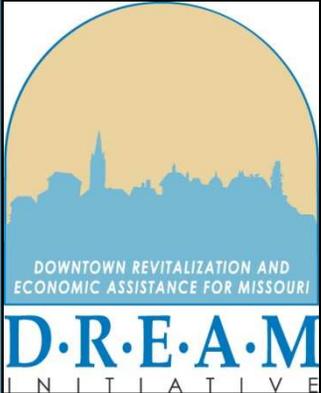


Sedalia DREAM Initiative

Connecting the Pieces





DREAM Initiative Overview

- One-Stop-Shop for technical and financial assistance
- Partnership of 3 state agencies
 - Missouri Development Finance Board (MDFB)
 - Missouri Department of Economic Development (DED)
 - Missouri Housing Development Commission (MHDC)



DREAM Objectives

- Use planning as the framework
 - Apply edge pieces
- Planning assistance
 - Identify relationships among pieces
- Accelerate private investment
 - Different resources = Faster puzzle completion



Sedalia's DREAM Scope

- Organizational Structure Review
- Community & Consumer Survey
- Land Use, Building & Infrastructure Survey
- Housing Market Analysis
- Retail Market Analysis
- Financial Assistance Review
- Building Design Assistance
- Destination Assessment
- Marketing/Communication
- Technical Assistance
- Downtown Strategic Plan



Presentation Agenda

- Review Status of DREAM tasks
 - Preliminary findings/conclusions
 - Next steps
- Discussion of Key Issues
- DREAM Initiative Next Steps



DREAM Funding Assistance

- CDBG Funding – Courthouse Streetscape Project
- MDFB Tax Credit Assistance – Depot Project
- MHDC & DED – Lincoln-Hubbard Apartment project



Organizational Structure Review

- Purpose:
 - Assess “capacity” to facilitate revitalization
 - Financial, staffing, volunteer, mission, leadership
 - Validate successful relationships
 - Recommend capacity enhancement to expand opportunities for success
 - Define/redefine roles & responsibilities



Organizational Structure Review

- General Comments:
 - Built capacity in response to emerging revitalization
 - Evolved from programmatic approaches (Main Street) & property owners (CBCD)
 - Renewed collaboration on tourism has promise
 - CBCD alone cannot support financial sustainability
 - Strong foundation exists for future action



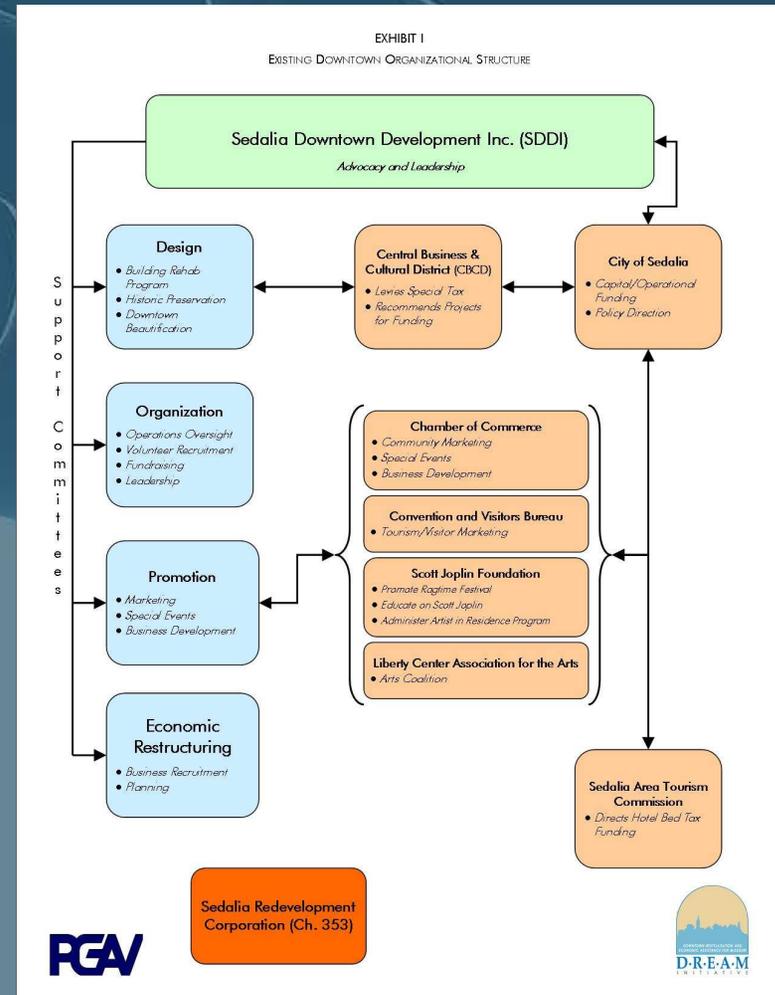
Elements of Successful Downtown Organizations

