Downtown Strategic Plan

City of Ozark, Missouri

July 2015

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI

D·R·E·A·M

INITIATIVE

Acknowledgements

City of Ozark

Downtown Revitalization and Economic Assistance for Missouri (DREAM) Program Sponsors:

Planning Consultant:

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DREAM Initiative Process

EXECUTIVE SUMMARY

The objective of the Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative is to develop a strategic planning vision for Downtown Ozark that leverages and expands existing resources to obtain additional public and private reinvestment in Downtown.

The DREAM Initiative planning process was a comprehensive one that reviewed the function, structure, and image of Downtown Ozark. The process identified recommendations to address critical issues with the goal of implementing needed policies and programs, adjusting existing revitalization efforts, and developing sustainable plans for future improvements.

The DREAM Initiative process began with assessments of existing conditions in Downtown and engagement of the community. The information obtained from these assessments and the public feedback received was used as the basis for various analyses and recommendations developed in each DREAM task as described in this plan. Existing documents and existing tools were consulted during the DREAM process. These were important to developing recommendations for Downtown Ozark. The DREAM Strategic Plan is not intended to replace existing planning efforts, but rather to supplement this planning and function as a resource guide for City and downtown leaders as improvements are implemented. The Strategic Plan provides a multi-year vision promoting innovative, positive, and attainable change for Downtown Ozark. Participants of the DREAM process, including citizens, property owners, business owners, civic leaders and City staff, expect the Strategic Plan to be the blueprint that will help maintain and further grow Downtown Ozark into a vibrant area in which people live, play, and work.

This Strategic Plan describes goals that have been developed throughout the DREAM process and suggests strategies to achieve those goals. The primary goals are listed in each section of the Plan, according to the DREAM task wherein they were developed. The following goals are of the highest priority to Downtown Ozark, and thus highlighted as follows:

Goal One: Establish a Formal Downtown Organization to Coordinate Revitalization Efforts

The existing group of merchants, property owners, residents, LCRA, and other individuals that are involved in Downtown progress, accomplished many initiatives for Downtown Ozark; supported by the guidance and leadership of City staff. While the City and Chamber need to continue to be engaged in the Downtown efforts, the group of individuals leading Downtown progress need a more formal organization to take a recognized leadership role. This organization should be the primary driver of the recommendations outlined within the Downtown Strategic Plan.

This plan recommends the establishment of a Downtown Ozark Partnership (DOP) should seek to develop events and programs that provide a benefit to all of Downtown. The group should pursue the structure recommended during the DREAM planning process. The organization may need working committees and should pursue the establishment of funding mechanism, such as a Community Improvement District (CID) with a sales tax, a special assessment on real property, or both. The City will need to encourage this process and allow the DOP to develop while maintaining full support.

Similarly, the Chamber and LCRA should provide support the DOP. It is important that Downtown merchants and interests believe that the DOP is not just a funding mechanism, that it has broad support to be the lead Downtown revitalization group. The City, Chamber, and LCRA should consider regular joint meetings or an annual retreat to review all the services provided for Downtown; or to help identify services that are not being provided. An impartial facilitator could help representatives from each group if needed. The first joint meeting could grow from the current strategic planning process that the City is undertaking currently.

Ozark boasts an attractive streetscape around the Courthouse Square.

Other organizational elements regarding funding are included in this Strategic Plan. The potential formation of a CID is included as a goal due to the need for an on-going funding source that may be used to leverage grants and additional funding sources.

Goal Two: Implement Wayfinding Program

During the DREAM process, one of the biggest needs that was identified was for visitors to be able to find Downtown, specifically the historic Courthouse Square. It is very easy for a visitor to pass by Downtown on 3rd Street and not realize that there is an attractive square with shops and restaurants. It is even more difficult for visitors to know that Downtown Ozark is worth visiting from Highway 65. This highway carries a significant amount of tourists to and from Branson every year, many of whom visit Lambert's Restaurant in the north part of Ozark.

Discussions occurred regarding traffic, navigation, wayfinding, and better points of entrance for Downtown. There are many points of interest in and around Downtown that have either civic or historic importance. To address these concerns, the DREAM Initiative included the development of a complete wayfinding system with gateway signage and directional signage. The system included a wayfinding placement plan and cost estimates.

The City has begun the initial implementation of the wayfinding program with the first few signs. The City should continue to implement this program each year as funding is available. This goal has the potential to do the most to drive visitors and consumer spending to the Downtown, and thus should remain a high priority for the City.

Goal Three: Strengthen Existing Businesses and Downtown Products Sold

Downtown enjoys a low vacancy rate and a number of attractive retail businesses and restaurants. However, the Downtown is still dominated by many service establishments, particularly those related to the functions of Christian County Courthouse and other government offices. While there are a number of business located out of Downtown along Highway 65, the City still lacks retail establishments. The City is seeing tens of millions of dollars in lost retail sales annually to Springfield.

While the low vacancy rate leaves few opportunities for additional businesses, particularly around the Courthouse Square, the LCRA property and other adjacent areas provide plenty of opportunities to expand retail and restaurant offerings. The DOP should work with the City and Chamber to develop a broader variety of stores in Downtown; again focusing on the types of retail businesses that demonstrate unmet retail demand. In addition to the retail products, there is a strong need for additional restaurants. Downtown should focus on attracting these businesses to prime, ground-floor locations.

The opportunity is also there for existing businesses to expand product offerings and expand market share in order to capture lost

Ozark's historic courthouse square is a picturesque setting and the City's cultural and civic center.

retail dollars. The Chamber and DOP should provide added attention to Downtown businesses by developing programs to enhance business aspects such as customer service. A seminar program for Downtown businesses could assist existing and new business to increase their customer base. Such a seminar program should include information on ways to provide higher-quality products that meet unmet retail demand as noted in the Retail Market section on page 28 of this Plan. These businesses include stores that sell products in the categories of: Clothing Stores; Full-Service Restaurants; Electronics and Appliances; Health & Personal Care; Limited-Service Eating Places; Shoes; Office Supplies, Stationary, and Gifts; and Home Furnishings.

As the DOP pursues a funding mechanism such as the proposed CID, marketing promoting the Downtown businesses as a retail destination should be developed.

Goal Four **Continue to Develop the Farmer's Market and Other Downtown Events and Programing**

Along with completing the improvements proposed wayfinding signage, Downtown should continue the Farmer's Market, Birthday Bash, and other events programing. Creation of the DOP and associated funding mechanism, such as a CID could provide funds and support for staging events and potentially hiring an events coordinator. Such a coordinator could be supported in part by the Chamber and downtown businesses.

Continuing the Farmer's Market and other events will serve to bring visitors to Downtown and remind the community of what Downtown has to offer in terms of retailers and restaurants. It is also an opportunity to attract residents from adjacent communities such as Nixa, Sparta, and Rogersville to Downtown. These events have been well attended in recent years. The DOP should work to build on their momentum and work with Downtown retailers and residents to be open and have coordinated sales events during these events.

As the LCRA property develops, the City and DOP should encourage the development of a public space that can host events in the future. Such a space could be used for concerts, festivals, and the Farmer's Market.

Goal Five: **Encourage the Development of Downtown Residential Units.**

During the DREAM process, PGAV Planners conducted a residential demand analysis for Ozark. This analysis considered the entire City as a residential market, but provided an emphasis on how Downtown could meet any future residential demand. As noted in the Residential Market Section on page 27, The study identified that there is potential demand for additional market rate housing, particularly apartments and townhomes. There is also a market for senior housing. It is important to note that this is demand identified for the entire City of Ozark, but that Downtown may be able to develop units to meet this demand. This strategy is reinforced by a sentiment expressed during the Focus Groups that there is too little residential use in Downtown.

City officials and staff should work to identify housing developers that may be interested in Downtown projects for existing

Creating spaces for new and expanding existing retail and events is a top priority for making Downtown more vibrant.

vacant sites or rehabilitation of upper-floors in available buildings. Increasing the Downtown residential population will create a built-in market for retail businesses and a vibrant, safer, Downtown atmosphere. However, the City must insist on high-quality units to develop a strong, high-value rental market. The City should also encourage innovative living arrangements such as live-work uses, mixed-use buildings, and conversion of vacant industrial buildings.

The City should not encourage the conversion of large single-family homes into multi-family units or group homes. Many of the single-family homes surrounding Downtown are very stately and well-maintained. Allowing a conversion to multi-family units will not enhance the value of the property and typically will lead to inferior rental units. This does not mean residential density is not needed, but it should be new construction with architectural regulations that fit with the surroundings.

Encouraging community events Downtown, such as the Birthday Bash (with mule jumping, pictured above) and Farmer's Market will increase awareness of Downtown and generate additional patrons for Downtown businesses.

Redevelopment of the LCRA property adjacent to Downtown remains a major opportunity to expand on the success of the Ozark Courthouse Square.

INTRODUCTION

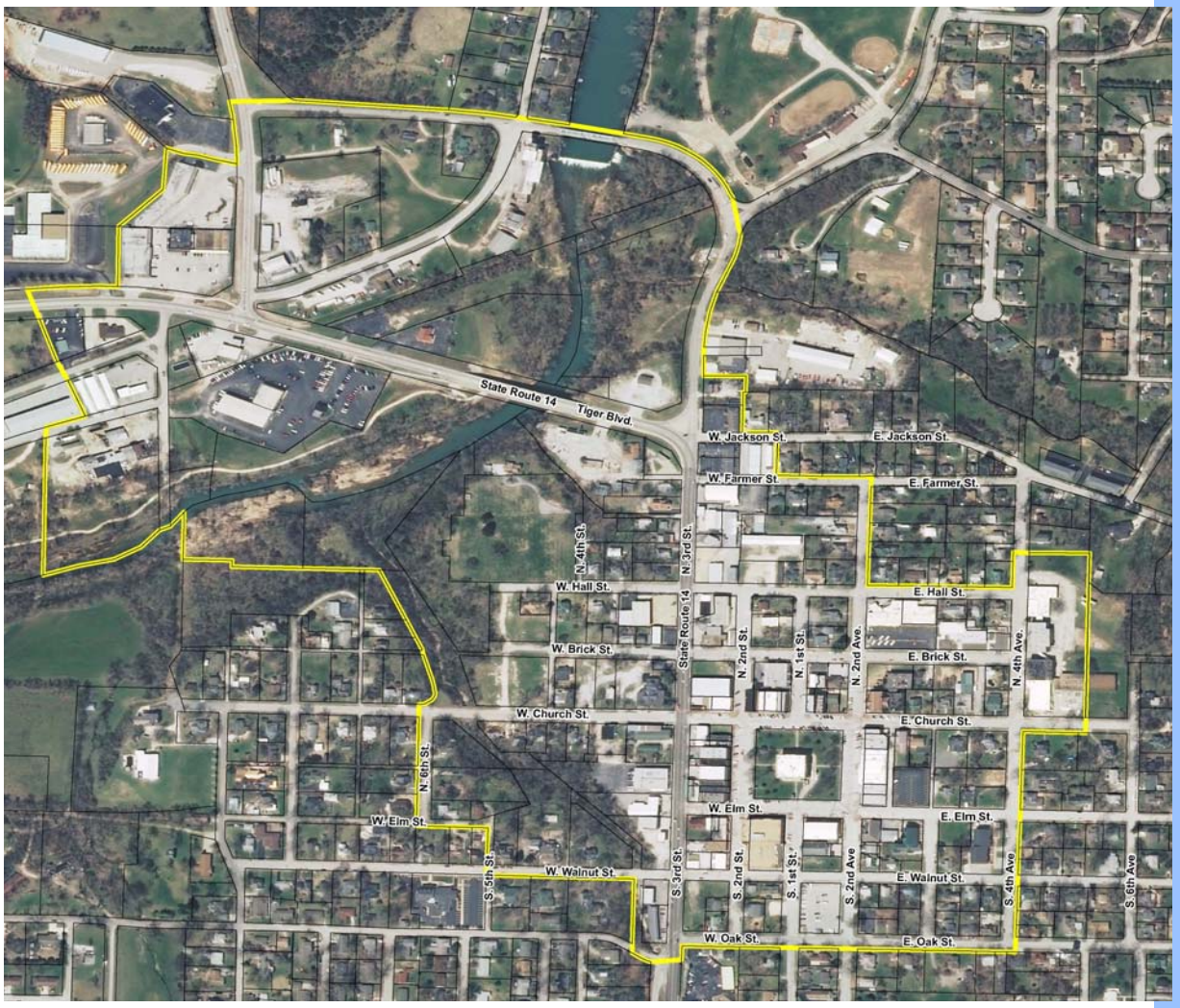
Through a partnership of state agencies that includes; the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides downtown-focused planning services over a multi-year period to designated Missouri communities. The State partners retained PGAV Planners, a professional planning and design firm headquartered in St. Louis, Missouri, to provide this planning.

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

The City of Ozark was designated as a DREAM community in November 2010. The completed tasks for Ozark included:

- Map Reference Handbook (2011)
- Focus Groups (2011)
- Online Community Survey (2011)
- Developer Solicitation (2011-2015)
- Building and Streetscape Concepts (2012-2013)
- Marketing Assistance (Logo) (2012-2013)
- Pro Forma for LCRA Property (2013-2014)
- Organizational Structure Review (2013-2015)
- Residential Demand Analysis (2013-2015)
- Retail Market Analysis (2014-2015)
- Downtown Strategic Plan (2015)

This strategic plan emphasizes the leveraging of existing local funding sources to obtain additional funding. Throughout the DREAM Initiative, ongoing project-specific support was provided by the State Partner Agencies and PGAV Planners.



Ozark DREAM Study Area.

PUBLIC OUTREACH

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

Interviews with Downtown stakeholders and open discussions with the public revealed an involved Downtown Ozark business community. While the old Main Street organization is no longer active, a core group of committed residents, property owners, and businesses remains dedicated to the success of Downtown. The City provides numerous services to Downtown such as events, maintenance, and infrastructure improvements. Downtown provides the City with some attractive building architecture, an existing streetscape, and business and pedestrian activity. The community desires to see the LCRA property redeveloped and strongly hopes to expand the same Downtown feel to this important site.

The DREAM Initiative builds on public sentiment to develop sound planning recommendations and strategies that are inspired, and supported, by the public. These actions and projects are outlined in this Downtown Strategic Plan. The DREAM Initiative solicited public comments and engaged the community regarding Downtown Ozark through several activities and methods, including:

- Initial Assessment Meeting
  Ozark was designated as a DREAM community in November 2010, and an Initial Assessment Meeting was held on November 10, 2010. The meeting included representatives from the City staff, elected officials, the LCRA, the Chamber of Commerce, and businesses. PGAV Planners staff and personnel from the DREAM partner agencies also attended. The City provided a presentation and tour of Downtown that helped to identify the DREAM planning tasks that would benefit Ozark.

- Focus Group Meetings
  In the summer of 2011, discussions of Downtown issues and ideas for improvements were facilitated with four focus groups: City staff/LCRA Board; the Downtown Steering Committee; Residents; and Business Owners.

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

- Surveys
  Beginning in Spring 2012, an online survey of residents asked respondents a series of questions about priorities for the improvement of Downtown. The survey tabulated 56 responses from community residents. Some of the results of this survey are summarized in the Community Survey Section on page 14 of this Plan.

