



DOWNTOWN STRATEGIC PLAN

CITY OF MARYVILLE, MISSOURI

MAY 2012



CITY OF MARYVILLE



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



PLANNING CONSULTANT:



DREAM INITIATIVE PROCESS

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DREAM Initiative Process



EXECUTIVE SUMMARY

The objective of the Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative is to develop a strategic planning vision for Downtown Maryville that leverages and expands existing resources to obtain additional public and private reinvestment in Downtown.

The DREAM planning process reviewed numerous issues related to the function, structure, and image of Downtown Maryville. The process identified recommendations to address critical issues with the goal of implementing needed policies and programs, adjusting existing revitalization efforts, and developing sustainable plans for future improvements.

The DREAM Initiative process began with several wide-ranging assessments of existing conditions in Downtown Maryville. These assessments were used as the basis for the various analyses and recommendations developed in each DREAM task as described in this plan. Existing planning documents, such as the 2007 Downtown Maryville Revitalization Plan conducted by the Campaign for Community Renewal (CCR) and plans regarding Northwest Missouri State University (Northwest), were reviewed to develop this Downtown Strategic Plan. Additionally, the City of Maryville has recently begun an effort to update its existing comprehensive plan.

The DREAM Strategic Plan is not intended to replace these existing and previous planning efforts, but rather to supplement this planning and function as a resource guide for community leaders as DREAM recommendations and Downtown improvements are implemented.

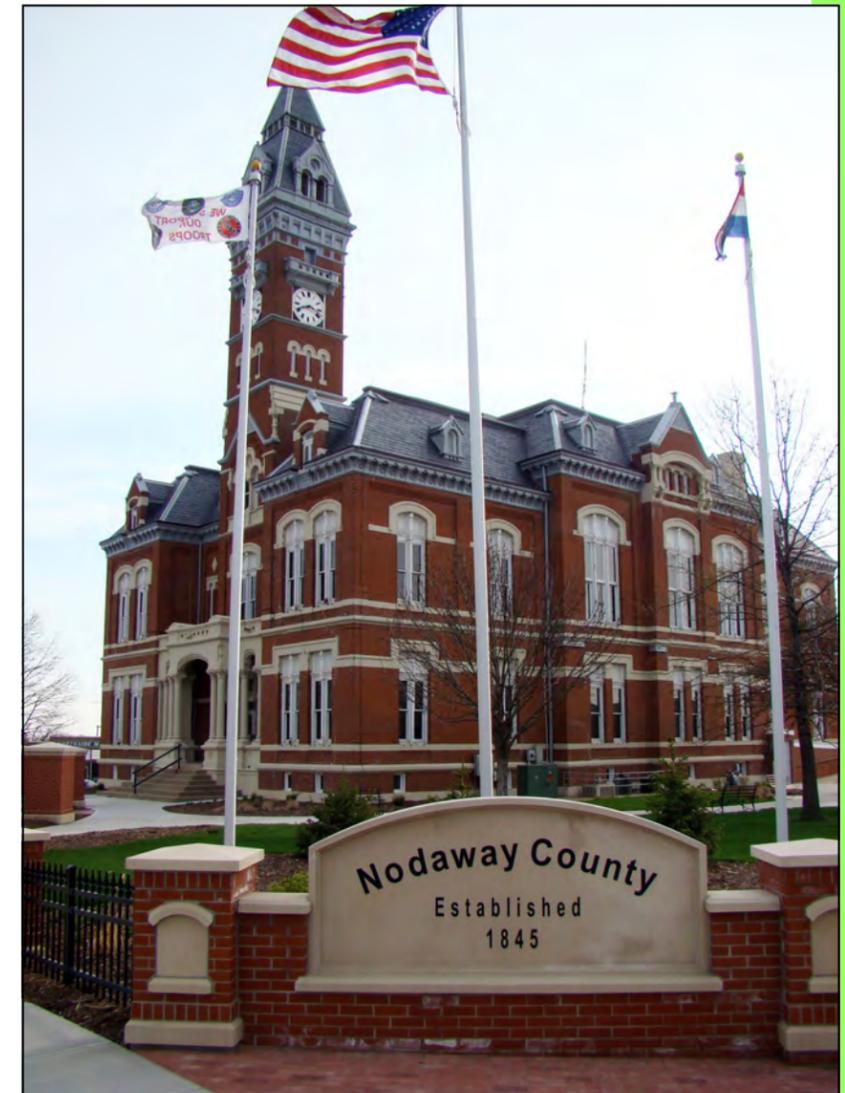
The Strategic Plan provides a multi-year vision promoting creative, positive, and attainable change for Downtown Maryville. Participants of the DREAM process included numerous citizens, Northwest students, faculty, and alumni, Downtown property owners and businessmen, civic leaders and City staff. These leaders expect the Strategic Plan to be the blueprint that will help continue on with the work of transforming Downtown Maryville, begun by the CCR. Future Downtown Maryville is envisioned as a dynamic center for a very diverse group of people in which to live, play and work.

The Downtown Strategic Plan describes the goals developed through the DREAM Initiative and suggests strategies to achieve those goals, including specific projects and action items. The goals are listed in each section according to the DREAM task wherein they were developed, however high priority goals for Downtown Maryville include:

Goal One: Form a Downtown Organization (DTO).

An important step to many DREAM recommendations is to have in place a strong, formal, Downtown-focused organization. Members of the recently dissolved CCR were successful in providing a focus on the Downtown Maryville streetscape project. These past members, along with existing business and property owners, is where support for the DTO should begin. A steering committee should be assembled to begin the process to formalize into a non-profit group. Initial discussions should include the DTO mission, structure, by-laws, and committees, as well as the role of, and interactions with, existing groups. Representatives from the City, Nodaway County Economic Development (NCED), the Chamber of Commerce, and Northwest should all be encouraged to participate and serve on the Board of the DTO. The newly formed DTO should seek to complement existing efforts so that service to Downtown businesses continues uninterrupted and is increased. Some roles currently being filled by other organizations, however, may change or require adjustments as the DTO develops its resources and program capacity.

The City will still administer public projects and all Downtown regulatory policies, but will have members of the DTO available for advocacy and promotion of said projects and policies. The Chamber will seek to serve the needs of its members. A Downtown business will have two groups in which to pledge involvement, the Chamber for a broader network of area businesses, or the DTO for a very specific area. The NCED will continue to generate and handle economic development prospects for the City, but, regarding Downtown, it will gain assistance from the DTO for courting potential new businesses.



Nodaway County Courthouse in Downtown Maryville.



Downtown Maryville Post Office.

Goal Two: Establish Downtown Incentives, beginning with a Community Improvement District (CID).

With a formal Downtown organization in place, efforts should shift to identifying and obtaining a sustainable funding source for the DTO. A CID will contribute this organizational funding and will also allow for funding of other public projects. A CID should be established as a political subdivision and be supported by a property and sales tax. The DTO will provide certain services to the CID on a contractual basis, which will help expand the roles of the DTO and allow it to better meet the needs of Downtown. Funding from the CID can also help pay for a DTO Executive Director.

Any incentive mechanism will require substantial public outreach. The City will begin the process to implement a CID by defining the area and working to develop the petition, but the DTO will become the promotional arm of the effort. The DTO will need to communicate the benefits of the incentive and weigh those benefits against any real or perceived costs. Property owners should be provided information that clearly demonstrates the improvements to be made and the programs to be initiated for Downtown.

Goal Three: Address Commercial Building Conditions in Downtown.

With the Downtown organization solidified, the City should work to improve Downtown commercial building conditions. The City should provide a greater focus on enforcement of maintenance and nuisance codes and develop proactive inspection procedures. These activities can be applied to property throughout Maryville. However, this Plan includes a separate recommendation for housing conditions. Firm and fair code enforcement, coupled with basic design standards, will encourage owners to invest in their properties by decreasing the risk of nearby buildings falling into disrepair or being poorly renovated.

During the writing of this plan, a prominent Downtown building located at the intersection of 3rd and Main Streets was destroyed by fire. The roof of a neighboring building was subsequently damaged and collapsed a week later by debris from the demolition of the first building. This unfortunate situation does not necessarily point to any deficiency in the City's existing codes or inspection policies, but it underscores a very important relationship between neighboring Downtown buildings. If the City can improve its codes, procedures, and inspection policies, all Downtown properties will benefit.

The effort to improve building conditions has several distinct phases. First, the City should begin with a review of its building codes and practices City-wide. Such a review should include a set of simple design standards for infill construction in Downtown to ensure that buildings are constructed that complement Downtown architecture and existing materials.

Second, the City should review its maintenance and nuisance codes, and inspection procedures. The DTO should work with the City to identify the most prominent problems in Downtown, but will also work with the property and business owners to address problems and convey City expectations regarding any violations. The DTO can offer programs to help educate owners regarding proper building maintenance. These methods can help keep minor maintenance issues from becoming major structural flaws that can threaten multiple Downtown buildings.

Lastly, the City should review the Downtown sign code. Some excessive or oversized business signage has been previously allowed. Downtown signage should be appropriate for the building face and oriented to the pedestrian. The DTO can assist in distributing any changes that are made to the regulations and should work to balance business interests with the aesthetics of Downtown.



Examples of the conditions of Downtown Maryville commercial buildings.

Goal Four: Establish Downtown Committees

The DTO organizational-building effort should continue with the launch of two important committees; the Downtown Ambassador Committee and the Downtown Events Committee. With the City concentrating efforts to improve building conditions, the DTO will operate these committees to help Downtown capitalize on existing consumer markets.

The Downtown Ambassador Committee will be an important mechanism to encourage and increase support for the relationship between Downtown and Northwest. The Chamber of Commerce has an “Ambassadors Committee” that operates to provide outreach to its members, but there is no group working with the Northwest Student Affairs office on Downtown Maryville’s behalf. To avoid confusion, the DTO should consider a distinct name for this committee. Activities should include events, collaborative advertising, Downtown living tours, and seminars with topics such as off-campus tenant housing advocacy. A Downtown business expo and other methods that introduce Downtown and its businesses to incoming Northwest students each year should be top priority.

The Downtown Events Committee should coordinate existing Downtown events and consider adding new signature festivals. There are few existing events held specifically in Downtown Maryville, but an active committee can identify a couple of large events and work with existing event organizers to build interest throughout the year. It is important to include Northwest students, but balance their attendance with residents and families to ensure a positive atmosphere that has broad appeal, and not just a college draw. Eventually, with an expanded event schedule bringing visitors into Downtown on a regular basis, the Downtown Events Committee can begin to include promotions and marketing of the Downtown businesses as a unified shopping district. Coordinated advertising campaigns for Downtown can tap into the visitors of existing attractions and reconnect local

residents with Downtown businesses. Traditional advertising can be cost prohibitive, therefore the Events Committee should spend significant time learning to become adept at internet promotions and social networking. These methods will allow the DTO to create an electronic presence for Downtown Maryville and increase the visibility of its businesses in an efficient manner.

Goal Five: Improve Housing Conditions.

Along with the City addressing commercial building conditions, an effort to improve housing conditions should be initiated. The City should work in collaboration with the housing authority, Northwest, area landlords, and other groups with a primary focus being to increase inspections of off-campus rental housing. The DTO can be used to encourage property owners to participate in housing improvement programs and to convey information regarding City policies to owners and prospective tenants. The DTO should develop seminars to help improve tenants, landlords, and encourage homeownership. By developing stronger, more knowledgeable tenants, much of the rental market will improve as more is expected of landlords. Ultimately some of these tenants will move into the homeownership market and will be better prepared to maintain their property. Although the effort to improve housing conditions extends to other areas in the City and not just Downtown, it will affect Downtown as visitors must pass through neighborhoods to reach its businesses.

Goal Six: Improve Public Infrastructure.

Public infrastructure includes parks, streets, sidewalks, streetscapes, parking lots, plazas, benches, lighting, wayfinding, and landscaping. These elements each have an important role to play in Downtown’s ability to meet the needs of its visitors, businesses, investors, and residents. Public infrastructure projects must meet a need, be well-planned, and be properly maintained



Examples of Downtown Maryville housing conditions.



Existing Downtown Maryville streetscape elements.

after construction. The City sends a powerful message to potential investors and visitors by creating attractive public spaces in Downtown. If the City allows public spaces to deteriorate, the message changes to one of ambivalence and neglect.

The City has worked to expand the existing streetscape around the courthouse square and south along Main Street. Expansion efforts should continue to extend north along Main and west on 4th Street toward the University. Additional elements such as plazas and improvements to public parking lots should be included along Main and 4th Streets.

Overall, the City needs to consider improvements to its streets and sidewalks and should also consider adopting and enforcing an ordinance requiring off-street parking lot surface standards. Existing conditions of public lots are good, but off-street parking for many businesses consists of nothing more than a vacant lot. In some cases, dilapidated pavement has created a serious hazard to motorists.

The City should also include a wayfinding system throughout Downtown Maryville as public infrastructure is installed. This is an important element that is not found in the existing streetscape design. Wayfinding signage should include a gateway sign to let visitors know they have arrived in Downtown Maryville and directional signage to major attractions such as parks, governmental offices, and the University. Key intersections along Main Street include Jenkins, 3rd, and 4th streets. Illustrations regarding this recommendation are found in the Implementation Section of this Plan on page 37.

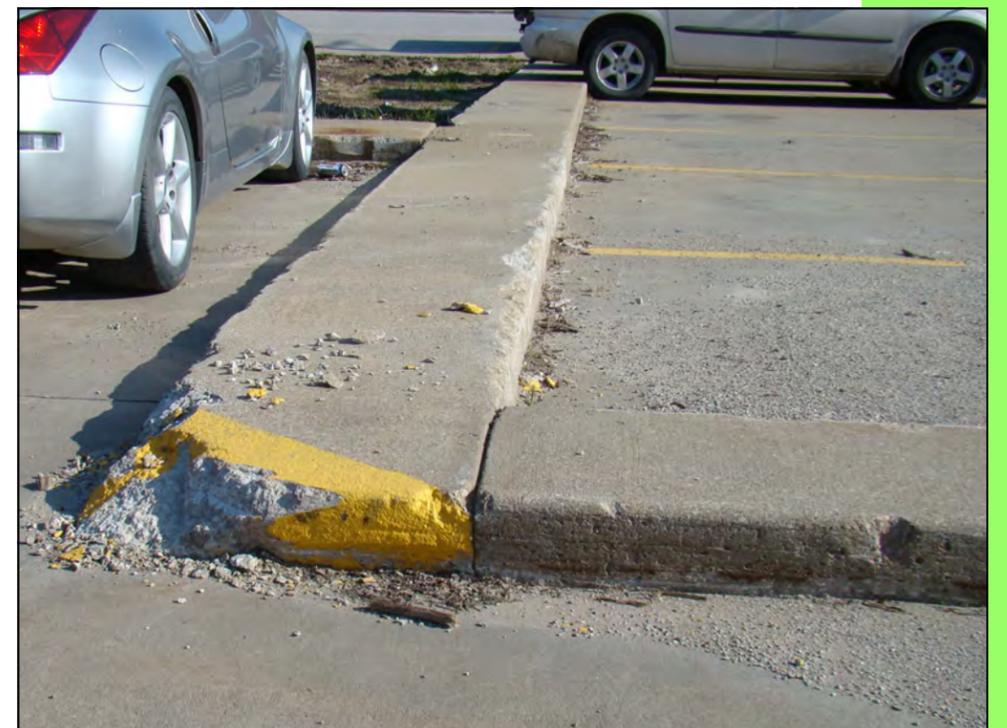
Goal Seven: Strengthen Existing Businesses and Improve Downtown Products Sold.

Maryville enjoys a healthy mix of businesses, many of which are located Downtown. Downtown demonstrates some positive retail aspects including a good amount of vehicular traffic, nearby consumer

market, and drawing power due to other attractions in the Community, such as Northwest, major employers, and Mozingo Lake Park. However Downtown businesses compete with businesses in other areas of the City; especially to the south. The businesses along South Main developed for a number of reasons such as changing consumer trends, better highway access, and proximity to larger employers. Downtown businesses tend to be at a competitive disadvantage with businesses in other areas of the City. Northwest provides a steady consumer market for Downtown, however college students do not typically have much disposable income or demand high-quality products.

The City, DTO, and Chamber should provide added attention to Downtown businesses by encouraging participation in existing programs and providing ways to enhance areas of business such as customer service. The DTO should develop seminars to teach businesses how to meet the demand for students, but not neglect higher-quality products that meet unmet retail demand and appeal to other segments of the community. As the DTO develops events that attract a more diverse range of visitors, Downtown overall will benefit.

As the City implements incentives such as the CID, marketing materials focus solely on Downtown should be developed to encourage Downtown as a viable business location with economic opportunities. The DTO should work with NCED to develop a greater variety of stores in Downtown; focusing on the types of retail businesses that demonstrated unmet retail demand. These businesses include: Restaurants; Building Materials and Supplies; Furniture and Home Furnishings; Clothing, Jewelry, and Shoes; Health and Personal Care; Electronics and Appliances; and Office Supplies, Stationary, and Gifts. Downtown should focus on attracting these businesses to prime, ground-floor locations along Main and 3rd, and 4th Streets. Additionally, Downtown Maryville should consider office and services businesses for upper-floors and buildings located on side streets.



Examples of poor parking lot conditions noted in Downtown Maryville.

INTRODUCTION

Through a partnership of state agencies that includes the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative provides comprehensive focused planning services over a three-year period to designated Missouri communities for downtown revitalization. The State of Missouri retained PGAVPLANNERS, a professional planning and design firm headquartered in Saint Louis, Missouri, to provide this planning assistance.

