



# DOWNTOWN STRATEGIC PLAN

CITY OF BOONVILLE, MISSOURI

JULY 2013



CITY OF BOONVILLE



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



PLANNING CONSULTANT:



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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 Boonville 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 Boonville. 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, and included facilities nearby Downtown such as the Katy Bridge and vacant Kemper Military Academy. These assessments were used as the basis for various analyses and recommendations developed in each DREAM task as described in this plan. Numerous documents were reviewed during the DREAM process for the City of Boonville. These documents included proposed ordinances, plans for the Boonville Tourism Hub, new City Hall, and Gingrich Warehouse, changes to existing ordinances, reviews of grant applications, and other existing planning documents.

The DREAM Strategic Plan is not intended to replace these 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 innovative, positive, and attainable change for Downtown Boonville. Participants of the DREAM process, including numerous citizens, Downtown property owners, business owners, civic leaders and City staff, expect the Strategic Plan to be the blueprint that will help continue the transformation of Downtown Boonville into a vibrant area in which people 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

primary goals are listed in each section of the Plan, according to the DREAM task wherein they were developed. However, high-priority goals for Downtown Boonville include:

### **Goal One: Energize the Downtown Boonville Coalition (DBC).**

The existing group of merchants, property owners, residents, and other individuals have accomplished many initiatives for Downtown Boonville; all under the guidance and leadership of City staff. While this situation is obviously effective, Downtown interests need to formalize the organization and lead themselves. The City may not always have staff to dedicate to Downtown. The Chamber may not always find it beneficial to provide extra support to Downtown efforts. The DBC needs to develop a leader, a board, a mission statement, by-laws, and operating policies. The City and Chamber should continue to support the DBC as it solidifies. It is important that Downtown merchants and interests understand that the DBC has broad support and will be the lead Downtown group. Roles and responsibilities may change with the City and Chamber, but the services provided to Downtown should expand.

Other organizational elements regarding funding and the committee structure of the DBC are included in this Strategic Plan. The formation of a Community Improvement District (CID) is also included as a separate goal in this section. Although such funding improves the likelihood and viability of a Downtown organization greatly, it is possible to proceed with a volunteer board and seek more stable funding at a later date. Eventually, the DBC should seek to hire an Executive Director, at least on a part-time basis.

While overall there are other priorities that will benefit Downtown more immediately and directly, the potential of Downtown revitalization efforts is expanded greatly through an active, engaged, and formal organization. For this reason, this goal carries the highest priority.



The Cooper County Courthouse in Downtown Boonville.

**Goal Two: Improve User-Friendliness.**

During the DREAM process, many discussions were held regarding the involvement of Downtown merchants, limited store hours, and the general friendliness of store operators. On several occasions, these concerns were witnessed first-hand by the planning team.

As noted in the Destination Assessment Section on page 26, Downtown has many elements in place to receive and serve visitors. As the fledgling DBC sets its annual work plan, programs to provide assistance to Downtown business should be included. The DBC should provide seminars on customer service and develop events to encourage extended evening and weekend hours. Business-oriented promotions will help show store owners the value of supporting the DBC and will encourage participation.

Outdoor restaurant seating is also an element that should be encouraged that will enhance user-friendliness. The City should encourage this practice through zoning and its municipal code to help provide Downtown with a vibrant atmosphere. The DBC should work with restaurants to help them understand and satisfy City requirements. Additionally, if a proposed Community Improvement District (CID) is established, the CID can provide services such as policing and maintenance to the outdoor seating areas.

**Goal Three: Improve Downtown Building Conditions.**

As discussed in the Building Design and Conditions Section on page 15, the City has elements in place and options available to require commercial property owners to better maintain their buildings. Existing conditions demonstrate poor to fair conditions for most Downtown buildings. It is critical that the City works to improve ordinances, codes, and procedures to improve building conditions. The community should also develop incentives to assist and Downtown building owners to improve their properties.

The Boonville City Government and staff should understand that the issue of building conditions and the idea that stricter code enforcement was needed surfaced during each of the focus groups. Significant amounts of responses were also received on this issue during the telephone and visitor surveys. The community wants tighter building controls and standards.

The City should review its procedures and policies to develop effective inspection and follow-up procedures regarding code violations. As the City improves these features, the DBC and Chamber should work with property owners to connect them to contractors and help them understand the City's expectations. The City should remember that the merchants and business owners themselves feel that the building conditions are an issue. Fair enforcement of the codes for all owners could likely be firmer in Downtown Boonville.

**Goal Four: Establish a Community Improvement District (CID).**

With a formal organization in place, efforts should shift to identifying and obtaining sustainable funding for the DBC. 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 both a property and sales tax. Depending on the structure and the final boundary, a Downtown Boonville CID could generate about \$100,000 in annual revenue for redevelopment activities. This amount would increase as Downtown business activity and property values increase.

The DBC can provide certain services to the CID on a contractual basis, which will help expand the roles of the DBC and allow it to better meet the needs of Downtown. CID funding can also pay for a DBC Executive Director. This Plan proposes projects such as wayfinding, parking lot improvements, streetscape enhancements, and the Tourism Hub that are all CID eligible expenses. Marketing, promotions, and events are also eligible.



Downtown Boonville Post Office.



The Boonville Depot located in the Tourism Hub area.

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 DBC will become the promotional arm of the effort. The DBC 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 Five: Improve the Visitor’s Experience.**

Several DREAM tasks are related to the improvement of the visitor’s experience. However, improvements to elements for visitors become benefits for other users and are difficult to separate from other aspects of Downtown. The elements specifically noted in this goal are focused on wayfinding, parking lot improvements, and events.

The City should pursue the wayfinding signage concept as noted in the Public Infrastructure Section on page 20 as soon as budgetary limitations allow. This project is a visible “win” for Downtown revitalization and will not only help visitors navigate, but will build enthusiasm for Downtown revitalization efforts. The City should collaborate with the DBC so that the success of this project is shared. Additionally, a key element is the routing of casino visitors along Main Street, instead of the current route through the nearby countryside.

Public parking lot improvements are discussed in the Destination Assessment Section on page 27. The City should work to improve the surface standards of private lots, as well as seek to obtain property in strategic locations for new lots. A parking lot is the first opportunity for Downtown to encourage visitors. An important aspect of future parking lot design, should include plazas and walkways for pedestrians. The City should remember that every parking space also represents at least one pedestrian, therefore all lots should connect to the pedestrian network.

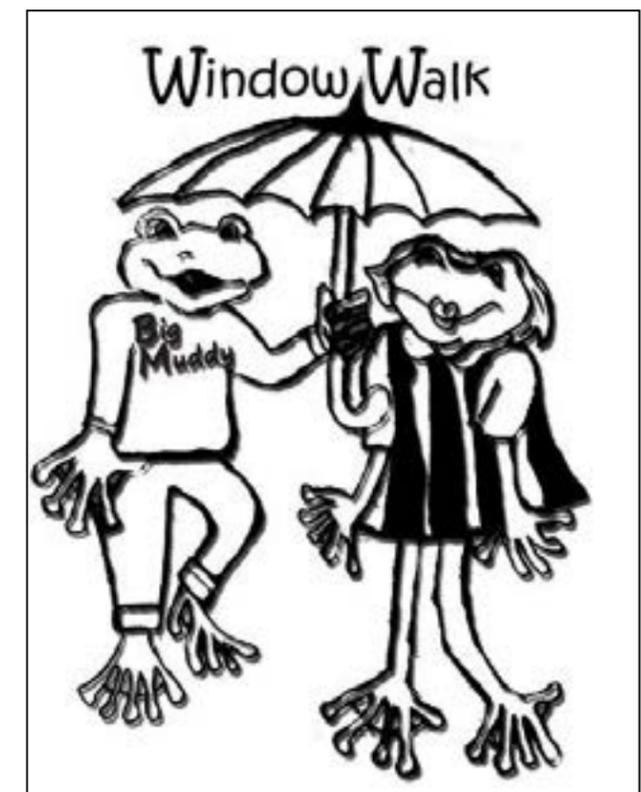
Boonville has several attractions and activities available on any given weekend. The Boonville Tourism Commission works diligently to promote these attractions to visitors. However, the planning team experienced a few weekends in Downtown, once a major summer holiday, where there was little to no activity. Not every weekend needs to be filled, but the DBC should develop a standard event for seasonable weather. This event should promote Downtown shops, provide music, and be easy to hold. The event could be used on slow weekends or to complement other events.

**Goal Six: Improve the Connection Between Main Street and the Casino Area.**

The City has an ambitious plan to improve an area west of Main Street by the Isle of Capri casino. Establishing the Tourism Hub is a project discussed in the Implementation Section on page 29. However, the City should also seek to enhance the connection between Main Street and the casino area. A significant amount of visitors are attracted by the casino, but there are a few blocks of housing between the casino and Main Street. This residential area discourages pedestrian traffic intrinsically, but also because some of the housing is in poor condition.

Elements such as the previously discussed wayfinding will help draw visitors to Main Street and vice versa. The City should work to improve the housing conditions and to extend the streetscape elements down to the casino area. These improvements will help encourage the existing visitors, but are also important to prepare for the completion of the Tourism Hub project.

The DBC should also work to make sure that Main Street shops are represented in the community info brochure rack at the casino. This type of cross-promotion is also important to connect with Main Street and would be extremely efficient. As the Tourism Hub progresses, it will be important for the DBC to find other ways to get Main Street noticed by casino and hub visitors.



The Big Muddy Window Walk is an existing event held in Downtown Boonville.

## 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 DREAM Initiative provides downtown-focused planning services over a three-year period to designated Missouri communities. The State partners retained PGAV Planners, a professional planning and design firm headquartered in St. Louis, Missouri, to provide this planning.

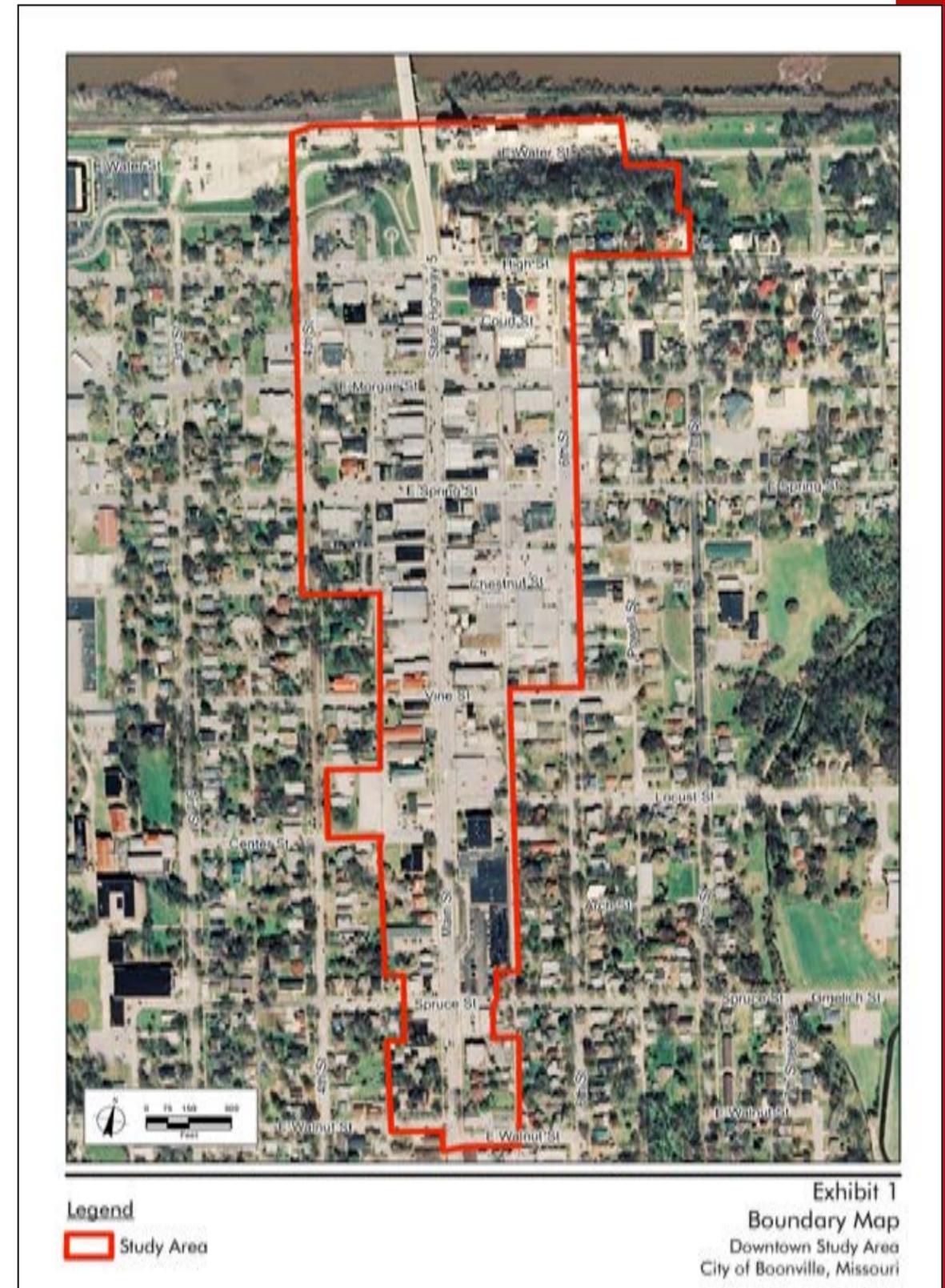
These Missouri State agencies recognize that substantial improvements and investments have already been made in Downtown Boonville. The purpose of the DREAM Initiative is to leverage local public and private improvements to sustain revitalization momentum. The goal of the DREAM Initiative is to revitalize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

The City of Boonville was designated as a DREAM community in 2008. The completed tasks for Boonville included:

- Organizational Structure Review (April 2010)
- Map Reference Handbook (December 2009)
- Focus Group Report (August 2009)
- Telephone Survey (December 2009)
- Visitor Survey Report (April 2010)
- Building Design Concepts (October 2010)
- Retail Market Analysis (June 2012)
- Residential Demand Analysis (January 2010)
- Financial Assistance Review (July 2010)
- Destination Assessment (December 2011)
- Marketing Assistance (no report) (August 2012)
- This Downtown Strategic Plan (February 2013)

Additional DREAM Initiative tasks included a review of several projects, ordinances, and grant applications for the City, as well as marketing assistance and community outreach.

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 PGAV Planners.



Boonville DREAM Study Area.

**PUBLIC OUTREACH**

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

Interviews with Downtown stakeholders and open discussions with the public revealed a sense of innovation and great pride in recent Downtown Boonville accomplishments. City leaders noted the Hotel Frederick, Isle of Capri Casino, Boonville Depot, and the Police Station as recent projects. Downtown boasts strong building architecture, streetscape elements, and business and pedestrian activity, all of which combine to create a vibrant atmosphere. However, these components also present challenges to City leaders and must be maintained to maximize their positive traits.

The DREAM Initiative builds on public sentiment to develop sound planning recommendations and strategies that are inspired, and better supported, 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 Boonville through several activities and methods, including:

- **Initial Assessment Meeting**

Boonville was designated as a DREAM community in August of 2008, and an Initial Assessment Meeting was held on November 13, 2008. The meeting included representatives from the City, the Boonville Area Chamber of Commerce, and many businesses. PGAV Planners staff and personnel from the DREAM partner agencies also attended. The City provided a presentation and tour that helped to identify the DREAM planning tasks that would benefit Downtown.