- Key Stakeholder Discussions
  Conversations were held with representatives of the City, LCRA, Chamber, local developers, Downtown property and business owners, and other members of the community to discuss issues uncovered during outreach methods. Discussions occurred throughout the DREAM process and helped develop or influence the recommendations in each DREAM task.

- Public Meetings
  Beginning with a DREAM Kickoff meeting in April of 2011, several public presentations and meetings were held to review progress on the DREAM Initiative work

Attendees of the DREAM Kickoff Meeting for Downtown

Focus Group Themes

Most common words describing Ozark were as follows:

- Historic
- Charming / Quaint
- Family-oriented
- Friendly
- Growing

Most attendees felt Ozark was moving in the right direction.

Most felt like Downtown had moved in the right direction, but need to better capitalize on its strengths and address specific issues.

Downtown Ozark has a unique identity to market.

Key themes that emerged during the Focus Groups

in Ozark. Meetings were publicized in the local newspaper and promoted on the City website. Public meetings included:

–DREAM Kickoff Meeting:	April 2011
–DREAM Update:	April 2012
–DREAM Design Kickoff:	April 2012
–DREAM Update:	August 2014
–DREAM Update:	March 2015
–DREAM Final Meeting	July 2015

- Websites and Social Media
  The City of Ozark and the Ozark Chamber of Commerce host websites or have a social media presence through which they have promoted aspects of the DREAM Initiative, or provided links to DREAM reports. Additionally, the City Council and other City Committees have discussed DREAM documents and some of the minutes of these meetings are available on the City's website.

- Education and Communication
  The DREAM Initiative process also included seminars to educate and inform the City staff and officials on issues pertaining to Downtown revitalization and planning. The seminars were conducted by the State Partner agencies, PGAV Planners, and other entities. Leading practitioners and specialists participated in these workshops, which were held in Jefferson City. Seminar topics included organizational structure, adaptive reuse, retail business development, historic preservation, building design and renovation, façade loans and incentive programs, and engaging public support and community organizations to lead downtown revitalization efforts.

6. Please rate what you think the conditions of Downtown are for each of the following.

	Excellent	Good	Not so good	Poor	Rating Average	Response Count
Signs to help people find their way around	3.6% (2)	34.5% (19)	**40.0% (22)**	21.8% (12)	2.80	55
Convenient business hours	10.7% (6)	**37.5% (21)**	35.7% (20)	16.1% (9)	2.57	56
Available green space	10.7% (6)	**69.6% (39)**	14.3% (8)	5.4% (3)	2.14	56
Preservation of historic structures	16.4% (9)	**63.6% (35)**	14.5% (8)	5.5% (3)	2.09	55
Occupied storefronts	5.4% (3)	**58.9% (33)**	26.8% (15)	8.9% (5)	2.39	56
Building conditions	1.8% (1)	**67.3% (37)**	25.5% (14)	5.5% (3)	2.35	55
Convenient parking	10.7% (6)	35.7% (20)	**37.5% (21)**	16.1% (9)	2.59	56
Diverse mix of businesses	7.1% (4)	**42.9% (24)**	39.3% (22)	10.7% (6)	2.54	56
Dining options	7.1% (4)	**39.3% (22)**	37.5% (21)	16.1% (9)	2.63	56
Entertainment options	3.6% (2)	10.7% (6)	**44.6% (25)**	41.1% (23)	3.23	56
Condition of streets	3.6% (2)	**78.6% (44)**	12.5% (7)	5.4% (3)	2.20	56
Condition of sidewalks	19.6% (11)	**64.3% (36)**	10.7% (6)	5.4% (3)	2.02	56
Safety during the day	**69.6% (39)**	25.0% (14)	0.0% (0)	5.4% (3)	1.41	56
Safety at night	40.7% (22)	**51.9% (28)**	0.0% (0)	7.4% (4)	1.74	54
					answered question	**56**

Example question from Online Survey

ACCOMPLISHMENTS

When the City of Ozark was designated a DREAM Initiative community in November of 2010, the DREAM Initiative provided immediate benefits to Downtown. Positive news articles and increased awareness of Downtown Ozark improved the image of Downtown and generated interest from businesses and developers. Downtown Ozark remains full of potential. Some accomplishments realized during the DREAM Initiative are as follows:

- Completed improvements and signalized intersection at 3rd and Jackson Streets with funding from MODOT and the City.
- Established Ozark Farmer's Market which meets regularly throughout the summer months and attracts a significant number of visitors to the Courthouse Square.
- Organized community meetings, identified signage needs and introduced a phased approach to help implement the placement of decorative wayfinding and gateways signs throughout Ozark.
- Downtown has seen continued successful revitalization efforts including boutique and specialty shops, dining establishments and professional services. Current examples include Brown Eyed Girl, Market House Café and Bake Shop, Torgerson Design Partners Architectural Firm, etc.
- The City and LCRA hosted multiple meetings with potential developers of the Finley River Area and developed a pro forma identifying potential users and funding sources for its redevelopment.
- Throughout the DREAM Initiative, there has been a committed group of Downtown business and property owners and residents who have provided support for the process and improvements to Downtown. This group continues discussions regarding the establishment of a more formal Downtown organization.
- The City engaged Torgerson Design Partners to develop preliminary designs for a potential City Hall / Civic building on the LCRA property.
- Provided the City of Ozark with a detailed Residential and Retail Market Analysis, development pro forma, and met with many developers and area market experts to work towards redeveloping the LCRA property.

The Downtown Birthday Bash and Farmer's Market events draw large crowds to the Courthouse Square .

Task Summaries

ORGANIZATIONAL STRUCTURE

The DREAM Initiative included a review of the organizations with an active interest in Downtown Ozark. The purpose of this task was to understand the roles and responsibilities of these organizations and their impact on Downtown. It became clear early in the analysis that the recommendations developed from this task would focus on establishing a formal group dedicated to Downtown.

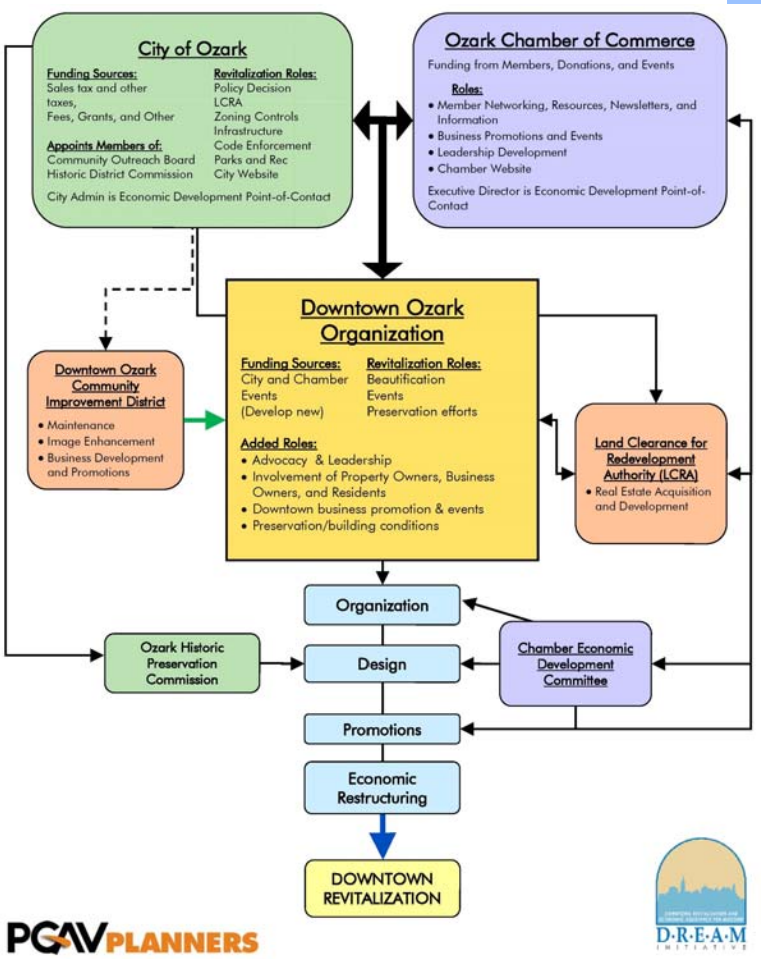
Strong efforts for Downtown revitalization have been advanced by the City and the formerly active Main Street group. However, Downtown is not represented by any group and the Chamber and City, while very supportive, have other concerns. The City of Ozark deployed a significant amount of resources to upgrade Downtown infrastructure and is in the process of improving wayfinding for Downtown. The City has also worked with the LCRA to bring redevelopment activity to Downtown. DREAM organizational recommendations include:

- Establish A Formal Downtown Organization
  This recommendation requires guidance and support by the City, Chamber, and local business owners to establish the Downtown Ozark Partnership, and organization dedicated to the promotion and improvement of Downtown Ozark. The current group of parties working for the improvement of Downtown has no formal organization or location and currently operates few activities. The City and Chamber, along with the LCRA Board take the lead on initiatives and promoting Downtown events and developments. Once established, the DOP should develop a committee structure to energize Downtown volunteers and provide a range of services.

  The City can assist the as the DOP by dedicating staff assistance and other resources. However, the group must grow to become its own entity, able to advocate for Downtown issues and to organize Downtown residents and business owners. The City should continue to play a role in the DOP and continue to encourage the group to develop activities that it can "own." The DOP should also be encouraged to develop promotions for Downtown generally. While these promotions may benefit property owners that are not within the district, the overall benefit will directly impact the Downtown. This increase in DOP activities will help the group demonstrate its necessity to Downtown Ozark businesses, property owners, and the revitalization process.

  As the DOP plans for the future, an emphasis should be placed on expanding events, coordinating business owners, and encouraging development of the LCRA property in a manner consistent with the character of the rest of Downtown. This is an effort that has been discussed recently. Some Downtown stakeholders have expressed an interest in such activities and, with assistance from the City, they should be open to promoting these causes. Once established, and having developed a healthy volunteer structure the DOP will ensure that Downtown revitalization efforts continue into the future.

- Create a Permanent Source of Revenue for the DOP
  This recommendation is critical to the ultimate success of the DOP. We recommend that the DOP pursue the establishment of a business and property owner led CID that would have a property tax, sales tax, or both. Such a special taxing district would provide the resources to hold events, pursue development opportunities, and eventually hire an executive director for the organization.



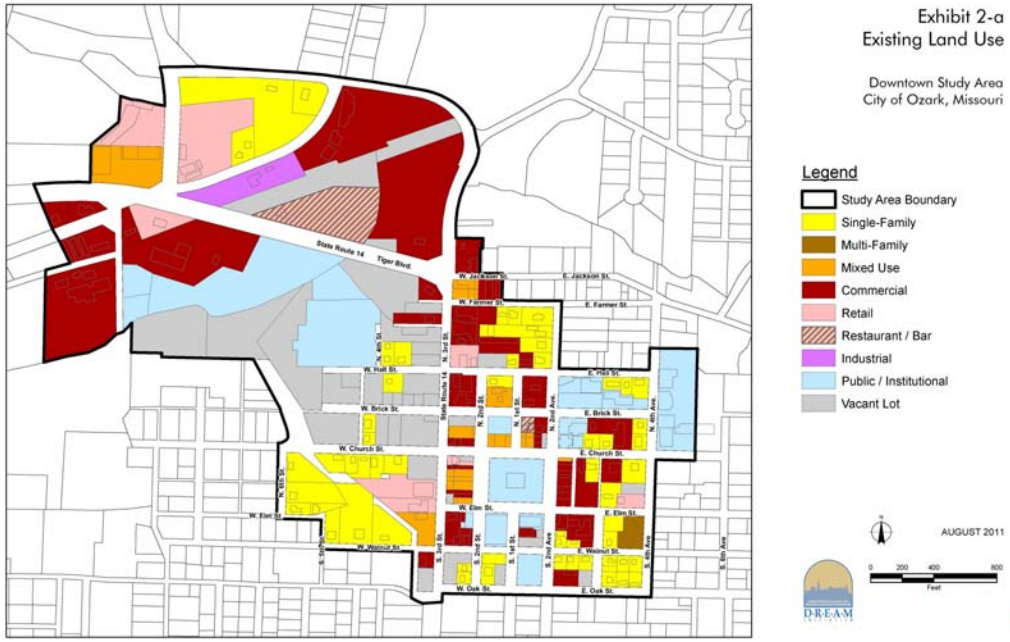
Recommended organizational chart for Downtown

LAND USE, BUILDINGS & INFRASTRUCTURE SURVEY

The Land Use, Buildings & Infrastructure Survey is an inventory of Downtown Ozark's existing land use, exterior building conditions, and the condition of public infrastructure. The survey was conducted during the Spring of 2011. Conditions are documented in the *Map Reference Handbook* of August 2011. The maps produced in the report were used throughout the DREAM planning process. Sample maps are shown on this page and on pages 11 through 13. The data collected during the survey helped identify the most pressing issues, physical conditions, and future development opportunities in Downtown. The maintenance of the information gathered for this survey, along with ongoing monitoring, will continue to provide insight for Downtown Ozark.

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

- The street layout of Ozark is a typical grid pattern. Third Street, also Highway 14, runs through Downtown, just west of the Courthouse Square. The Finley River runs just to the northwest of the Downtown core.
- A significant amount of vehicular traffic travels Jackson Street/3rd Street (Highway 14); dividing Downtown and making pedestrian movement across this corridor difficult.
- The Courthouse Square, along with a few other side streets, provides a traditional Downtown setting with zero lot lines, denser building massing, and streetscape elements. Building massing tends to decrease with distance away from the Square. Generally, residential properties are found surrounding the core Downtown commercial area.
- Ozark City Hall is located in the core of the DREAM area on Brick Street between 1st and 2nd. The Christian County Courthouse is located in the Square and the Justice Center is between 1st and 2nd Streets along Elm Street. Laclede County maintains an annex office building located across 2nd Street from the Courthouse; within the DREAM area.
- The DREAM Study Area is primarily commercial and public use, with some mixed-use buildings. There is some residential land use in the DREAM area.
- Most of the Downtown buildings located 3rd Street were designed to face 2nd, with loading docks on 3rd Street. The situation requires innovative thinking and developers experienced with adaptively reusing such spaces.
- Building conditions vary greatly. There are some poor and dilapidated structures; in some cases next door to buildings in good or excellent condition.
- There few vacant lots and buildings in Downtown that could accommodate new development, except the LCRA property, which is a significant development opportunity.