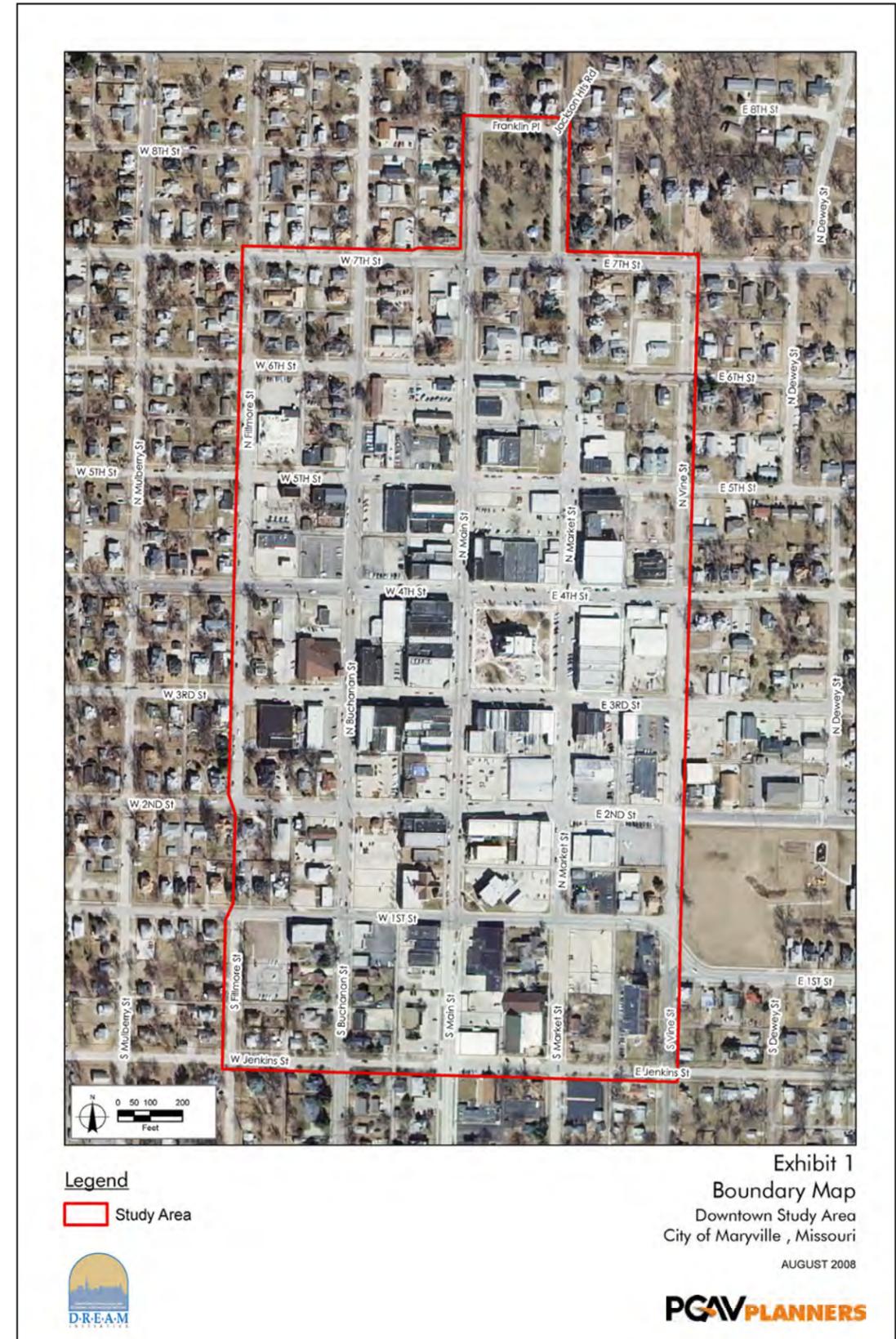
These Missouri State agencies recognize that substantial improvements and investments have already been made in Downtown Maryville, particularly around the Nodaway County Courthouse. The purpose of the DREAM Initiative is to leverage these local public and private investments to sustain revitalization momentum. The goal of the DREAM Initiative is to revitalize downtown districts and put them back into productive use. The process provides planning assistance that culminates in a Strategic Plan. The DREAM initiative begins with an assessment of the community that serves as the foundation for developing the DREAM tasks and analyses.

The Maryville DREAM program has resulted in several planning documents and analyses that include:

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

Additional DREAM Initiative tasks included work in community outreach and the creation of this Downtown Strategic Plan.

This strategic plan emphasizes the establishment of new local incentive mechanisms for future implementation, as well as the leveraging of these local sources to obtain funding from State of Missouri and Federal programs. Throughout the DREAM Initiative, ongoing project-specific support was provided by the State Partner Agencies and PGAVPLANNERS.



Maryville DREAM Study Area.

PUBLIC OUTREACH

Effective planning engages the public in meaningful discussion of important issues. By encouraging and including responses from the public in the planning process, local officials can better support and initiate policy changes and projects that are necessary to drive Downtown revitalization forward. The DREAM Initiative used a comprehensive approach to interact with local citizens and civic leaders. The intent of public outreach was to uncover issues and perceptions regarding Downtown Maryville. The planning process included surveys and other communications with the public. Public outreach was also a venue to introduce and build support for recommendations from the Downtown Strategic Plan.

Interviews with Downtown stakeholders and discussions with the public revealed great pride in Maryville’s heritage and a strong connection with Northwest. The University has an enrollment of about 7,000 students and their presence blocks from Downtown provides cultural and educational aspects not found in many other cities. Local leaders also recognized the need to balance the student presence with the ability to serve permanent residents and families in Maryville. The DREAM Initiative builds on public comments received to develop sound planning recommendations and strategies that are inspired by the public. These actions and projects are outlined in this Downtown Strategic Plan.

The DREAM Initiative solicited public comments and engaged the community regarding Downtown Maryville through several activities and methods, including:

- **Initial Assessment Meeting**
Upon being selected as a DREAM community in August of 2007, an Initial Assessment Meeting was scheduled and held on October 3, 2007. The meeting included representatives from the City, Nodaway County Commission, Nodaway County Economic Development office, Northwest Missouri State University, Greater Maryville Chamber of Commerce, Northwest Missouri Regional Council of Governments,

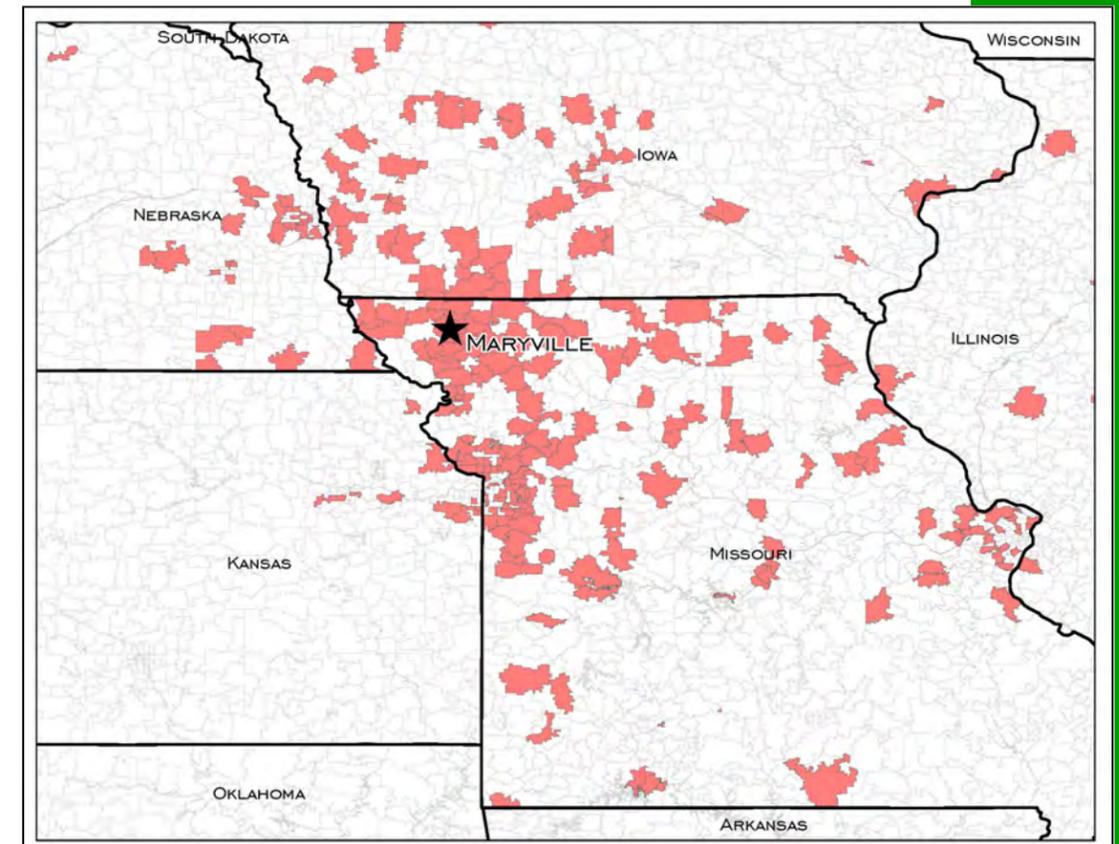
and the Campaign for Community Renewal, along with business owners and residents. PGAVPLANNERS staff and personnel from the DREAM State partner agencies were also in attendance. The City provided a presentation and tour that helped to identify the DREAM planning tasks that would benefit Downtown.

- **Focus Group Meetings**
In the spring of 2008, discussions of Downtown issues and ideas for improvements were facilitated with five groups:
 - Campaign for Community Renewal members
 - Administration, elected officials, and government directors
 - Downtown business owners
 - Long-time residents
 - New residents

A focus group of students was held as well, however no students attended.

The group facilitators encouraged discussion centered around how Downtown is used, perceived, and challenged. The groups also suggested ideas as to what public and private improvements can be made to enhance Downtown Maryville.

- **Surveys**
In the summer of 2008, a telephone survey of Maryville residents asked respondents a series of questions about priorities for the improvement of Downtown. The survey tabulated three hundred responses from a randomly selected, statistically representative sample of residents. Respondents indicated a generally positive direction for Downtown, but noted the need to repair major streets, enhance pedestrian-friendliness, improve buildings, and improve dining variety.



Zip code locations of respondents to Maryville’s Visitor Survey.

From 2009 to early 2010, a visitor survey was conducted at various City events and attractions. Volunteers and City staff were to gather answers from respondents that did not have a Maryville zip code. Many respondents were students and completed the survey online. 598 responses were received and the student responses were isolated when possible.

The survey indicated that, in spite of the close proximity of Northwest, students rarely visit Downtown. Visitors also desired college-age activities, live music, and more restaurant variety as well as more and better parking, rehabilitated and maintained buildings, more benches and green space, and street improvements.

- **Key Stakeholder Discussions**

Conversations were held with representatives of the City, Chamber, CCR, NCED, Northwest, Downtown property and business owners, and other members of the community to discuss issues uncovered during outreach methods. Discussions occurred throughout the DREAM process and helped develop or influence the revitalization strategies in each DREAM task.

- **Public Meetings**

Beginning with a DREAM Kickoff meeting in June of 2008, several public presentations and meetings were held to review progress on the DREAM Initiative work in Maryville. Meetings were publicized in the local newspaper and promoted on the City website, which also included notes following the meetings. Public meetings included:

- DREAM Kickoff Meeting: June 26, 2008
- Building Design Kickoff: Feb. 18, 2009
- Annual / Bldg. Design Review: Oct. 1, 2009
- Strategic Plan Meeting: Sept. ????, 2011

- **Press Involvement**

At several of the public meetings, representatives of the local newspaper and radio station were in attendance. Additionally, sample press releases were provided to the City to help generate news stories about the meeting and DREAM tasks.

- **Education and Communication**

The DREAM Initiative process also included seminars to educate and inform the City staff and officials on issues pertaining to Downtown revitalization and planning. The seminars were conducted by the State Partner agencies, PGAVPLANNERS, and other entities, such as the State Historic Preservation Office. Leading practitioners and specialists participated in these workshops, which were held in Jefferson City. Seminar topics included organizational structure, adaptive reuse, retail business development, historic preservation, building design and renovation, façade loans and incentive programs and engaging public support and community organizations to lead downtown revitalization.



Presentation Title Slides from two Maryville DREAM Public Meetings.

ACCOMPLISHMENTS

The City of Maryville was designated a DREAM Initiative community in the late summer of 2007. The planning process commenced in the fall of 2007, with scheduled completion in the summer of 2011.

The DREAM Initiative provided immediate benefits to Downtown Maryville through positive news articles and by increasing the City's ability to obtain State funding.

Recent accomplishments include:

- A streetscape has been installed around the Courthouse. An initial phase was completed during the Courthouse rehabilitation and the streetscape was expanded South along Main Street in 2009.
- The Nodaway County Administration Building has recently been completed at the intersection of N. Market and E. 4th Streets.
- The City has worked to address building conditions through façade improvements and metal awning and cladding removal.
- A public art program has been initiated in Downtown.
- Various entities have initiated events such as Window Wonderland and Downtown Sounds.
- DREAM Initiative – The DREAM planning process is a commitment of just over \$255,000 in funding for Downtown revitalization planning services from the Missouri Development Finance Board, which was leveraged by a 20% local match paid over three years.



Site of Nodaway County Administration Building During Construction.



Participants during a DREAM public meeting inside the newly constructed Nodaway County Administration Building..

DREAM Initiative Process



ORGANIZATIONAL STRUCTURE

The DREAM Initiative included a review of the organizations with an interest in Downtown Maryville. The purpose of this task was to understand the roles and responsibilities of these organizations and their impact on Downtown. The goal of this task is to examine how these organizations may be improved or adjusted to ensure that there is an efficient, Downtown organization with enhanced capacity that is prepared to implement the projects and recommendations outlined through the DREAM Initiative.

Organizations reviewed for this task included:

- City of Maryville
- Campaign for Community Renewal (CCR)
- Greater Maryville Chamber of Commerce
- Nodaway County Economic Development (NCED)
- Northwest Missouri State University (Northwest)
- Nodaway County Commission

The organizational recommendations for Downtown Maryville revolve around formalizing and adjusting the roles of the former CCR. The group had success initiating the streetscape project, but has since dissolved. However, there are aspects of Downtown revitalization, such as marketing, events and building design, that require a stable non-profit entity to attract enthusiastic volunteers and investors.

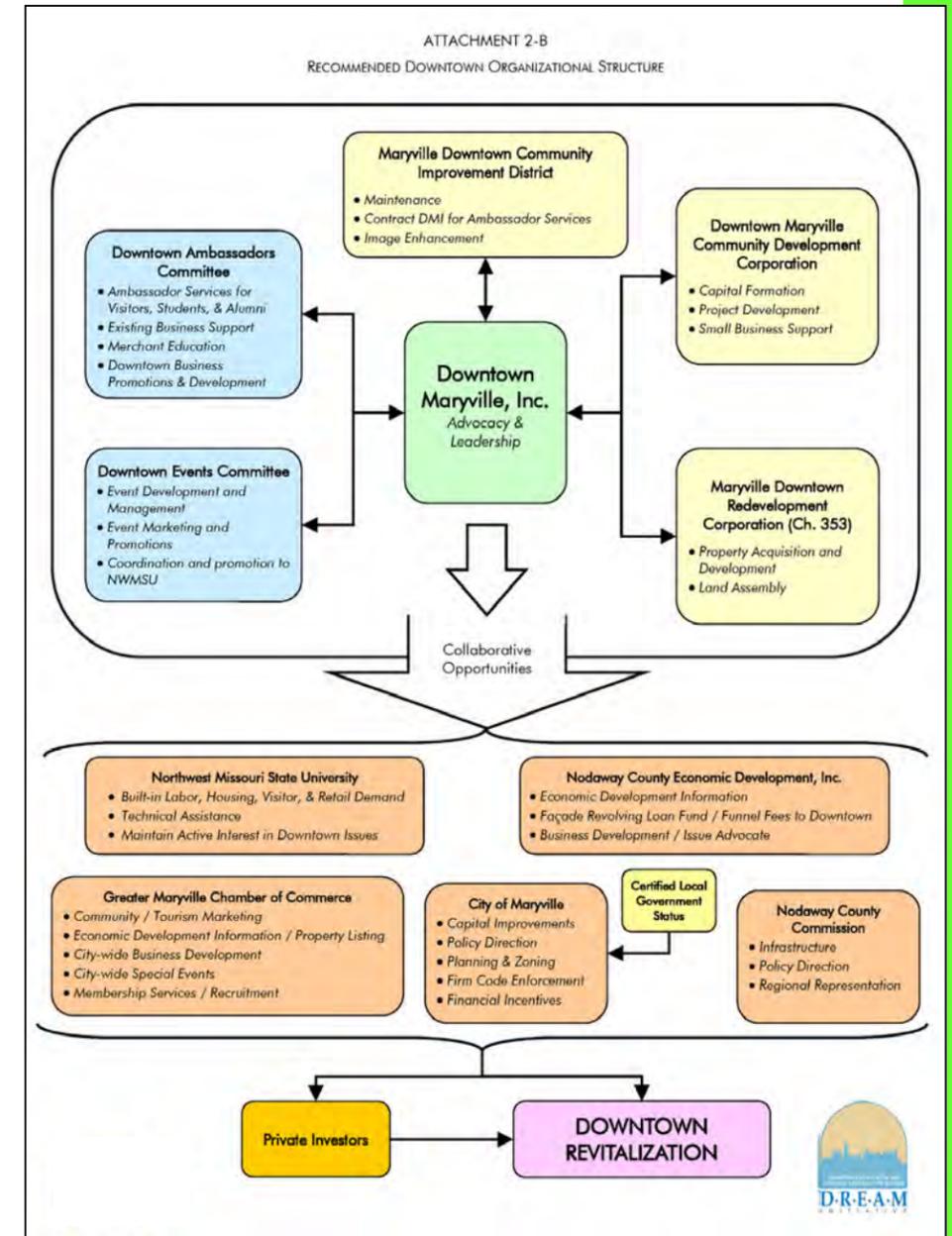
The Organizational Structure Review resulted, primarily, in recommendations to strengthen the existing structure by forming a Downtown Organization from existing businesses and property owners. Recommendations include:

- **Develop a new non-profit Downtown Organization (DTO), based upon the Campaign for Community Renewal, to lead revitalization efforts.** Information gathered from the community indicated there is some sentiment among citizens that Downtown is not improving fast enough and that City leaders can do more to support Downtown revitalization efforts. Recent public improvements such as the streetscape have been made by the City

and are a continuation of efforts begun by the CCR. Additionally, economic development efforts for the City of Maryville are provided by the NCED. The Chamber also provides business benefits to members and Northwest and Nodaway County include representatives for various community efforts. All of these groups came together to support Downtown through the CCR, however the main project of the CCR; the streetscape, is nearly complete. The CCR is dissolved and there is no Downtown-focused organization.

The organization should be formed by Downtown interests, including past CCR interests, the Chamber, and NCED. The group that results should focus narrowly on Downtown efforts. The City should assist with part-time personnel and early work should include by-laws, vision activities, committee structure, and other policies. All existing Downtown volunteers still have important roles to play with the new group.

As the DTO gains momentum as the Downtown champion, it is critical to set goals and provide organizational performance measures. The DTO leaders should identify some easily attainable goals to demonstrate to the community that plans are being implemented. This activity will assist and prepare the group with local support needed to tackle larger projects. The DTO should also effectively communicate these goals to other engaged organizations and the general public. The investment represented in Downtown is significant and would be professionally managed if it were located in a mall or shopping center. Therefore, the DTO, should also shift to hiring a Director experienced in the unique aspects and challenges of Downtown Maryville. Hiring experienced personnel also ensures that key objectives are met and a Downtown focus is maintained.



Recommended Downtown Organizational Structure as found in the February, 2009 Report.

- **Form a Community Improvement District (CID).** Sufficient resources and funding must be obtained for sustained Downtown revitalization efforts. Local incentive mechanisms such as a Community Improvement District (CID), a Local Option Economic Development Sales Tax (EDS), or a Tax Increment Financing (TIF) district are effective tools to build Downtown organizational capacity and fund projects. Each of these incentive mechanisms has advantages, disadvantages, and specific qualified uses for the generated funding. However, any implementing any incentive requires public outreach steps in order to obtain broad public support. Effective incentive implementation strategies clearly communicate accurate cost and benefit information to the public.