- Leadership
- Management Characteristics
- Board Attributes
- Forming Partnerships
- Community Involvement
- Funding
- Organizational Strategic Planning
- Project Planning & Facilitation
- Business Attraction, Retention & Expansion



Organizational Structure Review

- Existing Structure
 - SDDI as advocacy/leadership
 - 4 committee structure – some more active
 - Provides liaison to City & partners





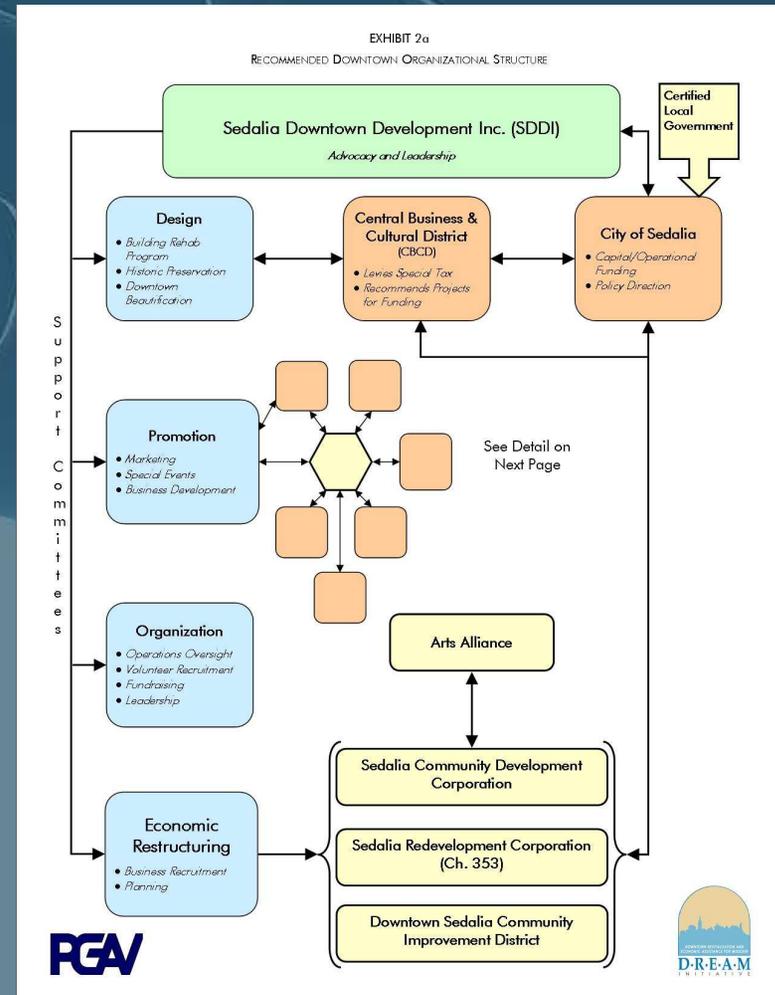
Organizational Structure Review

- Current “organizational structure” = strong foundation
- Evolving needs = “increased organizational capacity”
- Meets many elements for successful organizations
- Financial Resources
- Business Recruitment/Retention