Downtown Ozark Existing Land Use Map

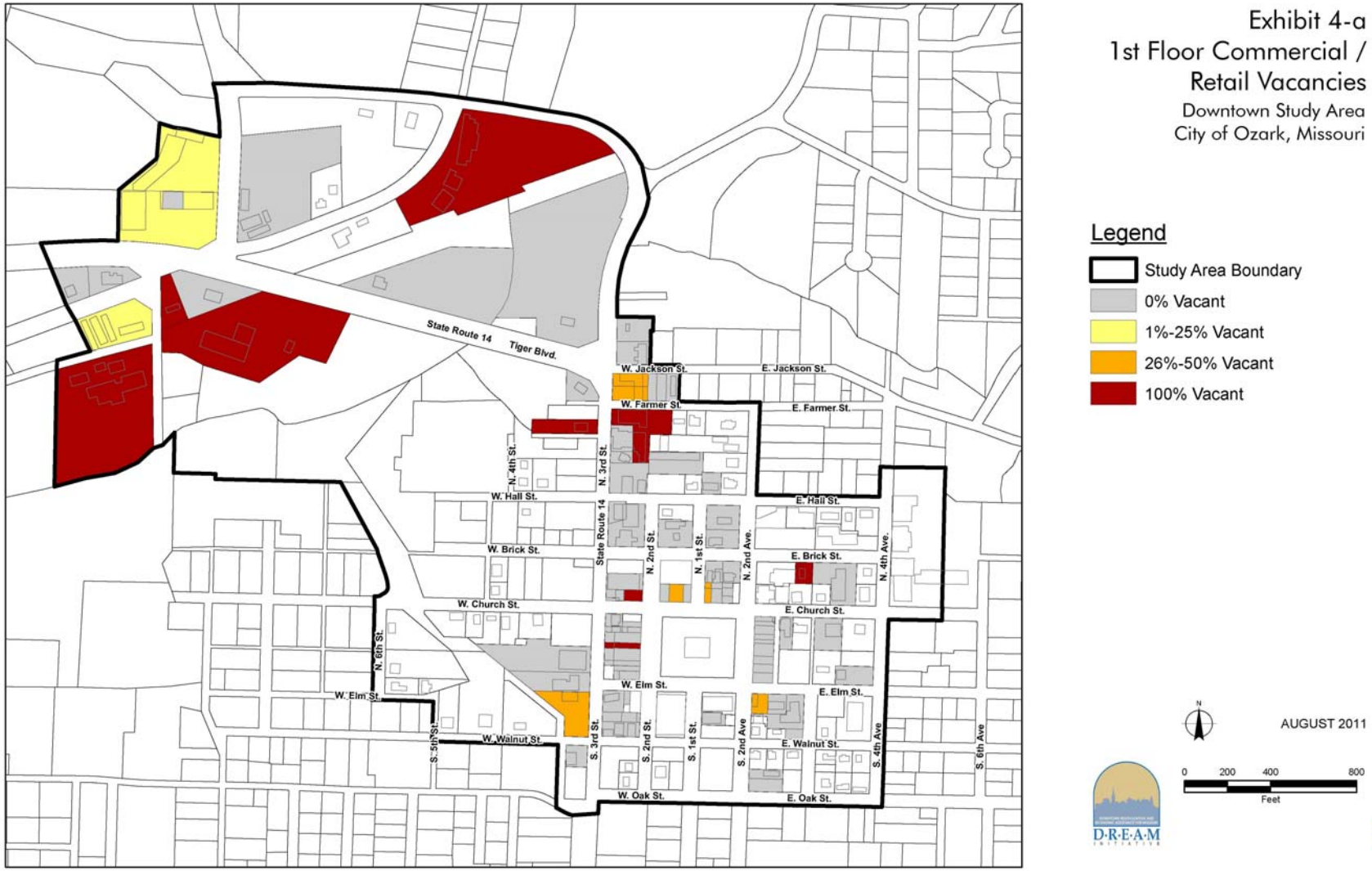


Exhibit 4-a
1st Floor Commercial / Retail Vacancies
Downtown Study Area
City of Ozark, Missouri

Legend

- Study Area Boundary
- 0% Vacant
- 1%-25% Vacant
- 26%-50% Vacant
- 100% Vacant

N

AUGUST 2011

0 200 400 800
Feet

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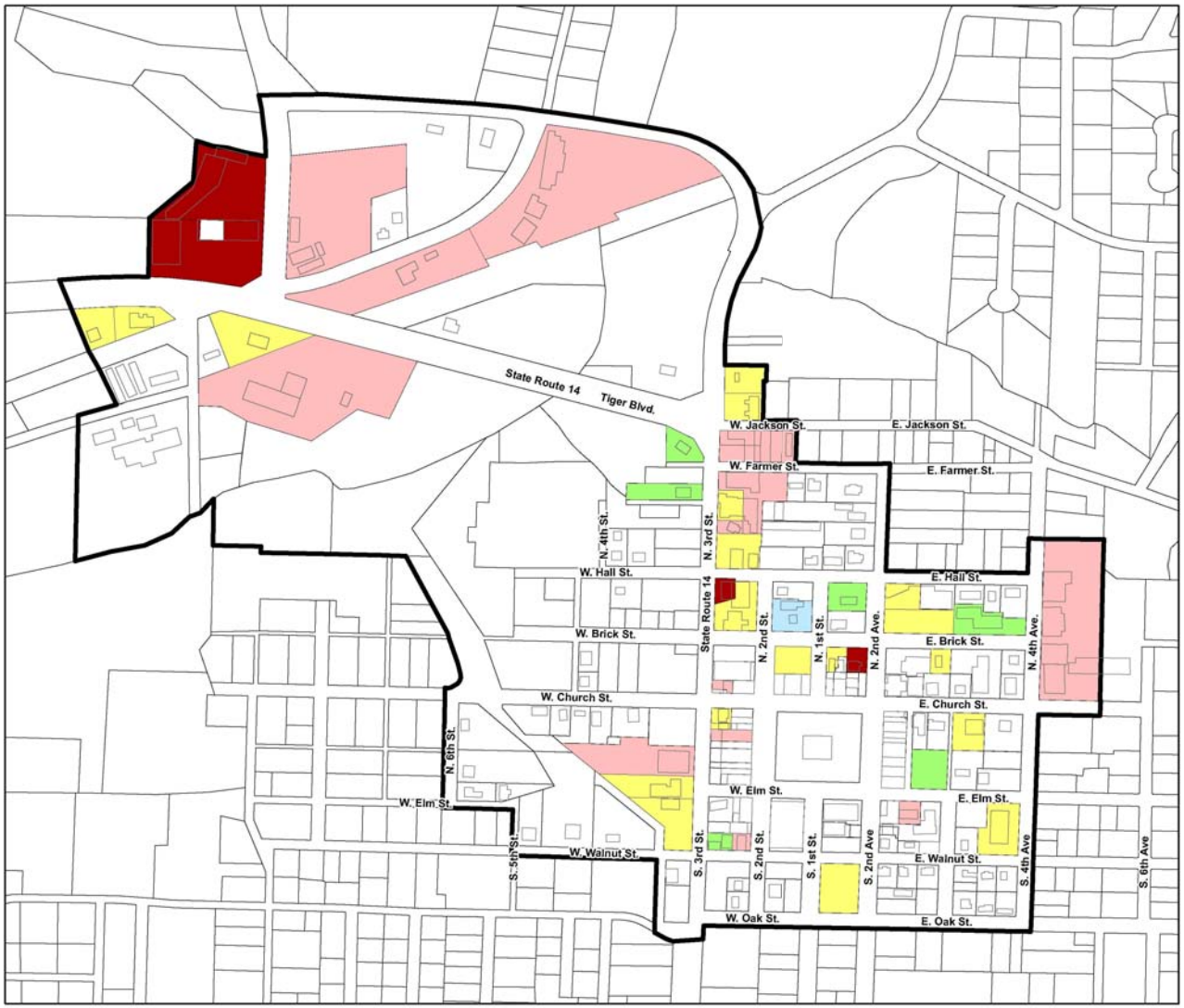
Downtown Ozark Vacancies Map

Exhibit 6-b
Off Street Parking Conditions

Downtown Study Area
City of Ozark, Missouri



Legend

- Study Area Boundary
- Excellent
- Good
- Fair
- Poor
- Dilapidated

N

AUGUST 2011

0 200 400 800
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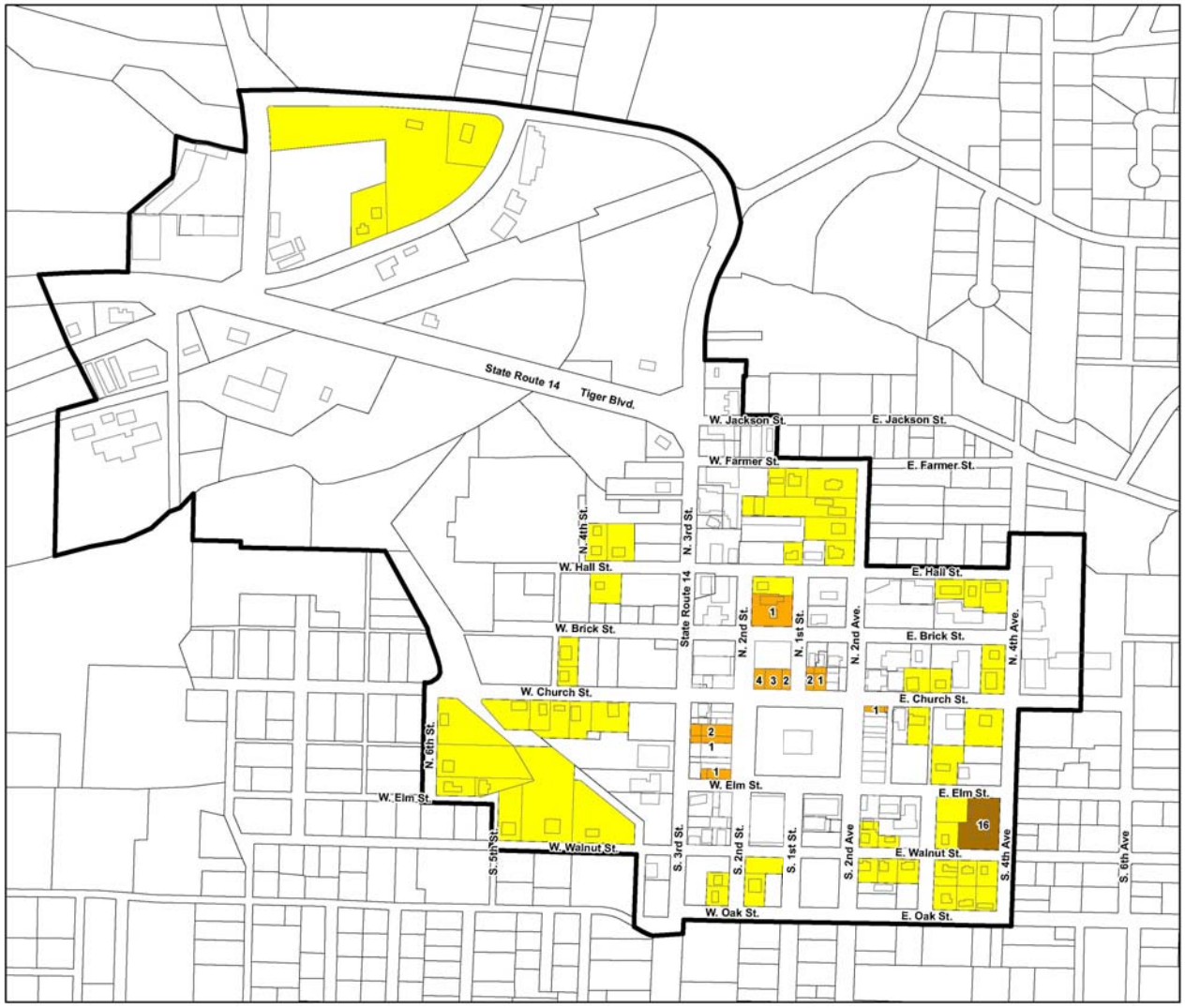
Map of parking conditions in Downtown Ozark

Exhibit 5
Residential Inventory & Units

Downtown Study Area
City of Ozark, Missouri



Legend

- Study Area Boundary
- 4 Number of Residential Units
- Single-Family
- Multi-Family
- Mixed Use

N

AUGUST 2011

0 200 400 800
Feet

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Map of residential units in Downtown Ozark

PGAV PLANNERS

COMMUNITY ENGAGEMENT

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

Focus Groups, a Community Survey (online), and stakeholder meetings were conducted. The process and results of each method are summarized below:

- Focus Groups
  Four separate focus groups were conducted to engage stakeholders in open discussion regarding Downtown Ozark. The groups consisted of City staff / LCRA Board, the Downtown Steering Committee, Residents, and Business Owners. In each of the groups, discussions included participants' perceptions of Downtown's strengths, constraints, and opportunities for development, as well as the groups' priorities for improvement and desires for new businesses, infrastructure, and services.

  Participants generally agreed that Downtown Ozark is moving in the right direction, but needs to capitalize on its strengths and address specific concerns. Most felt that Downtown had a unique identity to market. The most common word used to describe Ozark were: Historic, Quaint/ Charming, Growing, Friendly and Family-Oriented. There was a strong desire for more beautification and public spaces / amenities Downtown.

  There is more retail than there has been in the past, but Downtown needs more of this type of business. Participants suggested a variety of new businesses for Downtown. These suggestions focused on dining and entertainment, variety, boutique shops, and specialty stores.

  One of the biggest issues raised in the groups was the lack of wayfinding for Downtown. Participants strongly felt that the look from 3rd Street needs to be improved. The groups also felt that managing the parking needs of the courthouse and businesses is a continuing challenge / opportunity.

For the complete report, please see the Ozark *Focus Group Survey Report* from May 2012.

- Community Survey
  Beginning in the Spring of 2012, an online survey of the community was conducted of residents regarding their perceptions of Downtown. This type of survey is useful to obtain input from residents who may not attend or participate in a public meeting.

  Key points from the Community Telephone Survey results, include:

- About 80% of respondents indicated they visit Downtown at least once a month.

Residents had an opportunity to review and provide comments on the DREAM Design concepts and wayfinding signage at the Birthday Bash Downtown.

- A majority of respondents indicated they often use Downtown for:
  - Special Events
  - Dining
  - Conducting Business
  - Government

- Shopping, Entertainment, and Outdoor Recreation were uses for Downtown that were indicated least often.

- The characteristics of Downtown Ozark rated poorly by over half of the respondents were entertainment and dining options, signs to help people find their way around Downtown, convenient hours of stores, convenient parking, and a diverse mix of businesses.

- Over78% of respondents felt it was very important to retain Downtown's historic character.

- By far, the most desired business was dining, followed by art galleries and shops.

- A majority of the respondents indicated adding parking, signage, and improving sidewalks and lighting and building conditions as a high priority.

- About 57% of the residents who responded indicated they would be likely to support a sales tax to support Downtown.

- When asked about providing incentives to business and property owners to help revitalize Downtown Ozark, 44% said they would strongly favor these incentives and another 41% favored the incentives.

- Of the respondents, 63% seek out information about Downtown Ozark.

For the complete report, please see the Ozark *Online Survey Report* from May 2012.

