



# DOWNTOWN STRATEGIC PLAN

CITY OF STRAFFORD, MISSOURI  
FEBRUARY 2013



CITY OF STRAFFORD

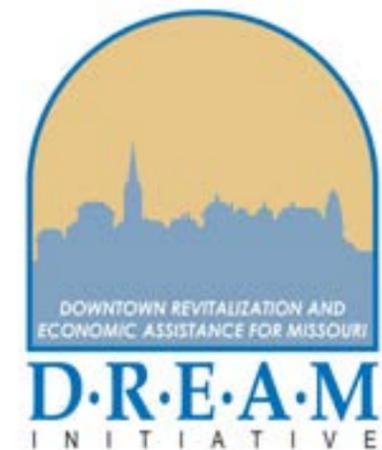


CITY OF STRAFFORD, MISSOURI

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



PLANNING CONSULTANT:



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# DREAM Initiative Process



**EXECUTIVE SUMMARY**

The Strafford Downtown Revitalization and Economic Assistance for Missouri (DREAM) Strategic Plan assembles recommendations for the revitalization of Downtown Strafford that were formulated over the course of the DREAM planning process. The DREAM Initiative took a comprehensive approach in researching Downtown Strafford’s assets and challenges prior to formulating the policy recommendations contained in this document.

The following is a summary of priority goals :

**Goal One: Provide a financing mechanism for public projects and programs that help promote and revitalize Downtown Strafford.**

The Downtown Strafford Revitalization Corporation (DSRC) should establish the Downtown Strafford Community Improvement District (DSCID). The DSCID would provide a funding stream to help implement various public projects and programs identified as priorities throughout the DREAM planning process. For more information, please refer to the Organizational Structure section on page 9.

**Goal Two: Strengthen the DSRC as the lead organization for Downtown Strafford.**

The DSRC should develop its role as the primary advocate of Downtown Strafford revitalization by leading the implementation of major recommendations from the Strafford DREAM Strategic Plan. The DSRC should engage community stakeholders in a collaborative effort to complete projects that benefit Downtown Strafford. For more information, please refer to the Organizational Structure section on page 9.

**Goal Three: Provide visitors clear direction to Downtown Strafford from Route 125.**

The establishment of wayfinding signage from Route 125

toward Downtown Strafford should be pursued. There is currently no adequate signage indicating where Downtown Strafford is located from Route 125. At a minimum, the DSRC should coordinate with the City in installing a trailblazer sign pointing vehicular traffic from Route 125 toward the commercial area along Pine. For more information, please refer to the Building and Streetscape Design section on page 13.

**Goal Four: Establish a landmark leading to Downtown Strafford that also serves as a destination for visitors.**

Creation of Strafford Station will serve as an entry marker to Downtown Strafford. Design elements will celebrate the community's connection to historic Route 66. The phased development of the proposed Station and its grounds will include a new office location for the Chamber, a visitor's center, and a Route 66 Tourism Center. For more information, please refer to the Building and Streetscape Design section on page 13.

**Goal Five: Preserve and enhance architectural character in Downtown Strafford.**

The establishment of a Downtown Zoning District should be considered. The District would be a defined area where Supplemental Design Standards, an addition to the existing city building code, would provide guidance on the acceptable and unacceptable materials, methods, and design elements of architectural exteriors. For more information, please refer to the Building and Streetscape Design section on page 13.

*(Executive Summary continued on following page.)*



Plan view of proposed Strafford Station concept.



Illustration of existing and potential façade improvements along Pine.

**Goal Six: Establish new residents in Downtown Strafford.**

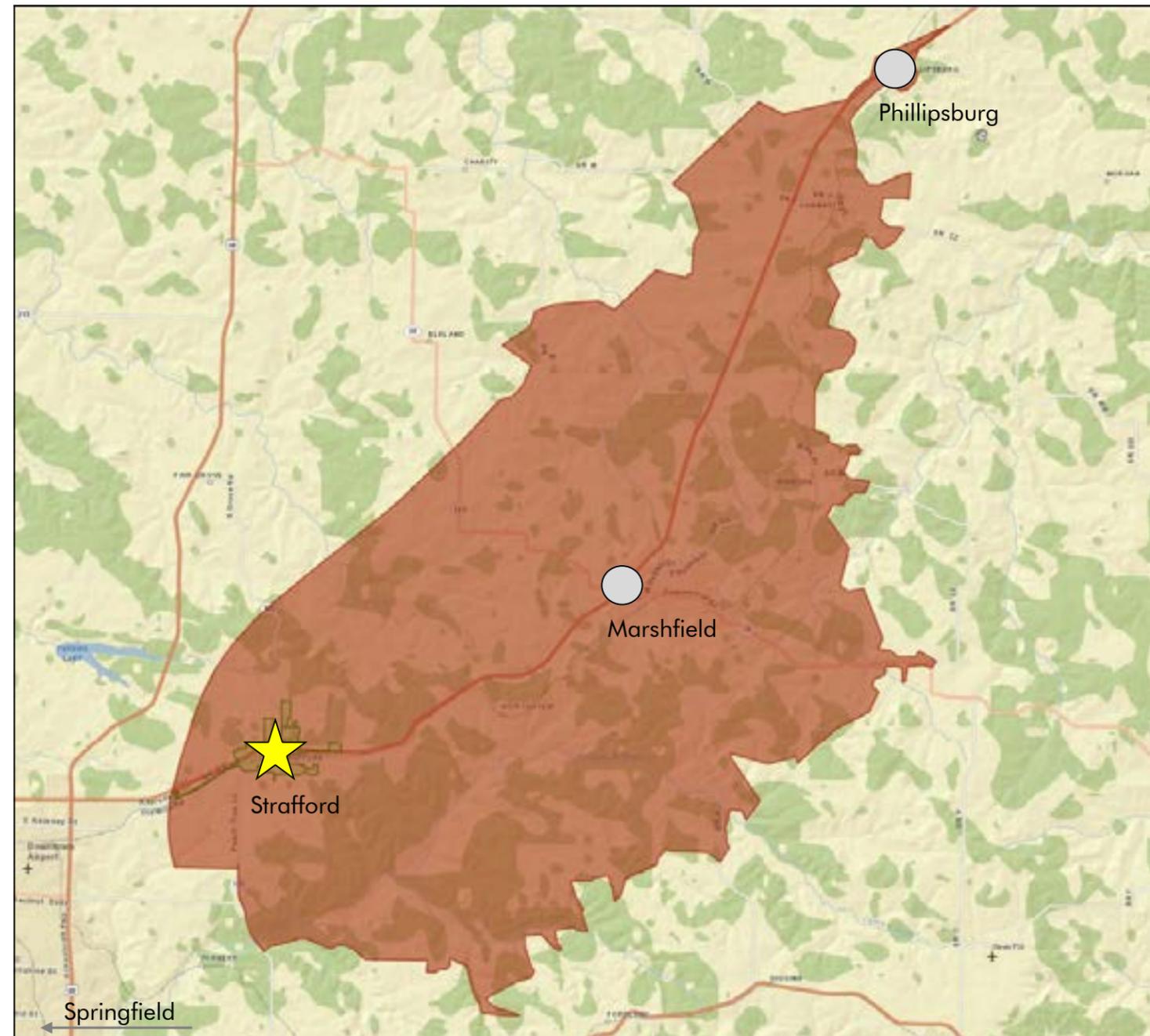
According to the Residential Demand Analysis, there is a reasonable expectation of demand for various housing types in Downtown Strafford from up to eighty-one households. The DSRC, in cooperation with the City, should work to encourage developers and owners to rehabilitate and develop additional residential units in and around Downtown Strafford. For more information, please refer to the Residential Market section on page 14.

**Goal Seven: Encourage retail uses that capture unmet demand east of Springfield.**

Retail activity in Downtown Strafford faces a unique challenge with its proximity to the larger market of Springfield. However, in a modified 25-minute drive-time trade area east of Springfield, there are retail sectors with unmet demand. The DSRC in cooperation with the Chamber of Commerce and Industry should help retain, expand, and recruit businesses within these retail industry sectors showing unmet demand. For more information, please refer to the Retail Market Analysis section on page 15.

**Goal Eight: Create a streetscape in Downtown Strafford that is visually appealing and expresses the identity of the Strafford community.**

The City has made the burying of utility lines and storm water and sewer upgrades its initial focus on streetscape improvements in Downtown Strafford. Later, street, curb, and sidewalk improvements will be pursued. Meanwhile, building owners will be encouraged to make façade and site improvements in Downtown Strafford. For more information on streetscape improvements, please refer to the Building and Streetscape Design section on page 13.



Map of modified Secondary Trade Area from Retail Market Analysis

## INTRODUCTION

In recent years, the residents of Strafford have focused on revitalizing their Downtown. The purpose of the DREAM Initiative is to enhance that local investment with the State of Missouri's investment of planning for Downtown Strafford.

The DREAM Initiative is a three-year program providing designated Missouri communities with Downtown planning assistance. Through the coordination of the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides planning and financial assistance to enhance downtown revitalization in Missouri communities.

The DREAM Initiative capitalizes on priority access to existing state financial incentive programs for implementation of the strategic plan. For the planning component of the DREAM Initiative, the State of Missouri retained PGAV PLANNERS to develop a downtown strategic plan for Strafford. The City of Strafford was designated as a DREAM community in 2008.

The goal of the DREAM Initiative is to help the community plan the revitalization of Downtown Strafford and develop specific action items to sustain long-term growth. The process provides technical planning assistance that culminates in a Strategic Plan. The program began with a comprehensive assessment of the Downtown Study Area's assets and challenges that served as the foundation for the policy recommendations and this resulting Strategic Plan. The planning studies and analyses included in Strafford's DREAM Initiative are the following:

- Organizational Structure Review
- Land Use, Building & Infrastructure Survey
- Community Survey : Focus Group Discussions
- Retail Market Analysis
- Residential Demand Analysis

- Financial Assistance Review
- Community Improvement District Marketing Plan
- Building & Streetscape Design Guidelines
- Downtown Strategic Plan

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



Strafford DREAM Study Area.

## PUBLIC OUTREACH

Sound urban planning engages the public in a conversation about perceived and real challenges facing a community and what it wishes to pursue moving forward. In Strafford, public outreach was consistent throughout the DREAM Initiative planning process.

- **Focus Group Meetings**

As part of the Community Survey, discussions were held with focus groups that included the following:

- School Board and Administrators
- Elected Officials
- Business Owners
- City Staff
- City Residents
- High School Students

Findings and transcripts of the discussions can be found in the *Focus Group Survey Report*. A summary of findings can also be found on page 12 in this Strategic Plan.

- **Public Meetings**

In addition to regular meetings with the DSRC, Public meetings were held throughout the DREAM planning process:

- Strafford Chamber: Nov. 10, 2008
- DREAM Kickoff Meeting: May 6, 2009
- Design Kickoff: Dec. 2, 2009
- Annual Review Meeting: May 20, 2010
- Strategic Plan Workshops: Jan. 10, 2013

- **Website**  
Strafford DREAM Initiative progress and final reports were uploaded to the [modream.org](http://modream.org) website as planning tasks were completed.

- **Education and Communication**

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



Community participants in the Strafford DREAM Kick-Off Meeting

**ACCOMPLISHMENTS**

In the beginning of 2009, work began on Strafford DREAM planning tasks with completion in early 2013. Over this time, Strafford and the sponsoring state agencies have completed the following projects:

**Creation of Community Improvement District Marketing Plan**

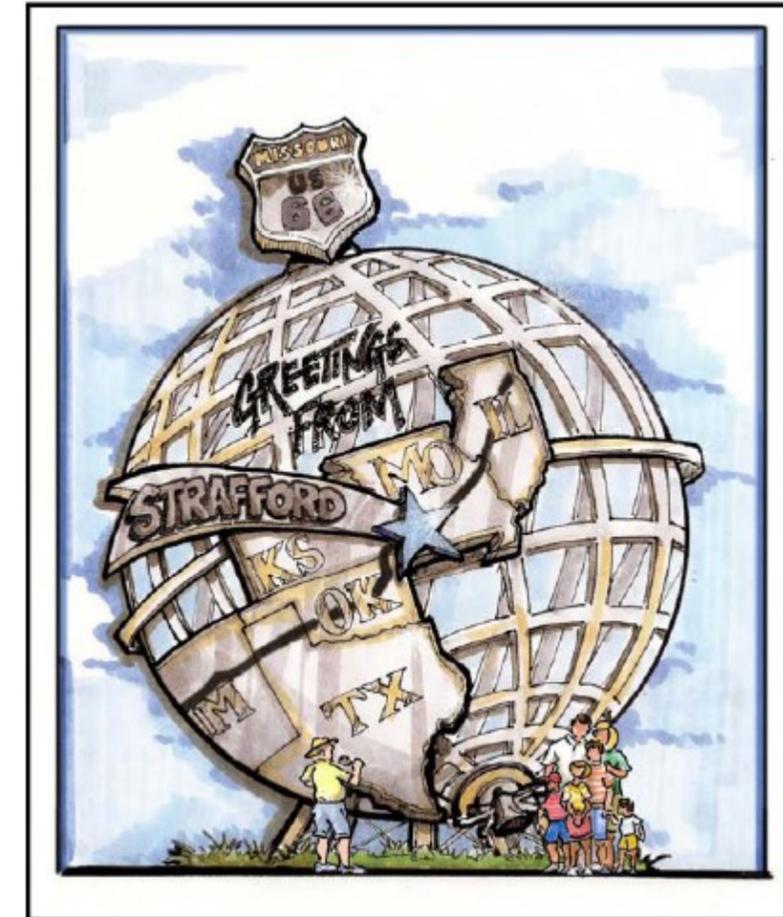
- The final draft of the *CID Marketing Plan* was submitted to Strafford in March 2012. The City and DSRC are currently researching projected revenues for a proposed Downtown Strafford CID.
- The *CID Marketing Plan* was created to advise the City of Strafford and the Downtown Strafford Revitalization Corporation (DSRC) in the planning and implementation of a Downtown Strafford Community Improvement District (DSCID).

**Creation of Strafford Station Concept Plan**

- Conceptual drawings of the proposed Strafford Station landmark and visitor’s center were included in the *Building and Streetscape Design Guidelines* report submitted in November 2011.
- The drawings provide illustrations of the phased development of Strafford Station and perspective and plan views of the completed concept.