Organizational Structure Review

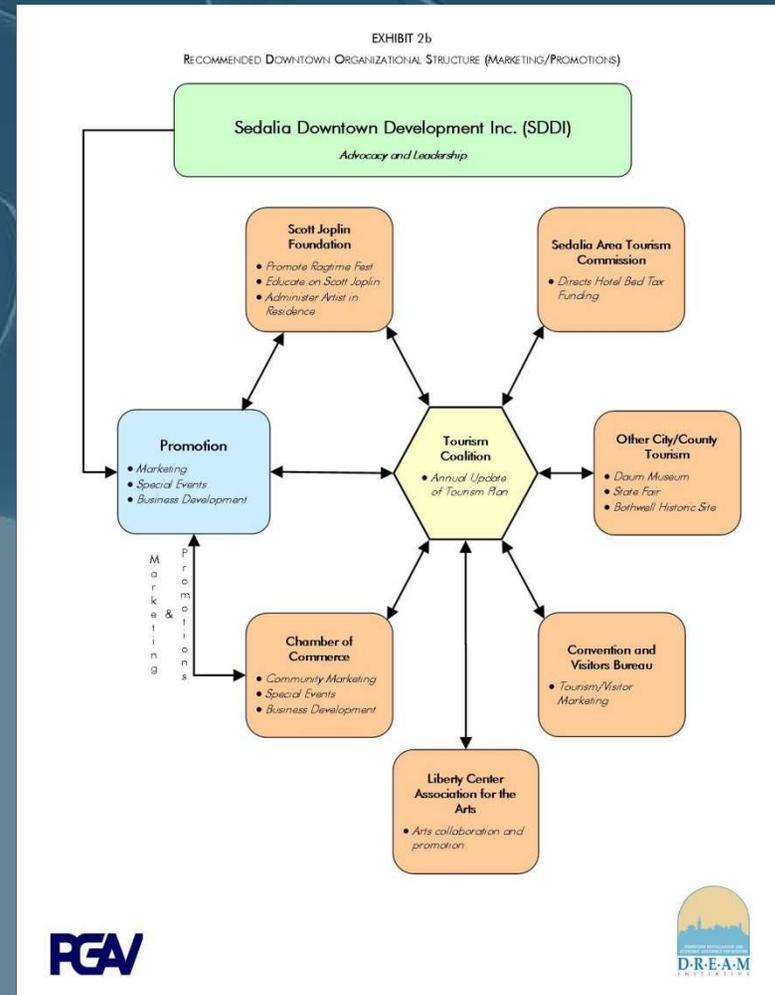
- Recommended Structure
 - Establish CID - Funding
 - Establish Redevelopment Corporation - Development
 - Incubate arts through Arts Alliance
 - CDC as finance source





Organizational Structure Review

- Recommended Structure - Promotion
 - Increase direct participation w/ Chamber
 - Utilize Tourism Coalition for Downtown advocacy
 - Strengthen partnership w/ Scott Joplin Foundation





Organizational Structure Review

- City is "investor"
 - Planning
 - Financial
- City is "leader"
 - Policy direction
- City is "enforcer"
 - Zoning/code/
standards
- Chamber & Tourism
Coalition as
"partner"
 - Marketing
 - Business Dev.
- CID/CBCD as
"financer"
- Arts Alliance as
"collaborator"
 - Business attraction



Organizational Structure - Issues

- Existing structure, recently effective in rebuilding capacity
- Need to expand financial support for organizational capacity
- Strengthen coordination/cooperation on marketing initiatives
- Evolve structure to facilitate accelerated redevelopment



Organizational Structure – Community Improvement District

- Formed as non-profit or political subdivision
 - Recommend political subdivision
- Formation
 - Petition from property owners (either 50% of assessed value or 50% of per capita)
 - Identify boundaries, 5-year plan, cost estimates



Organizational Structure – Community Improvement District

- Board is either elected or appointed
- Recommend 7-9 Board members
- City should have one dedicated Board position
- Remaining represent property owners, residents or business owners



Organizational Structure – Community Development Corporation

- CDC is non-profit corporation
 - Conduct public benefit projects
 - Redevelopment activities
- Membership comprised of local banks (although business may participate)
- Funding derived from donations, grants and membership investment
- Collaborative with Arts Alliance?