- **Focus Group Meetings**

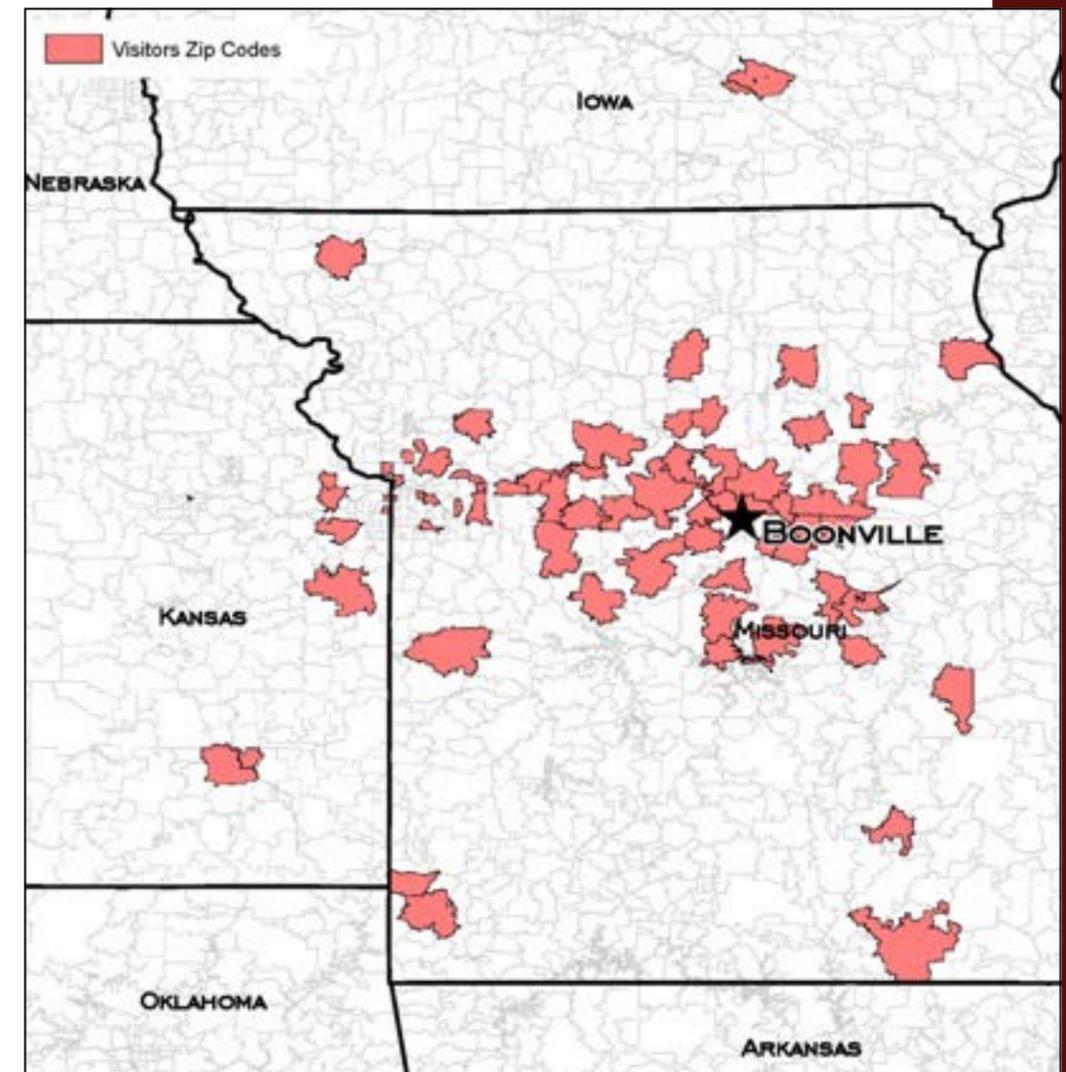
In April of 2009, discussions of Downtown issues and ideas for improvements were facilitated with four focus groups: New Residents; Long-time Residents; and two groups of Downtown Business and Property Owners.

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

- **Surveys**

In the fall of 2009, a telephone survey of 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. Almost 65% of respondents indicated Downtown was moving in a positive direction, with almost 85% indicating they visit Downtown Boonville at least once a month. Participants cited a wide variety of items for improvement, with family-oriented events and building façade improvements topping the list. Dining options and clothing stores were the retail businesses that residents wanted to see in Downtown.

From 2009 to early 2010, a visitor survey was conducted at various City events and attractions. Volunteers and City staff gathered answers from respondents that did not have a Boonville zip code, and this resulted in 207 responses. The survey indicated that most respondents had visited Downtown before. Although most visitors came Downtown for special events, dining and other reasons were not far behind. While there are two hotels in Downtown



Zip code locations of respondents to Boonville's visitor survey.

Boonville, most overnight visitors indicated they were staying in a campground/RV park. Only one physical improvement stood out that visitors desired; Rehabilitation of Historic Buildings. All other improvements were a considerably lower priority.

• **Key Stakeholder Discussions**

Conversations were held with representatives of the City, Chamber, Boonville Tourism, Friends of Historic Boonville, Cooper County, Boonville Industrial Development Authority, 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 March of 2009, several public presentations and meetings were held to review progress on the DREAM Initiative work in Boonville. Meetings were publicized in the local newspaper, promoted on the City website, and by flyers distributed in Downtown businesses. Public meetings included:

- DREAM Kickoff Meeting: March 25, 2009
- Update Meeting: Feb. 4, 2010
- Retail Visit/Presentation: April 1, 2010
- Design Focus Groups Kickoff: April 19, 2010
- Leadership Boonslick: May 5, 2010
- Destination Assessment Kickoff: Aug. 4, 2010
- Update Meeting/Design Work: Oct. 12, 2010
- Marketing Brainstorming: Aug. 6, 2012
- Strategic Plan Kickoff: January 25, 2013

• **Press Involvement**

At several of the public meetings, representatives of the local newspaper, the Boonville Daily News, were in attendance. Additionally, Missouri Life Magazine

(located in Boonville) and the Cooper County Voice included various articles regarding Downtown revitalization efforts. Sample press releases were provided to the City to help generate news stories about meetings and DREAM tasks.

• **Websites and Social Media**

The City of Boonville, Boonville Tourism, and the Boonville Area Chamber of Commerce all host websites or have a social media presence through which they have promoted aspects of the DREAM Initiative, or provided links to DREAM reports. Additionally, the City relied heavily on social media to gather visitor survey responses. The City Council and other City Committees have discussed DREAM documents and some of the minutes of these meetings are available on the City's website.

• **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, PGAV Planners, and other entities. 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. Occasionally, representatives of the City of Boonville or a Boonville organization presented a session at one of these seminars.



Title slide from the Boonville DREAM Strategic Plan Kick-Off Meeting.

### ACCOMPLISHMENTS

When the City of Boonville was designated a DREAM Initiative community in August of 2008, the DREAM Initiative provided immediate benefits to Downtown. Positive news articles and increased awareness of Downtown Boonville improved the City's ability to obtain State funding. Some recent accomplishments in the DREAM Study Area include:

- Completed transfer of ownership of the Katy Bridge in 2013 from Union Pacific Railroad to the City of Boonville. The City has also successfully received funding for Phase 1 of the Katy Bridge rehabilitation, estimated at \$700,000. Complete Bridge rehabilitation is estimated at \$3.5-\$4 million.
- Purchased the Gingrich Warehouse location to serve the Tourism Hub; Total rehabilitation for the warehouse is estimated at \$1.5 million.
- Obtained \$170,000 in Transportation Enhancement funding for sidewalk and streetscape improvements; total project is estimated at \$225,000. The City also updated and improved the streetscapes in Downtown by adding bike racks, route signage, recycling containers, landscaping, and wayfinding.
- Obtained funding for the addition of recycling containers in the Downtown, Parks, and Tourism Hub and secured a partnership with Unlimited Opportunities for weekly collection.
- Initiated \$40,000 in improvements to the Boonville Depot, including the rehabilitation and addition of public restrooms, Visitor Center, meeting space and office space. Exterior improvements include landscaping, bike racks, recycling containers, benches and signage. Missouri Preservation relocated statewide headquarters to the renovated Depot.
- Continued redevelopment and renovations of the Kemper Military Academy Campus, including the attraction and opening of a State Fair Community College satellite campus. This included infrastructure upgrades including sidewalks, roads, and parking.
- Development of several events in Downtown, including the Katy Bridge Wine Walk, Big Muddy Window Walk, Wreath Walk, Toast and Christmas celebration.
- Initiated a public relations campaign to raise awareness about shopping locally in Boonville. This campaign included "Discover Local, Buy Boonville" advertising in print and radio, a weekly column in a local newspaper, "Go Boonville", and a monthly radio spot.
- Attracted a winery into a formerly vacant large Downtown building. The City has also seen the rehabilitation of number of other Downtown properties including The Palace, Never the Same, Zuzak Wonder Store Art Gallery, and continued improvements to the Hotel Frederick.
- The City has acquired, demolished, and is marketing a Main Street property that was damaged by fire.
- The City has also renovated two Downtown buildings for civic use; City Hall and City Council Chambers.
- Initiated a mural painting program along a large expanse of brick wall that fronts on main Street. The murals feature the heritage of the community and the history of the building.
- Secured funding for a Main Street sidewalk extension that connects the traditional Main Street with commercial centers on the South end of town.
- Boonville Tourism successfully applied for "Destination Marketing Organization" status from the State which provides access to state tourism grant funds.
- Development of several Tourism Brochures that feature Downtown, including a Historic Walking Tour, Civil War Tour, bicycle routes, and a Cemetery Tour.
- Boonville became a Certified Local Government (CLG) in July of 2008 and is was also designated as a Preserve America Community in 2010.
- The City of Boonville was successful in obtaining the DREAM designation; a commitment of about \$230,000 from the Missouri Development Finance Board. Boonville leveraged a 20% match over three years; provided by the local Industrial Development Authority, to obtain this funding and planning process.



Residents and Downtown businesspeople gather for a DREAM meeting inside the newly established Cooper's Oak Winery .

# Task Summaries



**ORGANIZATIONAL STRUCTURE**

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

Organizations, and their subcommittees, reviewed for this task included:

- **City of Boonville**
  - Historic Preservation Advisory Commission
  - Tourism Commission
- **Boonville Industrial Development Authority**
  - Downtown Subcommittee
- **Boonville Area Chamber of Commerce**
  - Retail Committee
- **Friends of Historic Boonville**
- **Cooper County**

Strong efforts for Downtown revitalization have been advanced by all of the above groups. However, the issue, as noted by citizenry and key leaders themselves, is that there are too many organizations advancing projects in Downtown Boonville, with no single group taking the overall lead. Downtown leaders have the opportunity to develop a coalition of entities, but must place the leadership role with an umbrella group consisting of Downtown interests.

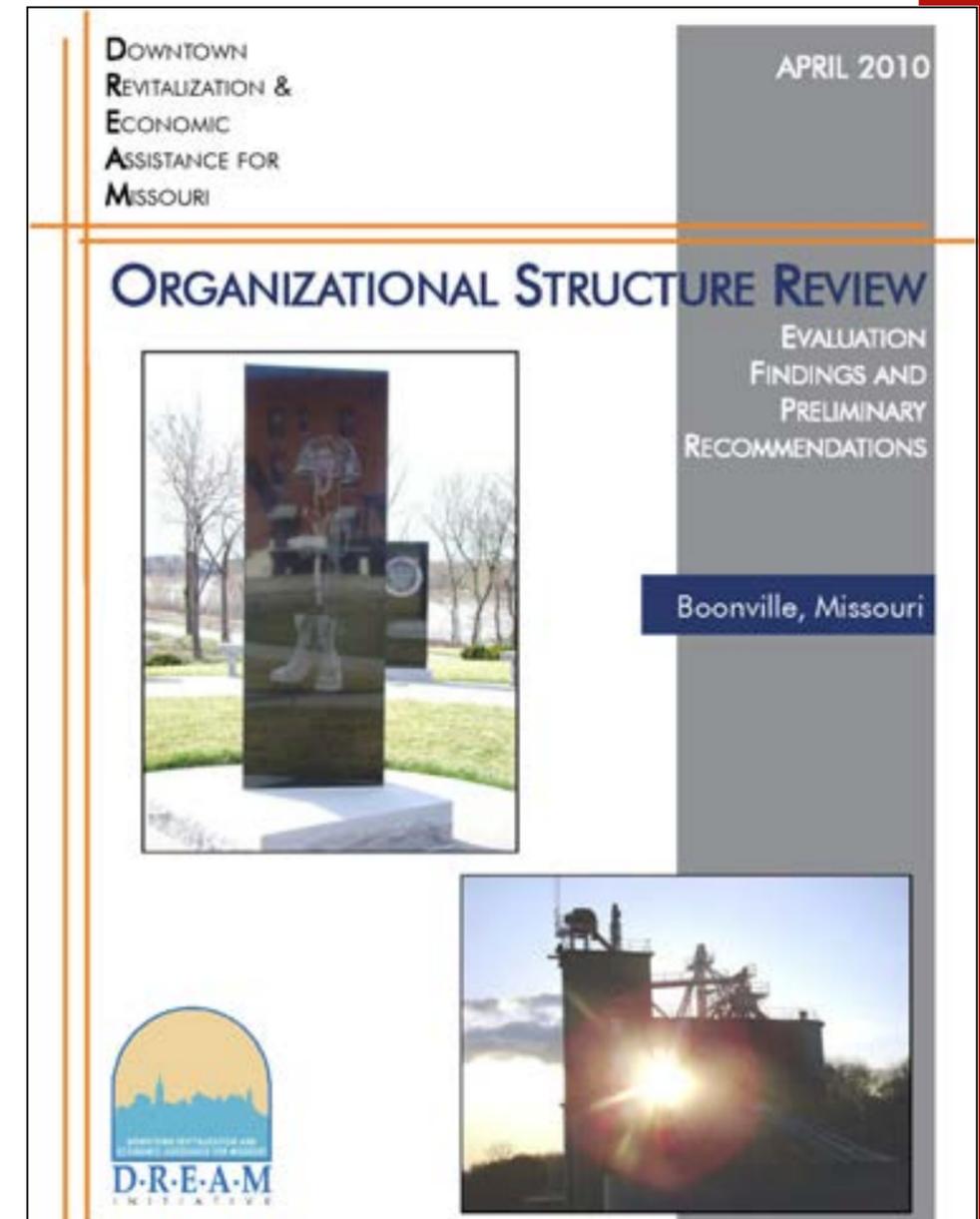
The City of Boonville has not refrained from investing in Downtown. The City has deployed a significant amount of resources to attract the casino, redevelop the Hotel Frederick, install the Streetscape, gain control of the Katy Bridge, and obtain numerous buildings that otherwise would sit vacant and deteriorating. In spite of this massive amount of investment, an issue raised early-on in the DREAM process was that Downtown merchants did not feel supported by the City government. This sentiment is likely, more accurately, traced to Downtown Boonville not having a lead organization to champion revitalization efforts.

The Downtown Organization Structure Review resulted in recommendations to enhance existing organizations and to form a few new organizations. Primary Recommendations identified by this task include:

- **Establish a Downtown Boonville Coalition (DBC)**  
 This recommendation involves guidance by the City and Chamber to form and encourage a loose grouping of representatives from the City, Chamber, Industrial Development Authority (IDA), and Friends of Historic Boonville. This group should proceed with the eventual goal of incorporating into a formal organization that oversees and assists all Downtown activities and forming two important committees focused on specific services; Downtown Economic Development and Downtown Events and Marketing.

The City has worked to establish the DBC by dedicating staff to the committee formed to assist with the DREAM process. This DBC pre-cursor group has been very active and has several Downtown activities to its credit. The group has reviewed by-laws and developed a mission statement. However, no leader has emerged that is willing to take the step of crystallizing the group into a formal organization. The City feels strongly, and accurately, that the leader of the group needs to come from the Downtown businesses. The next step of formalizing this group is critical. The IDA, having invested significant efforts in Downtown already, should play an involved role in the establishment of the DBC and should work to advance the formalization of the group if possible.

Eventually, the DBC will require a paid Executive Director and seasonal staff to help facilitate the DREAM Initiative goals. This step will likely need to follow the establishment of a stable funding source such as a Downtown Boonville Community Improvement District (DBCID).



Cover of Boonville's Organizational Structure Review.

- **Formation of a Downtown Boonville Community Improvement District (DBCID)**  
Sufficient resources will need to be identified to drive the Downtown Boonville revitalization efforts proposed in this plan. Local incentive mechanisms such as a Community Improvement District (CID) are critical to develop direct funding for Downtown projects and programs and to provide a source of matching funds as the City seeks to obtain State and Federal grants. The City has used other incentives, such as Tax Increment Financing (TIF) and a Transportation Development District (TDD). However, there has not been a specific Downtown funding source developed.