The Maryville Organizational Structure review recommends pursuit of the CID as it can provide effective organizational structure and sustainable funding for the DTO. The funding potentially provided by the CID is discussed in the Financial Mechanisms section found on page 31.

- **Develop a Downtown Ambassador Committee.** As the DTO forms and adjusts its committee structure, it is critical to include responsibilities regarding maintaining and improving the relationship between Downtown and Northwest students, faculty, and alumni. Downtown Maryville should work to introduce its businesses, attractions, and housing opportunities to the University market.

Activities such as Downtown business promotions or expo, collaborative advertising, welcome-back-to-school events, and Downtown living tours can be provided by the DTO committee. However, efforts such as residential seminars for tenant advocacy may also involve and interest the committee.

- **Form a Downtown Events Committee.** Another committee addition that the DTO should consider is a Downtown Events Committee. Any event occurring in Downtown Maryville should be coordinated by this committee.

Although community and visitor surveys conducted during the DREAM process do not indicate that special events are a major draw at this time, marketing and retail recommendations include special events that can capitalize on existing visitors and the presence of Northwest students. New Downtown events will require careful consideration to balance college-aged student attendees with local families and Downtown Maryville businesses. An active DTO Events Committee can develop and expand Downtown events that include and involve all these elements.

A DTO Events Committee will also integrate with the Chamber of Commerce to ensure that events and other promotions are complementary. Downtown activities should be focused tightly on Downtown, but the DTO should also work with the Chamber on City-wide events, clearing the way for the Chamber to support Downtown in return.

Eventually, a DTO Events Committee could also become the marketing branch of the group and provide services such as collaborative advertising.

To see more information regarding the goals and objectives outlined in the *Maryville Organizational Structure Review, February, 2009*, refer to the Implementation Schedule on page 39 of this Strategic Plan.



Bobby Bearcat; The Northwest Missouri State University Mascot.



Residents gather for a concert in Downtown Maryville

LAND USE, BUILDINGS & INFRASTRUCTURE

The DREAM process surveyed existing land uses, buildings and public infrastructure to develop an inventory of the conditions of these Downtown Maryville elements. The survey was conducted in the spring of 2008. Conditions are documented in the *Map Reference Handbook* of August 2008, which contains 20 maps of the Maryville DREAM study area. The maps included in the *Map Reference Handbook* were used throughout the DREAM planning process. The conditions data collected as part of the Land Use, Building and Infrastructure Survey helped identify the most pressing issues for Downtown and discover development opportunities for the future.

The maintenance of the information gathered for this survey, along with ongoing reassessment, will continue to provide insight for Downtown Maryville. The City and DTO can monitor progress and identify new opportunities. The City, or a partner agency such as Nodaway County, can update the mapping information directly into its geographic information system (GIS) as a data layer.

While the goal of this task was to develop information that would feed into other DREAM Initiative tasks, some conclusions can be drawn from the data displayed in the *Map Reference Handbook*, including:

- Based on exterior observation, most Downtown buildings appear to be in fair to poor condition, but there are few vacancies.
- Commercial and retail uses are generally centralized into the core area of Downtown, however there are a fair amount of public and institutional uses throughout. It is important that these uses are not allowed to become too prevalent and erode the ability of Downtown to generate property tax revenue.
- There are a limited amount of mixed-uses found in Downtown, but some upper-floors are being used for residential or office uses.

- Residential units are found throughout, and beyond, Downtown. The active residential market appears to be due to the nearness of Northwest Missouri State University.
- There are numerous off-street parking lots and a good inventory of on-street parking spaces. The condition of some parking lots is very poor or dilapidated and there appears to be no surface requirement being enforced.
- In general, street and sidewalk conditions are poor. There are newly constructed streets and sidewalks, but the conditions deteriorate toward the edges of the study area.
- The streetscape improvements around the courthouse and along S. Main Street are very attractive and should extend to other streets.
- Accessibility features for disabled persons, closely connected to sidewalk conditions, are in poor condition or non-existent.
- With the exception of the streets around the courthouse, overhead utility lines are found on every block of Downtown.
- There are several lots upon which new buildings have been constructed that replace the original building. These infill buildings appear to have been constructed with no design conformity to the surrounding original buildings. The result is an unharmonious mix of building features.
- Maryville recently underwent a Master Plan update that resulted in a separate mapping process. The DREAM mapping should be joined with the Master Planning results for an improved assessment of Downtown.



Maryville DREAM Map Reference Handbook: Detail of Exhibit 2 General Land Use.

COMMUNITY SURVEYS

The community survey process was conducted to uncover issues regarding Downtown Maryville and learn about local desires and needs. This task gathered information from community leaders, property owners, business people, residents, and visitors to Maryville, that was used throughout the DREAM planning process.

The survey process used three methods to obtain local views, perceptions and interests. First, the consultant conducted focus groups consisting of key Downtown stakeholders to allow for in-depth conversation on open-ended questions. After that, a random-sample telephone survey was conducted to allow the widest possible public input on Downtown issues. Lastly, a visitor survey was conducted by local volunteers to learn about the City's image and the needs and desires of Downtown Maryville visitors. The process and results of each method are summarized below:

- **Focus Groups**
Six separate focus groups were planned to be conducted to engage stakeholders in open discussion regarding Downtown Maryville. The groups were to consist of:
 - Members of the CCR.
 - Administrative personnel, elected officials, and government directors.
 - Downtown business owners.
 - Long-time residents.
 - New residents.
 - Northwest students.

No one attended the focus group for Northwest students. The meeting was held during the school year and promoted to the students. This factor may demonstrate a lack of interest in Downtown Maryville by the student market. However, a much better student response was captured during the visitors survey phase found later in this section.

Discussions in the other five focus groups included participants' perceptions of Downtown strengths, constraints, and opportunities for development, as well as, their priorities for improvement and desires for new businesses, infrastructure, and services.

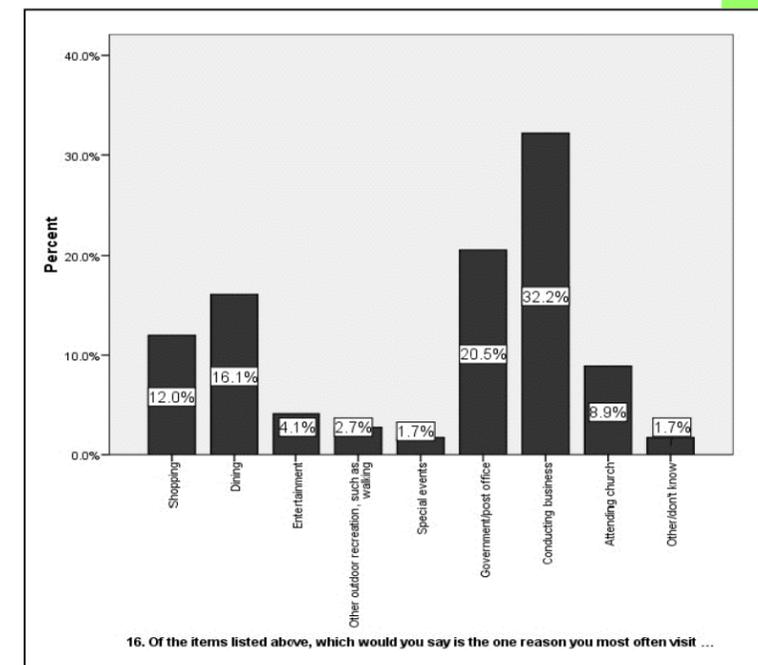
Collectively, the groups felt that Downtown Maryville is moving in the right direction, but that there is a long way to go to achieve lasting improvements. The participants pointed to businesses moving away from Downtown to the south side of the City to demonstrate negative activity. Participants were positive about the recent highway improvements constructed between Maryville and St. Joseph, Missouri and the cooperation of the current City Administration in Downtown issues.

Participants viewed Downtown as a center of government and services, but also acknowledged a need for more retail. The groups felt that existing residents tended to shop either at the commercial area on the south side of the City or in locations out-of-town such as St. Joseph or Kansas City, Missouri. The groups noted that the variety of shops and restaurants is what draws them to shop there.

Group participants thought Downtown improvement priorities should include beautification efforts and methods to help existing businesses expand and new businesses start-up. The groups also discussed the need for better building maintenance, stricter code enforcement, better housing, more parking, signage, and green space. Participants felt that the business hours of existing stores should be extended and that a greater variety of retail and restaurants is needed. Specifically, they noted that no more bars were needed and that a clothing store, shoe store, grocery, farmer's market, pharmacy, bakery, breakfast diner, art gallery, bookstore, craft store, and restaurants would all be positive additions to Downtown.



Sample from the Focus Group transcripts.



Sample results from the Telephone Survey.

The focus group consensus was that addressing building conditions and attracting new retail businesses should be the highest priorities for Downtown Maryville. The participants indicated they might support an additional sales tax or property tax to attract more Downtown businesses and make needed public infrastructure improvements.

For the complete report, please see the Maryville DREAM Focus Group Survey Report dated June 13, 2008.

• **Community Telephone Survey**

In August of 2008 a phone survey was conducted to interview a random sample of Maryville residents regarding their perceptions of Downtown. This type of survey is useful to obtain input from residents who may not necessarily attend public meetings or participate in community organizations. Key points from the survey results include:

- A majority of respondents (74%) felt Maryville is moving in the right direction.
- The highest priority for improvement indicated was “repairing major streets.”
- Respondents indicated they primarily use Downtown Maryville for government/post office, conducting business, or dining.
- Suggested business improvements included dining variety (especially a breakfast diner), clothing stores, and a bookstore.
- Respondents also wanted to see a more pedestrian friendly environment, improvements to building façades, and underground utilities.

Refer to the complete Maryville DREAM Community Telephone Survey Report dated November 3, 2008.

• **Visitor Survey**

In 2009 through early 2010, volunteers conducted a survey of visitors at various City locations. 598 visitor responses were received including a number from University students. Student responses are included as they provide a relatively unbiased viewpoint, similar to a visitor. The responses of people residing within the Maryville zip code were not tabulated. Key points include:

- Although Northwest is just a few blocks away, there are still about 12% of the students that visit Downtown less than once a month.
- Activities that the majority of respondents indicated they expected to do on their visit to Downtown included dining, nightlife/entertainment, and shopping as the top three activities.
- Most visitors interviewed felt Downtown was easy to navigate, parking was convenient, and business hours were adequate.
- Visitors felt that more activities for college students, bands/live music/concerts, and more restaurants would make them more likely to visit Downtown. A restaurant serving breakfast was the top response.
- Visitors noted better parking, historic rehabilitations and better maintained buildings, and benches and green space would be improvements that would make them more likely to visit.
- Open-ended responses focused overwhelmingly on fixing streets and potholes throughout Maryville.

For complete responses, please refer to the Maryville DREAM Visitor Survey Report from May, 2010.

	%
Restaurant serving breakfast	31.7%
Clothing stores	25.8%
More retail shops (in general)	23.3%
Soda fountain/ice cream shop	19.8%
Family restaurants	17.4%
Bookstore	14.5%
Farmer's market	13.9%
Hunting/fishing/outdoor sporting goods	9.7%
Fine dining	9.2%
Coffee shop	7.3%
Other	4.8%
Craft store	4.4%
Specialty/upscale shops	3.8%
Art galleries/shops	3.4%
Antique shops	3.6%
Bed and breakfasts/lodging	2.7%

	%
More/better parking	20.4%
Renovation of historic buildings	27.3%
Beter maintained buildings	27.1%
Benches/more greenspace	22.7%
Other	20.6%
New/better sidewalks	14.5%
More/beter lighting	11.8%
Beter signage	9.8%
Murals	9.0%
Cleaner	9.0%
Crosswalks	5.3%

Sample results from the Maryville Visitor Survey.

BUILDING DESIGN AND CONDITIONS

The historic character of Downtown buildings is a distinctive feature that helps to provide Maryville with an identity. DREAM planning efforts seek to leverage the intrinsic Downtown character as a historic backdrop for future projects and all aspects of community revitalization.

Regarding the built environment of Downtown Maryville, the most immediate issue is to improve existing buildings by reviewing and adjusting building and maintenance codes and business regulations. Another high-priority issues to be addressed is the development and adoption of Downtown design standards regarding infill construction and building rehabilitations. By taking steps to improve these two aspects, the City of Maryville will be protecting the historic integrity of Downtown.

The DREAM Building Design Guidelines report, suggests conceptual recommendations to buildings that were chosen by the community. The blocks of buildings that were chosen are located on the west and north sides of the courthouse square; specifically at 304-324 N. Main Street and 101-123 E. 4th Street. The illustrations of these buildings are shown on pages 16 through 25.

Recommendations to address these and other issues regarding Downtown Maryville buildings include:

- **Review building codes, practices, and policies.**
The Maryville DREAM Initiative included a review of Downtown in the broader context of the City. The buildings along the approaches to Downtown exhibit some examples of inconsistent building materials and poor lot layouts. This suggests that new growth on the south side of the City was not well regulated and adjustments to City codes may be needed.

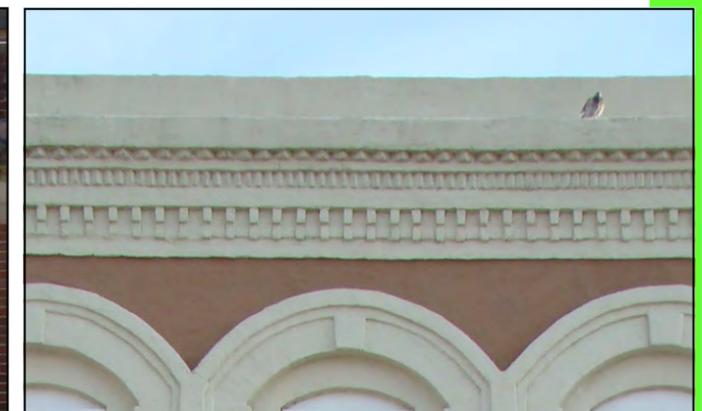
City-wide building codes are important to periodically review for changes and obstacles that are preventing high-quality construction. City staff should lead the review effort and focus on improving procedures, while City officials can adjust policy efforts if needed.

- **Review maintenance and nuisance codes.**
City officials and staff will need to lead this review effort, but include Downtown interests through the involvement of the DTO. The initial focus should be on building structural components, but the DTO should organize monthly walks with the Mayor and maintenance officials. As issues of a more aesthetic nature are noted, the DTO should work with the City to suggest resolutions to the most frequent problems.

As problems begin to be addressed, the City should work with its Departments to adjust procedures and prevent reoccurrences. The DTO should then work to communicate improved City policies, procedures, and expectations of building maintenance to all Downtown businesses and property owners.

- **Adjust the sign code regarding Downtown.**
There are several Downtown buildings that have been allowed excessive amounts or oversized signage to be installed for the businesses that occupy them. Signage for Downtown merchants and businesses should be primarily oriented to the pedestrian, while signage along heavily traveled highways are oriented to vehicular traffic. Large-sized signs can unbalance a building façade and too many signs make Downtown appear cluttered.

The City sign code restricts signage in the Courthouse Square District, but should be reviewed to determine why and how some Downtown buildings have been allowed excessive signage. Again, officials and staff will need to lead the review effort, but should include the DTO. Sign regulations should limit the size in relation to the building face, the number of signs, and restrict the location of



Examples of historic architecture in Downtown Maryville.

signage to the sign band on historic Downtown buildings. These regulations do exist in the City's code, but proper enforcement will help to ensure that the buildings architectural presence is not restricted. DTO can represent Downtown to help balance business owner interests with improved aesthetics.

- **Improve Property Inspections.**

Maryville should consider taking a more proactive approach to property inspections for both residential and Downtown commercial buildings. The City has an unsafe buildings ordinance, but by requiring inspections on a regular basis such as a 4 or 5 year cycle, maintenance issues can be prevented from becoming serious structural deficiencies.

Downtown merchants and City property owners will need time to adjust to new inspection procedures. The DTO can help inform Downtown owners of the improved procedures. Other tactics may include seminar programs that the DTO could hold in concert with the Chamber. Topics should include sessions by local reputable contractors to demonstrate proper building maintenance methods for common issues.

- **Develop Infill and Rehabilitation Design Standards.**

Downtown Maryville has some space available in vacant lots and some areas where infill buildings have already been constructed. Maryville needs to adopt Downtown design standards for new construction as well as for rehabilitation work in the historic district. These standards will be enforced through the local historic preservation commission to protect existing Downtown buildings. Important design aspects such as prohibiting certain materials for façades (e.g. vinyl siding, corrugated metal siding, and cinder blocks), building orientation, and parking lot layouts will improve the pedestrian-friendliness of Downtown and will help ensure that new construction complements the historic district.

The building concept illustration of the Northside Mall located at 115 E. 4th Street is found on page 23. This existing infill building can be adjusted to better complement the surrounding historic buildings and Downtown. As noted in the illustration, establishing a rhythm with vertical elements such as windows and storefronts can improve this building considerably.

More conceptual building design guidelines and illustrations for the subject buildings in Downtown Maryville are found in the Maryville DREAM *Building Design Guidelines* report, September, 2009.



This Downtown Maryville building exhibits excessive business signage and fits in poorly with the surrounding buildings. See illustration on page 23.

BUILDING DESIGN ILLUSTRATIONS

The subject blocks chosen by the community are located west and north of Courthouse Square. These blocks enjoy fair levels of occupancy, however office and service uses outnumber retail. Building conditions range from poor to fair and some poor alterations have compromised building character. The original buildings along 4th Street are in poor condition and need immediate attention. Infill development has also occurred along 4th Street.

Concept elevations for both blocks are depicted below. The following pages show existing conditions and closer building concept illustrations.