Organizational Structure

Sedalia Downtown Development Inc.

- Increase financial sustainability
- Lead role in establishing CID
- Contract w/ CID for Executive Director (ED) to administrate both
 - Hire full-time second employee (in addition to current part-time)
- Expanded staffing allows ED to focus on “complex” issues



Organizational Structure

Sedalia Downtown Development Inc.

- Evolve ED role =
 - Promotion, Business Attraction/Retention, Building Rehab Program Administration
- ED expand role in annual strategic planning
- ED dedicated to advocacy with partnership organizations in promotion/marketing



Organizational Structure Questions

- Is there support for CID sales tax?
- Will SDDI take an advocacy role for CID?
- City support for CID
- Arts Alliance see application of CDC
- Is SDDI prepared to expand staffing to meet future needs?



Land Use, Building, Infrastructure Survey

- City completed comprehensive building survey
 - Building/property survey reviewed:
 - Land use (by floor)
 - Building condition
 - Vacancy
 - Business name
- Data integrated into GIS
- 1st DRAFT Map Booklet submitted to City
- Foundation for ongoing planning assignments



Focus Group

- Purpose: Issue validation/identification
- Conducted in Spring 2007
- 4 Groups
 - Downtown Business Owners
 - General Public
 - Building Owners
 - Economic Council



Focus Group – Key Points

- Downtown in the present
 - Moving slowly in the right direction
 - Challenges include:
 - Parking, signage, street lighting
 - Building conditions
 - Business hours
 - Proximity to courthouse is a plus
 - Historic buildings are an attraction
 - Information about Downtown is accessible, for those looking for it



Focus Group – Key Points

- **Future of Downtown**
 - **More business variety:**
 - Restaurants, art galleries, theater
 - **Better infrastructure**
 - Street repair, sidewalk replacement
 - **More residential units in or close to Downtown**
 - **Uniformity of business hours**



Focus Group – Key Points

- Future of Downtown (cont.)
 - Need for cohesive identity
 - Priority: renovation of buildings
 - Position Downtown as a Destination in the future



Telephone Survey

- Purpose: Quantitatively measure community's opinions on issues/wants for Downtown
- Focus Group issues "tested" through statistically accurate method
- Conducted in September 2007
- 300 respondents from Sedalia area



Telephone Survey - Demographics

- 40% of respondents < 50 years
- 64% lived in Sedalia > 20 years
- 74% had household income < \$75,000
- Gender balanced 50/50
- 39% visit Downtown + 5 per month
- Another 37% visit Downtown monthly



Telephone Survey – Key Issues

- **Priorities for Sedalia**
 - 67% rated “repairing major streets” as high priority
 - 50% rated “revitalizing Downtown” as high priority
- **Why visit Downtown?**
 - 61% - Government
 - 53% - Conduct business
 - 40% - Shopping
 - 39% Special events



Telephone Survey – Key Issues

- Current views of Downtown – “excellent”
 - Over 60% - Signage, Condition of sidewalks, Business hours
 - Over 50% - Historic preservation, diverse mix of businesses, condition of streets, convenient parking
 - Over 40% - Dining options
 - Less than 40% - Occupied storefronts, Available green space, Entertainment options



Telephone Survey – Key Issues

- **Types of Downtown Businesses**
 - Over 50% - Department/anchor store, casual dining, clothing stores
 - Over 40% - Upscale dining, Ice cream/soda fountain, bookstore, upscale specialty shops, art galleries
 - Over 30% - Shoe store, lodging, coffee shop
 - Under 30% - Antique shops, bars/nightclubs



Telephone Survey – Key Issues

- **Other Downtown Improvements**
 - Over 55% - Improve buildings, pedestrian friendly amenities, add new parking spaces
 - Over 40% - Improve lighting, Bury utilities, Developer 2nd story residences, Add green space, Stricter code enforcement, Improve signage



