

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

OCTOBER 2011

ORGANIZATIONAL STRUCTURE REVIEW

New Haven, Missouri



DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

ACKNOWLEDGMENTS



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ASSISTANCE FOR MISSOURI (DREAM)
PROGRAM SPONSORS:



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SECTION I

INTRODUCTION AND EXECUTIVE SUMMARY

A. Introduction

Originally founded as a river mill town nestled at the foot of a bluff along the banks of the Missouri River, the City of New Haven is finding new life in the 21st Century as an artist and craftsman enclave in Missouri's wine country. A dedicated group of citizen artists, businessmen, businesswomen, craftsmen and public officials have worked hard to make Downtown New Haven what it is today, and they continue to cooperate to improve Downtown New Haven for the future.

The DREAM Initiative planning process is intended to assist these individuals in their endeavors and to help them develop ways to enhance their capacity (in terms of financial and personnel capacity) for achieving their goals.

In 2007, the City adopted a Comprehensive Plan, which envisioned Downtown New Haven as an "arts and cultural district." This vision has flourished. Many goals have been achieved, such as the establishment of regular events (i.e. weekly farmer's market and annual Downtown New Haven Fire Festival), the renovation of buildings, and the attraction of new businesses (e.g. the distillery and Boat Paddle Ukulele, Company), as the result of efforts of Downtown New Haven's stakeholders.

Downtown New Haven has also been subject to building improvements which have resulted in three residential apartments being established on the second story of one of downtown's buildings. Downtown New Haven's buildings are historic in character and generally very well cared for. Front Street presents a generally unified, historic façade whose buildings are occupied by glass blowers, art galleries, City Hall, a food pantry and two dining establishments.

This Organizational Structure Review, (this "Report") analyzes the roles active community organizations and stakeholders play with respect to Downtown New Haven and proposes enhancements to the capabilities of these organizations. The goal of this Report is to develop an organizational structure that encourages the sustainability of the efforts of existing Downtown New Haven organizations (i.e. marketing, event planning, building rehabilitation, etc.) in Downtown New Haven.

A map of the DREAM Study Area is shown in Attachment 4.

B. Executive Summary

This Report presents recommendations with respect to encouraging a sustainable organizational structure that will manage Downtown New Haven revitalization efforts well into the future. These recommendations can be implemented in part, or in whole, and there may certainly be other scenarios that City leadership feels are more fitting to its unique circumstances. This report simply represents the most effective solutions in PGAV's opinion at the time of evaluation. The principal recommendations are:

- **Formation of an umbrella Downtown Organization**

A new organization, Downtown New Haven, Inc. ("DNH"), should be established in order to unify the downtown-related activities of each of New Haven's civic organizations. The DNH will be led by a Director and a Board of Directors whose membership should be drawn from: the Chamber, the City, RCS, NHPS, the Lions Club and the NHGAC.

- **Establishment of a regular funding source for Downtown organizations**

The City and New Haven's downtown stakeholders should contemplate the establishment of a special taxing district such as a Community Improvement District ("CID") to provide annual funding for the administrative and mission-related costs of DNH. The City should also contemplate a city-wide sales tax, such as a Local Option Economic Development Sales Tax, which could provide funding support not only for downtown-related activities, but also for city-wide economic development efforts.

SECTION II

EXISTING ORGANIZATIONS AND REVITALIZATION EFFORTS

A prerequisite of DREAM Program selection requires that a city demonstrate broad, community-wide support for the revitalization of Downtown. New Haven residents, businesses and political leaders speak of the importance of a vibrant Downtown. Downtown New Haven benefits from the organizational direction of four principal organizations: the City of New Haven, the New Haven Preservation Society, and the Riverfront Cultural Society. Providing additional direct or indirect support to Downtown is the New Haven Chamber of Commerce. **Exhibit 1- Existing Organizational Structure**, located in **Appendix A**, depicts the relationships between various organizations related to the Downtown Revitalization Program. The following is a description of the organizations impacting Downtown and their current role in supporting the Downtown Revitalization Program. The DREAM Initiative discussed the function of the existing organizational structural with representatives of the New Haven Preservation Society, the New Haven German-American Club, the New Haven Lions, the Riverfront Cultural Society, and the New Haven Chamber of Commerce within the context of an “Organizational Assessment Questionnaire.” A copy of the “Organizational Assessment Questionnaire” is located in **Appendix B**.

Downtown New Haven benefits from strong leadership from City elected and administrative officials; engaged partnership organizations such as the Chamber of Commerce; and demonstrated community and business support for Downtown through volunteer and monetary donations and investment or reinvestment in Downtown businesses and properties.

