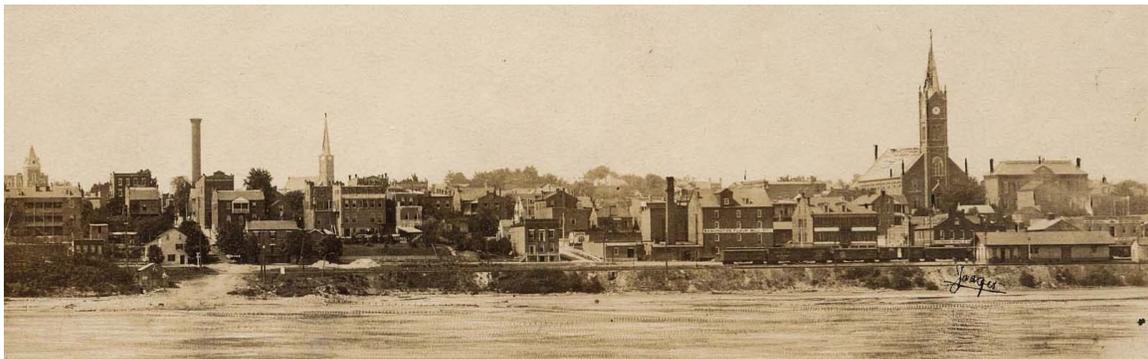


DOWNTOWN ECONOMIC REVITALIZATION PLAN

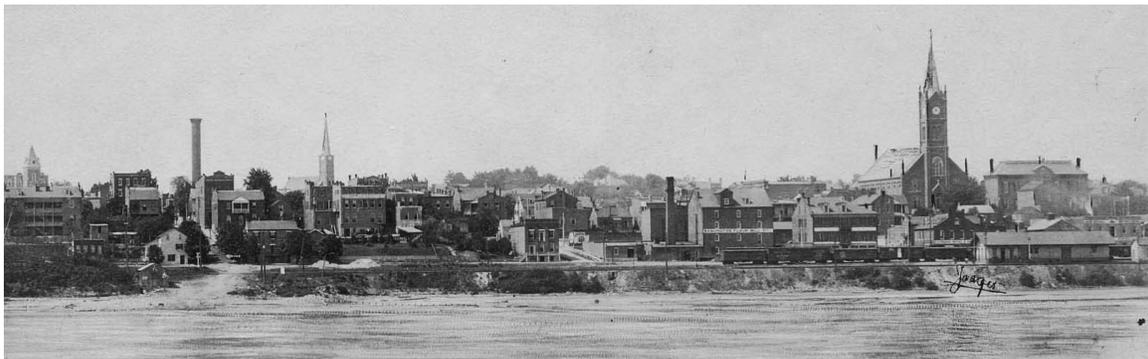


Prepared for
City of Washington, Missouri

Prepared by
PGAVURBANCONSULTING

November 15, 2004

DOWNTOWN ECONOMIC REVITALIZATION PLAN



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SECTION 1 INTRODUCTION

The economic revitalization of Downtown Washington is predicated on the potential that exists to enhance and improve Washington's Downtown as the focal point for the *entire* community, as both an activity center and source of common identity. The Downtown Area has psychological, social and cultural importance; Washington has several shopping centers, but only *one* Downtown. Preserving Downtown is in everyone's best interest, it protects a large existing investment and promotes future investments. In this manner, the City of Washington is able to protect its tax base and provide the services its residents desire; and further, it is more likely owners and tenants will invest in the future of Downtown if they are assured an overall plan exists which will guide future activity.

While fragile, the existing environment is pleasant and creates a solid base for future revitalization and improvement. Through a planning effort, the many positive forces which exist, both in terms of people and physical resources, can be tied together. The formation of a Plan establishes a mechanism to channel efforts for improvement, providing both incentive and a defined course of action for revitalization efforts.

BACKGROUND

Historically, Downtown Washington (herein referred to as Downtown or the Area) has been the focal point of the region. It has been a centre for trade, politics, government service, transportation, entertainment, the arts and culture. As the heart and soul of the community, it has always been a place for people.

In a pattern of urban development experienced by aging downtowns throughout the nation, Downtown Washington has been confronted with a shift in residential, retail and commercial uses away from the city center. The popularity of the car meant people no longer had to live and work within walking distance – changing how people moved from place to place. Regional shopping centers became the shopping destination of choice – changing where people bought their goods. New housing and commercial developments were being built farther and farther from Downtown, and people followed. This resultant shift has had a profound effect on Downtown and its status as a focal point for community commerce and civic identity.

The City of Washington has been proactively working in response to Downtown's natural evolution. In the early 1990's, the City commissioned the preparation of a *Comprehensive Downtown Preservation and Improvement Plan* which was prepared by Winter & Company. At the same time, Winter & Company prepared *The Design Handbook for Buildings in Downtown Washington, Missouri* to provide guidelines for the renovation and rehabilitation of existing structures and the construction of new buildings that maintains the historical integrity and character of the Downtown Area. In the last several years, the City has been taking numerous small, incremental steps to improve Downtown. Collectively, these steps have laid a further foundation on which Washington can build the future of its Downtown.

PROJECT ASSIGNMENT

In October of 2003, the Urban Consulting Group of Peckham Guyton Albers & Viets (PGAV) and Unicom-ARC was commissioned by the City of Washington to evaluate the current environs of Downtown and provide recommendations for the Area's revitalization, development, and redevelopment potential. The purpose of this Downtown Economic Revitalization Plan (Plan) is to assist the community of Washington in its plan to transform Downtown into an economically vibrant destination for residents and visitors to Washington. This document contains PGAV's analysis and recommendations, as well as a summary of the public survey findings of Unicom-ARC. In addition to the text, the graphic illustrations included in this document are an essential component of the Plan.

The Plan is structured to explain the background for the Plan's recommendations. **Section 2** of the Plan summarizes the **Existing Land Use and Zoning** of Downtown. The **Downtown Assessment** presented in **Section 3** explores the existing conditions in Washington and recognizes the strategic advantages and disadvantages of Downtown as they relate to the future revitalization of the Area. The **Community Perspectives** of Washington's stakeholders, residents and visitors are summarized in **Section 4** based on the public engagement conducted by Unicom-Arc and the students of East Central College. **Section 5** identifies **Development Opportunities and Planning Considerations** for the future revitalization of Downtown Washington. The **Strategic Plan**, the objectives, and actions of the Plan are contained in **Section 6**. The prioritization of strategic actions and the applicability of funding sources or administrative tools are described in **Section 7, Implementation**. **Section 8** provides a reference list of **Case Studies** which demonstrate the effectiveness of several of the strategic actions contained within the Revitalization Plan.

The Downtown Area was defined by the City of Washington and can be generally described as the portion of the City located between the Missouri River, Market Street, Fifth Street and Cedar Street. **Exhibit 1-1, Study Area Boundary Map** displays the study area. All properties within and bordering the boundary, as outlined above, were thoroughly reviewed and evaluated as to their effect on the Downtown Area. The scope of the work precedent to making the recommendations that are contained in this report involved several steps, as follows:

- ✓ An in-field review was conducted of all properties and uses within the general boundaries of the Downtown Area as outlined above. This task involved documenting existing land uses and a general exterior evaluation of the condition of buildings and parcels. The land use survey was conducted by the City of Washington and provided to PGAV. The general evaluation of the buildings and parcels was conducted by senior PGAV staff experienced in redevelopment planning and property condition evaluation.
- ✓ The City provided a base map and an existing land use map used in compiling information gathered during the field investigations and showing other information. The City also provided an existing zoning map and information about the sales tax revenue collected from the Downtown Area.

- ✓ Senior PGAV Urban Consulting staff reviewed previous studies addressing the improvement and preservation of Downtown to evaluate the progress made in implementing the findings in those studies, to analyze the current applicability of those findings, and to provide updated actions and strategies that confront the current market challenges presented to Downtown Washington.
- ✓ Downtown organization leaders, business persons, and community members participated in a series of public forums conducted by UNICOM-ARC. The assessment of public opinion was also measured through a field survey, as well as a telephone survey to measure attitudes and values of the community. A summary of the outcomes of the public opinion research is provided in **Section 4, Community Perspectives**.
- ✓ Senior PGAV Urban Consulting staff also contacted knowledgeable developers and retailer representatives to gain input regarding the potential for additional retail, commercial, and residential development within Downtown.

The subsequent sections of this report outline the findings and recommendations that are the result of the work tasks outlined above.

SECTION 2

EXISTING LAND USE AND ZONING

The existing land uses within Downtown are shown on the map entitled **Exhibit 2-1, Existing Land Use Map**. A review of this map reveals several factors. First, there are a substantial number of buildings containing a mix of uses among the first, second, and third floors of buildings in the Area.

Institutional uses are primarily clustered around two intersections. The City's Government Center and the public library are located at the intersection of Fifth and Jefferson Streets with St. Peters Church and Immanuel Lutheran Church attracting visitors on Fifth Street. St. Francis Borgia Catholic Church and ancillary buildings are located at Second and Cedar Streets. These larger institutional uses (i.e. churches, Government Center and Library) are destination-oriented facilities that promote increased visits to the Downtown Area.

Single-family residential uses are largely confined to the periphery of the Downtown Area. There are several properties within the Downtown core which contain residential units on the second or third floors. In many cases, these upper-story residential units are located above retail or service uses located on the first floor in what can more easily be described as mixed-use buildings. The sparsely clustered distribution of these upper-floor residential units, when combined with the single-family residential units located along the periphery of the Area, reveals a residential use pattern that de-emphasizes a "neighborhood" character. In addition, these units are located in buildings that give the general appearance that significant rehabilitation of these upper-story units has not occurred. The scarce density of residential units reduces pedestrian traffic during evening and weekend hours for stores and restaurants. This deficiency in residential population is somewhat offset by the residential character of adjacent neighborhoods located to the northwest and southeast of the Downtown Area.

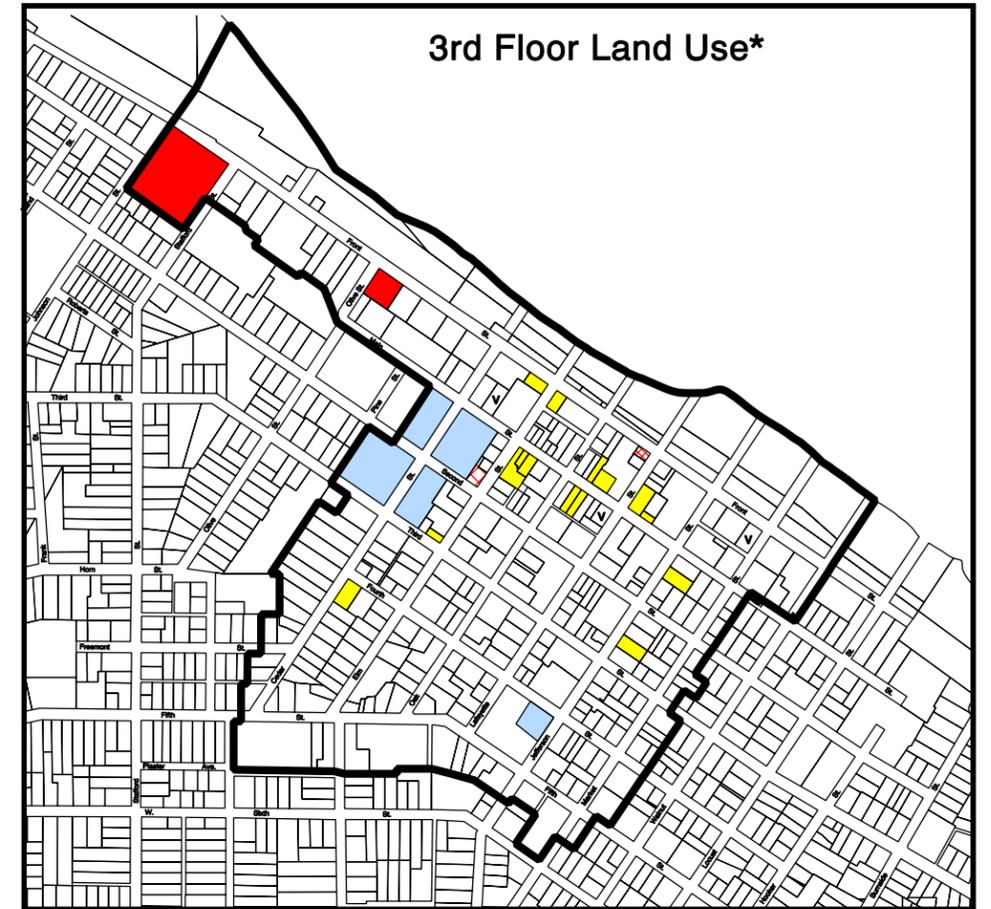
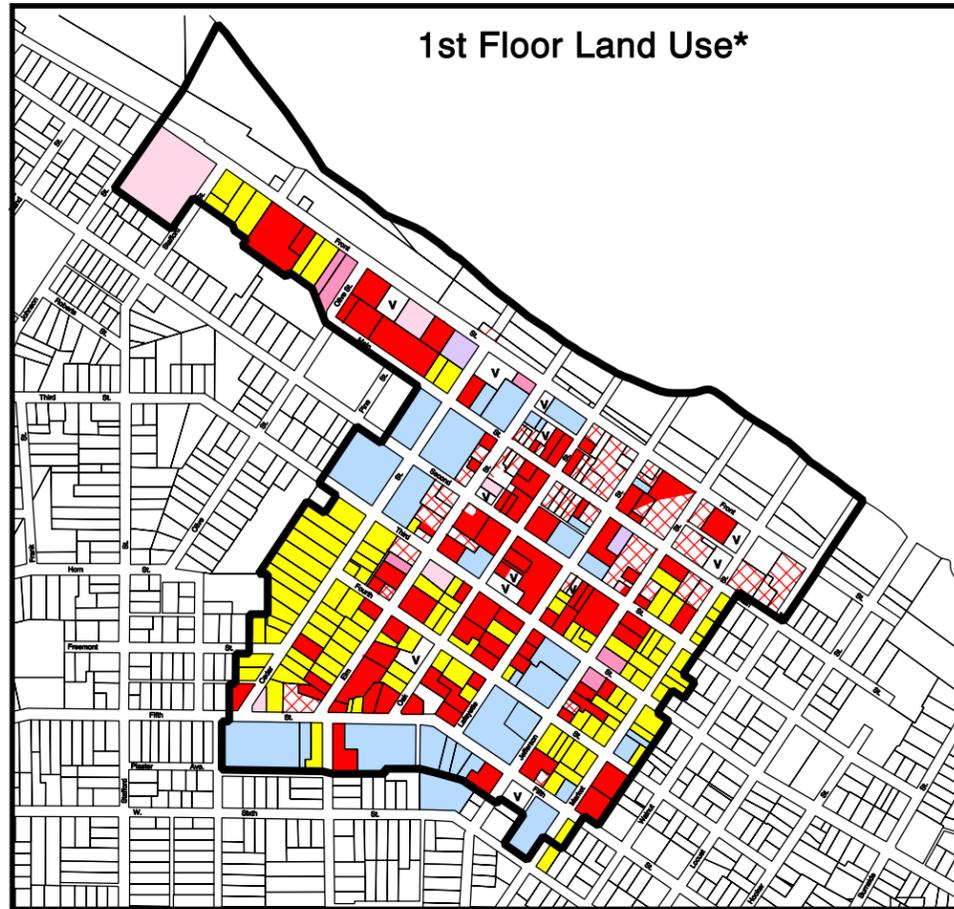
Retail uses are primarily located along the Elm and Main Street corridors. Front Street also contains some retail uses, but the "shopping" district of the Downtown Area emanates from the intersection of Elm and Main Streets – southwest along Elm and southeast along Main Street. There is also a significant level of service related uses complimenting retail in the Downtown core (between Elm, Third, Jefferson, and Front Streets), as well as a cluster of service related uses located in the blocks surrounding the intersection of Fourth and Oak Streets. There is only one industrial use in the Downtown Area, the corn cob pipe factory. Its location along Front Street allows this industrial use to remain non-invasive to the mixed-use character of the Area.