Telephone Survey – Key Issues

- **Communication about Downtown**
 - 69% primary or secondary source is local newspaper
 - 42% note “word of mouth”



Visitor Survey

- Currently underway
- Using a variety of locations to achieve sample size
- Results to be tabulated after completion of survey



Survey Summary

- Downtown “stakeholders” & community perceptions are similar
- Priority need: address aesthetics/physical environment
 - Building renovation
 - Infrastructure
- Attraction of new businesses should focus on diversity



Survey Summary

- Communication – Requires specific public engagement campaign
- Ongoing development of Downtown's "position" as a destination for residents



Residential Demand Analysis

- Purpose: Analyze possible demand for housing to support Downtown revitalization.
- Prepared by Missouri Housing Development Commission
- Status: 1st Draft completed and under internal review



Residential Demand Analysis - Downtown

- **Study components:**
 - Sedalia Market Area and existing housing summary
 - Downtown households to come from within City limits (80%) and possibly from Whitman Air Force Base or beyond City (20%)
 - Demographic and housing analysis
 - Review of employment and the economy
 - Review of previous housing market studies
 - Market Rate Rental Unit Demand Analysis
 - Affordable Family Rental Unit Demand Analysis
 - Affordable Senior Rental Unit Demand Analysis
 - Homeownership Demand



Residential Demand Analysis

- **General Conclusions:**
 - Housing options in or near Downtown are limited
 - Initial residential may have to be driven by affordable rental housing - reflective of state & national trends
 - Low-mod units lead housing activity, often subsidized due to adaptive reuse
 - Validate existence of housing market in Downtown & benchmark future demand potential
 - All rental markets have strong occupancy in City
 - Opportunity for Downtown to serve current needs
 - Opportunity for 2nd/3rd floor units in Downtown
 - Vacant land available for development



Residential Demand Analysis

- **Market Rate Rental Unit conclusions:**
 - Opportunity for 53 moderate income rental units
- **Market Rate For Sale Unit conclusions:**
 - Opportunity for 6 for sale units
- **Demographic Issues**
 - 1 bedroom units general target young singles, professionals
 - Desire urban living features
 - Limited by housing cost in a smaller space
 - 2-3 bedroom units generally target empty nesters & retirees
 - Prefer proximity to restaurants & cultural opportunities
 - Desire "low maintenance" associated with urban units



Residential Demand Analysis

- Affordable Rental Unit conclusion:
 - 52 limited income units
- Affordable Senior Unit conclusions:
 - 41 limited rental income units
 - Could be higher with rental subsidy



Residential Demand Analysis

- Residential is needed for Downtown revitalization
- What is appropriate residential mix for future?
- What “locations” should be identified for residential and specific segments?



Downtown Retail Market Analysis

- Visitor survey results to validate “trade area”
- MDOR providing sales information
- Demographic analysis is completed
- Report to be completed in Spring 2008



Financial Assistance Review

- Purpose: Identify & quantify value of potential financial resources
- Status: Ongoing discussions on potential application of tools for Downtown
- Model completed for calculating monetary value of sources
- Next steps: Complete Financial Assistance Report



Financial Assistance Review

- **DREAM recommendation: Tax Increment Financing**
 - Public assistance will be needed to accelerate revitalization
 - Proposed uses of TIF:
 - Streetscape/Parking/Wayfinding improvements
 - Downtown façade improvements
 - Downtown residential assistance program
 - Development project assistance
 - Infrastructure improvements



Financial Assistance Review

- **DREAM Recommendation: Community Improvement District**
 - See Organizational Structure Review
 - Provides for any single or combination of sales tax, assessment or property tax
 - Recommend sales tax (up to 1%) and possibly replacement of Central Business & Cultural District property tax with CID property tax
 - Recommended use of funds:
 - Assist organizational/promotional efforts
 - Infrastructure enhancement (streetscape, parking, signage, etc.)