A. City of New Haven

The City of New Haven (the “City”) staff and elected officials provided leadership and policy direction from City Hall, which is located in Downtown New Haven. The City also coordinates capital improvement projects, infrastructure improvement projects, public safety, zoning enforcement, parks, recreation, and economic development. With guidance from elected officials and local stakeholders, City staff manage the City’s affairs and actively guide the day-to-day process of implementing the downtown revitalization process.

The City recognizes the historic and economic value of Downtown New Haven and promotes its preservation and revitalization. The City established an Historic Overlay Zoning district to preserve the historic character of downtown’s many historic buildings as they are improved and redeveloped.

B. New Haven Chamber of Commerce

The New Haven Chamber of Commerce (the “Chamber”) is a nonprofit, membership-funded organization whose mission is to promote a positive business environment and to encourage economic growth, leadership, education and tourism in New Haven.

Recognizing the historical importance of Downtown New Haven as the physical location at which the City was founded and grew, the Chamber is committed to promoting Downtown New Haven in order to both promote business activity and economic development in the City and to preserve the community’s history.

C. The New Haven Preservation Society

The New Haven Preservation Society (“NHPS”) is a nonprofit organized as a 501(c)3 whose main purpose is to promote the value of historic preservation to the New Haven community via educational and informational activities.

NHPS owns and maintains the original old public school, just outside of Downtown New Haven, which contains a small museum and two meeting rooms. NHPS uses this building as an educational tool and also promotes historic preservation by sponsoring events such as the annual Christmas Home Tour, which features historic homes, Santa at the Walt Theatre and by being active in the annual Fire Festival. NHPS also sponsors the annual Restoration Award, which is given to those who do a superior job of rehabbing their historic home or building.

NHPS has been an active partner in the downtown revitalization process and an active supporter of the City’s downtown-related initiatives. NHPS assembled the Downtown Revitalization Group as a committee to focus on Downtown New Haven. This group developed marketing strategies and designs for Downtown New Haven and established the annual Fire Festival.

D. The Riverfront Cultural Society

Headquartered in Downtown New Haven, the Riverfront Cultural Society (“RCS”) provides a place for visitors and regular patrons to enjoy cultural, arts-related activities. The RCS hosts its activities in its 1,600 square foot storefront at Olive and Main Streets on the levee walk.

In addition to hosting and promoting cultural and music events in Downtown New Haven, the RCS also provides classes and workshops, provides its space for rent and as an exhibition hall. The RCS also presents the community’s weekly Farmer’s Market.

Completely volunteer run, the RCS is a dynamic booster, event promoter and organizer for Downtown New Haven

E. The New Haven German-American Club

The New Haven German-American Club (“NHGAC”) recognizes New Haven’s German heritage by promoting German-American cultural activities including a sister-city program, a student exchange program, genealogical research and the preservation of German cultural traditions. The NHGAC has established a sister-city partnership with Borgholzhausen, Germany and sponsors a student exchange program with schools in Borgholzhausen.

To date the NHGAC’s involvement in Downtown New Haven has been the planting of a tree commemorating the sister-city program near the gazebo on the Levee Walk. The membership of the NHGAC has voted, however, to support the DREAM Initiative and is prepared to make monetary or in-kind donations to support the City’s downtown revitalization planning efforts.

F. The New Haven Lions Club

The New Havens Lion’s Club (the “Lion’s Club”) engages in community and humanitarian services throughout New Haven. Give the organization’s community focused endeavors, it is interested in seeing downtown revitalized and maintained as an asset to the New Haven community.

The Lions Club has shown its commitment to Downtown New Haven by installing public restrooms and showers, and repairing buildings at the corner of Cottonwood and Front Streets.

As an organization whose mission is to empower communities through service, the Lions Club has provided an excellent example by donating time and facilities to Downtown New Haven.

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SECTION III

ELEMENTS OF SUCCESSFUL ORGANIZATIONS AND REVITALIZATION EFFORTS

Downtown revitalization occurs with numerous entities that band together to reach a common goal. Each of the participating organizations, however, may serve a different purpose and have a different reason for being involved. Additionally, each downtown organization will be uniquely developed to address the particular needs of a particular community. However, there are common elements among the techniques and services offered by the various downtown organizations that are useful to note including: Leadership, Funding, Strategic Planning, Project Planning and Facilitation, Business Attraction, Retention and Expansion, Downtown Advocacy, Development Body, District Marketing, Special Events Planning, Retail Promotions, Downtown Beautification, Safety, and Security.

A. Leadership

Invariably, leadership is included as one of the most important components of every successful downtown organization. Leaders have a vested interest in championing downtown. They are charged with informing and educating the public as well as bringing focus and vision to the organization and the Revitalization Program. Leaders must also be able to build grassroots community support and form effective public/private partnerships.