**Formation of Downtown Strafford Revitalization Corporation**

- The Downtown Strafford Revitalization Corporation (DSRC) was created in early 2009 and has continuously worked with state agency sponsors and the technical consultant, PGAV, to complete the DREAM Initiative planning tasks.
- Going forward, the DSRC continues to build its leadership role in the promotion and revitalization efforts focused on Downtown Strafford.



Illustrations of potential improvements to the Strafford Station concept.



**ORGANIZATIONAL STRUCTURE**

The DREAM Initiative included a review of the organizations with an active interest in Downtown Strafford. The purpose of this task was twofold. First, to understand the roles and responsibilities of these organizations and their impact on Downtown revitalization efforts. Second, to determine how these organizations may be improved or adjusted to ensure that there is an efficient structure in place to implement the projects and recommendations outlined through the DREAM Initiative.

Organizations reviewed for this task included:

- City of Strafford
- Strafford Area Chamber of Commerce and Industry (Chamber)
- Downtown Strafford Revitalization Corporation (DSRC; aka Action DREAM Committee)

The Downtown Organization Development Report resulted in recommendations to enhance existing organizations and to form new organizations. Primary Recommendations identified by this task include:

- **Continue to Strengthen the Downtown Strafford Revitalization Corporation (DSRC)**

The recently formed DSRC should continue its role as the lead umbrella organization that oversees revitalization efforts for Downtown Strafford. The Committee will continue to cooperate with the City and Chamber in its infrastructure improvement and streetscape enhancement efforts.

Eventually, the DSRC will require a paid Executive Director and seasonal staff to help facilitate the DREAM Initiative goals.

- **Formation of a Downtown Strafford Community Improvement District (DSCID)**

In cooperation with the DSRC, the Downtown Strafford Community Improvement District (DSCID)

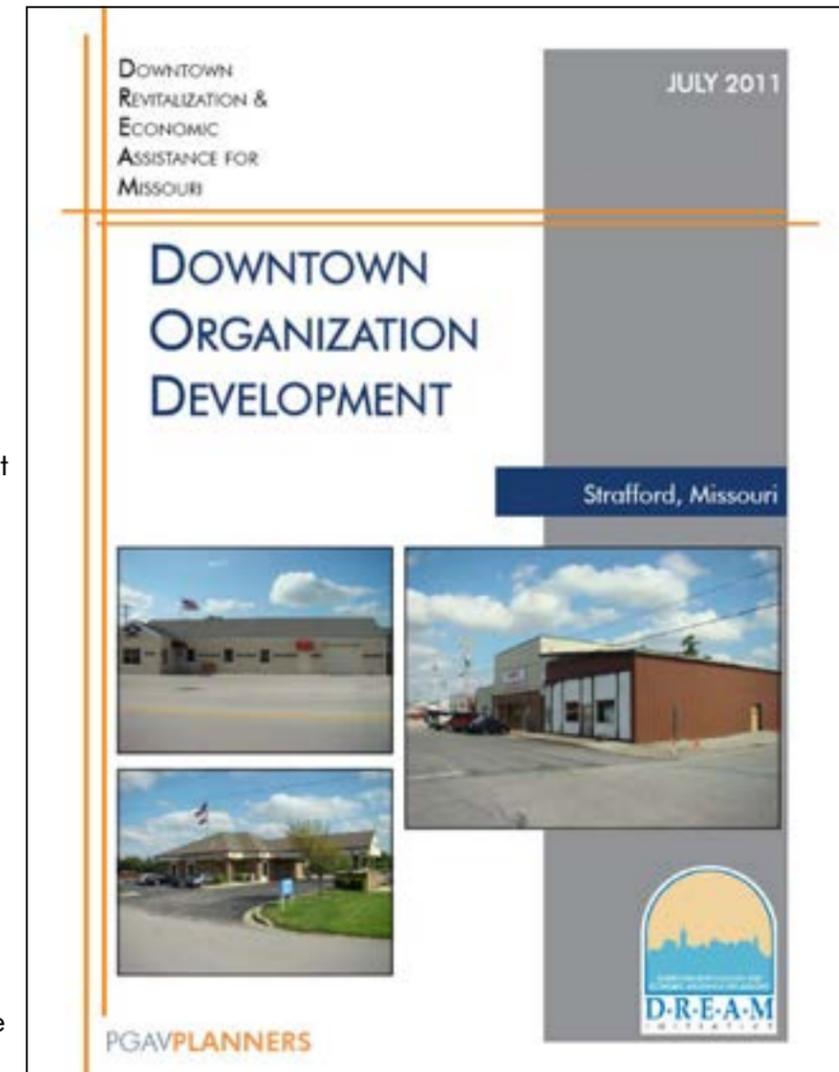
will provide an extra level of public service to the DREAM Study Area. As a political subdivision of the City of Strafford, the DSCID will channel funds generated through an additional sales tax into addressing challenges within the DREAM Study Area. Potential public projects may include, but are not limited to sidewalk, lighting, and parking improvements. Funds generated by the DSCID may also be used to provide district-wide marketing, administrative support, Downtown Strafford event promotions, public beautification, and encourage redevelopment of buildings.

The DSCID will have the ability to contract with the DSRC to provide administrative and technical services for ongoing administration of the DSCID, but this will require appropriate staff and training to be available at the DSRC.

- **Creation of a Downtown Strafford Community Development Corporation (DSCDC)**

The DSCDC will be a non-profit corporation utilizing loans and equity from participating banks in the development of housing, commercial real estate, small businesses, and other economic development activities.

The City and DSRC should begin developing a promotional program to local banks. Once the DSCDC is created, informational materials should be prepared to distribute among businesses and developers to encourage participation.



Cover of *Downtown Organization Development Report*.

- Establishment of Downtown Strafford Redevelopment Corporation (DSRC)

While not required in the near term, the DSRC is a tool that may be appropriate at a later time. Organized as a for-profit corporation pursuant to Ch. 353 RSMo, a Downtown Redevelopment Corporation takes advantage of tax abatement for improvements occurring as a result of redevelopment plan implementation. The City and DSRC will need to formulate a plan to encourage participation and broad support for activities among potential developers.

To see more information regarding the goals and objectives outlined in the *Strafford Organization Development, July 2011*, refer to the Implementation Schedule on page 38 of this Strategic Plan.



Examples of Strafford businesses located in Downtown Strafford..

## LAND USE, BUILDINGS & INFRASTRUCTURE SURVEY

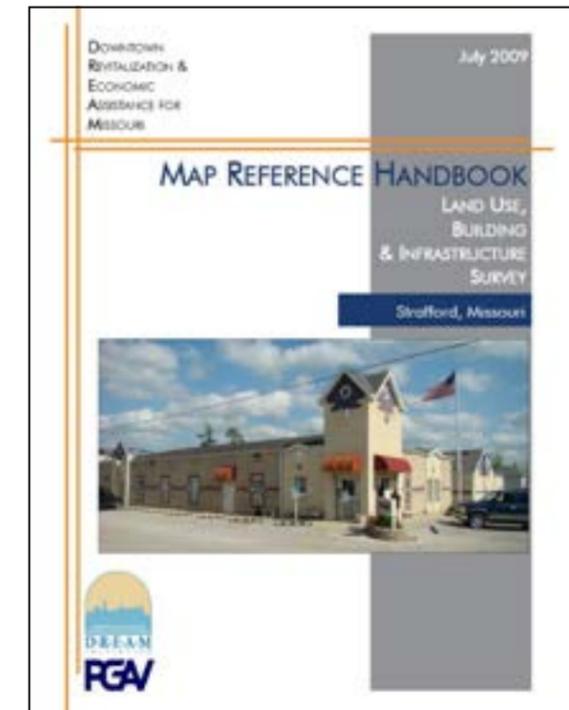
The Land Use, Buildings & Infrastructure Survey is an inventory of Downtown Strafford's existing land use, exterior building conditions, and the condition of public infrastructure. The survey was conducted during the Spring of 2009. The final report of the survey's findings was submitted in July 2009 in the *Map Reference Handbook*. The twenty-one maps produced in the report were used throughout the DREAM planning process. The DREAM Study Area is comprised of approximately 10 city blocks, and 70 parcels covering nearly 39 acres. Also, 72 primary buildings (not including residential garages, sheds, etc.) are located within the Area boundaries.

While the goal of this task was to develop information that could be of use to the City of Strafford and feed into other DREAM Initiative tasks, several conclusions can be drawn from the data displayed in the *Map Reference Handbook*:

- **Pine Street** Unlike many Midwestern towns, Strafford does not have a typical courthouse square 'downtown' with an easily identifiable cluster of commercial and civic buildings. Pine St. is the primary commercial spine of Downtown Strafford. While buildings in Downtown Strafford may not share unifying architectural characteristics, together they contribute to the context of Downtown. Improvements to building façades, streetscape, and infrastructure will be necessary, particularly along Pine St. to create a more inviting appearance to Downtown Strafford.
- **Building Façades.** Among the buildings on Pine St., some of the façades have inappropriate alterations. The scale, materials, and colors of each building do not come together to create a strong and distinct sense of place. With gradual, voluntary improvement of the façades by building owners, a more unified appearance may emerge.
- **Infrastructure and Streetscape.** Stormwater and sewer upgrades and burying of utility lines are necessary first steps toward improving the streetscape along

Pine St. Improvements to curbs, sidewalks and gutters may follow after these upgrades. Later, appropriate lighting, street trees, and sidewalk furnishings may be added to complete the identity of Downtown Strafford.

- **Old Route 66.** The 'Mother Road' rolls through Downtown Strafford and is an essential and celebrated component of Strafford's community history. The Missouri Department of Transportation (MoDOT) anticipates making intersection improvements along Old Route 66 from Route 125 and Washington Ave. beginning in Spring of 2013. It may be appropriate to schedule the infrastructure improvements in coordination with the MoDOT project.



Cover of the *Map Reference Handbook*



Buildings facing Pine Street.

**COMMUNITY SURVEY**

The purpose of the Community Survey is to ascertain the community's priorities for Downtown Strafford. Discussions with six focus groups were convened. The groups included, the school board and administrators, elected officials, business owners, City staff, City residents, and high school students. The final report of the focus group findings was submitted in July 2009.

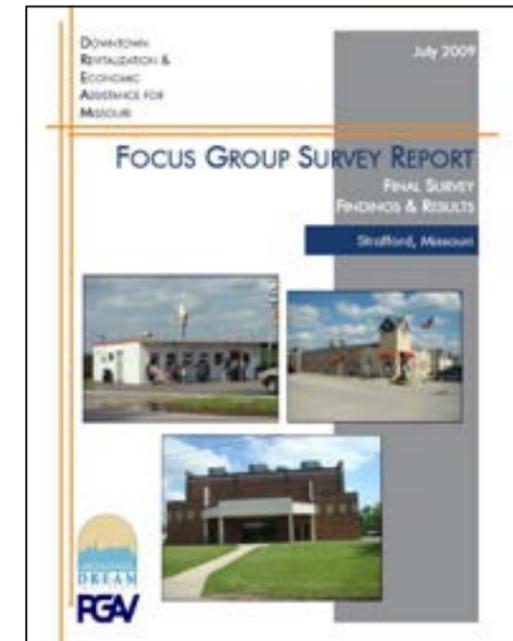
Key points regarding the future of Downtown Strafford from the focus group discussions are included below:

- **Small Business.** Focus group participants suggested a variety of new businesses Downtown, preferring independently owned specialty-type shops, restaurants, and entertainment rather than larger chains.
- **Retail.** Participants suggested clothing retailers, Route 66 souvenir shops, antique stores, and any other independent shop.
- **Restaurants.** The focus groups suggested additional restaurants, including Chinese and Mexican cuisine, restaurants with a by-the-glass liquor license, an ice cream shop, a coffee shop with wireless Internet access, and restaurants with outdoor seating.
- **Entertainment.** Participants suggested a live music venue, a bowling alley, a small movie theater, a live theater, a farmer's market, and options for teenagers.
- **Downtown Experience.** Downtown should offer a unique experience to visitors, whether it be a daily commuter or families tracing Route 66.
- **Downtown Appearance.** Aesthetic priorities for Downtown Strafford included burying utility lines, improving drainage, improving sidewalks, installing signage, adding green space and planters,

encouraging murals, giving building owners incentives to improve their buildings, and making the Downtown reflect the historic aesthetic of old Route 66.

- **Infrastructure.** The groups all felt that infrastructure and parking improvements were an immediate priority, but that attracting and marketing businesses were also important priorities for the City.
- **Business Environment.** The business owners felt that the City should encourage business development and should make incentives available for building repair and new businesses.
- **Financing Revitalization.** Business owners displayed a mixed reaction for a special business district with an additional tax. Several participants expressed a willingness to look at anything if it can be shown to aid Downtown Strafford.
- **Inspiration.** The participants mentioned a few downtowns whose mix of businesses or aesthetics they admired: Hollister, Missouri; Branson, Missouri; Hermann, Missouri; Fair Grove, Missouri; Hardy, Arkansas; Eureka Springs, Arkansas; San Antonio, Texas; and parts of Downtown St. Louis, Missouri.

For the complete findings and discussion transcripts, please refer to the Strafford DREAM Focus Group Survey Report from July, 2009.



Cover of the Focus Group Survey Report



Excerpt of discussion transcript from the Strafford DREAM Focus Group Survey Report

**BUILDING AND STREETScape DESIGN**

Strafford does not have a typical Midwestern, courthouse square-style downtown. The buildings in Downtown Strafford, particularly along Pine St., do not share many unifying exterior architectural characteristics. However, they do contribute to the context of Downtown Strafford and present an opportunity for the community to build a unique Downtown identity and experience.

The purpose of the *Building and Streetscape Design Guidelines* is to provide recommendations and advice on the rehabilitation or new construction of building exteriors as well as public improvements within the streetscape. The goal is to present visitors with an appealing appearance to Downtown Strafford that communicates a unique identity and encourages investment.

Major recommendations from the *Building and Streetscape Design Guidelines* include:

- **Install Wayfinding Signage**

Wayfinding signage should provide visitors with clear direction into Downtown Strafford. At a minimum, the DSRC, in conjunction with the Chamber and the City, should continue to pursue the installation of a trailblazer sign directing traffic from Route 125 to Downtown businesses along Pine Street.

- **Build Streetscape Improvements**

Well-maintained sidewalks, appropriate lighting, street furnishings, and other design elements all help to create an inviting public space between buildings. The City of Strafford has prioritized storm water drainage and sewer upgrades and burying utility lines in its first phase of improvements. It may be appropriate to coordinate with the anticipated intersection improvements planned by the Missouri Department of Transportation (MODOT) along Old Route 66 between 125 and Washington. Later, implementation of other streetscape amenities may be appropriate.