The effort to establish a CID will require robust public outreach to gain public support. The DBC will be vital for this step. The DBCID will provide flexible funding for Downtown services such as infrastructure, marketing, beautification, business development, promotions, rehabilitation and redevelopment of buildings, and administrative support. Many of these services can and should be provided by the DBC, making it the main administrator of the CID redevelopment efforts. Therefore, the DBC will also need to be the primary supporter and will need to work tirelessly to promote the benefits of establishing the DBCID. The City and DBC can jointly develop the redevelopment plan and budget, then the DBC will need to circulate the petition and other information. Eventually, the City will draft the official documents and approve the CID by ordinance.

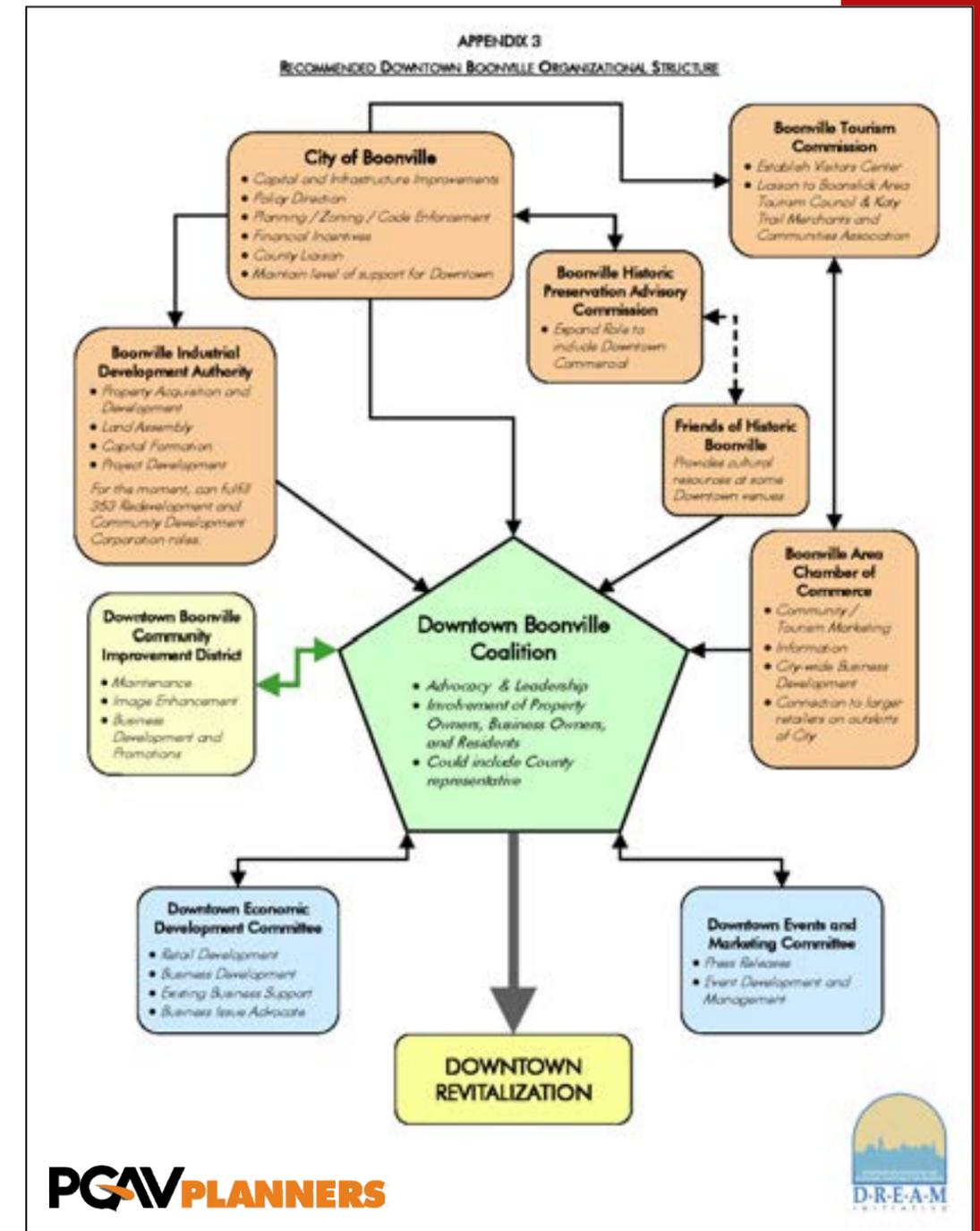
The Organizational Structure Review recommends a CID because of the organizational structure enhancements it can provide. The Boonville Financial Assistance Review, discussed on page 24, reinforces this recommendation, noting that a DBCID could generate up to \$85,000 in sales tax revenue and \$35,000 in property tax revenue depending on the final specifics of the district.

- **Monitor the changing roles and responsibilities of each DBC organization**  
The DBC membership will consist of representatives of the involved Downtown groups discussed. The representatives, as well as their broader organizations, need to understand their role in participating in the DBC is to focus attention on Downtown Boonville. Each group involved has a wider service area than just Downtown, and often goals will coincide, but not always.

Similarly, DBC business, meetings, and activities need to be respectful of a volunteers time. The DBC should consider the motives that drive its volunteers and representatives to better match involvement and roles with desires.

During the DREAM process, public input that was obtained included the sentiment that Downtown leadership in Boonville was fractured and heading in different directions. There was also a feeling by the business and property owners that the City does not communicate well with them regarding items such as Downtown projects and expectations relating to code violations. The DBC must initiate policies that are inclusive of broader ideas and clearly communicate the decisions of the group. The DBC must also facilitate an atmosphere that is open to the public and fully communicative. Representatives should be encouraged and feel secure in communicating with each other, knowing that the DBC is supportive and acts as the clearing house for important issues. In this way, all the involved groups and agencies will be able to improve their services to Downtown overall.

To view the full report, see the *Boonville Organizational Structure Review, April 2010* and refer to the Implementation Schedule on page 34 of this Strategic Plan.



Recommended Organizational Structure for Downtown Boonville.

**LAND USE, BUILDINGS & INFRASTRUCTURE SURVEY**

The Land Use, Buildings & Infrastructure Survey is an inventory of Downtown Boonville’s existing land use, exterior building conditions, and the condition of public infrastructure. The survey was conducted during the Spring of 2009. Conditions are documented in the *Map Reference Handbook* of December 2009. The 25 maps produced in the report were used throughout the DREAM planning process. Sample maps are shown on this page and the following page. The data collected during the survey helped identify the most pressing issues, physical conditions, and future development opportunities in Downtown. The maintenance of the information gathered for this survey, along with ongoing monitoring, will continue to provide insight for Downtown Boonville. The City should work with regional entities, such as the County, to develop and update this mapping data.

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

- The southern part of the Study Area along Main Street; from Walnut Street to Vine Street, has a significantly different atmosphere than Main Street north of Vine Street. The northerly part of Downtown provides a traditional Downtown setting of denser building massing and zero front yard setbacks and incorporates the existing streetscape improvements. The southerly portion provides a more vehicular feeling with large parking lots and buildings set father away from Main Street and no streetscape.
- Mixed-use is a significant land use type in Downtown Boonville. Primarily commercial, retail, and residential uses are grouped together in several Downtown buildings.
- There is a significant amount of public and institutional property in Downtown Boonville. This is a situation that should be monitored to prevent an imbalance of non-tax generating properties.

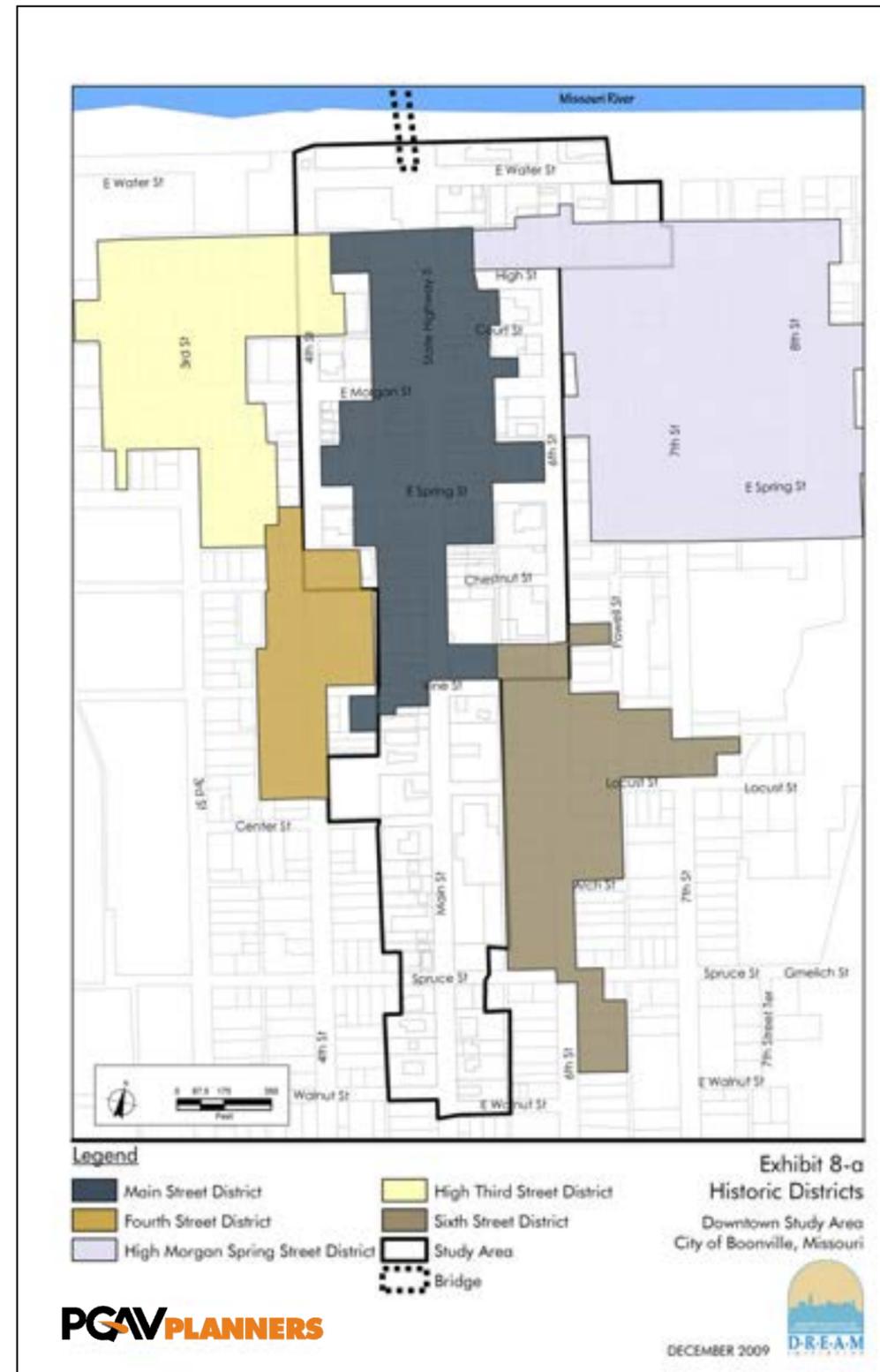
- There is good upper-floor occupancy in Downtown Boonville; primarily of commercial uses. There were several large first-floor vacancies noted at the time of the survey. However, during the DREAM process, many of these have since become occupied.
- Building conditions are fair, with some poorer conditions found in the older properties north of Vine Street. Only a few buildings, all residences, were found to be dilapidated.
- Overhead utility lines are prevalent.
- There are few vacant lots in Downtown that could accommodate new development. There are some larger lots to the south and west of Downtown.
- There are many opportunities for redevelopment and adaptive re-use in Downtown Boonville.
- A stronger connection between Main Street and the Isle of Capri Casino is needed. Improvements should include sidewalks, landscaping, wayfinding signage, and improved traffic routing.



Boonville General Land Use Map.



Downtown Boonville Building Conditions Map.



Downtown Boonville Historic Districts Map.

**COMMUNITY SURVEYS**

The Community Survey process was conducted to uncover issues regarding Downtown and learn about the desires and needs of Boonville’s residents. This task gathered information from community leaders, property and business owners, residents, and visitors to Boonville. The resulting information was used throughout the DREAM process.

Three methods were used to collect this information; Focus Groups, a Community Telephone Survey, and a Visitor Survey. The process and results of each method are summarized below:

- **Focus Groups**  
Four separate focus groups were conducted to engage stakeholders in open discussion regarding Downtown Boonville. The groups consisted of new residents, long time residents, and two groups of Downtown business and property owners. In each of the groups, discussions included participants’ perceptions of Downtown’s strengths, constraints, and opportunities for development, as well as the groups’ priorities for improvement and desires for new businesses, infrastructure, and services.

Participants generally agreed that Downtown Boonville is moving in the right direction. Projects and activities noted as evidence of this improvement included the Isle of Capri Casino, Frederick Hotel, renovated rental and commercial properties, and involvement of several civic groups. Some participants did feel that there is unrealized potential that could boost Downtown Boonville more, including initiatives such as adding more retail and entertainment and improving Downtown aesthetics, pedestrian safety, parking, signage, river access, and support by the City. Some participants also noted a resistance of the City government to assist and communicate with Downtown businesses. Others expressed feelings of a lack of support by the Chamber of Commerce.

Participants suggested a variety of businesses for Downtown, including clothing and shoe stores, a bookstore, a coffee shop, a deli, an art gallery, an ice cream shop, and other specialty retail. An organic food store was also suggested to serve Katy Trail bicyclists.

Participants also felt strongly that restaurant and retail variety was needed and that Downtown restaurants should have expanded hours and consider outdoor seating. The groups felt that when a festival is held Downtown, that merchants and restaurants do not take advantage of the additional visitors by staying open later. Participants also noted that additional residents in loft spaces could help Downtown businesses.

The Groups suggested that Downtown Boonville seek ways to connect to the river and the casino area. Other areas of improvement should focus on code enforcement and building conditions, sidewalks, signage, pedestrian plazas, and filling vacant buildings with active businesses. Business owners felt the City could do more to help them by developing incentives, routing casino traffic through Downtown and marketing. However, business owners generally did not favor any additional property or sales taxes to develop incentives or pay for improvements.

For the complete report, please see the Boonville Focus Group Survey Report from August 2009.



Excerpt of the discussion transcript from the New Residents Focus Group found in the Boonville Focus Group Report.

• **Community Telephone Survey**

In the Fall of 2009, a phone survey was conducted to interview a random sample of Boonville residents regarding their perceptions of Downtown. This type of survey is useful to obtain input from residents who may not necessarily attend or participate in a public meeting. Key points from the survey results, include:

- Almost 85% of respondents indicated they visit Downtown at least once a month.
- Downtown is visited by City residents for a wide variety of uses. A majority of respondents indicated they use Downtown for:
  - ◊ Government/Post Office
  - ◊ Conducting Business
  - ◊ Dining
  - ◊ Shopping
  - ◊ Special Events
  - ◊ Attending Church

Only outdoor recreation, using the Katy Trail, entertainment, and visiting the Casino were selected by less than half of the respondents.

- Only two characteristics of Downtown Boonville were rated poorly by over half of the respondents; occupied storefronts and entertainment options.
- Over 85% of respondents felt it was important to retain Downtown’s historic character.
- A majority of the respondents indicated better restaurant variety, clothing stores, and a bookstore as business types they prioritized for Downtown.
- A majority of the respondents indicated family activities, improving building façades, adding new parking spaces or lots, and keeping streets and sidewalks cleaner as improvements they prioritized for Downtown Boonville.

- Almost 60% of the residents who responded indicated they would be likely to support a sales tax to fund Downtown improvements or economic development projects.

For the complete report, please see the Boonville *Community Telephone Survey Report* from December 2009.