The current zoning designations are shown on the attached **Exhibit 2-2, Zoning District Map**. As is shown on this map, the "C-3" - Central Commercial District, designation is predominant in the central portion of the Downtown Area. This zoning classification is specific to the historical nature of Downtown. The "C-3" District promotes a mix of uses, such as commercial and residential, with appropriate density requirements that reflect existing lot sizes within the Downtown Area. Other zoning classifications in Downtown include "C-2" - General Commercial District, "R-1B" - Single-Family Residence District, "C-1" - Limited Commercial Development District, "R-3" - Multiple-Family Residence District,

and “R-4” - Planned Residence District”. The “R-1B” and “R-4” classifications are located on either side of Cedar Street. The “C-2” classification is located primarily along or between West Fourth and West Fifth Streets. The “R-3” classification is located along Market Street.

Some other observations regarding the current land uses in the Area should be noted as follows:

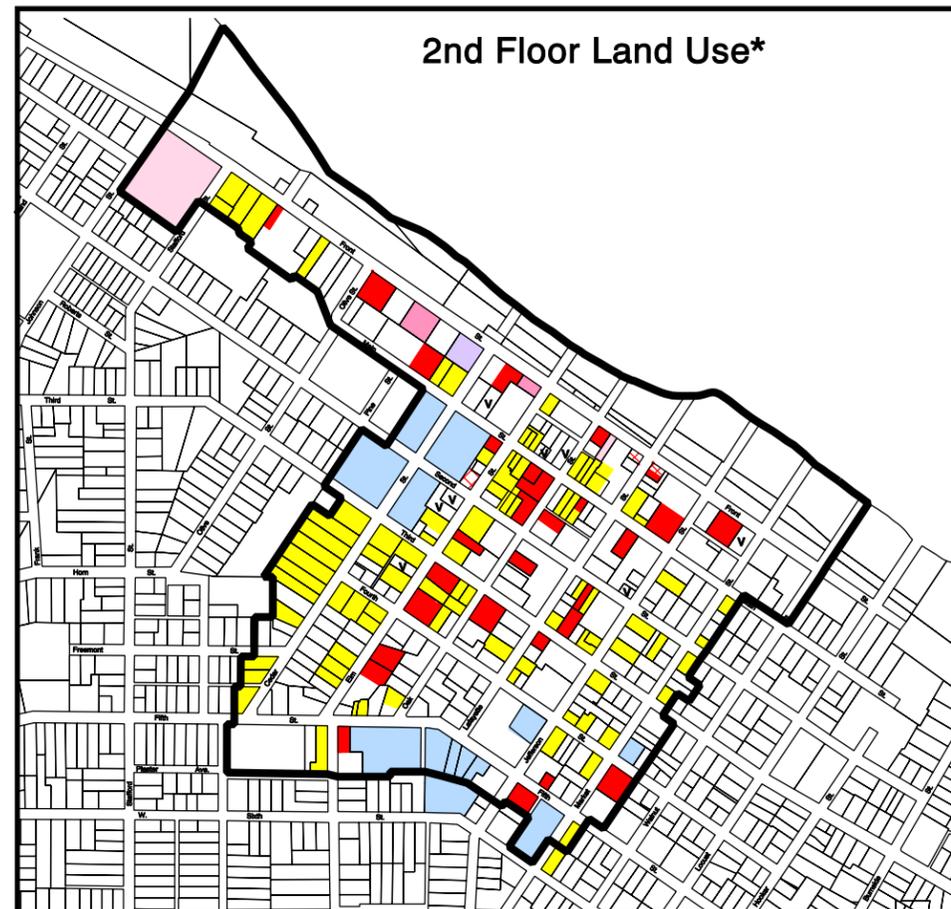
- ✓ There are a limited number of vacant lots and buildings with vacancies throughout Downtown. Although these vacancies are distributed throughout Downtown, the condition of these buildings and lots detract from the overall character of the Area. In addition, the relocation of Modern Auto out of the Area will create multiple vacant buildings and parking lots, with the vacated buildings ill-suited for many types of retail or commercial uses (and definitely not appropriate for residential uses). If these properties remain vacant or are not redeveloped after the relocation of Modern Auto, they will contribute to an atmosphere of disinvestment and give the impression of decline for both Downtown and the City of Washington -- particularly since these properties are located at a key node (Jefferson and Main Street) in the Downtown Area.
- ✓ The Area is devoid of park space and/or other green areas. The Rennick Riverfront Park provides a wonderful and readily accessible amenity to compliment the Downtown Area, as well as serving as a nexus between the City and the Missouri River. However, there is no extension of this greenery into the Downtown Area, and as a result, little connection exists between this community asset and the Area. Without a visual and physical connection between the Park and Downtown, there is little incentive for patrons of the Park to travel into (via foot or automobile) and stay in the Downtown Area. Instead, Downtown is traveled “through” by Park visitors.



LEGEND

- Study Area Boundary
- Restaurant
- Entertainment
- Retail
- Service
- Manufacturing
- Residential
- Institutional
- Vacant

* Based on Land Use Maps prepared by the City of Washington



**Exhibit 2-1
Existing Land Use Map**

Downtown Revitalization Plan
City of Washington, MO

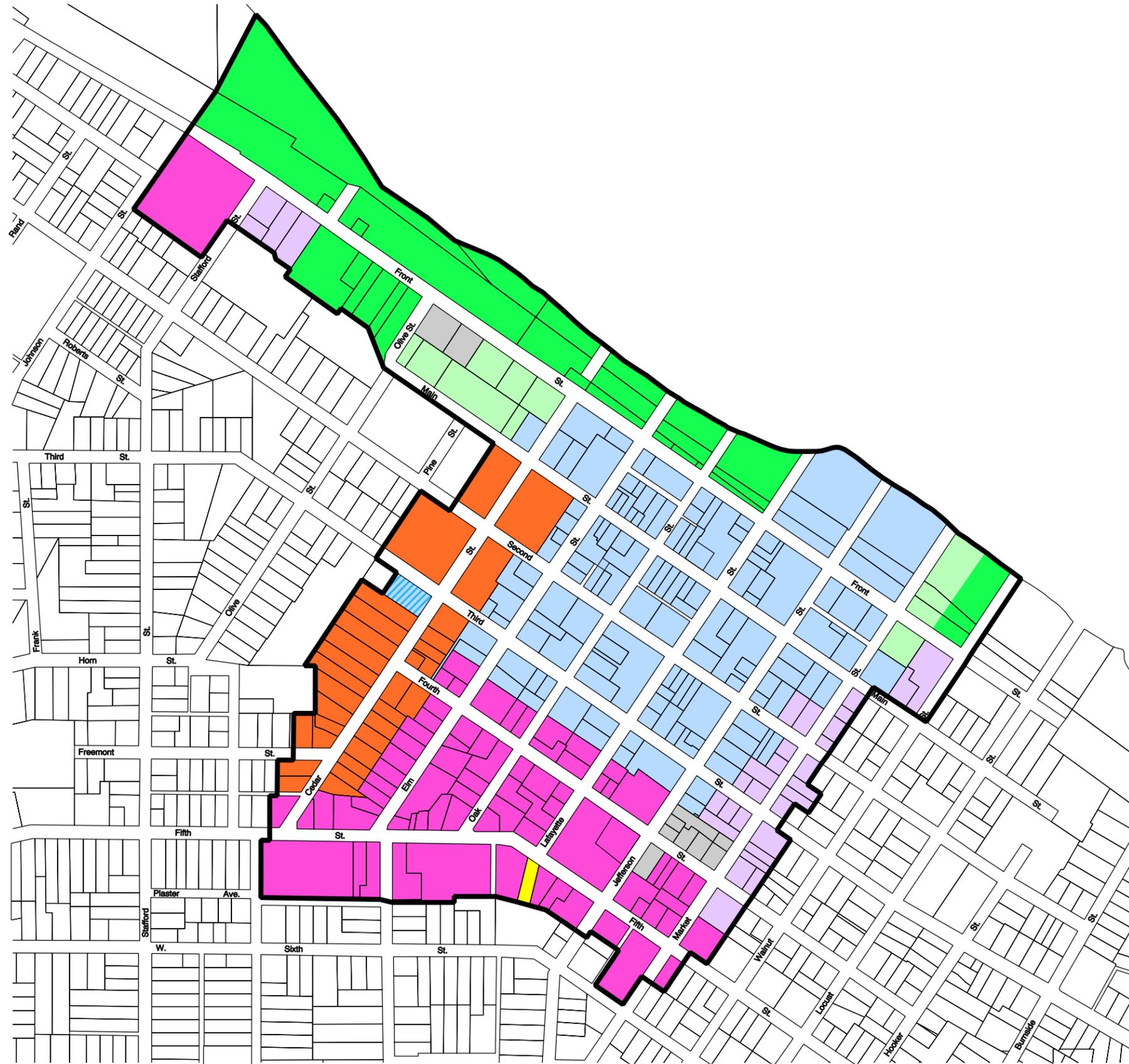
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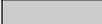
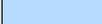
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Exhibit 2-2 Existing Zoning Map

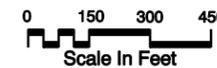
Downtown Revitalization Plan
City of Washington, MO



LEGEND

-  Study Area Boundary
-  C-1 (Limited Commercial District)
-  C-2 (General Commercial District)
-  C-3 (Central Commercial District)
-  M-1 (Industrial District)
-  M-2 (Industrial District)
-  R-1B (Single-Family Residence District)
-  R-2 (Two-Family Residence Districts)
-  R-3 (Multiple-Family Residence Districts)
-  R-4 (Planned Residence District)

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SECTION 3

DOWNTOWN ASSESSMENT

Downtown Washington has many strengths, including its proximity to the Missouri River, a generally healthy building stock, and an active Downtown business community. The area has a strong connection to its history and has a small-town scale that is in close proximity to a major metropolitan region. However, in other respects, the Downtown area has a very challenging and fragile economic climate; deficiencies in its physical condition and land uses; and an incoherent visual presentation - it certainly has the potential to become much more.

Downtown is comprised of interconnected components. Some of these connections are not currently well-developed or defined. A successful Downtown Plan must be developed and implemented as an integrated package. Dealing with any of the components, in isolation from the whole, significantly increases the likelihood that Downtown will fall short of the excellence that is within reach.

Conducting a Downtown assessment of the existing conditions impacting and shaping the current environs of the Downtown Area is vitally important to understanding the development opportunities and future strategic actions that need to take place to revitalize Downtown. These existing conditions include strategic advantages (i.e. proximity to the Missouri River, a growing population, and household incomes, etc.), strategic disadvantages of the Area (i.e. difficulty in finding Downtown, lack of aesthetic identity, etc.), or other factors influencing the revitalization of Downtown. This Section of the Plan explores Downtown Washington's strategic advantages and disadvantages as they relate to the future revitalization of the Area. The **Existing Conditions Map (Exhibit 3-1)** provides a visual illustration of many of the physical components described within this Downtown assessment.