- **Create Strafford Station**

Strafford has an opportunity to leverage its connection to American transportation history into revitalization of Downtown Strafford. The DSRC should continue to lead the effort toward the creation of the Strafford Station. The concept as described in the *Building and Streetscape Design Guidelines* combines a multifunctional visitor’s center and destination space designed around the theme of the “Mother Road”, Route 66.

The Station is recommended to develop in three phases. The first establishes a visitor’s center and new office space for the Chamber. The second develops public space and amenities. The final phase includes a roadside diner, greenspace, and a billboard commemorating historical Route 66 signage. Once completed, the Station will be both an impressive entry marker for Downtown Strafford and a clear communication to visitors about Strafford’s history and identity.

- **Implement Downtown Zoning District/Supplemental Design Standards**

Beyond the recommendations for physical improvements, the City may consider implementing a Downtown Zoning District, a defined geographic area in which Supplemental Design Standards are enforced. The Standards outline what is acceptable and unacceptable with regards to methods, materials, and design elements in the rehabilitation or construction of building exteriors. This will protect building owners’ investments made into the improvement of their building’s façade and ensure future building owners all follow the same set of rules in renovating building exteriors.

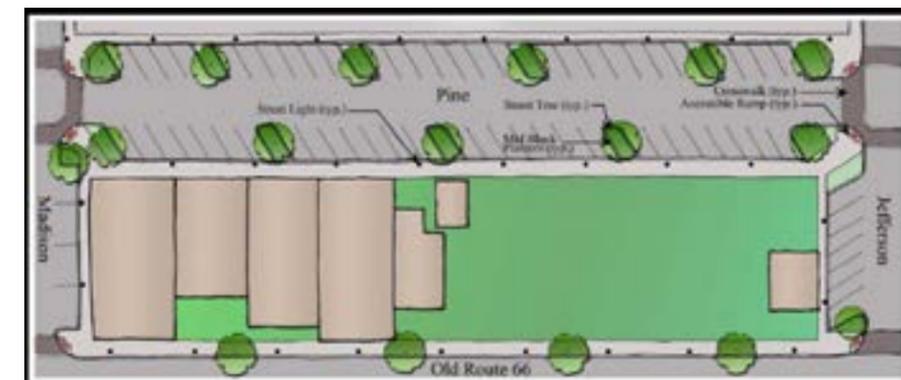
For the complete report, please refer to the *Building and Streetscape Design Guidelines*, November 2011



Potential trailblazer sign for Downtown Strafford.



Cover of *Building and Streetscape Design Guidelines*



Potential Block Streetscape Plan

# DREAM Initiative • Downtown Strategic Plan

## RESIDENTIAL MARKET

As part of the DREAM Initiative, the Missouri Housing Development Commission conducted a residential demand analysis within the Strafford DREAM Study Area in July 2010. The purpose of the report was to assist Strafford in its downtown revitalization efforts by estimating the level and kind of residential development that could be reasonably supported in Downtown Strafford.

The report considered two housing market areas:

- **Primary Market Area (PMA)** - this is a geographic area that is comprised of the City of Strafford including an area that extends five miles around the City. The majority of housing demand is expected to come from the PMA.
- **Secondary Market Area (SMA)** - the SMA extends fifteen miles around the City. A smaller portion of the total housing demand is expected to come from the SMA.

- **Demand for Various Housing Options in Downtown Strafford**

From 2010 to 2014, the estimated demand for housing in Downtown Strafford will be 81 households. There could be household demand for the following housing options:

- Homeownership (\$100-\$200k): 8
- Market-Rate Rental Housing: 33
- Affordable Senior Rental Housing: 16
- Affordable Family Rental Housing: 24

- **Develop Housing Production in Downtown Strafford**

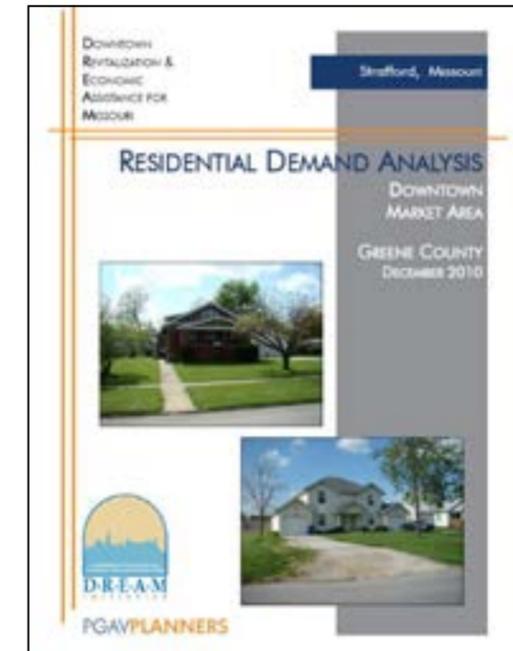
There are several tasks the DSRC, City, and Chamber can undertake to capture as much of the above housing demand as possible. They include but are not limited to the following:

- Obtain information about developers who are interested in larger-scale housing development

within Downtown Strafford.

- Step up code enforcements to preserve existing housing.
- Review zoning ordinances, building codes, and the permitting approval process and improve them where appropriate to make them more developer-friendly.
- Provide financial assistance, tax abatement, and professional assistance to parties interested in housing production in Strafford.

Complete information on the City's housing market can be found in the Strafford DREAM Residential Demand Analysis, December, 2010.



Cover of Residential Demand Analysis, December 2010



Examples of existing housing in Downtown Strafford

**RETAIL MARKET**

The primary goal of the Retail Market Analysis is to revitalize Downtown Strafford by strengthening its retail market. The Analysis reviews the current retail market, forecasts market changes, and makes recommendations to the community to strengthen the retail market in Downtown Strafford.

There are three trade areas that are considered in the *Retail Market Analysis*:

- Downtown Trade Area (DTA) - this is Downtown Strafford as defined by the DREAM Study Area.
- Primary Trade Area (PTA) - this area covers the geographic area within the boundary of the City of Strafford.
- Secondary Trade Area (STA) - this area covers the geographic area within a 25-minute drive time from Strafford. The STA has been modified in the Retail Market Analysis to exclude the following areas: Springfield immediately west of Strafford, north toward Fair Grove, and south toward Rogersville. These areas were excluded due to the comparatively stronger retail pull of the Springfield market.

Due to the DTA's relatively small size, potential retailers will look closely at the demographics of the PTA, STA, and the traffic flow along I-44 and Route 125 when considering locating their business in Downtown Strafford. The PTA is anticipated to see population and income growth tempered by a decline in residents aged 20-44 years old. The STA is anticipated to have growth in both population and average household income. The older average age of an STA resident will influence the type of retail that may be most successful.

The major retail goals include:

- **Encourage Formation of Route 66 Experience**  
Establishing a visitor destination to celebrate the 'Mother Road' of the United States could draw travelers into Downtown Strafford. Good traffic volume into a city is a requirement for

retailers and the creation of a Route 66 experience in Strafford is one concept to help drive this traffic. The DSRC, City, and Chamber should continue to collaborate on developing the Route 66 theme within Downtown Strafford. Illustrations of the phased Strafford Station concept can be found on pages 29-33 of the Implementation section of this Strategic Plan.

• **Encourage Retail Uses That Capture Unmet Retail Demand East of Springfield**

Despite its retail power, the Springfield market has voids in several retail sectors. The DSRC can use this information to focus its business expansion and attraction efforts within these sectors. Select retail sectors with high anticipated unmet demand (expressed in dollars) in the STA are:

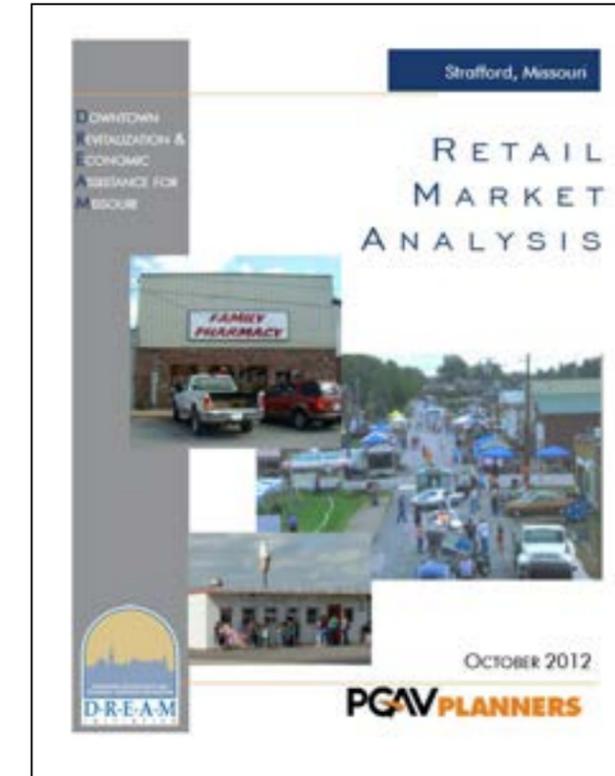
- Limited Service Eating Places—\$6,000,000 (e.g., fast casual concepts such as diners, or Panera)
- Full-Service Restaurants—\$3,000,000 (e.g., restaurants with table service)
- Clothing Stores—\$2,300,000
- Furniture and Home Furnishings—\$2,200,000

For the full list, refer to Table 14 in the *Retail Market Analysis*.

• **Establish An Improved Aesthetic For Downtown Strafford**

A more beautiful Downtown creates a more attractive location for dining, shopping, and entrepreneurial investment. The DSRC and City should work together to create an appealing Downtown environment. Examples include improved building façades, parking standards, and an overall parking plan. Illustrations of proposed block streetscape plans and façade improvements may be found on pages 33 and 39-41 of the Implementation section of this Strategic Plan.

*(Retail Market continues on the following page.)*



Cover of *Retail Market Analysis*, October 2012



Example of retail business in Downtown Strafford

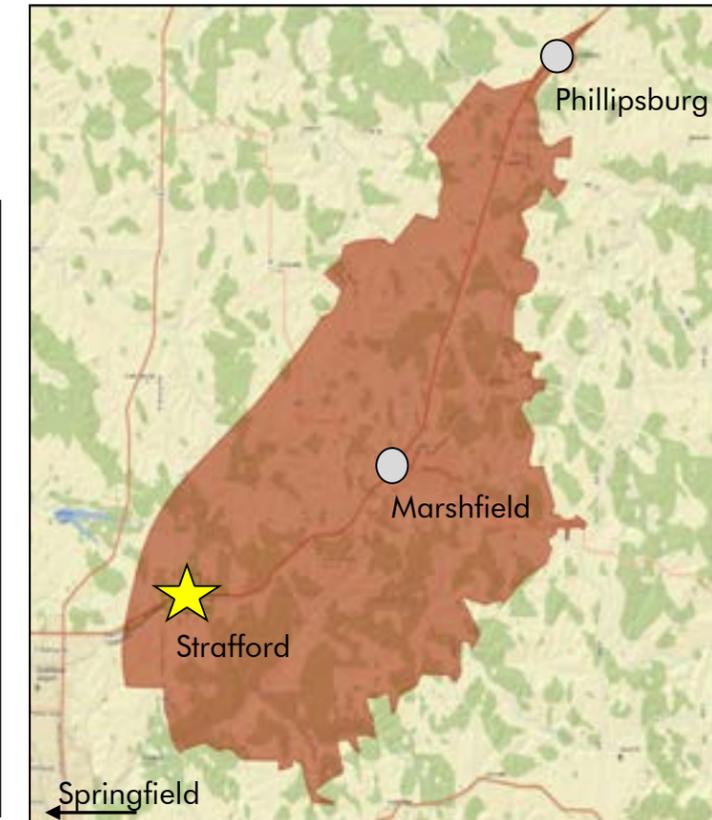
## DREAM Initiative • Downtown Strategic Plan

- **New Development**

As retail market demand is built up, the DSRC, in cooperation with the City, should market both vacant lots and first-floor leasable space opportunities available in Downtown Strafford.

To review the entire report, please refer to the *Retail Market Analysis*, October 2012.

## City of Strafford



Restaurant storefront in Eureka Springs, AR (top left), a community with a favorable downtown cited by Strafford focus group participants. Geographic boundaries of: Downtown Trade Area (bottom left), Primary Trade Area (bottom right), and Secondary Trade Area (top right).

**FINANCIAL MECHANISMS**

Throughout the DREAM planning process, numerous policy goals and recommendations have been made toward revitalizing Downtown Strafford. The *DREAM Financial Assistance Review* provides a review and potential revenue projections of select financing mechanisms available to Strafford to help implement its redevelopment objectives.

The Review illustrated the implementation of four financing mechanisms in detail:

• **Local Option Economic Development Sales Tax**

The Local Option Economic Development Sales (EDS) Tax is a city-wide sales tax with a maximum rate of one-half percent (0.5%). Economic development activities must account for at least 20% of the expenditure of EDS revenue and administrative costs may not exceed 25%.

The analysis in the report assumes 25% of revenue to be spent on administrative costs, 15% earmarked for downtown-specific economic development, and 60% on economic development activities for the City. Assuming the one-half percent sales tax rate and anticipated city-wide taxable sales of \$37,900,000, the EDS has the potential to generate \$185,650 in 2014 toward economic development activities in Strafford, including administrative costs.

Please refer to Table EDS-1 on page 24 in the *Financial Assistance Review*.

• **Tax Increment Financing Redevelopment Area**

Tax increment financing (TIF) involves the issuance of bonds or other obligations that are secured by a pledge of payments in lieu of taxes attributable to the increase in assessed valuation of taxable real property within the designated area resulting from redevelopment improvements, as well as a portion of the incremental economic activity taxes (sales and utility tax, etc.) generated within the redevelopment area. TIF is available to Strafford to be used as an economic incentive to encourage major development projects or it could be applied to a TIF District covering Downtown Strafford with the

primary focus on infrastructure improvements.

Assuming the latter TIF District scenario, the analysis in the report estimates \$16,124 of TIF revenue in 2014. This figure is based on projected retail sales and property values pursuant to redevelopment activities described on page 9 of the *Financial Assistance Review*. These funds could be used for infrastructure improvements such as sewer and storm water drainage upgrades, streetscape improvements, or burying utility lines.