9. How high of a priority would you rate the following improvements to Downtown Ozark?

	Not a priority at all				Top priority	Rating Average	Response Count
Adding green space and landscaping	5.5% (3)	10.9% (6)	29.1% (16)	**34.5% (19)**	20.0% (11)	3.53	55
Improving lighting	10.9% (6)	10.9% (6)	27.3% (15)	**41.8% (23)**	9.1% (5)	3.27	55
Moving utilities underground	11.1% (6)	20.4% (11)	18.5% (10)	**29.6% (16)**	20.4% (11)	3.28	54
Adding new parking spaces or lots	8.9% (5)	10.7% (6)	16.1% (9)	**33.9% (19)**	30.4% (17)	3.66	56
Stricter code enforcement	**27.3% (15)**	**27.3% (15)**	**27.3% (15)**	12.7% (7)	5.5% (3)	2.42	55
Developing second-story residential space	7.1% (4)	16.1% (9)	19.6% (11)	**42.9% (24)**	14.3% (8)	3.41	56
Making the area more pedestrian friendly	14.3% (8)	7.1% (4)	14.3% (8)	**44.6% (25)**	19.6% (11)	3.48	56
Improving signage to help people find their way around	17.9% (10)	10.7% (6)	19.6% (11)	25.0% (14)	**26.8% (15)**	3.32	56
Improving building conditions	3.6% (2)	7.1% (4)	30.4% (17)	**35.7% (20)**	23.2% (13)	3.68	56
Keeping streets and sidewalks clear	5.4% (3)	8.9% (5)	16.1% (9)	**39.3% (22)**	30.4% (17)	3.80	56
Adding murals, artwork or sculptures	10.7% (6)	16.1% (9)	25.0% (14)	17.9% (10)	**30.4% (17)**	3.41	56
Adopting design guidelines to ensure that Downtown building exteriors have a similar look	16.1% (9)	12.5% (7)	25.0% (14)	19.6% (11)	**26.8% (15)**	3.29	56

Sample table from the Ozark DREAM *Community Survey.*

BUILDING DESIGN GUIDELINES / WAYFINDING PLAN

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

Historic preservation plays an important role in Downtown revitalization. Downtown Ozark includes many historic buildings that can be enhanced and protected by the adoption of building design standards. These design standards should apply to the historic buildings, but also to new construction on existing non-historic structures to help them complement the historic buildings. There are several examples in Downtown Ozark where infill construction was built without concern for the existing historic nature of the area. This situation should also be considered in the development of Downtown design standards.

Property owners, businesses, City staff, residents, and visitors have all identified the preservation of Downtown Ozark's historic façades as a priority. The DREAM Building and Streetscape Concepts report is intended to inspire Downtown leaders and private property owners to initiate activities that will address building conditions and encourage infill development to match existing historic buildings.

During the Focus Groups and stakeholder interviews, the community identified the rear façades along 3rd Street as a primary focus for improvement Downtown. Consequently, PGAV Planners developed improvement concepts for three blocks of buildings along this important gateway corridor to Downtown.

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

- Continue to Improve Code Enforcement
  The City should continue to improve the process by which historical buildings are rehabilitated. The City should provide an extra focus on historic Downtown properties to ensure that the buildings are maintained and improved.

  A maintenance enforcement effort should focus on inspection of historic buildings to help prevent minor issues from becoming major structural repairs. Masonry, vacant or broken windows, and unsafe awnings are areas where the DOP and City can collaborate to encourage improved conditions. The DOP can assist the City in these efforts by hosting informational seminars that help connect property owners with reputable contractors and seek to explain the issues and the expectations of the City staff. If a funding mechanism is developed for private building improvements, the DOP should develop a policy that restricts or denies the funds available for owners of buildings that have a record of outstanding maintenance violations.

- Adopt Building Standards for Downtown
  The City should develop building standards for Downtown Ozark. As noted, these standards should apply to all new construction. Some recent new construction has not complemented the historic nature of existing buildings well. There are some property owners that have attempted to set an example with construction and restoration of their properties. There are also some opportunities on vacant lots and on the LCRA property where the City could encourage zero setbacks with parking in the rear of the building, as well as multi-story, mixed-use buildings.

  The City should also review its zoning classification for Downtown to determine areas where Downtown issues can be better addressed. Aspects such as business signage, building materials, and building access, along with parking requirements and setbacks, are significantly different for Downtown construction than for highway construction.

More building design recommendations are found in the DREAM *Building and Streetscape Guidelines* Report from May 2013.

Examples of historic Downtown Ozark buildings

3rd Street Rear Façades: Brick to Hall Street

Renovate building to increase aesthetic appeal or demolish and infill with a new building that conforms with the existing Downtown context.

Potential infill building should have a more commercial and less industrial feel and look.

Clear overgrown vegetation and add attractive and inviting landscaping. This area can be used as an alcove for Downtown workers. Replace existing fence with decorative fencing.

Place overhead utilities underground. Remove obsolete radio tower.

Make improvements to upper facade. Facade improvements should match the existing characteristics of Historic Downtown Buildings.

Add streetlights that match existing Downtown street lighting the along this stretch to show connection to Downtown.

Discourage large unattractive business road sign. Encourage signs that have a more decorative look and fit the feel of the Downtown environment.

Hall Street

Brick Street

Improve landscaping at intersections. Intersection landscaping should not encroach on the drivers' vision triangle.

Where applicable and financially feasible replace old siding with materials such as brick or stone that conform with the existing character of Downtown.

Consolidate business parking entries where possible. Landscaped buffers between the street and business parking will create a more pedestrian friendly environment.

Renovate or replace old windows and doors with replacements that are attractive and energy efficient.

Add awnings to building fronts to add color, provide aesthetic appeal, and provide shade.

Add ADA accessible sidewalk along entire stretch of 3rd. Street.

Site furnishings such as trash and recycling receptacles, planters, and benches should be provided near business entries.

3rd Street Rear Façades:
Church to Brick

Renovate warehouse building to increase aesthetic and commercial value. Retail stores or restaurant could possibly be retrofitted into this ware house space.

Place overhead utilities underground.

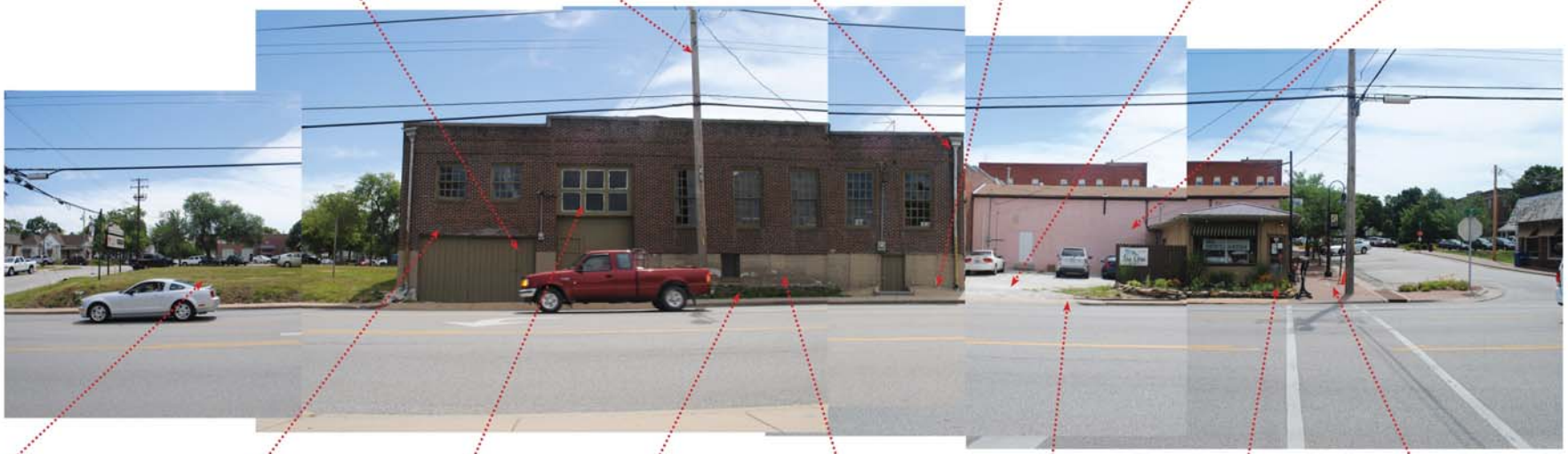
Repair or replace building drainage. Gutters and down spouts should be more decorative and color compatible with the building.

Add streetlights that match existing Downtown street lighting the along this stretch to show connection to Downtown.

Permeable pavement could be added to the parking area to increase aesthetic appeal.

Building facade should be a color which is compatible with surrounding buildings. Installation of a brick or stone veneer would be desirable.

Brick Street



Church Street

This Large open space would be served as park space or infill commercial business. Public Parking for Downtown may also be acceptable, contingent on the design of the space. If parking is desired appropriate screening, landscaping, and street trees should be incorporated to soften the visual impact of a open parking lot.

Add awnings to building fronts to add color, provide aesthetic appeal, and provide shade.

Renovate or replace old windows and doors with replacements that are attractive and energy efficient.

Foundation plantings could be added here to soften the building facade.

Building foundation should be repaired and repainted to a compatible color or covered with stone veneer.

Add ADA accessible sidewalk along entire stretch of 3rd. Street.

Site furnishings such as trash and recycling receptacles, planters, and benches should be provided near business entries.

This area could serve as a potential location for a gateway monument. Intersection improvements should not encroach on the drivers' vision triangle.

3rd Street Rear Façades: Elm to Church Street

Renovate store front window to increase aesthetic and commercial value.

Place overhead utilities underground.

Appropriately repair brick and masonry facade with tuck pointing. It is important to match brick and mortar style and color to the existing masonry.

Add streetlights that match existing Downtown street lighting the along this stretch to show connection to Downtown.

Screen air-conditioning units and trash bins with fencing and or landscaping.

Building facade should be a color which is compatible with surrounding buildings. Installation of a brick or stone veneer would be desirable.

It is recommended to replace wood shake mansard style upper facade with a more compatible facade style. Remodeled facade should match existing context of downtown.

Add awnings to building fronts to add color, provide aesthetic appeal, and provide shade.

Remove unattractive signs from building facade that detract from the visual appearance of the buildings.

Replace porch canopy roof covering with new or revitalized material. Material should be compatible with downtown buildings.

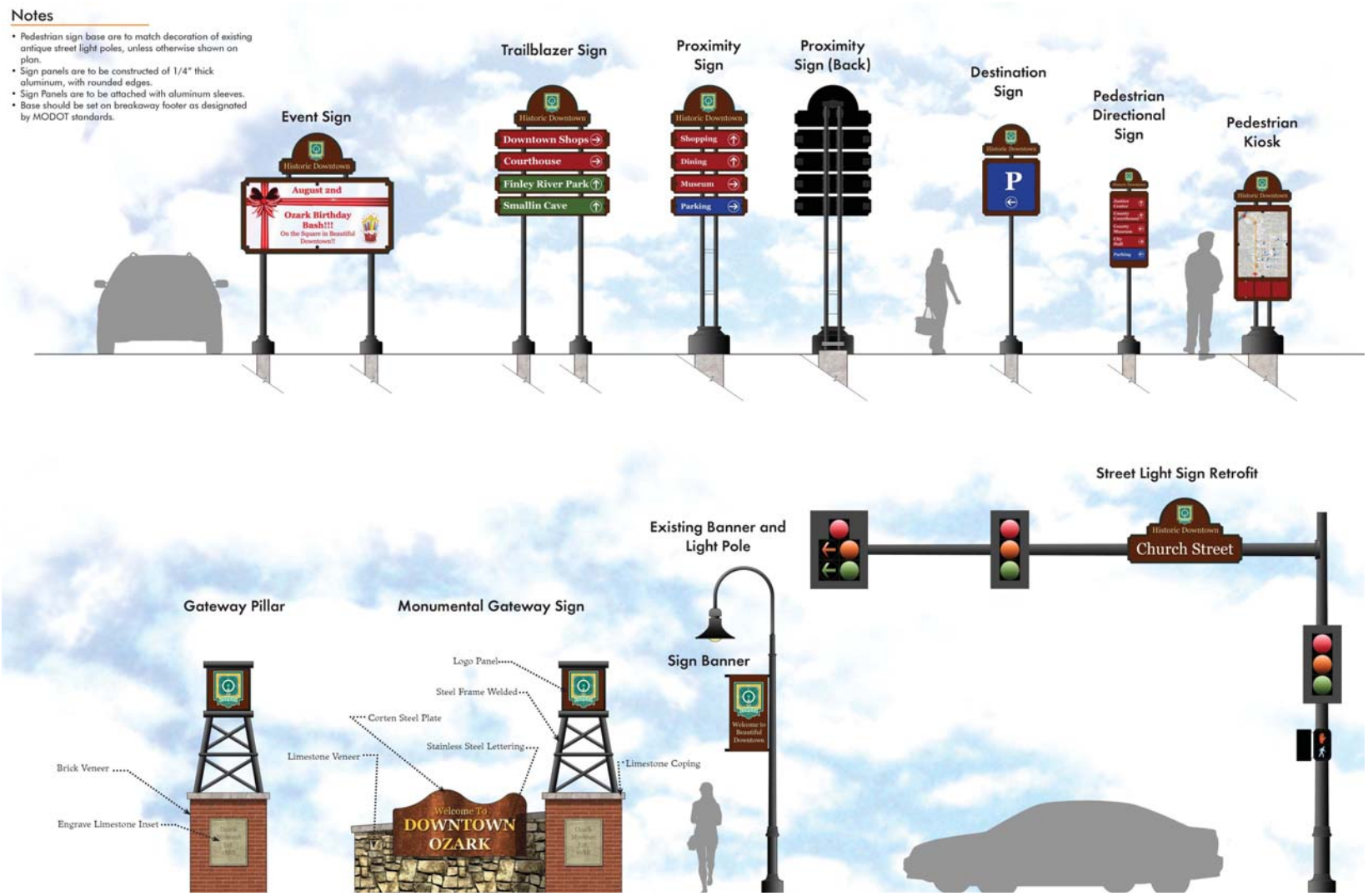
Replace and repair second story windows to make building feel and look less vacant.

Add ADA accessible sidewalk along entire stretch of 3rd. Street.