LOCATION

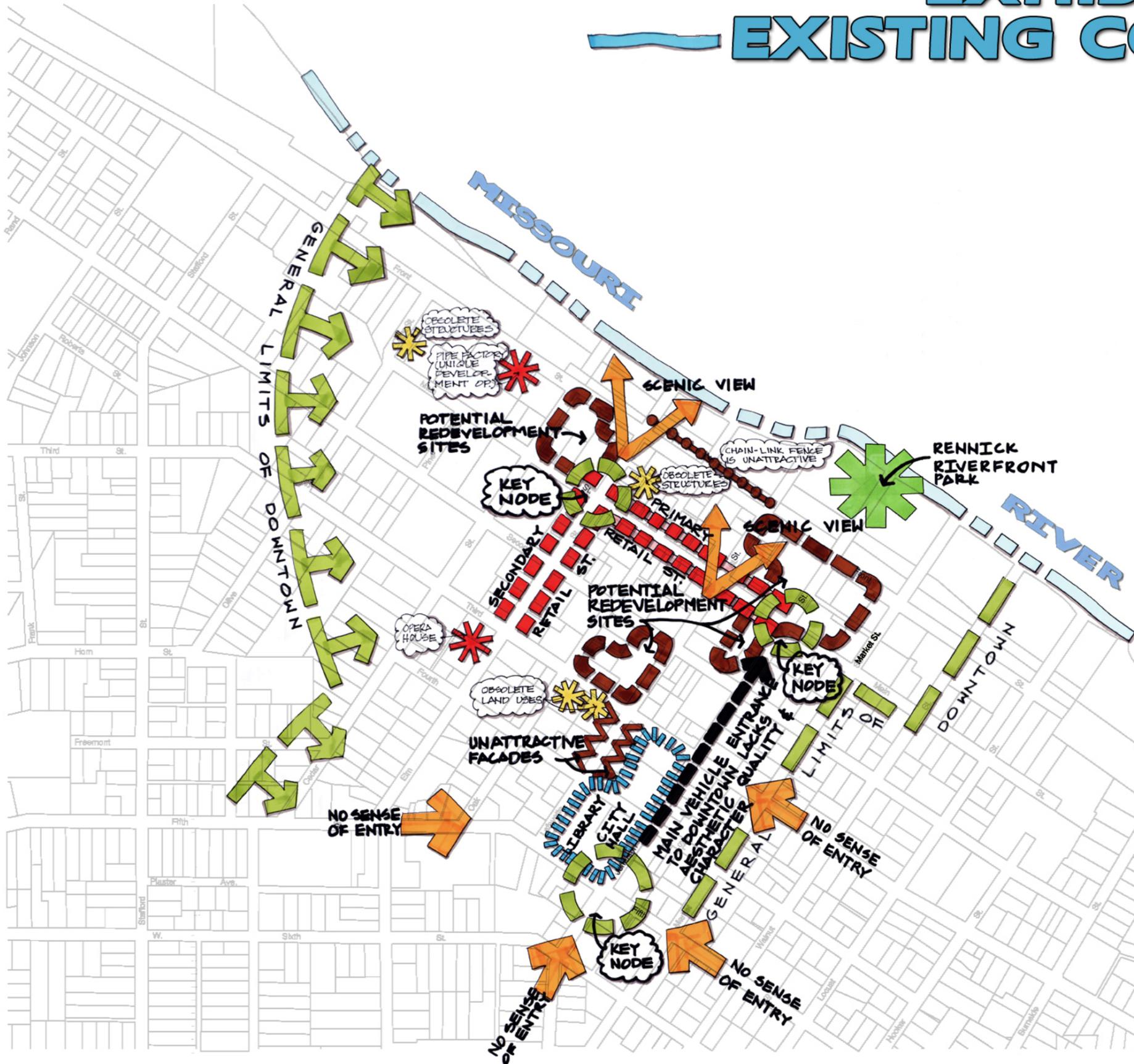
Missouri River

Very few communities can take advantage of natural vistas overlooking the Missouri River. Downtown Washington offers several vantage points to admire the beauty and serenity of the River. In particular, Main Street offers an elevated vantage point for River viewing. However, most of the viewpoints are obstructed or require standing in the street. Therefore, the River views are underutilized assets.

The cultural and historical importance of the Missouri River (River) to Downtown and to the City of Washington provides opportunities to promote artistic, cultural and recreational activities. Festivals and special events are held throughout the year, with the River serving as a backdrop to these events. The Rotary Riverfront Trail (Trail) which begins at Rennick Riverfront Park (Riverfront Park) and runs along the River attracts residents on a day-to-day basis to Riverfront Park and the Downtown Area.

EXHIBIT 3-1 EXISTING CONDITIONS

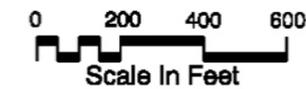
Downtown Revitalization Plan
City of Washington, MO



KEY ISSUES:

- LACK OF COHESIVE AESTHETIC APPEARANCE THROUGHOUT DOWNTOWN (AWNINGS, SIGNAGE, STYLE, MATERIAL, ETC.);
- LACK OF STREETScape ENHANCEMENTS (BENCHES, SIGNPOST, VEGETATION - FOLLOW PREVIOUS PLANS);
- DOWNTOWN NOT CONDUCTIVE TO PEDESTRIAN USE;
- BUILDING STOCK IN GENERALLY GOOD CONDITION; (ARCHITECTURAL INTEGRITY LESSENED BY POORLY EXECUTED REHABS/FACADE TREATMENTS);
- DOWNTOWN LACKS A CENTER; (CULTURAL, RETAIL, GATHERING);
- LACK OF DESTINATION (ENTERTAINMENT, TOURISM, HISTORIC, RETAIL) VENUE; AND
- LACK OF WAY-FINDING SIGNAGE AT KEY LOCATIONS.

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In addition to providing natural aesthetic qualities, the River can also be a future source of commerce. Based on newspaper accounts and certain actions by the barge industry, the recently revised U.S. Army Corps of Engineers (COE) manual for operation of the River will greatly reduce (or eliminate) barge traffic. This is likely to enhance the use of the River for recreational boating traffic, so long as COE operation maintains adequate water levels during boating season. This increase in recreational boating traffic is an underutilized source for attracting visitors to the Downtown Area and is also a recreational alternative for City residents. The City is currently involved in the planning stages for an active marina adjacent to the Riverfront Park and across from Downtown. Opportunities exist to strengthen the synergies between Downtown businesses and the recreational boating traffic that will be encouraged by a marina facility. The Downtown Area must reorient itself to take advantage of the potential offered by the River.

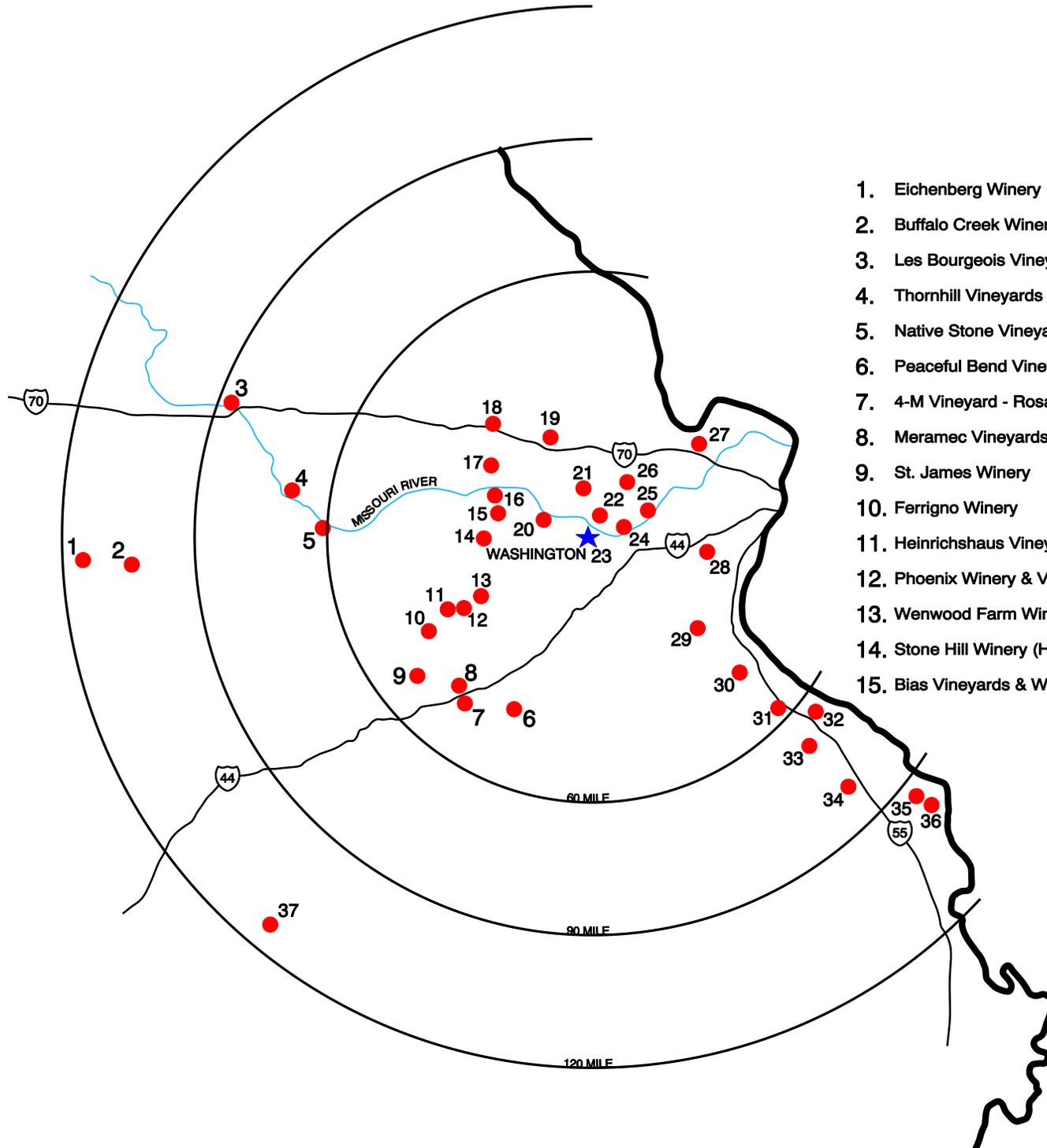
Tourism

Missouri Wine Country has become a significant tourist destination for local, regional, and national visitors. Washington's location within the "Missouri Wine Valley" is another significant asset for Downtown. **Exhibit 3-2** entitled **Location of Wineries in the Washington Area** demonstrates the proximity of active wineries within a 60-mile, 90-mile, and 120-mile radius (a one-to-two hour drive from Washington), according to the Grape and Wine Program of the Missouri Department of Agriculture (www.missouriwine.org). There are 29 wineries within a one-hour drive of Washington and 37 total wineries within a two-hour drive of the City. According to data provided by a report entitled *Missouri Wineries: Present Status and Future Scenarios* (conducted by the Department of Rural Sociology at the University of Missouri-Columbia), there are a total of 47 wineries in the state of Missouri as of 2003. Washington, therefore, is within a two-hour drive of 80% of the Missouri wineries, making the City the central hub of the "Missouri Wine Valley".

The *Missouri Wineries: Present Status and Future Scenarios* report (herein referred to as the *Missouri Wineries Report*) summarizes several major trends that are taking place in rural or semi-rural regions through the United States. First, is the use of regionalization as a proactive economic development strategy to build a critical mass of interconnected businesses that map a strategy for their future together. Another major trend cited by the *Missouri Wineries Report* is the emergence of regional food cuisines as a response to consumer demand for "local" foods. The third trend is the rapid growth of agri-tourism in rural or semi-rural areas. According to the *Missouri Wineries Report*, wineries connect farming (grape production), landscapes (vineyards or the Missouri River in the case of Washington), craft (the art of winemaking itself), gastronomy (restaurant and food businesses) and tourism (particularly agri-tourism). These are seen as critical links in creating regional identity and a sense for visitors of rural regions as destination locations.

Tourism is one of the top three industries in Missouri along with manufacturing and agriculture, as reported by the Missouri Division of Tourism. According to the *Missouri Wineries Report*, Missouri wineries create a total of 259 jobs in the state, generate an economic output of \$24.6 million, and contribute \$6.5 million in income to Missouri workers (based on wineries participating in the research of the *Missouri Wineries Report*). For every person directly employed in the wine industry, an additional .66 jobs are created elsewhere in the Missouri economy. For every dollar of their economic activity, an additional .82 cents of economic activity occurs in the state. And for every dollar of income earned by employees in the wine industry, there is an additional .79 cents in income earned by employees of other economic sectors connected to it.

**Exhibit 3-2
Location of Wineries
in the Washington Area
Downtown Revitalization Plan
City of Washington, MO**



- | | |
|-------------------------------------|--------------------------------------|
| 1. Eichenberg Winery | 16. Hermannhof Winery |
| 2. Buffalo Creek Winery | 17. Adam Puchta Winery |
| 3. Les Bourgeois Vineyards | 18. OakGlenn Vineyards & Winery |
| 4. Thornhill Vineyards Winery | 19. Stone Hill Winery (New Florence) |
| 5. Native Stone Vineyard, Inc. | 20. Robbler Vineyard Winery |
| 6. Peaceful Bend Vineyard | 21. Blumenhof Vineyards & Winery |
| 7. 4-M Vineyard - Rosati Winery | 22. Augusta Winery |
| 8. Meramec Vineyards | 23. La Dolce Vita Vineyard & Winery |
| 9. St. James Winery | 24. Mount Pleasant Winery |
| 10. Ferrigno Winery | 25. Sugar Creek Vineyards & Winery |
| 11. Heinrichshaus Vineyard & Winery | 26. Louis P. Balducci Vineyards |
| 12. Phoenix Winery & Vineyards | 27. Winery of the Little Hills |
| 13. Wenwood Farm Winery | 28. Montelle Winery |
| 14. Stone Hill Winery (Hermann) | 29. Villa Antonio Winery |
| 15. Bias Vineyards & Winery | 30. Charleville Vineyards |
| | 31. Chaumette Vineyards & Winery |
| | 32. Sainte Genevieve Winery |
| | 33. Crown Valley Winery |
| | 34. Baltimore Bend Vineyard |
| | 35. Hemman Winery |
| | 36. Tower Rock Winery |
| | 37. Gloria Winery |

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The trends shaping rural economic growth and the wine industry have significant implications for the revitalization of Downtown Washington. Wine is a treasured tradition from the past, and a significant investment in the future that can be enjoyed today. As the City of Washington looks to their rich heritage and makes plans for an even brighter future, it will be important to evaluate the importance of developing the role of Washington in the Missouri Wine Valley. Washington has potential as a “wine market” - a place for the various wineries to come together and sell the wines of the region. Beyond opportunities to showcase and sell regional wines, there is a high probability for increased demand for wine tastings and for the purchase of wine-associated products, such as stem and glass-ware. The further development of wine tourism could well see demand for boutique hotel rooms, fine restaurants, bakeries, and cheese shops. Many tourists may seek to combine a wine tasting weekend with hikes, bike rides, and other ‘wellness’ activities—including, perhaps, spa services. Washington is well-positioned to interconnect the economy of the wine industry by bringing together local farming, beautiful landscapes, local winemaking, restaurant and food businesses, and tourism.