	5-Very high priority	Total high priority (4-5)	3	Total low priority (1-2)	Other/don't know
	%	%	%	%	%
<b>35. Family or casual style dining</b>	<b>36.9%</b>	<b>68.1%</b>	<b>20.9%</b>	<b>9.3%</b>	<b>1.7%</b>
41. Clothing stores	28.9%	58.8%	20.9%	17.9%	2.3%
36. Fine dining	27.2%	55.1%	23.6%	19.3%	2.0%
40. Bookstore	23.3%	51.2%	23.6%	23.3%	2.0%
42. Arcade or other attraction aimed at teenagers	25.9%	45.5%	24.3%	28.9%	1.3%
46. Hunting/fishing/outdoor sporting goods store	19.3%	43.5%	20.6%	33.9%	2.0%
44. Coffee shop	17.9%	38.5%	32.9%	27.6%	1.0%
34. Lodging such as hotel, motel or bed and breakfast	14.6%	37.9%	26.2%	34.2%	1.7%
37. Ice cream shop	15.3%	35.2%	27.9%	34.9%	2.0%
39. Art galleries and shops	14.0%	33.6%	30.2%	34.9%	1.3%
45. Winery	10.3%	31.6%	20.6%	45.5%	2.3%
38. Antique shops	11.3%	27.9%	33.6%	36.2%	2.3%
43. Bars/nightclubs	6.3%	15.3%	21.6%	60.1%	3.0%

Sample table from the Boonville DREAM *Community Telephone Survey*.

• **Visitor Survey**

In the 2009 and early 2010, volunteers conducted a survey of visitors at locations throughout Boonville. 207 visitor responses were entered into either a tablet computer or website provided for the volunteers. The purpose of the survey was to learn about the perception of Downtown Boonville and the needs of its visitors. The responses of people residing within the Boonville zip code were not tabulated. Key points from the survey, include:

- Over 80% of respondents had visited Downtown Boonville before, but only about 20% indicated they visit Downtown at least once a month.
- Dining, shopping, and special events with the three primary reasons respondents gave for visiting Downtown Boonville. Gaming was only indicated by about 20% of respondents.
- Over 60% of respondents indicated they were staying overnight. Those respondents staying overnight indicated:
  - ◊ Just over 40% were staying at a campground or RV park
  - ◊ Just under 25% were staying overnight with family or friends
  - ◊ Just over 20% were staying at a hotel/motel/bed & breakfast in Downtown
  - ◊ The remaining overnighters were staying outside of Downtown or had some other lodging option.
- Most visitors found Downtown easy to navigate and parking convenient.
- Only about 40% of visitors found Downtown business hours convenient, with another 40% indicating they didn't know. This indicates Downtown is not well-used for shopping.
- Visitors indicated a wide variety of businesses that they would like to see Downtown, with no one type noted by a majority of respondents.
- Visitors indicated they would like to see renovation of historic buildings as a physical improvement, with no other improvement being noted by a majority of respondents.

In 2012, Boonville Tourism conducted a Visitor Survey through the six largest hotels in the City, including the Hotel Frederick and the Isle of Capri. 306 responses were received, primarily from the two Downtown hotels. The largest visitor complaints garnered by this survey were about restaurant and retail variety and the hours of operation of Downtown businesses. These results support the information found in the DREAM Visitor Survey.

The DBC should consider periodically updating these surveys and reconvening the focus groups. Communication of these results to Downtown businesses and community leaders on an ongoing basis is needed to monitor progress and the changing market attitudes toward Downtown Boonville.

For the complete report, please see the Boonville Visitor Survey Report from April 2010.

Downtown Revitalization and Economic Assistance for Missouri  
Visitor Survey Report  
Final Survey Findings and Results

Boonville, Missouri

**5. Where are you staying overnight in Boonville?**

- Hotel Frederick (5)
- Kemper Park Campground (3)
- Isle of Capri Hotel (2)
- Home on High Street (2)
- My 2<sup>nd</sup> home

**7. How often do you visit Downtown Boonville?**

- Daily (3)
- Daily for work (2)
- 5-6 times a week
- About 5 times a year
- Once or twice a year for 2-3 weeks at a time
- Grocery Shopping
- Have only driven through admiring
- Part of Katy Trail ride

**9. What are the top two reasons you most often visit Downtown Boonville?**

- Katy Trail (6)
- Dining (4)
- Family (3)
- Festivals (2)
- Attended Kemper and like to come back to Boonville
- Boonville is not a regular stop for me
- Church
- Curves
- Cycling events
- Dr. visit
- Government/ post office
- High School Reunion
- Just to go some place close but different
- Meetings
- Nightlife and conducting business
- Outdoor walking
- Reunions and holidays
- River Festival and Peddler's Jamboree
- Sometimes stay at a B&B and bike
- Spa & Tea House
- Touring interesting places
- Visit stores & restaurants
- Visiting friends
- We would come more often if the businesses were open longer and on Sundays**

April 2010 UNICOM-ARC

A page of open-ended responses gathered from visitors and found in the Boonville DREAM Visitor Survey Report.

## BUILDING DESIGN AND CONDITIONS

The historic character of Downtown Boonville buildings is a distinctive feature that helps to provide the City with an identity. DREAM planning recommendations seek to leverage this intrinsic character for future revitalization efforts and initiatives.

Historic preservation plays an important role in Downtown revitalization. The City of Boonville has several historic districts and numerous properties on the National Register of Historic places. The Main Street Historic District is almost entirely within the DREAM Study Area and Downtown is adjacent to four historic districts. The Boonville Historic Preservation Advisory Commission (HPAC) provides guidance to the City on residential construction activity only, within these districts. Boonville became a Certified Local Government (CLG) in July of 2008 and is also designated as a Preserve America Community.

The Friends of Historic Boonville (FOHB) is a separate, non-profit group that has acquired and restored several Downtown properties. FOHB uses these venues for their own historical and cultural events and makes them available for lease.

Although Boonville has all of the above historic resources converging on Downtown, the HPAC only serves in an advisory capacity and there are no design standards guiding rehabilitation to Downtown commercial properties. Property owners, residents, and visitors have all identified that building conditions in Downtown Boonville are an issue and a characteristic that they would like to see improved. The City should act to improve code enforcement and building conditions while this level of public sentiment exists.

The Building Design Concepts report is intended to inspire Downtown leaders and private property owners to initiate activities that will address building conditions. Several properties were chosen by the community to illustrate how improvements might affect buildings. Illustrations of the east elevation along the 200 block of Main Street and the west elevation of the 400 block of Main Street were developed and are included on pages 17 through 19.

Recommendations to address issues regarding the condition of Downtown Boonville buildings, include:

- **Continue to Improve Code Enforcement**

The City has worked with the DREAM Committee to prioritize and address common issues in Downtown Commercial buildings. This effort has initially focused on broken windows, unsafe awnings, structural deficiencies, and alleyways. This collaboration of Downtown interests, property owners, and businesspeople can be effective in encouraging building improvements and the effort should be continued and expanded.

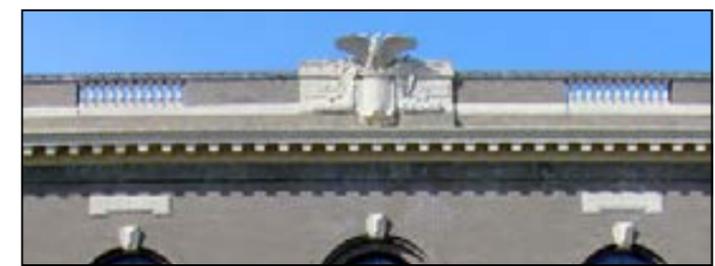
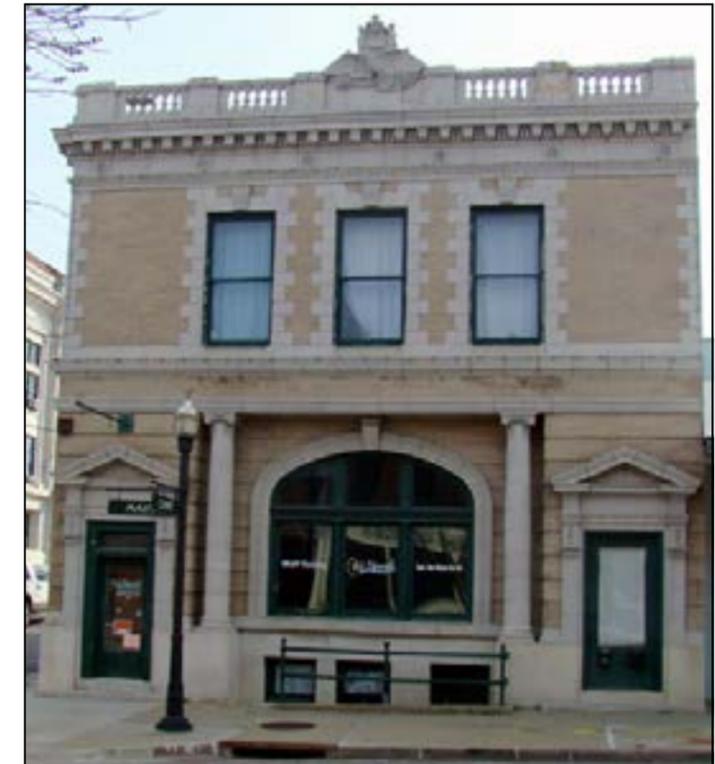
The City also needs to take the added step of properly inspecting and monitoring Downtown buildings. Existing code enforcement procedures do not allow for any follow-up, and violations have persisted from year-to-year. The City needs to adjust procedures to properly track, monitor, and report the status of violations.

The DBC could assist the City in these efforts by hosting information seminars that seek to explain the issues and the expectations of the City staff. If the proposed CID or another incentive is implemented for Downtown building improvements, the DBC should work to develop a policy that restricts or denies the funds available for buildings that have a record of outstanding violations.

- **Develop Design Standards for All Downtown Commercial Building Activity**

The City government has two existing options by which it could apply design standards; The Main Street Historic District and Corridor Zoning.

—The Main Street Historic District consists primarily of Downtown commercial properties. The City's HPAC could easily adopt the Secretary of the Interior's Standards For Rehabilitation regarding commercial property. However, the City Building



Examples of historic Downtown Boonville architecture.

Department and the HPAC will need to work together to avoid confusing the property owners. Both of these agencies must be empowered by the City Council, but also held accountable for their decisions to approve or deny rehabilitations. This effort may require promotion by the DBC as well as educational support for HPAC members. Property owners will require encouragement to conduct proper rehabilitation work. The HPAC will need to be secure in their abilities to protect the history of Downtown Boonville buildings.

—The Corridor Zoning ordinance is currently in effect for property within 300 feet of Highway 5; which is Main Street. This zoning allows for added restrictions on characteristics such as building materials and screening. The ordinance also gives the City a remedy to require a property owner to make repairs. However, the ordinance gives the Building Inspector the ability to waive compliance to the requirements.

At a minimum, the City should enforce the standards in this ordinance by removing the Building Inspector as the sole decision maker regarding the waiving of compliance to the standards. The City should adjust the zoning language and initiate a policy whereby a property owner could appeal a decision to the Zoning Board of Appeals. The standards could also be expanded to add business signage restrictions, tighter requirements on screening materials, off-street parking, trash enclosures, building illumination, landscaping, and café seating.

The City could make great strides for Downtown commercial property by taking either or both of the above actions. The DBC will be needed to promote the benefits of historic rehabilitation and could also provide seminars to help connect quality contractors with property owners.

- **Encourage Outdoor Seating**  
Boonville has an opportunity to add to the vibrancy of Downtown by encouraging restaurants to provide outdoor seating. The issue of restaurant and retail hours may be partly due to stores not appearing active. The City should develop ordinances and policies that permit and regulate standard sidewalk configuration for cafés. The City should also encourage innovative solutions to achieve outdoor seating. Features such as balcony or rooftop seating and open-air windows can provide a similar effect for diners and visitors to Downtown.

More conceptual building design concepts based on Downtown Boonville buildings are found in the *DREAM Building Design Guidelines* from October 2010.



The recent construction of the Boonville Police Station provides a good example of historically complementary infill construction in Downtown Boonville..

200 Block of Main Street (East Elevation)

Existing Façades



Proposed Façades



- Remove metal awning.
- Remove paint from masonry façade using appropriate methods.
- Remove covering on transom and windows.
- Restore original transom.
- Restore original windows.
- Restore original rear storefront entrance and windows that will break up the long expanse of brick wall and encourage more pedestrian activity.
- Restore masonry veneer.
- Consider using building lighting to enhance the block rhythm and add interest to the expanses of brick wall.

- Highlight building details with painted accent colors complementary to the building materials.
- Install flush-mounted business signage of appropriate scale, design, and lighting.
- The front garage door on the middle building could be used for a restaurant to quickly convert outdoor seating. The building was originally built as a barn and garage and the maintenance and use of this door can build upon its historic character.
- Business signage should be located above the main business entrance and only in appropriate locations that do not obstruct architectural details.
- The Streetscape along this block can be enhanced by adding landscaping, street trees, and benches.

South 400 Block of Main Street (West Elevation)

NOTE: During the course of the DREAM process, the buildings on the left suffered a fire and had to be demolished. Appropriate reuse of this site will be important to maintain the integrity of this Downtown block.

Existing Façades



- Remove window air-conditioning units.
- Remove inappropriate signage.
- Consider restoring original storefront materials.
- Restore original transom where visible.
- Use canvas awnings of a complementary building color over, disguising a transom that has not been restored.
- Restore original windows in all front façade doors.
- Restore masonry veneer.
- Use flower boxes and interior window treatments for upper windows.
- Highlight building details with painted accent colors complementary to the building materials.
- Consider using building lighting to enhance the block rhythm and add interest to upper floor building details such as the columns on the Senior Center.

Proposed Façade



- Install flush-mounted business signage of appropriate scale, design, and lighting.
- Business signage should be located above the main business entrance and only in appropriate locations that do not obstruct architectural details.
- Business signage can be allowed on canvas awnings.
- The Streetscape along this block can be enhanced by adding landscaping, street trees, and benches.
- Benches are particularly important in front of the Senior Center.
- A dedicated pick-up lane replacing 2 or 3 parking spots should be considered for the Senior Center.
- Attention should also be paid to the condition of the side wall of the Senior Center that has now been exposed.

North 400 Block of Main Street (West Elevation)

Existing Façades



Proposed Façades



- Remove inappropriate storefront materials and siding.
- Remove inappropriate business signage.
- Restore transom.
- Install canvas awnings if the transom is damaged and cannot be restored.
- Restore original storefront entrance and windows.
- Restore masonry veneer and repair where damaged.
- Restore upper floor windows along with exterior treatments such as shutters.
- Use flower boxes and interior window treatments for upper windows.
- Highlight building details with painted accent colors complementary to the building materials.

- Install flush-mounted business signage of appropriate scale, design, and lighting. Product brand signage should be limited.
- Business signage should be located above the main business entrance and only in appropriate locations that do not obstruct architectural details.
- The corner clock on the old UMB Bank Building should be replaced with a more complementary vintage design.
- Consider building lighting, street trees, and benches to break-up the long expanse of wall along the old UMB Bank Building to make it more interesting and pedestrian-friendly.

**PUBLIC INFRASTRUCTURE**

This section of the Strategic Plan provides recommendations regarding the streetscape, parking areas, utilities, and other physical public aspects of Downtown Boonville. Often this DREAM element is combined with building concepts. In Boonville, the focus was primarily on Downtown buildings as there is an existing streetscape design. The streetscape, gathering places, streets, and sidewalks comprise the outdoor “living room” of Downtown. The City of Boonville must work to maintain and enhance these elements to spur private improvements. If the City does not invest in Downtown, neither will private investors. The City will send a strong message that Downtown is important and holds potential by improving and maintaining public elements.

The recommendations developed for Downtown Boonville public infrastructure elements consider the existing streetscape, but also includes property nearby. The City has been able to assemble, or obtain control of, property that includes the Isle of Capri Casino parking area, the Katy Bridge and approach, the Boonville Depot, and the Gingrich Warehouse. All of this property is in close proximity to the Katy Trail alignment and is being considered for a project called the Boonville Tourism Hub. The concept illustrations developed for the Tourism Hub are included in the Implementation Section on page 29 of this Plan.