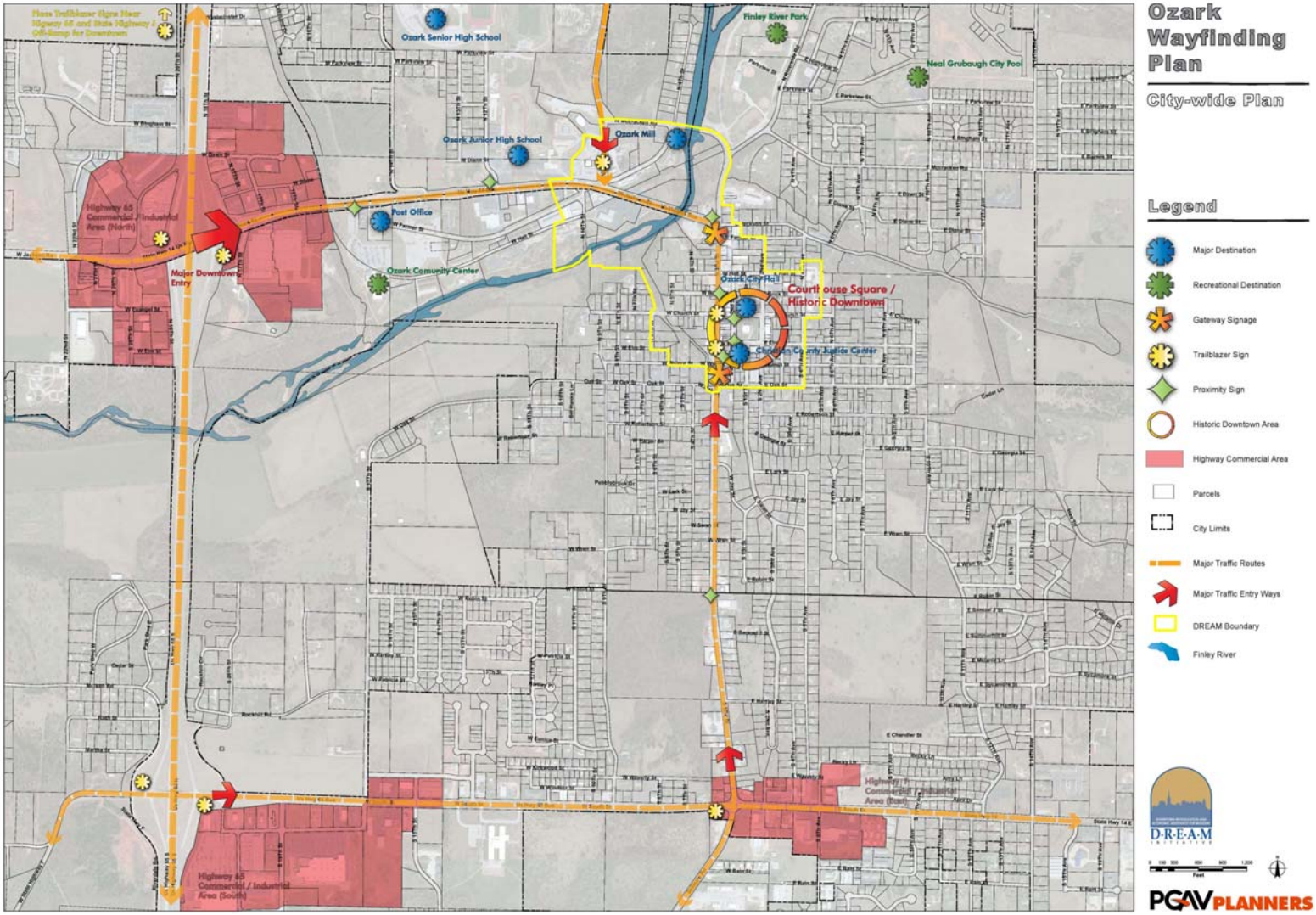
Replace deteriorated railroad tie retaining wall with masonry unit retaining wall.

Green space between road and parking should be maintained and could include landscaped beds or potentially rain gardens where applicable.

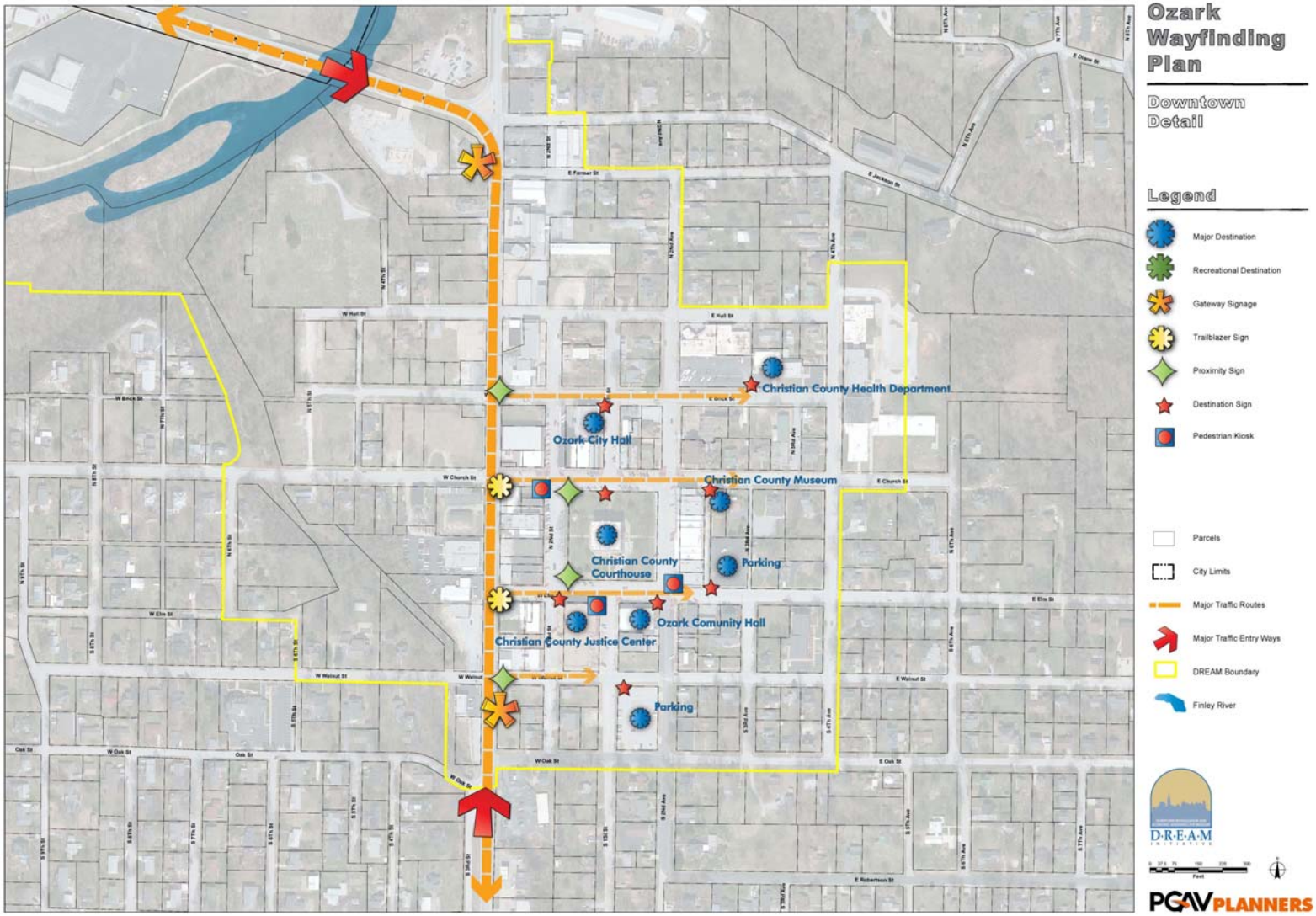
Wayfinding Sign Design Concepts



Wayfinding Plan



Wayfinding Plan: Downtown Detail



FINLEY RIVER REDEVELOPMENT AREA

This section of the Strategic Plan provides recommendations regarding the redevelopment of the Finley River Redevelopment Area, including the LCRA property. This redevelopment contemplates the creation of streetscapes, parking areas, utilities, and other physical public aspects. The infrastructure elements to be built by the City comprise the outdoor "living room" and enhancement to these elements is critical to attract private investors. The City will send a strong message that Downtown is important and holds great potential by improving and maintaining public elements.

In Ozark, this task resulted from a failed plan for the LCRA site and the financial burden the area continues to place on the City. Concepts for the area included improvements to the entrance of Downtown and wayfinding. PGAV Planners met with a series of developers and create illustrations of several market-based concepts for this project. A full site analysis was conducted, including a review of major issues, including topography. The concepts developed are shown in the Implementation Section on pages 32 to 34 of this Plan. The concepts range in scope, but generally include a mix of uses, constructed in a urban design that complements the adjacent historic Downtown areas. The concepts include both commercial and residential uses as well as a possible civic center and destination restaurant.

Over recommendations for the area include:

- Coordinate Public Improvements with an Overall, Complementary, Design Theme
  The City, with the help of DOP, should work to ensure that future improvements are complementary of this design scheme. As future public improvements are designed, it is critical that new landscaping, lighting, and fixtures match or complement the elements currently planned.

  Some comments gathered during public input indicate that residents and leaders are concerned connections across 3rd Street. The cross streets here are the gateways into Downtown Ozark. These intersections require design improvements that will be acceptable to the Missouri Department of Transportation, but should stand-out using decorative signage and pavement.

- Develop Civic Improvements
  Several comments were received regarding the idea of developing improvements to encourage visitors and residents to gather, as well as ways to improve the connectivity of the area. However, these ideas are complicated lack of ownership of certain parcels by the LCRA. Establishing a civic area to be used by the Farmer's Market could be a great opportunity. The inclusion of a future City Hall could serve as a major catalyst in getting the entire project off the ground.

  The effort to establish activity centers could result in ta pedestrian plaza or pocket park. Strategies to encourage pedestrians to cross 3rd Street are likely limited to a focus on improvements to the crosswalk lighting and pavement. As the City proceeds with its plans to develop the area, these amenities should be considered.

Other Finley River Redevelopment Area recommendations can be found in the Schedule of Recommendations beginning on page 37 and in the *Building and Streetscape Design Guidelines* from May 2013.

The vacant LCRA property remains an incredible opportunity and a challenge for the future of Downtown Ozark

Topography and Hydrology Analysis Map

(Finley River Development District)

Downtown Revitalization
Ozark, MO

Legend

- Study Area Boundary
- Intermediate Topographic Contours
- Index Topographic Contours
- Existing Roadways (White Lines)
- Existing Buildings
- 100yr Floodplain
- Drainage Patterns
- Major Drainage Network
- Potential Retention Ponds
- Notes (1)

Elevations (US Feet)

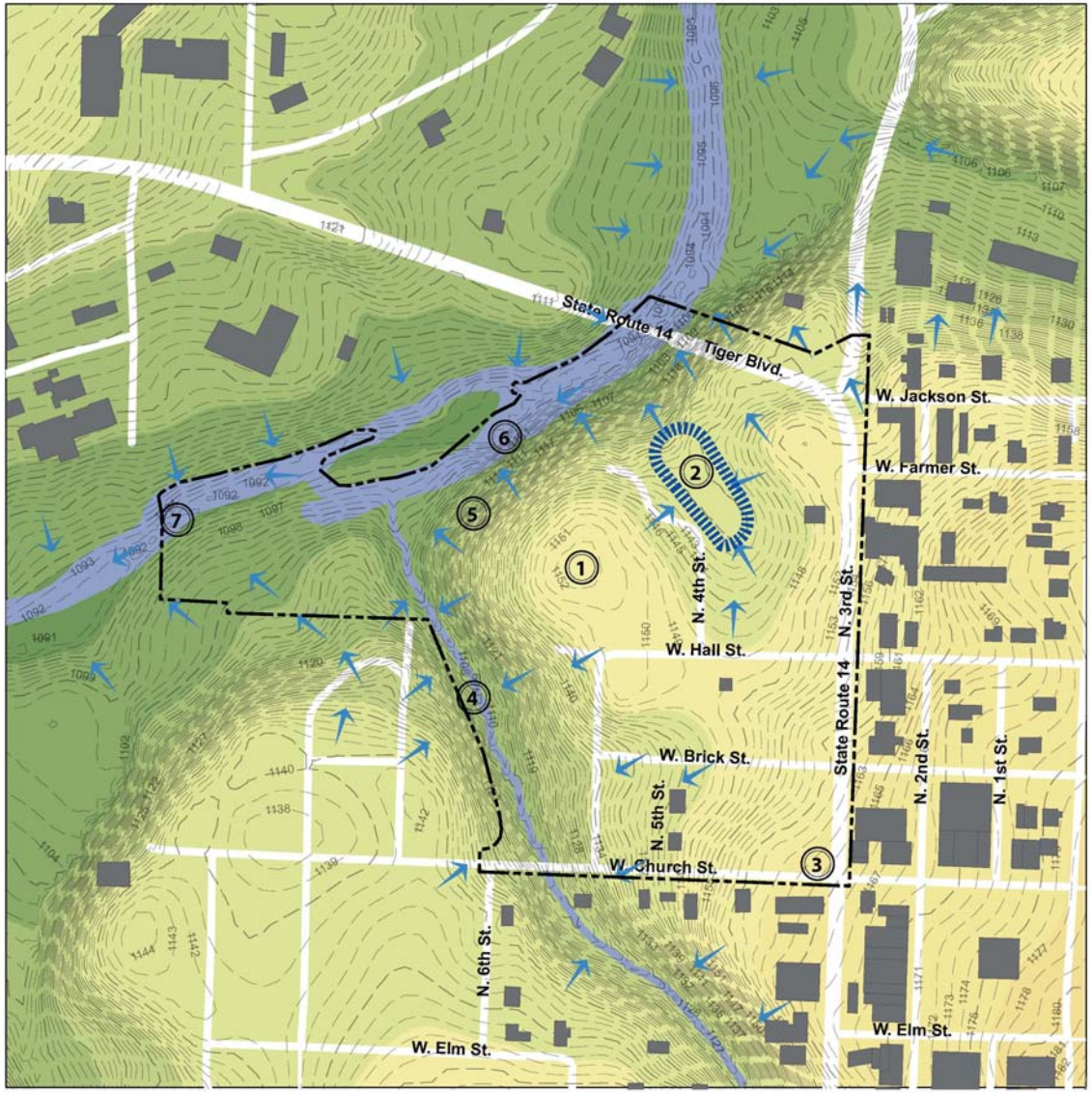
1,078 - 1,094	1,095 - 1,107	1,108 - 1,120	1,121 - 1,133	1,134 - 1,148	1,149 - 1,162	1,163 - 1,177	1,178 - 1,191	1,192 - 1,206	1,207 - 1,220	1,221 - 1,235

PGAV PLANNERS

NORTH

0 100 200 400 600 Feet

1. This area represent the flatest area on the site, but is limited from development due to the location of the cemetery.
2. This area represents a good opporunity for stormwater retention.
3. The highest elevation located on site. Opportunity for views of the valley.
4. This creek provides a major drainage lateral for the site. The creek is surrounded by extremely steep slopes.
5. Along most of the northern and western edges of the site, the terrain is mostly steep and will not be easily developed. This area can provide views of the Finley River valley.
6. The Finley River valley provides an excellent recreational and historical amenity. This site has direct frontage along the entire northern edge.
7. The lowest elevation on site.



