoing	General business issues such as marketing, customer service, store hours and display and design should be provided as well as more detailed assistance. Clusters of similar Downtown businesses such as s restaurants should be brought together to present specific topics. This is a critical outreach step for HMDG to provide benefits to its business.	
27 Increase Marketing for Downtown Retailers	Marketing promotions for area residents and secondary trade area residents.	HMDG	C.V.B/ Business Owners	Ongoing	Local newspapers, websites, radio and television ads, as well as flyers and ads in regional magazines will be effective in promoting Downtown. HMDG and C.V.B. should consider retaining professional advertising services to ensure the broadest and most effective coverage.	
28 Create Shopping Oriented Downtown Events	Create events such as weekly evening shopping nights, storefront display contests, etc. that are focused on shopping.	HMDG	City/ Chamber	Ongoing	Develop, coordinate and market events with CID funds.	
29 Verify & Update Commercial Vacancies	Update the 1st floor commercial vacancies and available square-footage on a bi-annual basis.	HMDG	Chamber	Ongoing	Maintaining a listing of readily available properties and space within Downtown and marketing these to existing business owners is critical to the timely reuse of the buildings. Also, this listing will be beneficial for inquiries from business considering a Downtown location.	
City: City of Sikeston HMDG: Historic Midtown Development Group, Inc. Chamber: Sikeston Area Chamber of Commerce CVB: Sikeston Convention & Visitors Bureau		MDFB: Missouri Development Finance Board DED: Missouri Department of Economic Development MHDC: Missouri Housing Development Commission MERIC: Missouri Economic Research and Information Center				

Residential Demand Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
30 Develop Additional Residential Units in the next 5 years	There is an unmet demand for residential units of all types and price ranges.	HMDG	City	Ongoing	Identify sites and work with developers who are interested in developing for sale condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals throughout Downtown Sikeston. These units should target young professionals, empty nesters, and families.
31 Promote Single Family Home ownership in residential neighborhood.	Promote single family home ownership in residential neighborhood east of downtown.	City	HMDG	Ongoing	Identify properties for redevelopment into single family homes. Coordinate with MHDC on various home ownership programs for young families and veterans.
32 Develop Downtown Housing Marketing Campaign	Develop appropriate materials that can be distributed to the public and promote Downtown living in Sikeston.	HMDG	Chamber	Q3 2012	HMDG should prepare a series of informational packages that identify a variety of financing mechanism that would be available from participating banks. Conduct a Downtown Housing Tour each spring. Provide realtor packages and rental opportunities.
33 Enforce Building Codes	City must enforce current building codes in Downtown, on consistent basis for all structures.	City	HMDG	Ongoing	Building codes with supplemental design standards should be consistently enforced for Downtown Sikeston. The code should be enforced by the City and supported by the City Council. Permit process and opportunity to file for waivers should also be clearly defined and communicated.
34 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	HMDG	Ongoing	Continued maintenance and improvements will increase the values of neighboring areas and create an aesthetically appealing atmosphere.

Financial Assistance Review

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
35 Establish Community Improvement District (CID)	A Community Improvement District will provide Downtown an opportunity to fund multiple improvement programs.	HMDG	City	Q1 2011	City and HMDG need to identify the area that would be included within the CID. Establish board with representatives from businesses, civic institutions and the community. Organization of CID should be a political subdivision.
36 Develop Ongoing Funding Mechanisms.	Consistently evaluate the available private, local, State and Federal funding sources to support public and private projects and programs.	City	HMDG	Ongoing	Establish HMDG as contact with funding agencies and keep informed and trained in grant writing.
37 Establish Façade Rehabilitation Revolving Loan Fund	Utilize the MDFB Façade Revolving Loan Fund to provide gap loan financing for rehabilitation projects.	HMDG	City/ M.D.F.B./ Chamber	Q3 2012	Create and market the Façade Rehabilitation Revolving Loan Program within the Downtown. Working with MDFB, local banks and other potential funding sources, identify ways to expand the existing program and begin promoting it to Downtown business and property owners.
City: City of Sikeston HMDG: Historic Midtown Development Group, Inc. Chamber: Sikeston Area Chamber of Commerce CVB: Sikeston Convention & Visitors Bureau	MDFB: Missouri Development Finance Board DED: Missouri Department of Economic Development MHDC: Missouri Housing Development Commission MERIC: Missouri Economic Research and Information Center				

Implementation Schedule

Marketing						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
38 Develop Identity for Downtown	Create an identity through tradition and quality. Southern tradition, quality establishments and quality events. Identity will be developed as the place for high quality, first class events and a well maintained environment.	HMDG	Chamber	Ongoing	Emphasis should be on high quality goods and services, tradition and a sense of place for Southern culture.	
39 Increase Media Presence	Sikeston is promoted in the press by various organizations and through a variety of media. Other media sources and outlets should be used to promote Downtown Sikeston.	Chamber	HMDG	Ongoing	Sikeston is promoted in magazine advertisements, websites, billboards and other venues. As funding resources allow, utilize opportunities to promote and market Downtown Sikeston and it's businesses, events, and institutions.	
40 Develop Retail Market	Create a unique shopping experience in Downtown Sikeston by increasing the number of quality retail establishments. Changing the retail mix in Downtown will enhance the long term retail market.	HMDG	City/ Chamber	Ongoing	Encourage the appropriate mix of retail uses to increase pedestrian generating activities on the ground floor of all mixed-use and commercial buildings. An emphasis of unique stores offering high end merchandise and outstanding service is suggested to enhance Downtown's retail mix.	
41 Improve the Sense of Place	Downtown Sikeston should focus on improving the sense of place to create an appealing, easy to find, and well maintained will attract customers, citizens and investment.	HMDG	City/ Chamber	Ongoing	Continuing improvements to the streetscape plan, creating a wayfinding system and other beautification efforts will aid Downtown Sikeston in creating the sense of place to invoke pride and residents and attract visitors.	
42 Redefine the Historic Midtown Development Group	As HMDG continues to grow, more will be expected of its role to promote and lead the marketing of Downtown Sikeston.	HMDG	City/ Chamber	Ongoing	In order to continue the development of HMDG and Downtown revitalization HMDG should consider the following objectives: doing business as (dba Historic Downtown Sikeston (HDS), developing long-term funding sources, enhance HDS website and elevate the organization in the business community.	

City: City of Sikeston
 HMDG: Historic Midtown Development Group, Inc.
 Chamber: Sikeston Area Chamber of Commerce
 CVB: Sikeston Convention & Visitors Bureau

MDFB: Missouri Development Finance Board
 DED: Missouri Department of Economic Development
 MHDC: Missouri Housing Development Commission
 MERIC: Missouri Economic Research and Information Center



City of Sikeston

IMMEDIATE LONG-TERM ONGOING

Downtown Strategic Plan Timeline

Implementation Timeline



PGAV**PLANNERS**