Financial Assistance Review

- Other potential sources that may be evaluated:
 - Hotel Tax increase
 - Economic Development Sales Tax
 - Tax Abatement
 - DED Program Assistance
 - MDFB Program Assistance
 - MHDC Program Assistance



Financial Assistance Review

- Report will provide an “order of magnitude” revenue pro forma
- Estimate potential future value of these sources to support revitalization
- Assists in planning and budgeting for projects



Building Design Assistance

- Assist SDDI and City with Concept Renderings
 - Focus on Illustrative Projects
 - Minor changes anticipated to existing Renderings



Building Concept Example

SEDALIA - MISSOURI
BUILDING CONCEPTS

Current Condition

101 - 113 E 2nd St



Building Concept



RGV





Building Concept Example

SEDALIA - MISSOURI
BUILDING CONCEPTS

Current Condition Recommendations



1. REMOVE VINYL WINDOWS
2. TUCK-POINT BUILDING AS NEEDED

1. REMOVE PAINT FROM MASONRY
2. REMOVE STOREFRONT STRUCTURE
3. REMOVE STOREFRONT DOORS & WINDOW
4. REMOVE ALUMINUM METAL CORNICE
5. TUCK-POINT BUILDING

1. REMOVE WOOD AWNING AND COLUMNS
2. REMOVE ALUMINUM SIDING



Building Concept Example

SEDALIA - MISSOURI
BUILDING CONCEPTS

Building Concept Recommendations



- 1. ARCHITECTURAL WINDOW INSTALL
- 2. REPAIR & PAINT BUILDING CORNICE
- 3. RESTORE ENTRANCE CORNICE & ENTRYWAY
- 4. REPLACE SIDE ENTRANCE DOOR
- 5. PAINT BUILDING (OFFER CONTRAST WITH CORNICE & DOOR)
- 6. REPAIR & PAINT WINDOW SASH & SILL

- 1. INSTALL NEW DOOR
- 2. PAINT STOREFRONT, COLUMN & WINDOW
- 3. INSTALL NEW AWNING & CORNICE

- 1. INSTALL NEW PAINTED ALUMINUM STOREFRONT & DOOR WITH RECESSED ENTRANCES
- 2. INSTALL NEW AWNING
- 3. PAINT WINDOW FRAMES, SASH AND SILL

- 1. INSTALL NEW PAINTED ALUMINUM STOREFRONT & DOOR
- 2. INSTALL NEW AWNING
- 3. PAINT WINDOW FRAMES, SASH & SILL





Destination Assessment

- Destination Assessment Team visit in late September 2007
 - Coordinate w/ Tourism and MO Arts Council
 - Assessment report under development
- Preliminary “positioning” – Arts & Entertainment



Marketing Plan

- SWOT Analysis to be completed in February
- Next Steps: Assist SDDI in preliminary implementation needs



Downtown Strategic Plan

- Purpose: Update/Consolidate plans addressing Downtown
- Practical Impact:
 - Unifies the community's vision
 - Identifies opportunities and challenges
 - Guides future actions
 - Directs the sequence of events
 - Informs policy/decision making
 - Ensures sustainability
 - Directs limited resources to specific outcomes



Downtown Strategic Plan

- Integrate other DREAM tasks into an action guideline and policy framework
- Prioritization of key issues
- Assignment of roles and responsibilities
- Estimated timeline for completion



Downtown Strategic Plan

- Questions for consideration:
 - How aggressive should the plan be for City's role?
 - Who is going to fund the plan?
 - What are the future resources for SDDI?
 - How does implementation of the organizational structure capacity proceed?