B. Management Characteristics

There are different approaches to successful management practices of downtown organizations. Management styles can vary greatly and it is important to match the management style to the particular needs of the downtown organization or revitalization effort. Important skills of successful managers include, speaking effectively to audiences, financial analysis and budgeting, project planning and oversight, situation and political analysis, and bargaining and negotiating expertise. Management approaches can range from being mainly an administrator who makes budgets, hires employees, and enters into contracts to an entrepreneurial approach which emphasizes new service delivery, program design, and developing new sources of revenue.

C. Board Attributes

Boards and committees should be made up of leaders with a unified enthusiasm for the revitalization of downtown. This does not suggest, however, that the board should be made up of like-minded people. It is important that the board represent diverse points of view from the community. The board should encourage discussions and debate differences to strengthen the ultimate decision and resultant outcomes. Additionally, the board should develop goals and clearly identify those responsible for completing them. While there are no set guidelines for the size and make-up of boards it is recommended that boards be limited in size to 7-9 members. Potential members should be recruited

from, but not necessarily limited to local banks, chambers of commerce, city government, downtown businesses, downtown stakeholders, downtown residents, historic societies, and preservation organizations. Board membership for all of the downtown organizations should have a similar make-up in order to ensure continuity in leadership and complementary decision-making across the different organizations.

D. Forming Partnerships

Nearly all successful Downtown Revitalization Programs typically include 3-5 separate organizations that have different purposes and provide different services. It is not as important which organizations handle which services, but that the services are delivered effectively. However, certain types of organizations are structured or chartered to deliver certain types of services or perform certain functions more effectively than others. Healthy partnerships are crucial to starting the revitalization process and building the critical mass needed to catalyze the cycle of sustainable development.

E. Community Involvement

Each organization must ensure that businesses and citizens, particularly residents of surrounding neighborhoods, have continuous opportunities for input and involvement. Large community events and celebrations are often held downtown and are very important in fostering an overall sense of community. Involving the community in the Downtown Revitalization Program will help to foster that sense of community.

F. Funding

In addition to leadership, adequate funding is one of the most important components of successful Downtown Revitalization Programs. Revitalization Programs cannot be sustained without a stable source of money. The amount of money raised can depend on the depth of the programs and services required for revitalization. Large revitalization programs will not only require local resources and fund-raising efforts, but also may require outside funding sources as well. A major funding component of all successful downtown revitalization efforts is the local government, particularly at the outset of a Revitalization Program. A number of funding sources will be investigated as the DREAM Initiative moves forward including, but not limited to; Community Improvement District tax levies and assessments, Tax Increment Financing, Transportation Development Districts, and many various state tax incentive and grant programs. Utilizing different funding sources is necessary due to use limitations (i.e. some funding mechanisms may not be permitted to be used for operation costs, only for programming or services) of different sources as well as to build a stable and diverse funding structure to ensure sustainability. Different local fundraising activities include: membership donations, fund-raising festival, historic or holiday house tours, in-kind contributions. Outside funding opportunities include: grants, loans, and tax credit programs.

G. Organizational Strategic Planning

Building an effective and sustainable organization requires strategic planning. Successful organizations develop a strong vision and align their resources toward achieving that vision. It is important to establish short-term and long-term goals for the organization. These goals should be specific and measurable and should be reviewed on a regular basis. Strategic planning for the revitalization of downtown will be addressed in greater detail in the Downtown Strategic Plan component of the DREAM Initiative.

H. Project Planning and Facilitation

The organization leading downtown revitalization spearheads the various improvement projects. Successful organizations measure progress by utilizing resources and overcoming obstacles in facilitating completion of Revitalization Program goals and objectives. Project oversight will be a large component of all downtown revitalization organizations; project success depends upon each organization's ability to do so.

I. Business Attraction, Retention and Expansion

Typically efforts of the organization in charge of business attraction, retention and expansion focus first on existing downtown businesses. The organization actively communicates with businesses to help identify needs and resolve problems. Additionally, the organization helps to improve existing business practices with assistance including training, marketing assistance, and access to capital. More successful organizations are proactive in retention efforts by tracking lease expirations and acting to limit business losses.

Business attraction and new business development are important components of a Downtown Revitalization Program, and usually are components of the local chamber of commerce or a downtown support organization. Successful economic development programs understand the market opportunities and have realistic goals. The programs start with providing the basic needs of formation (e.g. capital, real estate, and labor) and foster the ease of establishment. Innovation is crucial in these efforts, for example, retail incubators have been used successfully in developing retail businesses where national recruitment efforts have failed. Retail development will be addressed in much more detail in the Retail Market Analysis component of DREAM Initiative.

