



DOWNTOWN STRATEGIC PLAN

CITY OF MACON, MISSOURI

AUGUST 2014



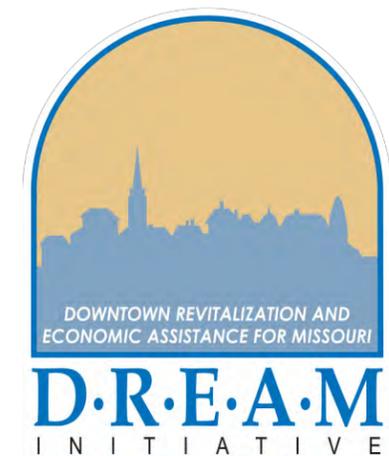
CITY OF MACON



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



PLANNING CONSULTANT:



DREAM INITIATIVE PROCESS

- Executive Summary Page 1
- Introduction Page 3
- Public Outreach Page 4
- Accomplishments Page 5

TASK SUMMARIES

- Organizational Structure Page 6
- Land Use, Buildings & Infrastructure Survey Page 7
- Community Surveys Page 8
- Building & Streetscape Design Page 9
- Residential Market Page 17
- Retail Market Page 21
- Financial Mechanisms Page 25
- Marketing Page 26

PLAN ILLUSTRATIONS

- Implementation Page 28
- Existing Conditions Page 31
- Concept Map Page 32



DREAM Initiative Process

EXECUTIVE SUMMARY

The Downtown Revitalization and Economic Assistance for Missouri (DREAM) Strategic Plan assembles recommendations for the revitalization of Downtown Macon that were formulated over the course of the DREAM planning process. The full implementation schedule of recommendations may be found on page 28. The following is a summary of selected priority goals:

Goal One: Mainstreet Macon Downtown Association ("MMDA") is recognized as the lead organization in Downtown Macon's revitalization.

To ensure the successful achievement of the recommended goals in the Strategic Plan, it is important that the MMDA further establish itself in its leadership role as the coordinator of revitalization efforts in Downtown Macon. One key to achieving this increased recognition is the completion of at least one of the following recommended objectives in this Strategic Plan. For example, the completion of the Rollins St. Pilot Project will contribute safe and appealing public space to Downtown Macon. It can serve as a starting point for additional momentum to achieve other revitalization objectives with MMDA at the helm.

Goal Two: A public/private partnership to help fund the revitalization of Downtown Macon.

The MMDA should reconvene discussions around the establishment of the Downtown Macon Community Improvement District ("DMCID"). It should consult with Downtown and community business leaders and residents and revisit the proposed sales tax rate, project and programming focus, other budget items, and tentative boundary. After these planning discussions, a renewed public outreach campaign should be undertaken and legal counsel should be contracted for development of petition documents.

The establishment of a DMCID will provide a dedicated funding source to help accomplish the revitalization goals for Downtown Macon such as public infrastructure, aesthetic improvements, and marketing.

In light of the 3/4 sales tax recently passed for needed Courthouse and Jail renovations, the community may not have an appetite for additional sales taxes related to a CID. However, toward the expiration of the County Park Capital Improvements Sales Tax and Highway 36 Transportation Development Sales Tax in 2016 and 2018 respectively, which will effectively offset the Courthouse and Jail sales tax, the MMDA may consider planning a new outreach campaign for the passage of the CID.

Goal Three: Execute retail market development efforts that are coordinated with citywide economic and business development.

Customize a Downtown Macon retail Business Retention and Expansion ("BRE") program that combines regular contact with business and property owners and real estate brokers, assembles and makes available information on incentives, programs, space for sale or lease, and measures program performance including businesses assisted, vacancies filled, leases renewed from year to year. Review existing economic and business development efforts in the area and tailor BRE program to supplement and cooperate on activities when appropriate. Creating a culture of cooperation among development entities that is unified in its purpose helps to instill confidence among local business and real estate communities in the health of Downtown Macon and the City overall.

Goal Four: Improve the aesthetic appeal of Downtown Macon for visitors.

An appealing retail environment that is unique from more modern, automobile-oriented shopping centers, is a key feature offered by successful downtowns. Downtown Macon is making progress toward this goal with the rehabilitation of buildings, storefronts, and its own pilot project. Another project that will impact Downtown is the pending replacement of subsurface infrastructure under Rollins and Vine Streets. After the utility project, the City, with input from MMDA, must be prepared to rebuild the streets and sidewalks to establish an attractive streetscape.



JP's Corner Market in Downtown Macon.



Framed punchneedle and wool applique from Threads That Bind.

Goal Five: Increase the number of Downtown Macon residents.

While Downtown Macon works to reinvigorate its prominence as a shopping and business destination in the community, the capture of households looking to live in Downtown Macon should also be addressed. In cooperation with the Missouri Housing Development Commission, DREAM has analyzed the potential demand for housing in Downtown Macon.

In cooperation with the Chamber and MCED, the MMDA should craft a plan to actively promote the convenience of living in Downtown Macon which may include, but not be limited to, any of the following:

- Downtown-wide open house events coordinated with building owners and real estate agents to showcase available Downtown living options
- Promotional material and informational meetings with area businesses to inform their employees, particularly commuters, of available housing options and the convenience of being more closely located to the workplace.

Goal Six: Strengthen the branding of Macon Mainstreet Downtown Association.

As the first part of an overall marketing effort for Downtown Macon, we encourage the MMDA to do the following: network with key local opinion leaders with the purpose of seeding an outreach campaign for establishing the DMCID, update their own Action Plan to include a more robust marketing strategy overall, improve all channels of funding, and expand its marketing materials and social media network.

Goal Seven: Expand Downtown Retail Sales and Encourage Business Investment.

Building upon the previous goal, MMDA should redouble its efforts on expanding retail sales and encourage business investment once a more robust marketing effort is in place and the MMDA’s brand is more clearly defined in the community and beyond. We encourage the MMDA to pursue the following recommendations: creation of a Downtown Resource Hub specifically designed for the information needed by businesses seeking an available storefront in Downtown Macon; host business events such as marketing training for the benefit of interested business operators; and development of special downtown weekend events that include special in-store experiences, discounts, or food offers from participating businesses.

Goal Eight: Encourage Tourism in Downtown Macon.

An additional marketing component should extend itself beyond the local community to encourage increased tourism in Downtown Macon. The overarching goal is to reach new audiences and to extend the length of the average visit to Downtown. To achieve this goal, we recommend an initial assessment to determine the unique experience or value proposition to out-of-town visitors, the targeted tourist/consumer, and the marketing position for Downtown; capitalize on existing residents and visitors and reshape the perception that residents have about Downtown Macon; and further leverage paid and social media advertising. The strategies for achieving all three marketing goals are discussed in greater detail on pages 11 through 23 in the *Macon Marketing Plan*.



Scenes from the Fork and Cork Festival



The Maples Repertory Theatre is renowned throughout northern Missouri.

INTRODUCTION

The DREAM Initiative is a multi-year program providing designated Missouri communities with Downtown planning assistance. Its purpose is to enhance the local investment that communities like Macon have made with the State of Missouri’s investment of planning for Downtown Macon. Through the coordination of the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides planning and financial assistance to enhance downtown revitalization in Missouri communities.

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

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

- Organizational Structure Review
- Land Use, Building & Infrastructure Survey
- Community Survey : Focus Group Discussions
- Community Survey: Telephone Survey
- Visitor Survey

- Retail Market Analysis
- Residential Demand Analysis
- Financial Assistance Review
- Building & Streetscape Design Guidelines
- Macon Marketing Plan
- Downtown Strategic Plan

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



Macon DREAM Study Area.

PUBLIC OUTREACH

Sound planning activities must include input from the community. Throughout the DREAM planning process in Downtown Macon, feedback was solicited from the community through various meetings, surveys, and discussions with community stakeholders. Below is a list of these public outreach efforts:

- **Initial Assessment Meeting**
-Initial Assessment: Jan., 2009

- **Focus Group Meetings**
-Community/Consumer: Apr., 2009

- **Surveys**
-Organizational Questionnaire: June, 2009
-Visitor Survey: June, 2009
-Community Phone Survey: Sep., 2009

- **Key Stakeholder Discussions**
-CID Stakeholder Meeting: Oct., 2011

- **Public Meetings**
-DREAM Kickoff Meeting: May, 2009
-Design Kickoff: Oct., 2010
-Annual Review Meeting: May, 2010
-Strategic Plan Kickoff: Oct., 2012

- **Press Involvement**
-Phone Survey Press Release: Sep., 2009



DREAM Annual Review Meeting from 2010.



DREAM Kick-Off Meeting from 2009.

ACCOMPLISHMENTS

Activity has occurred in Downtown Macon since the beginning of the DREAM Initiative. A few of the accomplishments are highlighted below:

- **Pilot Project**
On January 2013, Macon County Economic Development presented a \$30,000 infrastructure grant to the MMDA to help with the construction of its surface parking and public space at North Rollins and Oak streets. US Bancorp Foundation Grant Program also donated \$2,426. The Pilot Project, with design assistance from the DREAM Initiative, will include historic period street lighting, street trees, brick planting buffers, and sidewalks with brick inlay. Project construction is slated to commence Spring 2014.
- **Jaeger Coffee House**
The Jaeger Coffee House officially opened in January of 2013 on Vine Street featuring food, drink, and rotating art exhibits.
- **Threads That Bind**
Threads that Bind moved to Downtown Macon in Summer of 2011 offering patterns for punchneedle, wool applique, stitchery, supplies for related craft projects, and in-store classes.
- **Wayfinding**
The MMDA installed Downtown Macon banners and an informational board to help advertise events and provide business information to visitors.
- **Historic Preservation**
The National Register of Historic Places, in cooperation with the Missouri State Historic Preservation Office, will conduct an architectural survey in the city that will include Downtown Macon beginning in May 2014. The purpose of the survey will be to define the boundary of a potential historic district, identify sites or buildings that are architecturally or historically significant to the community, state, and nation so that planning for their preservation may begin.