West side of Courthouse Square—304 - 324 N. Main Street



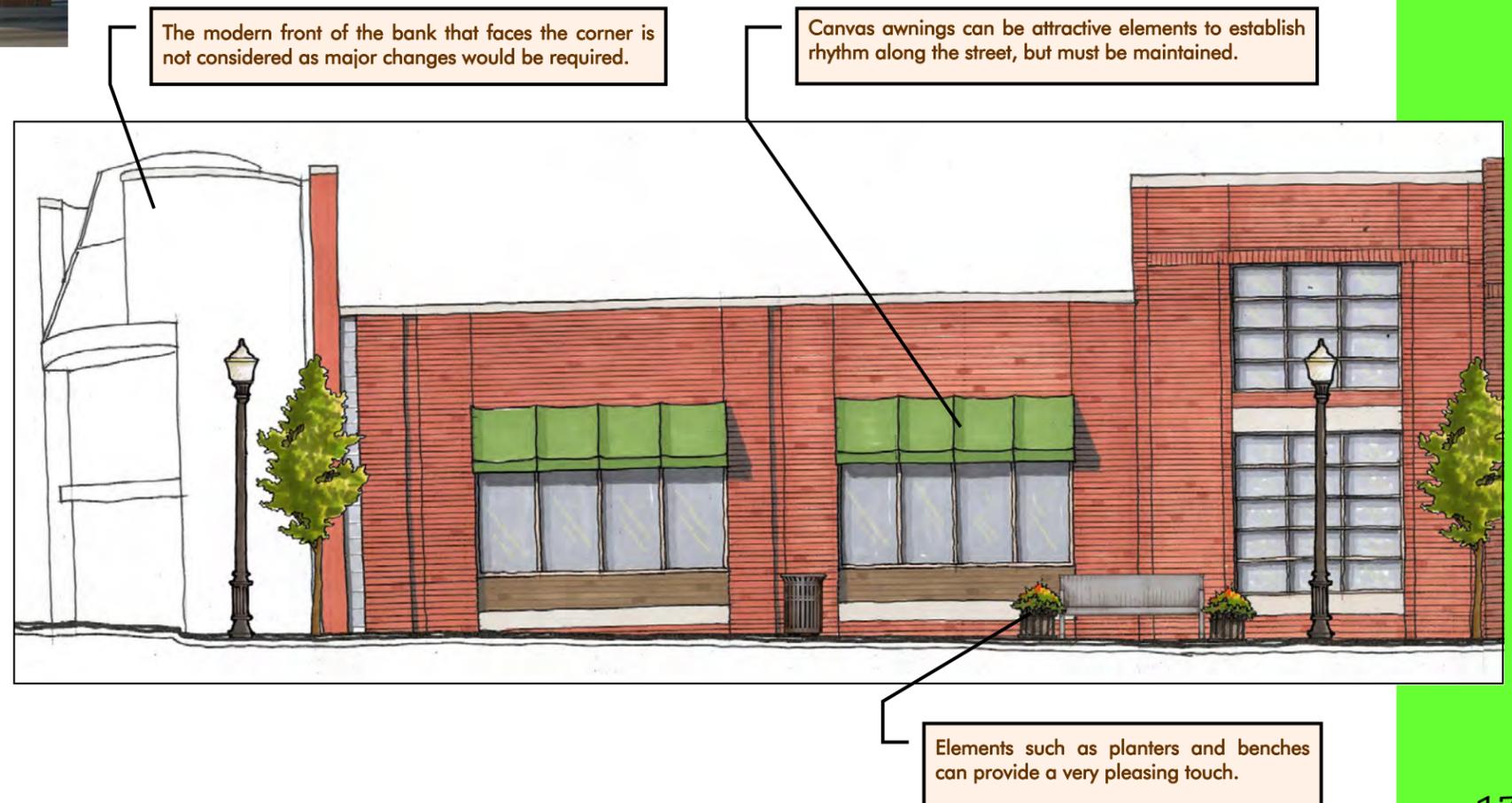
North side of Courthouse Square—101 - 123 E. 4th Street



304 N. Main Street

This block immediately to the west of the Courthouse is anchored by Nodaway County Bank at 304 N. Main. The Bank is of modern construction and oriented toward the corner of 3rd and Main, but has façades fronting on North Main. With a few changes, these façade bays can fit into Downtown better and encourage foot traffic.

Existing conditions are shown below and an illustration of improvements is shown below right.



310—314 N. Main Street

Carson's Sports Grille and the neighboring building both have great potential and are in fairly good shape. Carson's has made some improvements that have been effective, but others that haven't. The building at 314 N. Main was vacant as of the date of the photo and has transoms and upper floor windows that need uncovering.

Existing conditions are shown below and an illustration of improvements is shown below right.



316 N. Main Street

The building that housed Looks Fitness Center is covered by an imposing metal cladding and awning. This alteration makes it impossible to know the façade condition and disrupts the street's atmosphere. Additionally, signage has been allowed that is excessive and out of scale. This sign should not have been allowed in Downtown.

Existing conditions are shown below and an illustration of improvements is shown below right.



Original storefront reconstruction from documented history is vital to recapturing the building's identity and creating a structure that contributes to the Main Street fabric.

Canvas awnings, not metal.

324 N. Main Street

The last building of this block houses Bearcat Boogie Dance Studio on the first floor and Cat's Cribs apartments on the second. The building itself is in good shape, but has been poorly altered. It has a prominent corner location and great rehabilitation potential.

Existing conditions are shown below and an illustration of improvements is shown below right.



101 E. 4th Street

On 4th Street, this building anchors another prominent corner location at 4th & Main and is one of a few three-story Downtown buildings. As of the date of the photo, a florist occupied the building. Although freshly painted, the building is in poor condition and the imposing shingled canopy likely hides great architectural potential.

Existing conditions are shown below and an illustration of improvements is shown below right.



103—109 E. 4th Street

These buildings suffer from the addition of metal cladding and awnings that hide architectural character and true building condition. As of the date of the photo, 103 E. 4th housed a used clothing store and 105—109 a thrift store and a variety store.

Existing conditions are shown below and an illustration of improvements is shown below right.



Remove metal covering to expose original windows and façade features.

Cornice should be uncovered or recreated if possible. If no cornice remains, a simple unobtrusive design will complement the building.

Expose transom. Often no awning is needed.



Window lettering can be an effective way to communicate the use of a building.

Graphics on canvas awnings are an attractive signage alternative.

115 E. 4th Street

As previously noted, The Northside Mall building is recent infill development and houses primarily office uses. The building is out of place as a single story, brick faced structure. The large expanse of walls disrupts the street rhythm and discourages pedestrian traffic. Signage has been allowed for each office, which leads to a jumbled and excessive look on the façade.

Existing conditions are shown below and an illustration of improvements is shown below right.



Clearly identify main entryway by constructing a false pediment to façade and highlight the entry with contrasting building material.

Provide similar façade design treatments as for entryway to define the building limits and break-up long expanses of brick wall with a more regularly spaced façade.



Consider eventually adding another entrance and windows to this side of the building to correct the symmetry, increase access, and further set the street rhythm.

Move all signage into the sign band, providing a clean and orderly appearance.

The addition of regularly spaced building lighting will establish rhythm and aesthetic appeal.

119 E. 4th Street

This metal façade likely hides some details as the building construction seems older when viewed from the side. This may be an original building amongst the infill development on either side.

Existing conditions are shown below and an illustration of improvements is shown below right.



Cornice should be uncovered or recreated if possible. If no cornice remains, a simple unobtrusive design will complement the building.

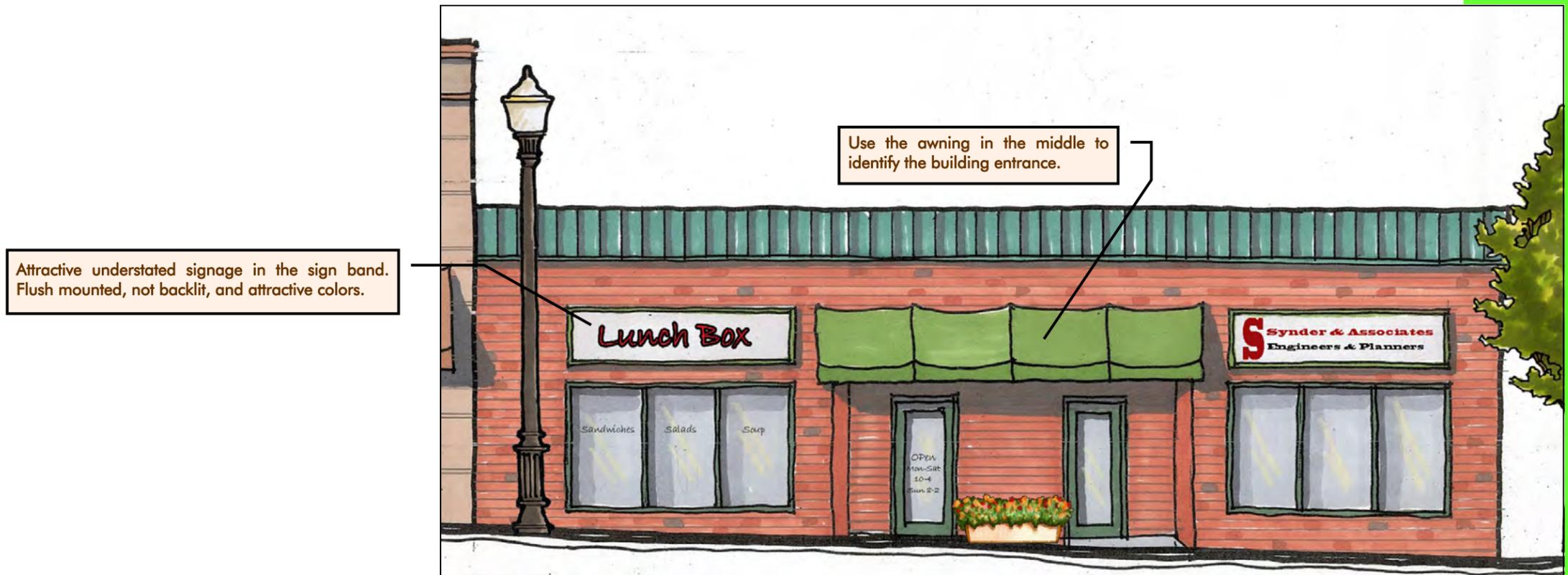


Canvas awnings can be attractive elements to establish rhythm along the street, but must be maintained.

121—123 E. 4th Street

This building is infill development. The sign treatment for Snyder & Associates gives the feeling that the entrance is on the corner, when there are two entrances in the middle of the building. The newer construction can be softened with some minor changes.

Existing conditions are shown below and an illustration of improvements is shown below right.



DREAM Initiative • Downtown Strategic Plan

City of Maryville

Retail Market

RETAIL MARKET

Retail development is an important component of a successful Downtown. The Retail Market Analysis undertaken as part of the DREAM Initiative identified challenges and opportunities of retail development, including a detailed analysis of retail supply and demand in Maryville.

As of December, 2010, the Retail Analysis identified about 402,000 square feet of first-floor commercial space in Downtown Maryville, with about 98,000 square feet in use for retail or restaurant space and 49,000 square feet of vacancy. Existing retail stores were generating about \$9 million in annual sales and existing restaurants about \$4.6 million. If the 49,000 square feet of vacancy were occupied, the City could see an increase of \$6 to \$9 million in additional annual sales. The consultant examined retail spending data for households in a primary trade area (roughly a 30-minute drive time ending at the Andrew County line to the south) and a secondary trade area (the area from which the City felt most Downtown stores draw shoppers). Comparing sales data to demand data provides a measure of the performance of the Downtown retail sector and identifies unmet retail demand. This unmet demand is compared to specific categories of products and evaluated to identify specific retail opportunities for Downtown. The identified unmet retail demand is about five times the amount of existing vacant space. This suggests that the City should encourage the conversion of Downtown non-retail commercial space to retail and restaurant uses.

Several categories were identified as having the greatest unmet retail demand and were compared to average sales per square foot figures to calculate the amount of retail floor area that could be supported by the marketplace for each category. Key opportunities for Downtown Maryville, along with the estimated unmet demand in terms of annual sales, include:

- Restaurants (\$17.9 million in unmet demand)
- Bldg. materials & supplies (\$5.9 million)
- Furniture & home furnishings (\$4.7 million)
- Clothing, jewelry, & shoes (\$3.9 million)
- Health & personal care (\$3.9 million)
- Electronics & appliances (\$2.8 million)
- Office supplies, stationary, & gifts (\$1.3 million)

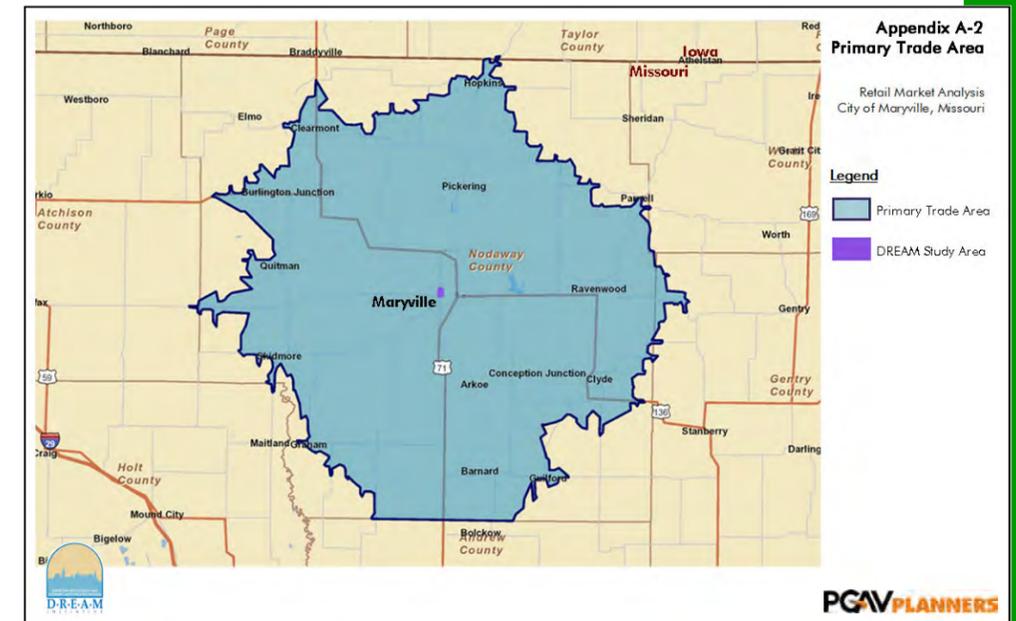
To complete the analysis, existing vacant spaces were compared with potential store types or uses for which unmet demand exists in the marketplace. The results were illustrated in a Retail Opportunity Map and a listing of the address and available square feet of vacant locations. Specific store types were proposed for each of these vacant locations.

In addition to recommendations for existing vacant buildings, the DREAM Retail Analysis also suggested that the City work to strengthen and improve existing Downtown businesses, increase the variety of Downtown restaurants and shops, and boost Downtown marketing and promotional events.

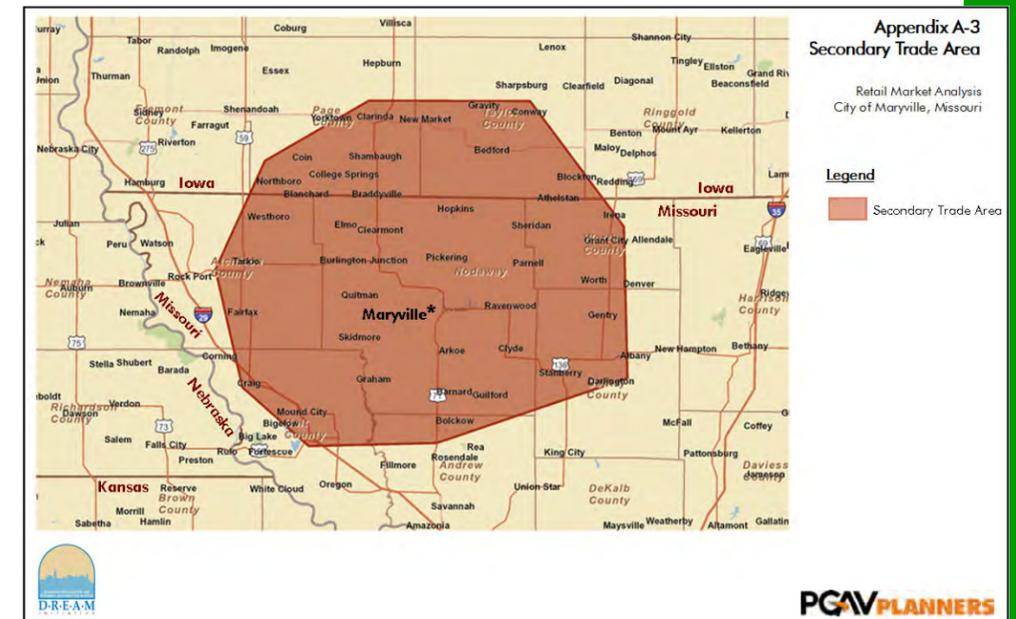
Retail Market findings are the result of analysis of the best available data on consumer spending and current retail sales. The consumer and visitor surveys conducted as part of the DREAM Initiative also indicate the community's interest in adding certain types of businesses (specifically, greater dining variety such as a breakfast diner, and clothing stores). Together, these sources indicate that development of Maryville's retail and restaurant sectors should be a high priority as part of implementing the DREAM Strategic Plan.

Maps of existing retail locations and the retail opportunities presented by vacant properties are shown on page 28. All of the recommendations for improving Downtown's retail sector are found in the Maryville DREAM Retail Market Analysis Report December, 2010. Major recommendations include:

- **Strengthen Existing Businesses.** Maryville has a healthy mix of existing businesses that the City, DTO, and Chamber should work to improve. Unified efforts should include added attention to obtain Downtown involvement in the Pride of Maryville program and attendance at Downtown ribbon cuttings. The DTO, City, and Chamber need to have first-hand knowledge



The Primary Trade Area considered for the Retail Analysis.



The Secondary Trade Area, as defined by the City, considered for the Retail Analysis.

of issues faced by Downtown businesses. Downtown merchants should also be encouraged to improve customer service and other user-friendly abilities. The DTO and the Chamber, perhaps with the involvement of Nodaway County Economic Development, can provide seminars that address topics that improve Downtown businesses as ambassadors to the City's visitors. Topics should include customer service, expanding business hours and markets, retail store layout, and product care and placement.

- **Improve the Quality of Products Sold in Downtown.** Often a business owner chooses a downtown location due to cost. Downtown can become a low-rent district of small shops offering inferior or used goods. This situation can erode the Downtown sales tax base. In Maryville's case, Downtown has a nearby market segment of students from Northwest. College students do not typically demand high-quality retail stores, products, or aesthetics.

Downtown Maryville should work to attract stores offering higher-quality products as well as strengthening the existing businesses and encouraging better product lines. Adjustments to product lines should also be considered to help existing businesses meet the categories that are demonstrating unmet retail demand. The needs of the student market must be met, but improved sales will enhance Downtown rents, property values, and overall tax revenue.

The DTO can help promote a commitment to higher-quality retail through its seminars, but also by helping Downtown attract a range of customers. Events with family appeal and programs to keep rowdy nighttime student behavior in check should be developed.