J. Residential Development and Neighborhood Revitalization

Development of housing and revitalization of existing neighborhoods is essential to successful Downtown Revitalization Programs. Residents help to provide the demand necessary to support shops and restaurants downtown. Additionally, a vibrant residential component is an integral part of a multifunctional downtown. The vitality of downtowns can be measured by the level of human activity; people on the sidewalks demonstrate a healthy downtown. Housing development will be addressed in much more detail in the Downtown Housing Market Analysis component of the DREAM Initiative.

K. Downtown Advocacy

As a result of downtown decline most downtown communities, residents, and businesses feel neglected and detached from the city government and larger community. A successful Downtown Revitalization Program will help bridge the gap between the downtown community and the rest of the city – most importantly the city government. An influential downtown organization can effectively address its constituents' needs and provide one voice for their concerns and issues.

L. Real Estate Development Body

Successful Revitalization Programs include a real estate development body that encourages private investment in real estate. There are many ways to aid real estate development including land assembly, preparing property for development, financial assistance, and tax incentives. Many successful Revitalization Programs create a catalytic development firm to develop initial projects that market and consumer research shows have potential demand, but at higher than acceptable market risk. Through these initial projects the organization demonstrates to the development community and investors that downtown development is both feasible and profitable.

M. District Marketing

Successful Downtown Revitalization Programs create a new, unified image of downtown that reshapes the perception of downtown into the center of activity. Efforts should focus on developing community pride in the unique physical environment and historic – and present – community culture. Creating a new image or enhancing the existing image of the downtown involves promotional activities that build upon downtown economic and cultural offerings. The key is to create a healthy mix of retail promotions, special events and festivals, public relations, and other marketing media.

N. Special Events Planning

Through the use of special events, downtown organizations build partnerships, raise funds, encourage community involvement, promote downtown, and, in particular, promote downtown retail. Special events are essential in marketing downtown to residents that no longer view downtown as a destination, as well as, to tourists from outside the area.

O. Retail/Event Promotions

Downtown revitalization efforts include many activities to promote the unique mix of retail stores offered. Special shopping events, brochures, and other advertising and marketing media are necessary to encourage the community to support downtown retail.

P. Safety, Security and Beautification

In one fashion or another, every successful Downtown Revitalization Program improves safety, security and the appearance of downtown. Beautification improvements include creating and maintaining cleanliness to ensure a positive first impression of downtown for visitors. Other efforts include store window decoration, building façade improvement, flower boxes, benches, and awnings.

Improving safety for rural communities focuses mainly on pedestrian traffic through crosswalks, speed bumps, and road marking. Improved signage, banners, and maps for improve way-finding, lessen congestion, help in the presentation of downtown, and also make effective marketing tools. Efforts should be made to improve or control parking in order to turn motorists into pedestrians and encourage walking throughout downtown.

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SECTION IV

RECOMMENDED ORGANIZATIONAL STRUCTURE DEVELOPMENT AND ENHANCEMENT

Several active and engaged entities have demonstrated a commitment to providing leadership, resources, and energy to New Haven's evolving Downtown Revitalization Program. This current "organizational structure" has worked very well, and has established a strong foundation for incorporating the elements of successful organizations and revitalization efforts described in Section III. However, there are a few elements that are currently not being addressed, or have not historically been needed, that may become important features of the Downtown Revitalization Program. Evolving needs require increased "organizational structure capacity" to address these elements in the future. In addition, several of the existing organizations could increase their own capacity to support the Downtown Revitalization Program through growth, collaboration, planning, and increased financial resources.

The following recommendations are made in two parts. First, recommendations will be provided for "organizational structure capacity" enhancement through the establishment of new organizations to complement the existing organizational structure. Second, recommendations are suggested for the enhancement of the existing organizational structure capacity, whether it is specific to an organization or to an element of successful revitalization efforts involving several organizations. The funding necessary to sustain these organizations will be addressed in more detail in the Financial Assessment Review component of the DREAM Initiative.

RECOMMENDATIONS FOR NEW ORGANIZATIONS

The following recommendations for new organizations focus primarily on increasing the financial, service and project capacity of the existing "organizational structure" in order to utilize public funding, attract and leverage private capital, and promote increased economic activity. **Board membership for the new organizations should be represented by existing Board Members from other key organizations involved in Downtown in order to ensure continuity of planning, policy, and administration of the Downtown Revitalization Program.** Exhibit 2, *Recommended Organizational Structure*, located in Appendix A, depicts the recommended interaction of the various existing and new organizations participating in the Downtown Revitalization Program.