Other recommendations to enhance the overall public environment in Downtown Boonville, include:

- **Coordination of Public Improvements with an Overall, Complementary, Design Theme.** Existing Downtown public improvements are functional and well-designed, but are in need of maintenance. The City has recently obtained enhancement funding and identified resources from a Transportation Development District to rejuvenate areas of the streetscape. At present, the streetscape is limited to Main Street. The City should work to expand the existing design to other streets in Downtown. As future public improvements are designed, it is critical that new landscaping, lighting, and fixtures match or complement existing elements.

- **Install Wayfinding Signage**  
Wayfinding signage should provide visitors with clear direction into Downtown. Important intersections along Rt. 5/Main Street include the intersections of:
  - Highway 87  
Motorists from I-70 should be directed to turn right to reach Downtown.
  - Ashley Rd.  
Motorists from I-70 should be directed to turn left to reach Downtown.
  - Vine Street  
This intersection should include a gateway sign to welcome visitors into Downtown Boonville. Directional signage should be included for attractions such as Thespian Hall and the YMCA.
  - Spring Street  
This intersection should include directional signage for attractions such as City Hall and the Senior Center.
  - Morgan  
This intersection should include directional signage for attractions such as the casino & hotel, Katy Trail Trailhead, Chamber of Commerce and Welcome Center, scenic views of the Missouri River and Katy Bridge, Harley Park, and the future Tourism Hub.
  - High  
This intersection should include directional signage for attractions such as the Cooper County Courthouse and Hotel Frederick.

Additionally, the nearby historic districts could be included on wayfinding signage if space permits.

The existing routing of casino visitors is circuitous and avoids Main Street. The City should reconsider this route and encourage these visitors to use Main Street; which will carry them past Downtown businesses.



Examples of existing streetscape elements found in Downtown Boonville.



An example of the existing wayfinding found in Downtown Boonville.

## RESIDENTIAL MARKET

The residential market in and surrounding Downtown Boonville has a strategic relationship to Downtown. It is from these residences that businesses will draw customers and events will obtain attendees. Visitors to Downtown must pass through these neighborhoods. Boonville has many sizeable historic homes near Downtown, most of which are located in a designated historic district. This situation perseveres the residential buildings and helps maintain property values throughout the area.

DREAM provided an opportunity for the Missouri Housing Development Commission (MHDC) to review the residential market demand of the City. Recommendations were then developed to encourage Boonville leaders to promote projects that can meet future housing demand and improve existing housing conditions. Additional recommendations focused on enhancing Downtown amenities. Boonville residential recommendations include:

- **Encourage New, High-Quality Rental Units**  
The residential demand analysis indicated there is potential demand for 35 market rate rental households and 24 affordable senior households over the next few years. City officials and staff should work to identify housing developers that may be interested in existing sites or rehabilitation of upper-floors in available buildings. Rental units are an important part of the housing cycle that will help maintain a vibrant atmosphere in Downtown. However, the City must insist on high-quality units to develop a strong, high-value rental market. The City should also encourage innovative living arrangements such as live-work uses and lofts.

The City should not encourage the conversion of large single-family homes into multi-family units. This type of conversion does not enhance the value of the property and typically leads to inferior rental units. There are few examples of this situation at present, but the City should monitor market forces to avoid conversion to the surrounding, stately, single-family homes.

Recently a rental unit development was attempted near the Kemper Military Campus. For various reasons, this development did not proceed. The City should continue to encourage high-quality rental developments and may need to provide additional information to help address the concerns of residents and Downtown property owners.

- **Develop Added Downtown Amenities**  
In addition to encouraging residential projects that can meet the housing demand identified by the MHDC analysis, the City and DPB should work to improve Downtown living conditions. Enhancements to police enforcement, lighting, the business mix, building conditions, events, and the streetscape will encourage new 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.

Complete information on the City's housing market can be found in the Boonville DREAM Residential Demand Analysis from January 2010.



Examples of the range of housing conditions found in Downtown Boonville.

## RETAIL MARKET

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

The Retail Analysis identified a total of about 477,000 square feet of first-floor commercial space in Downtown Boonville in June of 2012. This space included:

- 27,000 square feet of restaurant (1,000 vacant)
- 88,000 square feet of retail (24,000 vacant)
- 153,000 square feet of office/svc. (27,000 vacant)
- 23,000 square feet of mixed-use (5,000 vacant)
- 800 square feet of Public/Inst. for lease (vacant)

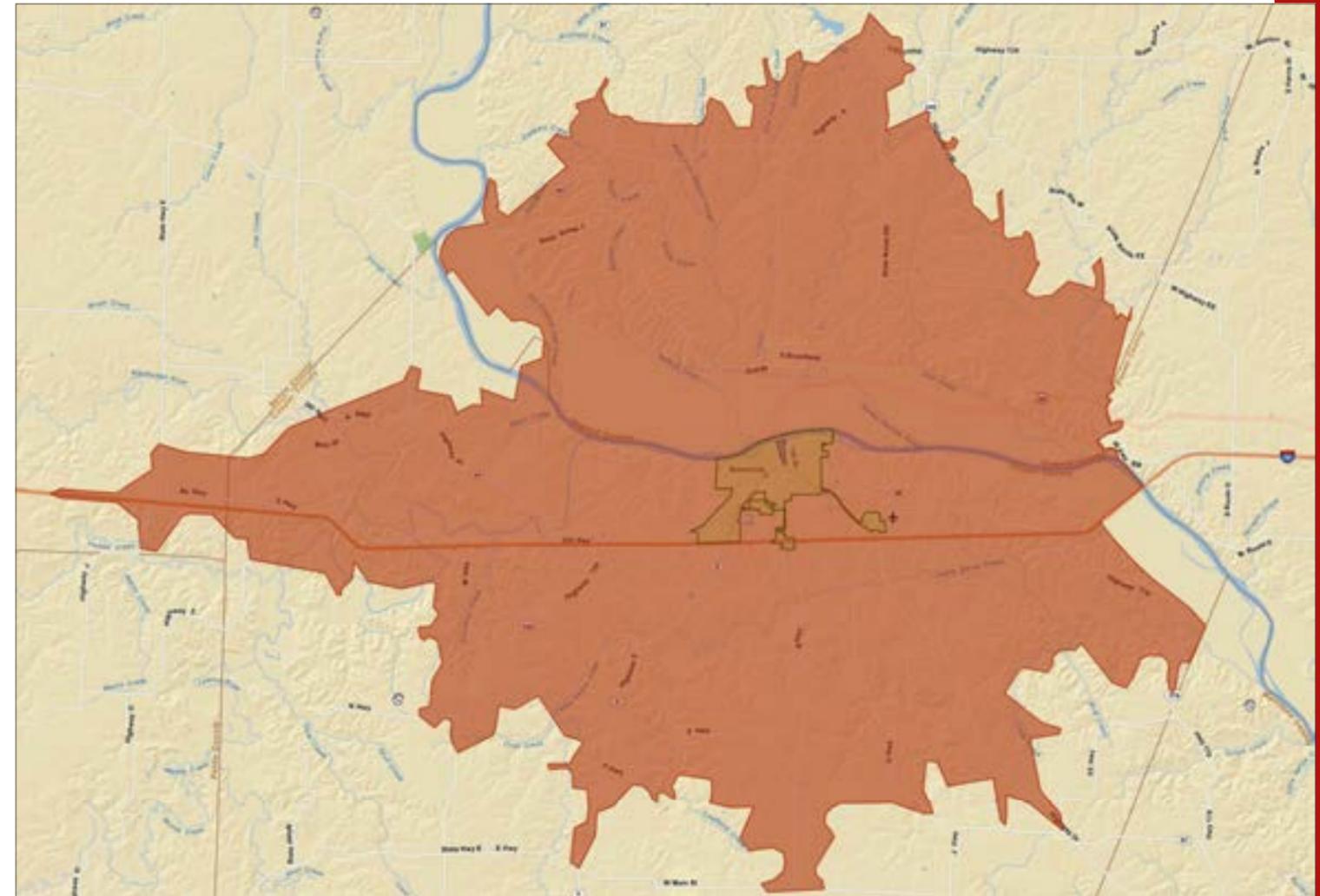
Of the total occupied square footage, there is approximately 108,000 square feet of restaurant, retail, or mixed-use space that is generating sales taxes. Including the existing vacant space and residential uses, over 75% of Downtown space does not generate sales tax.

At the time of the Retail Analysis, the existing occupied retail space was generating about \$76 in retail sales per square foot and the existing restaurants were generating about \$42 per square foot. Based on this data, if Downtown Boonville could fill the 52,000 square feet of vacancy, it could mean an increase of \$2.3 to \$4.3 million in additional annual sales for the City.

Retail demand is analyzed by examining retail spending data for households in a primary trade area (the City limits of Boonville) and a secondary trade area (households within a 25-minute drive of Downtown Boonville). 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 can be compared to specific categories of retail products. Using this methodology, unmet demand was evaluated to identify potential retail sectors of opportunity. Downtown leaders could create economic development policies to attract new stores offering these types of products, and/or encourage existing merchants to adapt their stores to add these types of products.

The retail analysis indicates that the amount of unmet retail demand could support an additional 276,000 square feet of retail/restaurant space. While this number is not likely to be attained, it is possible to add a significant amount of such space and serves to illustrate that demand potential exists for Downtown Boonville to capture. The analysis indicates that this unmet retail demand exists in the categories of:

- Restaurants
- Building Materials and Supplies
- Electronics and Appliances
- Furniture and Home Furnishings
- Sporting Goods/Hobbies/Musical Instruments
- Clothing
- Health and Personal Care Items



Downtown Boonville Primary and Secondary Trade Areas.

To complete the analysis, vacant locations were compared with potential store types. The results were illustrated in a Retail Opportunities Map, shown on this page. Specific store types were proposed for each vacant location. However, this map provides just one possible solution to fill Downtown vacancies and is meant to encourage City leaders to consider the impacts of new businesses as they locate in Downtown.

In addition to recommendations for existing vacant buildings, the DREAM Retail Analysis also suggested that there should be a Downtown focus for the City's economic development efforts. Downtown is at an intrinsic competitive disadvantage with the businesses near the interstate. By developing incentive mechanisms for Downtown, the City helps level the playing field between business locations in the City. The retail analysis also notes a recommendation to strengthen the connection between the casino and Main Street. This concept is addressed by several recommendations found in the Public Infrastructure, Destination Assessment, and Implementation Sections of this Plan.

As revitalization occurs and retail demand increases, the City should work to decrease the amount of non-retail space in prime ground-floor locations. There are currently many office, service, and social service organizations located in Downtown along Main Street. The City should monitor this situation and attempt to adjust the business mix if possible.

All of the recommendations for improving Downtown Boonville's retail sector are found in the Boonville DREAM Retail Market Analysis Report from June 2012. Primary recommendations include:

- **Develop a Downtown Focus for Economic Development Efforts**

As noted in the Organizational Structure recommendations on page 8, the Downtown Boonville Coalition (DBC) should progress into a formal organization. Part of that effort included developing operational committees and a Downtown Economic Development Committee should be one of those committees.

Until, and after, the DBC is formalized, the City should maintain its focus on Downtown Economic Development. The City has dedicated staff to focus on Downtown and the DBC as well.

- **Increase Business Retention and Expansion**

The DBC should work with the City and Chamber to develop programs that will help existing businesses to better serve their customers. Information and techniques to deal with marketing, products, presentation, displays, customer service and expanded hours of operation are important for businesses to succeed. This strategy should be the first priority for the DBC, above attraction efforts.



The Retail Opportunities Map from the Boonville Retail Market Analysis.

**FINANCIAL MECHANISMS**

The Financial Assistance Review analyzed several funding mechanisms that are available to Downtown Boonville for business development, and public or private investments. The intent of this DREAM task was to provide information on funding concepts for potential projects and programs, along with the preliminary financial data necessary to support the further exploration of these incentives. There are several financial tools already available to support Downtown revitalization efforts in Boonville, including gaming revenues, a lodging tax, and a Transportation Development District (TDD) that was established for improvements around the casino, but not needed. While these mechanisms are important and significant to Downtown projects, they each have limitations on how the funding can be used.

The DREAM Financial Assistance Review is focused on obtaining a stable funding source for the Downtown organization as it pursues projects and programs. Potential mechanisms include a Community Improvement District (CID), a Local Option Economic Development Sales Tax (EDS), a Tax Increment Financing (TIF) district, historic tax credits, low income tax credits, and participation tax credits. While the review does not make definitive recommendations about which tools the City should establish, this Strategic Plan acknowledges that some specific funding source or sources should be explored to support ongoing Downtown revitalization efforts. The decision on which financial tools are to be used is determined, in part, by the nature of potential projects and the willingness of local officials and decision makers to engage in public-private partnerships. Regardless of the specific financing mechanism, the general goal of DREAM recommendations is to leverage public funds to attract private investment that leads to job creation, business growth, and an attractive Downtown.

Information on a CID, EDS, and TIF, includes:

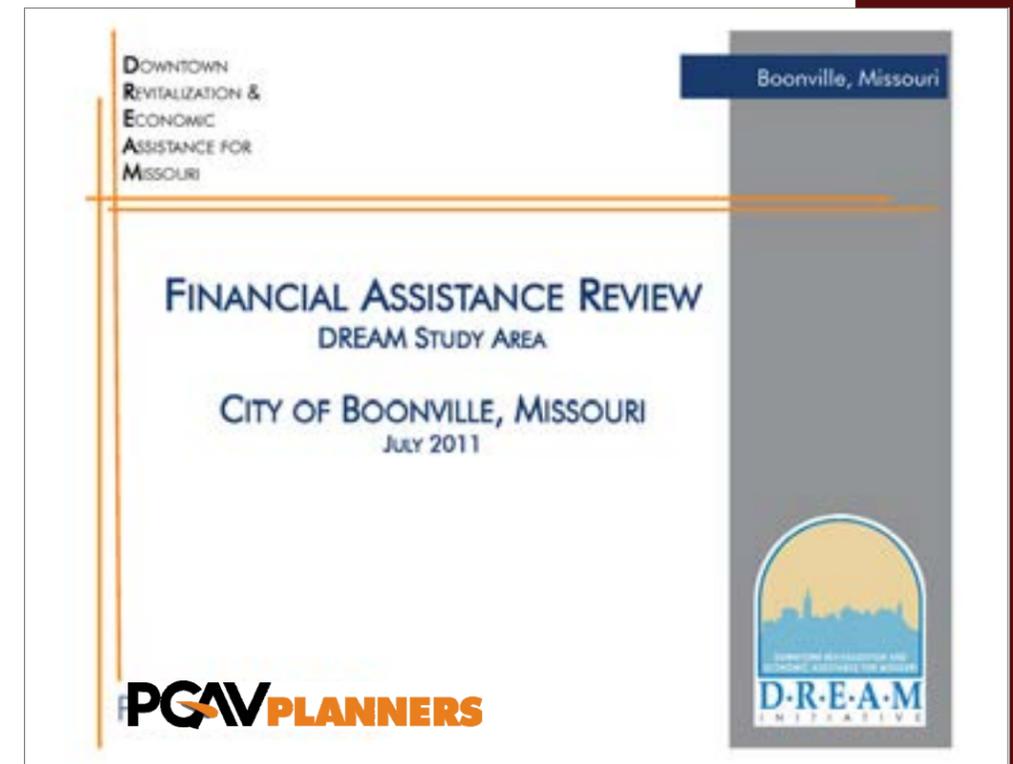
- **Community Improvement District (CID)**  
With a CID, the municipality, in cooperation with property owners, can establish an additional sales tax within the District boundary, an additional property tax levy, or some combination of both. The Financial

Assistance Review considered a CID for the initial DREAM Boundary as shown on page 4 (Alternative A), and for the DREAM Boundary including the Tourism Hub (Alternative B). The funds generated by a CID may be used for a variety of public facilities or improvements, and programs and services such as, business and tourism promotions, refuse collection, and maintenance of public facilities. A CID forms a new administrative board to oversee the district and has involved establishment procedures. The CID Board may have some overlap with the DBC membership and should include DBC input. The DBC will also need to provide the necessary public outreach to obtain petition signatures.