In addition to wine tourism, Washington’s unique history, antique shopping, and bed-and-breakfast accommodations attract visitors from the St. Louis region, the State of Missouri, and beyond. The annual Washington Town and Country Fair is the third largest fair in Missouri. The Missouri Press Association Hall of Fame is in the planning stages and has recognized Washington as the future home of this cultural institution. There is evidence of a strong foundation upon which a targeted marketing program to increase tourism can be accomplished.

Town and Country Location

Washington is the largest community between St. Louis County and Jefferson City. Located in close proximity to the region’s interstate system, Washington is a regional destination for residents of Franklin County and parts of St. Louis, St. Charles, Warren and Gasconade Counties. St. John’s Mercy Hospital, a 187-bed acute-care facility, serves this regional market and is a destination located in close proximity to Downtown, thereby bringing people to Washington. Washington’s retail, commercial, and industrial base provides significant employment to people in the City, as well as Franklin County and neighboring regions. This import of daily visitors to Washington for purposes of employment expands the commercial and residential opportunities for the City.

LAND USE AND ZONING

Section 2 of the Plan provides a summary of the existing land use and zoning conditions in the Area. This assessment is intended to talk about those existing conditions in relationship to general planning principles and land use orientation in order to promote increased pedestrian, vehicular, and customer activity.

Retail

The current concentration of primary retail activity along Main Street and Elm Street has developed in an organic manner and is a positive aspect of Downtown. Main Street serves as a primary retail corridor (in some respects creating an “outdoor mall”) by providing a cluster of storefronts, and Elm Street serves as a secondary retail corridor by mixing retail storefronts with service related buildings. In effect, these two streets serve as the retail epicenter of the Downtown Area. This is due in part to the available building footprints and storefront orientation (generally having retained their “window shopping” character) of the buildings located along these streets, as well as the desire of many of the existing store owners to “cluster” together in order to promote and share customer traffic. Of course, there are other pockets of retail activity distributed throughout the Downtown Area, and these uses should continue to be promoted throughout Downtown; but the fact that the Downtown Area currently has the beginnings of a “shopping district” (i.e. shop at the corner of Main and Elm) is a substantial asset to the revitalization of Downtown. This retail “destination”, albeit commercially underutilized and challenged by a lack of visual cohesion, provides the basis upon which a more vibrant and commercially active Downtown community can prosper and grow.

The potential and future buying power of the Washington Market Trade Areas (Total), analyzed in detail later in this section, is a positive indication of the need for additional retail within the community. It should be possible to make a combination of local-serving and tourist-related retail thrive in Downtown Washington with the proper environment and marketing. Downtown is currently served by a changing mix of retail businesses and is increasingly challenged by new development along Highway 100. Therefore, the retail businesses in Downtown are part of a fragile retail climate. Reasons for this include:

- ✓ declining sales,
- ✓ high rents,
- ✓ limited store hours,
- ✓ lack of a critical mass of customers and similar retail,
- ✓ customers choosing to shop elsewhere, including nearby regional shopping centers, and,
- ✓ key opportunity sites (i.e. corner locations) for retail that are underdeveloped at this time.

Restaurant/Tourist/Historic Destinations

Unlike the beginnings of a retail cluster in Downtown, there is an overall scarcity of entertainment, tourist, history, or visitor-related destinations throughout Downtown. The Area does have some long-standing and viable restaurants which generate visits to the Downtown Area, but these venues are limited in number and are only one component of an overall need to provide non-institutional related destinations throughout Downtown. The Washington Historical Society’s museum at Fourth and Market Streets provides a historically oriented amenity in Downtown.

While serving as a Downtown destination, the vacant Calvin Opera House is an underutilized asset that has the potential to contribute to the cultural and artistic vibrancy of the City. The potential establishment of the Missouri Press Association Hall of Fame in Downtown is a tremendous opportunity to attract local, regional, and national visitors to

Washington. A marina on the Riverfront would provide a multi-functional amenity by encouraging recreational maritime activities. An indirect benefit of the marina is the need to provide goods, services and entertainment to patrons of the marina – an additional opportunity that would be encouraged by marina development.

In addition, if Downtown is to capitalize on its tourism potential, then every effort should be made to attract a small hotel (possibly with conference facilities for small groups) to a Downtown location. The existing arrays of bed-and-breakfast facilities (while generally of excellent quality) are not a substitute for such a facility.

Office/Service Commercial

Office and service commercial uses in downtowns are generally restricted by available parking, building sizes and footprints, and zoning requirements. Downtowns must encourage a mix of uses in order to remain economically viable, and office/service commercial uses can contribute to the success of downtown environments. The types of successful office and service commercial uses in downtowns are those that do not require large building footprints and instead can adapt their businesses to smaller spaces. Professional service tenants are generally successful in using those types of spaces. Office and service commercial spaces generate more peak-hour downtown vehicle trips (from 9 to 5 during weekdays) and require higher parking requirements versus other uses. These types of businesses often provide good paying jobs that support the capacity for higher consumer spending in the immediate area.

Downtown Washington currently supports a variety of office and service commercial uses throughout the Area. These uses range from financial and insurance services to automotive repair. The presence of these uses is an important element in attracting visitors to the Area and contributing to the economic viability of Downtown. In general, the office and service commercial uses that remain in Downtown have found a good fit for their space and business needs. The City should encourage the retention of these types of uses in Downtown.

Housing

Most successful downtown revitalization efforts include a commitment to provide additional housing alternatives in the area. In fact, a 1998 survey conducted by the Brookings Institution and the Fannie Mae Foundation found that one of the fastest growing segments of the nation's housing market is downtown housing in urban, suburban, and small communities. These housing alternatives can include loft or apartments in second or third story units above commercial/retail spaces; town home or condo development at infill locations; or senior-living facilities located within or at the edge of downtown areas. The type and style of housing alternatives is shaped by the availability of existing building space for rehabilitation or conversion to housing; the availability of vacant lots or deteriorated structures which can be targeted for infill redevelopment; the market demand for a certain type of residential unit (i.e. the current popularity of loft-style residential living); available financing to promote rehabilitation and/or renovation of structures; and the flexibility of zoning regulations to accommodate mixed-use development.

Housing uses in downtown areas share some of the following characteristics:

- ✓ Strong economic viability (in many cases properties need to redevelop at higher intensities to make it economical to provide better retail space on the first floor. Income from upper-story uses is often what makes redevelopment economically feasible);
- ✓ Generally require smaller building floor plates than office buildings;
- ✓ Generally have a more varied and articulated exterior design than office buildings;
- ✓ Generate fewer vehicle trips and parking requirements per square foot (thereby enhancing the pedestrian environment) than other uses;
- ✓ Require shorter floor-to-ceiling heights than office uses; and,
- ✓ Supports local serving retail.

As previously noted, Downtown Washington contains residential units which are sparsely populated throughout the Downtown Area. The Area is also surrounded by single-family neighborhoods on both the northwest and southeast edges of the Area. The existing residential units are heavily represented by single-family homes along the periphery of the Downtown Area (to the northwest of Elm Street and the southeast of Jefferson Street). Based on the City's land use map, there are approximately 30-40 residential units located within the central commercial and business district of the Downtown Area (generally bounded by Fourth Street, Jefferson Street, Front Street, and Elm Street). These residential units vary in size and type, including a few single-family residences, but are primarily comprised of apartment units located on the second and third-levels of commercial buildings in the central part of the Area. The current occupancy of these units is difficult to note during field investigations, but the presence of boarded-up windows on several structures suggests that several of these units are currently vacant. The lack of residential density in this part of the Downtown Area presents challenges to maintaining a vibrant and commercially active Downtown core.

The limited number of residential units in the Area inhibits the presence of pedestrian traffic during different time periods of the day. Although Downtown Washington is not seeking 24-hour, seven-day-a-week activity in the Area, it will be necessary to promote the presence of residents and visitors from early morning until late evening in order to sustain a diverse mix of viable business activity in Downtown. The presence of residents in the immediate Area serves several purposes in promoting the expansion of existing businesses and the attraction of new businesses to the Downtown Area. First, it brings business customers into the neighborhood on a regular basis and provides a consistent client base for Downtown businesses. Second, it promotes pedestrian traffic in the "off-hours" (before and after 9 to 5 and on weekends). In particular, early morning pedestrian traffic and evening pedestrian traffic enhances the attractiveness of retail shops, restaurant businesses, and other forms of commercial business that require consumer purchasing. The Downtown Area's service/commercial and office uses currently attract patrons to the Area during the business hours, or 9 to 5 (although additional daytime visitors should be encouraged). However, certain businesses require an extension of business hours beyond 9 to 5 in order to sustain their economic viability. Residential living in the Area creates an immediate customer base for these types of businesses. Finally, residential units, and by extension their inhabitants, will provide "energy" to the Area. The

additional presence of pedestrians within the Area will assist (along with other elements of this Plan) in creating a sense of place in the Downtown Area. Residents of Downtown will give the Area “neighborhood character” as people live, shop, play, and work within the Area. Visitors will recognize Downtown as a place of activity, and therefore, will be compelled to see “what Downtown is all about”. If residents are drawn to the Area on a consistent basis, then other residents of the community and visitors will feel compelled to investigate what they are missing.

Institutional

The institutional uses located at the intersection of Fifth Street and Jefferson Street serve two functional purposes. First, the buildings are easily recognizable landmarks in Downtown and form a “gateway”, via entering Downtown on Jefferson, into the Area. Second, City Hall, the Police Station St. Peters Church, Immanuel Lutheran Church, and the Public Library are destination-oriented facilities that attract residents and visitors of Washington to the edge of Downtown. Likewise, St. Francis Borgia Catholic Church serves as a buffer between the more commercial character of the Downtown business district and the residential neighborhood located to its northeast. St. Francis Borgia also serves as a destination-oriented use for the Downtown Area, drawing people during the week and weekends to the Area. Its continued expansion is a positive development in the reinvestment of Downtown. Several banks, the Chamber of Commerce office, the Post Office, and other smaller institutional uses serve an equally important purpose of generating visits to the Area because of their unique services.

Industrial

There is only one industrial use in the Downtown Area – the Corn Cob Pipe Factory. This use not only serves as a major employment center in Downtown, but also has the potential to serve as a destination and retail establishment. The unique character of this facility – its history, architecture, and manufacturing production – could become an interesting visitor experience. Its location along Front Street would serve as a destination anchor for the northeastern portion of Downtown. A discussion with the business owners about the renovation and expansion of the facility to improve the manufacturing and distribution process, as well as to initiate an interpretive visitor experience, is encouraged. To induce this concept, the city should consider offering financial incentives through one or more of the available State redevelopment financing, and/or tax credit programs.

Public Space

There is essentially no land set aside for outdoor public spaces such as “pocket” parks, a central plaza, farmer’s market, or other recreational use. The only “pocket” park located in the Area is situated at Lafayette and Second Street. This mini-park exemplifies the type of public space that should be encouraged in other parts of Downtown. Although the deleterious impact of this issue is discussed in the later discussion of urban design and visual character assessment in this section of the Plan, it is worth noting that the pattern of land use in Downtown has not provided for these facilities. This is particularly noteworthy considering the beautiful and highly visited Rennick Riverfront Park, adjacent to Downtown, which captures the beauty of one of Washington’s primary natural assets – the Missouri River. As a result, there is no “connectivity” from Downtown to the River and the natural environs of the Riverfront Park. There is a substantial need for pedestrian space

on streets connecting Front and Main Streets due to the steep incline in elevation between these roads. In order to encourage pedestrian and bicycle traffic from the Riverfront, the Park, and from business along Front Street toward Main Street and the western portion of Downtown, and vice-versa, pedestrian-friendly amenities will be necessary to provide places of rest and socialization.

Existing Zoning

The existing “C-3”, Central Commercial District, zoning that encompasses the majority of the Area provides adequate guidance and restrictions for preserving the “character” of Downtown by requiring special use permits for certain types of uses. Given the Area’s historic and unique buildings, however, the “C-3” zoning does not provide for more direct oversight and guidance of architectural character, aesthetic quality, and building material usage. In addition, other zoning classifications in the Downtown Area are not as sensitive to retaining the “character” of Downtown. Successful revitalization efforts have recognized the need to “layer” zoning, special districts, architectural review processes, etc., in order to ensure that the integrity of historic buildings can be maintained or rehabilitated to look like their original condition and that new buildings are consistent with the “character” of the historic structures of the area. Proactive implementation of the City’s planned development zoning regulations may also assist in ensuring high-quality development in the Downtown Area.

URBAN DESIGN AND VISUAL CHARACTER

Building Conditions

Building conditions in the Downtown Area are generally in stable-to-good condition. Unlike many other historic downtowns, there has not been, nor is there currently evidence of significant abandonment of the building stock of the Area. There are small areas or specific buildings within Downtown that suffer from significant deterioration and dilapidated conditions, and although these properties detract from the visual appearance of the Area, they do not comprise a majority of the buildings in Downtown.

The competitive advantage for Washington’s Downtown as a result of a relatively “healthy” building supply is the ability to provide targeted financial assistance to encourage both private and public investment in order to upgrade the “healthy” buildings to architectural and historical standards. Other financial resources can be allocated towards the elimination of severely deteriorated or obsolete structures through infill redevelopment and the replacement of these buildings with new properties that are consistent with the Area’s architectural character. The building footprints of the older buildings in Downtown are typically smaller than the needs for many types of contemporary retail and service users. The ability to creatively adapt these spaces during rehabilitation to accommodate expanding and new businesses Downtown will be integral to the successful revitalization of Downtown. In addition, infill redevelopment provides an opportunity to introduce building footprints and amenities that cannot be accommodated by the existing buildings. The Area, therefore, is positioned to strategically blend the old with the new in a unified manner which addresses the varying needs of a diverse mix of businesses and residents.

The Design Handbook for Buildings in Downtown Washington, Missouri (1990) (Winter and Company) provides an overview of the historical styles of buildings located throughout Downtown. Architectural styles range from Greek Revival to Classical Revival. The rich collection of architectural styles chronicles the history of the community and provides an engaging visual backdrop for Downtown activities. Although there are many different architectural styles, there are some common features of the buildings in Downtown, including the predominance of brick as a building material and the expanse of glass at the street level of most buildings.