A. Downtown New Haven, Inc.

The purpose Downtown New Haven, Inc. ("DNH") is to unify the downtown-related activities of each of New Haven's civic organizations. The DNH will be led by a Director and a Board of Directors whose membership should be drawn from: the Chamber, the City, RCS, NHPS, the Lions Club and the NHGAC.

DNH may be organized as a non-profit, 501(c)3 organization whose funding may be derived from donations, grants, fundraising activities, and portions of any local sales taxes, such as a Local Option Economic Development Sales Tax, should such a tax be enacted in the City.

The organizations, listed above, that are currently active in Downtown New Haven should focus their energies through the DNH and, in so doing, unify their activities under one name and one organization so that members of the community and New Haven businesspeople and leaders know and understand through whom downtown revitalization efforts flow rather than navigating the many organizations currently active and caring about Downtown New Haven however expending their effort in different ways. None of this is to say that the activities of any organization have been lacking in any way; the purpose of this organization is not to replace effort, but to focus the efforts of several organizations through. In this way, it is hoped, that downtown revitalization efforts may be supported without straining the membership or volunteer base of any one organization.

The City should investigate the possibility of enacting a Local Option Economic Development Sales Tax or a Community Improvement District to generate some small amount of annual funding for DNH and its member organizations to put less of a strain on the fundraising capacity of the local community.

SECTION V

SUMMARY OF ROLES AND RESPONSIBILITIES FOR SUCCESSFUL REVITALIZATION

The interaction of the various organizations and the assigned roles and responsibilities of each particular organization will remain dynamic as progress is made. Current roles and responsibilities will change as goals are met, projects are completed, new issues arise, and organizations redefine goals and objectives. **Exhibit 3a - Preliminary Recommendations of the Responsibilities and Roles of the Various Downtown organizations** is located in **Appendix A**, as is **Exhibit 3b - Specific Downtown Issues and Responsibilities**.

The strength of a Downtown Revitalization Program is realized through unified collaborative action of the participating organizations toward agreed upon Revitalization Program goals and objectives. The leadership of each individual downtown organization controls, in great part, the amount of collaboration among organizations. In order to attain a high level of cooperation, and agreement in goals and objectives, the Boards should contain the same composition (i.e. for the most part, the same people should serve on the various Boards). Not only does this ensure intra-organizational cooperation, it ensures control of the process among the key stakeholders: City government, Downtown businesses, and Downtown residents. It also makes the best use of limited Board recruiting resources. Board composition should include a majority of private or Downtown interests, with public entity participation making up the minority, unless noted in the recommendations. This helps to make certain that a Downtown focus will be kept, and that the private sector is driving the effort.