Key Issues - Preliminary

- Defining Downtown's role in the community
- Establishing a physical identity for Downtown
- Financial sustainability for ongoing private and public investment
- "Clustering" of future business uses
- Prioritization of "sub-districts" in Downtown



Key Issues - Preliminary

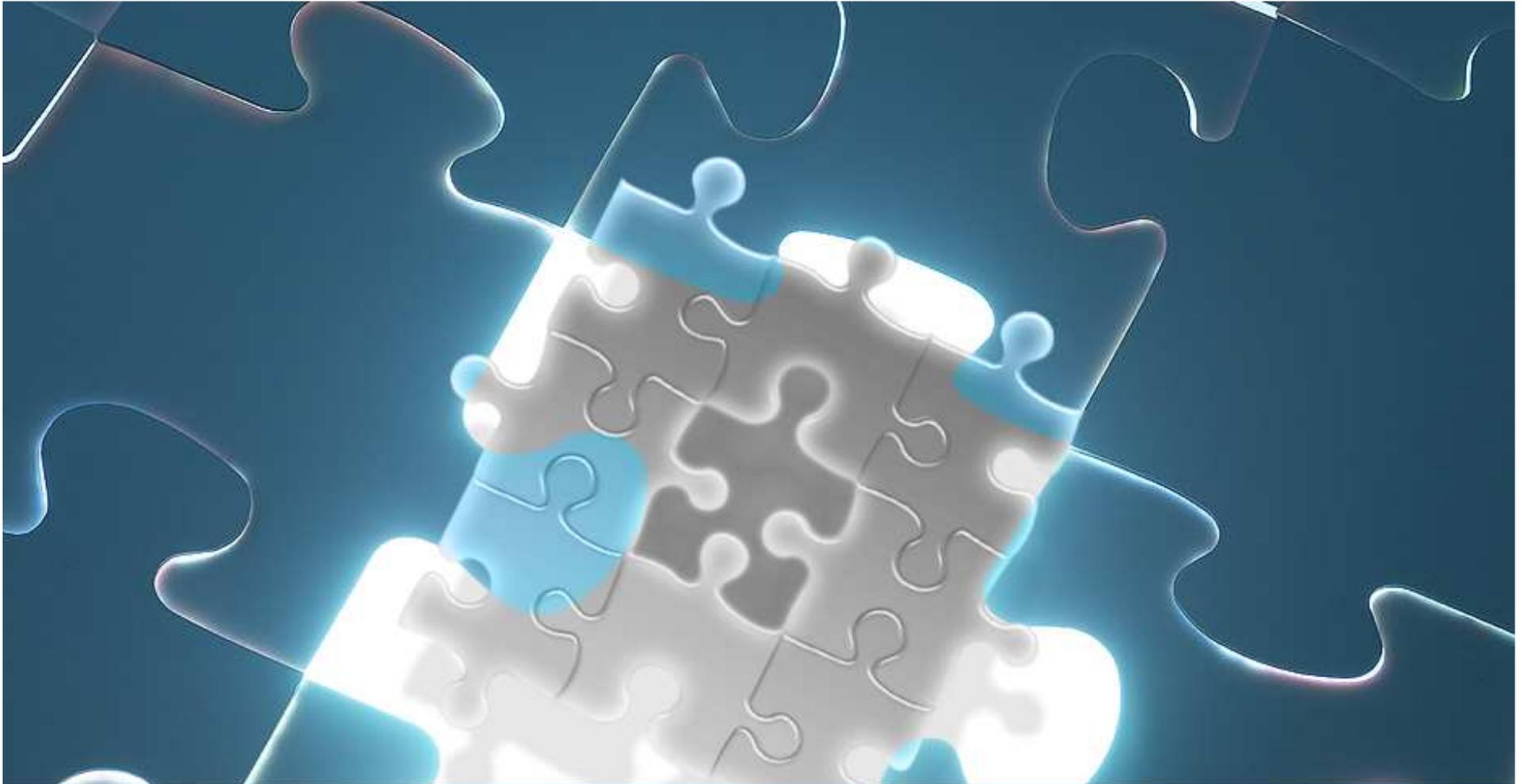
- Who does what? When?
- What role is the private sector willing to embrace?
- Establishing the Downtown's future identity?
 - Historic
 - Social
 - Arts & Entertainment



DREAM Initiative

Next Steps

- Complete studies in progress
 - Visitor survey
 - Housing Study
 - Retail Study
 - Destination Assessment
 - Finance Assistance Review
- Initiate Downtown Plan
- Provide ongoing consultation on special projects



Questions?

Thanks!