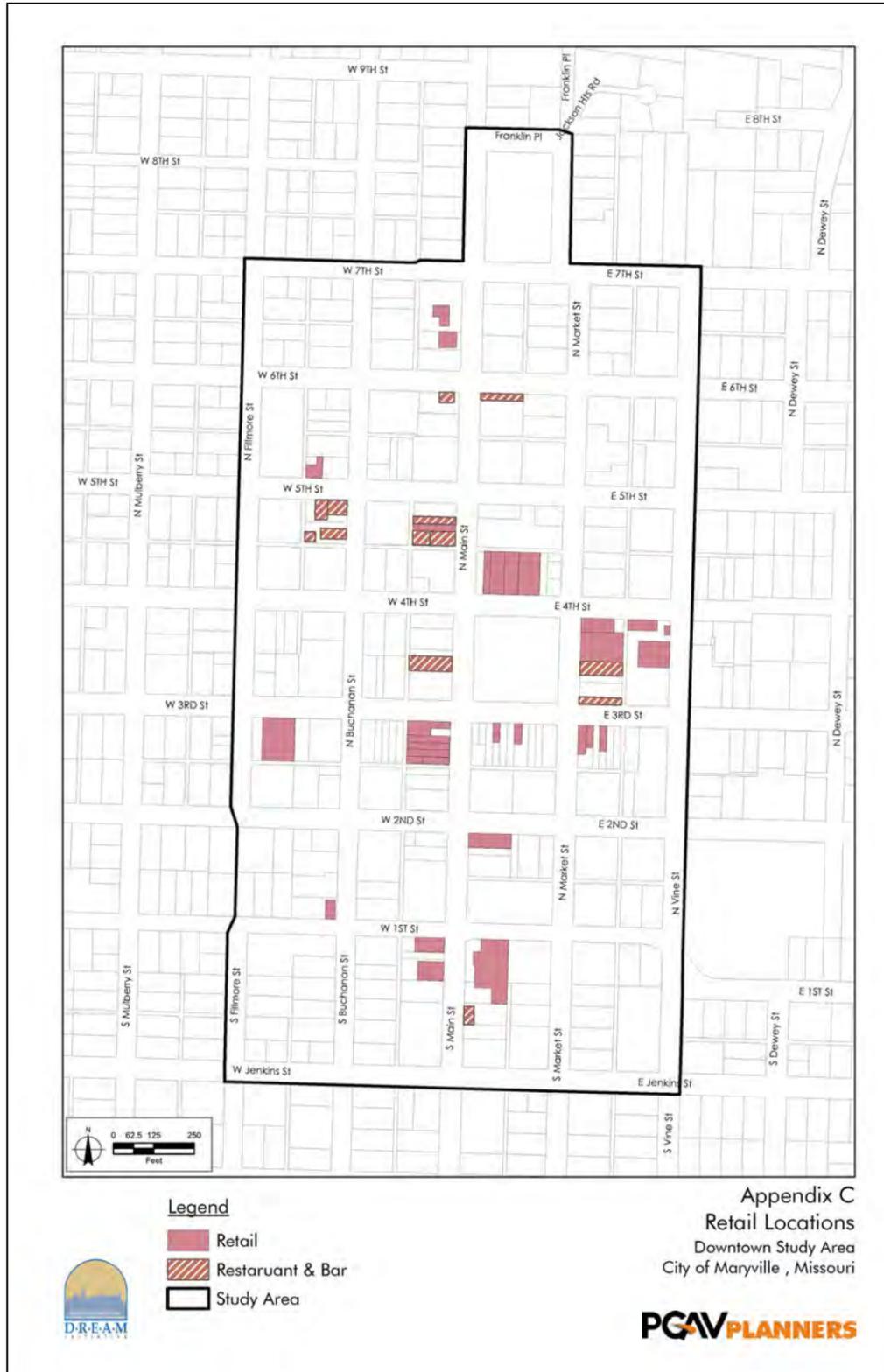
- **Market Downtown Businesses as a Unified District.** As Downtown businesses improve their ability to serve customers, the DTO should begin marketing Downtown as a shopping destination. Following recommendations in the DREAM Marketing Plan, the DTO should develop

advertising campaigns to promote Downtown. Advertising will require funding and should include traditional media, however innovative use of the internet and social media can reduce advertising costs. Funding can be provided from proposed Downtown financial mechanisms and may include cooperative involvement with the merchants.

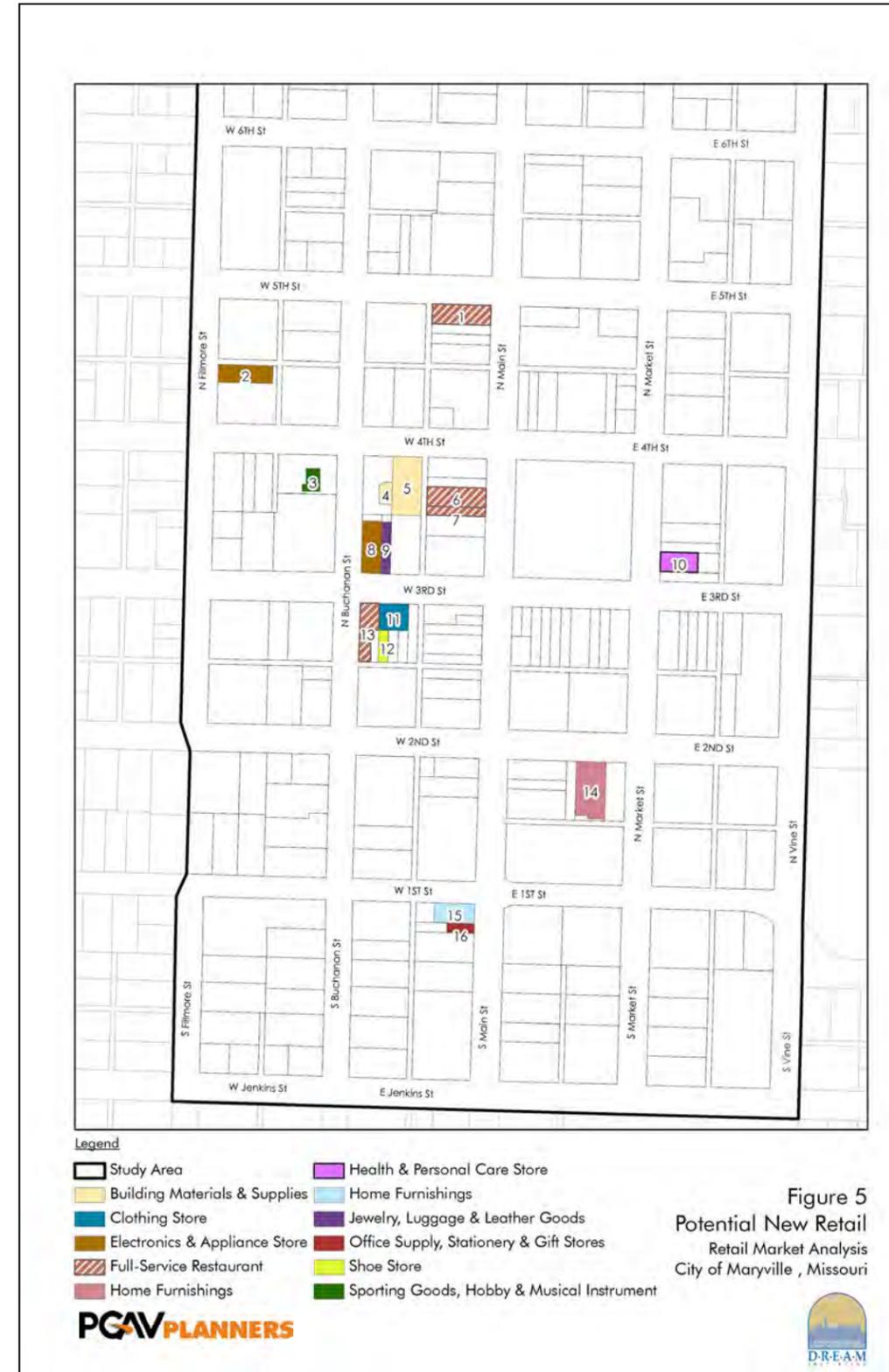
- **Develop Signature Downtown Events.** Downtown revitalization should not hinge on events, but events are vital for raising the visibility of Downtown businesses and securing Downtown as a destination. Events can be resource intensive, but with the new DTO Events Committee, the group should be able to review existing events and adjust or develop new activities. One or two signature events with broad appeal can successfully cement Downtown as a destination. The Events Committee can then work with other groups and other existing events to build enthusiasm for the signature events. The committee should consider ways to balance student attendance with other attendees. University students can bring a vibrant energy, and volunteers, to the event. However, if an event becomes known as primarily a college activity, it can dissuade families from attending.
- **Focus Downtown Economic Development Efforts.** The DTO should work with the City and NCED to focus Downtown economic development efforts on improving restaurant variety and attracting businesses that demonstrate unmet retail demand. These businesses will help Downtown compete with other areas within the City and surrounding towns. The City can develop a streamlined process to help restaurants and Downtown business open as quickly as possible. The DTO should be the advocate for the business and walk them through City processes. The DTO can also develop a retail recruitment team to generate leads in addition to those coming from the City and NCED.



Existing retail along E. 3rd Street, looking east from Buchanan Street.



Existing Downtown Maryville retail locations.



Potential Retail opportunities in Downtown Maryville.

RESIDENTIAL MARKET

The residential market surrounding Downtown Maryville is critical to the well-being of Downtown. It is from these residences that businesses will draw regular customers and events will obtain attendees. Visitors will have to pass through the residential areas to reach Downtown. Maryville has the additional issue of maintaining housing quality for Northwest students that choose not to live on campus. This housing is often in the form of rental property, in and around Downtown.

The DREAM Initiative provided an opportunity for the Missouri Housing Development Commission (MHDC) to review the residential market demand of the City. Recommendations were developed to encourage Maryville leaders to promote residential projects that can meet identified future housing demand. Additional recommendations include improvements to housing conditions, relationships between landlords and tenants, student tenants, and zoning issues.

Recommendations regarding these and other residential issues for Downtown Maryville include:

- **Improve Housing Conditions.** After the City has implemented the previous recommendations of reviewing building and maintenance codes and enhancing property inspections, a greater focus should be given to housing conditions. The City should also coordinate with the housing authority, landlords, Northwest, and other local groups to distribute information regarding housing inspection and procedural changes. The DTO will be important to encourage Downtown property owner participation.

The DTO can host programs for property owners on topics addressed by City inspection staff and local contractors. These topics should encourage and help owners improve their property as well as understand the City's expectations. The City should take a greater role regarding residential programs, as the housing market extends well beyond Downtown.

Home ownership tends to lead to better maintained properties, and therefore higher property values. The national housing market is currently recovering from steep drops in value connected with the 2008 recession. As housing markets, and credit lending recover, Downtown Maryville has an opportunity to encourage homeownership. The City's role is to apply for and administer programs and grants, while the DTO can help promote active participation from potential new homeowners. Seminar programs can also be held in coordination with local banks to encourage homeownership.

- **Work with the University's Student Affairs Office.** The DTO should be continuing and improving its relationship with Northwest through the Downtown Ambassador Committee. However, from a residential standpoint, the DTO also has an interest in helping improve the City's relationship with Northwest.

Much of the Maryville student housing market demand is being met on-campus, however, off-campus rental housing exists throughout the City, including in Downtown. The City and DTO can encourage better tenants by including students in Downtown living tours, and reaching-out to incoming students as soon as the school year begins. By cultivating knowledgeable tenants, Downtown will improve housing conditions as renters require more from their landlords.

- **Ensure that Zoning Codes do not Encourage Excessive Single-Family to Multi-Family or Group Home Conversions.** Several large single-family houses were identified in Downtown Maryville that have been converted to apartments or group housing, presumably for off-campus student housing. This practice tends to damage the architectural integrity of a building. The City should carefully consider its



The Maryville housing market includes many off-campus student units.

existing zoning codes to determine if the codes allow or encourage these types of conversions. The Student rental market is strong in Maryville and will likely remain so, however new on-campus housing has recently been constructed that may affect demand at off-campus locations. Initially, zoning adjustments may cause residential vacancies, but homeownership opportunities will eventually emerge.

- **Encourage the Development of Market Rate Rental Units in Downtown.**

The MHDC residential demand analysis identified potential housing demand for about 60 market rate rental units over the next five years.

The City and DTO should work to attract residential developer interest for Downtown property with the potential to be rehabilitated and meet this housing demand. Upper floors and infill construction are likely opportunities upon which the DTO can assemble information and assist with marketing efforts.

- **Develop Downtown Amenities to Attract Residents and Increase Housing Demand.**

In addition to encouraging development projects that meet the existing residential demand identified by the MHDC analysis, the City and DTO should work to improve Downtown living conditions. Enhancements to the business mix, building conditions, and public streetscape will encourage new potential Downtown residents and develop demand for more housing units. Most of these amenities, such as building conditions, added retail businesses, and streetscape improvements also feed into other DREAM tasks to create a vibrant Downtown atmosphere.

Events can also add to the desirability of Downtown living. The Event Committee of the DTO should encourage appropriate events and seek to involve residents, potentially developing events, such as house tours, to promote Downtown living.

- **Encourage the Development of Affordable Senior and Family Rental Units Nearby Downtown.**

The MHDC residential demand analysis identified potential housing demand for about 43 affordable family units, and 23 affordable senior units, for a total of 66 units in the next five years.

Often, family housing units are not compatible with a downtown business environment. Additionally, upper floors are typically not appealing to senior households.

However, if these housing developments can be located nearby Downtown, they can still contribute and be an important segment of the overall Downtown retail sales market. The City should look for these opportunities and work with interested developers.

Complete information on the City's housing market can be found in the *Maryville DREAM Residential Demand Analysis*, December, 2008.



Downtown Maryville housing exhibited a range of conditions. The dilapidated home at top has recently been demolished. Below, a well maintained single-family home.

FINANCIAL MECHANISMS

The Financial Assistance Review analyzed several funding mechanisms that are available to Downtown Maryville to encourage business development, and public or private investments. The intent of this DREAM task was to provide concepts for potential project and programmatic funding, along with the preliminary financial data necessary to support the further exploration of these incentives and programs.

There are a wide range of potential financial tools available to support Downtown revitalization efforts in Maryville. These include mechanisms such as a CID, Local Option Economic Development Sales Tax (EDS), Tax Increment Financing (TIF), historic tax credits, low income tax credits, and participation tax credits. While the Financial Assistance Review does not make definitive recommendations about which tools the City should establish, this Strategic Plan acknowledges that some specific funding source should be designated to support ongoing Downtown revitalization efforts.

The Financial Assistance Review provides a catalog of options to be considered in brainstorming how to accomplish various projects recommended by this Strategic Plan. The decision on which tool (or tools) to establish will be determined in part by the nature of individual projects and the willingness on the part of local officials and decision makers to engage in public-private partnerships. Regardless of the specific financing mechanism, the general goal of the DREAM financial recommendations is to leverage public funds to attract private investment that leads to job creation, business growth, and attractive Downtown buildings and public spaces.

Detailed statutory requirements and procedures regarding incentive tools available to Maryville are provided in the *DREAM Financial Assistance Review* June 2010. A brief summary of CID, EDS, and TIF follows:

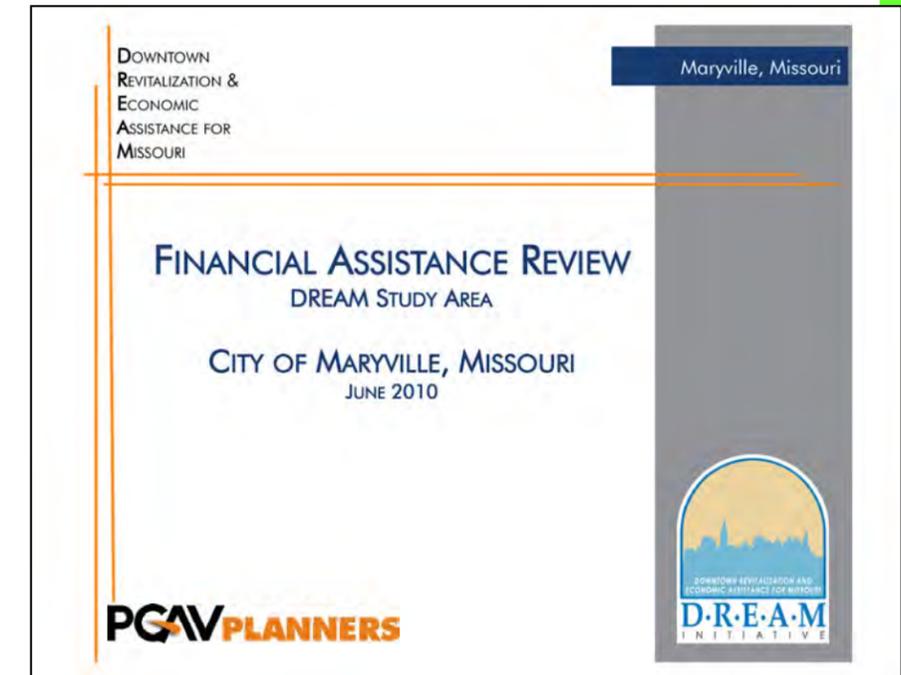
- **Community Improvement District (CID)**
As noted in the Organizational Structure section found on page 9, a CID provides a level of Downtown organization through the Board that is created. The mechanism is effective at focusing revenue for specific costs within the CID. With a variety of eligible costs

that can be funded, a CID encourages City leaders to operate programmatically, as well as on a project-by-project basis. The City of Maryville has effectively united for specific Downtown projects, but could use CID assistance, including funding, to operate a Downtown Organization.

The municipality, in cooperation with property owners can establish either an additional sales tax within the District boundary, an additional property tax levy, or some combination of both. The funds may be used in the district for a wide variety of public facilities or improvements, and programs and services such as, business and tourism promotions, refuse collection, and maintenance of public facilities.

Based on historical sales and property tax data for the DREAM boundary, the Financial Assistance Review estimates that a one percent CID sales tax would initially generate about \$120,000 annually. The amount of this funding is anticipated to grow as Downtown revitalization efforts increase business density and sales. The CID could also be structured to levy a \$1.00 property tax assessment to generate another \$48,000 annually, if necessary. A CID also carries with it an annual administration cost.

- **Local Option Economic Development Sales (EDS) Tax**
An additional sales tax, up to one-half of one percent, may be imposed by cities in the State of Missouri to fund economic development initiatives. This tax may be imposed after voter approval by referendum. The EDS can be relevant to downtown revitalization efforts because the state statute allows the municipality broad discretion in the use of generated revenues beyond limits on administrative costs and certain other requirements. An EDS can allow for allocating a portion of the revenue to assist in Downtown Maryville revitalization efforts and support other economic development projects throughout the City.



Maryville DREAM Financial Assistance Review.

The Financial Assistance Review projects EDS tax revenue for Maryville based on the assumption of a one-half of one percent sales tax, and a structure of not more than 25% of the revenues for Administration, at least 20% for Citywide economic development activities such as:

- Land acquisition
- Infrastructure for industrial or business parks
- Extension of streets
- Public facilities directly related to economic development and job creation
- Providing matching dollars for state or federal grants

The remaining 55% can be used on the above activities, or dedicated specifically to Downtown projects in the areas of:

- Marketing
- Providing grants or loans to companies for job training, equipment acquisition, site development, and infrastructure
- Training programs to prepare workers for advanced technologies and high skill jobs
- Legal and accounting expenses directly associated with the economic development planning and preparation process
- Developing value added and export opportunities for Missouri agricultural products

Based on historical sales tax data for the City, the DREAM Financial Assistance Review estimates that Maryville could generate over \$800,000 annually from a one-half percent EDS to be used in the above manner. This revenue source would also be expected to grow over time. The City could also borrow against this revenue by issuing bonds to fund a large project.