Slope Analysis Map

(Finley River Development District)

Downtown Revitalization
Ozark, Missouri

Legend

Study Area Boundary

Intermediate Topographic Contours

Index Topographic Contours

Existing Roadways (White Lines)

Existing Buildings

Major Drainage Network

Notes (1)

Slope (Percent Rise)

0% - 2%
3% - 5%
6% - 8%
9% - 12%
13% - 15%
16% - 20%
21% - 30%
31% - 50%
51% - 100%
101% - 264%

PGAV PLANNERS

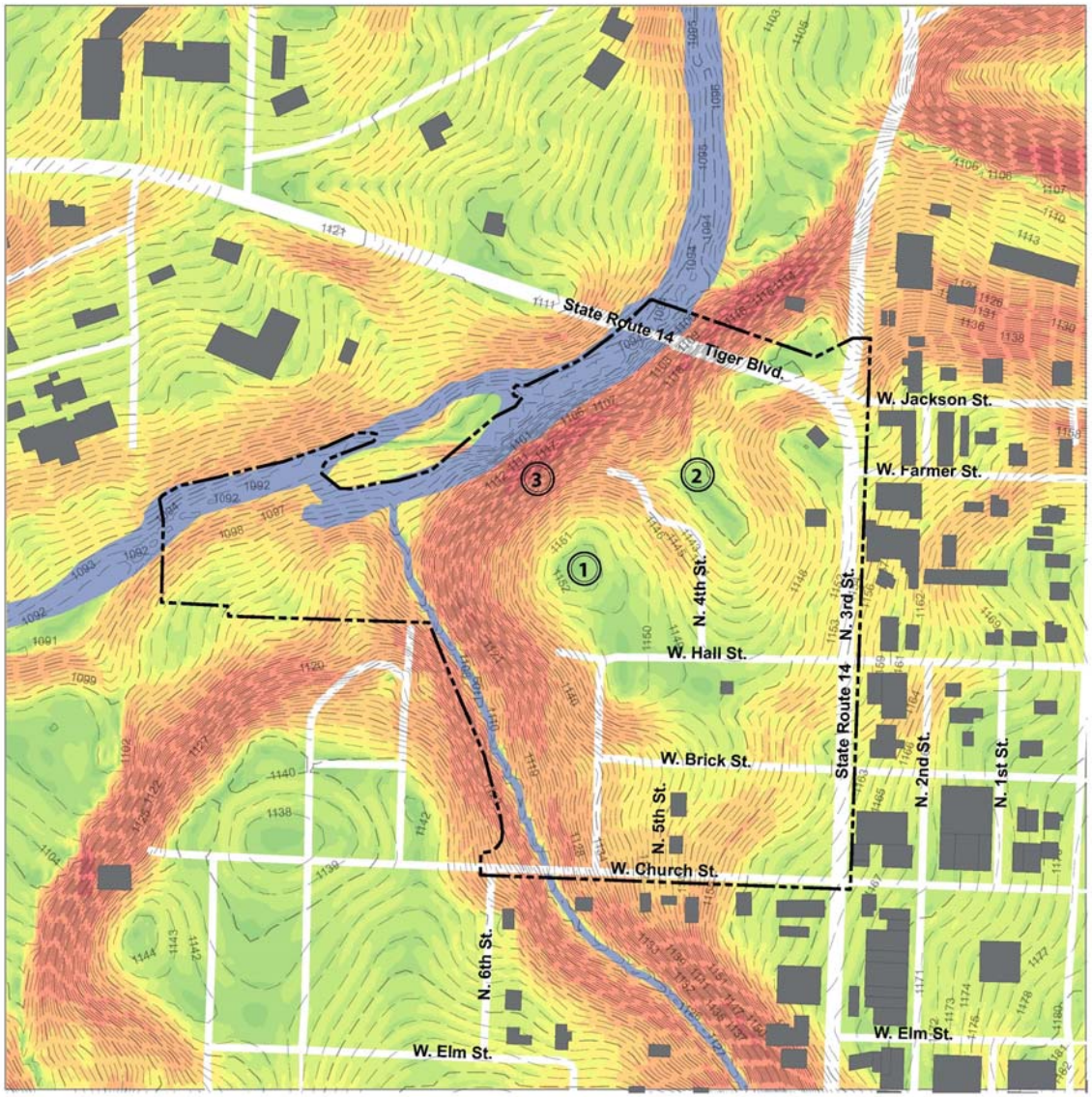
NORTH

0 100 200 400 600 Feet

(1) This area represent the flatest area on the site, but is limited from development due to the location of the cemetery.

(2) This sunken area represents good opporunity for stormwater retention.

(3) The northern and western areas of the site represent the steepest terrain. The terrain drops nearly 50' at over 100% grade in some areas. Although this area represents a major challenge for development, the views of the Finley River valley are spectacular.



Potential Development Concept Map

(Finley River Development District)

Downtown Revitalization
Ozark, Missouri

Legend

- Study Area Boundary
- Existing Roadways (White Lines)
- Existing Buildings
- Parcels
- Proposed Roadway
- Green Space
- Cemetery
- Potential Retention Basin
- Privately Owned Parcels
- Potential Commercial
- Potential Residential
- Potential Office / Civic
- Wooded and Steep Areas
- 100yr Floodplain
- Major Drainage Network
- Notes (1)

PGAV PLANNERS

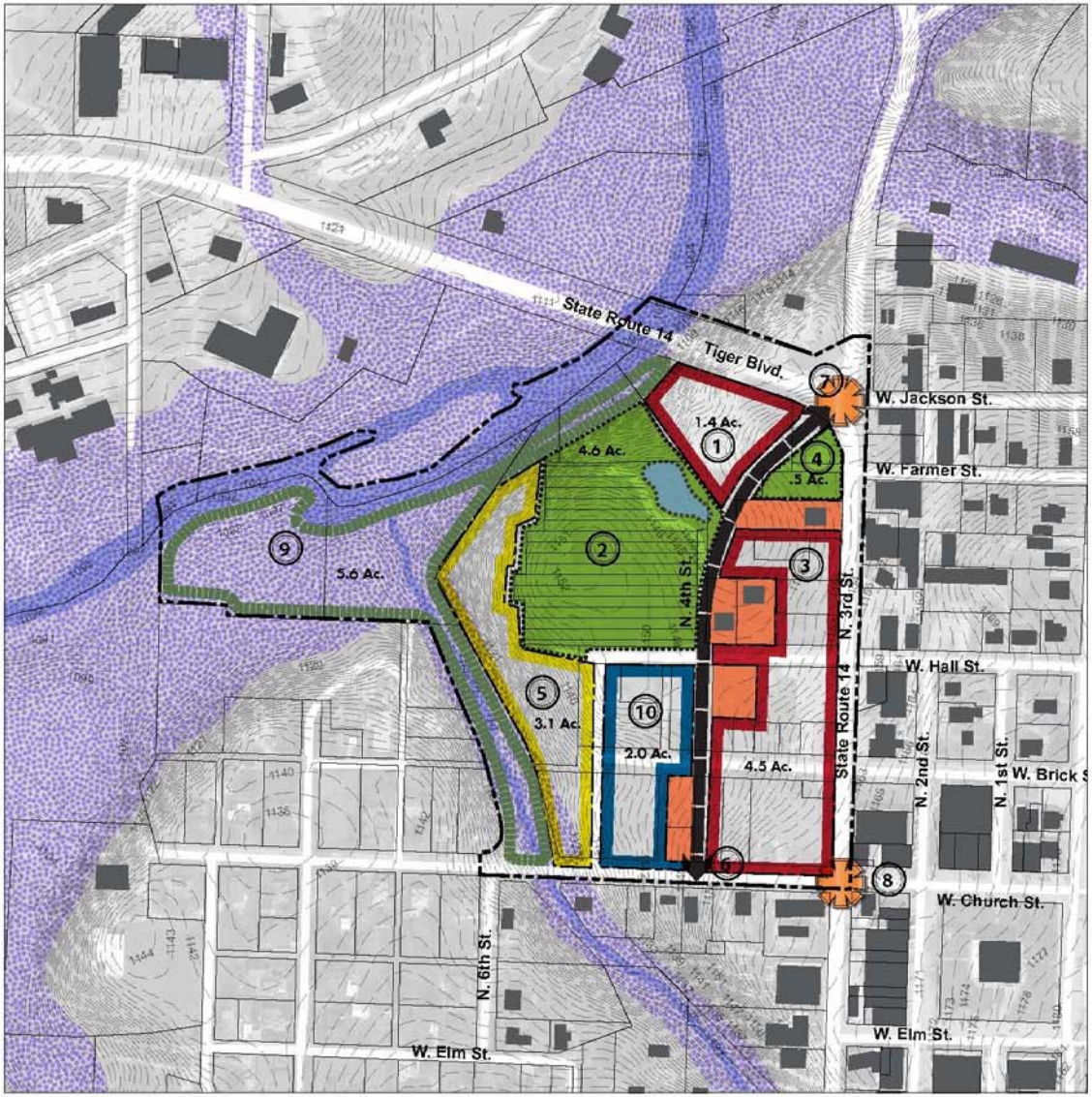
NORTH

0 100 200 400 600 Feet

1. This parcel has some of the best views on site. This would serve as a great location for a destination restaurant.
2. This area is not developable due to the existing cemetery, and should be incorporated into the proposed green space.
3. The parcels that front 3rd Street would be most successful as commercial developments. The buildings should be pulled up to the street with parking behind along 4th street.
4. The historic registered building should be incorporated into the commercial designs or potentially moved to the adjacent north parcel to provide more space for commercial.
5. Residential in this area should be of higher density, such as townhomes or condos.
6. This area could serve as potential bus parking for tourists visiting the city's Downtown District.
7. Proposed intersection with traffic signal.
8. Future intersection with traffic signal. Major entryway to Downtown.
9. This area is limited to developments due to steep terrain and presence of natural drainage channels and wooded area.
10. This area could be potential office space, a market, bistro, or used for civic uses.

Development Totals

Commercial Area	5.9 Ac. (20%)
Residential Area	3.1 Ac. (10%)
Green Space	5.1 Ac. (17%)
Wooded Area	5.6 Ac. (18%)
Office/Civic/Market	2.0 Ac. (7%)
Other (roads, unsuitable areas)	8.1 Ac. (28%)
Total Developable Area	11.0 Ac. (37%)



RESIDENTIAL MARKET

The residential market surrounding Downtown Ozark has a strategic relationship to Downtown. It is from these residences that businesses will draw customers and events will obtain attendees. Ozark has a variety of homes near Downtown. A strong residential market will help maintain property values.

DREAM provided an opportunity for the PGAV Planners to review the residential market demand of the City. The team met with area developers and other housing experts to gain a full picture of the housing market. Recommendations were then developed to encourage Ozark leaders to promote projects that can meet future housing demand and improve Downtown amenities. Ozark residential recommendations include:

- Encourage New, High-Quality Units
  The residential demand analysis indicated there is potential demand for 1,360 rental units and 2,640 owner-occupied units in the secondary housing market area. It is important to note that this is demand identified for the entire market area, but that Downtown may be able to develop units to meet a small portion of this demand. City officials and staff should work with the LCRA and the DOP to identify housing developers that may be interested in Downtown projects for existing vacant sites or rehabilitation of upper-floors in available buildings.

  Rental units are an important part of the housing cycle that will help maintain a vibrant atmosphere in Downtown. However, the City must insist on high-quality units to develop a strong, high-value rental market. The City should also encourage innovative living arrangements such as live-work uses. The LCRA property is a significant opportunity for townhomes, senior housing, or condos. The City has worked to get developers interested in property, but it may take the construction of a first phase of commercial / civic uses to attract a residential developer.

  The City should not encourage the conversion of large single-family homes into multi-family units or group homes. Many of the single-family homes surrounding Downtown are very stately and well-maintained. Allowing a conversion to multi-family units will not enhance the value of the property and typically will lead to inferior rental units.

- Continue to Maintain Ozark Housing Units
  The City staff should continue to inspect and work with property owners regarding residential building conditions. There are a number of large, historic, single-family homes nearby Downtown whose property values can be harmed if quality of housing units is not maintained City-wide. The City should not encourage the conversion of large single-family homes into multi-family units. This type of conversion does not enhance the value of the property and typically leads to inferior rental units. There are few examples of this situation at present, but the City should monitor market forces to avoid conversion to the surrounding, stately, single-family homes.

- Develop Added Downtown Amenities
  In addition to encouraging residential projects that can meet the housing demand identified by the residential analysis, the City and the DOP should work to improve Downtown living conditions. Enhancements to police enforcement, lighting, the business mix, building conditions, events, and the streetscape will encourage new Downtown Ozark residents, but will also appeal to existing City residents and visitors of the areas attractions.

Complete information on the Ozark housing market is found in the DREAM *Residential Market Analysis* from March 2015.

Examples of the type of projects the City would like to see in Downtown (Photos credit: Baxter Village—Clear Springs Development Company)

RETAIL MARKET

Retail development is an important and visible component of a successful downtown. The Retail Market Analysis undertaken as part of the DREAM Initiative identified challenges and opportunities of retail development, including an analysis of retail supply and demand in Ozark. The Retail Analysis completed in 2015 identified a total of about 466,000 square feet of first-floor commercial space in Downtown Ozark. This space included:

- 11,000 square feet of restaurant (fully occupied)
- 40,000 square feet of retail (7,700 vacant)
- 168,000 square feet of office/service (fully occupied)
- 63,000 square feet of mixed-use (4,200 vacant)

Overall, the above square footage indicates an extremely low level of vacancy (one of the lowest of any of the 39 DREAM communities). Of the total occupied space, there is about 50,000 square feet of restaurant, retail, or mixed-use space generating sales taxes. Including the existing vacant space and residential uses, almost 90% of Downtown space does **not** generate sales tax revenue.

At the time of the Retail Analysis, the existing occupied retail space was generating about $99 in retail sales per occupied square foot and the existing restaurants were generating about $63 per occupied square foot. Based on this data, if Downtown Ozark could fill the 11,900 square feet of commercial vacancy with retail or restaurant uses, it could mean an increase of $0.75 to $1.17 million in additional annual sales.

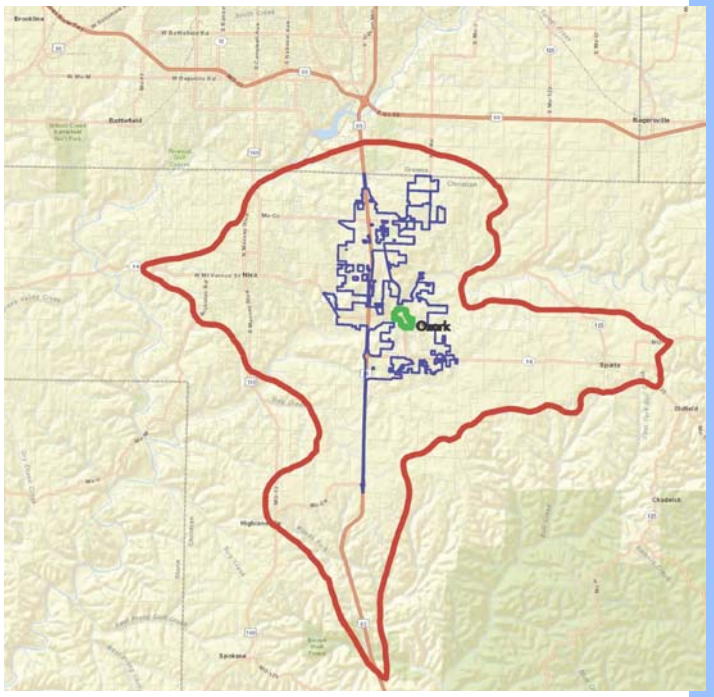
Retail demand is analyzed by examining retail spending data for households in a primary trade area (the City limits of Ozark) and a secondary trade area (households within a modified 15-minute drive of Downtown Ozark). A map of these trade areas is shown on this page. Comparing sales data to demand data provides a measure of the performance of the Downtown retail sector and identifies unmet retail demand that can be compared to specific categories of products. With this methodology, unmet demand was identified across retail sectors. Downtown leaders could create economic development polices to attract new stores offering these types of products, and/or encourage existing merchants to adapt their stores to add these types of products.