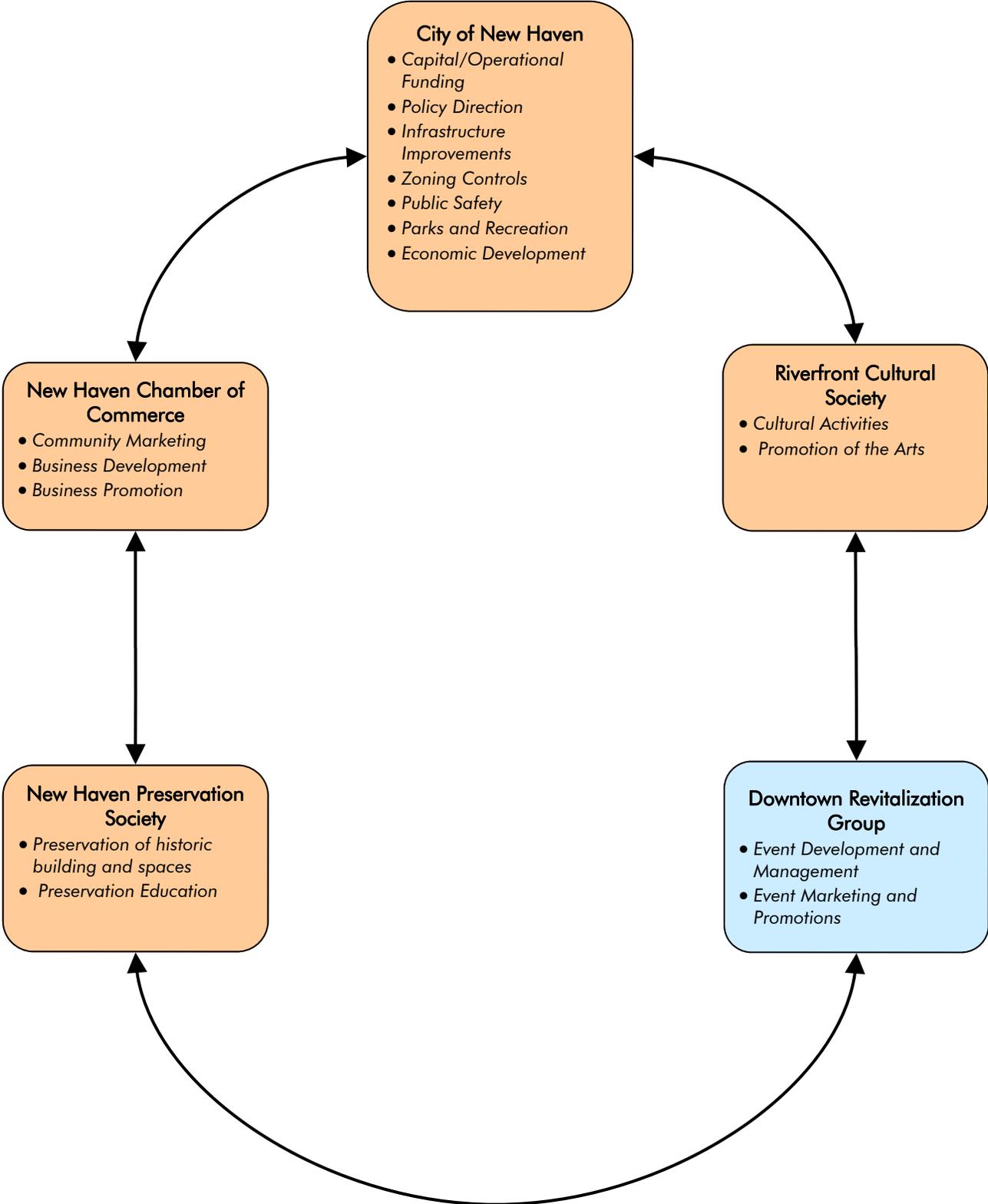
Cooperation extends beyond Downtown New Haven to organizations that impact Downtown through their own broader efforts and activities in the City and Franklin County. Ongoing dialogue and recurring information sharing ensures that Downtown's "partner" organizations contribute to the overall success of the Downtown Revitalization Program.

Future DREAM Initiative work will assist in development and improvement of the various funding components, market analysis, and overall strategy development.

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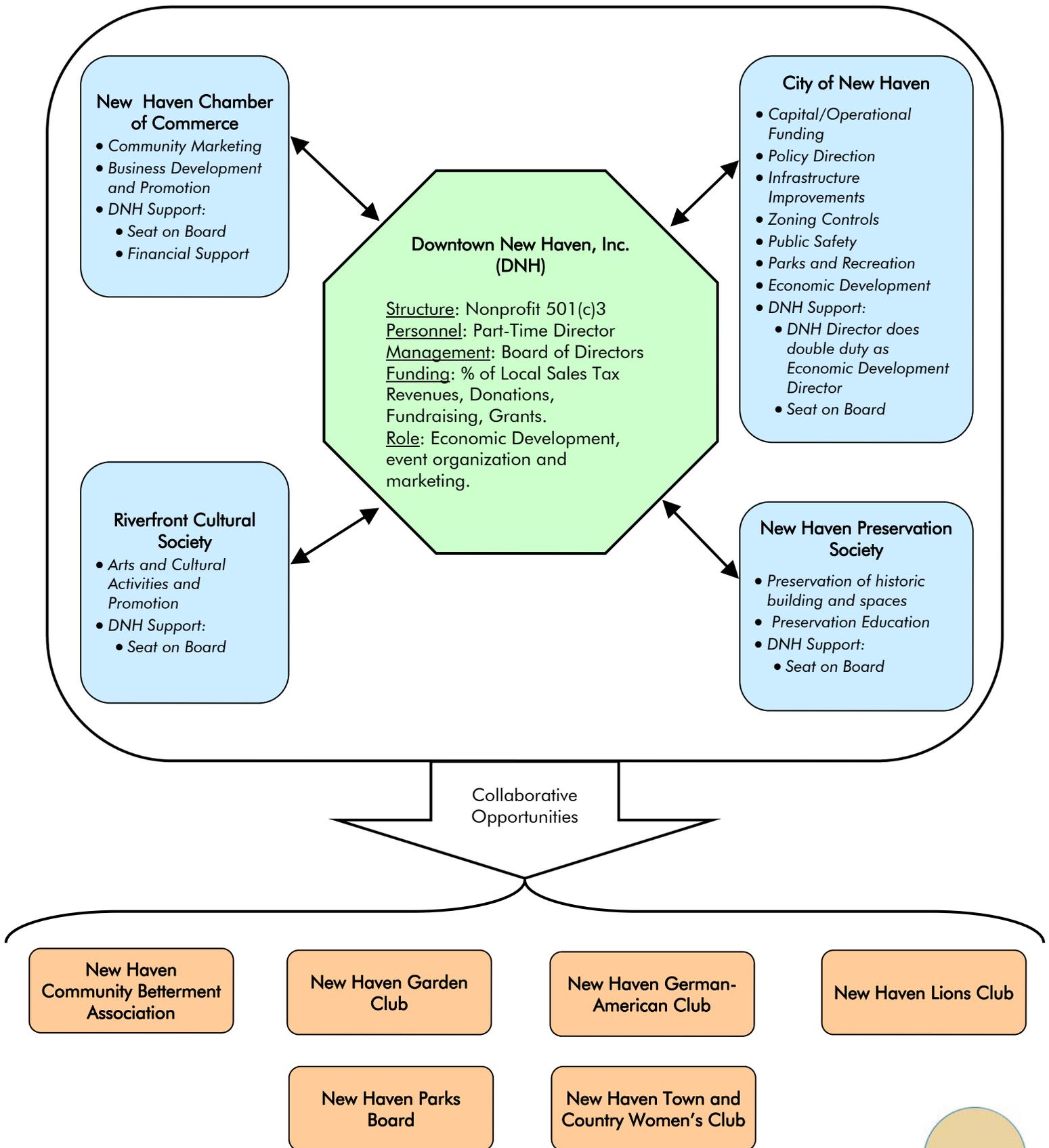
**ATTACHMENT 1-A
EXISTING ORGANIZATIONAL STRUCTURE**