- **Gas Station Reuse**
The former gas station at the intersection of Rutherford and Bourke streets has been remodeled for use by the Smoke House, a local barbecue restaurant that will have indoor and outdoor seating.
- **Macon Mural Group**
Area artists, art instructors, photographers, and enthusiasts of Macon history have joined to select prospective buildings, consider mural subject matter, and formulate work plans to install murals in Macon. The Mural project will be divided into two phases. The first phase will include a large mural on the rear of the Maples Repertory Theatre viewable from Vine St., westbound into Downtown Macon. Also part of Phase 1, murals will be installed on 21 second-story windows currently closed in or covered on select buildings. Phase 2 will include three additional murals on select buildings throughout Downtown. MMDA is looking to help fund the effort through grants and donations solicited through a marketing program.
- **Macon Tourism Group**
A tourism group has formed, consisting of Macon County Economic Development, Macon Area Chamber of Commerce, MMDA, volunteers from the Macon County Historical Society, Maples Theatre, hotel management, and businesses interested in tourism.
- **Business Expansion and Retention**
Ben Franklin has expanded into an adjacent building formerly occupied by a flower shop, D-zines by T, which has relocated into a restored building on Rollins St. in Downtown Macon.



Coverage on the Macon Chronicle Herald website: Macon County Economic Development and US Bancorp Foundation presented MMDA with funds to help the construction of their Pilot Project.



1917 1918
DIED IN FRANCE DIED IN U. S. A.
A. S. ROBINSON CLYDE ELLISON
C. W. TENDER C. O. STUTSMAN
J. D. CARRENT J. D. DRYER
H. E. DOWNEY SEDRIC S. DYE
C. W. SUMMERS A. W. PEMBERTON
SAM KENNEDY J. M. HOOP JR.
D. T. MORRIS JOHN FOX
C. W. REYNOLDS ERNEST SLOAN
MYRL W. HOWE PATRICK KELLY
E. H. COMBES R. B. CAMPBELL
H. L. STALL A. H. MOSEY
R. H. BROOKAW OWEN TATE
E. E. JONES FRANK ARMSTRONG
R. W. JOSEMAN F. R. WHITE
W. J. JONES C. C. HODD
H. W. SWINNER C. R. HAWLEY
E. W. RICHARDS R. E. DUNHAM
ERNEST HALL W. D. CRUSS
L. P. MARTIN
D. R. CARTER DIED AT SEA
L. L. CARTER I. J. EPPERSON
ELDEN RULEN DIED IN SIBERIA
JAMES VESTAL DIED IN SIBERIA
A. T. BRISON BROWN
DIED IN FRANCE DIED IN U. S. A.
JESSE FRANKLIN NUAL L. JOHNSON
THOMAS JACKSON

FREEDOM WILL NEVER BE FREE

RESERVED PARKING

ORGANIZATIONAL STRUCTURE

The DREAM Initiative included a review of the organizations with an interest in Downtown Macon. The goal of this task is to determine how these organizations may be improved or adjusted to ensure that there is an efficient structure with enhanced capacity that is prepared to implement the projects and recommendations outlined through the DREAM Initiative.

Organizations reviewed for this task included:

- City of Macon
- Main Street Macon Downtown Association (MMDA)
- Macon Area Chamber of Commerce (Chamber)
- Macon County Economic Development (MCED)

Major recommendations from the Organizational Structure Review include:

- **Continue to promote and strengthen Mainstreet Macon Downtown Association as the Lead Organization in Downtown Macon’s revitalization**

The MMDA should continue to provide leadership and assistance in consolidating the efforts of supporting organizations and groups to lead all Downtown revitalization pursuits. The task of improving and maintaining Downtown Macon will require a major commitment from the entire community. As various planning studies and planning documents are developed during the DREAM process, it will become apparent that considerable work is required for Downtown success. To be effective, the MMDA will require support from the City, Chamber, MCED, and various other groups to help facilitate the revitalization goals for Downtown.

- **Formation of a Downtown Macon Community Improvement District (DMCID)**

A Community Improvement District, or CID, can be used for a broad range of development and organizational activities that benefit Downtown Macon. The DMCID would be created as a political subdivision where revenues would be

generated through an additional sales or property tax. The DREAM Financial Assistance Review provides revenue estimates for the DMCID. Any effort to establish a CID must include an adequate community outreach campaign where the benefits of the district are shown to outweigh projected costs. The DMCID is proposed to collaborate with the MMDA regarding the expenditure of CID funds.

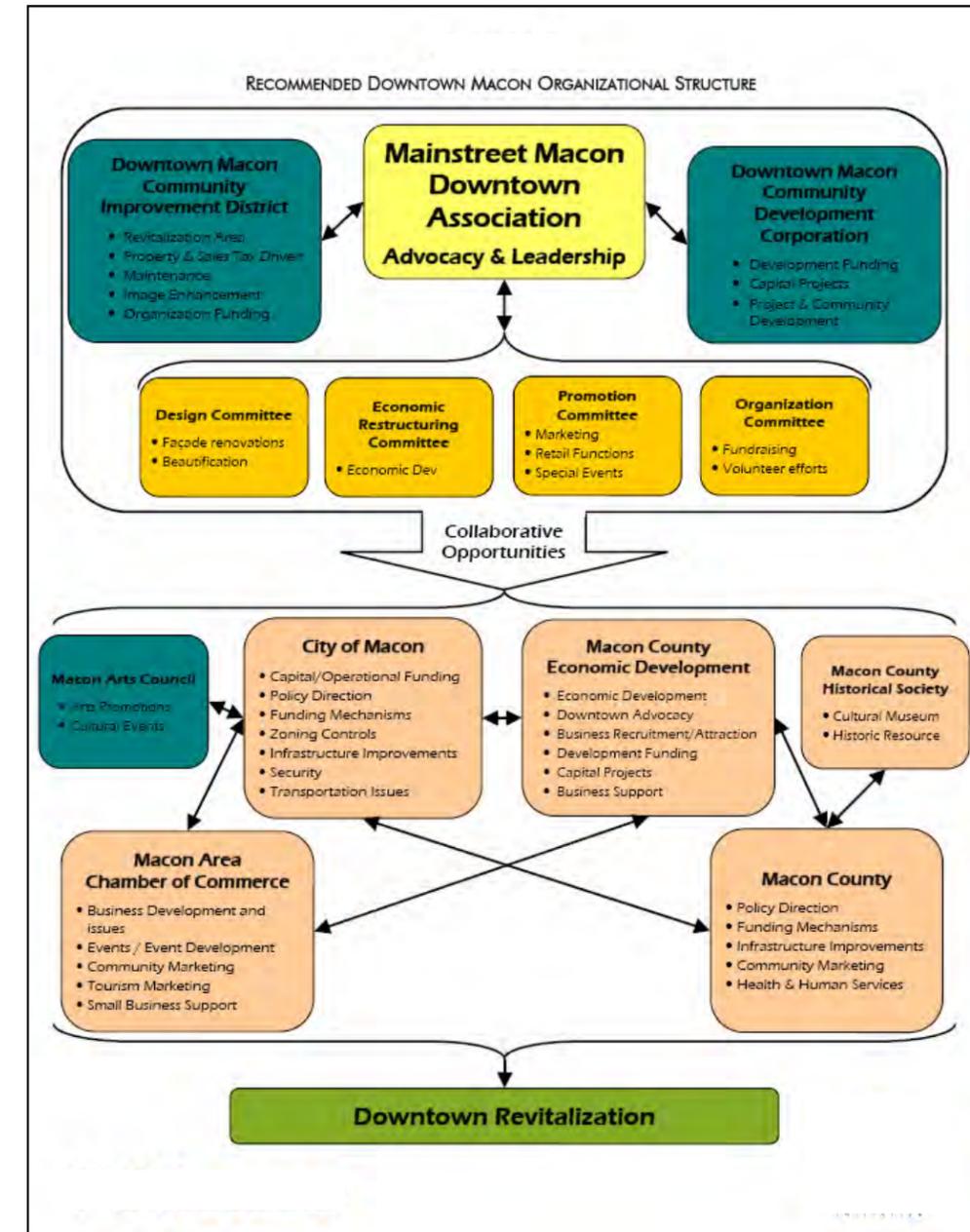
- **Creation of a Downtown Macon Community Development Corporation (DMCDC)**

The DMCDC is proposed to be a multi-bank corporation from which loans and equity can be provided to small businesses or development partners filling a number of roles in the revitalization of Downtown Macon. The DMCDC can assist with the development of housing, commercial real estate, and small businesses. The DMCDC should be comprised of participating banks and include local businesses that fund the organization through donations, grants, and other forms of investment.

As an alternative to creating a new CDC entity, the existing MCED can strengthen its focus in the revitalization of Downtown Macon by taking on the primary functions of a CDC and providing financial assistance for business development.

Either setting up a new organization or strengthening an existing one, MMDA, the City, and Chamber should begin developing a promotion program to encourage the participation of local banks. Promotional materials regarding the role of the DMCDC/MCED among local business, perspective businesses and developers should also be produced.

Please refer to the Macon DREAM Organizational Structure Review from April 2012.



Recommended Downtown Organizational Structure

LAND USE, BUILDINGS & INFRASTRUCTURE

The Land Use, Buildings, and Infrastructure Survey gathers information on land use, exterior conditions of buildings, and the condition of public infrastructure. The Survey was conducted in the Spring of 2009 and the final report was submitted in October 2009 in the form of the *Map Reference Handbook*. The twenty-four maps produced in the Handbook were used throughout the DREAM Initiative's various tasks. Although the Survey is used primarily to feed information to the tasks within the DREAM planning process, several issues become clear, including:

Building Conditions

The building stock and block density of Downtown Macon make it visibly distinct from the rest of the City. However, many of its buildings have deferred maintenance issues or have inappropriate alterations. In the *Community Telephone Survey*, 'improving building facades' was cited as a priority for Downtown Macon by community respondents.

Please refer to Exhibit 3 in the *Map Reference Handbook* for the map of building conditions.

Commercial and Retail Vacancy

The survey showed significant first floor vacancy throughout the primarily commercial areas of Downtown Macon. The Chamber and MMDA have recognized the need to fill these vacancies and have been active in encouraging renovation and leasing of these spaces. The establishment of a CDC, as described in the *Organizational Structure Review*, could help retain and attract business to Downtown Macon by providing loans or equity. The recommendations in the *Retail Market Analysis* may also help reduce retail vacancy and strengthen the retail market.

Please refer to Exhibits 4a and 4b in the *Map Reference Handbook* for maps of commercial and retail vacancy.