Raising the sales tax in the City must be weighed carefully and would require voter approval. It is important that the DTO play an advocacy role and communicate to the voters that the benefits of a more vibrant Downtown with greater retail variety and visitor draw will far outweigh any loss of business due to a higher sales tax rate.

- **Tax Increment Financing (TIF)**
A TIF District leverages future public tax revenues in a specific area that is determined to be “blighted” or a “conservation” area, and that is not expected to develop on its own and to attract new private investment to that area. In a TIF, property tax, sales tax, and certain other tax revenue from new improvements that occur after establishment of the TIF would go into a fund to be used by the City to pay eligible project costs. A TIF is established for a maximum of 23 years. No existing annual revenues that are being generated at the time of the TIF districts establishment are captured for TIF purposes.

TIF could be used in two basic situations. The City could establish a TIF as an incentive to assist a major private development project, an especially useful tool if there are extraordinary expenses associated with developing the property such as building demolition, negotiating with multiple property owners, or environmental clean-up. Alternatively, the City could establish a TIF district that would cover a larger area and use incremental revenues for infrastructure improvements, façade improvements, and other public and private projects in the district.

The Financial Assistance Review includes revenue projections based on the assumption that a TIF would be established for the DREAM study area. Renovation and improvement of private properties would gradually increase the equalized assessed valuation and generate more property tax revenue for the TIF fund, in addition to capturing sales tax increment.

Based on historical sales and property tax data for the DREAM Boundary, a TIF district would generate modest revenues. However, as improvement projects are implemented that increase the value of properties and amount of taxable floor area, the TIF revenue could eventually generate significant sums that could be channeled back into improvement projects.



An example of how to promote a downtown project funded with TIF funds, from Kirksville, Missouri.

MARKETING

With many of the organizational and residential aspects enhanced, Downtown Maryville can begin to fully market itself. Marketing efforts will not only affect potential residents, businesses, and visitors, but also existing residents and businesses. Effective marketing techniques will instill a sense of pride and place in Downtown.

Downtown revitalization efforts will help address the need to promote Downtown using a coordinated strategy. Marketing involves a variety of methods and a variety of media. Methods such as paid collaborative advertising will help demonstrate that Downtown is a unified shopping district. Using various kinds of traditional media, as well as new media such as the internet and social networking, will help ensure that Downtown’s marketing message reach their intended audiences.

Downtown Maryville benefits from Northwest marketing significantly, but needs to launch its own efforts to help control the messages about Downtown. The board of the DTO, at the appropriate time after numerous other Downtown aspects are enhanced such as organization and funding, will use various methods and media to promote Downtown overall, its businesses, its opportunities, and special events. The marketing component of the DREAM Initiative focuses recommendations in four primary areas:

- **Housing**
- **DTO Funding**
- **Community Pride**
- **Downtown Business Environment**

Strategies to attain objectives in these areas were identified after discussions with local leaders, conducting a situational analysis, and an evaluation of the existing Downtown Maryville media landscape. All of the Marketing strategies are found in the Maryville DREAM Marketing Plan, May, 2011. Primary strategies include:

- **Housing**
Housing is an important element of any city, but in Maryville, housing is a critical aspect. Given the close

proximity of Northwest to Downtown, the impact of the residential market and needs of the students cannot be overlooked. The City should continue efforts to improve the physical aspects of housing, however the DTO should assist with efforts to encourage increased participation in City residential programs.

The DTO can provide public outreach using Downtown housing success stories to promote living in Downtown Maryville. Opportunities for positive coverage in local and regional press agencies should be seized along with face-to-face interviews with area housing officials. The topic of Downtown living requires promotion beyond the student rental market.

Additionally, the DTO should consider creation of a brochure or other information regarding City residential programs, and services. Such an informational piece can also include information to encourage better Downtown tenants and information about upcoming DTO seminars.

• **DTO Funding**

The DTO needs to promote itself after the group is formed organizationally. Downtown needs to know that it has an active champion with a Board of Directors, mission statement, goals, committee structure, and business plan. All of these elements can be communicated through marketing efforts such as traditional printed materials, face-to-face meetings, and new, electronic media materials.

The DTO can develop a community blog, Facebook page, and other social networking tools relatively inexpensively. The key to using these tools, and where the costs lie, are in the personnel required to maintain the information. The DTO must identify some dedicated resources and volunteers to develop a positive public outreach effort for Downtown.



City of Maryville website homepage.

- **Community Pride**

As the DTO and City begin to promote Downtown’s successes, marketing messages should shift to include a greater focus on community pride. An aspect of this message should be to encourage volunteer participation in the DTO and throughout the City. This can be accomplished by the addition of some programs and greater promotion of existing efforts.

The DTO should consider establishing a “Downtown Backer” type of volunteer membership that will help Downtown businesses and concerned individuals express their pride for Downtown. This program can be as simple as a small window sticker that helps a business demonstrate its support for the DTO to its customers. Such a program should be narrowly focused on the Downtown businesses.

The DTO should also promote involvement in the City’s Pride of Maryville (POM) program. POM is a volunteer program that encourages groups to adopt specific areas of the community and clean-up that area on a regular basis. At present, there are only 5 groups participating and one group is responsible for over 85% of the designated areas. Downtown is divided into four areas, with 2 groups responsible for three areas and one area unassigned. Downtown is greatly underrepresented in the program. The City should adjust the program to allow Downtown to be one area. The newly formed DTO should assume responsibility for the Downtown area. The DTO and Downtown businesses have the opportunity to provide a higher level of service through the POM program and can demonstrate how such a volunteer effort can advance beyond the regular clean-up duties.

The DTO can also work to leverage POM volunteers into painting and other aesthetic improvements needed by some Downtown property owners. The DTO could also encourage individual property owners to develop window displays during the holidays, that could lead to some friendly Downtown competition.

By marketing these programs, the DTO will also be marketing Downtown and encouraging volunteer involvement in its own organization.

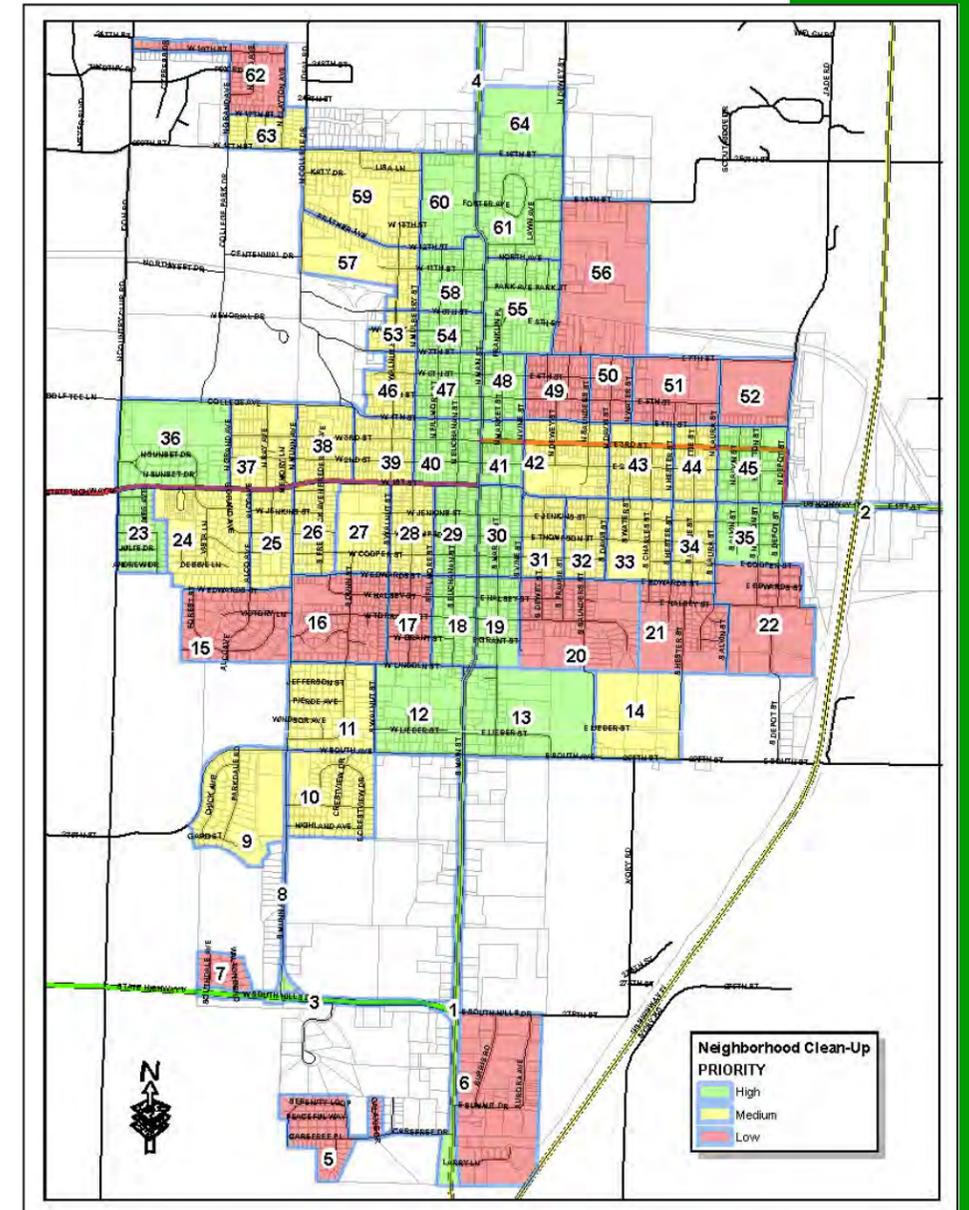
- **Downtown Business Environment**

The City and DTO should work to attract investors to Downtown properties, but also need to be prepared to promote and capitalize on Downtown’s unique shops. Downtown will need to take full advantage of available development tools and DTO should work to make certain that important information for potential developers and businesses is readily available.

As the City focuses Downtown economic development efforts on the retail categories that demonstrated unmet demand, the DTO can promote the effort to the community and develop information for the City to use in its efforts. Restaurants were also identified as an area of unmet demand that the City can seek to attract, and the DTO can help develop interest by launching trade magazine advertising efforts.

When the DTO has identified stable funding sources, it should develop methods and advertising that promotes Downtown as a unified shopping destination. Efforts using the internet can be effective, but will require knowledgeable personnel to launch and maintain. Existing retail merchants can also be taught to maintain their internet information, and may be encouraged to adopt similar design themes and wording conventions to describe Downtown.

The DTO can also highlight Downtown retail opportunities and improve overall aesthetics by filling vacant storefronts with illustrations of Downtown’s potential, recent successes, and information of interest to possible investors. This materials should also be available in other formats and on the DTO website.



Pride of Maryville (POM) neighborhood clean-up map.

DREAM Initiative Process



IMPLEMENTATION

The DREAM Initiative planning process involved a series of analytical and planning activities for Maryville that have been outlined in the previous sections of this document. This Downtown Maryville Strategic Plan ties together all of the recommendations from the various planning components with a set of key goals that will drive Downtown revitalization.

Many of the improvements that Downtown Maryville requires for sustained revitalization are not physical in nature. The areas of organizational structure, development funding, City enforcement policies, and marketing techniques represent the primary recommendations of this Plan. While some overall physical issues were uncovered, such as street and housing conditions, these issues were not specific to Downtown.

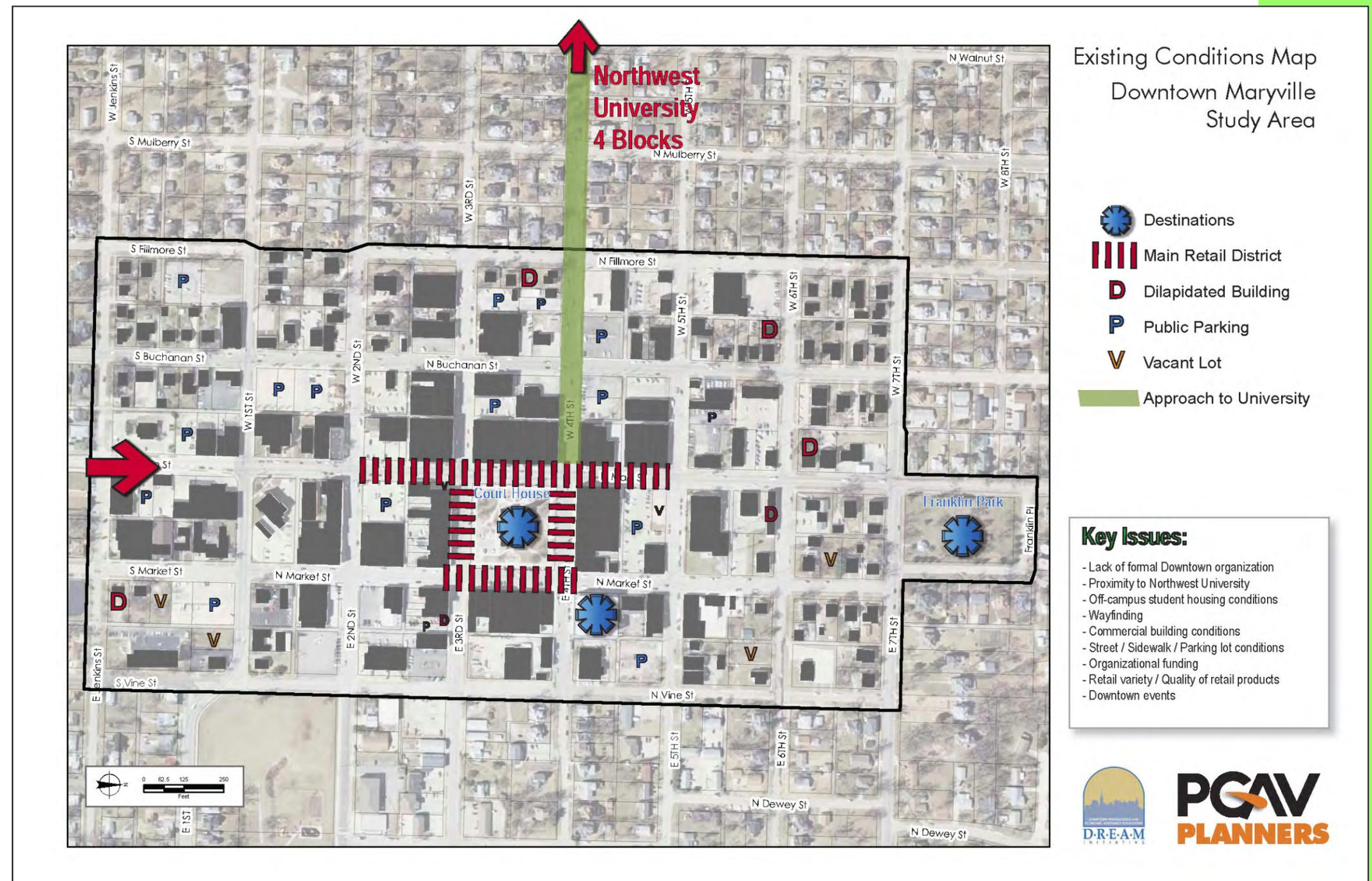
Included in this section are illustrations of Downtown Maryville existing conditions, wayfinding concepts, and an implementation schedule. These elements will give community leaders a catalog of action items that will comprise the agenda for Downtown over the next several years.

Existing Conditions:

One of the steps in developing the Strategic Plan was to prepare an Existing Conditions Map that highlights the location of key features, challenges and opportunities in Downtown Maryville. Specifically, the map denotes the location of activity centers, destinations, views, key entryways to Downtown, vacant lots and other important elements. This map offers a consolidated “big picture” view of the planning context for Downtown Maryville. It also sets the stage for conceptual planning and special projects.

The Existing Conditions map also lists nine key issues identified throughout the DREAM process, that relate to Downtown conditions. These issues introduce some general categories into which the DREAM recommendations fall. These include:

- Improving Downtown leadership.
- Enhancing the relationship with Northwest Missouri State University.
- Improving all building conditions, including off-campus student housing.
- Improve control over the maintenance of existing Downtown businesses, buildings, and new construction.
- Enhancing existing public infrastructure, including wayfinding.
- Strengthen and improve existing businesses and quality of goods sold.
- Develop organizational and development funding tools.
- Capitalize on the City’s existing visitors.



Existing Conditions Map
Downtown Maryville
Study Area

- Destinations
- Main Retail District
- Dilapidated Building
- Public Parking
- Vacant Lot
- Approach to University

Key Issues:

- Lack of formal Downtown organization
- Proximity to Northwest University
- Off-campus student housing conditions
- Wayfinding
- Commercial building conditions
- Street / Sidewalk / Parking lot conditions
- Organizational funding
- Retail variety / Quality of retail products
- Downtown events



Wayfinding Concepts:

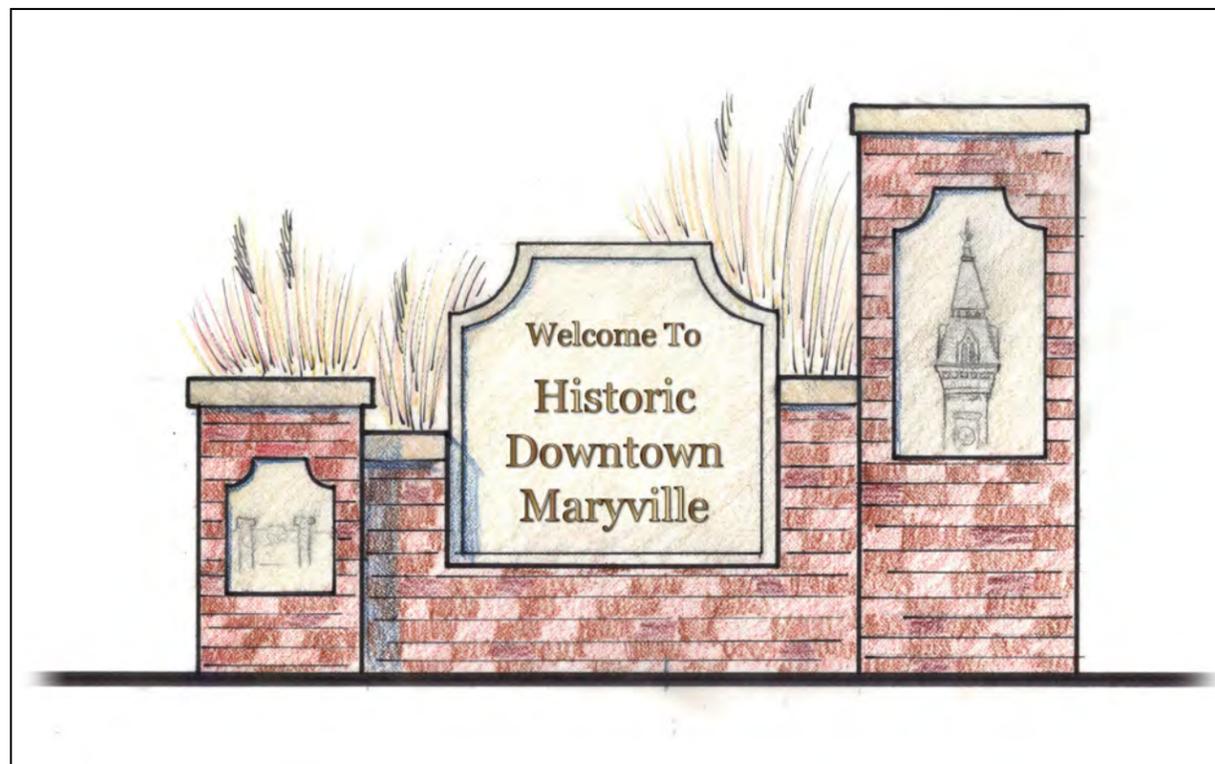
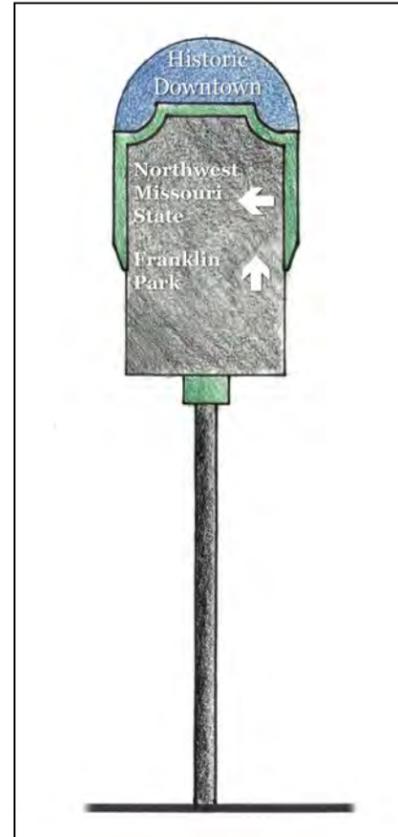
Wayfinding can help address a number of downtown problems. Often perceived issues such as parking, traffic, and safety are related to the ability of a visitor to navigate between downtown attractions.