ATTACHMENT 1-A
EXISTING ORGANIZATIONAL STRUCTURE



ATTACHMENT 1-B
RECOMMENDED ORGANIZATIONAL STRUCTURE

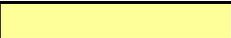
ATTACHMENT 1-B
RECOMMENDED ORGANIZATIONAL STRUCTURE



ATTACHMENT 2-A
DOWNTOWN ORGANIZATIONS AND RESPONSIBILITIES

Attachment 2-A - Downtown Organizations & Responsibilities

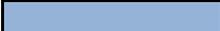
Elements of a Successful Organization	Existing Organizations						Recommended Organizations
	City of New Haven	New Haven Chamber of Commerce	New Haven Preservation Society	Riverfront Cultural Society	New Haven Lions Club	New Haven German-American Club	Downtown New Haven, Inc.
Leadership	Essential Participant	Essential Participant	Essential Participant				Essential Participant
Management Characteristics	Essential Participant	Essential Participant	Support Participant	Support Participant			Essential Participant
Board Attributes	Support Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant	Essential Participant
Forming Partnerships	Essential Participant	Essential Participant	Essential Participant	Support Participant	Support Participant	Support Participant	Essential Participant
Community Involvement	Essential Participant	Essential Participant	Essential Participant	Support Participant	Support Participant	Support Participant	Essential Participant
Organization Funding	Essential Participant	Essential Participant					Essential Participant
Organizational Strategic Planning	Essential Participant	Support Participant	Essential Participant	Support Participant	Support Participant	Support Participant	Essential Participant
Project Planning and Facilitation	Essential Participant	Support Participant	Support Participant	Support Participant	Support Participant		Essential Participant
Business, Retention, Expansion and Attraction	Essential Participant	Essential Participant					Essential Participant
Residential Development and Neighborhood Revitalization	Essential Participant	Support Participant	Support Participant				Support Participant
Downtown Advocacy	Essential Participant	Support Participant	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant
Real Estate Development Body	Essential Participant	Support Participant					Support Participant
Direct Marketing	Support Participant	Essential Participant	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant
Special Events Planning	Support Participant	Essential Participant	Essential Participant	Essential Participant	Support Participant	Support Participant	Essential Participant
Retail and Event Promotions	Support Participant	Essential Participant	Essential Participant	Support Participant	Support Participant	Support Participant	Essential Participant
Safety, Security, and Beautification	Essential Participant		Support Participant	Support Participant	Support Participant		Support Participant

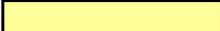
 Essential Participant
  Support Participant