Street and Sidewalk Conditions

From the survey findings, street conditions in Downtown Macon are largely considered 'fair' or 'poor.' Sidewalk conditions vary widely from 'good' to 'dilapidated' or 'No sidewalks.' Streetscape lighting is inconsistent with certain areas having historical lighting and other areas having standard street lights or light fixtures attached to utility poles. Overhead utility lines cover much of Downtown Macon. Streetscape furnishings are very inconsistent and none of the sidewalks in Downtown Macon are ADA accessible.

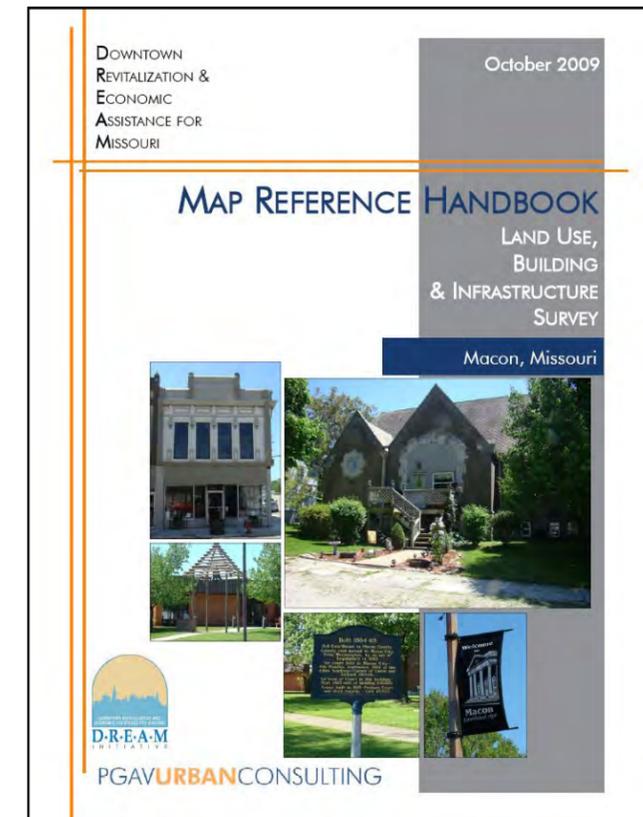
The MMDA, Chamber, and the City all recognize the need for infrastructure and streetscape improvements in Downtown Macon. The establishment of a CID, as described in the *Organizational Structure Review*, is one financial mechanism that can help achieve the public improvements that will improve the aesthetic appeal of Downtown Macon.

Please refer to Exhibits 7a through 7f in the *Map Reference Handbook* for maps of street and sidewalk conditions.

Historic Buildings

Currently, the Courthouse and Annex within Downtown Macon are listed on the National Register of Historic Places. However, there are a significant number of buildings in Downtown Macon that contribute to the history of the community. The City and MMDA should consider a way to protect and promote the built environment in Macon, perhaps in establishing a Historic Preservation Commission as described in the *Building and Streetscape Design Guidelines*, as a way to preserve and celebrate its history.

Please refer to Exhibit 8 in the *Map Reference Handbook* for a map of parcels in Downtown Macon listed on the National Register of Historic Places.



Cover of *Map Reference Handbook*.



The State Exchange Bank building is one example of the architecture that gives Downtown Macon its unique charm.

COMMUNITY SURVEYS

Residents and visitors of Macon were surveyed to identify specific needs and desires regarding the future of Downtown Macon. A *Community Telephone Survey*, *Focus Group Discussions*, and a *Visitor Survey* were conducted to complete this task of community input. Below are key findings from each survey report regarding the future of Downtown Macon:

Community Telephone Survey

Three hundred telephone interviews were conducted through September 2009. The final report was submitted on October 2009.

- The majority of respondents placed high priorities on adding more family or casual style dining options to Downtown.
- Among potential Downtown improvements, respondents were most likely to place a high priority on “improving building facades.”
- A majority of respondents stated that they would likely vote in favor of a new sales tax to fund Downtown development.

For the full report, including demographic data on survey respondents, please refer to *Community Telephone Survey Report*, October 2009.

Focus Group Survey

Four focus groups were convened to learn more about the priorities of the community in regard to Downtown Macon. The four groups were:

- Downtown Stakeholders
- Elected Officials
- Long-time Residents
- Newer Residents

Priorities from the participants included the following:

- The focus groups felt that infrastructure and aesthetic improvements and attracting retail and entertainment businesses should be the two highest priorities.
- Focus on independent, specialty stores versus large chain retailers.
- For retail, specialty apparel stores for men, women, and children, shoe stores, and small grocer
- For food, participants suggested fine dining, a wine lounge or beer garden, coffee shop, tea shop, deli, higher-end bar and grill, casual dining options, all with later business hours and possibly outdoor seating.
- Arts and entertainment would be a good focus because there is a strong performing arts tradition
- Downtown should develop a historic, cohesive look.

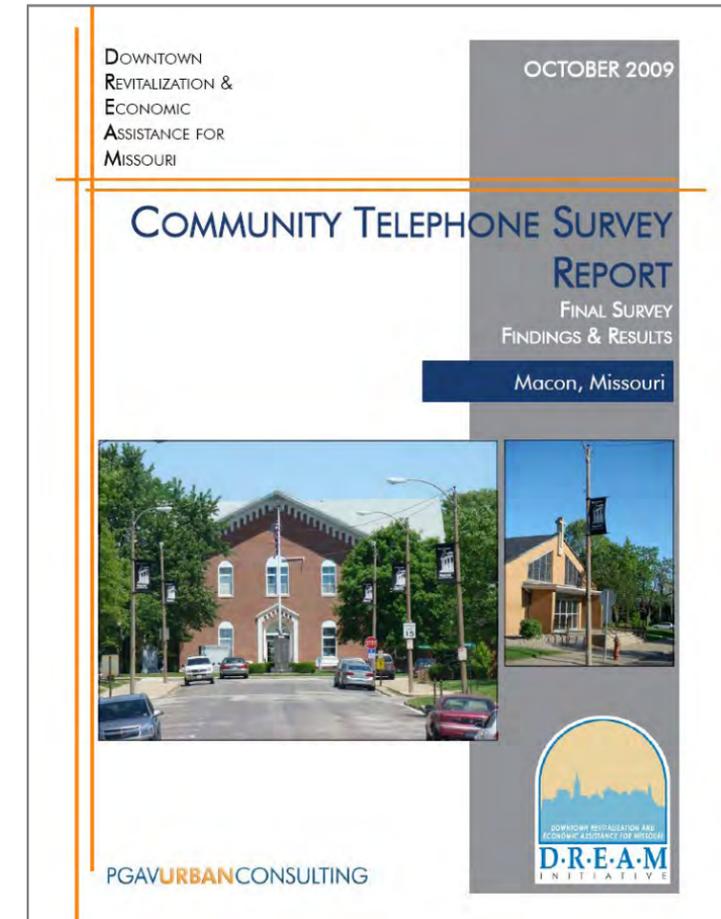
For the full transcripts of each focus group discussion, please refer to *Focus Group Survey Report*, August 2009.

Visitor Survey

From August 2009 to March 2010, 218 interviews were conducted with visitors to Downtown Macon who reside outside the 63552 zip code. Key priorities that emerged from the survey respondents include:

- Addition of ‘more shops in general’ (38%), coffee shop (24%), women’s clothing store (21%).
- Addition of family restaurants (35.5%), live music (28.6%), fine dining (25.1%), sports bar and grill (23.6%).
- Regarding physical improvements, ‘renovation of historic buildings’ garnered the largest response (51.2%)

For complete responses, please refer to the *Macon DREAM Visitor Survey Report* from November, 2010.



Cover of *Community Telephone Survey Report*

BUILDING AND STREETScape DESIGN

Downtown Macon’s historical buildings and traditional, dense block pattern are assets that make it visually distinct from the rest of the City. However, deferred maintenance, inappropriate alterations to the exteriors of buildings, and needed repairs and improvements to Downtown streets and sidewalks remain as challenges to revitalization. The *Building and Streetscape Design Guidelines* (the “Guidelines”) provide recommendations and conceptual plans for improving the visual appeal and identity of Downtown Macon.

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

The Establishment of Wayfinding Signage

Wayfinding, in the form of landmarks or signage, helps visitors more easily navigate Downtown Macon. The *Guidelines* include concept drawings of banner, gateway, trailblazer, proximity signs, and a location map for the various signs. Downtown Macon has already implemented the banner sign concept. A replacement gateway sign at the corner of North Missouri St. (Highway 63) and Vine is needed to direct traffic to Downtown Macon (rendering shown at far right).

Please refer to Section 4.2 for a review of wayfinding principles and Section 5.1.5 for examples of proposed wayfinding sign concepts and a location map in the *Building and Streetscape Design Guidelines* report and the Concept Map on page 32 of this Strategic Plan.



Downtown Macon Banner



Existing Gateway Sign



Proposed Gateway Sign

BUILDING AND STREETScape DESIGN GUIDELINES (continued)

Downtown Streetscape Enhancements

Beyond the necessary business development that needs to occur to drive traffic into Downtown Macon, it is also important to address the public space that visitors experience as they make their way to and around Downtown. From clearly defined parking spaces to street trees, an aesthetically appealing streetscape ensures that the downtown visitor experience is a positive one.

As noted, there is a pending project for replacement of subsurface utilities along Rollins and Vine Streets. With this project on the horizon, the City and MMDA should prepare to establish streetscape improvements after the utility project is completed. These two projects will dramatically impact Downtown Macon.

Responses from the *Community Telephone Survey* identified infrastructure improvements in Downtown Macon as a priority. The *Guidelines* include conceptual plans for typical

streetscape improvement, a unique alley revitalization plan that improves the connection from Rollins to the Maples Theatre, and a Theatre plaza concept.

The suggested concepts are possibilities designed to guide and inspire any future streetscape improvement.

Please refer to sections 5.1 through 5.1.3 in the *Building and Streetscape Design Guidelines* for illustrations of potential streetscape improvements and the alley revitalization plan.



Existing surface parking at Rollins and Vine streets.



Existing alley conditions west of Maples Repertory Theatre.