Please refer to Tables TIF-1 and TIF-2 on pages 21-23 in the *Financial Assistance Review*.

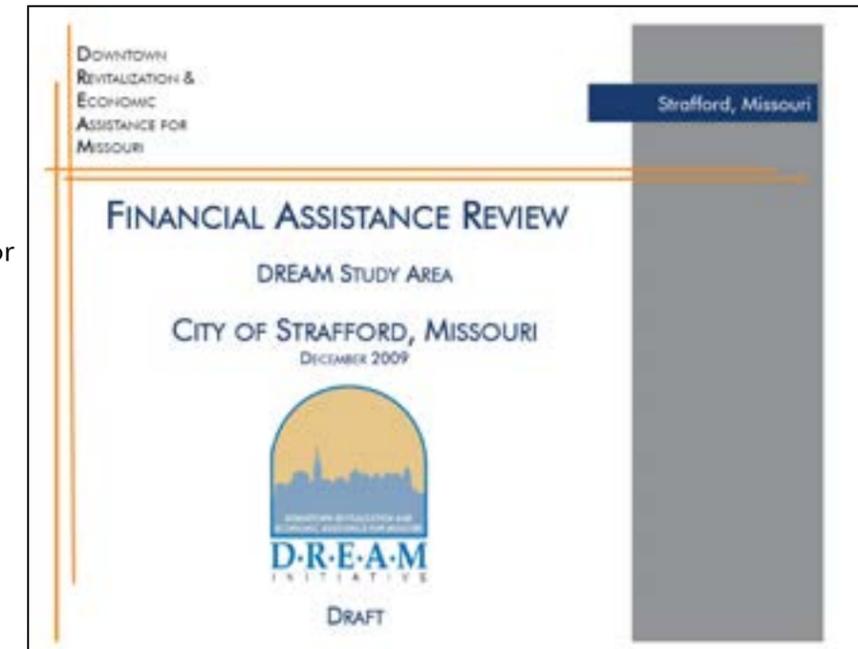
• **Community Improvement District**

A Community Improvement District (CID) may be created for the purpose of financing a wide range of public facilities, improvements or services within a municipality. A CID is either a separate political subdivision with the power to impose a sales tax, a special assessment or a real property tax, or a nonprofit corporation with the power to impose special assessments. The report considers a CID that covers Downtown Strafford as defined by the DREAM Study Area.

The CID analysis in the report estimates revenue projections from both a sales tax and a real property tax. The following are two examples of revenue projections estimated for 2014. Assuming a sales tax rate of one percent (1.00%) and projected sales of \$3,715,000, the CID could generate \$37,149 in sales tax revenue. The DSRC and the City are currently researching the feasibility, projected revenue, and boundaries of a Downtown Strafford CID.

Please refer to Tables CID-1 and CID-2 on pages 25-26 in the *Financial Assistance Review*. A proposed CID Marketing timeline can be found on page 38 of the Implementation section of this Strategic Plan.

(Financial Mechanisms continues on following page.)



Cover of DREAM Financial Assistance Review

- **Transportation Development District**

A Transportation Development District (TDD) is a separate political subdivision that may be created to fund, promote, plan, design, construct, improve, maintain and operate one or more transportation-related projects or to assist in such activity.

The analysis in the report estimates sales tax revenue projections in a TDD covering a geographic area equal in size to the TIF Redevelopment Area. The following is an example of a sales tax revenue projection estimated for 2014. Assuming a sales tax rate of one percent (1.00%) and projected sales of \$4,314,180, the TDD could generate \$41,848 in sales tax revenue.

Please refer to Table TDD-1 on page 27 in the *Financial Assistance Review*.

Detailed statutory requirements and procedures regarding incentive tools available to Strafford are provided in the *DREAM Financial Assistance Review*, December 2009.



Images of Historic Downtown Branson, which has an established Community Improvement District and was cited as having businesses or aesthetics that Strafford focus group participants found admirable.

### CID MARKETING

The purpose of the *Community Improvement District (CID) Marketing and Implementation Plan* is to guide and inform the City and DSRC through the process of establishing a Downtown Strafford CID. The establishment of a CID has the potential to increase the administrative and financial capacity of Downtown Strafford to revitalize itself. While the DSRC and the City are currently researching the feasibility, projected revenue, and boundaries of a Downtown Strafford CID, both organizations should prepare for the required public outreach necessary to educate and gain support for establishment of a CID.

The *CID Marketing and Implementation Plan* is organized in two general sections. First is implementation of a public outreach strategy. Second is a review of legal requirements, both eligibility and procedural, to establish a CID.

- **Public Outreach**

A coalition of the City and DSRC should work to expand the base of support for the establishment of a CID. This requires planning of the CID and a strategy for public outreach.

Prior to engaging owners and residents in the proposed district area, the coalition should meet to sketch an initial framework of the CID, including the district boundary, budget priorities, board of directors, and proposed sales tax rate. Afterward, the following strategies may be employed to reach out and inform the public and grow support for the proposed CID.

- **Key Messages**

The coalition should craft three key messages explaining the benefits of a CID to business owners, property owners, and eligible voters within the district area. Each key message should include several 'proof points' or supporting facts.

- **Advisory Committee**

This committee should be comprised of local spokespeople, largely independent of the main beneficiaries of a CID, who have the ability, willingness, and position to advocate for the work

being done to establish a CID, identify local leaders to counsel the CID effort, and convene speaking engagements with business leaders and residents.

- **Engage Downtown Business and Property Owners**

Coalition members and Advisory Committee members may begin to informally engage business and property owners on the benefits of a CID and leverage information, including concerns and opposition, to reinforce the value of the CID.

- **Materials Development**

Keeping the most pertinent messages consistent throughout every interaction is important. A message platform should be created to ensure the key messages and supporting proof points are always covered in every new conversation and the correct information can be easily referenced.

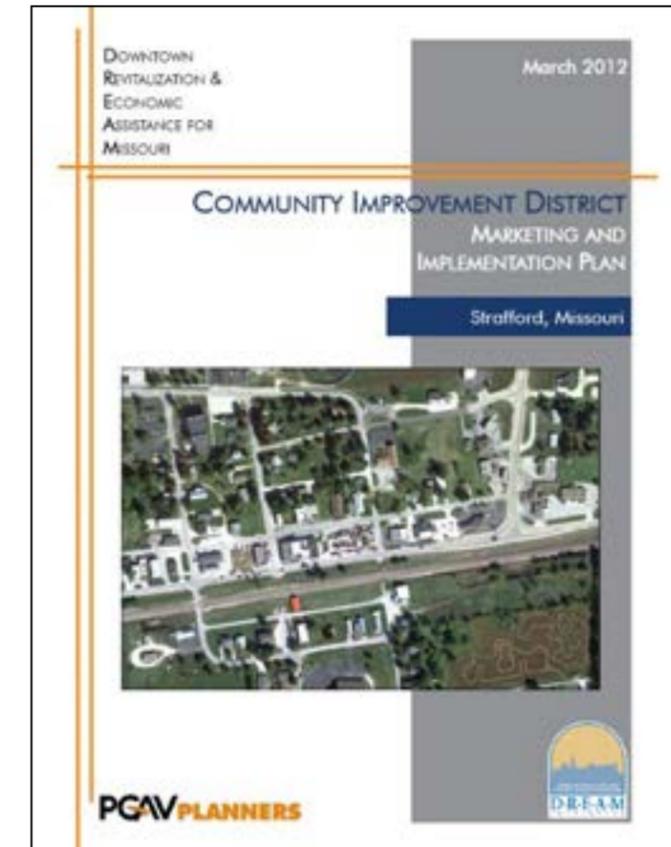
- **Countering Negative Perceptions**

Prepare for concerns and outright opposition ahead of time by addressing negative perceptions within the core messaging platform. Keep spokespeople informed with succinct answers to questions posed by reporters, property or business owners, and residents.

- **Timeline**

A potential three-month timeline is supplied to illustrate the implementation of the public outreach component of the CID marketing plan.

(CID Marketing continues on the following page)



Cover of the *CID Marketing and Implementation Plan*

• **CID Legal Requirements**

This section reviews the legal requirements governing the following:

• **Implementation of the CID**

A petition is filed with the governing municipality in which the district will be located. After a public hearing is held, the municipality may approve the creation of the district through ordinance.

• **CID Board of Directors**

The CID may be governed by a board of directors whose members may be appointed by the municipality or elected by the residents and property owners within the district.

• **Eligible Projects**

A CID may provide for various public improvements, public services, or remediate blighting conditions within the district.

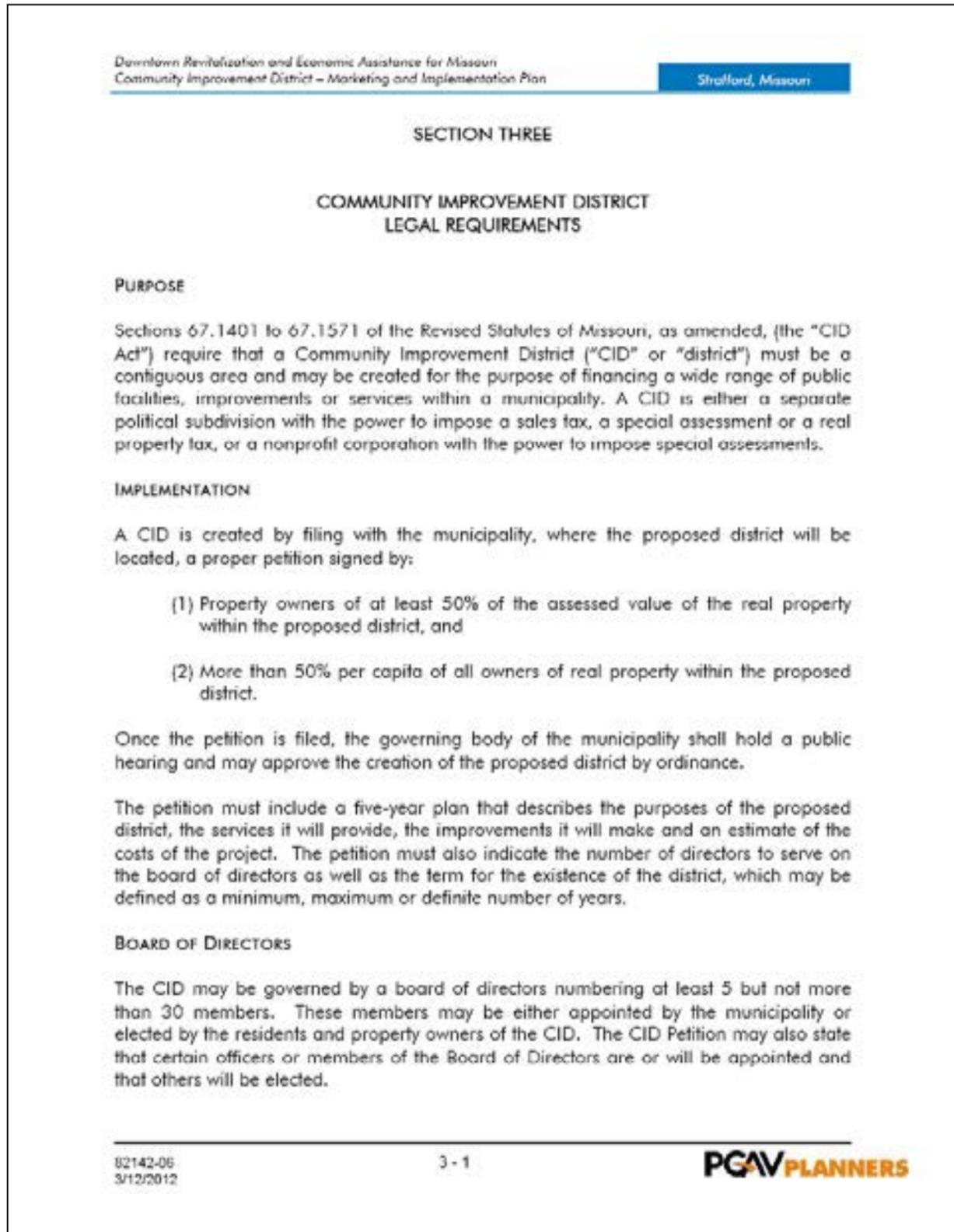
• **Funding**

A CID created as a political subdivision may finance projects through the imposition of special assessments, a sales tax, or property tax. If created as a nonprofit, the CID may impose special assessments only.

• **Reporting Requirements**

The CID board must submit an annual budget with expected expenditures to the municipality prior to the beginning of the fiscal year. At the end of the fiscal year, the CID shall submit a report of expenditures made, revenues received, and services provided for that year.

Please refer to pages 3-1 through 3-5 for the details of the above CID legal requirements in the *CID Marketing and Implementation Plan*, March 2012. A proposed CID Marketing timeline can be found on page 37 of the Implementation section of this Strategic Plan.



Excerpt of CID Legal Requirements taken from *CID Marketing Plan*.



**IMPLEMENTATION**

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

**Goal One: Provide a financing mechanism for public projects and programs that help promote and revitalize Downtown Strafford.**

The Downtown Strafford Revitalization Corporation (DSRC) should establish the Downtown Strafford Community Improvement District (DSCID). The DSCID provides a funding stream to help implement various public projects and programs identified as priorities throughout the DREAM planning process. For more information, please refer to the Organizational Structure section on page 9. The proposed implementation schedule for achievement of this goal is 2013 through 2014.

**Goal Two: Strengthen the DSRC as the lead organization for Downtown Strafford.**

The DSRC should develop its role as the primary advocate of Downtown Strafford revitalization by leading the implementation of major recommendations from the Strafford DREAM Strategic Plan. The DSRC should engage community stakeholders in a collaborative effort to complete projects that benefit Downtown Strafford. For more information, please refer to the Organizational Structure section on page 9. Charts illustrating the proposed organizational structure can be found on pages 25-27 in this section. The proposed implementation schedule for substantial achievement of this goal is the remainder of the 2013 calendar year.

**Goal Three: Provide visitors clear direction to Downtown Strafford from Route 125.**

The establishment of wayfinding signage from Route 125 toward commercial businesses along Pine Street should be pursued. There is currently no adequate signage indicating where Downtown Strafford is located from Route 125. At a minimum, the DSRC should coordinate with the City in installing a trailblazer sign pointing vehicular traffic from Route 125 toward Downtown Strafford. For more information, please refer to the Building and Streetscape Design section on page 15. An illustration of a potential trailblazer sign may be found on page 28 in this section. The proposed implementation schedule for achievement of this goal is 2013 through 2014.