Unfortunately, much of the rehabilitation of existing buildings has not maintained the historic and architectural integrity of the buildings. The architectural integrity of buildings has been lessened by poorly executed rehabilitation and/or façade treatments. “Shingled” roof facades and certain canopy façade treatments have been added to buildings which are not consistent with the historic architecture of the Downtown buildings. Many storefronts have been covered with materials (i.e. siding) that compromise the integrity of the buildings. Other examples of poorly executed rehabilitation include: “boarded” up second floor windows; the removal of brick to accommodate air conditioning window units; upper-floor window spaces that have been covered with brick; and, irregular-sized, poorly designed and/or historically inconsistent signage.

Historic Districts

The Downtown Area includes parts of three historic districts that have been classified as National Register Historic Districts. These districts are known as the Tibbe Historic District, the Downtown Washington Historic District, and the Locust Street Historic District. The historic districts were selected based on having a high concentration of buildings that contribute to the historic significance of Downtown. As previously noted, the architectural elements of the buildings within Downtown (and contained in the historic districts) contributes to the urban design and visual character of the Area. However, the “boundaries” of the specific historic districts are not clearly identified by visual elements such as banners or signage. The contribution of these historic districts to creating a sense of place is currently underutilized.

Downtown’s “Sense of Place”

The Area suffers from an inability to recognize the “boundaries” of Downtown. In other words, there is no clear “sense of place” for Downtown. The “boundaries” of Downtown simply blend into the residential and commercial areas surrounding the Area. These surrounding areas of Downtown have a distinctly different neighborhood character; however, there is lack of a definitive visual transition when traveling to and away from Downtown into these areas and other parts of the City. A visitor to Downtown is challenged to recognize a sense of arrival by the visual and aesthetic presentation of the Downtown Area. The importance of creating an “identity” or sense of place for Downtown is predicated on the ability of the Downtown business and residential community to provide a distinctive setting for the residents, visitors, and customers of Downtown. Place truly matters. Downtown Washington must establish a readily recognizable identity that distinguishes the Area from other parts of Washington, the St. Louis region, and the State of Missouri.

The development of a “sense of place” is comprised of many factors. However, the physical and aesthetic appearance of an area is one of the primary factors influencing how people feel and relate to an area. The types of physical characteristics that contribute to a “sense of place” include signage, streetscape and landscape elements, decorative lighting, architectural and design standards, color standards for public improvements, ornamental paving, and green space.

“Wayfinding” and Business Signage

The City of Washington has made recent attempts to improve directional or “wayfinding” signage in other parts of the City or along I-44 which directs visitors to the Downtown Area. However, there is still a significant under-representation of “wayfinding” signs throughout the greater Washington Area. The location of public parking, visitor attractions, and other institutions within Downtown are not readily identifiable until the visitor nearly discovers it on his/her own. For people to visit an area, they first must be able to find the area without major effort. Although Downtown is located in close proximity to Highways 100 and 47, the Area is not directly accessible by these primary roads. Visitors must be “guided” through the secondary streets that link Downtown to the primary road network of the City. Likewise, once visitors arrive in Downtown, information about the location of parking, significant attractions, etc., must be communicated in a clear, concise and attractive manner. Downtown is a destination, and as such, it must compete with the amenities of other competing destinations. In many cases, the amenities of other destinations include ample parking; direct access to primary roads; diverse offerings of shopping; restaurants and entertainment; and a pleasant visual environment (i.e. fountains, heavy landscaping, pedestrian areas, etc.).

Business signage also influences the aesthetic appearance of an area. Downtown Washington has a mixture of business signs. Some of the signs are true to the character of the historic nature of the Area, while others are more representative of a suburban strip mall than a historic downtown. The size, shape, color, and type of signage in Downtown should conform to general guidelines which promote the architectural and historic integrity of the Area, while simultaneously allowing for the creative display of a business’ name and product.

Visual and Aesthetic Standards

There is minimal representation of unifying visual elements in Downtown. Different light standards, cross-walk materials, street signs, and street materials exist throughout the Area. The entry points to Downtown (i.e. Fifth and Jefferson Street, Elm and Fifth Street, Front and Olive Street, and Third and Market Street) have the visual appearance of most every other intersection in the City. Introductory attempts have been made to initiate the implementation of streetscape and landscape elements in the public rights-of-way in parts of Downtown (many of these initial improvements are consistent with recommendation provided in the *Comprehensive Downtown Preservation and Improvement Plan* prepared by Winter & Company in 1990). An enhancement to and consistent application of this effort is needed throughout the Area.

The location of overhead utility lines and utility poles are primarily situated within the street right-of-way and along the frontage of buildings. The overhead lines and supporting infrastructure diminish the architectural character of the Area and present, in some cases,

an unsightly view of the streetscape. While the process of burying overhead lines is encumbered by significant costs, future rehabilitation and/or redevelopment of buildings and public infrastructure should encourage the relocation of overhead lines to underground, when possible, or at a minimum, should relocate the power line system to the back of the buildings throughout the Area. This will assist in alleviating the detrimental impact of the overhead utility lines and poles on the Area's streetscape.

Green Space and Public Space

As previously noted, there is an overwhelming lack of green space in Downtown Washington. Green spaces in a downtown area enhance urban design by creating unique sightlines, as well as providing places for visitors to admire the surrounding architectural environment. Green spaces introduce "natural" colors to a downtown which soften the bold colors associated with brick, steel, concrete and automobiles. The functional benefit of green space lies in the ability of the community to use the space for community events and a place of rest or activity. In addition, green spaces serve as landmarks and additional destinations for downtowns. Future emphasis should be placed on creating green space in Downtown Washington. A connection should be made between Rennick Riverfront Park and the "pockets" of green space provided for in the Area to encourage pedestrian and bicycle traffic, as well as unify the aesthetic presentation of the natural elements of the Downtown Area, including the Missouri River.

CONSUMER DEMOGRAPHICS AND SPENDING

Demographic trends for Washington suggest that the City and its surrounding areas are currently undergoing substantial growth in population, the number of households, and household income. The growth of the larger Washington community is an extremely beneficial element to the revitalization of Downtown Washington. The increase in population and household income has a direct increase on the number of customers and the availability of consumer dollars to support the growth and attraction of local business. For Downtown businesses to grow and prosper, the greater community must also be subject to the same economic forces.

The City of Washington is served by a Total Market Trade Area. For purposes of this report, a Market Trade Area is defined as a geographic area (defined by census tracts) from which residents and visitors enter Washington to conduct commerce. The Primary Market Trade Area is comprised of a geographic region where individuals are estimated to frequent Washington on a weekly basis in order to visit businesses and make consumer purchases on behalf of their households. The Total Market Trade Area is comprised of both the individuals from the Primary Market Trade Area, as well as individuals from a geographic region who make estimated twice monthly visits to Washington in order to visit businesses and make consumer purchases. The twice monthly visitors enter the Washington area in order to conduct business and/or purchase goods that are not locally available (approximately 1-5 miles from their residence), but are offered in the City of Washington.

Due to Washington’s Total Market Trade Area geographic constraints (most notably the Missouri River) and its’ largely rural orientation (once outside of the City limits), the traditional circular measure of market trade areas is not applicable. Instead, Washington’s Total Market Trade Area is defined by its proximity to transportation corridors (i.e. I-44, Highway 47, Highway 100, and Highway 50) throughout the largely rural landscape of Franklin and parts of St. Louis, Warren, Gasconade, St. Charles, Osage, and Crawford counties. The **Primary Market Trade Area Map (Exhibit 3-4)** and the **Total Market Trade Area Map (Exhibit 3-8, Page 3-24)** depict Washington’s immediate market areas for commerce and business.

PGAV obtained market and demographic information from Claritas Inc., one of the nation’s leading providers of geo-demographic market research information for both the Primary Market Trade Area and the Total Market Trade Area. Claritas uses a model to estimate 2003 data and 2008 data projections based on the information provided by Census 2000. The 2003 estimate and 2008 projections provide a measure of the current and future market trade area potential to support service, restaurant, retail, and commercial businesses. The data related to Consumer Spending Patterns (CSP) is from Claritas’ Consumer Buying Power database, derived using information from the Consumer Expenditure Survey (CES), which is conducted by the Bureau of Labor Statistics. For purposes of the Plan, PGAV has taken the Claritas data and summarized it below.

Primary Market Trade Area (PMTA) – Demographic Snapshot

Exhibit 3-3, PMTA Demographic Snapshot, summarizes the demographic trends for the PMTA. The total 2003 estimated population in the PMTA is 75,015, an increase of approximately 4.2% from 2000. The projected PMTA population in 2008 is 80,088 or approximately 6.8% in growth during the next five-years. The 2003 estimated population for individuals 16 and over (those most likely to be active consumers) is 57,646, an increase of 5.6% from 2000. The projected PMTA population in 2008 for individuals 16 and over is 62,692, or approximately 8.75% in growth during the next five-years. Clearly, the PMTA will benefit from an increase in the growth of population during the next five-years.

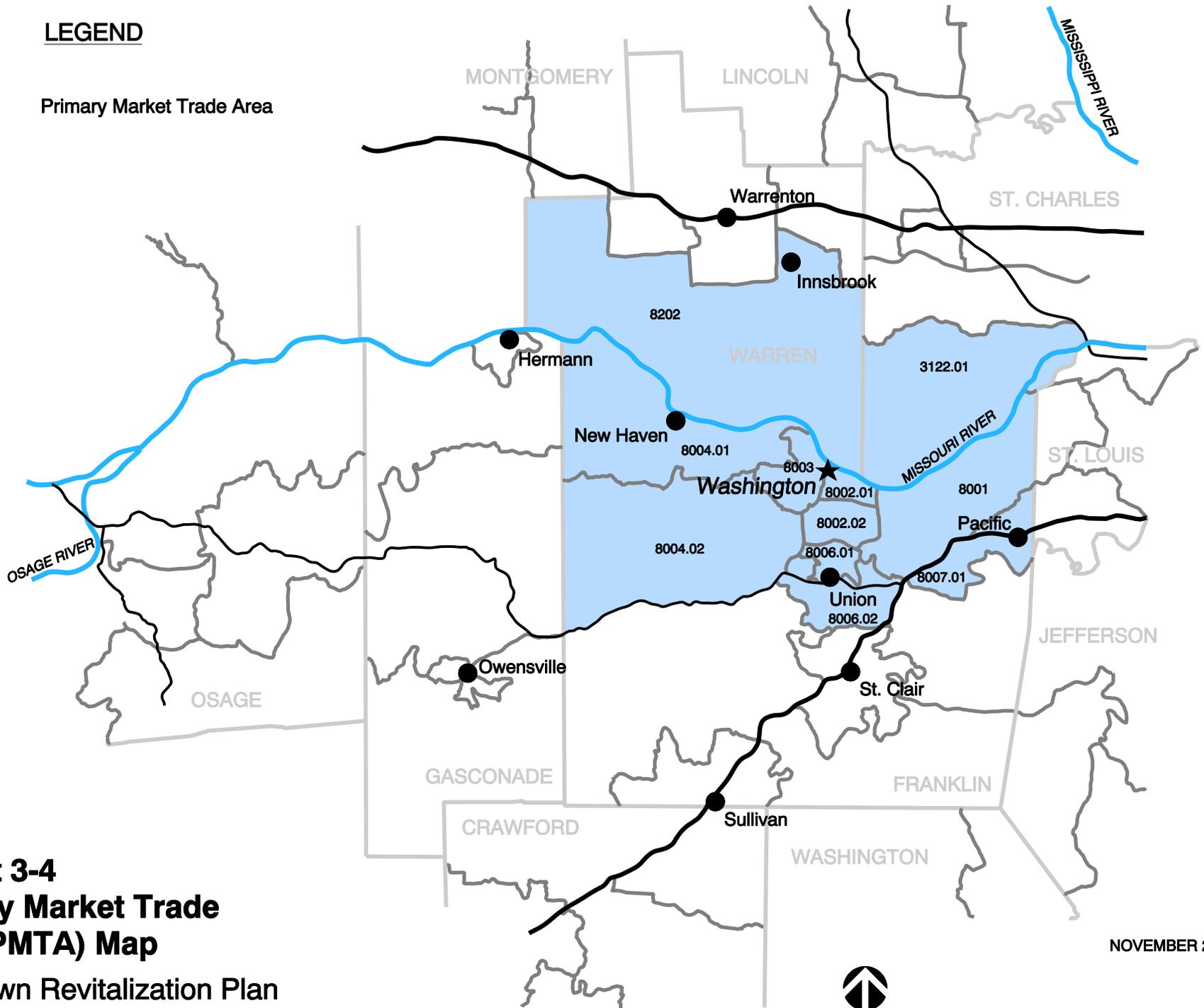
**Exhibit 3-3
PMTA Demographic Snapshot
Downtown Economic Revitalization Plan
Washington, Missouri**

Demographics	2000 Census	2003 Estimate	% Change from 2000	2008 Projection	% Change from 2003
Total Population	71,974	75,015	4.23%	80,088	6.76%
Population 16 and Over	54,613	57,646	5.55%	62,692	8.75%
Number of Households	26,799	28,160	5.08%	30,763	9.24%
Median Household Income	46,817	53,037	13.29%	61,903	16.72%

LEGEND



Primary Market Trade Area



**Exhibit 3-4
Primary Market Trade
Area (PMTA) Map**

Downtown Revitalization Plan
City of Washington, Missouri

NOVEMBER 2004



PGAVURBANCONSULTING

The population growth in the PMTA is expected to be accompanied by a growth in the number of households. Between 2000 and 2003, estimated household growth was 5%, and is estimated to grow by 9.2% between 2003 and 2008. The median household income of the 26,799 households in 2000 was \$46,817. In 2003, the median household income for the 28,160 households grew to \$53,037. The estimated median household income for the projected 30,763 households in 2008 is estimated to be \$61,903. Between 2000 and 2003, median household income increased by 13.3% and is estimated to grow by 16.7% between 2003 and 2008. The projected increase in the number of households is a corollary effect of the projected increase in growth in population. The sizable projected increase in household growth is a significant indication of the future purchasing power of the PMTA.