Based on historical tax data for Downtown, the Financial Assistance Review estimates that a one percent CID sales tax would generate between \$50,000 (A) to \$85,000 (B) 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 \$25,000 (A & B) annually. A CID also carries an annual administration cost.

- **Local Option Economic Development Sales Tax (EDS)**  
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 requires voter approval by referendum. An EDS is relevant to downtown revitalization because the statute provides the municipality with broad discretion in the use of revenues beyond limits on administrative spending and certain other requirements. This added tax can allow for allocating a portion of the revenue to assist in Downtown revitalization efforts as well as support other economic development projects.

The Financial Assistance Review projects EDS sales tax revenue for the City of Boonville based on the assumption of a one-half of one percent sales tax,



Boonville DREAM Financial Assistance Review.

and a structure of not more than 25% for Administration and at least 20% for City-wide 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% could be dedicated 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

Based on historical data, the financial review estimates that Boonville could generate \$550,000 in total annual tax revenue from an EDS; with potentially up to \$300,000 dedicated to Downtown economic development activities. This revenue would be expected to grow over time as Downtown strengthens. The City could also borrow against this revenue by issuing bonds to fund a large project.

Raising the City sales tax must be weighed carefully and would require voter approval. As noted in the Community Survey section on Page 12, residents tended to indicate support for a new sales tax. However business owners were less supportive. The DBC will need to communicate 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. In a TIF, property tax, sales tax, and certain other tax revenue from new improvements that occur after establishment the TIF would go into a fund to be used by the City to pay project costs. No existing annual revenues generated at the time of TIF establishment are captured for TIF purposes.

The City of Boonville could use this incentive to assist a large 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 specific geographic area, such as the DREAM Boundary, to fund public infrastructure improvements, façade improvements, and other public and private projects throughout that area.

The Financial Assistance Review includes revenue projections based on the assumption that a TIF would be established for the DREAM Boundary area. In this scenario, renovation and private development 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 tax data for the DREAM Boundary, a TIF district has little ability to generate income until business density and sales in Downtown increases. However, the TIF revenue could eventually generate about \$50,000 to \$100,000 annually, depending on redevelopment activities.

Detailed statutory requirements and procedures regarding incentive tools available to Boonville are provided in the DREAM Financial Assistance Review from July 2011.



The benefits of any incentive district should be promoted. The above sign is found in the City of Kirksville, Missouri.

**DESTINATION ASSESSMENT**

Boonville is currently a destination for visitors of a number of regional attractions. Downtown Boonville is also a primary destination due to attractions such as the casino, the Katy Trail, Cooper County Courthouse, Thespian Hall, the Boonslick Library, YMCA, and numerous events and outdoor recreational opportunities. Downtown Boonville also has established visitor support service businesses with hotels, restaurants, and shops. Building on these existing resources, Downtown Boonville may only need relatively small adjustments to better capitalize on existing visitors and to attract more. However, the tourism market should be constantly monitored. The Boonville Tourism Commission has worked to establish a positive perception in the minds of the City's visitors and this image must be maintained.

With Downtown fairly well-prepared to receive and serve visitors, DREAM Destination Assessment recommendations focus primarily on improving the visitors experience, events, and marketing. Additionally, some recommendations that would impact Downtown as a destination, such as improvements to building conditions and wayfinding, are included in other DREAM Initiative tasks and have already been discussed in this Plan. The primary recommendations from the Destination Assessment, include:

• **Improve Retail Operations**

During the course of the Destination Assessment and in conducting the Retail Market Analysis, the consultant team visited several Downtown Boonville shops and restaurants. The team was greeted in only a few shops and waited for a clerk that never appeared in one shop; now closed. Additionally, team members noted that on several occasions, one a major holiday weekend, that business hours in Downtown Boonville were very limited.

The DBC, in collaboration with the Chamber and Tourism Commission, should work to strengthen ties with the owners of Downtown stores and restaurants in an effort to help them cultivate an atmosphere that will improve the visitor experience. The DBC should develop a seminar program designed to help

Downtown businesses improved their customer service and understand the importance of expanded hours; particularly during holidays and events. The DBC and the merchants might also develop a specific day and time for expanded hours to promote an evening shopping event once a month.

• **Capitalize on Existing Visitors**

Related to the above recommendation, The City should work to understand and tap into existing visitors to the City and region. During the Destination Assessment Kickoff Meeting, various representatives from county attractions and area events provided estimates of their annual number of visitors. These attractions and estimates include:

- Isle of Capri Casino (340,000)
- Warm Springs Ranch (10,000)
- Turner Hall Events (4,000)
- River Rats Art Festival (3,000)
- Big Muddy Folk Festival (1,500)

The two Downtown hotel operators attended the meeting and provided estimates of overnight stays:

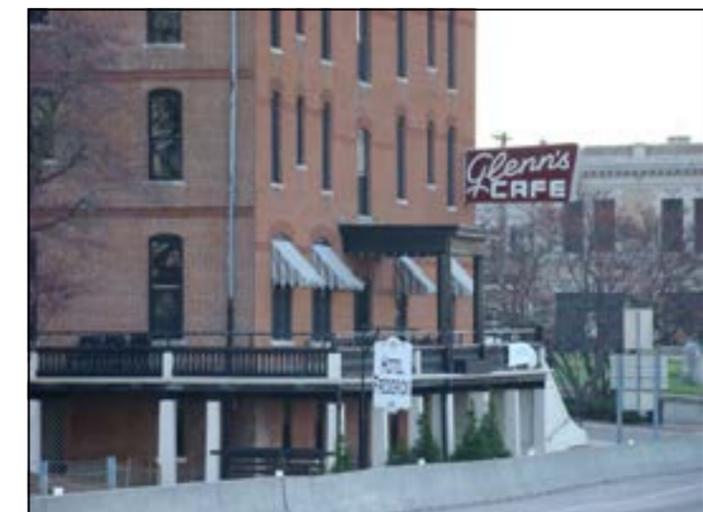
- Isle of Capri Hotel (40,000)
- Hotel Frederick (6,000)

This demonstrates the amount of visitor traffic into the Boonville area, and illustrates the importance of the casino to Downtown. Just as improvements of the streetscape and wayfinding can connect Downtown to the casino area physically, the DBC should work to connect Downtown with the casino patrons. Business owners and event organizers should be encouraged to use the community information racks provided at the casino to promote their stores and events.

Other events and attractions should not be neglected, but the amount of visitors that can be reached through the casino provides an efficient marketing outlet.



An example of the limited store hours observed at a store in Downtown Boonville.



Downtown Boonville Attractions; Isle of Capri Casino and Hotel (top), Frederick Hotel (bottom)

- **Establish the Boonville Tourism Hub**

The Boonville Tourism Hub concept consists of various properties that the City has acquired, or otherwise gained land control of, including the Gingrich Warehouse, the restored MKT Depot (Katy Depot), land adjacent to the Isle of Capri Casino, and the MKT Railroad bridge (Katy Bridge) over the Missouri River. All of this property is adjacent to the Katy Trail State Park and Boonville Trailhead. This grouping of attractions, although not located within the DREAM Study Area boundary, can significantly impact Downtown. The historic and scenic setting has the potential to become a festival venue and launching point for visitors.

The concept developed during the Destination Assessment is illustrated in the Implementation Section on pages 29 to 33. The City has also identified some funding sources for various aspects of the project and some of the conceptual images have changed slightly over the DREAM process. This refined illustration is also included on page 31.

The various crosswalks and the alignment of the Katy Trail are particularly important elements of the Tourism Hub. The area will need to be easily accessible to pedestrians and bicyclists, strengthening the connection with Downtown.

The Tourism Hub also has the potential to serve as a spur of the Katy Trail. The City has recently obtained the Katy Bridge and will restore and continue to operate this important Boonville landmark. A future trail can connect to the existing Katy Trail alignment across this bridge and the bridge deck itself might serve as a unique event venue.

With these ambitious improvements, and a concerted effort to enhance the connection to Downtown, events held at the Boonville Tourism Hub can improve the visitor drawing power of the City tremendously.

- **Develop New and Improve Existing Parking Lots**

As noted, the casino is a major activity generator for Downtown Boonville. Visitors arrive at the large parking lot, which is well-maintained. However for visitors not stopping at the casino, a public parking lot is difficult to find. There is often adequate parking along Main Street and there are a few lots behind the Downtown commercial buildings, but often these lots are reserved. Additionally, some Downtown lots have gravel surfacing and the City should require a greater standard than that for Downtown parking.

The City should seek to add a public lot near Thespian Hall and the Cooper County Courthouse. Attractive lots in these areas will serve Main Street traffic well. The lots should be connected to the proposed wayfinding signage to encourage the pedestrian to walk once their vehicle is parked. Specific sites may include the site of the proposed new library and areas along Morgan Street.

- **Develop a Standard Downtown Event**

Events tend to be resource intensive. However Downtown Boonville has several venues and elements that make events successful. With a picturesque setting, high traffic count, and numerous supporting businesses and restaurants, event-oriented tourism can play a significant role for Downtown. The casino alone boasts nearly 1,000 visitors per day on average. Additionally, Boonville is situated along an Interstate that sees over 30,000 cars per day on an annual average.

Downtown should be prepared to welcome visitors on seasonable weekends with a sidewalk sale-type promotional event that includes music. This type of event could be prearranged or “canned” to minimize the effort needed, while at the same time ensuring that visitors to Downtown have activities to attend. Such events can also be used during other large events elsewhere in the community.



The Missouri-Kansas-Texas (MKT or “Katy”) Railroad Bridge across the Missouri River is a distinctive landmark in Downtown Boonville.

# Plan Illustrations



**IMPLEMENTATION**

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

Included in this section are illustrations of the Boonville Tourism Hub 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.

Included at right is a summary of major activities that each involved organization in Downtown Boonville should seek to implement through 2018. These activities should serve as a minimum amount of involvement to keep Downtown revitalization moving forward. As these activities are completed and new resources become available, new activities should be added to this list. This is a summary of the necessary first steps.

<b>Downtown Boonville Coalition</b>	
2013	Develop a mission statement and job descriptions for Board Members and Officers
2013	Elect initial Board Members and Officers
2013	Develop by-laws, committees, and initial policies
2013	Develop a procedure to get Downtown business brochures into the casino rack
2013	Develop customer service seminar program for Downtown merchants
2014	Work with City to develop Downtown Commercial Building standards
2014	Assist City with wayfinding signage plans
2014	Develop seminars to assist with City code enforcement expectations
2014	Assist City in research for a CID
2014	Promote the benefits of a Downtown CID
2015	Hire Executive Director
2015	Develop Downtown business-oriented promotions
2015	Develop standard event for Summer 2015
2015	Encourage Downtown Merchants to extend hours in Summer - Hoildays 2015
2016	Develop Downtown Economic Development Focus/Committee
<b>*Ongoing*</b>	Identify and leverage existing funding for State/Federal grants
<b>*Ongoing*</b>	Promote Tourism Hub project
<b>*Ongoing*</b>	Review and continue standard event
<b>*Ongoing*</b>	Review and continue merchant extended hours
<b>City of Boonville</b>	
2013	Host a meeting for all DBC interests to develop mission and job descriptions
2013	Assist DBC with drafting by-laws
2013	Adjust route to/from casino area
2013	Research outdoor seating regulations to ensure encouragement
2013	Develop a plan to increase commercial building inspections and follow-up - Implement Immediately
2014	Develop Downtown Commercial Building Standards
2014	Add directional signage to key Downtown intersections/Gateway signs
2014	Research establishment of a CID/Initiate
2014	Determine future streetscape plans to connect Main Street to the Casino
2014	Research private parking lot standards
2015	Implement CID
2015	Develop Downtown Incentive Program to assist in façade improvements, using CID funds
2015	Implement Parking Improvements and standards
2016	Extend Streetscape Improvements
2018	Complete Tourism Hub
<b>*Ongoing*</b>	Identify and leverage existing funding for State/Federal grants
<b>*Ongoing*</b>	Pursue the development and construction of the Boonville Tourism Hub
<b>*Ongoing*</b>	Seek oportunities in strategic locations for new parking lots
<b>Boonville Tourism Commission</b>	
2013	Support DBC development
2014	Assist City with wayfinding signage plans
2015	Assist DBC in developing standard Summer event
<b>*Ongoing*</b>	Promote Tourism Hub project
<b>Greater Boonville Area Chamber of Commerce</b>	
2013	Support DBC development
2015	Assist DBC in developing standard Summer event
<b>*Ongoing*</b>	Promote Tourism Hub project
<b>Friends of Historic Boonville/Historic Preservation Commission</b>	
2013	Support DBC development
2014	Work with City and DBC to develop Downtown Commercial Building Standards
<b>*Ongoing*</b>	Promote Tourism Hub project

**BOONVILLE TOURISM HUB**

As discussed on page 27, The Boonville Tourism Hub provides Downtown Boonville with an opportunity to tie together several properties and attractions into an exciting venue for visitors and local events. An aerial map indicating these features and the subject properties is shown on this page.

The following pages provide illustrations that were developed during the DREAM process. The City also had the opportunity to apply for a grant in 2013 and required a more refined concept for the property to the north. This initial phase is planned to be a launching phase and eventual connection between the bridge and existing Katy Trail State Park routing.

Katy Bridge

Union Pacific Railroad

Isle of Capri Parking Lot

Original KTY Rail Alignment

Boonville Depot

Gingrich Warehouse

Katy Trail Boonville Trailhead



NORTH PROPERTY

The Tourism Hub Concept begins with the property at the north end as shown in the illustration of that area. Important proposed features would include:

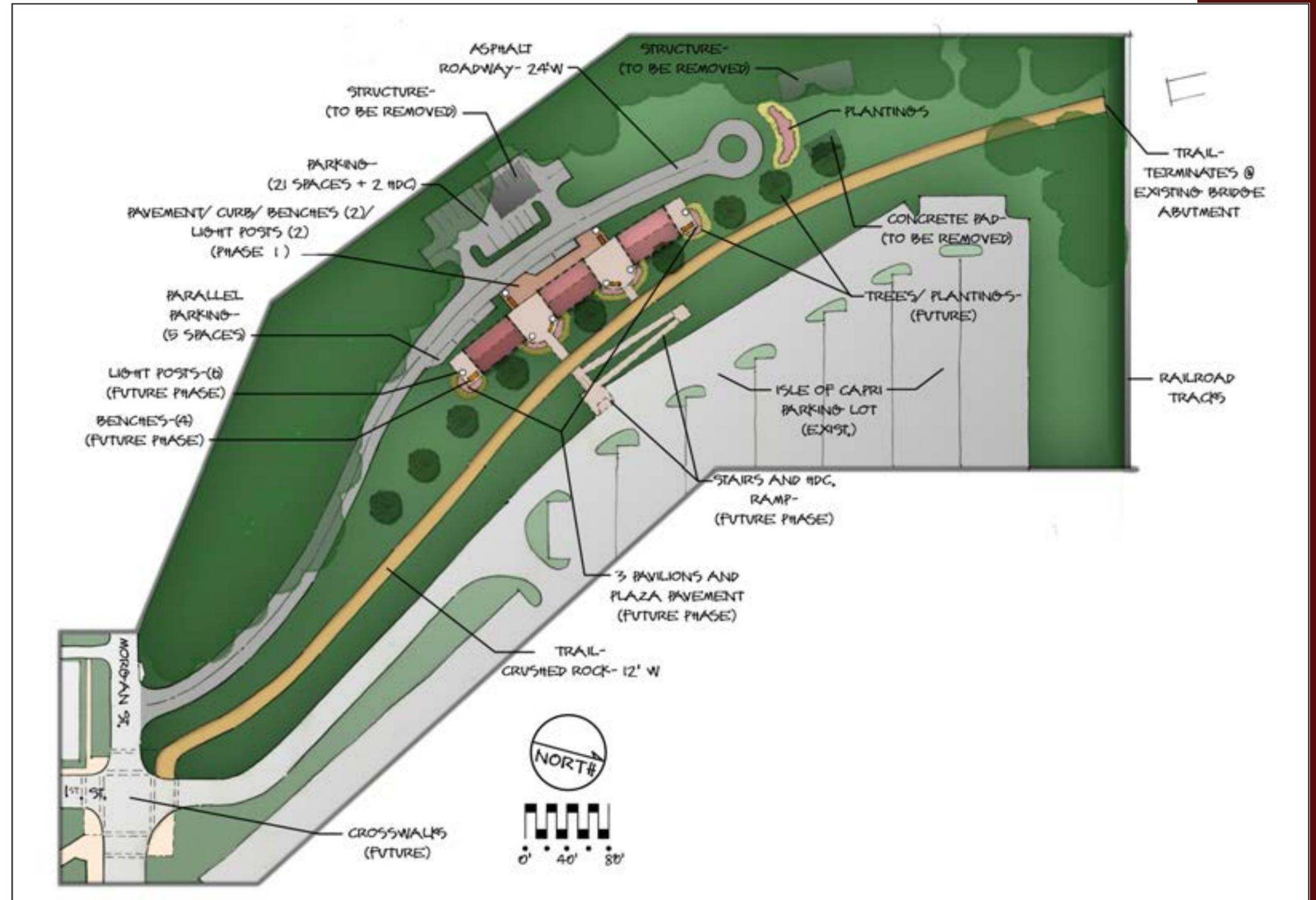
- An Overlook structure on the trail alignment, nearest the river, to provide views of the Missouri River and Katy Bridge. At some future point, the overlook may be an access point to the Katy Bridge.
- Descriptive signage on and around the Overlook regarding the heritage of the river, bridge, and railway.
- Improve trail denoting the original KTY rail line alignment.
- Ramp and stair access to the parking facilities that the City leases to Isle of Capri.
- Removal of existing buildings.
- Construction of open air shelters to be used for a permanent location for the Boonville Farmer's Market as well as other festivals.
- Improved street access area for Farmer's Market / Festival area vendor parking.
- Enhanced landscaping, lighting, pavement, and curbing throughout the site.