**Goal Four: Establish a landmark leading to Downtown Strafford that also serves as a destination for visitors.**

Creation of Strafford Station will serve as an entry marker to Downtown Strafford. Design elements will celebrate the community's connection to historic Route 66. The phased development of the proposed Station and its grounds will include a new office location for the Chamber, a visitor's center, and a Route 66 Tourism Center. For more information, please refer to the Building and Streetscape Design section on page 13. Plan illustrations for Strafford Station can be found on pages 29-33 in this section. The proposed implementation schedule for achievement of all phases of this goal are 2013 through 2018.

(Implementation continues on following page.)



Trailblazer sign concept.



Existing signage at Route 125, south of I-44.

**Goal Five:** Preserve and enhance architectural character in Downtown Strafford.

The establishment of a Downtown Zoning District should be considered. The District would be a defined area where Supplemental Design Standards, an addition to existing city building code, would provide guidance on the acceptable and unacceptable materials, methods, and design elements of architectural exteriors. For more information, please refer to the Building and Streetscape Design section on page 13. The proposed implementation schedule for achievement of this goal is 2013 through 2018.

**Goal Six:** Establish new residents in Downtown Strafford.

According to the Residential Demand Analysis, there is a reasonable expectation of demand for various housing types in Downtown Strafford from up to eighty-one households. The DSRC, in cooperation with the City, should work to encourage developers and owners to rehabilitate and develop additional residential units in and around Downtown Strafford. For more information, please refer to the Residential Market section on page 14. The proposed implementation schedule for achievement of this goal is ongoing with a start in 2013.

**Goal Seven:** Encourage retail uses that capture unmet demand east of Springfield.

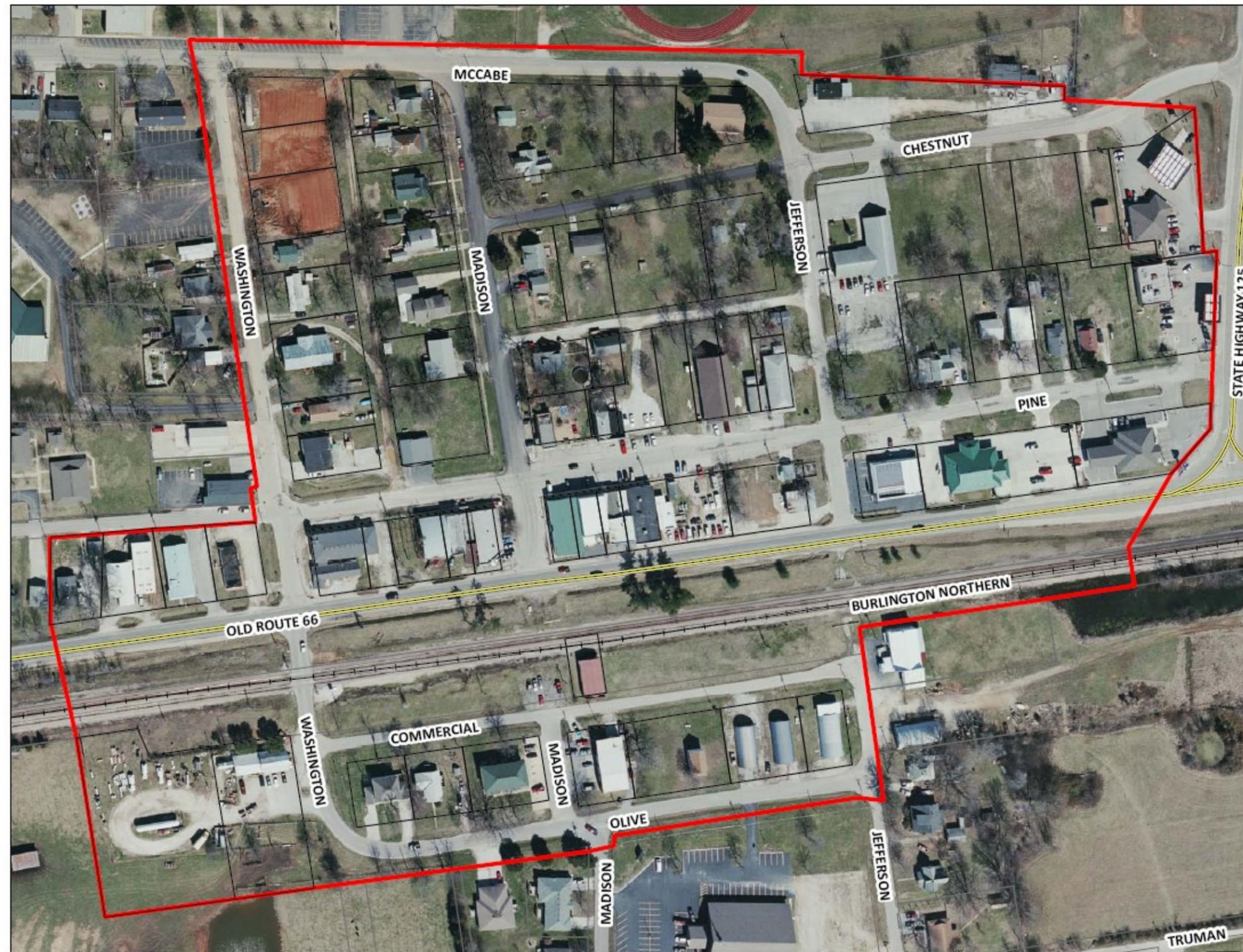
Retail activity in Downtown Strafford faces a unique challenge with its proximity to the larger market of Springfield. However, in a modified 25-minute drive-time trade area east of Springfield, there are retail sectors with unmet demand. The DSRC in cooperation with the Chamber should help retain, expand, and recruit businesses within these retail industry sectors showing unmet demand. For more information, please refer to the Retail Market Analysis section on page 15. The proposed work schedule to achieve this goal is to be ongoing with a start in 2013.

**Goal Eight:** Create a streetscape in Downtown Strafford that is visually appealing and expresses the identity of the Strafford community.

The City has made the burying of utility lines and storm water and sewer upgrades its initial focus on streetscape improvements in Downtown Strafford. Later, street, curb, and sidewalk improvements will be pursued. Meanwhile, building owners will be encouraged to make façade and site improvements in Downtown Strafford. For more information on streetscape improvements, please refer to the Building and Streetscape Design section on page 13. Illustrations of potential block streetscape plans and façade improvements can be found on pages 28, 34-36 in this section. The proposed implementation schedule to achieve this goal is to be ongoing with a start in Spring 2013.



Existing facades (top) and proposed building façade improvements (bottom).



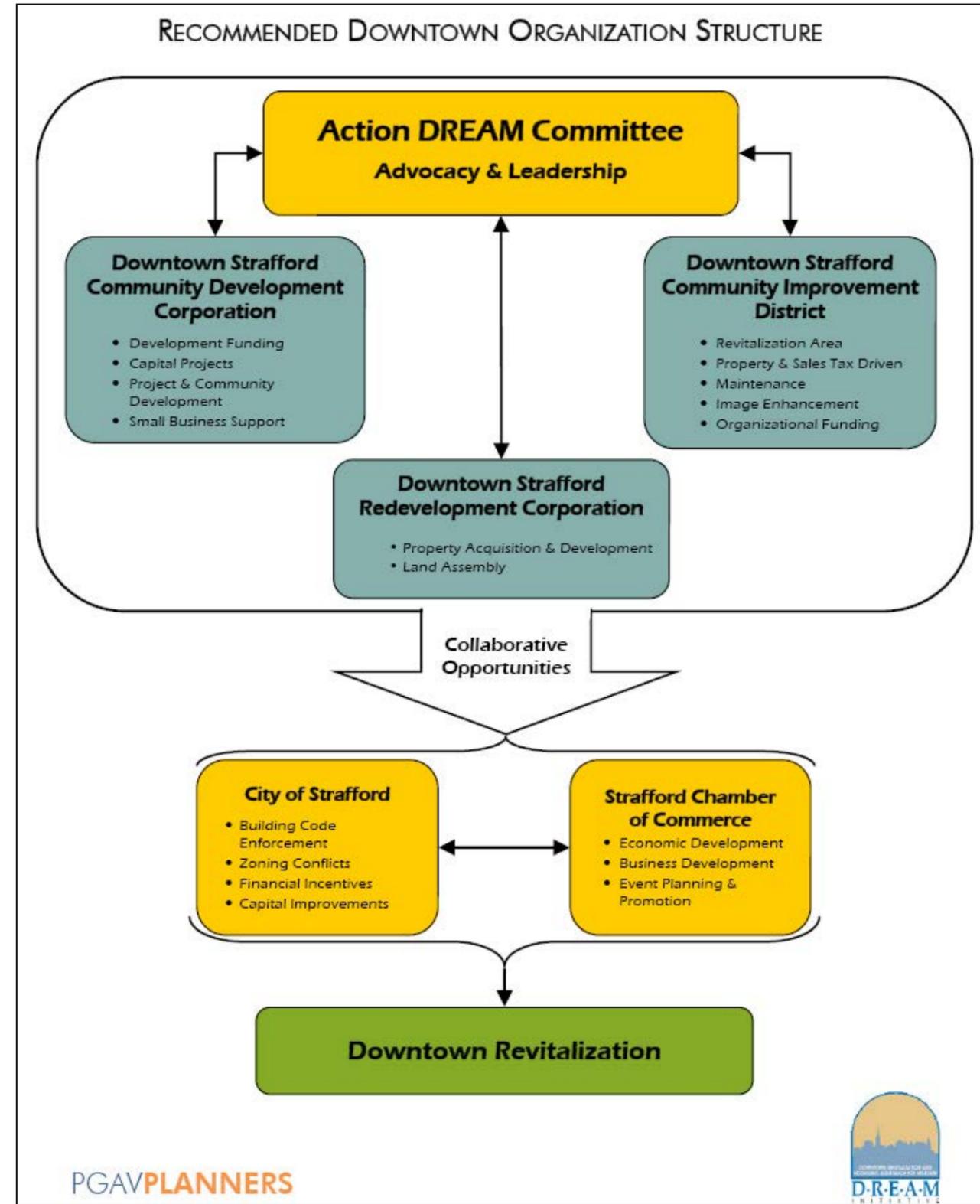
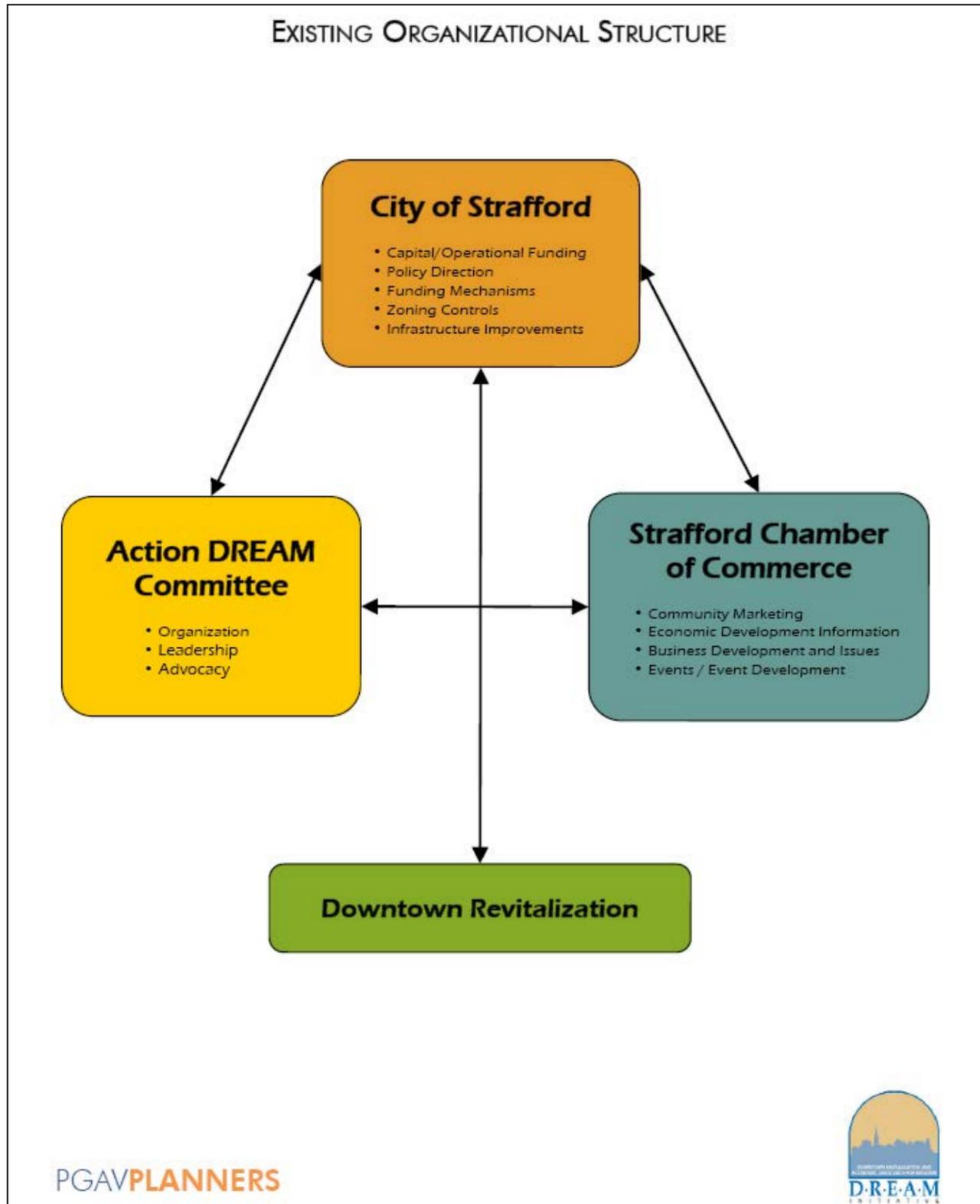
DREAM Boundary

Downtown Study Area  
City of Strafford Missouri

Legend

 Study Area





Above are charts from the *Organizational Structure Review* which illustrate existing and recommended Downtown Strafford organizations and their relationships.