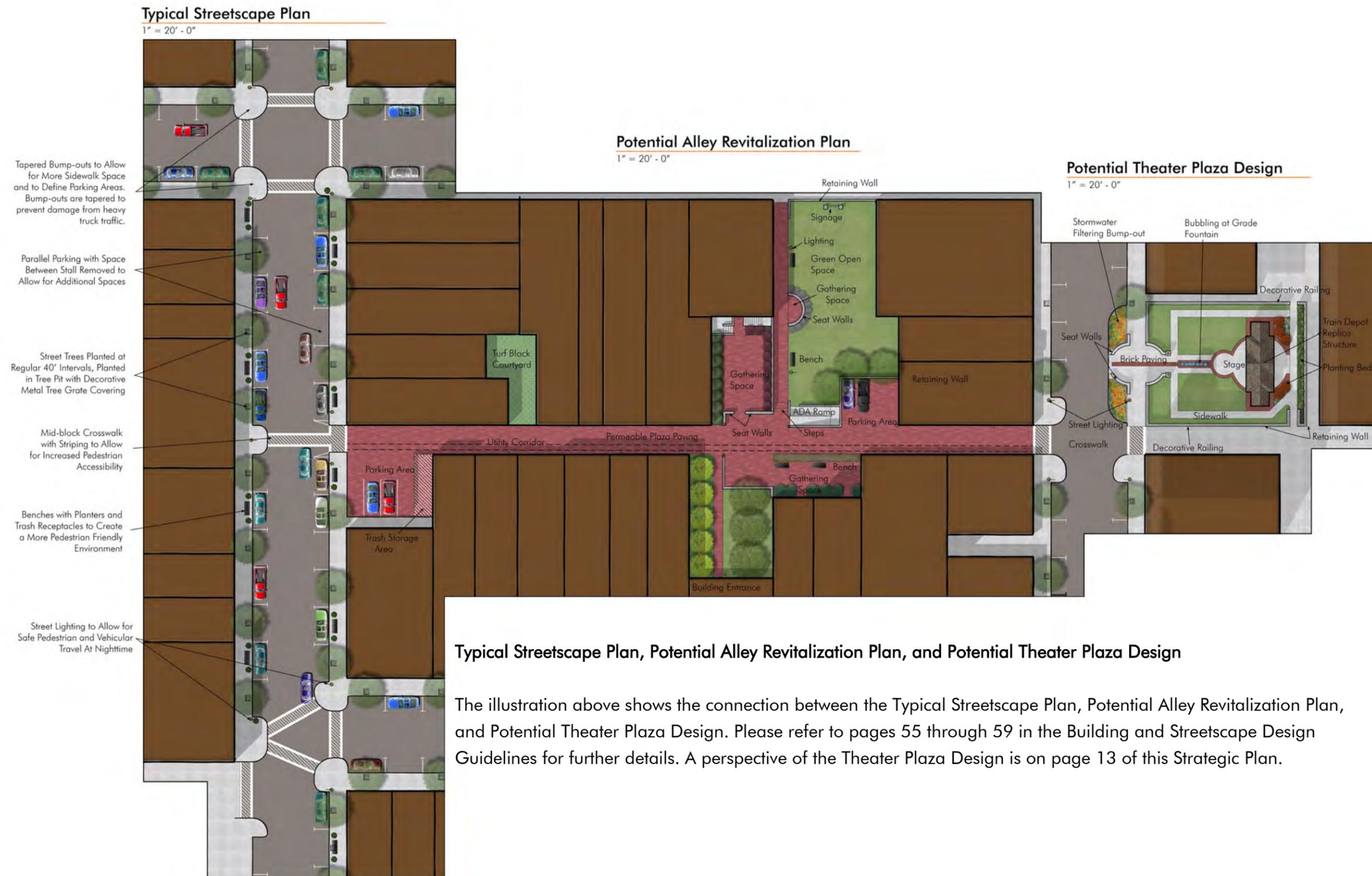


Rendering of proposed Pilot Project to create a new surface parking lot and public space with murals at North Rollins and Oak streets.



Potential Alley Revitalization Plan connecting Rollins to the Maples Repertory Theatre.

BUILDING AND STREETScape DESIGN GUIDELINES (continued)



Typical Streetscape Plan, Potential Alley Revitalization Plan, and Potential Theater Plaza Design

The illustration above shows the connection between the Typical Streetscape Plan, Potential Alley Revitalization Plan, and Potential Theater Plaza Design. Please refer to pages 55 through 59 in the Building and Streetscape Design Guidelines for further details. A perspective of the Theater Plaza Design is on page 13 of this Strategic Plan.

BUILDING AND STREETScape DESIGN GUIDELINES (continued)



Proposed Pilot Project Perspective

The rendering above depicts the proposed pilot project at the corner of Oak and Rollins streets. The improved surface parking lot includes murals, new trees and planting beds, a seating plaza, and decorative lighting. A recent grant from Macon County Economic Development and funds donated from USBancorp Foundation will help toward building the project.

BUILDING AND STREETScape DESIGN GUIDELINES (continued)

Creation of Theatre Plaza

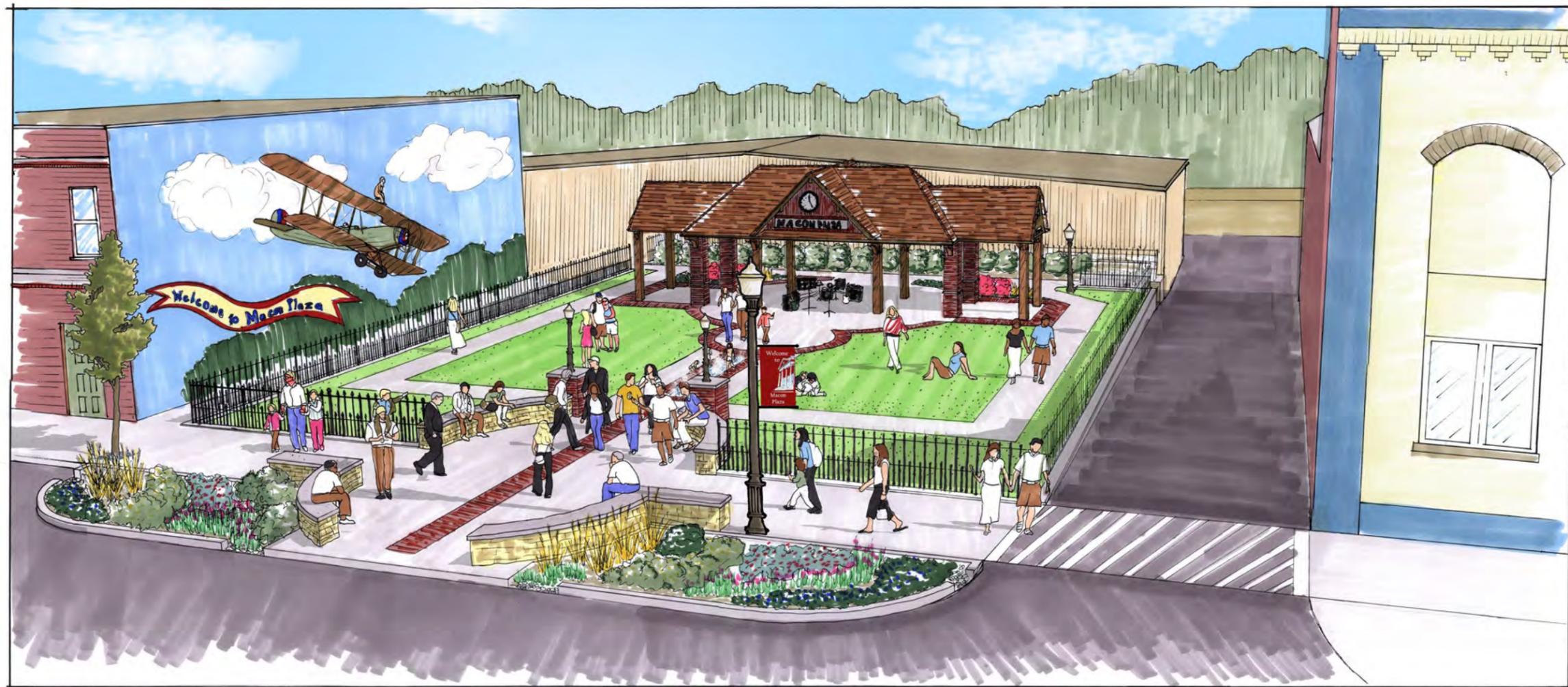
The Maples Repertory Theatre is renowned throughout Northern Missouri. It has been in operation for 11 years and sold 10,000 tickets in 2013. Families from all over the State come to see its productions and many of the apartments in Downtown Macon are occupied by cast and crew during the season. The creation of a Plaza on the adjacent, vacant lot could improve the visual appeal of the area around the Theatre and provide a flexible and multifunctional performance and public meeting space for the community in Downtown Macon.

Proposed design features in the Theatre Plaza concept include a stage, train depot replica, a fountain, planting beds, decorative railing, brick paving, seat walls, and street lighting.

A site plan of the potential Plaza Theatre Design may be found in Section 5.1.4 of the *Building and Streetscape Design Guidelines*.



Existing vacant lot adjacent to Maples Repertory Theatre.



Perspective of Proposed Theatre Plaza.

BUILDING AND STREETScape DESIGN GUIDELINES (continued)

Implementation of Overlay District and Supplemental Design Standards

Although not necessary in the near term, the proposed overlay district is a geographic area where Supplemental Design Standards will be implemented. It is expected the boundary of the overlay district will match those of a CID, should one be established. The Supplemental Design Standards will be a supplement to existing building and zoning code and provide guidance on the methods, materials, and design elements that are acceptable and not acceptable on building exteriors in Downtown Macon. It is expected that the proposed overlay district will not be necessary until after building owners in Downtown Macon have voluntarily rehabilitated their building facades to address any deferred maintenance or inappropriate alterations.

For more information, please refer to Sections 7.1.1-7.1.3 in the *Building and Streetscape Design Guidelines*.

Creation of Citywide Historic Preservation Commission

To protect Macon’s community identity and architectural assets, the creation of a Historic Preservation Commission should be considered. It will work collaboratively with individuals and community groups to identify, preserve, and protect the city’s heritage and to educate the public on the value of historic preservation. The commission should also seek to create an inventory of historic properties, promote historical tourism, and generate pride in Macon’s heritage.

The Commission could make recommendation to the City Council to designate a property “A Macon Preservation Property” and thereby requiring adherence to a set of design standards prior to any alteration, construction, or demolition.