There is no existing wayfinding effort in Downtown Maryville, however there are several attractions in the area. Many visitors travel through Downtown to reach Northwest, City Hall, and the Nodaway County offices. These attractions, as well as Downtown businesses, can benefit from a simple wayfinding system using gateway and directional signs.

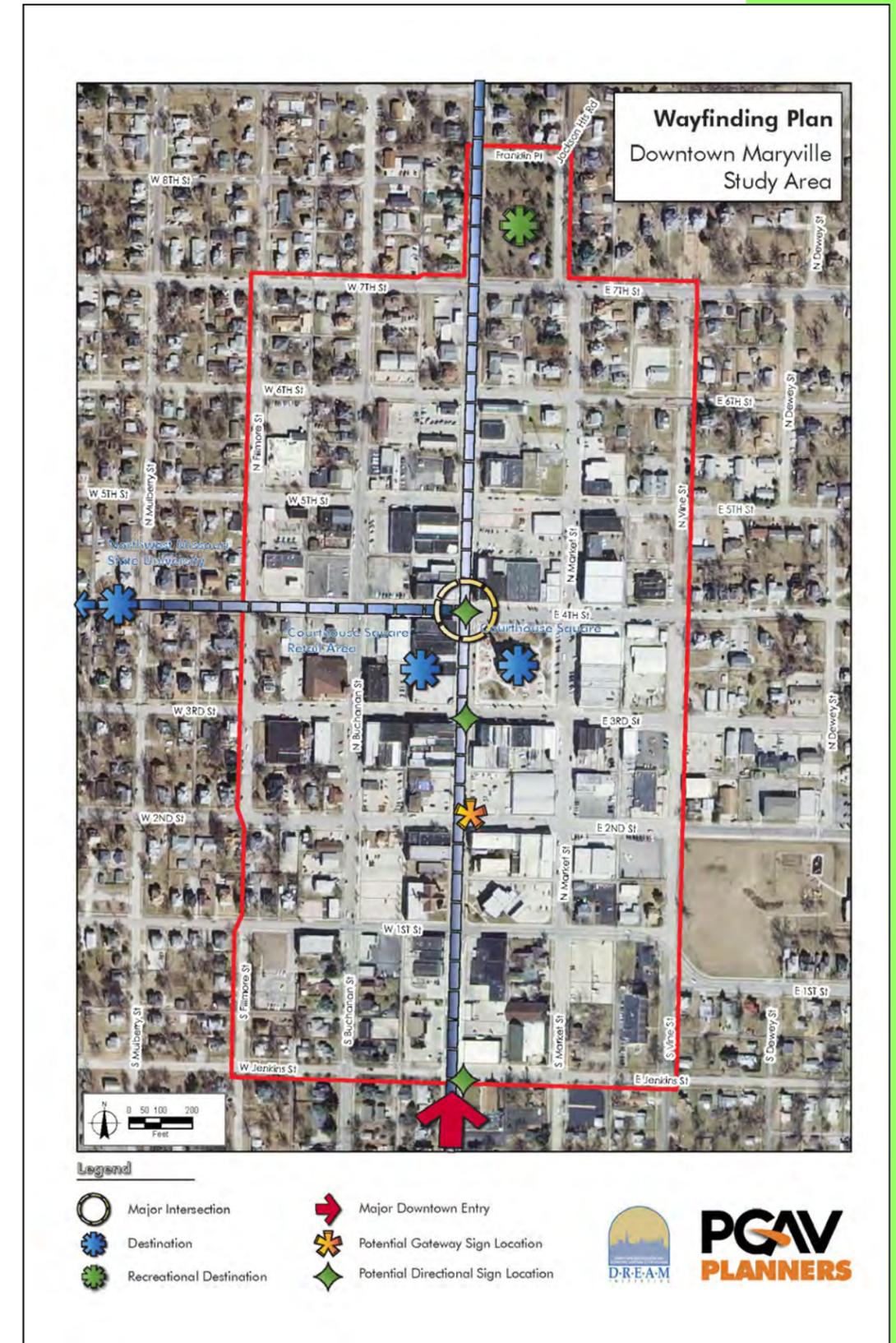
Additionally, this project should be easily implemented and can help the newly-formed Downtown Organization gather momentum needed to attract resources and volunteers.

Gateway signage will announce to visitors that they have arrived in Downtown Maryville. Such a sign may be located on the public parking lot located on the northeast corner of N. Main and 2nd Streets. Directional signs should be placed at key intersections where a visitor must make a decision to reach a large attraction. Key intersections for Downtown Maryville are along Main Street at Jenkins, 3rd, and 4th Streets.

Illustrations of this signage and a map showing potential sign locations are found at right.



Potential Wayfinding signs: Directional Sign—Top Right; Gateway Sign—Bottom.



Potential locations for Wayfinding signs.

IMPLEMENTATION SCHEDULE

The implementation schedule located on the following pages organizes the projects and programs in categories that relate to the Maryville DREAM Initiative tasks.

These tasks included: Organizational Structure, Land Use & Building Survey, Community Surveys, Building Design, Retail Market Analysis, Residential Market Analysis, Financial Assistance, and Marketing.

Each recommendation is listed by objective, description, responsible party, support groups, starting timeframe, and tools, techniques, and resources. Each of these aspects is proposed for planning purposes and is considered in the context of their relationship to each other and Downtown Maryville's needs. For example, in some cases, a particular recommendation must be completed before another can begin.

Organizational Structure

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
1 Develop a new non-profit Downtown Organization (DTO) to lead revitalization efforts, that is based on the Campaign for Community Renewal (CCR).	The DTO needs to be reinforced as the lead Downtown group. Coordination of existing groups to understand and provide a Downtown-focused organization is required for a long-term revitalization effort.	City	Campaign for Community Renewal, Nodaway County Economic Development (NCED), Greater Maryville Area Chamber of Commerce (Chamber), Northwest Missouri State University (Northwestern)	Q3 2012	It is not recommended that the CCR be replaced. There are interested and involved volunteers that meet somewhat regularly and have had success in developing the existing Downtown streetscape. However, the group should be formalized and expand its focus to allow for other activities in Downtown.
2 Develop a Community Improvement District (CID) to bring services and financial support to Downtown.	This is also a financial mechanism recommendation. It is critical that Downtown identify and develop a sustainable funding source that the DTO can access for public projects and services. State or Federal funding sources are increasingly more difficult to obtain, so Maryville will need to establish a local source to improve and maintain its Downtown.	City	Newly Established Downtown Organization (DTO)	Q2 2013	A CID effort will be initiated by the City, but will require broad support that is obtained from successful public outreach. This aspect of the CID will require adequate time and assistance from Downtown supporters.
3 Develop an ambassador committee of the DTO that works with the university students, faculty, staff, and alumni.	As the DTO develops its committee structure, this committee is a critical inclusion that should set goals to ensure that Downtown Maryville is well-represented and promoted to this important consumer market.	DTO		Q2 2013	This committee may need another name, as the Chamber has an Ambassador Committee that focuses on its members. Whatever the name, a committee devoted to the relationship between Downtown and Northwest is needed.
4 Develop an events committee of the lead Downtown organization.	Another important committee that will have ties to the student ambassador committee. This group will work to develop new events and expand existing events in Downtown Maryville. These events should seek the support of Downtown businesses, as they will be the benefactors of the promotions, advertising, and activity.	DTO		Q3 2013	Groups currently holding events in Downtown should be coordinated and assisted by the DTO. Promotions should be centered on activity occurring in Downtown, for the good of Downtown, and as such should not conflict with Chamber or other events. Eventually coordinated advertising campaigns for the Downtown Maryville businesses as a whole, should be developed.
5 Engage Northwest Missouri State University (Northwestern) leaders in discussion about relevant issues such as housing.	Related to the student ambassador committee, this is a higher-level planning effort on behalf of the City, Downtown Maryville, and other civic leaders to ensure sound future growth and identify issues, as well as to continue to cultivate a positive relationship between the City and Northwestern.	City	DTO, Chamber	Ongoing	Establishing the Ambassadors Committee helps demonstrate that the DTO understands the importance of Northwest, however the involvement and interlacing of Maryville and University leaders should continue to occur on a higher level. Northwest has a long-range plan for the growth of the University and Maryville should assist in decisions such as this whenever possible.
6 Explore the development of a local historic preservation commission, historic district, and apply for Certified Local Government (CLG) status.	The City has designated a Courthouse Square District for regulatory purposes related to Zoning and Signage. To assist with building codes, infill development, and other design standards, City leaders may wish to expand this effort to form a Downtown Historic District.	City	DTO, Local Historic Groups	Q3 2016	Along with the District, the City would adopt a Historic Preservation Ordinance and put into place a Preservation Commission. The Commission will seek to have the City obtain CLG status and then will review building activity in the Historic District. These are active and necessary measures to protect Downtown Buildings.
7 Periodically review responsibilities of the new Downtown group, and other involved organizations, regarding the efficient delivery of services to Downtown and its businesses, residents, and visitors.	This is an extension of the recommendation to establish the DTO and is intended to demonstrate that all of the groups that have an interest in Downtown Maryville should remain flexible regarding their roles and abilities to serve Downtown. An important aspect needed to drive revitalization efforts is that a group is developed (DTO) with a Downtown-focus, not just a subset of another group.	DTO	City, Chamber, NCED	Q3 2016	There has been interest in Downtown Maryville by the larger regional groups such as NCED and the Chamber. However, these groups often do not share the same vision or scale of operation that Downtown requires. It is critical that the DTO periodically review activities with the City to ensure that Downtown's interests are being met, and met by the DTO. An important synergy needs to develop between all groups, but the focus must remain on improving Downtown.
8 Pursue adding Downtown Maryville Community Development Corporation (DMCDC) if necessary to encourage focused Downtown investment.	NCED can fulfill the traditional Community Development Roles, but with an aggressive work plan, Downtown interests may constantly be competing for attention. If necessary, the DTO should seek for form its own CDC.	DTO	NCED	If Required	Activities such as land acquisition and clearing can be handled by a multi-bank CDC that has a tight focus on Downtown properties. The CDC should work with NCED and other area agencies to ensure no efforts are duplicated.

Land Use, Buildings & Infrastructure Survey

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
9 Coordinate mapping improvements with existing comprehensive planning effort	The City is currently undergoing a Master Planning process and should take all necessary steps to utilize the mapping developed in the development of the City GIS database.	City		NOW	This recommendation will help ensure that Downtown interests are woven into the overall City comprehensive plan.
10 Develop a GIS system to provide mapping products on the Maryville website.	Improve City mapping capabilities to the extent that data can be added to the City website. Information regarding buildings and parcels, utilities, zoning, and major projects should be displayed in an intuitive format.	City	County	Q1 2013	Nodaway County will have base parcel information that will include valuation and ownership data when integrated with the City system. The County could also be a partner with the City regarding the online delivery of this data system. Many counties provide GIS information as a public service.
11 Maintain Information Regarding Downtown Development Sites and Vacant Buildings	New private investors will be interested in vacancies, contact information, and planned projects. It is important for the City and NCED to help develop this inventory, but the DTO will be critical to maintaining the information for Downtown.	DTO	City, NCED	Q1 2013	It is important that the DTO talk with vacant building and lot property owners to assure them the group is not 'listing' their property as a real estate agent would, but merely desiring to provide contact information to interested buyers or tenants. The City and County can provide detail on the property and the inventory can be promoted by NCED.

Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
12 Conduct regular surveys of graduating Northwestern students	As noted in the recommendation regarding the Focus Groups below, students of Northwestern were not included in the initial effort. The University population of about 6,000 causes the City to swell by half of its permanent population, therefore this segment of people cannot be ignored and an understanding of their viewpoints of Downtown is critical information upon which to build planning efforts.	DTO	Northwestern	Q4 2012	By focusing on the graduating students, the survey sample will be smaller and more manageable and should also include knowledgeable, more mature students. The university student affairs office will be instrumental in helping with this survey. Methods should include an email or social networking delivery.	
13 Design a Wayfinding System	The DTO should work with the City to design the Wayfinding concept to be installed in a few years.	DTO	City	Q3 2012	This is a task that the DTO can launch that will be attainable and build momentum for Downtown. The City could wait until the CID is in place, but could possibly act earlier as the Wayfinding design need not be costly to be attractive and effective.	
14 Reconvene/expand the DREAM Focus Groups	The groups included the CCR, City officials, Downtown business owners, long-time residents, and new residents. It is critical to revitalization efforts that these interested individuals are given future opportunities to volunteer and connect with Downtown activities.	DTO	City, Chamber	Q4 2014	By planning a 5-year follow-up schedule, the groups can discuss achievements since the DREAM program began and note challenges for the future. The DTO should consider adding some groups, perhaps working on a student session or combining the resident groups. An outside, impartial facilitator to conduct the sessions is best so individuals will feel free to speak about any topic.	
15 Conduct Telephone Survey	Consider revising the 2008 DREAM phone survey questions regarding Downtown and conducting another survey to monitor changing attitudes of residents. This survey is for residents only and attempts to present a cross-section of various demographic aspects of the community through quota responses.	DTO	Chamber	Q1 2015	The DTO can follow the format previously used, but using a surveying firm and phone bank may also be required. The Chamber may wish to participate if some questions can be expanded to include the community as a whole. The survey can be of interest to the City's businesses as they seek to understand their largest consumer market.	
16 Conduct Visitor Survey	The DREAM visitor survey was conducted in the winter of 2009 and Spring of 2010. The survey received a lot of response from area students and attempted to separate this segment from results when possible. The DTO should consider how to survey attendees at City and Downtown events to get a clear picture of Maryville's visitors.	DTO		Q2 2015	A regular survey instrument administered by volunteers at City events and attractions can help determine the image visitors have of Downtown and also serve to advertise Downtown a little.	
17 Communicate all survey results to Downtown groups, leaders, and businesses	The DTO will need to interpret survey results and encourage appropriate actions by Downtown businesses and leaders. Any city-wide results will also be of interest to the Chamber.	DTO	Chamber	Ongoing	The DTO and Chamber can hold seminars or brainstorming sessions when significant amounts of information become available. It is critical that this information be used.	
Building Design and Conditions						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
18 Review building codes, practices, and policies to ensure high quality construction city-wide.	City officials and staff should lead a review effort to focus on policies and procedures that ensure the reduction of structural building issues.	City		NOW	Issues such as in-fill standards, existing rehabilitations, and building materials are of particular importance to Downtown Maryville.	
19 Review maintenance and nuisance codes, practices, and department policies to ensure that existing structures are well-maintained.	Again, the City takes the lead with the review, but can also gain some assistance from the DTO regarding aesthetics of existing buildings.	City	DTO	Q1 2013	The DTO should organize monthly walks with City officials to review concerns in Downtown Maryville. The City and DTO can then identify the top issues and develop strategies to deal with them. The DTO can also help communicate these strategies and encourage property owners to improve their property.	
20 Review the City sign code and consider the amount and placement of business signage that is currently allowed.	Again, the City takes the lead with the review, but can also gain some assistance from the DTO to balance business interests with aesthetics.	City		NOW	Existing signage in Downtown can be excessive. Standards that limit the number, size, and location on Downtown commercial buildings are needed to ensure that signage doesn't detract from the architectural character of the building.	
21 Review property inspection procedures for commercial and residential property.	Along with the reviews in the above recommendations, the City Council should also consider taking a more proactive approach to identify maintenance issues before buildings become structurally unsound.	City		NOW	Downtown merchants and property owners will need to be briefed regarding any changes with inspection procedures. While the City will have to establish these procedures, the DTO should help inform Downtown.	
22 Develop infill and rehabilitation design standards, complementary to the Downtown character, and implementable in the future historic district.	Some standards for Downtown rehabilitations should emerge that can be enforced through the historic district designation and certified local government status, if not in other ways. The City should encourage these standards, working with the DTO.	City	DTO	Q3 2016	In many cases, a rehabilitated Downtown building is in the best shape it ever was and may ever be. It is critical that the City of Maryville insist on sound rehabilitation standards to protect the future of its Downtown buildings.	
23 Develop programs to encourage commercial façade improvements.	With the City having established inspection procedures and tighter rehabilitation standards, it should also seek to establish funding opportunities to assist Downtown property owners to achieve those standards.	City	DTO, NCED	Q3 2013	The DTO and NCED may be able to obtain funding sources as well and may be able to provide administration and promotion of the programs to boost participation. The City will need to consider all local sources, such as the CID and TIF districts, as well as apply for State and Federal funding. Facade revolving loan funds and grants have been successful in many communities.	
24 Maintain and expand public infrastructure, property, and facilities that provide a support structure for Downtown buildings.	Downtown revitalization efforts require significant public investments that serve as a catalyst for private involvement. The City has done this with the original streetscape work and the recent expansion to the streetscape. However, the City will need to constantly send the message to the private sector that the City is supportive of a Downtown investment.	City	DTO	Ongoing	The City and DTO will provide ongoing projects and funding mechanisms to encourage investment in Downtown buildings. The DTO will seek interested developers and work with the City to secure the project specifics. Often a developer just needs a streamlined process to reduce the development costs.	