Downtown Organizations and Responsibilities						
Elements of a Successful Organization	Existing Organizations			Recommended Organizations		
	City of Strafford	Strafford Area Chamber of Commerce	Action DREAM Committee	Downtown Strafford Community Improvement District	Downtown Strafford Community Development Corporation	Downtown Strafford Redevelopment Corporation
Leadership	Essential Participant		Essential Participant			
Management Characteristics	Essential Participant	Support Participant	Essential Participant	Support Participant		Support Participant
Board Attributes	Support Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant
Forming Partnerships	Essential Participant	Essential Participant	Essential Participant			Support Participant
Community Involvement	Essential Participant	Essential Participant	Essential Participant			Support Participant
Organization Funding	Essential Participant	Support Participant		Essential Participant	Essential Participant	
Organizational Strategic Planning	Essential Participant	Support Participant	Essential Participant	Essential Participant		
Project Planning and Facilitation	Essential Participant	Support Participant	Essential Participant		Support Participant	Support Participant
Business, Retention, Expansion and Attraction	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant	Essential Participant
Residential Development and Neighborhood Revitalization	Essential Participant		Support Participant	Support Participant	Essential Participant	Essential Participant
Downtown Advocacy	Essential Participant	Support Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant
Real Estate Development Body	Support Participant				Essential Participant	Essential Participant
Direct Marketing	Support Participant	Support Participant	Support Participant	Essential Participant	Support Participant	
Special Events Planning	Support Participant	Essential Participant	Essential Participant	Support Participant		
Retail and Event Promotions	Support Participant	Essential Participant	Essential Participant	Support Participant		
Safety, Security, and Beautification	Essential Participant		Support Participant	Support Participant		

Essential Participant
  Support Participant

Table from *Organizational Structure Review* featuring recommended organizations and their proposed responsibilities.

Specific Downtown Issues and Responsibilities

	Existing Organizations			Recommended Organizations		
	City of Strafford	Strafford Area Chamber of Commerce	Action DREAM Committee	Strafford Downtown Community Improvement District	Strafford Downtown Community Development Corporation	Strafford Downtown Redevelopment Corporation
Building Design Standards	Essential Participant		Essential Participant	Support Responsibility		
Building Code Enforcement	Essential Participant	Support Responsibility	Support Responsibility			
Entryway Design Standards	Essential Participant		Essential Participant	Support Responsibility		
Wayfinding Improvements	Essential Participant		Essential Participant	Support Responsibility		
Retail Attraction	Support Responsibility	Essential Participant	Support Responsibility	Support Responsibility	Essential Participant	Support Responsibility
Retail Promotions		Essential Participant	Support Responsibility	Essential Participant		
Merchant Education		Essential Participant	Support Responsibility			
Commercial Property Acquisitions	Support Responsibility	Support Responsibility			Essential Participant	Essential Participant
Commercial Property Renovations	Support Responsibility	Support Responsibility	Support Responsibility	Support Responsibility	Essential Participant	Essential Participant
Façade Improvements (Revolving Loan Fund)	Support Responsibility	Support Responsibility	Essential Participant	Support Responsibility	Essential Participant	Essential Participant
Parking Lot Improvements	Essential Participant		Support Responsibility	Essential Participant	Support Responsibility	
Pedestrian Improvements	Essential Participant		Support Responsibility	Essential Participant		
Downtown Branding	Support Responsibility	Support Responsibility	Essential Participant	Support Responsibility		
Downtown Event Development	Support Responsibility	Support Responsibility	Essential Participant	Support Responsibility		
Tourism Marketing	Essential Participant	Essential Participant	Support Responsibility	Support Responsibility		
Housing Stock Improvements	Support Responsibility				Essential Participant	Essential Participant

Essential Participant      Support Responsibility

Table from the *Organizational Structure Review* featuring specific Downtown Issues and the organization recommended to manage them.

Building and Streetscape Design:

- **Establish Wayfinding System**

A system of signage and/or recognizable landmarks should clearly transition visitors from Route 125 to Downtown Strafford. Below is an image of a potential trailblazer sign. For more information on wayfinding, please refer to page 47 in the *Building and Streetscape Design Guidelines*.

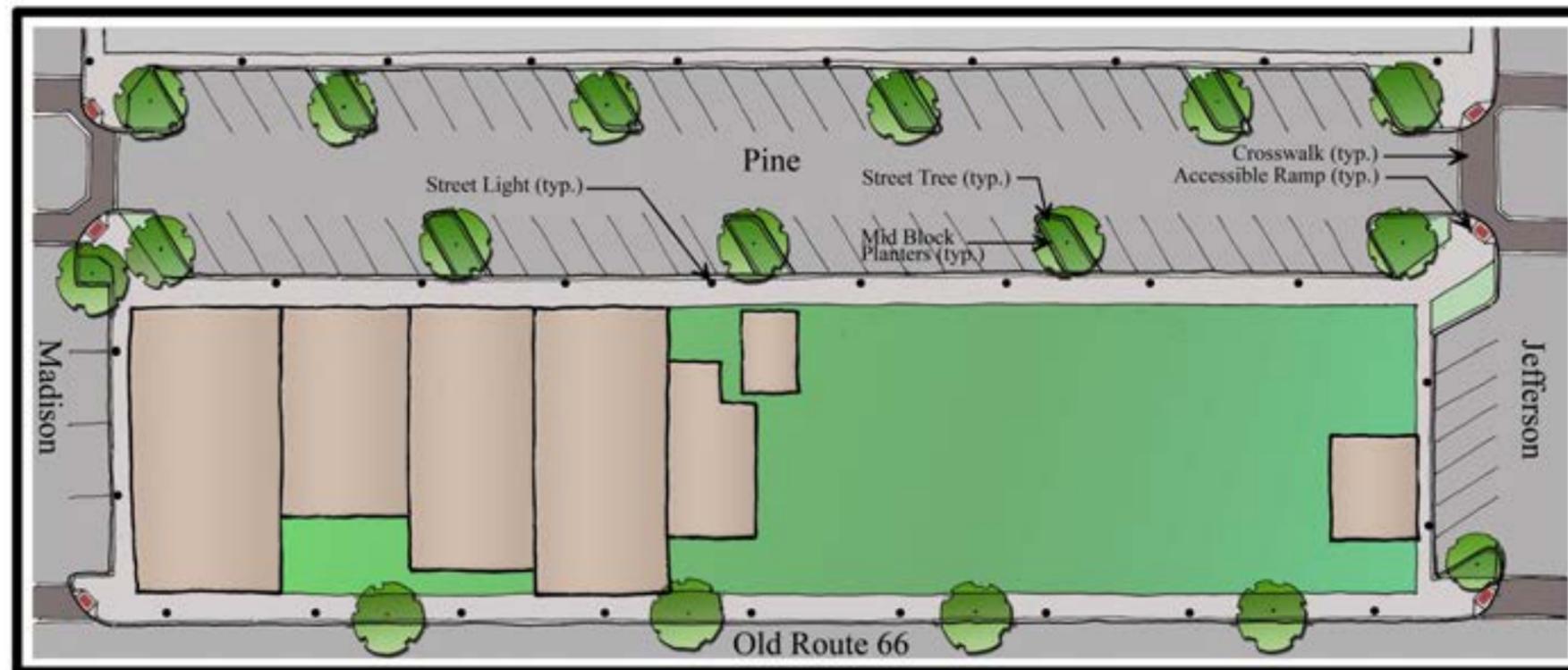
- **Streetscape Improvements**

Public infrastructure upgrades, consistent, ADA-accessible sidewalks, parking, and street trees are all part of proposed streetscape improvements in Downtown Strafford, particularly along Pine, Jefferson, Old Route 66, and Madison. The image to the bottom right illustrates a proposed typical block streetscape plan. For more information on proposed streetscape improvements, please refer to page 52 in the *Building and Streetscape Design Guidelines*.

(Public Projects continue on the following page.)



Potential trailblazer sign.



Proposed block streetscape plan.

**Strafford Station Concept (continued) :**

- **Strafford Station**

Route 125, coming off the interchange with I-44, serves as the major entrance into Downtown from the north. Currently, there is no identification that visitors are about to enter Downtown as they travel south on 125. The opportunity exists for some type of monument to clearly identify the unique attributes of the Downtown district. The following pages include illustrations of the phased concepts for Strafford Station.

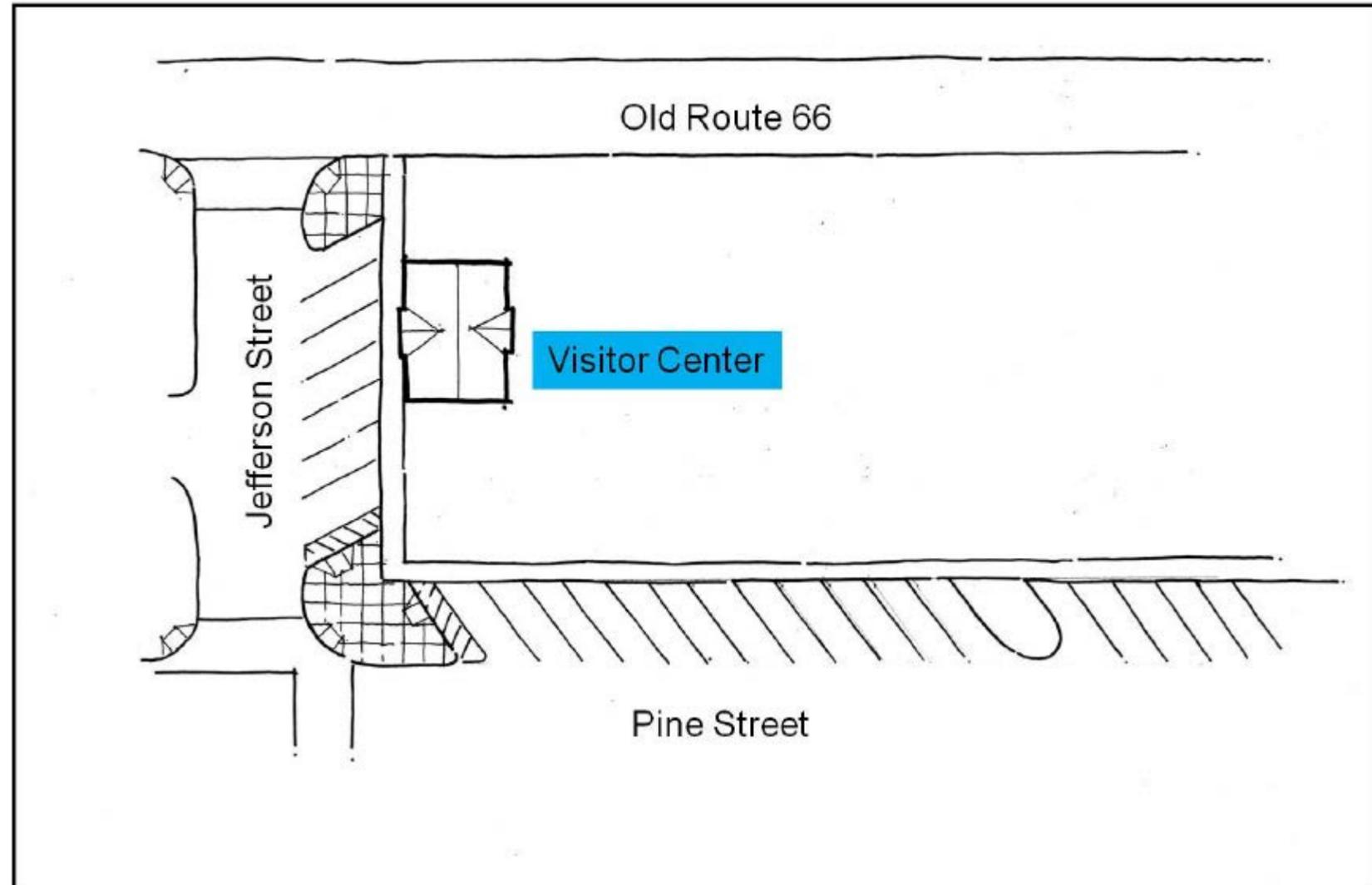
The design priorities for these concepts are listed as follows:

- Establish an attractive “entryway” for Downtown Strafford.
- Create a visitor and destination space in the form of a replica depot building with complimentary parking/circulation, and design.
- Create dynamic public space around depot building for civic events, visitor attraction, and civic pride.
- Develop identity of the public space through naming, signage, and design.
- Reduce the amount of pavement and add green space.
- Identify areas for monument and wayfinding signage which reflects the heritage of Strafford.
- Adopt a creative design plan based on flexible use, attainable cost and long term maintenance.