Macon County Courthouse is currently on the National Register of Historic Places

BUILDING AND STREETScape DESIGN GUIDELINES (continued)

Building Improvement Concepts

From the various messages shared by the public during the DREAM process, one priority that emerged was to maintain and build upon Macon’s historic character. A natural starting point to address this concern is along Vine Street where intact buildings form a solid, rhythmic streetscape unique to all of Macon.

Below and on the following page are building facades located along both sides of Vine Street between Rubey and Rollins Streets. These buildings have mixed occupancy, including a number of service businesses. Many suffer from deferred maintenance and inappropriate alterations. More retail shops and façade improvements are needed for these buildings. The structures are in the heart of Downtown and many have historic character that should be preserved before it is lost.

Below each set of existing building elevations are illustrations of proposed building façade improvement elevations.

As individual building owners begin to address deferred maintenance or improve the exteriors of their buildings, the following concept illustrations are provided as suggestions on color and the treatment of design elements. The West Winery is one example of a business that has utilized the concept illustration and improved its building façade.

North Façades on Vine Street



Existing Elevations



Proposed Elevations

BUILDING AND STREETScape DESIGN GUIDELINES (continued)

South Façades on Vine Street



Existing Elevations



Proposed Elevations

Potential Improvements

- Remove frame, metal & shingled canopies.
- Remove paint from masonry façade using correct removal methods.
- Restore/insert masonry veneer where possible.
- Restore/insert cornice where applicable.
- Restore/insert second floor windows with new windows of appropriate scale.
- Restore/insert storefront windows and entry where public access is available.
- Utilize canvas/fabric awnings whenever possible.
- Use compatible paint colors.
- Rehabilitation intent is to showcase individual façades while maintaining the function of one business in multiple buildings.
- Match brick/façade color between first and second floor when possible.
- Utilize ornamental sign lighting.
- Install lights and business signage of appropriate scale and design.
- Consider installation of other appropriate decorative metal ornamentation for upper façades.
- Streetscape of lights, planters, & site furnishings.

RESIDENTIAL MARKET

Historic downtowns are not only centers for retail and commercial activity but can and should also function as residential neighborhoods. Residents provide customers to businesses and street-level activity long after downtown workers have gone home. To assess and help improve the health of the Downtown Macon residential market, the DREAM Initiative partners with the Missouri Housing Development Commission to conduct a Residential Market Demand Analysis.

The main purpose of the report is to analyze the potential residential demand in Downtown Macon and make recommendations to capture households looking for housing downtown. This analysis includes the following:

- Determine the role of residential development within the overarching goal of Downtown Macon revitalization.
- Determine the types and depth of housing demand within the Downtown Macon residential market.
- Overview of existing housing product in the residential market.
- Implementation recommendations to capture any expected housing demand.

Submitted in 2011, the Residential Market Demand Analysis anticipates an overall housing demand of 53 households through 2015. This includes the following:

- Market-Rate Renter: 19 households
 - One bedroom - 8
 - Two bedroom - 9
 - Three bedroom - 2
- Affordable Senior Renter: 16 households
 - One bedroom - 8
 - Two bedroom - 8

- Affordable Family Renter: 18 households
 - One bedroom– 10
 - Two bedroom– 4
 - Three bedroom– 4

Recommendations to capture downtown housing demand include the following:

- The renovation of suitable upper floor space, and marketing vacant tracts of land. Two examples are the land located at the corner of West Bourke and Pearl Streets, across from city hall and next to the newspaper office and the site located on West Oak Street, southwest of the U.S. Post Office on West Bourke.
- Encouraging vacant building owners to apply window treatments to help mitigate the negative impression created by vacant spaces.
- Review of City’s development approval process to ensure there are no unnecessary barriers to residential development.

Residential market data led to specific housing recommendations as discussed on the following pages.



Existing housing in and around Downtown Macon.

RESIDENTIAL MARKET (continued)

From the report’s residential implementation suggestions on the previous page, three overall recommendations emerge that are worth considering given their potential impact:

Encourage New, High-Quality Rental Units

Downtown Macon has a significant number of upper floor rental apartments in mixed-use buildings. Many are occupied by smaller households with few or no children or by the proprietors of businesses operating within the building. Additionally, cast and crew occupy some of these units during the theatre season.

However, there are still a significant number of buildings with unoccupied upper floor rental units. The MMDA should consider working with building owners to encourage new, high-quality rental units to increase occupancy in these upper floor apartments.

This includes identifying land and space suitable for producing new residential rental units and marketing these as development opportunities. Developers and property owners should be identified that are willing and capable of renovating or producing quality housing product in and around Downtown Macon. The City should consider providing technical assistance and incentives, where available, to help facilitate residential development.



Upper floor residential units in Downtown Macon.

RESIDENTIAL MARKET (continued)

Develop Added Downtown Amenities

The decision to rent an apartment or buy a home is not limited to the quality and features of the unit or house alone. Households also consider the 'package' of amenities in close proximity to their housing options. Having services like dry cleaners, pharmacies, or dining establishments located nearby can be influential in the decision-making process. Smart communities recognize this and try to encourage a complementary mix of both neighborhood services (e.g., dry cleaning and pharmacy) and retail or commercial business (e.g., clothing stores and dining).

For Downtown Macon, this includes actively advocating for and implementing policy to initiate infrastructure upgrades, streetscape and building façade improvements. Well-maintained, appealing public space is a basic requirement for residents and by extension, a functioning neighborhood. Suggestions and conceptual renderings for these improvements may be found throughout the *Building and Streetscape Design Guidelines*.

Retail business recruitment should also be included in the effort to make Downtown Macon more attractive to potential residents. Specific retail sectors in which to focus recruitment efforts and implementation recommendations to improve and increase retail business in Downtown Macon may be found in the *Retail Market Analysis*.



Storefronts in Downtown Macon



Friends gathering at Jaeger Coffee House which opened in 2013.



West Winery in Downtown Macon has now expanded to include locations in Kirksville, Hannibal, and Cottleville, MO.

RESIDENTIAL MARKET (continued)

Review Zoning and Development Process

Developers and rehabbers may be interested in producing new or renovating existing housing product in a community only to have their efforts hampered by unnecessary zoning and building code requirements.

In cooperation with the MMDA, the City should consider reviewing the current zoning and building codes with a focus on identifying and streamlining any unnecessary barriers to residential development.

The MMDA may wish to begin with informal conversations with building owners, area developers and rehabbers with previous experience working in Macon to identify any existing code that the development community views in its experience as unnecessary, confusing, or contradictory. The MMDA may then engage the City in a review of its zoning and building codes in a balanced effort to streamline the development process while still ensuring adherence to safety and quality standards set by the community.

Ideally, this cycle of feedback, review, and adjustment should be self-feeding and continuous with the MMDA fulfilling the role of key facilitator and the City responsible for timely review and implementation. Developers must be engaged in an ongoing basis. When adjustments are made to applicable codes, local developers, rehabbers, and building owners should be notified as soon as changes are officially adopted.

Complete information on the DREAM study area's housing market can be found in the Macon DREAM Residential Demand Analysis from January, 2011.



Macon City Hall



Examples of upper floor residential in Downtown Macon. Units like these may present renovation opportunities.

RETAIL MARKET

Downtown Macon, like many historic downtowns, was once the center of commercial activity in the community. With the rise of the automobile, this vital role was diminished as retail activity was redistributed alongside Highway 36 and North Missouri Street.

Today, Downtown Macon's chief challenge is reinvigorating its role within the community. With respect to retail, this includes creating a more appealing environment in which to shop and addressing the desired assortment of retail businesses that secure Downtown Macon a unique position in the local marketplace.

To help stakeholders meet this challenge, the DREAM Initiative conducts a current market assessment that is then utilized in formulating policy recommendations to maintain and increase retail business. The findings and recommendations are compiled in the *Retail Market Analysis*. The primary retail market recommendations include the following:

Expand Downtown Events to Increase Foot Traffic

Downtown Macon stakeholders should coordinate existing events to strengthen their impact to increase both the number of visitors and how much time they spend lingering and buying in Downtown Macon. Nights that the Maples Repertory Theatre has a show and the Fork and Cork Festival are two examples of existing events where this effort could begin. Stakeholders should take the captive audiences that are coming Downtown for these events and encourage them to linger before and after the event by creating and marketing ancillary activities.

Create events such as sidewalk sales, monthly evening shopping nights, storefront display contests, etc. that are focused on visitors coming early and leaving late to shop Downtown. In the future, consideration should be given to expanding the calendar of events throughout the year.



Family and friends enjoying Fork & Cork 2012.

RETAIL MARKET (continued)

Increase Business Retention and Expansion

The Main Street Macon Downtown Association, City, and Chamber should coordinate to maintain active relationships with existing retail stores to identify businesses with operating challenges and when appropriate, to intervene. Likewise, businesses who are exhibiting considerable growth should be approached regarding expansion or relocation within Downtown Macon.

An inventory of available space for lease or buildings for sale should be maintained and marketed. Educational programming should be created to help business owners learn and share their innovative techniques to improve their operations, product selection, inventory management, sidewalk presence, and store layout.



As an adjunct to the DREAM Initiative, in-store retail assessments provided expert advice on the ways business owners could improve operations, window displays, store layout, store branding, and merchandising . (top, left to right) Junction Shop, Long Branch Emroidery; (bottom, left to right) Long Branch Embroidery, Successful Retail Presentation at Jaeger Coffee House, Threads that Bind

RETAIL MARKET (continued)

Use Targeted Retail Uses and Mix to Encourage Formation of Districts

Using the analysis of trade area demographics and retail market trends, Downtown Macon stakeholders should encourage targeted retail uses and appropriate pedestrian generating activities on the ground floor of all mixed-use and commercial buildings with a long-term focus on creating synergy and the formation of districts.

A list of targeted retail uses should be developed utilizing retail categories identified in Table 14 of the *Retail Market Analysis* as well as the public input regarding new retail preferences from the *Focus Groups*, *Community Survey*, and *Visitor Survey*. Business attraction activities should focus on drawing a mix of retail uses that complement each other by filling voids within a retail sector. For example, service and retail uses such as formal wear, wedding planning services, jewelry, bakery, and bridal boutique are complementary. When they are co-located, they create synergy. It is important to maintain a list of existing Downtown businesses, monitor available storefronts, and track the overall store mix in Downtown. The City should continue to market and fill vacancies.