Primary Market Trade Area (PMTA) – Consumer Spending Patterns (2002)

The PMTA's Consumer Spending Patterns (CSP) not only illustrate the current spending pattern of PMTA residents, but also provides an analysis of the supply and demand for retail goods and services in the PMTA as well. The CSP index provides the national purchasing indices for a range of normal consumer goods and services. An index of 1.00 indicates that the market area has purchasing power equivalent to the national average. Indices above 1.00 indicate buying power above average and indices below 1.00 are below average. This information provides an overview of market conditions and will assist in determining those types of retail establishments for which there is available buying power to support increased goods and services according to the retail sectors and sub-sectors. The existing and future buying power of the PMTA, and the corresponding relationship of buying power to goods and services, is an indicator of the potential retail opportunities that may exist for Downtown Washington.

Exhibit 3-5, Consumer Spending Patterns - PMTA, summarizes the potential and buying power of the PMTA by retail sector and sub-sector classifications.

The PMTA is within a range of equivalency of the national average for the general retail classifications of Grocery, Food at Home, Other Misc. Food and Grocery, and Transportation related expenses. General retail classifications where the buying power is below the national average include Household Equipment, Apparel, Entertainment, Other Household Expenses (termed Shelter and Related Expenses), and Miscellaneous Items (i.e. school supplies, day care and financial institutions). These sectors comprise approximately 30% of the annual average household spending in the PMTA. By comparison, the Grocery, other Food At Home, Other Misc. Food (groceries), and Transportation Expenses make up approximately 53% of the annual household spending in the PMTA and indicate an above average buying power capacity of the PMTA. **Exhibit 3-5, Consumer Spending Patterns – PMTA**, provides a summary of the retail sub-sectors of these general classifications.

Exhibit 3-5
Consumer Spending Patterns – PMTA (1 of 3)
Downtown Economic Revitalization Plan
Washington, Missouri

RETAIL MARKET SEGMENT	ANNUAL AVERAGE HOUSEHOLD SPENDING	MARKET INDEX
Grocery & Other Misc. Exp.:		
Total Food Exp.	9,208	1.04
Food At Home:		
Cereal Products	269	1.04
Bakery Products	561	1.08
Meats	579	1.00
Poultry	281	0.96
Seafood	111	1.17
Dairy Products	549	1.06
Fruits & Vegetables	548	1.01
Juices	141	1.02
Sugar & Other Sweets	353	1.06
Fats & Oils	51	1.15
Nonalcoholic Beverages	635	1.07
Prepared Foods	757	1.05
Other Misc. Expenses:		
Housekeeping Supplies	333	1.09
Food Away from Home	4,373	1.03
Alcoholic Beverages at Home	648	0.93
Alcoholic Beverages away from Home	759	0.99
Over the Counter Drugs	191	1.02
Misc. Personal Items:		
Smoking Prods/Supplies	956	1.27
Personal Care Products	780	0.95
Household Equipment:		
Household Textiles	447	0.86
Furniture	546	0.83
Floor Coverings	31	0.76
Major Appliances	302	0.90
Small Appliance/Housewares	582	0.94
Misc. Household Equipment	475	0.99
Home Computer Software/Access	29	0.85
Home Computer Hardware	224	0.81

Exhibit 3-5
Consumer Spending Patterns – PMTA (2 of 3)
Downtown Economic Revitalization Plan
Washington, Missouri

RETAIL MARKET SEGMENT	ANNUAL AVERAGE HOUSEHOLD SPENDING	MARKET INDEX
<u>Apparel:</u>		
Women's Apparel	1,073	0.87
Men's Apparel	695	0.89
Girls' Apparel	248	0.95
Boys' Apparel	216	0.96
Infants' Apparel	111	0.91
Footwear	390	0.92
Other Apparel Prods/Svc	827	0.82
<u>Entertainment:</u>		
Sports & Recreation	1,009	0.86
TV, Radio & Sound Equipment	1,279	0.87
Reading Materials	503	0.96
Travel	1,232	0.90
Photographic Equipment	170	0.95
<u>Shelter and Related Expenses:</u>		
Household Services	365	0.76
Household Repairs	861	0.87
Fuels	130	0.98
Telephone Service	633	0.92
Room and Board	65	0.74
Lodging Away from Home	247	0.94
<u>Transportation Expenses:</u>		
New Autos/Trucks/Vans	2,528	1.07
Used Vehicles	2,024	1.01
Gasoline	1,273	1.15
Motor Oil	33	1.10
Automotive Maintain/Repair	1,575	1.01
Rented Vehicles	107	0.68
<u>Health Care:</u>		
Medical Services	1,126	0.90
Prescription Drugs/Meds	1,321	1.04
Medical Supplies	143	0.99

Exhibit 3-5
Consumer Spending Patterns – PMTA (3 of 3)
Downtown Economic Revitalization Plan
Washington, Missouri

RETAIL MARKET SEGMENT	ANNUAL AVERAGE HOUSEHOLD SPENDING	MARKET INDEX
Miscellaneous Items:		
Tuition/School Supplies	719	0.74
Pet Expenses	280	1.00
Day Care	223	0.83
Cash Contributions	1,342	0.84

Successful and growing retailers comprising the Household Equipment sector are typically “big box” or “junior anchor” retailers in strip-center development. These retailers compete on their ability to offer discounted prices due to a substantial volume of sales, their ability to negotiate price discounts from suppliers, and advances in distribution/logistical inventory management. These retailers also need large square footage footprints (40,000 sq.ft-150,000 sq.ft.) and direct access to a substantial number of parking spaces. As a result of these factors, independent, and even small retailers in this market segment, are increasingly challenged to provide the product choices and discount prices that consumers expect. The Household Equipment sector should be a primary target for other areas of Washington, but should not be emphasized in the Downtown Area. Two retail subcategories of the Household Equipment sector, however, may prove to be an exception to these trends. First is the furniture sub-sector. The opportunity to encourage retailers of furniture providing a selection of choices that fit particular “niches” in the market (i.e. one-of-a-kind furniture and high quality antiques) should be encouraged in Downtown. Larger discount retailers typically choose not to compete with boutique or specialty retailers in this segment of the retail market. Although the PMTA market is “soft” for furniture in general, the ability to create a market niche for high quality and well designed pieces may capture a larger share of the higher end household income.

The Apparel sector, with an emphasis placed on specialty stores has some potential as a target market for Downtown Washington. The children’s apparel sub-sectors (girls’, boys’, and infants’ apparel) demonstrate a greater potential for capturing the “soft” buying power in the PMTA. The adult apparel sub-sectors are unlikely to be a suitable target unless the retail emphasis is on specialty apparel (i.e. suits, recreation/sport, etc.) Specialty apparel stores can be successful in downtown areas because they can adapt to smaller or irregularly shaped building footprints; apparel shoppers are willing to walk greater distances between stores; entrepreneurs and/or independent business owners can succeed in apparel retailing; and apparel stores provide a shopping experience for both local residents and visitors. Again, the success of apparel retailing in Downtown Washington is predicated on finding the appropriate “niche” in consumer demand for apparel products. The apparel retailing market is much more “stratified” than the home

improvement market, for example, and the diversification of apparel products can attract a greater number of consumers and their associated spending on apparel products.

Restaurants or “social” entertainment such as music venues are not evaluated in this retail market segment by Claritas, however the Food and Alcohol Away from Home sub-sectors are an indication that there is above average buying power to support “social” entertainment and restaurant venues. Businesses in this sector should also be targeted for Downtown. The Downtown Area’s proximity to the Riverfront Park, as well as future plans for a Riverfront Marina provides, or will provide, a complimentary amenity for recreation enthusiasts. Retailers focusing on outdoor recreation and boating activities will be able to capitalize on the “traffic” generated by these amenities. In addition, this type of outdoor/outfitter retailing relies on more destination oriented consumers – consumers who are seeking out a particular product or brand of product. These businesses rely less on “impulse” buying of consumers for their goods and services.

Trade Market Trade Area (TMTA) – Demographic Snapshot

Exhibit 3-6, TMTA Demographic Snapshot, summarizes the demographic trends for the TMTA. The total 2003 estimated population in the TMTA is 168,383, an increase of approximately 4% from 2000. The projected TMTA population in 2008 is 179,119 or approximately 6.4% in growth during the next five-years. The 2003 estimated population for individuals 16 and over (those most likely to be active consumers) is 123,137, an increase of 5.3% from 2000. The projected TMTA population in 2008 for individuals 16 and over is 140,869, or approximately 8.6% in growth during the next five-years. The projected growth in population, number of households, and household income for the TMTA is nearly identical to that of the PMTA. The exception is a slightly lower projected growth increase in the number of households.

**Exhibit 3-6
TMTA Demographic Snapshot
Downtown Economic Revitalization Plan
Washington, Missouri**

Demographics	2000 Census	2003 Estimate	% Change from 2000	2008 Projection	% Change from 2003
Total Population	161,869	168,383	4.02%	179,119	6.38%
Population 16 and over	123,137	129,679	5.31%	140,869	8.63%
Number of Households	60,208	63,049	4.72%	68,232	8.22%
Median Household Income	46,890	52,624	12.23%	61,568	17.00%

This population growth is expected to be accompanied by a growth in the number of households in the TMTA. Between 2000 and 2003, estimated household growth was 4.7%, and is estimated to grow by 8.2% between 2003 and 2008. The median household income of the 60,208 households in 2000 was \$46,890. In 2003, the median household

income for the 63,049 households grew to \$52,624. The estimated median household income for the projected 68,232 households in 2008 is estimated to be \$61,568. Between 2000 and 2003, median household income increased by 12.2% and is estimated to grow by 17% between 2003 and 2008. The TMTA, like the PMTA, has positive growth indicators that provide advantageous socio-economic trends for supporting retail activity.

Total Market Trade Area (TMTA) – Consumer Spending Patterns (2002)

Like the PMTA's CSP, the TMTA CSP illustrates the current spending pattern of the TMTA residents (which represents a larger geographic area) and also provides an analysis of the supply and demand for retail goods and services in the TMTA. As the discussion in the PMTA section described, the market index measures the local buying power of the Washington Trade Area relative to the national average.

Exhibit 3-7, Consumer Spending Patterns – TMTA, summarizes the spending patterns by retail classifications.

**Exhibit 3-7
Consumer Spending Patterns – TMTA (1 of 3)
Downtown Economic Revitalization Plan
Washington, Missouri**

RETAIL MARKET SEGMENT	ANNUAL AVERAGE HOUSEHOLD SPENDING	MARKET INDEX
<u>Grocery & Other Misc. Exp.:</u>		
Total Food Exp.	9,386.21	1.06
<u>Food At Home:</u>		
Cereal Products	268.10	1.03
Bakery Products	560.14	1.08
Meats	574.49	0.99
Poultry	272.58	0.93
Seafood	108.43	1.14
Dairy Products	544.08	1.05
Fruits & Vegetables	547.25	1.00
Juices	138.44	1.00
Sugar & Other Sweets	359.10	1.08
Fats & Oils	49.46	1.12
Nonalcoholic Beverages	635.19	1.07
Prepared Foods	766.61	1.06
<u>Other Misc. Exp.:</u>		
Housekeeping Supplies	335.01	1.09
Food Away from Home	4,562.32	1.08
Alcoholic Beverages at Home	695.50	1.00
Alcoholic Beverages away from Home	808.77	1.06
Over the Counter Drugs	192.74	1.03

Exhibit 3-7
Consumer Spending Patterns – TMTA (2 of 3)
Downtown Economic Revitalization Plan
Washington, Missouri

RETAIL MARKET SEGMENT	ANNUAL AVERAGE HOUSEHOLD SPENDING	MARKET INDEX
<u>Misc. Personal Items:</u>		
Smoking Prods/Supplies	929	1.23
Personal Care Products	822	1.00
<u>Household Equipment:</u>		
Household Textiles	548	1.05
Furniture	693	1.06
Floor Coverings	45	1.10
Major Appliances	358	1.06
Small Appliance/Housewares	699	1.13
Misc Household Equipment	529	1.10
Home Computer Software/Access	36	1.03
Home Computer Hardware	278	1.01
<u>Apparel:</u>		
Women's Apparel	1,241	1.01
Men's Apparel	808	1.04
Girls' Apparel	284	1.08
Boys' Apparel	245	1.10
Infants' Apparel	122	1.00
Footwear	435	1.02
Other Apparel Prods/Svc	1,009	1.01
<u>Entertainment:</u>		
Sports & Recreation	1,213	1.03
TV, Radio & Sound Equipment	1,481	1.01
Reading Materials	572	1.10
Travel	1,443	1.06
Photographic Equipment	196	1.10
<u>Shelter and Related Exp.:</u>		
Household Services	452	0.94
Household Repairs	1,082	1.10
Fuels	139	1.04
Telephone Service	696	1.01
Room and Board	79	0.91
Lodging Away from Home	290	1.10
<u>Transportation Exp.:</u>		
New Autos/Trucks/Vans	2,844	1.20
Used Vehicles	2,361	1.18
Gasoline	1,268	1.15

Exhibit 3-7
Consumer Spending Patterns – TMTA (3 of 3)
Downtown Economic Revitalization Plan
Washington, Missouri

Motor Oil	35	1.16
Automotive Maintain/Repr	1,725	1.11
Rented Vehicles	139	0.88
<u>Health Care:</u>		
Medical Services	1,305	1.04
Prescription Drugs/Meds	1,404	1.11
Medical Supplies	156	1.08
<u>Miscellaneous Items:</u>		
Tuition/School Supplies	880	0.90
Pet Expenses	308	1.10
Day Care	271	1.01
Cash Contributions	1,667	1.04

Unlike the “soft” buying power for certain retail market segments in the PMTA, the TMTA has a much greater potential buying power to support retail markets. In fact, the TMTA may actually has average or above average buying power for each of the general retail market segments. The added buying power to support the retail market segments within the TMTA may be due in part to the high-end residential development occurring within the rural areas of Franklin, Warren and St. Charles counties. The influx of high-end residential development contributes to a strengthening of the buying power of the Washington TMTA. As a result, a future increase in the supply of retail goods and services is likely to be necessary in order to meet the growing demand associated with household buying power.