**5.2.1 Strafford Station Concept - Phase 1**

**POTENTIAL IMPROVEMENTS:**

Visitor’s Center and Chamber of Commerce office



Plan View

Illustration of Strafford Station Concept Phase 1 taken from *Building and Streetscape Design Guidelines*

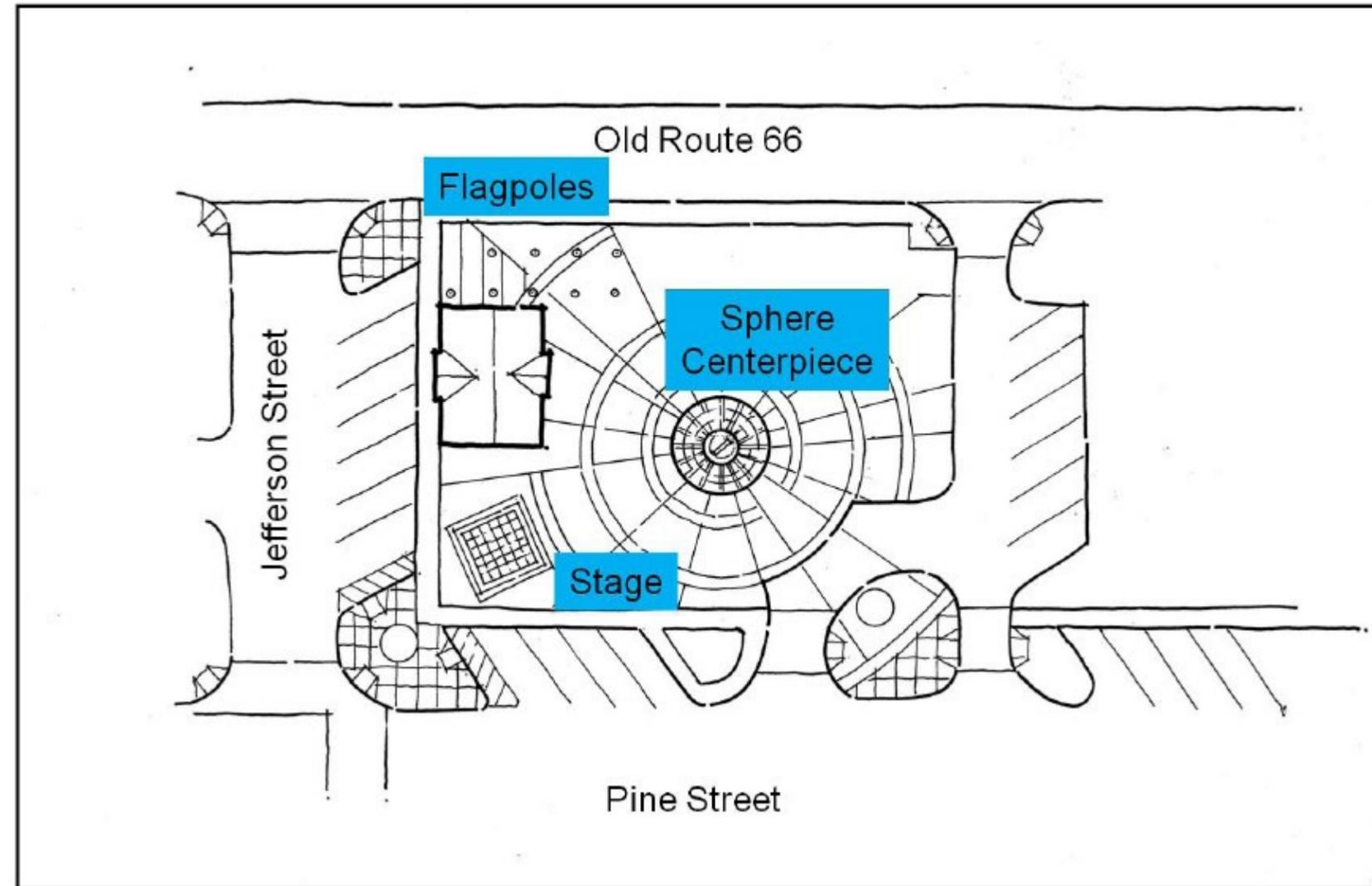
Strafford Station Concept (continued) :

- **Strafford Station Phase 2**

The concept for the second phase of Strafford Station will build upon the visitor's center established in Phase 1 to include public space for visitors and community events, which may also include a stage. A centerpiece will be incorporated as a community landmark, that over time, will build up value as a community asset among residents and visitors.

5.2.2 Strafford Station Concept - Phase 2

POTENTIAL IMPROVEMENTS:  
Public Space and Amenities



Plan View

Illustration of Strafford Station Concept Phase 2 taken from *Building and Streetscape Design Guidelines*

Strafford Station Concept (continued) :

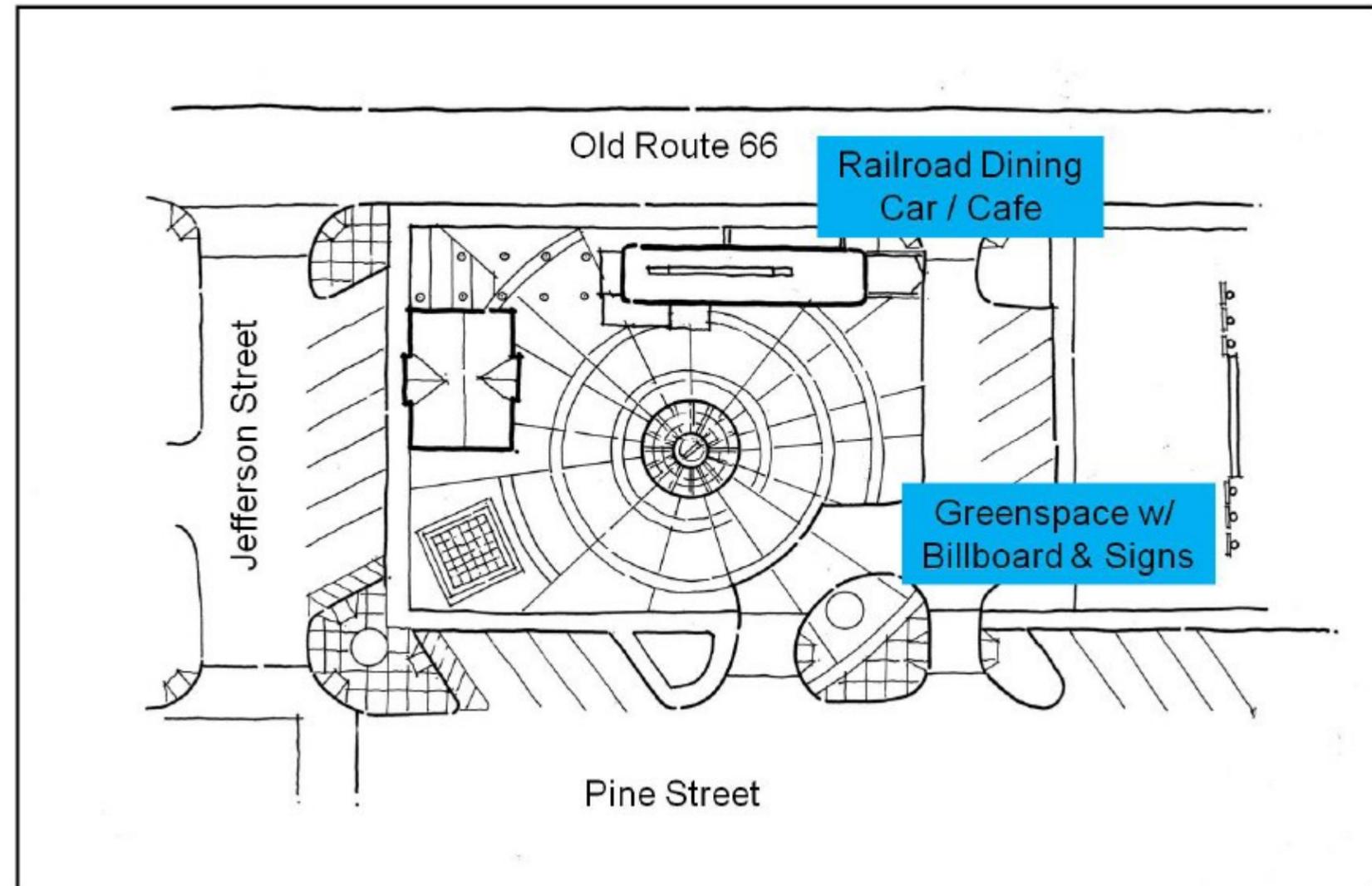
- **Strafford Station Phase 3**

The third and final phase of Strafford Station will include a multi-purpose greenspace with a billboard celebrating historic, Route 66-related signage creating a rest and picnic area for families, photo opportunity for travelers, and another assembly space for the community of Strafford. Included in the illustration is the addition of a railroad dining car replica café to feed hungry patrons.

5.2.3 Strafford Station Concept - Phase 3

POTENTIAL IMPROVEMENTS:

Roadside Diner, Greenspace, Billboard & Sculpture Garden

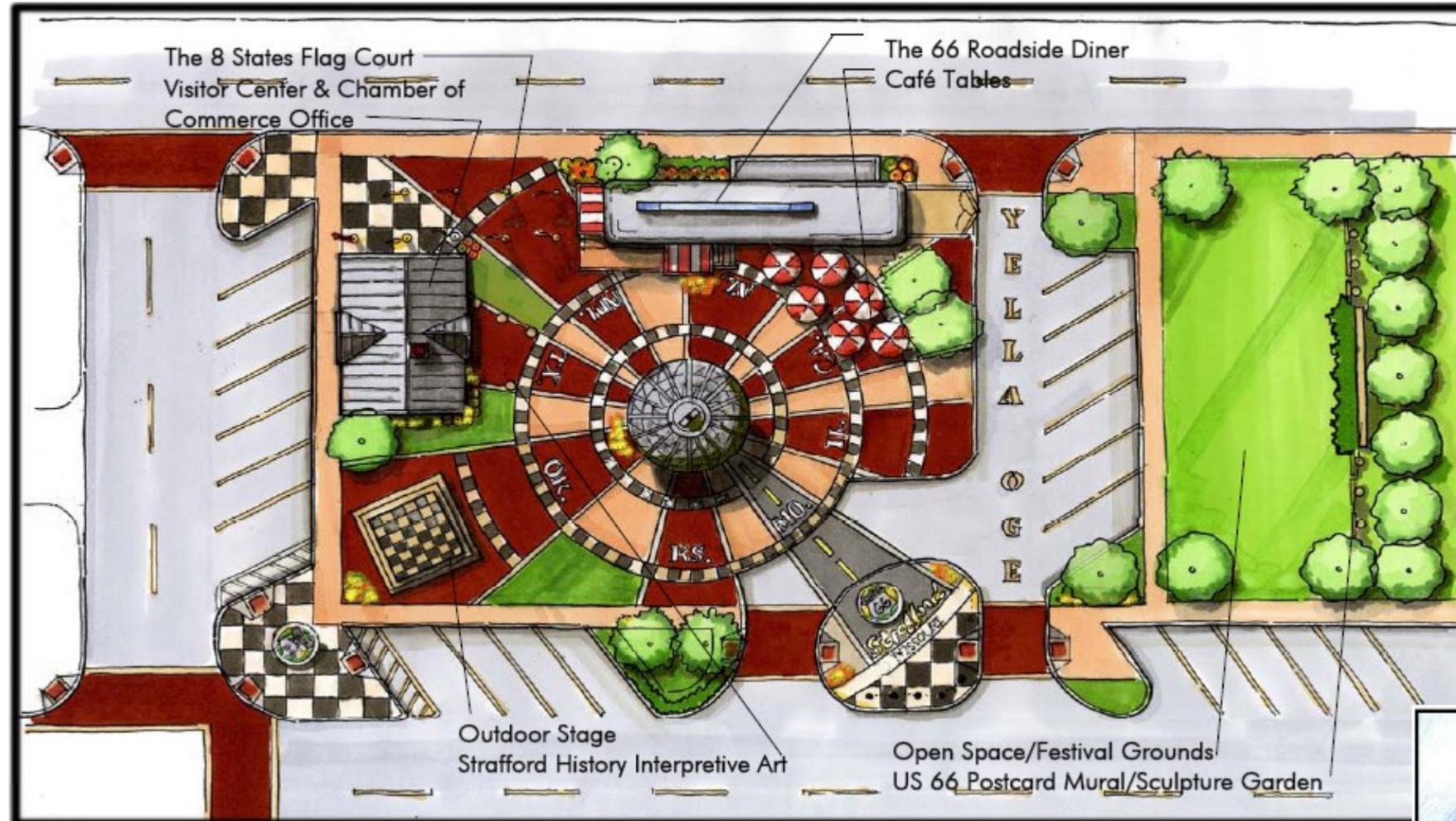


Plan View

Illustration of Strafford Station Concept Phase 3 taken from *Building and Streetscape Design Guidelines*

Strafford Station Concept (continued) :

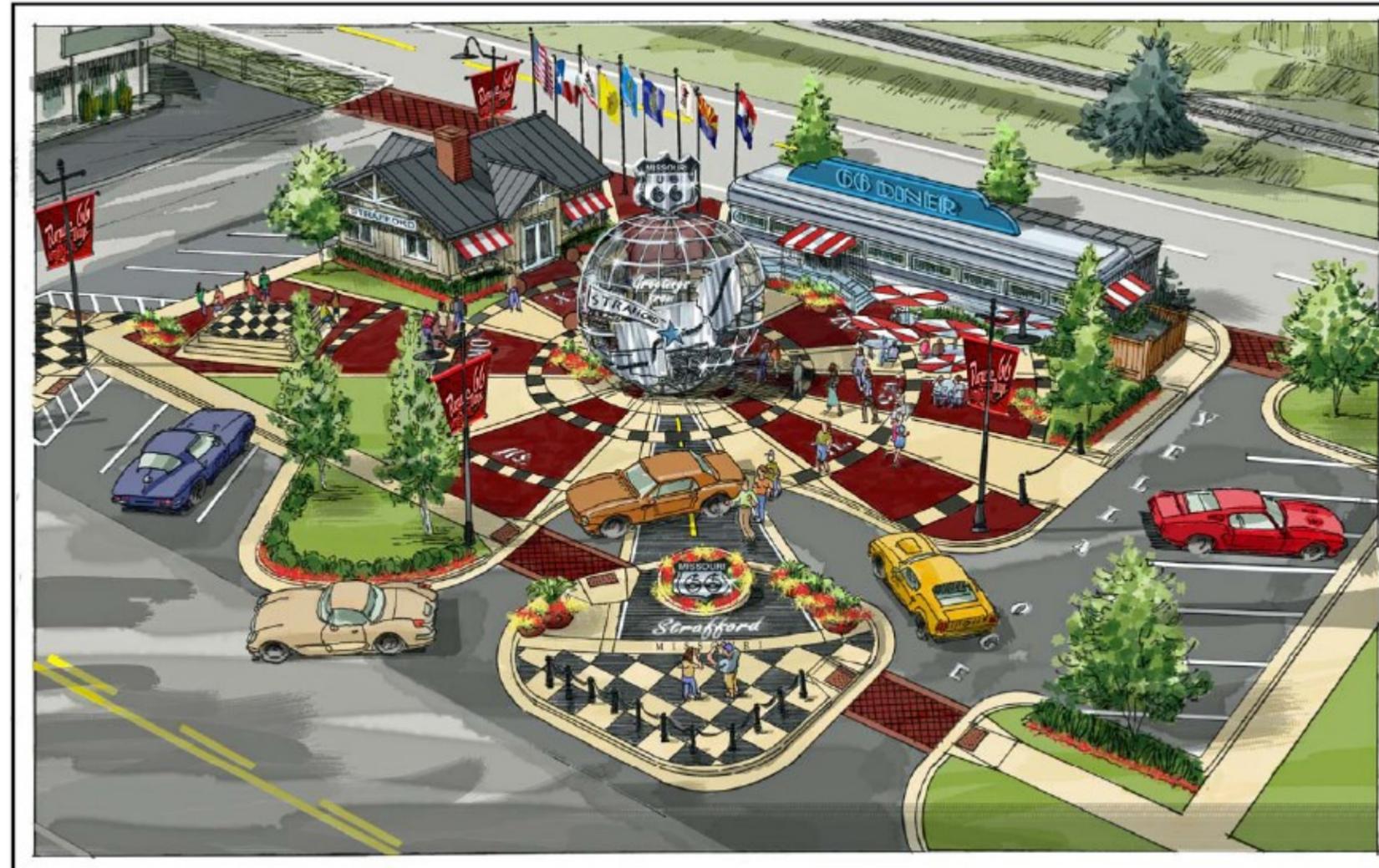
- Plan View



Detail of US 66 Postcard Mural and Sculpture Garden

Strafford Station Concept (continued) :

- Perspective



Potential Façade Improvement Concepts:

- A-1 Towing

Existing Façade



Potential Façade



- C&C Kuntry Fried Cafe

Existing Façade



Potential Façade



Potential Façade Improvement Concepts:

- Police Building

Existing Façade



Potential Façade



- MFA Building, Family Pharmacy, Main Street Salon, Student Center

Existing Façade



Potential Façade



Potential Façade Improvement Concepts:

- S & S Video:  
Existing Façade



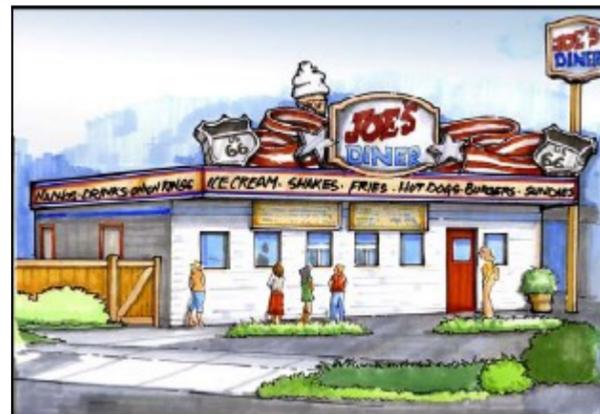
Potential Façade



- Joe's Diner  
Existing Façade



Potential Façade



- Potter Station  
Existing Façade



Potential Façade



Potential Timeline of Recommendations from the CID Marketing Plan

For more information on the recommendations for public outreach, stakeholder involvement, and implementation of a CID, please refer to the *CID Marketing Plan*.