The area of Rollins and Vine to the Maple Repertory Theatre has a growing business mix of café, performing arts, and crafts.

RETAIL MARKET (continued)

Establish an Improved Aesthetic for Downtown

Throughout the public outreach component for the DREAM Initiative, the community and visitors alike expressed a strong desire for Downtown to have improved aesthetics. A more beautiful Downtown creates a more attractive location for dining, shopping, and entrepreneurial investment. The highest priorities across all public input groups were, in order of importance:

- improved infrastructure,
- renovation of historic buildings,
- and landscaping on sidewalks and public spaces.

The Building and Streetscape Design Guidelines developed through the DREAM Initiative should be used as a reference tool for establishing an improved, unified aesthetic for Downtown Macon.



Rendering of concept for improvement of parking lot at Rollins and Oak Streets.



Images of Downtown Macon's existing public infrastructure and building facades.

FINANCIAL MECHANISMS

The Financial Assistance Review provides an analysis of potential revenues resulting from various statutory financing mechanisms. The City can use these financial mechanisms to implement strategies and achieve revitalization goals, as formulated during the DREAM Initiative. The underlying objective is to leverage limited public funding sources to attract private investment leading to high quality development/redevelopment, business expansion or attraction, new or rehabilitated housing, and/or job creation. Projected gross revenues were calculated in the *Financial Assistance Review* from 2012 for the following:

A public/private partnership to help fund the revitalization of Downtown Macon. This is also an Organizational Structure objective.

The MMDA should reconvene discussions around the establishment of the DMCID. It should consult with Downtown and community business leaders and residents and revisit the proposed sales tax percentage increase, project and programming focus, other budget items, and tentative boundary. Input from these discussions should be utilized in a renewed public outreach campaign to establish the DMCID and eventually, legal counsel should be contracted for development of petition documents. Annual revenue for a CID with a 1% sales tax rate in Downtown Macon is estimated at \$25,000 to \$40,000 per year. However, as with any incentive, development in future years will be a primary driver of revenue and this amount could be significantly higher.

Encourage infrastructure upgrades and redevelopment within Downtown Macon.

When appropriate, the City should consider the establishment of a Tax Increment Financing District. For example purposes, the Macon Financial Assistance Review provides revenue projections of a proposed TIF District whose boundaries equal the size of the DREAM Study Area. Projected gross revenue for a TIF is \$7.1 million. A general overview of the TIF statute is also included among the review of statutory financing mechanisms available to Macon.

Help fund transportation-related improvements serving Downtown Macon.

When appropriate, the City, in cooperation with the MMDA and Downtown Macon property owners, should consider the establishment of a Transportation Development District. Projected gross revenue for a TDD with a 1% rate is \$2.5 million. A general overview of the TDD statute is included among the statutory financing mechanisms available to Macon.

Detailed statutory requirements regarding incentive tools available to Macon and projected revenue tables for the previously discusses financial mechanisms are provided in the *DREAM Financial Assistance Review August from 2012*.



Proposed Downtown Macon Community Improvement District boundary.

MARKETING

Beyond the work of improving public infrastructure to business development, downtown revitalization also requires regular communication with the public. Effective marketing not only makes the public aware of the progress being achieved Downtown but also positively influences people’s perception of Downtown and attracts potential business investment and retail consumers.

In partnership with Fleishman Hillard, DREAM produced the *Macon Marketing Plan* from 2012. The document provided a situational analysis, marketing plan, and suggested objectives and strategies to implement. An overview of selected marketing recommendations are discussed below:

Building the MMDA's reputation as a leader and resource through its website.

People increasingly form their impressions of organizations and communities by their online presence, this is truer especially of younger generations and the flourishing of handheld devices as a major platform for media consumption. The MMDA should craft their reputation online by defining their leadership role and trumpeting their activities and successes as a reflection of its mission. It should also consider including future and past initiatives, including its participation in the DREAM Initiative.

The MMDA should also grow its online network by linking to stakeholders’ websites and having them in turn place a link back to the MMDA on their own websites. The MMDA should also consider assembling useful information for current and prospective Downtown businesses which may include available space for lease, area demographics, links to download the *Retail Market Analysis*, and an overview of the City’s business licensing procedure. Consider a blog written by MMDA leadership or guests regarding MMDA activity, initiatives, Downtown business development, and other topics pertinent to Downtown Macon businesses and visitors. For more information, please refer to Strategy 1.4 on page 12 in the *Macon Marketing Plan*.

Provide a clear and consistent message regarding the MMDA's mission and efforts at every interaction.

The MMDA should consider printing marketing materials designed and produced for Downtown Macon and its businesses. The MMDA should also consider producing reference materials for its own use as it makes presentations or holds conversations with Downtown stakeholders to ensure that messaging is consistent at every interaction.

The MMDA should engage staff, volunteers, and stakeholders to collect input before drafting content. Marketing materials may include, but should not be limited to: Fact Sheet, Key Messages, Frequently Asked Questions ("FAQ"), Testimonials. The MMDA and its advocates may use these materials in promoting Downtown Macon, its businesses and in making presentations or in business recruitment efforts. Please refer to Strategy 1.5 on page 13 in the *Macon Marketing Plan* for more information on these marketing materials.

Build the MMDA's reputation as a leader and resource through traditional newspapers and social media networks.

The MMDA should consider strengthening traditional media relationships with area newspapers to keep nearby communities aware of activity in Downtown Macon, especially Highway 36 communities.

The MMDA should establish itself as a resource for news stories related to development activity in Downtown Macon among reporters at the *Macon Chronicle Herald* and the *Kirkville Daily Express*. The MMDA should also consider strengthening its social media connections with the community and key stakeholders. Prior to committing to any social media platform, the MMDA should review the content styles of each platform and the MMDA's capacity to regularly update the particular platforms on which they create a presence.



Mainstreet Macon Downtown Association website.

MARKETING (continued)

Social media sites such as Facebook, Twitter, and LinkedIn all have specific audiences, content limitations and expectations, but they each require a commitment to be regularly updated. A lack of regular updates, too frequent updates, and content not ideally suited for the platform can send unwanted signals to followers that a group has no activity worth sharing, dilutes the importance of its efforts, or worse becomes considered a 'nuisance' that does not fulfill the role of a community leader and resource. Please refer to Strategy 1.6 on page 13 in the *Macon Marketing Plan* for more information on Media and Social Media Networks.

Expand Downtown Retail Sales and Encourage Business Investment

The MMDA should consider becoming a resource for prospective businesses. Online and printed materials should explain the benefits of doing business in Downtown Macon. The MMDA should consider coordinating information events and resources to bring marketing best practices to current businesses. Program downtown-wide events to showcase businesses, eating and drinking establishments, and entertainment venues.

As a leader in development in Downtown Macon, the MMDA should consider assembling pertinent information necessary for a prospective business to set up shop. Partnering with the City, Chamber, & MCED will be necessary to bring together the best practical information for prospective businesses. In addition, this partnership should also explore regularly scheduled meetings among Downtown Macon businesses to share best practices in marketing. Please refer to Strategy 2.1 -3 on pages 15-16 in the *Macon Marketing Plan* for more information on generating sales and encouraging investment.

Encourage Tourism in Downtown Macon

Downtown Macon has regular success with the Fork & Cork Festival. The MMDA should consider building up the pipeline of new leadership and volunteers to grow existing events.

The MMDA should take a lead or major participatory role in cooperation with the Chamber in marketing Macon to visitors. This effort will involve taking an earnest assessment of the existing and potential audience of visitors and understanding what the Downtown Macon 'experience' includes and marketing appropriately. This process, described in detail, can be found in the *Macon Marketing Plan* in Strategy 5.1-6 on pages 17-22.



Leveraging both Macon's central location along Missouri Highway 36, 'The Way of American Genius', and its membership in the Missouri Highway 36 Heritage Alliance should be a key component in increasing the number of visitors to Downtown Macon.



Coverage of the Fork & Cork Festival on the Macon Chronicle Herald website.