The City required a portion of the North Property be further refined to develop preliminary costs estimates and an initial phase to apply for a grant. The illustration is shown on this page.

The costs estimates considered several elements. Phase 1 site work (Demolition, construction of the roadway and trail) is estimated at \$320,000.

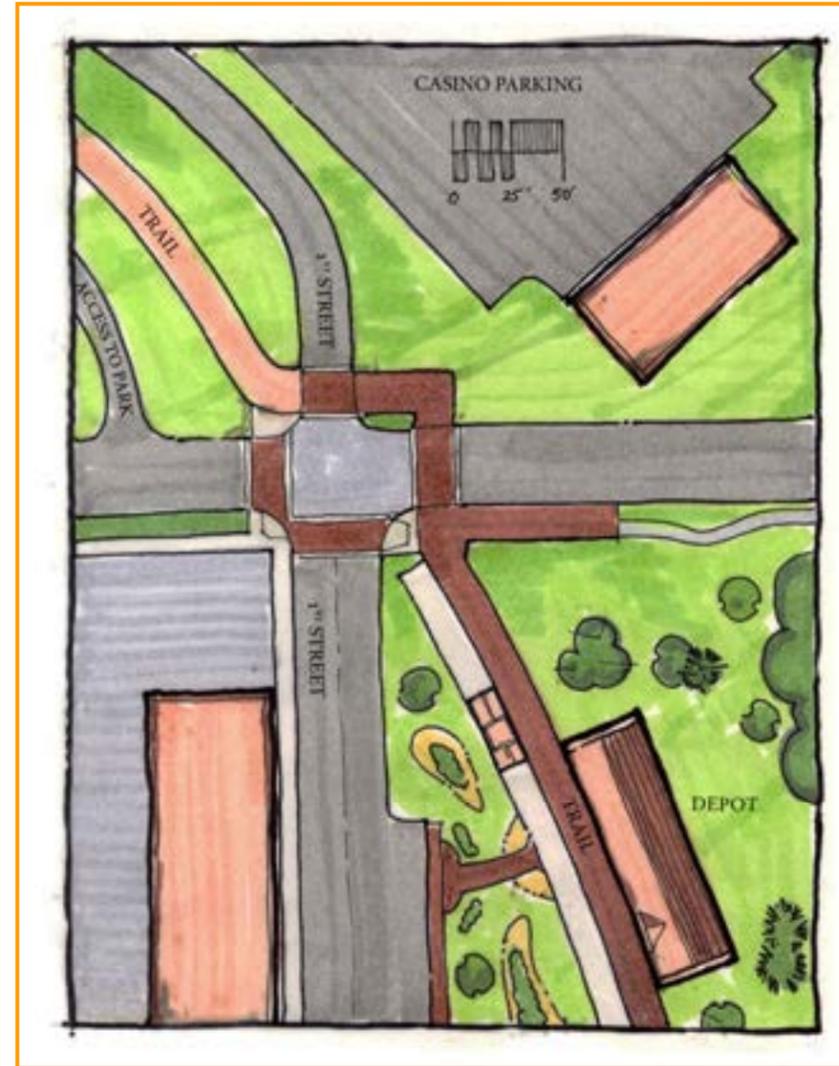
Estimates for the other phases are dependent upon how the City desires to phase the project and local in-kind labor that might be provided. Estimates for the remaining work as proposed fall between \$250,000 to \$350,000.



MORGAN STREET CROSSING

The existing crossing of the original KTY rail line alignment with Morgan Street creates a problematic intersection for pedestrians and vehicular travelers. The illustration shows the proposed alignment of the spur, including connections to the Katy Trail State Park alignment. Important proposed features in this area would include:

- Removable bollards to restrict access to the Farmer's Market vendor parking area.
- Right angle trail crossings with decorative pavers across the casino parking access and Morgan Street.
- Signage denoting the KATY Trail alignment, Farmer's Market / Festival area, Overlook, parking, casino, and Katy Depot / Chamber.
- Improved crosswalks and traffic signs.
- Enhanced landscaping, lighting, pavement, and curbing throughout the site.



DEPOT / WAREHOUSE / TRAILHEAD

This area includes the significant structures of the Katy Depot (housing the Chamber of Commerce), the Gingrich Warehouse (a structure the City is acquiring), and the existing Katy Trail State Park trailhead. The concept drawing illustrates proposed improvements for this area that include:

- Enhanced landscaping around the Depot, including an improved connection to 1st St.
- Decorative pavers to indicate the Katy Trail alignment across Spring Street. Spring Street is heavily traveled and an improved crossing will increase pedestrian safety and use.
- A realignment of the Katy Trail south of Spring Street to avoid the parking area for the Gingrich Warehouse.
- Improved parking area on the east side of Gingrich Warehouse.
- Improved parking area on the west side of Gingrich Warehouse, to include connection to existing trailhead parking.
- Wayfinding signage to area attractions.
- Enhanced landscaping, lighting, pavement, and curbing throughout the site.



Organizational Structure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
1 Develop a Downtown Boonville Coalition Mission Statement and Job Descriptions for the Board Members and Officers.	All groups need to be brought together by the City and the case for Main Street revitalization needs to be the focus of this meeting/all day retreat. The City needs to start this process and then make it clear that leadership needs to emerge from the Downtown interests.	City	DBC, Chamber, Boonville Tourism, Friends of Historic Boonville, Historic Preservation Advisory Commission, Boonville Industrial Development Authority, Cooper County, etc.	3rd Quarter 2013	The City has worked to develop a mission statement and should provide sample job descriptions to select people in advance of the retreat. The point of the retreat should be to refine the mission and find 3-5 leaders that will agree to develop the organization.	
2 Elect initial Board Members and Officers.	The Downtown interests at the City-sponsored meeting/retreat should elect their Board Members and the Board should then convene to elect their officers. Typically a President, Vice-President, Secretary, and Treasurer are needed. Eventually, as the group writes and adopts by-laws, these officers, and the terms of the Board Members, may change.	DBC		3rd Quarter 2013	The group should try to have broad representation on the Board. Providing for City, Chamber, IDA, or Friends representation at all times.	
3 Develop bylaws, committees, and any needed policies.	The new leadership of the DBC should then draft, at a minimum, the bylaws and share them with the rest of the membership.	DBC	City	4th Quarter 2013	The City should help with the writing of the bylaws and provide legal assistance in registering the organization. Committees and policies will come along later.	
4 Assist the City with CID research.	The implementation of a CID is also a financial mechanism recommendation, but is included here due to its impact on the Downtown organization. It is critical that Downtown identify and develop a sustainable funding source that the DBC can access for public projects and services. State or Federal funding sources are increasingly more difficult to obtain, so Boonville will need to establish a local source to improve and maintain its Downtown.	City	DBC	1st Quarter 2014	A CID effort will be initiated by the City, but will require thorough knowledge to successfully implement. The City and DBC should collaborate to develop the CID boundary and plan. The City Attorney will be needed to develop the petition and the needed ordinances.	
5 Promote the benefits and projects that the CID will provide.	The CID effort will require outreach and promotion to the Downtown property owners and residents. All voices must be given time to speak and concerns should be addressed.	DBC		All of 2014 if necessary	This effort should provide for a reasonable public discourse. This will require adequate time and assistance from Downtown supporters.	
6 Periodically review responsibilities of the DBC, and other involved organizations, regarding the efficient delivery of services to Downtown and its businesses, residents, and visitors.	There are several organizations with an interest in Downtown or that provide an activity or event in Downtown. With a strong DBC, these groups should discuss how best to provide their services to Downtown businesses, residents, property owners, and visitors. The DBC should lead this effort to keep the focus on Downtown Boonville.	DBC	City, Chamber, Boonville Tourism, Friends of Historic Boonville, Historic Preservation Advisory Commission, Boonville Industrial Development Authority, Cooper County, etc.	Ongoing	The DBC should coordinate meetings that brings these groups together, discusses issues that are identified in Downtown, and seeks to apply each groups resources to the appropriate issues. Other topics should include membership policies, City response to Downtown issues, and identification of coming events. Such a meeting could be an annual work meeting.	
7 Hire an Executive Director for the DBC.	The eventual goal for the DBC should be to hire a staff person for Downtown Boonville revitalization efforts, funding, and programs. This may be a part-time position, but the group should avoid hiring someone who has another responsibility in the City. For example, a Chamber Director may have some conflicting interests if they are also a part-time Downtown director.	DBC		After CID or sustainable funding is obtained	Young college graduates and retired people can be great sources of personnel for this position. Each will have different strengths.	
8 Develop the Downtown Economic Development Committee of the DBC.	This recommendation feeds into the Retail Market recommendations. Current economic development efforts are provided for the City as a whole with no particular attention to Downtown. This DBC committee should advocate for Downtown projects and tools.	DBC	City	1st Quarter 2016	This committee should monitor the vacant buildings and sites in Downtown, providing information upon which the City can draw upon to court potential prospects. The Committee should also seek prospects that meet unmet retail demand. Ideal targets for this group are small business start-ups and local stores looking for a place to expand their operations. This committee can help the City in its economic development efforts by representing and having information prepared regarding Downtown. Additionally, a database can be developed containing relevant information about Downtown vacancies.	
9 Develop the Downtown Events and Marketing Committee of the DBC.	This committee should be formed for the DBC to provide its own events. There may be some existing events that the DBC could take-over, but these will likely be events that the City is currently supporting.	DBC	Boonville Tourism	1st Quarter 2015	Eventually, this Committee should become the marketing arm of Downtown businesses, working in tandem with Boonville Tourism.	
Land Use, Buildings & Infrastructure Survey						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
10 The City should monitor the amount of public and institutional property in Downtown.	To prevent an overabundance on non-tax generating property, the City may need to aggressively encourage redevelopment of property such as the Kemper Military Campus. The City currently employs a firm to market this area, but may need to take greater measures.	City	DBC	NOW	The marketing firm for Kemper should meet routinely with the DBC. Additionally, other City-owned properties should be included in economic development marketing. There may be ways the DBC can assist.	
11 Monitor building and infrastructure conditions.	The City should build upon the DREAM mapping to monitoring the physical conditions of property and public infrastructure. Building and street complaints should be tracked and mapped to determine areas that require priority improvements and buildings that require a more aggressive approach by code enforcement officials.	City		NOW	Mapping tools of these sort can be invaluable to City Staff and allow a more efficient use of their time and the City's limited resources. This recommendation feeds directly into efforts at improved inspections and building conditions.	
12 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 DBC to develop this inventory, with help from the City to maintain the information for Downtown and tie it to available GIS data and websites.	DBC	City	2nd Quarter 2016	A simple listing of size, location, and contact information can be provided on websites and social media. All information must be kept current and the sites and buildings somewhat 'qualified' that they are indeed, for-sale or lease.	

Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
13 Work to improve the user-friendliness of Downtown.	The user-friendliness of Downtown was noted by focus group participants and telephone and visitor survey respondents as a major issue. The City and DBC will need to collaborate on initiatives and projects that address this issue. Several other recommendations will overlay this effort.	DBC, City	Chamber, Boonville Tourism	NOW	Specific concerns included building conditions, business hours, customer service, and parking. The City should tackle the issues of public infrastructure, while the DBC needs to address the issues with businesses. Both the City and DBC should work to encourage property owners.	
14 Develop an ongoing survey tool to survey visitors of the Casino	The casino draws a large amount of visitors to one location in Downtown Boonville and the DBC should take advantage of this fact. The casino provides community outreach through volunteers and a brochure rack so they would likely be open to helping the community understand and draw more visitors.	DBC		3rd Quarter 2014	A regular survey instrument can also be administered by volunteers at City events and attractions, as well as at the casino. The DBC will need to develop the survey and coordinate with the casino for implementation. A few simple, focused questions about Downtown may gather more responses than the longer survey conducted for DREAM.	
15 Reconvene/expand the DREAM Focus Groups	The groups included new residents, long-time residents, property owners, and business owners. It is critical to revitalization efforts that these interested individuals are given future opportunities to volunteer and connect with Downtown activities.	DBC		3rd Quarter 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 DBC should consider adding some groups, perhaps including a Community College group. An outside, impartial facilitator to conduct the sessions is best so individuals will feel free to speak about any topic.	
16 Conduct telephone survey	Revise the 2009 DREAM telephone survey questions regarding Downtown and conduct 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.	DBC		After CID or sustainable funding is obtained	The DBC can follow the format previously used, but using a surveying firm and phone bank may also be required. Therefore an internet survey may be a more efficient route. The Chamber may wish to participate if some questions are expanded to include the community as a whole. The survey can be of interest to all of Boonville's businesses as they seek to understand their largest consumer market; local residents.	
17 Communicate all survey results to Downtown groups, leaders, and businesses	The DBC will need to understand the survey results and encourage appropriate actions by Downtown businesses and leaders. Any city-wide results will also be of interest to the Chamber.	DBC	Chamber	Ongoing	The DBC and the Chamber can hold joint seminars or brainstorming sessions when significant amounts of information become available. It is critical that this information find its way to businesses that can capitalize on the results.	
Building Design and Conditions						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
18 Review maintenance and nuisance codes, inspection procedures, and department practices; specifically the procedure to follow-up on violations.	The City should take the lead in this review and take a more proactive approach to identify maintenance issues before buildings become structurally unsound. Downtown Boonville is an area of aging property and this area merits closer inspections. This includes inspecting upper façades and the sides and rear of a building. Often, a downtown building with an attractive front facade will collapse because of the poor maintenance of the remainder of the structure.	City	DBC	3rd Quarter 2013	The DBC should organize regular walks through Downtown with City Officials and staff to review building concerns. Top issues should be identified and strategies developed to deal with them. 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, DBC should help inform Downtown property owners.	
19 Review ordinances to determine if outdoor seating is being properly encouraged and implemented.	Downtown Boonville has a significant amount of visitors. A key to getting those visitors out of their cars and exploring Downtown is to make them feel welcome in a vibrant atmosphere. Outdoor seating provides this atmosphere.	City		3rd Quarter 2013	The City may wish to develop ways to streamline the review for Downtown restaurants to encourage this seating.	
20 Include new City procedures and policies in a seminar program designed to educate property owners regarding Building maintenance, contractors, and City expectations.	The DBC should provide the buffer between the City Staff and Downtown property and business owners. It is important to convey the City's expectations, particularly with new procedures.	DBC	City	As needed	This effort will be critical as the City improves inspections and attempts to improve building conditions. Similarly, it will be important to develop an incentive to help property owners.	
21 Promote the benefits and procedures of historic rehabilitation and property maintenance.	The Friends of Historic Boonville and the Historic Preservation Commission should be used as a consultant and help lead the effort for historic rehabilitation that will eventually lead to developing building standards for Downtown commercial buildings.	Friends of Historic Boonville, Historic Preservation Commission	DBC	Ongoing	This effort doesn't end when design standards are adopted. The groups should constantly be promoting the benefits of historic preservation and rehabilitation. Methods could be a building recognition program or landmark plaques.	
22 Develop building standards to apply to Downtown commercial buildings.	The City has two methods available to address Downtown commercial building standards; applying its existing status as a Certified Local Government or adjusting its existing Corridor Zoning.	City	DBC, Friends of Historic Boonville, Historic Preservation Advisory Commission	3rd Quarter 2014	Either effort will require involvement and an understanding of the merits of saving Downtown Boonville's heritage.	
23 Apply Secretary of the Interior's Standards for Rehabilitation to Downtown Commercial Property.	The City is a Certified Local Government and a Preserve America Community. The Downtown has been designated as a historic district, but the City has exempted commercial property from the Secretary of the Interior's design standards. The City should apply these standards to all structures in the district to protect historic properties.	City	DBC, Friends of Historic Boonville, Historic Preservation Advisory Commission	3rd Quarter 2014		
24 Adjust corridor zoning regulations and procedures.	Alternatively, the City could adjust its existing corridor zoning to make it less subjective regarding the code enforcement official and allow the Preservation Commission the ability to approve construction and rehabilitations within the Highway 5 corridor.	City	DBC, Friends of Historic Boonville, Historic Preservation Advisory Commission	3rd Quarter 2014		
25 Develop private parking lot standards.	There are several sub-standard parking lots in Downtown Boonville; some of them with a gravel surface. The City should research and adopt surface standards to improve these lots.	City		4th Quarter 2014	Some of these lots are providing parking for elderly or disabled visitors.	
26 Develop incentives for Downtown façade and other building improvements.	The City should develop programs to assist Downtown property owners as they seek to improve their property. This funding should only be provided on the condition that the improvements fit the established design standards.	City	DBC, Historic Preservation Advisory Commission	2nd Quarter 2015	A funding program can begin with the front façade, to which improvements are considered part of the public good. The City could simply earmark general funds with some guidelines for one or two façades per year. The HPC and the DBC and Preservation Commission could help determine the appropriateness of improvements before the Council approves the incentive. Eventually, a funding program could grow to address other building issues. The City will need to consider local funding sources, such as the proposed CID, as well as apply for State and Federal funding.	
27 Monitor the implementation of building codes, practices, and policies regarding Downtown property.	Downtown construction will require a Certificate of Appropriateness regarding the Historic District Design Guidelines, but the process should not obstruct or stifle activity. It is critical that this process be followed, reviewed, and adjusted if necessary.	Historic Preservation Advisory Commission	DBC, City	Ongoing	A positive working collaboration among the Downtown groups is necessary to ensure issues are caught early and fixed before the historic integrity of Downtown is compromised by an inferior development. This should also allow for innovative enhancements to Downtown properties that may not be strict restorations.	