**ATTACHMENT 2-B
SPECIFIC DOWNTOWN ISSUES AND RESPONSIBILITIES**

Attachment 2-B - Specific Downtown Issues & Responsibilities

	Existing Organizations						Recommended Organizations
	City of New Haven	New Haven Chamber of Commerce	New Haven Preservation Society	Riverfront Cultural Society	New Haven Lions Club	New Haven German-American Club	Downtown New Haven, Inc.
Building Design Standards	Essential Participant		Support Responsibility				Support Responsibility
Building Code Enforcement	Essential Participant						Support Responsibility
Entryway Design Standards	Essential Participant	Essential Participant	Support Responsibility	Support Responsibility			Essential Participant
Wayfinding Improvements	Essential Participant	Essential Participant	Support Responsibility	Support Responsibility			Essential Participant
Retail Attraction	Essential Participant	Essential Participant	Support Responsibility	Support Responsibility			Essential Participant
Retail Promotions	Support Responsibility	Essential Participant	Support Responsibility	Support Responsibility			Essential Participant
Merchant Education	Support Responsibility	Essential Participant					Support Responsibility
Commercial Property Acquisitions	Essential Participant	Support Responsibility	Support Responsibility	Support Responsibility			Essential Participant
Commercial Property Renovations	Essential Participant	Support Responsibility	Support Responsibility	Support Responsibility			Essential Participant
Facade Improvements (Revolving Loan Fund)	Essential Participant	Support Responsibility					Support Responsibility
Parking Lot Improvements	Essential Participant	Support Responsibility	Support Responsibility	Support Responsibility	Support Responsibility	Support Responsibility	Essential Participant
Pedestrian Improvements	Essential Participant	Support Responsibility	Support Responsibility	Support Responsibility	Support Responsibility	Support Responsibility	Essential Participant
Downtown Branding	Support Responsibility	Essential Participant	Essential Participant	Essential Participant	Support Responsibility	Support Responsibility	Essential Participant
Downtown Event Development	Support Responsibility	Essential Participant	Essential Participant	Essential Participant	Support Responsibility	Support Responsibility	Essential Participant
Tourism Marketing	Support Responsibility	Essential Participant		Support Responsibility	Support Responsibility	Support Responsibility	Essential Participant
Housing Stock Improvements	Essential Participant		Support Responsibility				Support Responsibility

 Essential Participant

 Support Responsibility

ATTACHMENT 3
DOWNTOWN ORGANIZATIONAL ASSESSMENT QUESTIONNAIRE



DREAM New Haven Spring 2010 Downtown Organizational Assessment Questionnaire

Organization: _____

Name of Individual
Completing Survey: _____

Date: _____

The Downtown Organizational Assessment Questionnaire is part of a process to help the New Haven community evaluate organizations which have a role in Downtown New Haven. The process which is defined as the Organizational Structure Review will give the New Haven community an understanding of the various roles and functions of existing organizations, and recommendations for potential new organizations.

Please answer all questions which apply to your organization.

A. Organization Characteristics

1. What is the formal structure of your organization? (non-profit, for-profit, political subdivision, etc...)?
2. What is the main purpose of your organization?
3. What is the role, responsibility or interest in Downtown New Haven, of your organization?

New Haven, Missouri
Downtown Organizational Structure Review

4. Does your organization have full or part-time employees?

5. What type of physical facilities/equipment does your organization own, rent and/or maintain?

6. Note significant accomplishments, events and functions of the organization, especially regarding Downtown New Haven.

7. Note significant challenges of your organization, especially any challenges regarding the organization's efforts in Downtown New Haven.

B. Organization Mission, Goals, Vision, Etc...

8. Does your organization have a written mission statement? If so, please list the mission statement below.

9. Currently, what are the goals of the organization?

10. Are the bylaws of your organization current and functional?

New Haven, Missouri
Downtown Organizational Structure Review

11. Describe the functions and activities of your organization's committees, especially any activity regarding Downtown New Haven.

C. Internal Organization Assessment – Board

12. How many members are on the governing board of your organization?
How are the board members appointed?

13. Does the organization's board currently have enough people to carry out its purpose and goals?

D. Internal Organization Assessment – Membership

14. Does the organization currently have committed and active members?

15. Does the organization currently have enough people to carry out its purpose and goals?

16. Does the organization have a system for recruiting members for specific tasks or events?

E. Fiscal Resources

17. Approximately, what is the annual budget of your organization?

18. Which of the following are sources of funding for your organization?
(Please estimate percentage of total budget)

- a. Special tax assessment
- b. Bonds (public or private)
- c. Voluntary donations
- d. In-Kind contributions
- e. City general tax revenues
- f. Sale of goods or services
- g. Other

19. What fundraising activities does your organization undertake?

F. Community Characteristics

20. Is there strong interest in Downtown New Haven amongst the community leadership? Amongst the local citizens?

**ATTACHMENT 4
DREAM STUDY AREA**

DREAM Boundary

Downtown Study Area
City of New Haven, Missouri



Legend

 Study Area



OCTOBER 2011