The retail analysis indicates that the amount of unmet retail demand could support an additional 889,000 square feet of retail/restaurant space. This amount is significantly more than the amount of space available. This is due to the fact that **Ozark is losing approximately $75 million in retail sales to other areas (mainly Springfield) each year.** However, this situation does indicate that it is possible to add retail/ restaurant space and serves to illustrate that retail demand potential exists for Downtown Ozark to capture. The analysis indicates that a large amount of unmet retail demand exists for stores providing products in the categories of:

- Clothing Stores
- Full-Service Restaurants
- Electronics and Appliances
- Limited-Service Restaurants
- Home Furnishings
- Sporting Goods/Hobby Stores
- Shoes
- Office Supplies, Stationary, and Gifts
- Drinking Places—Alcoholic Beverages
- Jewelry, Luggage, and Leather Goods
- Beer, Wine, and Liquor Stores

Since there is virtually no vacancy in Downtown Ozark, in order to capture this unmet demand, additional retail, restaurant, and mixed use space will need to be constructed. The LCRA property is the most obvious choice for a development of this type. Should this site be redeveloped, it would likely be successful if the right mix of uses was included.

As noted in the Residential Analysis, the Retail Analysis recommends a focus on increasing Downtown residential uses. Downtown is in close proximity to residential neighborhoods, but many consumers would still need to drive to Downtown in a vehicle; which may instead



Downtown Ozark Primary and Secondary Trade Areas

mean a trip to somewhere else in the community. A consumer market closer to Downtown will benefit Downtown businesses. In addition the Riverside Bridge is an important river crossing that serves to connect the northern portion of the City to Downtown in a scenic fashion.

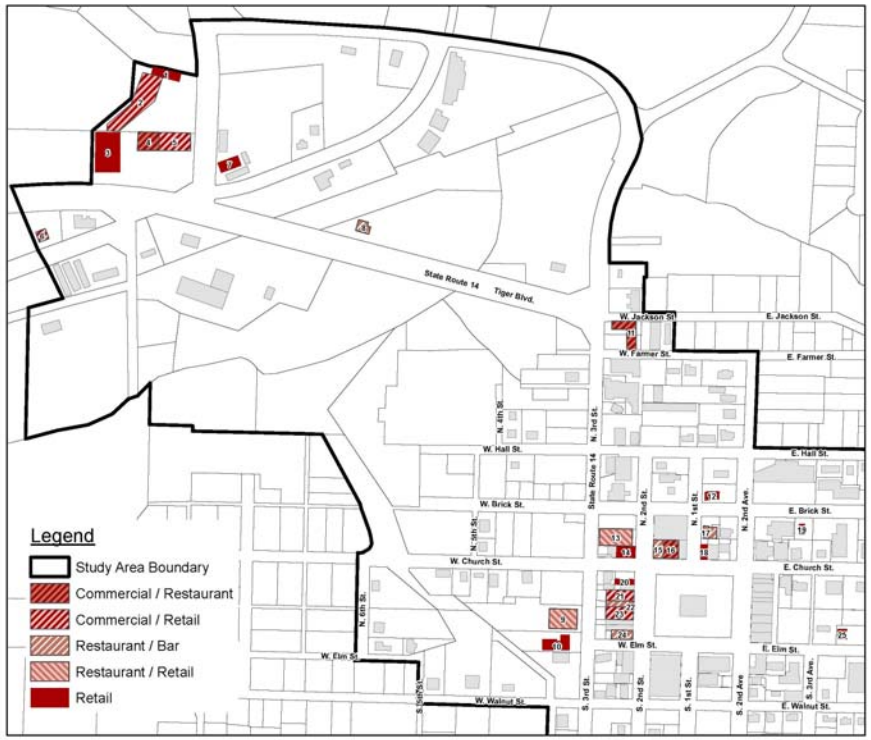
The City should also work to move the amount of non-retail space in Downtown from the first floor space. There are currently many office and service businesses located in prime ground-floor retail locations in Downtown. The City should monitor this situation and attempt to adjust the business mix if possible; including encouraging offices to move to upper-floors or side streets.

All of the recommendations for improving Downtown Ozark's retail sector are found in the Ozark DREAM *Retail Market Analysis Report* from March 2015. In addition to increasing Downtown residential uses, developing the LCRA site, and increasing the amount of available retail space, primary recommendations regarding Downtown retail include:

- Strengthen Existing Businesses
  The DOP should explore ways to collaborate with the Chamber to develop programs that will help existing Downtown businesses to better serve their customers. Information and techniques to deal with marketing, products, presentation, displays, customer service and expanded hours of operation are important for businesses to succeed.

- Improve Downtown Sales
  The DOP should work to increase sales by encouraging merchants to expand their product lines, increase their marketing, and by reviewing policies that may inhibit Downtown business. In particular, the low average restaurant sales could be improved. Downtown restaurants are already at a disadvantage to restaurants located in the higher traffic areas of the City. Downtown can provide more atmosphere for a full-service restaurant.

- Collectively Marketing Downtown Businesses
  A cooperative advertising campaign should be pursued by the DOP on behalf of Downtown retailers. Merchants should promote their products, house of operations, and special promotions to the various marketplace consumer segments. Creating more Downtown events can also raise the visibility of Downtown as a shopping and entertainment destination. Sidewalk sales and window display contests should coincide with these events. Music and food are always attractive elements to add to any event. An event with alcohol should always include food and end earlier in the evening.



Retail Locations Map from the Downtown Ozark Retail Market Analysis

Appendix C
Retail Locations

Retail Market Analysis
City of Ozark, Missouri

ID	Commercial Location
1	Daisy Mae's Vintage Home
2	Sweet Ped's Antiques and Consignments
	Harrison House Vintage Goods
	Doc Holliday's General Store
	The Chicken Coop
3	Riverview Antique Center
4	Rose Jo's Café
	Heart Repeat's Thrift Store
5	Smoker's Outlet LLC
	Daylight Donuts
	The Bleau Barn Custom Home Décor
6	Finley River Motors
7	Wheeler Gardens & Florist
8	Golden Dragon Oriental Foods
9	Spring Creek Antiques
	Spring Creek Tea Room
10	The Avant Garden
11	The Original 3rd Street Pasta & Grill
12	Brown Eyed Girl
13	2nd Street Café
	The Persimmon Tree
14	Weezie's Upscale Resale
15	Ignacio Rojo
16	Ben's on the Square
17	Mama's Style Kitchen
18	Downtown Marketplace
19	Tom Boutique
20	Hasely Flower & Gift Shop
21	Enchanted Parlor
22	Markethouse Café
23	Signature Style
24	Stacey's Sweets
25	Elephant & Castle Fine Arms Company

0 162.5 325 650 Feet

May 2014

FINANCIAL MECHANISMS FOR THE FINLEY RIVER REDEVELOPMENT AREA

The DREAM process included the analysis of several funding mechanisms that are available to Downtown Ozark for business development, and public or private investments. The intent of this DREAM task was to provide information on funding concepts for potential projects and programs, along with the preliminary financial data necessary to support the further exploration of these incentives.

The task focused on the redevelopment of the LCRA property. Potential mechanisms included Community Improvement District (CID), tax increment financing (TIF), tax credits, and public financing. PGAV Planners created a redevelopment pro forma that outlined the amount of funding that could be generated based the development concepts created, with input from the development community. The decision on which financial tools are to be used is determined, in part, by the nature of potential projects and the willingness of local officials and decision makers to engage in public-private partnerships. Regardless of the specific financing mechanism, the general goal of DREAM recommendations is to leverage public funds to attract private investment that leads to job creation, business growth, and an attractive Downtown. revenue to assist in Downtown revitalization efforts as well as support other economic development projects.

Any incentive mechanism will require support from Downtown and City leaders to clearly communicate that the benefits of a more vibrant Downtown with greater retail variety and visitor draw will far outweigh any loss of business due to a higher sales tax rate. Detailed statutory requirements and procedures regarding incentive tools available to Ozark are provided in the report and pro forma provided to the City.

Summary of Financial Assistance Review Assumptions

Finley River Redevelopment Pro Forma [3,4,5]

Redevelopment Project Assumptions	**Sq. Ft.**
Destination Restaurant	20,000
Retail	90,550
City / Courts / FEMA Facilities	41,498
Senior Market Rate Apartments	70,000
Market Rate Apartments	69,500
Total[1]	291,548
Assessment Valuation Assumptions	
Comm. Market Value After Redevelopment (per sq.ft.)	$125
Res. Market Value After Redevelopment (per sq.ft.)	$60-$100
Apartment Rate Rate (Based on DREAM Market Study)	$650-$800
Senior Market Rate Apartments (Based on DREAM Market Study)	$650-$750
Average Retail Sales (per sq.ft.)	$150
Tax Rate Assumptions	
CID Sales Tax	1/4% to 1%
TDD Sales Tax	1/4% to 1%
Total Sales Tax Rate	7.975%
TIF Sales Tax Rate (See Table R-3)	3.750%
Total Property Tax Rate	6.136%
TIF Property Tax Rate (See Table R-4)	5.766%
Growth Escalator Assumptions	
Annual Rate of Increase in Sales per sq.ft.	1%
Bi-Annual Rate of Increase - Real Property Established Uses	2%
Bi-Annual Rate of Increase - Redeveloped Real Property	3%

Phasing of Redevelopment[2]	
Year	**Phase**
2014	N/A
2015	N/A
2016	**Phase 1** - Civic Center
2017	**Phase 2** - Retail (30,000 sq. ft.)
	Market Rate Apt. (35,000 sq. ft.)
2018	**Phase 3** - Destination Restaurant
	Market Rate Apt. (34,500 sq. ft.)
	Senior Apt. (35,000 sq. ft.)
2019	**Phase 4** - Retail (30,000 sq. ft.)
	Senior Apt. (35,000 sq. ft.)
2020	**Phase 5** - Retail (30,550)
2021	N/A
2022	N/A
2023	N/A
2024	N/A
2025	N/A
2026	N/A

Example portion of pro forma developed for the Finley River Redevelopment Area

Plan Illustrations

IMPLEMENTATION

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

Included in this section is Alternative Scenario Concept Designs for the Finley River Redevelopment Area, a conceptual rendering of 3rd Street, and an implementation schedule. The concept designs utilized the analysis undertaken for the Finley River Redevelopment Area as well as in-depth discussions with local developers, residents, elected officials, and city staff.

Finley River Redevelopment Area—Alternative 1: Downtown Expansion

Finley River Redevelopment Area—Alternative 2: Civic Marketplace

Finley River Redevelopment Area—Alternative 3: Municipal Center

COURTHOUSE SQUARE AND FINLEY RIVER REDEVELOPMENT AREA GATEWAY IMPROVEMENTS

The proposed gateway improvements, clean up of the rear façades along 3rd Street, and redevelopment of the Finley River Redevelopment Area as described on the preceding pages were combined to form a single concept design. Illustrations of this project are included on this page and the following page.

Before Improvements

After Improvements

Courthouse Square and Finley River Redevelopment Gateway Improvements

Organizational Structure

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
1	Establish the Downtown Ozark Partnership (DOP) as the primary organization responsible for the revitalization of Downtown.	The DOP should be established to provide a primary Downtown organization responsible for carrying out the promotion and development of Downtown. The DOP should consider a committee structure or affiliation with a group that could provide support for the organization initially.	Downtown supporters, the City, and the Chamber		4th Quarter 2015	Many individuals have served to support Downtown and it various initiatives over the years. The group has had success, but Downtown requires a formal organization. The organization will likely need support from the City, Chamber, and others.
2	Hold a Downtown Ozark retreat or joint meeting.	All groups should be brought together to discuss the services they are each providing for Downtown, the services they think Downtown needs that are not being provided, and the services they would each like to provide. The case for Downtown revitalization needs to be the focus of this meeting/all day retreat. The City can start this process, but make it clear that the leadership needs to emerge from the DOP.	DOP	City, County, and Chamber	1st Quarter 2016	The point of the retreat should be to clearly define the DOP mission, potential new responsibilities, and to encourage leaders to emerge that will agree to drive the organization with a lesser amount of involvement from the City staff.
3	Develop a DOP Annual Work Plan.	The DOP should develop a work plan after the retreat or joint meeting is held. This plan will need some level of approval by the City and Chamber.	DOP	City	2nd Quarter 2016	The group should also try to have broad representation on the Board. There are many activities that the DOP could initiate including events, business promotion, development, and advocacy.
4	Hold a meeting regarding Downtown incentive use and potential changes or new mechanisms.	A financing mechanism and organization, such as the proposed CID, could provide services that have been identified as needed. The implementation of a CID is also a financial mechanism recommendation, but it is included here due to its impact on the Downtown organizational structure.	City	DOP	4th Quarter 2016	The DOP should begin these discussions, but at some point the City will need to officially launch the effort if a new mechanism is to be created. It is critical that funding be identified for Downtown and its organizations.
5	Promote the benefits and projects that a proposed CID will provide.	The CID effort will require outreach and promotion to the Downtown property owners and residents. All voices must be given time to speak and concerns should be addressed.	DOP	Chamber	Into 2017 as necessary	This effort should provide for a reasonable public discourse. This will require adequate time and assistance from Downtown supporters.
6	Periodically review responsibilities of the DOP, and other involved organizations, regarding the efficient delivery of services to Downtown and its businesses, residents, and visitors.	There are several organizations with an interest in Downtown or that provide an activity or event in Downtown. With a strong DOP, these groups should discuss how best to provide their services to Downtown businesses, residents, property owners, and visitors. The DOP should lead this effort to keep the focus on Downtown Ozark.	DOP	City, Farmer's Market, and Chamber	Ongoing	The DOP should coordinate meetings that bring these groups together, discusses issues that are identified in Downtown, and seeks to apply each groups resources to the appropriate issues. Other topics should include membership policies, City response to Downtown issues, and identification of coming events.