Public Infrastructure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
28	Coordinate public improvements with the overall Downtown design and historic character.	City officials and staff should develop public projects and planning efforts in concert with DBC and the Historic Preservation Advisory Commission.	City	DBC, Historic Preservation Advisory Commission	Ongoing	The City should seek the input of these groups during the design stages of all Downtown projects, and attempt to move beyond installation of utilitarian only facilities to develop 'great spaces' in Downtown. This coordination of all future public improvements is critical. This coordination will also give the DBC time to notify Downtown property owners when City projects begin near their buildings.
29	Install wayfinding signage.	This streetscape element can help with parking and traffic. Appealing signage also advertises other attractions in Downtown.	City		3rd Quarter 2014 or after CID is established	This project is eligible for CID funding and the City may wish to wait. However, there is an effort to improve this signage and the City may have gaming funds available. The existing signage should be expanded upon and the effort can provide a great benefit to Downtown businesses. The City should also pursue the idea of Gateway signage to help give Downtown an identity.
30	Improve public parking lot conditions, add parking lots.	An issue voiced by participants in the DREAM community survey work included parking availability. If the City can improve the quality of parking lots and other service areas for pedestrian, people may be more likely to use the existing lots.	City		2nd Quarter 2015 or after CID is established	The City should seek opportunities to add parking if property becomes available. These projects are eligible for CID funding and should include landscaping within the areas to 'soften' the impact of the impervious pavement. Downtown has an opportunity to impress visitors of the casino, but will not do so with poor parking conditions.
31	Improve the streetscape elements connecting Main Street with the casino area/future Tourism Hub.	This is an important project that will physically and visually connect Downtown with the casino/Tourism Hub area. Members of the consulting team did not realize how close the casino was on their first visit to Boonville. The area includes some sub-standard housing as well that the City should seek to acquire or encourage the property owners to improve.	City		2nd Quarter 2016 or after CID is established	This project is eligible for CID funding. However, there is also funding available from the Transportation Development District that could be applied to this effort.
32	Maintain all 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 needs to constantly send the message to the private sector that the City is supportive of a Downtown investment.	City	DBC	Ongoing	The City and DBC will provide ongoing projects and funding mechanisms to encourage investment in Downtown buildings. DBC 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. DBC should also be able to mobilize volunteers to help the City maintain aspects of Downtown such as landscaping.
Residential Market						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
33	Encourage the development of new, high-quality, 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 DBC can assist with gathering information and providing marketing assistance for these potential investors.	City	DBC	Ongoing	The residential demand analysis projects unmet housing demand for 24 affordable senior and 35 market rate rental units over the next few years. These segments represent the primary residential markets for Downtown housing. Boonville has had some residential activity and the City must ensure these units are high-quality.
34	Develop added amenities such as pedestrian walkways and plazas to increase demand for Downtown living options.	Many of the activities of the City and DBC will appeal to residents as well as visitors.	City	DBC	Ongoing	Projects like the streetscape work can be funded by the proposed CID or other incentives options and should address parking, safety, and activities for the permanent residents. These projects are a matter of long-term planning.
35	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.	There are many stately single-family houses in Boonville. It was noted that there are a few large houses that have been converted to 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	Some of this converted housing is large and architecturally intricate, and not all is within the DREAM boundary. The City can adjust its zoning, which may cause some vacancies initially, to protect these properties and create opportunities for home ownership.
36	Encourage residential development on upper floors of commercial buildings.	Upper floors of commercial buildings that are filled with residents are important to Downtown businesses and the City should encourage and seek this type of development. There are several opportunities for these loft-style units.	City		Ongoing	The City should attempt to attract developers interested in rehabilitating commercial property.

Retail Market						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
37 Increase the variety of restaurants in Downtown.	Consumers travel for variety. Downtown Boonville competes with areas near the Interstate for restaurant variety. For Downtown to become more of a shopping destination, restaurant variety needs to be increased, but only after improving the overall atmosphere and attracting more retail.	City	DBC	Ongoing	The DBC can act as a business advocate and walk potential new restaurants through City processes. The City can ensure that health and building code inspections for Downtown locations get top priority, in addition to the streamlined outdoor seating regulations. These efforts are needed for Downtown to be seen as a viable place to locate.	
38 Attract businesses to Downtown Boonville that provide products and services that can meet future unmet retail demand.	Specific retail categories, as identified in the DREAM Retail Market Analysis task, have demonstrated the potential to generate retail demand for the Downtown Boonville trade area. Businesses that open or expand their product lines to include these categories make good targets for attraction to available Downtown buildings. The City and DBC should refine their economic development efforts for Downtown to businesses in these categories. While this is an ongoing effort, it is likely that the DBC will not play a very involved role until funding and a director are in place.	City	DBC	NOW	The businesses suggested for recruitment may be relocations from other areas within the City. DBC can develop a retail recruitment team to search for businesses in these categories, generate the lead, and make contact with the prospect. Categories include: Restaurants, Building Materials & Supplies, Electronics & Appliances, Furniture & Home Furnishings, Sporting Goods, Hobbies, Musical Instruments, and Health & Personal Care Items.	
39 Continually encourage Downtown businesses to adopt a user-friendly atmosphere that will encourage shoppers and patrons.	Also a Destination Assessment Recommendation. Downtown merchants need to be reminded that they inhabit the core of the City and represent an important aspect of the community. The DBC can help prepare Downtown's businesses to be the best ambassadors to visitors as possible. It is possible that business issues that are common to other merchants in Boonville or the region can be addressed, so the Chamber may be involved depending on the topics.	DBC	Chamber	3rd Quarter 2013	The DBC 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 as much as possible.	
40 Develop Downtown, business-oriented promotions to capitalize on existing Boonville visitors.	When the events committee of the DBC is formed, an early effort should be to host festivals during large regional events in the hopes of attracting attention for Downtown. Downtown revitalization cannot hinge on events alone, and events are resource intensive, but they also raise the visibility of the area greatly.	DBC	Boonville Tourism, Casino	2nd Quarter 2015	The DBC should coordinate with Boonville Tourism and the casino to build Downtown festivals that draw attention around larger regional events. These specific events might supplant the proposed standard summer event and may include promotions such as a Sidewalk Sale or Farmer's Market. Advertising for the larger event should be distributed at the smaller events.	
41 Market Downtown businesses as a unified shopping district.	As the DBC strengthens, its Events and Marketing Committee should fully step into the role of the Downtown champion and develop advertising campaigns and other techniques to market Downtown just as any mall or shopping center would market itself.	DBC		4th Quarter 2015	This activity will be a highly visible program that the DBC 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 shopping destination, rather than just a grouping of stores. This step must also likely wait until a director is hired and the DBC is operating smoothly. Advertising can be expensive and inefficient.	
Financial Mechanisms						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
42 Develop a long-term incentive plan.	The City and the DBC should coordinate efforts to implement the incentive programs necessary for Downtown revitalization efforts. The initial focus should be on funding for visible public infrastructure, with private funding to assist building owners provided at a later date.	City	DBC	NOW	The City will need to initiate the incentives, with DBC providing public outreach. DBC should begin to immediately develop volunteers with funding mechanism knowledge.	
43 Establish a Downtown Community Improvement District (CID).	As noted in the Organizational Structure recommendations, a CID will provide the DBC with sustainable funding for improvements and programming. The City will initiate this incentive and pass the appropriate ordinances, but the DBC will be instrumental in providing the needed public outreach. The revenues generated can also be used for public improvements, property acquisition, etc.	City	DBC	Begin in 1st Quarter 2014 Establishment in 2015	A CID can capture funding from property and sales taxes for a variety of services and projects. A CID with sales and property tax could generate \$100,000 annually. The process should begin in 2014 to allow for proper outreach to communicate the benefits of the CID plan to local residents and merchants; a critical step.	
44 Establish a Local Option Economic Development Sales Tax (EDS) in the City.	The City should consider 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 efforts. Although this effort may be considered in place of a CID, the funding generated is not as flexible.	City	DBC	As needed	The proposed structure of an EDS dedicated to Downtown Economic Development could generate \$300,000 annually. The City can conduct economic development activities in other areas of the community, such as the Industrial Park, and still provide marketing, grants, and training for Downtown businesses. DBC should assist with communicating information about the tax and specifically that there is no lack of business from an additional city-wide sales tax and that the benefits far outweigh any perceived drawbacks.	
45 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	DBC	As needed	If required, a TIF can be implemented that could eventually provide \$100,000 annually for Downtown improvements, depending on redevelopment activities. Again, the DBC should be tapped to show the benefits of the redevelopment plan.	
46 Develop additional programs to address common issues among Downtown commercial buildings.	The DBC 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, such as a Downtown façade loan program, to address these concerns. Some common issues have already been identified with the City. Efforts to removed defunct gas supply fittings in the front of the buildings may be something the City would like to address that will improve most Downtown Boonville storefronts.	DBC	City	Ongoing	City led initiatives such as façade programs can provide a small amount of public funding focused on important issues that can be slowly improved. Concerns like metal façade covering, tuck pointing, electrical wiring, and roofing are examples that the City can slowly help Downtown property owners address.	
47 Leverage local funds to obtain State and Federal funding for projects.	The City and the DBC should remain vigilant regarding the leveraging of local sources of money, such as the CID, TIF, and EDS, for State or Federal funding.	City	DBC	Ongoing	As State and Federal funding declines, Downtown will need to rely on local funding sources. However, the City should still apply for any program into 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.	

Destination Assessment						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
48 Establish a new route for casino visitors, along Main Street.	The existing casino routing, marked with directional signs, takes visitors to the west of Downtown. This was an effort to avoid too much traffic on Main Street/Route 5. However, large amounts of traffic did not develop as anticipated. Downtown merchants understand their relationship to this visitor traffic and have expressed interest in this rerouting concept.	City		2nd Quarter 2014	The City is pursuing wayfinding improvements that could include this rerouting. This will also help connect Downtown with the casino area and the future Tourism Hub. This is an action that the City can take that may improve Downtown business directly. Trucks may still need to be directed along the existing route.	
49 Develop procedures to ensure casino visitors know about Downtown businesses.	The casino provides a community information rack which the consulting team reviewed on occasion during the DREAM process. Very few local businesses and attractions are taking advantage of this rack; which is allowing other state attractions, such as Branson, in the rack.	DBC	Boonville Tourism, Chamber	4th Quarter 2014	The DBC could use this feature to connect casino visitors with Downtown businesses. By coordinating this effort, the DBC can begin to demonstrate to Downtown businesses why it is important that there is a Downtown champion. Other cross-promotional efforts should be explored as the casino brings in more visitors than any other attraction in the region and has been willing to work with Downtown on a number of events and initiatives.	
50 Develop a customer service oriented seminar program to assist Downtown Boonville merchants.	Also a Retail Market recommendation. This may be the single most important effort that the DBC can initiate. Downtown merchants need to be reminded that they inhabit the core of a City with numerous activities. Boonville is a visitor destination and the DBC can help prepare Downtown's businesses to be great ambassadors.	DBC		3rd Quarter 2013	The DBC 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 as much as possible.	
51 Develop a standard Downtown Boonville Summer Event.	With a sizeable amount of existing visitors and a number of existing attractions, the DBC should develop a standard Summer event that can be provided easily. Such an event could complement larger events occurring in the City or region, or be held on slow or off-weekends when no other events are being held in the area.	DBC	Boonville Tourism, Chamber	2nd Quarter 2015	The standard event should include music. However attendees desiring food should be encouraged to visit Downtown restaurants. Another aspect could be to tie in the businesses with a sidewalk-sale atmosphere.	
52 Encourage merchants to participate in an extended-hours promotion on a regular basis.	This is another critical issue that was experienced by the consulting team, noted in every focus group, and indicated on surveys. The DBC needs to develop methods to help Downtown businesses understand the benefits of extending their hours.	DBC		Ongoing	When the standard event is developed for Summer of 2015, the DBC needs to have conditioned Downtown businesses to stay open. A monthly evening shopping night could be a regular event to start as well.	
Other						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
53 Construct the Boonville Tourism Hub.	Although not located within the DREAM Boundary, this project has the potential to impact Downtown in a positive way and significantly. The City is pursuing this project and has acquired property. All Downtown interests should remain engaged in the process to provide input, volunteer assistance where appropriate, and lead fundraising and promotion efforts.	City	DBC, Chamber, Boonville Tourism, Friends of Historic Boonville, Historic Preservation Advisory Commission, Boonville Industrial Development Authority, Cooper County, etc.	Ongoing	An exciting aspect of this project is the Katy Bridge. The deck of the bridge has the ability to be a unique event venue in addition to a spur trail of the Katy Trail State Park.	
54 Promote Downtown successes to the region.	The City and the DBC will need to promote Downtown improvements to the region and beyond; as much as possible.	City	DBC	Ongoing	This is an ongoing effort that begins with the City providing accurate information on projects. The DBC should then develop materials, news stories, emails, newsletters, and potentially signage. Residents and frequent visitors to Boonville will be the best way of communicating successes, therefore, they will need to be fully informed.	



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