The importance for Downtown to establish a retail base that capitalizes from PMTA, but also penetrates the TMTA by providing goods and services which encourage consumers to drive further and spend more per purchase should not be overlooked. It is the ability of Downtown to mix the type of retail establishments and differentiate Downtown from competing, but repetitive, suburban retail competition that shall contribute to the success of Downtown as an economic activity center.

Summary of Demographics and Spending

The demographic and spending trends of Washington have profound implications for the future revitalization of the Downtown Area. The future need for additional housing, retail shopping alternatives and the increasing buying power of Washington Area households will influence the type of businesses and residents attracted to Downtown. The demographics of the Washington trade area are a positive indicator of the future redevelopment potential that exists for Downtown.

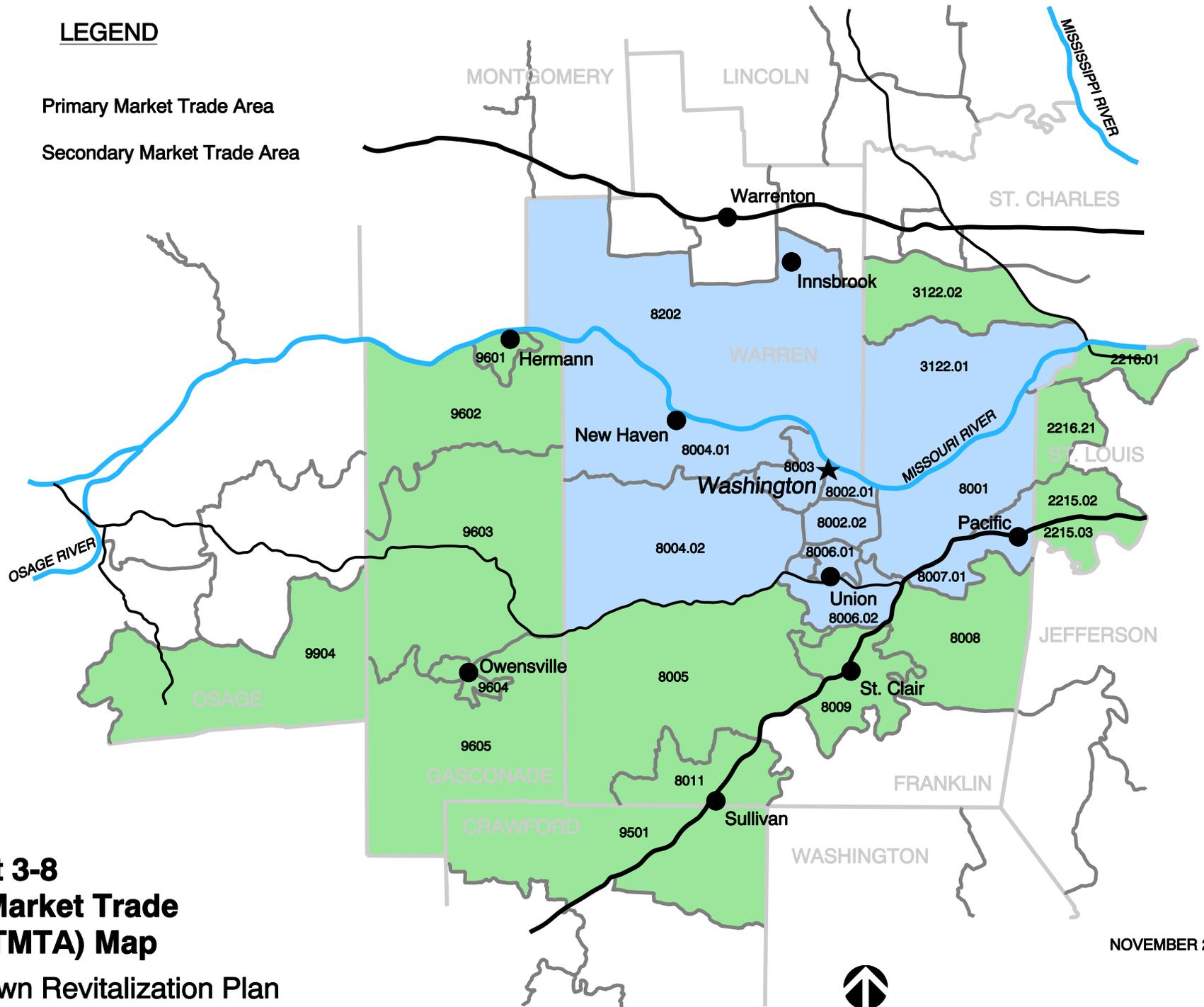
LEGEND



Primary Market Trade Area



Secondary Market Trade Area



**Exhibit 3-8
Total Market Trade
Area (TMTA) Map**

Downtown Revitalization Plan
City of Washington, Missouri

NOVEMBER 2004



NORTH

PGAVURBANCONSULTING

The total number of projected households is expected to increase by approximately 5,000 units in the next five-years. Clearly, there exists an opportunity for Downtown to provide an alternative to the more common single-family and villa home construction that is likely to occur in response to this growth throughout the Washington area. Although the Downtown Area should not be considered a primary residential neighborhood, the ability to provide loft-style, condominium and/or apartment living in an “urban” environment is of significant advantage to Downtown. These types of residential units can be owner-occupied or rental property, and have proven to be popular living spaces for young adults and “empty nesters”. An estimated 50 new residential units in Downtown (including the renovation or conversion of existing loft and apartment spaces) would absorb approximately 1% of the estimated 5,000 residential units that are projected to accommodate the increasing population of the Area. The introduction of approximately 50 residential units would enhance the “community” of Downtown, promote the adaptive reuse of underutilized buildings, and provide a consistent customer base for Downtown businesses.

The current snapshot of Washington’s trade areas suggests that there is a general capacity to support additional retail goods and service outlets due to average or above average buying power. As previously noted, certain sub-sectors with should be targeted as business sectors for the Downtown Area. In particular, this business can concentrate on market niche or product quality. Certain retail sub-sectors are unlikely to locate in Downtown, but the City of Washington should pursue their attraction to other parts of the community. The buying power, measured by Household Income, of the Washington Total Market Trade Area is projected to increase by 17% by 2008. As a result, the current retail sub-sectors for which there is above average buying power in the community can expect to continue to remain under-represented in the market without the attraction and development of these retail sectors. In addition, the current retail sub-sectors supported by average buying power may also expect an increase in the future demand and potential for “unmet demand” without the attraction and development of those resources.

The retail market, therefore, is one of potentially dynamic growth for Washington. The projected future increases in population and household income (buying power of consumers) suggest that the retail market of Washington will be able to absorb additional retail and commercial activity. Downtown can and should be a destination for targeted retail sectors.

DOWNTOWN BUSINESS ENVIRONMENT

Organizations

Downtown Washington is supported by an active and supportive business community of local merchants, City officials, and resident volunteers. The Washington Area Chamber of Commerce (Chamber) is a voluntary organization of business and professional people, along with individuals, whose collective purpose is the promotion of the civic, industrial and commercial advancement for the community. The Chamber speaks for collective

business enterprises. In short, the Chamber serves as the clearinghouse for activity which will develop a better community for each business' concern and its employees.

Downtown Washington, Inc. (formerly a merchant's committee established in the early 1970's) was formed in 1989 when the City of Washington was selected as one of the first five pilot communities for the Missouri Main Street Program. Downtown Washington, Inc. has maintained its status as a Missouri Main Street Program and as a National Main Street Community to this day. The organization was recognized in 2000, 2001, and 2002 as one of the 20 semi-finalists in the Great American Main Street Awards - the highest honor a Main Street Program can receive.

Washington Preservation Inc. is a non-profit organization made up of dedicated community members committed to the preservation of Washington's historic fabric. The City of Washington is also a certified local government member of Missouri's Historic Preservation program and has a commission which assists the City in preservation decisions. The City is also supported by over 30 organizations and clubs that provide ongoing support for business, civic events, and volunteer activities throughout the region. The continued support, cooperation and partnership of these organizations with the City should be encouraged, and enhanced when possible.

Economic Activity

The evolution of downtown areas have been influenced by many things. Industry moved from downtowns and into business parks on the fringes of the city – changing where people worked. The popularity of the car meant people no longer had to live and work within walking distance – changing how people moved from place-to-place. Malls and strip centers became the shopping destination of choice – changing where people bought their goods. New housing and commercial developments were being built farther and farther from the downtown area, and people followed. As the downtown area was abandoned, buildings became vacant or were underutilized.

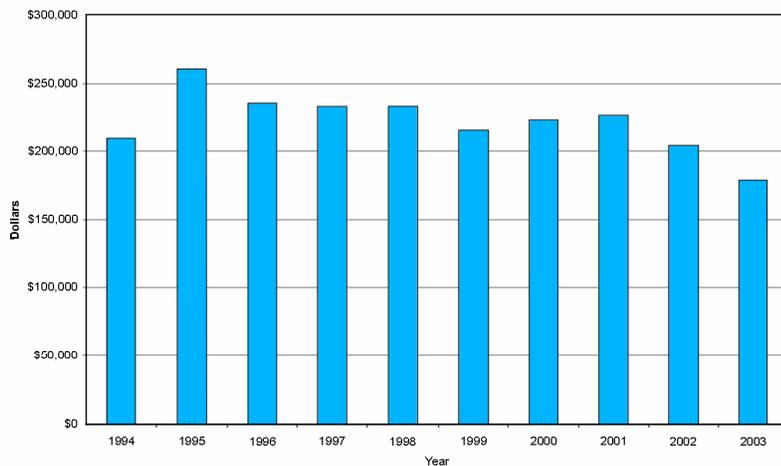
Downtown Washington was not immune from the general evolution of decline for downtowns nationwide. New growth and development (industrial, commercial, and residential) has continued to occur farther and farther away from the Downtown Area. Increases in population have introduced residents to the City who no longer have generational ties to the community, and therefore, are not as attached to the historic importance of Downtown Washington. Nationwide commercial and retail development trends have emphasized larger building footprints and abundant parking. The City of Washington has experienced new commercial and retail development, accommodating these contemporary standards in other areas of the City (primarily along Route 100). The relative importance of Downtown as a center for commerce and shopping has continued to decline as a result of this change in consumer preferences and commercial/retail standards of design.

Sales tax revenues are a commonly accepted measure of the economic vitality of an area, particularly when the area is a center for commerce and economic activity. **Exhibit 3-9, Historical Downtown Sales Tax Revenue**, demonstrates the declining sales tax revenue contribution of Downtown Area businesses, which is estimated by the City to be

approximately 12-15% of City-wide sales. The 2003 sales summary includes sales taxes through October 2003.

According to the Chamber, current vacancy rates for first-story store fronts in Washington are consistently less than 10%. This is a relatively “healthy” vacancy rate when compared to state-wide averages of other communities with historic downtowns. Lease rates for commercial space can be as high as \$12 per square foot according to the Chamber. This is comparable to “new” development lease rates in buildings that offer superior amenities. These high lease rates, if not supported by a high-quality amenity package, may impact the future viability of downtown businesses.

Exhibit 3-9
Historical Downtown Sales Tax Revenue
Downtown Economic Revitalization Plan
Washington, Missouri



Downtown Business Practices

The diverse mix of current businesses in the Downtown Area presents challenges to consistently applying “uniform” business’ practices. Many of the businesses in Downtown are sole-proprietorships or “mom and pop” business operations who struggle with finding time to efficiently address the multiple functions of operating a small business. In addition, many businesses in Downtown maintain traditional “business hours” by virtue of the type of business they conduct (i.e. banking and insurance). Collectively, there is an inconsistent application of the types of hours Downtown businesses choose to operate. This can be confusing to the customer, and in fact, is a disincentive for people to shop and/or conduct commerce at Downtown businesses if only one or two businesses are open at convenient times for the *customer base*. On the other hand, the competition for

Downtown businesses (i.e. strip malls and office buildings) that are located in other parts of the community do apply consistent hours which are a convenience for patrons of the businesses. The Downtown business community must agree on a general framework for providing a consistent and customer-centered set of business practices that will entice and encourage people to visit and shop in the Downtown Area during different times and days of the week, while also balancing the demands of the small businesses in the Area.

TRANSPORTATION AND INFRASTRUCTURE

Basic Infrastructure

Based on discussions with the City, the basic infrastructure elements of Downtown (i.e. water, sewer, gas, electric, etc.) are not in need of significant rehabilitation or replacement at this time. Therefore, there is not a pressing need to allocate substantial resources for immediate improvements to these systems outside of their ongoing maintenance requirements except those improvements which can be implemented to reduce the impediment of overhead, utility power lines to the aesthetic character of the Area.

Roadways and Streets

The roadway infrastructure is generally in good condition. Many of the streets have been recently resurfaced. Those streets that have not only demonstrate signs of early deterioration, which can be remedied with basic, seasonal maintenance by the City. Once again, there is not a pressing need to allocate substantial resources toward the reconditioning or upgrading of the road network in the Area beyond the need for regular maintenance or to support infill redevelopment projects as needed.

Pedestrian Facilities

Several pedestrian cross-walks in the Downtown Area have been upgraded with ornamental brick pavers. These improvements not only enhance the safety of pedestrians by slowing vehicular traffic at intersections, but also improve the aesthetic appeal of the streetscape environs as well. Future improvements at pedestrian intersections should continue to add these elements.

The small block grid pattern of Downtown is a positive element in encouraging a comfortable pedestrian environment. In general, however, the Downtown Area has many opportunities for pedestrian facilities that are unrealized. There are few, if any, pedestrian amenities to entice visitors, business associates, and residents to stay for longer periods of time. These amenities could include benches, bike racks, pocket parks, public restrooms, and scenic viewpoints overlooking the Missouri River. These types of pedestrian amenities provide two distinct functions. The first function is to create a more pedestrian friendly environment through aesthetic enhancements and the development of open spaces to encourage visitors and residents to slow down and “mingle” in the Area. The second function is to provide very practical amenities for people who do wish to remain in the Area for extended periods of time (i.e. more than a 30-minute visit). People need places to rest, lock-up bikes; and socialize or learn more about Washington’s distinctive history.