Retail Market Analysis						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
25 Strengthen existing businesses	Downtown Maryville has a good base of existing businesses. The DTO needs to work with the City to strengthen this core, which will also generate volunteers, funding, support, and goodwill.	DTO	City	NOW	This effort can take many forms, some of which have their own recommendations in this Plan. The DTO should work to bolster existing programs such as Pride of Maryville and ribbon cuttings in Downtown to provide an extra response and demonstrate the vibrancy of Downtown. Other efforts may include streamlined City processes for Downtown businesses.	
26 Continually encourage Downtown businesses, particularly around the courthouse square, to adopt a user friendly atmosphere that will encourage shoppers and patrons.	Downtown merchants need to be reminded that they inhabit the core of the City and represent an important aspect of the community. The DTO can help prepare Downtown businesses to be good ambassadors to visitors. It is possible that business issues that are common to other merchants in Maryville or the region can be addressed, so the Chamber or NCED may be involved depending on the topics to be addressed.	DTO	Chamber, NCED	Q1 2013	The DTO should develop a program of seminars to deliver important information to Downtown businesses regarding issues such as customer service, expanded business hours, retail marketing, store layout, and product care and placement. The focus needs to be on Downtown stores, however the Chamber and NCED may be brought in as speakers.	
27 Improve the quality of existing retail businesses	Often what draws a Downtown merchant to their location is cost. Additionally, Downtown Maryville has a nearby market segment that consists of the university students. College students do not typically demand high-quality retail stores, products, or aesthetics.	DTO	City, NCED	Ongoing	As economic development occurs and Downtown values increase, Maryville leaders need to encourage higher-quality stores in Downtown Maryville. The student market must still be served, but property owners need to be shown that proper maintenance will lead to higher rents and values. Downtown merchants need to understand that attractive stores can serve not only their regular clientele of students, but also other visitors.	
28 Market Downtown Maryville businesses as a unified shopping destination	As Downtown businesses learn to better serve visitors, the DTO can begin activities closely related to some of the marketing recommendations. The DTO will promote Downtown Maryville as a unified district that provides shopping and entertainment for the region.	DTO		Q3 2013	This activity will be a highly visible program that the DTO needs to activate and operate successfully. Funding can be provided from the local mechanisms such as CID, with cooperative advertising support from the merchants. This step is critical for Downtown to become known as a district and destination, rather than just a grouping of stores.	
29 Increase Variety of Restaurants, Shops and Entertainment in Downtown	Consumers travel for variety. Downtown Maryville competes with other shopping centers in town as well as nearby areas such as St. Joseph and Kansas City, Missouri. For Downtown to become more of a shopping destination, the retail and restaurant variety needs to be increased by attracting more stores. The City and NCED, working with the DTO, should narrowly focus economic development efforts for Downtown.	City	NCED	Q4 2013	The City and DTO should develop material and a streamlined process to allow for a Downtown retail or restaurant location to open as quickly as possible. The DTO will act as business advocate and help walk the potential new merchant through the City processes. The City can ensure that health and building code inspections for Downtown locations get top priority. The NCED can promote these efforts to economic development leads to help encourage them to locate Downtown.	
30 Develop signature Downtown events to capitalize on the presence of Northwestern students, faculty, and visitors.	Downtown revitalization cannot hinge on events alone, but events are important for raising the visibility of Downtown businesses as a destination in the minds of city residents. As events can be resource intensive, the DTO, through its newly formed events committee, will need to thoroughly critique Downtown events and develop one or two signature events to help maximize the deployment of resources.	DTO		Q4 2013	Other events may occur, be promoted, and are still important. However, the signature events should be a primary focus and the smaller events can build up to them. As events are considered, the attractiveness of the event to students should be considered as well. Students bring a vibrant energy, but can also dissuade families from attending. If student volunteers can be obtained to assist with the event, attendance can be boosted.	
31 Install a Wayfinding System	The Wayfinding concept designed by the community should be scheduled in the City's capital improvement planning and installed.	City		Q1 2014	Scheduling should occur before the start of the holiday season, after the CID has been formed. There may be phases such as the initial installation of the gateway sign, but the entire project will likely not be too costly.	
32 Attract businesses that provide products and services that are demonstrating unmet retail demand	Specific retail categories identified in the DREAM Retail Market Analysis task demonstrate unmet demand for the Downtown Maryville trade area. Businesses that open or expand product lines to include these categories should see an increase in sales, therefore, these businesses make good targets for attraction to available Downtown buildings. The City and NCED, working with the DTO, should refine their economic development efforts for Downtown to businesses in these categories.	City	NCED	Ongoing	The DTO can develop a retail recruitment team to search for businesses in these categories, generate the lead, and make contact with the prospect along with the City and NCED. The categories include: Building Materials & Supplies; Furniture & Home Furnishings; Clothing/Jewelry/Shoes; Health & Personal Care; Electronics & Appliances; and Office Supplies/Stationary/Gifts.	
33 Review Downtown parking regulations for conflicts.	Initial observations during DREAM tasks indicated there is some conflict between evening restaurant and bar patrons and other Downtown businesses. Additionally, as the County Seat, employees of these offices will often occupy needed retail customer parking. The City needs to monitor these issues and determine if existing parking policies are working, determine the level of enforcement required, and ensure that visitors are not confused by parking signage or discouraged from visiting.	City		Ongoing	Parking is often a perceived issue, but that does not make it any less important of an issue. Public lots that are clean and inviting, coupled with signage that efficiently directs pedestrians to their destinations can enhance the walk from parking spot to store. Other innovative techniques include parking permits for residents and employees, specific and well-enforced on-street visitor 'zones', and valet service. Downtown Maryville leaders should consider these out-of-the box solutions to this common problem.	
34 Increase available retail space	Pedestrians typically make 'loops' along prime retail spaces when visiting a commercial area, walking down the street from their vehicle in one direction, crossing the street, and returning. If the storefront rhythm is broken by vacancies, or too few retail stores, the pedestrian is discouraged. The City of Maryville should encourage offices and other non-retailers to locate on upper floors or on less traveled side streets to preserve prime ground floor locations for retail stores.	City		Ongoing	Through zoning and economic incentives, the City can encourage these relocations. There are some services that do not detract from pedestrian traffic, therefore careful monitoring to ensure there is not an overabundance of services occupying prime spaces is required.	
35 Monitor demographic shifts of the University's student population, unique needs and challenges, and potential for impacts on Downtown attractions.	With the City and DTO developing a closer relationship with the University, understanding the demographic make-up of the students will help all planning efforts.	City	DTO	Ongoing	This recommendation is met by a combination of the previous activities, but the specific focus on the demographic changes of the student body should be captured in a periodic report that can be released to local businesses.	

Residential Market Analysis						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
36	Ensure that rental housing is inspected to improve conditions	As found in the building design section, a recommendation has previously been made to establish inspection procedures, including rental housing. This recommendation is repeated here to indicate the importance on the quality of rental residential property to Downtown.	City		NOW	In the case of residential property, the City can work with the housing authority, landlords, the university, and other local groups to establish and improve the rental inspection procedures. The DTO can provide help with getting Downtown properties on board with the inspections.
37	Develop maintenance and contractor education programs for local landlords and residential property owners to encourage improved housing conditions	A similar program for commercial property and business owners is recommended. A residential program needs to come from the City.	City	DTO	Q1 2013	The DTO can encourage participation, but the primary responsibility, as the residences in Downtown are far outnumbered by the rest of Maryville, rests with the City.
38	Work with the University's student affairs office to develop information, educational programs, and advocacy help to assist students living off-campus.	The City and DTO can encourage better tenants, and therefore better housing conditions. Students should be invited to tour Downtown living spaces and can develop into tenants with ownership-level potential.	City	DTO	Q1 2013	As some off-campus housing will occur in other areas of the City, it is to the City's benefit to develop a strong relationship with incoming students as soon as possible. These types of seminars should be oriented toward new students and the DTO can promote and help arrange aspects of the tours and meetings.
39	Review zoning codes to consider if multi-family is an acceptable use in large houses that were originally single-family and if the codes present any barriers to Downtown residential development.	During the DREAM task it was noted that there are a few large houses that have been converted to group housing for fraternities and some that have been converted into multi-family units. This is typically not a positive conversion for these properties. The City should consider the codes that allowed these situations to occur and determine if this should be allowed to continue.	City		NOW	Much of this converted housing is large and architecturally intricate. If the City can adjust its zoning, this method may cause some vacancies initially, but will protect these properties and eventually create opportunities for home ownership.
40	Encourage the development of market rate rental units in Downtown.	The City should work to identify developers that may be interested in existing sites or buildings for apartments and lofts. The DTO can assist with gathering information and providing marketing assistance.	City	DTO	Ongoing	The residential demand analysis projects unmet housing demand for 60 market rate rental units over the next few years for Downtown. This segment represents the primary residential market for Downtown housing.
41	Develop added amenities such as pedestrian walkways and plazas and mitigate issues such as parking and traffic, to increase demand for Downtown living options.	The City and DTO should work to develop public projects that increase the residential desirability of Downtown and build future housing demand.	City	DTO	Ongoing	These projects can likely be funded by the CID, TIF, or other grant options and should include ways to address parking, safety, and activities for the permanent residents. These projects are a matter of long-term planning as the area shows some market rate rental housing demand at present, but as that is absorbed, Downtown should be encouraging more demand in the future.
42	Maintain and improve infrastructure of Downtown and provide police enforcement where necessary to protect this infrastructure investment.	As public projects are proposed, often they are rejected by city leaders due to issues with vandalism or maintenance, and therefore do not accurately apply the correct enforcement resources. The City of Maryville must understand that public infrastructure is needed, and that it must be maintained and secured with the proper procedures and deployment of personnel.	City		Ongoing	More people in Downtown, will mean more people are watching. A vibrant downtown is a safe and populated downtown. If necessary, CID funding can provide added enforcement officials in addition to maintenance funding. Any discontinuance of Downtown infrastructure is essentially the City turning its back on Downtown and giving up on what infrastructure exists; this cannot happen for successful revitalization.
43	Plan for Multifunctional Downtown.	Downtown Maryville has some upper floor space that can be used as housing. Property owners should be encouraged with incentives to develop high-quality units to command market rate rents.	City		Ongoing	The City should include this effort in future planning. There are not many multi-story buildings, but the property owners of those that do exist should be encouraged to make productive use of the upper floors.
44	Encourage the development of affordable senior rental units near Downtown.	The City should work to identify developers that may be interested in existing sites or buildings near Downtown for an affordable senior living development.	City		Ongoing	The residential demand analysis projects unmet housing demand for 23 affordable senior rental units over the next few years. These units would be helpful to Downtown if they were nearby, but are not necessarily compatible enough to be located in Downtown.
45	Encourage the development of affordable family rental units near Downtown.	The City should work to identify developers that may be interested in existing sites or buildings near Downtown for an affordable family living development.	City		Ongoing	The residential demand analysis projects unmet housing demand for 43 affordable family rental units over the next few years. These units would be helpful to Downtown if they were nearby, but are not necessarily compatible enough to be located in Downtown.

Financial Mechanisms						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
46 Establish a Downtown Community Improvement District (CID)	As noted in the Organizational Structure recommendations, a Community Improvement District will provide the DTO with sustainable funding for improvements and programming. The City will initiate this incentive and pass the appropriate ordinances, but the DTO will be instrumental in providing the needed public outreach.	City	DTO	NOW	A CID can capture funding from property and sales taxes for a variety of services and projects. A one percent CID sales tax could generate over \$1.4 million in funding for Downtown projects and an additional \$1 property tax could provide another \$500,000. Proper outreach to communicate the benefits of the CID plan to local residents and merchants is critical.	
47 Establish a Local Option Economic Development Sales Tax (EDS)	The City can establish an EDS of up to one-half of one percent to assist in Economic Development city-wide and dedicate a portion specifically to Downtown Economic Development.	City	DTO	If Required	15% of an EDS dedicated to Downtown Economic Development could generate over \$100,000 annually. The DTO should assist with communicating information about the tax and specifically that there is no lack of business from an additional sales tax and that the benefits far outweigh any perceived drawbacks.	
48 Establish a Downtown Tax Increment Financing (TIF) District	The City should examine the possibility of creating a TIF District in Downtown as a means of supporting/promoting redevelopment efforts. Revenues generated could be used for variety of purposes including public infrastructure improvements, acquisition of property, etc..	City	DTO	If Required	As a further incentive, a TIF can be implemented to provide over \$1 million in Downtown improvements. Again, the DTO should be tapped to show these benefits of the redevelopment plan.	
49 Develop additional programs to address common issues among Downtown commercial buildings	DTO will need to fill an advocacy role in relations with the City to identify these common issues and encourage the pursuit and development of new mechanisms to address the concerns.	DTO	City	Q1 2013	City led initiatives such as a façade program can provide a small amount of public funding focused on important issues that can be slowly improved. Concerns like metal façade covering, tuckpointing, electrical wiring, and roofing are examples that the City can slowly help Downtown property owners address.	
50 Leverage local funds to obtain State and Federal funding for projects	The City and DTO should also remain vigilant regarding the leveraging of local sources, such as the CID, TIF, and EDS, for State or Federal funding.	City	DTO	Ongoing	Although State and Federal funding is declining, Downtown should continue to rely on the local sources and apply for any program for which projects and plans may fit. Plans are critical and if the City can show that the projects address a local need, grant opportunities should occur.	

Marketing						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
51 Continue marketing and public outreach regarding existing housing programs	There are some existing efforts, but the DTO should increase promotion of Downtown living opportunities.	DTO		Q1 2013	The success of Downtown as a living option will provide people that are customers, homeowners, and event attendees. The DTO will require a marketing budget to focus upon Downtown living advertising campaigns.	
52 Evaluate residential services provided and monitor program participation rates	The City should consider its existing housing improvement programs and if they are being used to their fullest and best capacity. The DTO and Chamber may be able to encourage participation and promote the programs to Northwestern.	City	DTO, Chamber	NOW	Any program should be periodically evaluated, particular if participation rates have dropped. The City can help determine the needs and provide the program, while DTO and Chamber reach the potential participants of programs such as the revolving loan fund...also applicable to residential property interiors.	
53 Empower renters to improve the quality and image of their housing	The DTO should nurture its relationship with Northwestern to help students be better renters, as well as establish programs to reach other renters in the community.	DTO		Ongoing	Accurate information regarding housing options, landlord/tenant laws, rights, and responsibilities, city codes and policies, and other resources needs to make its way to landlords and potential renters in a proactive manner. DTO can develop brochures and host seminars to provide this information.	
54 Develop materials that demonstrate the value of the DTO	The DTO will need to develop materials such as a brochure and a website to promote its role in Downtown aspects such as events, businesses, projects, and other efforts. The DTO should also develop campaign information regarding the CID that will include the benefits of the district.	DTO		Q4 2012	The successes of CCR are important to promote too and should provide a launching point for the DTO. These promotions are important to develop funding for the DTO, but it will be important to have a focus on Downtown as much as the organization.	
55 Engage the public to develop support for the DTO	For the DTO to maintain broad support, it will need to consistently build its relationship with the public. This will ensure a supply of resources, including volunteers.	DTO		Ongoing	The DTO should understand the Downtown Maryville power structure and regular discuss the organization with key people. The DTO can also host town hall-type meetings to assess Downtown issues.	
56 Engage the public through virtual methods	The DTO will need to develop proficiency in blogging, facebook, and other social networking sites. The City of Maryville already enjoys a visible internet presence due to Northwestern, but there are no sites or blogs dedicated to Downtown Maryville.	DTO		Q1 2013	The City or Chamber may be able to help with blog writing, but the DTO needs to tackle this task and make sure the information is current and the sites are active. This type of marketing can be more effective than traditional methods.	
57 Expand and adjust the Pride of Maryville (POM) program to increase participation	Activities such as the Pride of Maryville (POM) program need a boost. There are currently only 5 groups splitting up 64 designated clean-up areas in the City. Downtown should lead by example and cultivate a base of volunteers in this program that goes beyond just clean-up assistance.	DTO	City	NOW	The DTO should approach the City about the designated Downtown areas and ways to expand the activities that the program offers to Downtown property owners. Downtown business owners should have the ability to be nominated and the clean-up program may also extend to light facade work or repair, with the City providing some financial assistance when identified. Additionally, the DTO should develop a Downtown clean-up program that sets the stage each year for Downtown properties to be nominated for POM.	

58	Increase local participation in Downtown activities and events through a "Downtown Backer" program	A voluntary membership program to help Downtown businesses and residents show their Downtown pride can be initiated by the DTO.	DTO		Q3 2013	This program can include perks for the members such as discounted admissions to Downtown events, public recognition, and storefront signs. Businesses can also develop promotions by advertising as a unit that a customer can receive a discount, etc. It is important that the voluntary membership be tightly focused on the DREAM Study Area, or Downtown as defined at the outset of the effort.
59	Promote Downtown capital improvements to nearby markets	The DTO is the champion of Downtown Maryville and will need to promote every success.	DTO		Q1 2014	Press releases should be written by the DTO and distributed to area papers, businesses, and other attractions such as Northwestern. As new businesses locate or public projects open, ribbon cuttings and tours should be developed. Area leaders need to know what is occurring in Downtown Maryville so they can spread the word.
60	Raise awareness of the unique shopping opportunities Downtown Maryville offers	The DTO, City, and Chamber need to develop ways to raise the visibility of Downtown businesses that extend beyond unified advertising.	DTO	City, Chamber	Q2 2014	The DTO can help advertise Downtown as a unit by purchasing Google and Facebook ads and also by assuring that local businesses have correct business listing information on commonly used internet directory sites. Other "buy local" campaigns, city-wide sidewalk sales, and back-to-school events for Northwestern can include the City and Chamber.
61	Highlight available store fronts online	The City and DTO should work to promote the available vacant space in Downtown Maryville.	City	DTO	Q1 2013	The City should have information from the GIS data and the DTO can contact the real estate agent or property owner to verify. The City should maintain the listing, but make it available to the DTO and the NCED for prospect attraction.
62	Highlight available store fronts by providing information in vacant windows	The DTO should maintain contact with Downtown property owners to provide displays in vacant windows.	DTO		Q2 2013	These displays will be focused on Downtown events, projects, and successes and should also provide contact information for the building. A larger display of this type may be more than what the City sign regulations would permit, and therefore is an incentive for the owner to allow it. The display shouldn't completely block the window, as potential investors and businesses will want to see into the space.
63	Advertise Downtown as a site location in industry magazines for businesses that are demonstrating unmet retail demand	As noted in the Retail Market recommendations, the City should work to attract the business types that are demonstrating unmet retail demand.	City		Q3 2014	One marketing method to reach these businesses is to advertise in the appropriate industry trade magazines. For example, the restaurant industry has trade periodicals such as <i>Nation's Restaurant News</i> , <i>Restaurant Business</i> , and <i>Restaurants & Institutions</i> . Advertisement in these magazines can provide the base of a restaurant attraction campaign.

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