IMPLEMENTATION SCHEDULE

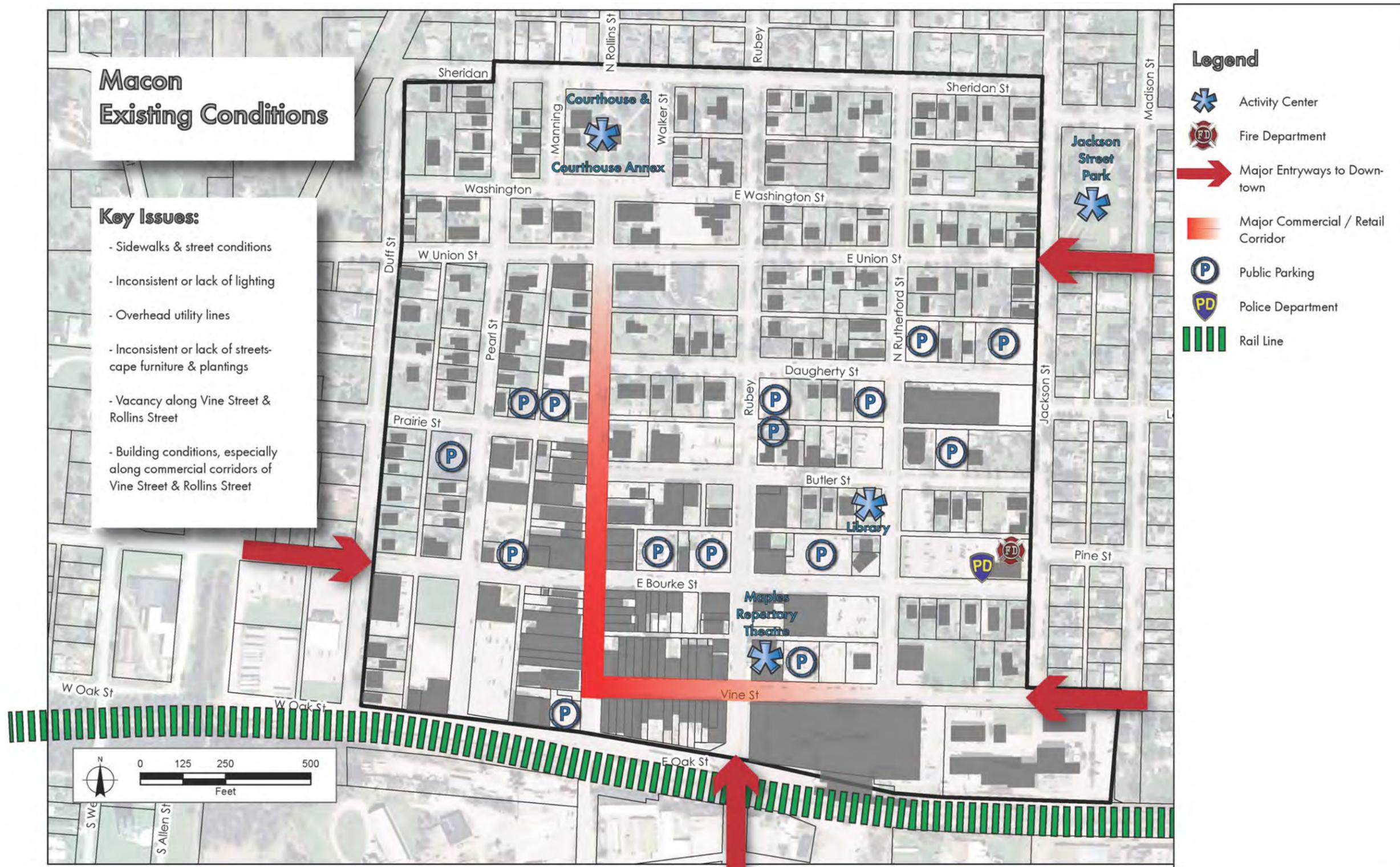
Organizational Structure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
1	Mainstreet Macon Downtown Association ("MMDA") is recognized as the lead organization in Downtown Macon's revitalization.	Establish consistent funding sources and leadership. Completion of at least one DREAM recommendation. For example, the Rollins St. pilot project and the establishment of a CID are two good first accomplishments to establish the MMDA as a lead Downtown Macon organization.	MMDA	City, Chamber, & MCED	2014-2015	Establishment of DMCID for consistent funding source and leadership. Future planning, studies, or other Downtown Macon revitalization efforts should be led by the MMDA with support from the City, Chamber, and Macon County Economic Development (MCED). The successful transition of the MMDA into its new location will help upgrade its community profile. Implementation of marketing objective to strengthen the MMDA (see Marketing section).
2	A public/private partnership to help fund the revitalization of Downtown Macon. This is also a Financial Assistance Objective.	Establish the Downtown Macon Community Improvement District that generates revenue to help fund Downtown Macon revitalization efforts.	MMDA	City, Chamber, & MCED	2014-2015	The MMDA should reconvene discussions around the establishment of the DMCID. It should consult with Downtown and community business leaders and residents and revisit the proposed sales tax percentage increase, project and programming focus, other budget items, and tentative boundary. After these planning discussions, a renewed public outreach campaign should be undertaken and legal counsel should be contracted for development of petition documents.
3	Effective administration of the MMDA and DMCID through paid executive leadership.	Search and identify an executive director capable of leading the strategic planning of the MMDA and DMCID and strengthening the MMDA's respective subcommittees.	MMDA	City, Chamber, & MCED	2014-2015	With the DMCID in place and generating revenue to supplement funding from the MMDA, an executive director should be identified. The executive director will be responsible for annual planning for the DMCID and MMDA and implementation. When available, funds to find additional staff assistance should be considered.
4	Organize voluntary local bank and business investments into real estate and small business development in Downtown Macon.	Creation of a Downtown Macon Community Development Corporation to provide equity and loans to stimulate real estate and small business development in Downtown Macon.	MMDA	City, Chamber, & MCED	TBD	The MMDA in cooperation with the City, Chamber, & MCED should reach out to local banks and businesses to participate in investing in the CDC. The DMCDC may be created as a separate entity or the MCED may provide similar services within its own organization.
Land Use & Building Survey						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
5	Maintain information regarding Downtown development sites and vacant buildings	As development opportunities change, the MMDA should update a website listing and maintain materials that provide information on Downtown opportunities.	MMDA	Chamber and MCED	2014-2015	A simple listing of size, location, and contact information can be produced immediately and provided through direct mail, email, or social media. All information must be regularly maintained and current.
Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
6	Be responsive to stakeholder groups' perceptions and priorities for Downtown Macon	Reconvene the focus group discussions with Downtown business owners, elected officials, long-time residents, and newer residents (0-2 years). It is critical that these people remain engaged in Downtown activities.	MMDA	Chamber	2019	This timeframe is an approximate 10-year follow-up to the Focus Group Survey. MMDA should look for an impartial volunteer facilitator to conduct the groups and encourage conversation. Focus group perceptions of completed and current Downtown projects should be gauged. The relevance of previous priorities should be updated and new priorities for Downtown Macon should be identified. Report findings should be offered to discussion participants.
7	Continuously maximize the appeal of Downtown Macon to visitors.	The MMDA, in cooperation with the Chamber and MCED, should consider establishing a regular schedule of capturing traffic volume, visitors' demographics, and their impressions of Downtown Macon. Utilize the visitor data to adjust or initiate projects or programming.	MMDA	City and Chamber	2018	A simple paper survey can be conducted and tabulated by volunteers. The survey findings should be a factor in adjusting marketing, event scheduling, programming, and retail merchandising. Surveys may also be made to measure the perceived effectiveness of changes in Downtown Macon in the minds of visitors. For instance, gauging the reception of events, rehabilitation of buildings, or infrastructure upgrades. Depending on available resources, the MMDA may also consider contracting some traffic and survey administration to a professional firm. It is recommended this data collection process be completed every five years or in conjunction with MMDA and DMCID strategic planning.
8	Measure Macon residents' current perceptions of and desires for Downtown Macon.	MMDA should administer periodic follow-up community telephone surveys.	MMDA	Chamber and MCED	2019	This timeframe is an approximate 10-year follow-up to the Community Telephone Survey. MMDA may need to contract with a surveying firm. The survey instrument should attempt to measure current perceptions of Downtown Macon by the community and its desires for its future. The report of survey results should be offered to respondents. Results should also be considered by the MMDA in adjusting its own programs and projects. Alternatively, a widely promoted web-based survey may be used instead of the telephone survey.

IMPLEMENTATION SCHEDULE (continued)

Building & Streetscape Design						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
9	Rehabilitate and maintain the architectural character of Downtown Macon.	Encourage the voluntary rehabilitation of building exteriors in Downtown Macon.	MMDA	City and Chamber	Ongoing	The MMDA, in cooperation with the City and Chamber, should work to educate and encourage building owners to rehabilitate their building exteriors and address any deferred maintenance or inappropriate alterations. Section 6 of the Building and Streetscape Design Guidelines may be used by building owners along Vine Street for cues on color and design elements when they pursue improvements to their building facades.
10	Facilitate the ease with which visitors find and navigate Downtown Macon.	Implement wayfinding signage system throughout Downtown Macon.	MMDA	City	2014-2019	Please refer to Section 4.2 in the Building and Streetscape Design Guidelines for more information on wayfinding principles and 5.1.5 for examples. The Concept Map on page XX shows the potential placement of wayfinding signs throughout Downtown Macon.
11	Create an upgraded environment in Downtown Macon that visitors will find safe and attractive.	Upgrade public infrastructure and amenities in Downtown Macon.	City	MMDA	2014-2019	Work to upgrade streetscape amenities throughout Downtown Macon focusing first along the major commercial corridors beginning at Vine and Rollins and moving northeasterly. Street trees, banners, sidewalk furniture should be consistent throughout. Refer to Sections 4.0-4.2.2 and 5.0-5.1.5 in the Building and Streetscape Design Guidelines.
12	Strengthen the revitalization along Vine Street between Rollins Street and Rubey.	Implement the Alley Revitalization Plan in Section 5.1.3 of the Building and Streetscape Design Guidelines.	MMDA	City	TBD	As private individuals continue to reinvest in real estate and business in Downtown Macon, it may be appropriate for the MMDA and City to consider a complementary public investment by creating an appealing pedestrian connection and gathering spaces in the alley connecting Rollins Street to Rubey.
13	Improved ADA Accessibility in Downtown Macon.	Coordinate ADA Accessibility improvements with other public infrastructure upgrades in Downtown Macon.	City	MMDA	TBD	The City and MMDA should coordinate efforts and prioritize areas within Downtown Macon to install ADA accessible sidewalks. Priority should be made for the intersection of Rollins and Vine and moving northeasterly unless all the sidewalks in Downtown Macon can be upgraded together. Effort should be made to schedule the sidewalk improvements along with other public infrastructure upgrades when possible.
14	Establish a landmark public space in Downtown Macon for performance and other community events.	Creation of the Theatre Plaza.	MMDA	City, Chamber, & MCED	TBD	When appropriate, the MMDA should consider the creation of the Theatre Plaza in Downtown Macon. The MMDA should utilize the renderings in Section 5.1.4 of the Building and Streetscape Design Guidelines. The contract services of a landscape architect and engineer should be secured.
15	Preserve and protect the investment building owners make in restoring the architectural character in Downtown Macon.	Implement an Overlay District and Supplemental Design Standards.	MMDA	City	TBD	After building owners have voluntarily improved their building facades and have arrived at a consensus to protect their investments and the architectural character of Downtown Macon, the MMDA should consider crafting Supplemental Design Standards and defining the geographic boundary of an Overlay District. The City can cooperate during this process and ultimately implement the District and Standards by ordinance. Please refer to Section 7 of the Building and Streetscape Design Guidelines for more information on Overlay Districts and Supplemental Design Standards.
Retail Market						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
16	Execute retail market development efforts that are coordinated with citywide economic and business development.	Craft a Downtown Macon retail business retention and expansion ("BRE") program in coordination with existing citywide economic and business development activities.	MMDA	City, Chamber, & MCED	2014-2015	Customize a Downtown Macon retail BRE program that combines regular contact with business and property owners and real estate brokers, assembles and makes available information on incentives, programs, space for sale or lease, and measures program performance including businesses assisted, vacancies filled, leases renewed from year to year. Review existing economic and business development efforts in the area and tailor BRE program to supplement and cooperate on activities when appropriate. Creating a culture of cooperation among development entities that is unified in its purpose instills a perception of confidence among local business and real estate communities.
17	Drive increased visitor traffic to Downtown Macon.	Consider expanding event programming to increase foot traffic around businesses in Downtown Macon.	MMDA	City and Chamber	2014-2015	Review current calendar of events in Downtown Macon and the city overall. Consider additional programming around existing events to increase average length of visitor's stay in Downtown Macon. This may include, but is not limited to extended business hours, cross-promotions, for example, discounted items at a winery or coffeehouse an hour or two before or after Theatre show with ticket. With available resources and available staff, consider new innovative events to expand the calendar of events to drive more traffic. Be sure to measure attendance of events and any increases in traffic from year to year. When appropriate, use this information in promotional material for Downtown Macon, business recruitment efforts, and to support the adjustment of event programming as needed.
18	Capture unmet demand in the Macon area retail market.	Focus on developing and attracting retailers in categories with unmet demand as outlined in Table 14 of the Macon Retail Market Analysis. In addition, focus on developing the formation of 'retail districts' in Downtown Macon to bolster its profile as a local entertainment and shopping destination.	MMDA	Chamber and MCED	Ongoing	Encourage and actively recruit businesses in the retail sectors with unmet demand. Match these businesses with locations in Downtown Macon with the long-term goal of creating 'retail districts' based on a varied but complementary mix of businesses. Refer to pages 23-25 and 46 in the Macon Retail Market Analysis for details on specific retail sectors and implementation.
19	Improve the aesthetic appeal of Downtown Macon for visitors.	Implement the Building and Streetscape Design recommendations.	MMDA	City, Chamber, & MCED	Ongoing	Refer to the Building and Streetscape Design recommendations above and the Building and Streetscape Design Guidelines report for more information on each recommendation.