Phase 1: First Month of the Campaign	
Timing	Action/Deliverable(s)
Weeks 1-2	<ul style="list-style-type: none"> <li>Possible members identified</li> <li>Invitations to join extended</li> </ul>
Week 2	<ul style="list-style-type: none"> <li>Draft key messages and proof points (message platform) developed</li> <li>Draft list of campaign materials developed</li> </ul>
Week 3	<ul style="list-style-type: none"> <li>Introductory meeting</li> <li>Edits to or approval of message platform</li> <li>Edits to or approval of list of proposed campaign materials</li> <li>Action plan for engaging individual business owners including who will make contact, when</li> <li>Action plan for campaign materials development, including timeline and responsible party</li> </ul>
Week 4	<ul style="list-style-type: none"> <li>Final message platform adopted</li> </ul>
Phase 2: Second Month of the Campaign	
Timing	Action/Deliverable(s)
Weeks 5-6	<ul style="list-style-type: none"> <li>Presentation for Advisory Committee meetings</li> <li>"Leave behind" flyer/pamphlet and mailer</li> <li>FAQs and Q&amp;A</li> <li>Website copy</li> </ul>
Weeks 7-8	<ul style="list-style-type: none"> <li>Advisory Committee meeting to review materials and confirm outreach strategy</li> <li>Mailer delivered to voters and key stakeholders</li> <li>Website development</li> <li>Initial Advisory Committee meetings with voters and key stakeholders</li> </ul>
Phase 3: Third Month of the Campaign, Ongoing	
Timing	Action/Deliverable(s)
Week 9	<ul style="list-style-type: none"> <li>Advisory Committee meetings with voters and key stakeholders wrap-up</li> </ul>
Weeks 10-11	<ul style="list-style-type: none"> <li>Information gained from meetings shared with other Committee members and the DREAM Committee</li> <li>Follow-up letter to voters developed and mailed</li> </ul>
Week 12	<ul style="list-style-type: none"> <li>CID vote taken</li> </ul>

**IMPLEMENTATION SCHEDULE**

Organizational Structure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
1 Strengthen the Downtown Strafford Revitalization Corporation (DSRC) as the lead organization for Downtown Strafford.	The DSRC should exhibit its role as the primary advocate of Downtown Strafford revitalization by leading the implementation of a major recommendation from the Strafford DREAM Strategic Plan. Community stakeholders will perceive the DSRC as a leader of Downtown revitalization if the Committee leads and completes projects that benefit Downtown Strafford.	DSRC	Strafford (City) & Strafford Area Chamber of Commerce and Industry (Chamber)	2013	In consultation with the City and Chamber, the DSRC should lead the implementation of a project/program recommendation from the Strafford Strategic Plan. For example, the creation of the Downtown Strafford Community Improvement District (DSCID) may be a good first project requiring cooperation between the Committee, City, Chamber, and Downtown stakeholders while providing the Committee an opportunity to be the lead organization.	
2 Provide a financing mechanism for public projects and programs aimed toward the promotion and revitalization of Downtown Strafford. This is also a Financial Assistance objective.	Formation of a Downtown Strafford Community Improvement District (DSCID) The DSCID provides a funding stream to help implement the various projects and programs identified as priorities throughout the DREAM planning process.	DSRC	City & Chamber	2013-2014	Research tentative CID boundary and revenue projections. Develop CID educational and marketing materials. Convene public outreach events. Contract legal counsel to develop CID petition and documents.	
3 Provide equity and loans for real estate and small business development in Downtown Strafford.	Creation of a Downtown Strafford Community Development Corporation (DSCDC). The DSCDC is a corporation providing equity and loans with the participation of local banks and businesses with a focus toward redevelopment activities including real estate development and small business development.	DSRC	Chamber	2015-2016	Development of educational materials on the function of DSCDC and community benefits to potential participating banks and businesses. Development of marketing materials	

Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
4 After establishment of the Downtown Strafford Community Improvement District (DSCID), the DSCID programs and/or projects should be revisited and, if necessary, realigned to consider the changing priorities of the businesses and residents within the DSCID.	Implement regular community-wide surveys to gauge the perception and forward-looking priorities for Downtown Strafford. The surveys should be scheduled on a regular basis, for instance, every five years. Instead of a community-wide survey, the DSCID staff may wish to reconvene the original focus group discussions with business owners, school board and administrators, elected officials, City staff, City residents, and high school students.	DSRC	City & Chamber	2018	Conduct community surveys of business owners and residents as appropriate to gauge perception of DSCID efforts to develop and promote Downtown Strafford. The DSCID board or staff should assess the progress of the DSCID's projects and programs and obtain input from business owners and/or residents of the DSCID to help shape future priority projects, programs, and other budgetary expenditures. Time survey findings in time to help identify new programs or projects or adjust existing ones and realign budgetary expenditures. Offer to share DSCID survey findings with respondents.	
5 Ensure the Strafford Station consistently adapts to the demands of visitors and drives traffic to Downtown Strafford.	Implement regular intercept surveys of visitors to Strafford Station and its related events.	DSRC	Chamber	Ongoing	Conduct visitor intercept surveys using trained volunteers. Keep surveys brief capturing data points such as reason for visit, length of stay, estimated total trip expenditure, etc. In addition, track visitor attendance to the Station and at related events. Compile findings in a report that may be used as one factor in adjusting Strafford Station projects, programming, and events. Consider contracting an independent surveying company to conduct and compile the visitor surveys if necessary.	

Building and Streetscape Design						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
6 Provide visitors clear direction to Downtown Strafford from Highway 125.	Establishment of wayfinding signage from Highway 125 toward Downtown Strafford. The DSRC should coordinate with the City in installing, at a minimum, a trailblazer sign pointing vehicular traffic from Highway 125 toward Downtown Strafford. There is currently no adequate signage indicating where Downtown Strafford is located from Highway 125.	DSRC	City	2013-2014	The Committee and City should resume the effort to identify funding and contract the construction and installation of a trailblazer sign.	
7 Create a streetscape in Downtown Strafford that is both visually appealing to visitors and expresses the identity of the Strafford community.	Bury utility lines and make storm water and sewer upgrades. Later, make street, curb, and sidewalk improvements. Encourage building façade improvements and site improvements among building owners in Downtown Strafford.	City	DSRC	Ongoing	Schedule utility line and storm water and sewer drainage upgrades to occur during MODOT Intersection Improvements in 2013. Utilize the Typical Block Streetscape Plan in the Building and Streetscape Design Guidelines for subsequent streetscape improvements in Downtown Strafford. Encourage building owners to use the building elevation illustrations in the Building and Streetscape Design Guidelines as a guide on color and design.	
8 Establish a landmark into Downtown Strafford that also serves as a destination for visitors.	Creation of Strafford Station that will serve as an entry marker to Downtown. Design elements will celebrate the community's connection to historic Route 66 and house a new office location for the Chamber, a visitor's center, and a Route 66 Tourism Center.	DSRC	City & Chamber	2013-2018	Acquisition of land for Strafford Station. Development is recommended in three phases.	
9 Preserve and enhance architectural character in Downtown Strafford.	Establishment of Downtown Zoning District and Supplemental Design Standards to provide, as a supplement to existing city building code, guidance on the acceptable and unacceptable materials, methods, and design elements of architectural exteriors within a defined geographic area in Downtown Strafford.	DSRC	City	2013-2018	Strafford has previous experience with establishing an overlay zoning district regulating setbacks and buffer zones. The implementation of Supplemental Design Standards and a Downtown Zoning District will require public outreach to building owners and cooperation with the City.	

**IMPLEMENTATION SCHEDULE**

Retail Market Analysis						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
10 Encourage formation of a Route 66 experience in Downtown Strafford to help drive increased visitor traffic.	Initiate, develop, program, promote, and measure Strafford Station project recommendation.	DSRC	City & Chamber	2013-2018	Establish DSCID, initiate Strafford Station project, integrate Chamber of Commerce Route 66 Days into programming and marketing of Strafford Station, market Strafford Station and Route 66 Days to neighboring communities, measure visitor traffic through Strafford Station, Downtown Strafford, and during Route 66 Days festival. Use traffic numbers in business recruitment materials.	
11 Encourage retail uses that capture unmet demand east of Springfield.	Help retain, expand, and recruit businesses within the retail industry sectors showing unmet demand in the modified Secondary Trade Area east of Springfield.	DSRC	Chamber	Ongoing	Refer to Table 14 of retail sectors with unmet demand in Retail Market Analysis. Utilize the table to identify existing operators in Downtown Strafford and focus recruitment efforts on operators within the listed industry sectors. Establish and sustain business retention, expansion, and attraction practices to grow the Downtown Strafford retail market.	
12 Establish an improved aesthetic and visitor experience for Downtown Strafford.	Establish seamless directions to Downtown Strafford from Highway 125 and initiate public infrastructure and aesthetic improvements in the public space.	DSRC	City & Chamber	Ongoing	Implement wayfinding, façade improvement, infrastructure improvement, and streetscape design recommendations in Building and Streetscape Design Guidelines.	
13 Increased awareness of available retail space and developable land in Downtown Strafford.	Promote available retail space to potential tenants and available land to developers.	DSRC	Chamber	Ongoing	The DSRC and Chamber should coordinate to maintain an inventory of leaseable space and developable land and promote these opportunities to potential tenants and developers via online social networks, direct contact with business owners, and website.	
Residential Demand Analysis						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
14 Establish new residents in Downtown Strafford.	According to the Residential Demand Analysis, there will be residential demand from potentially 100 households over the next five years in Downtown Strafford. The DSRC, in cooperation with the City, should develop new residential units in and around Downtown.	DSRC	City	Ongoing	Identify available building space and land that could accommodate new residential units in Downtown. Identify owners, developers, builders, and investors that are willing to produce or redevelop residential space in Downtown Strafford. Review applicable building and zoning codes to ensure they do not present barriers to development. Provide technical assistance and financial incentives where possible to support Downtown development.	
15 Reduction and management of deferred maintenance on buildings within Downtown Strafford.	Enforce existing building codes, and eventual implementation of Supplemental Design Standards, on structures in Downtown Strafford.	City	DSRC	Ongoing	Educate building owners on existing building codes and, if applicable, the Supplemental Design Standards. Encourage adherence to codes and standards on a regular basis. Apply enforcement uniformly on all types of structures, where applicable, within Downtown Strafford.	
Financial Assistance						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
16 Provide a financing mechanism for public projects and programs aimed toward the promotion and revitalization of Downtown Strafford. This is also an Organizational Structure objective.	Formation of a Downtown Strafford Community Improvement District (DSCID) The DSCID provides a funding stream to help implement the various projects and programs identified as priorities throughout the DREAM planning process.	DSRC	City & Chamber	2013-2014	Research tentative CID boundary and revenue projections. Develop CID educational and marketing materials. Convene public outreach events. Contract legal counsel to develop CID petition and documents.	
CID Marketing						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
17 Obtain a clear understanding of the function, legal requirements, and key benefits of a Strafford Community Improvement District (DSCID).	Research and compose a preliminary DSCID complete with proposed boundary, parcel data, projected revenue, legal requirements, key benefits, and proposed budget expenditures for projects and programming.	DSRC	City	2013	Utilize implementation recommendations within the Strafford CID Marketing Plan. Adjust proposed DSCID characteristics in response to feedback from public outreach campaign while maintaining legal eligibility. Refer to Sections 67.1401 to 67.1571 of the Revised Statutes of Missouri, as amended for legal definitions and requirements. Obtain legal counsel for development of petition documents.	
18 Build local advocacy for the DSCID apart from the DSRC leadership.	Bring local business owners and residents together, independent of the DSRC leadership, that can advocate for, provide strategic advice, and identify local spokespeople to engage others on the establishment of the DSCID.	DSRC	City & Chamber	2013	Identify residents and business owners in Strafford that are willing to advocate for the DSCID, recruit spokespeople, convene meetings with other residents and business owners, and advise the DSRC. Utilize implementation recommendations under the heading 'STRATEGIES: Advisory Committee' on page 2-4 in the Strafford CID Marketing Plan.	
19 Ensure DSCID information is accurate and consistent across all points of engagement with the businesses and residents of Strafford.	Create message platform of key points to be used in public engagement, informing city staff and elected officials, speaking to reporters, creating printed material, and website development.	DSRC	City & Chamber	2013	Utilize implementation recommendations under the heading 'STRATEGIES: Materials Development' outlined on pages 2-4 through 2-5 in the Strafford CID Marketing Plan.	



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