Land Use, Buildings & Infrastructure Survey

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
7	Improve the pedestrian-friendliness of Downtown outside the Square.	Downtown Ozark outside of the Square is divided by 3rd Street/Highway 14 traffic, and has an aging streetscape in places.	City	DOP	Ongoing	The City should continue to implement projects, such as the recent 3rd Street project, that will improve various Downtown pedestrian amenities. The DOP should be consulted where necessary to help maintain a common design theme throughout Downtown and with all public projects.
8	Improve the entryway into Downtown.	This recommendation is also a public improvement. This should be done in concert with the redevelopment of the LCRA property.	City	DOP	1st Quarter 2016	Additionally, the City can provide landscaping and other improvements. The DOP can work for improved and unified design elements.
9	Develop strong connections between the shopping center and the Mill across from the Finley River to Downtown	The shopping center needs an update and the historic Mill property is owned by Bass Pro and may develop in the future.	City	DOP	Ongoing	The City should be prepared to seize opportunities regarding these two sites. If possible, the City and DOP should work to promote the redevelopment of this area as the property owners are willing.
10	The City should attract and encourage developers willing to tackle the LCRA property, upper-floor residential spaces, and infill development in Downtown.	The City has been and should continue to aggressively work with potential developers. There may be local firms or people capable of carrying out innovative construction for the smaller spaces, but the City will likely need to seek these firms and should develop marketing to showcase specific opportunities in Downtown. The LCRA property will require a comprehensive redevelopment entity that has the capability to hand such a large project.	City	DOP	Ongoing	The City should include a representative of the DOP in discussions with potential Downtown developers. Additionally, infill standards are needed to ensure high-quality, multi-story, mixed-use buildings are constructed.
11	Maintain Information Regarding Downtown Development Sites and Vacant Buildings.	New private investors will be interested in vacancies, contact information, and planned projects. It is important for the DOP to work with the Chamber to develop this inventory, with help from the City to maintain the information for Downtown and tie it to available GIS data and websites.	DOP	Chamber and City	2nd Quarter 2016	This recommendation will be useful to the City and the City should help maintain the information, while the DOP gathers it for Downtown. A simple listing of size, location, and contact information can be provided on websites and social media. All information must be kept current and the sites and buildings somewhat 'qualified' that they are, indeed, for-sale or lease.
12	Monitor building and infrastructure conditions.	The City should build upon the DREAM mapping to monitor the physical conditions of property and public infrastructure. Building and street complaints should be tracked and mapped to determine areas that require priority improvements and buildings that require a more aggressive approach by City code officials.	City	DOP	NOW	Mapping tools of these types can be invaluable to City Staff and allow a more efficient use of their time and the City's limited resources.

Community Engagement

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
13	Work to improve the user-friendliness of Downtown.	The user-friendliness of Downtown was noted by focus group participants online survey respondents as an issue. These issues include better wayfinding, locating parking, store hours and selections, and improved sidewalks. The City and DOP will need to collaborate on initiatives and projects that address this issue. Several other recommendations will overlay this effort.	DOP, City	Chamber	NOW	Specific concerns included business hours, a perceived lack of parking, and navigation and wayfinding. The City should tackle the issues of public infrastructure and these recommendations will be found in that section. The DOP needs to address the issues with businesses and will be found in the Retail Market section. Both the City and DOP should work to encourage property owners to improve their buildings and the Chamber should assist where applicable.
14	Develop and conduct a visitor survey.	The DOP needs to understand the visitor markets throughout the City and should try to identify the consumers to which Downtown appeals. The City and Chamber will also want to understand the overall Ozark visitor market.	Chamber	City and DOP	4th Quarter 2016	Such a survey instrument should be administered by volunteers at City events and attractions during the peak shopping season. The Chamber and DOP should develop the survey to ensure that there are Downtown-specific questions asked. Volunteers should then collect results anywhere in the City. Responses by people with an Ozark zip code should be tabulated separately.
15	Reconvene/expand the DREAM Focus Groups	The groups included city department heads; the LCRA; long-time residents; and business owners. It is critical to revitalization efforts that these interested individuals are given future opportunities to volunteer and connect with Downtown activities.	DOP	City	2nd Quarter 2017	By planning follow-up meetings, the groups can discuss achievements since the DREAM program began and note challenges for the future. An outside, impartial facilitator to conduct the sessions is best so individuals will feel free to speak about any topic.
16	Conduct web survey of residents.	Revise the 21012 DREAM online survey questions regarding Downtown and conduct another survey to monitor changing attitudes of residents. This survey is for residents only and attempts to present a cross-section of various demographic aspects of the community through quota responses.	DOP	City, Chamber	3rd Quarter 2017	The DOP can follow the format previously used. The Chamber or City may wish to participate if some questions are expanded to include the community as a whole. The survey can be of interest to all of Ozark's businesses as they seek to understand their largest consumer market; local residents.
17	Communicate all survey results to Downtown groups, leaders, and businesses	The DOP will need to understand the survey results and encourage appropriate actions by Downtown businesses and leaders. Any city-wide results will also be of interest to the Chamber and City.	DOP	City, Chamber	Ongoing	The DOP and the Chamber can hold joint seminars or brainstorming sessions when significant amounts of information become available. It is critical that this information find its way to businesses that can capitalize on the results.

Building Design and Conditions

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
18	Develop Downtown infill standards that will complement existing historic buildings.	Downtown Ozark has a strong history represented by its building stock. There are also opportunities for infill development amongst these historic buildings. There are also examples of poor infill construction that detracts from the historic nature of Downtown. The City should work with the DOP to develop infill construction standards that will complement existing buildings.	City	DOP	3rd Quarter 2016	The City should review the guidelines required by the Secretary of the Interior's Standards for Rehabilitation. Suggestions for improvements to specific buildings are found in the DREAM building design concept report. The goal should be to make new construction complement existing buildings, not to build historic replicas.
19	Promote the benefits and procedures of historic rehabilitation and property maintenance.	The DOP should develop ways to promote historic rehabilitation working with the Historic Commission. This group may be helpful in pointing out the benefits of a historic property and may considering conducting research for Downtown property owners.	DOP	City	Ongoing	Eventually, this effort should develop support for design standards. However the groups should be involved on an ongoing basis for research and programs such as the building improvement recognition program.
20	Periodically review City building, maintenance, and nuisance codes, and inspection procedures.	The City will need to conduct and lead this review. It is important that procedures and follow-up efforts are reviewed. The DOP could assist by connecting the City with the property owners and by helping to identify common issues. However, actual policy changes are controlled by the City.	City	DOP	Ongoing	This effort will be critical as the City improves inspections and attempts to improve building conditions. Similarly, it will be important to develop an incentive to help property owners.
21	Include new City procedures and policies in a seminar program designed to educate property owners regarding Building maintenance, contractors, and City expectations.	The DOP should provide the buffer between the City Staff and Downtown property and business owners. It is important to convey the City's expectations, particularly with new procedures.	DOP	City	4th Quarter 2016	This program can start to help the DOP solidify itself as the lead Downtown organization. These seminar topics can also be included with the customer service topics in the retail section.
22	Develop incentives for Downtown façades and other private building improvements.	The City should seek incentives to assist owners in the maintenance and improvement of buildings. Tools such as the proposed CID can fund a loan program for the repair of the public façade of buildings.	City	DOP	After the establishment of a funding source	The City should develop an incentive and make receiving it conditional on adherence to design standards. This will also attract new businesses as owners can improve their property. Other public building elevations should also be considered for incentives.
23	Commit significant funds to the redevelopment of the LCRA property, and issue an RFP.	This is perhaps the biggest issue and opportunity facing Downtown. The City should commit itself to being a catalyst for the redevelopment of the LCRA property. Once this commitment is determined, then the City should issue an RFP.	City	DOP	1st Quarter 2017	The City should work with the development community to craft the RFP, once a funding commitment from the City is determined. The City will also need to obtain an agreement from property owners in the Finley Redevelopment Area in order to proceed.
24	Develop a building improvement recognition program.	The DOP can develop this program to thank and provide public recognition for property owners who do an outstanding job with their property.	DOP	Chamber and local media (Headliner)	1st Quarter 2016	This is a good program for an annual meeting and can be started immediately. There should be some eligibility standards regarding incentives used, adherence to design standards, etc. This program may not be something upon which the DOP can use much funding; however, the program also doesn't require much funding.

Public Infrastructure

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
25	Coordinate public improvements with the overall design and historic character of Downtown.	City officials and staff should continue to develop public projects, such as reconstruction of 3rd Street and the Finley River Redevelopment Area, in concert with the DOP.	City	DOP	Ongoing	The City should seek the input of the DOP during Downtown project design, and attempt to move beyond installation of utilitarian only facilities to develop 'great spaces'. This coordination of all future public improvements is critical. This coordination will also give the DOP time to notify Downtown property owners when City projects begin near their buildings.
26	Develop wayfinding signage.	This streetscape element can help with navigation and traffic, and also improves the perception of a lack of parking. Additionally wayfinding signage helps to identify Downtown as a district that is different from the rest of the community. Gateways signs are part of this system, but are discussed in a separate recommendation below.	City	DOP	NOW	This project is eligible for funding by a mechanism such as the proposed CID. However, the project can be phased in a manner to be more economical and the City shouldn't wait to initiate it. The City should also discuss the design theme of this system with the DOP.
27	Develop gateway signage/entryway elements.	Improving the entryway to Downtown is an important recommendation that ties into several other recommendations.	City	DOP	1st Quarter 2016	While the City will need to develop these public infrastructure plans, the DOP should be involved in design and should also work to bring the Missouri Department of Transportation and property owners to various meetings regarding the Downtown entrance. This project should be phased; however, meetings should occur now to improve collaboration.
28	Continue to improve the streetscape and help define Downtown along 3rd Street.	The improvements to the rear façades of the buildings along 3rd Street and the infrastructure and aesthetic improvements were identified by the public as a top priority for Downtown.	City	DOP	Ongoing	This project will be an ongoing one, dependent on working with existing property owners and taking opportunities as they come.
29	Maintain all public infrastructure and facilities that provide a support structure for Downtown buildings.	Downtown revitalization efforts require significant public investments that serve as a catalyst for private involvement. How the City cares for Downtown sends message to the private sector development community. As an example, the City Hall is outdated and not a strong civic building for the community. The City needs to constantly send a message of support and reinvestment.	City	DOP	Ongoing	The City and DOP will provide ongoing projects and funding mechanisms to encourage investment in Downtown buildings. The DOP will seek interested developers and work with the City to secure the project specifics. Often a developer just needs a streamlined process to reduce the development costs. The DOP should also be able to mobilize volunteers to help the City maintain aspects of Downtown such as landscaping.

Residential Market

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
30	Encourage the development of new, high-quality, rental units in Downtown.	The City should work to identify developers that may be interested in existing sites or buildings for apartments and lofts, particularly at the back of the LCRA property. The DOP and Chamber can assist with gathering information and providing marketing assistance for these potential investors.	City	DOP and Chamber	Ongoing	The residential demand analysis projects unmet housing demand over the next five years and Downtown has the opportunity to capture a portion of this demand. The City must ensure these units are high-quality, particularly in the Downtown setting.
31	Develop added amenities such as pedestrian walkways and plazas to increase demand for Downtown living options.	Many of the activities of the City and DOP will appeal to residents as well as visitors.	City	DOP	Ongoing	Projects like the streetscape can be funded by the City or the proposed CID and should help address parking and safety.
32	Encourage residential development on upper-floors of commercial buildings.	Upper-floors of commercial buildings, and potentially the reuse of some of the industrial buildings, will provide residents that are important to Downtown businesses and the City should encourage and seek this type of development. There are several opportunities for these loft-style units.	City	DOP	Ongoing	The City should attempt to attract encourage more developers interested in rehabilitating commercial property, providing mixed-use infill, or in adaptively reusing industrial buildings.

Retail Market

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
33	Strengthen existing businesses.	Downtown Ozark enjoys very strong occupancy rates. The Chamber and DOP should focus resources to help improve existing businesses.	Chamber	DOP	NOW	The groups should partner to improved existing Ozark businesses first, before attracting new businesses. Efforts such as the seminars noted below are needed along with marketing for Downtown as a unified shopping district. Additionally, branding for Downtown should be developed.
34	Improve Downtown sales.	Participants in the Focus Groups noted a lack of stores in Downtown Ozark. The City is losing $74 million annually in retail sales to Springfield and other communities.	DOP	Chamber and City	Ongoing	The DOP should focus on programs, such as the business seminars, and include topics such as product differentiation, displays, and marketing to help businesses garner higher sales amounts and demand for better projects. The City should work to bring retail to available vacant land, the Mill, the shopping center, and to the LCRA property
35	Develop Downtown, business-oriented promotions to strengthen existing businesses.	The DOP should provide an effort should to develop promotions for Downtown businesses. This activity may need to be funded by a new mechanism, such as the proposed CID.	DOP	Chamber	4th Quarter 2016	With a stable funding source, the DOP should begin to promote Downtown overall. Promotions such as a Sidewalk Sales can be effective, as well as an advertising campaign.
36	Continually encourage Downtown businesses to adopt a user-friendly atmosphere that will encourage shoppers and patrons.	The DOP can help prepare Downtown's businesses to be the best ambassadors to visitors as possible. It is possible that business issues that are common to other merchants in Ozark or the region can be addressed, so the Chamber may be involved depending on the topics.	DOP	Chamber	3rd Quarter 2015	The DOP should develop a program of seminars to deliver important information to Downtown businesses regarding issues such as customer service, expanded business hours, retail marketing, store layout, and product care and placement. The focus needs to be on Downtown stores as much as possible.
37	Attract businesses to Downtown Ozark that provide products and services that can meet future unmet retail demand.	When businesses are sought to fill vacancies, there are some specific retail categories, as identified in the DREAM Retail Market Analysis task, that have demonstrated unmet retail demand in the Downtown Ozark trade area. Businesses that open or expand their product lines to include these categories make good targets for attraction to available Downtown buildings. The Chamber should refine their economic development efforts for Downtown to businesses in these categories.	Chamber	DOP	Ongoing	The Chamber should work with the DOP to develop a retail recruitment team to search for businesses in these categories, generate the lead, and make contact with the prospect.
38	Encourage infill retail development and adaptive reuse development to increase retail space available.	The retail analysis shows that unmet demand is greater than the amount of vacant retail space, or space that can be easily converted to retail, available in Downtown. The City should try to increase retail space.	City	DOP	Ongoing	Primarily a recommendation for the City, although, as previously noted, the DOP should be involved when talking with potential Downtown developers. Mixed-use buildings should include retail space on the ground floor.
39	Cultivate local entrepreneurs.	This is another potential use for Downtown locations. Downtown could serve as an incubator for businesses starting out.	Chamber	DOP	1st Quarter 2017	The Chamber could launch seminars for business start-ups. Ideal partners or sponsors for these sessions would be the local banks.

Financial Mechanisms

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
40	Establish a Downtown Community Improvement District (CID).	As noted in the Organizational Structure recommendations, a CID would provide a more flexible funding source for the DOP. The City will initiate this incentive and pass the appropriate ordinances, but the DOP will be instrumental in providing the needed public outreach. The revenues generated can also be used for public improvements, property acquisition, etc.	City	DOP	Begin as guided by City	A CID can capture funding from property and sales taxes for a variety of services and projects. A CID with sales and property tax could generate significant annual revenue. The process should begin as guided by the City, but will need to allow for proper outreach to communicate the benefits of the CID plan to local residents and merchants; a critical step.
41	Promote Downtown projects that have been completed with incentive mechanisms funding.	Downtown needs to promote its successes. The City should allow for information to be compiled by the DOP regarding funding for the public improvements to date. The DOP can be an advocate for Downtown and should provide flyers and potentially signage when there is a Downtown improvements completed, such as the recent lighting project.	DOP	City	Ongoing	These are expenses that could be paid by the incentive mechanism funding as it is a promotion of Downtown.
42	Leverage local funds to obtain State and Federal funding for projects.	The City and the DOP should remain vigilant regarding the leveraging of local sources of money, such as the business district funds, and/or the proposed CID or EDS, for State or Federal funding.	City	DOP	Ongoing	As State and Federal funding declines, Downtown will need to rely on local funding sources. However, the City should still apply for any program into which projects and plans may fit. Plans are critical and if the City can show that the projects address a local need, grant opportunities should occur.

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