IMPLEMENTATION SCHEDULE (continued)

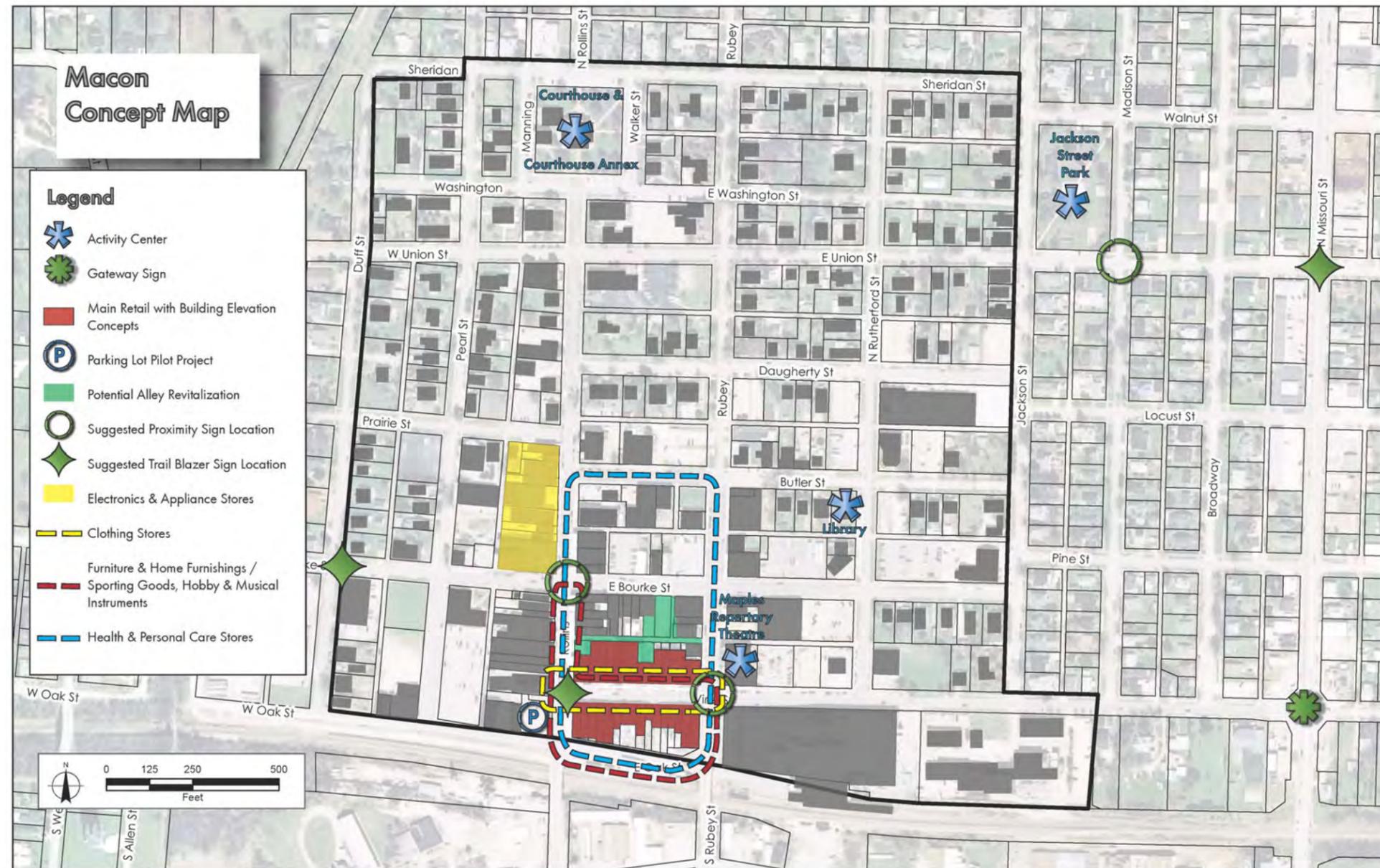
Residential Market						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
20	Increase number of Downtown Macon residents.	Consider crafting a plan to promote and encourage Downtown living to area residents around Downtown Macon and workers commuting into Macon.	MMDA	Chamber and MCED	Ongoing	In cooperation with the Chamber and MCED, the MMDA should craft a plan to actively promote the convenience of living in Downtown Macon which may include, but not be limited to, any of the following: Downtown-wide open house events coordinated with building owners and real estate agents to showcase available Downtown living options, promotional material and informational meetings with area businesses to inform their employees, particularly commuters, of available housing options and the convenience of being more closely located to the workplace.
21	Improve the attractiveness and appeal of Downtown Macon for residents.	Implement the Building and Streetscape Design recommendations.	MMDA	City, Chamber, & MCED	Ongoing	Refer to the Building and Streetscape Design recommendations above and the Building and Streetscape Design Guidelines report for more information on each recommendation.
Financial Assistance						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
22	A public/private partnership to help fund the revitalization of Downtown Macon. This is also an Organizational Structure objective.	Establish the Downtown Macon Community Improvement District that generates revenue to help fund Downtown Macon revitalization efforts.	MMDA	City, Chamber, & MCED	2014-2015	The MMDA should reconvene discussions around the establishment of the DMCID. It should consult with Downtown and community business leaders and residents and revisit the proposed sales tax percentage increase, project and programming focus, other budget items, and tentative boundary. Input from these discussions should be utilized in a renewed public outreach campaign to establish the DMCID and eventually, legal counsel should be contracted for development of petition documents.
23	Encourage infrastructure upgrades and redevelopment within Downtown Macon.	Establish the Downtown Macon Tax Increment Financing District.	City	MMDA	TBD	When appropriate, the City should consider the establishment of a Tax Increment Financing District. For example purposes, the Macon Financial Assistance Review provides revenue projections of a proposed TIF District whose boundaries equal the size of the DREAM Study Area. A general overview of the TIF statute is also included among the review of statutory financing mechanisms available to Macon.
24	Help fund transportation-related improvements serving Downtown Macon.	Establish the Downtown Macon Transportation Development District	City	MMDA	TBD	When appropriate, the City, in cooperation with the MMDA and Downtown Macon property owners, should consider the establishment of a Transportation Development District. For example purposes, the Macon Financial Assistance Review provides revenue projections of a proposed TDD whose boundaries equal the size of the DREAM Study Area. A general overview of the TDD statute is included among the statutory financing mechanisms available to Macon.
Marketing						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
25	Strengthen the branding of Mainstreet Macon Downtown Association.	Establish strong leadership and a clear identity for Mainstreet Macon Downtown Association in the minds of community stakeholders by implementing the strategic steps outlined in the Marketing Plan on pages 11 through 14.	MMDA	City and Chamber	2014-2015	Build leadership networks of local, key opinion leaders, update 2007 MMDA Action Plan to include desired branding goals, seed the beginning of an advocacy coalition for a CID or TIF, develop fundraising opportunities for organizations, strengthen individual donations, improve content on existing social media channels, develop 'go-to' outreach materials, further build earned and social media networks from journalists, community businesses, and other fans of Downtown Macon.
26	Expand Downtown retail sales and encourage business investment.	Build upon a strengthened MMDA and establish Downtown Macon as a specialty shopping destination by implementing the strategic steps outlined in the Marketing Plan on pages 15 and 16.	MMDA	Chamber and MCED	2015-2016	Creation of a Downtown Resource Hub specifically designed for the information needed by businesses seeking an available storefront in Downtown Macon, host business events such as marketing training for the benefit of interested business operators, and development of downtown-wide weekends or events that include special in-store experiences, discounts, or food offers from participating businesses.
27	Encourage tourism in Downtown Macon.	Reach new audiences and increase the length of stay for Macon visitors by implementing the strategic steps outlined in the Marketing Plan on pages 17 through 23.	MMDA	Chamber and MCED	2014-2016	Assess the unique experience or value proposition to out-of-town visitors, the targeted tourist/consumer, and the marketing position for Downtown. Capitalize on existing residents and visitors and reshape the perception that residents have about Downtown Macon. Further leverage paid and social media advertising.



Concept Map:

The Concept Map to the right illustrates select concepts and proposed projects discussed in this Strategic Plan to help revitalize Downtown Macon:

- Proposed building elevation concepts illustrated in the Building and Streetscape Design section on pages 15 and 16 of this Plan.
- The MMDA’s proposed Pilot Project, located at North Rollings and Oak streets, featuring a new surface parking lot and public space as illustrated on page 12 of this Plan.
- The proposed Alley Revitalization project connecting the Maples Repertory Theatre and Rollins illustrated on page 11 of this Plan.
- Suggested proximity and trail blazer sign locations.
- Suggested retail district concepts, described on page 23 of this Plan, are highlighted for the following retail categories:
 - Electronics and Appliance
 - Clothing Stores
 - Furniture, Home Furnishings, Sporting Goods, Hobby, and Musical Instruments
 - Health & Personal Care Stores



Concept Map



PGA **V** **PLANNERS**