The Railroad

Railroad service, and more specifically the railroad tracks, are a mixed asset for the Downtown Area. The train service provides a unique transportation amenity for the City by providing a mode of transportation that many other communities do not benefit from. The train increases the amount of visitors that come to Washington and also increases the distance from which Washington visitors travel. In this respect, the railroad is a benefit. However, the current financial condition of Amtrak may impact the contribution of the rail line. The railroad tracks present a physical challenge to integrating the Downtown Area with Rennick Riverfront Park. Access to the riverfront is inhibited by the railroad tracks due to safety reasons. In addition, the aesthetic presentation of the railroad tracks (excluding the remodeled train depot and the Riverfront Park) detract from the streetscape of Front Street. For example, the prevalence of freight traffic impedes riverfront views.

Another disadvantage presented by the railroad service is the practice of train engineers blowing the train whistle when approaching vehicular rail crossings. Between Front Street and the Riverfront Park, there are three crossing points. In effect, the trains begin blowing the train whistle while approaching Downtown and continue to blow the whistle until they have passed Downtown. Although train enthusiasts enjoy the sounds of train transportation, the loud and relatively steady sound of the train whistle is a barrier to economic commerce and residential living in Downtown. There is an immediate need to employ an alternate system for railroad crossings in Downtown that ensures the safety of both train traffic, and automobile and pedestrian traffic crossing the railroad tracks.

The River

At one time, the Missouri River was one of the primary methods of transportation to and from the City of Washington. Today, there is an occasional boater who frequents the City via the Riverfront. The ability to utilize the River as a source of recreational transport is an underutilized asset. Previous discussion, as well as later discussion within this Report describes the potential for a marina, which will encourage the use of the River by local residents and visitors as a mode of transportation.

PARKING

Location and Type of Parking

Successful retail and commercial businesses require an adequate supply of parking that is convenient and affordable. On-street parking and nearby structured or off-street parking with good access are critical for downtown business success. Parking in the Downtown Area is provided by both on-street parking and a series of off-street parking lots. The majority of "public" parking lots are owned or leased by the City in order to provide parking to visitors of the Area. A number of businesses in Downtown also provide parking areas for patrons of their business.

Off-street parking spaces available for public use (primarily those owned or leased by the City) are primarily located between Main Street and Front Street and near the City

Government complex and Public Library. In addition, the Park provides additional parking that can be utilized for special events. There are a few smaller lots located within the Downtown Area as well. Currently, the overall amount of parking spaces in Downtown adequately serves the visitors to the Area on a day-to-day basis, although the businesses at the far northwestern edges of Front Street are not in close proximity to a public parking lot. However, future revitalization of the Downtown Area will increase the demand for convenient and readily available parking. Therefore, revitalization of Downtown will most likely require additional parking spaces and a redistribution of those spaces in targeted locations within the Area to serve not only the increased residential population and visiting patrons, but also the increased employment required to operate an enhanced business climate.

Off-street parking in Downtown provides a convenient amenity for patrons to conduct business in the Area. The availability of convenient, on-street parking encourages residents and visitors alike to patronize commercial and retail businesses in Downtown. Fortunately, Downtown Washington has available the space necessary to support effective on-street parking. As increased business activity and higher-density residential development occurs, it may be necessary to provide reasonable limits to on-street parking in an effort to accommodate patrons in need of “short-term” parking and redirect long-term parking to the off-street parking lots previously discussed.

Parking Aesthetics

Although the issue of signage and streetscape improvements is discussed in greater detail later within this Section, it must be noted that there is a lack of effective directional signing identifying the location of the off-street parking lots, as well as their availability for public or private use. Likewise, most of the existing parking lots detract from the aesthetic quality of the Downtown Area due to a shortage of landscaping, street furniture, and other visual improvements to these spaces. Those parking lots which have landscape and streetscape elements should serve as a guide for applying a standard landscape and streetscape plan to existing and new parking areas.

SECTION 4

COMMUNITY PERSPECTIVES

A master plan for the revitalization of Downtown Washington must reflect the vision and needs of the community. In order to measure the community's vision and priorities for the future revitalization of Downtown Washington, three methods of public opinion research were initiated to provide a distinct, but complimentary, perspective of public opinion. The three methods of public opinion research include focus group interviews, a community telephone survey, and a visitor "clipboard" survey. The focus groups, comprised of five sessions, were conducted on October 8, 2003, by UNICOM-ARC. During October-November of 2003, students in East Central College's marketing research program completed a fieldwork of a clipboard survey developed by UNICOM-ARC. In May 2004, the East Central College students completed a telephone survey developed by UNICOM-ARC.

In addition to the public opinion research methods employed for this strategic planning effort, the City has recently completed an update to its Comprehensive Plan which involved considerable public input and review. The findings contained in the *Envision Washington Comprehensive Plan* are also beneficial to evaluating the value placed on issues impacting Downtown by the Washington community.

The following is a summary of the findings of the public opinion research categorized by general issues, concerns or elements of the community assessment, which will guide the prioritization of a set of strategic actions. These strategic actions, and recommendations for their implementation, comprise the "working document" component of the Plan. Successful implementation of these strategic actions will occur through the partnership of the entire community. Therefore, the community perspectives are important to ensuring that the suggested outcomes of the Master Plan are consistent with the community of Washington's vision.

VISITING DOWNTOWN

Resident Responses

Responses offered by focus group participants (selected by the City as key stakeholders in Downtown) touched on a wide-range of reasons as to why local residents visit Downtown. The reasons included: accessing services available in Downtown such as car repair, Amtrak service; church services, and having lunch; using recreational amenities such as boating and walking (especially on the Riverfront Trail); and shopping for groceries, antiques or pharmaceuticals.

A summary of the clipboard survey found that residents who visit Downtown shop, dine, attend special events, conduct business, enjoy entertainment, and use recreation amenities (including boating). Approximately 79% of residents interviewed visit Downtown once a week or more. The reasons cited for most often visiting downtown by residents include *shopping* (71%), *dining* (30%), *other outdoor recreation – not including boating* (29%) and to *conduct business* (23%).

Visitor Responses

Visitors reported during the clipboard survey that they visit Washington (not just Downtown) for the primary purposes of shopping, conducting business or other reasons (besides vacationing or visiting family/friends). These visitors overwhelmingly visited Washington by car. The visitors to Downtown reported frequenting the Area *at least once a week or more* approximately 48% of the time, or visiting Downtown *at least once a month or more* approximately 16% of the time. Much like residents, visitors frequent Downtown for shopping, dining, conducting business, outdoor recreation (excluding boating), and enjoying entertainment. The reasons most often cited for visiting Downtown by visitors to Washington include *shopping* (57%), *dining* (36%), and *conducting business* (20%). Of the majority of visitors surveyed, approximately 78%, do not stay overnight in the Washington area.

Telephone Survey

Washington residents living in the 63090 zip code (63090 residents) responded that they visit Downtown Washington *once a week or more* 64% of the time, and 28% of 63090 residents reported visiting Downtown *once a month or more*. According to the 63090 residents surveyed, 92% of the area's residents visit Downtown once a month at a minimum. The reasons reported for visiting Downtown *very often* by 63090 residents include *shopping* (21%), *outdoor recreation* (28%), *special events* (25%), *church services* (28%), and *conducting business* (25%). *Shopping* was reported as the one reason most often reported for visiting Downtown by 63090 residents.

Residents living in a set of zip codes in the areas surrounding Washington not including 63090 residents (non-63090 residents) responded that they visit Downtown Washington *once a week or more* 28% of the time, and 32% of non-63090 residents reported visiting Downtown *once a month or more*. According to the results of the survey, 60% of the non-63090 residents visit Downtown Washington once a month at a minimum. The reasons reported for visiting Downtown *very often* by non-63090 residents include *shopping* (20%). As a result, shopping was reported as the one reason most often reported for visiting Downtown by non-63090 residents.

Of note is the increase in the percentage of non-63090 residents reporting *shopping* (42%) as the primary reason for visiting Downtown relative to the 63090 residents (34%). Non-63090 residents also rated *dining* (25%) and *special events* (11%) higher than 63090 residents (19% for *dining* and 6% for *special events*) for the primary reason for visiting Downtown. However, 63090 residents rated *outdoor recreation* (17%) and *church services* (13%) higher than non-63090 residents (4% for *outdoor recreation* and 1% for *church services*).

DOWNTOWN AMENITIES

Resident Responses

The majority of input session participants communicated that parking is plentiful and convenient (except during special events). There was little sense that it was difficult to find one's way around Downtown. Some participants did feel that the riverfront is perceived as isolated from the Area and that the steep incline between Front and Main Streets contributes to this perception. There was considerable input concerning the inconvenience of business hours in Downtown, however, other participants noted that it was impractical for single proprietor or small businesses to keep longer hours. Generally, the input participants felt that the existing business in Downtown are satisfactory, but a greater variety of business would enhance the Area. The following types of businesses were among those suggested by participants:

- ✓ Art galleries;
- ✓ Clothing;
- ✓ Farmers' market;
- ✓ Hardware;
- ✓ Hotel (perhaps with a conference center);
- ✓ Restaurants;
- ✓ Shoes; and,
- ✓ Variety Store.

Residents participating in the clipboard survey revealed that approximately 87% find it *very easy* to navigate in Downtown. Over half (52%) of the residents participating in the survey felt that Downtown businesses keep *somewhat convenient* hours. Approximately 25% felt business hours were *very convenient*, and 19% felt business hours were *somewhat inconvenient*. Residents believe that parking in Downtown is either *very convenient* (approximately 27%), *somewhat convenient* (approximately 34%), and *somewhat inconvenient* (approximately 26%). Resident respondents indicated that additional *clothing stores* (approximately 14%), additional *bands/live concerts/music* (approximately 15%) and *more restaurants* (approximately 10%) would make them more likely to visit Downtown.

Visitor Responses

Approximately 58% of visitors participating in the clipboard survey felt that it was *very easy* to find one's way around Downtown, while approximately 34% felt that it was *somewhat easy*. Approximately 46% of visitors participating in the survey felt that Downtown business hours are *somewhat convenient*, while approximately 28% consider business hours to be *very convenient* and 18% to *somewhat inconvenient*. Visitors believe that parking in Downtown is either *very convenient* (approximately 26%), *somewhat convenient* (approximately 39%), or *somewhat inconvenient* (approximately 25%). Visitor respondents indicated that *more or better restaurants* (approximately 19%) and additional *bands/live concerts/music events* (approximately 10%) would make them more likely to visit Downtown.

Telephone Survey

The 63090 residents rated the following Downtown conditions as *excellent or good* at least 75% of the time: Downtown (84%), preservation of historic structures (78%), safety during the day (92%), safety at night (81%), and access to the riverfront (92%). The 63090 residents believe it is *very important* (75% of respondents) that Downtown Washington retain its historic character. When asked to prioritize the types of businesses that should be added to Downtown, 63090 residents rated *casual dining, live theatre, movie theatre, upscale dining, men's clothing, women's clothing* and *bookstores* as a *top or high priority* over 40% of the time.

Residents in the non-63090 zip codes rated the following Downtown conditions as *excellent or good* at least 75% of the time: downtown signage (79%), preservation of historic structures (80%), occupied storefronts (76%), safety during the day (92%), access to the riverfront (79%), and the condition of streets (76%). The non-63090 residents believe it is *very important* (73% of respondents) that Downtown Washington retain its historic character. When asked to prioritize the types of businesses that should be added to Downtown, non-63090 residents rated *casual dining, antiques, hotel with conference center, arts and crafts, movie theatre, upscale dining, women's clothing* and *bookstores* as a *top or high priority* over 40% of the time.

DOWNTOWN IMPROVEMENTS

Resident Responses

Participants in the input sessions discussed the need to maintain and enhance the character of Downtown. Although there was no consensus as to the appropriate methods for addressing the character of Downtown, the majority of session participants indicated the need for historic preservation be a part of any improvement effort. Some participants believed that there should be a better integration of Downtown and the Riverfront. Other improvements to Downtown voiced by the focus groups include:

- ✓ Providing opportunities for open-air musical performances;
- ✓ Boat slips;
- ✓ Decorative lighting;
- ✓ Increasing family-oriented attractions;
- ✓ Improving residential units/property;
- ✓ Make the Area more pedestrian friendly;
- ✓ Move utility poles/lines underground; and,
- ✓ Provide public restrooms.

Approximately 12% of clipboard survey respondents who were identified as residents identified better parking facilities as improvements that should be encouraged in Downtown.

Visitor Responses

Approximately 21% of visitor respondents to the clipboard survey identified better parking as a necessary improvement for Downtown.

Telephone Survey

Residents in the 63090 zip code reported at least 40% of the time that adding green space, improving lighting, adding public restrooms, adding new parking spaces or lots, and making the Area more pedestrian friendly should be considered a *high priority*. On the issue of Downtown improvements, non-63090 residents reported at least 40% of the time that adding green space, improving lighting, adding public restrooms, adding new parking spaces, changing parallel parking spaces to angle parking, making the Area more pedestrian friendly, and improving signage should be considered a *high priority*.

COMMUNITY PERSPECTIVES SUMMARY

The outcomes of the community engagement process conducted through public opinion research revealed some significant insights into how the community perceives Downtown. Clearly, both residents and visitors perceive Downtown as a place to shop, conduct business and dine. Local Area and surrounding Area residents report visiting Downtown with significant frequency. Therefore, the sense of Downtown as a destination for community activity is readily accepted by members of the community and visitors to the Area. This is a positive indication that proactive efforts to revitalize Downtown will encourage existing and new residents and visitors of Washington to support new and expanded activities. The revitalization of Downtown can focus on expanding the offerings available to local and surrounding area residents in order to encourage a longer stay or increased visits to Downtown. For visitors, efforts should focus on increasing the destination amenities available to encourage increased out-of-area visits.

Despite the frequency of visits by local and surrounding area residents, there is a perception that the “mix” of businesses and entertainment offerings could provide more alternatives and options for both visitors and residents. In some respects, the community still values the importance of Downtown as a center for commercial activity, but the types and choices of commercial activity do not fulfill the consumer demands and needs of residents and visitors. Over time, this perception of Downtown as “adequately” or “somewhat” meeting the needs of residents and visitors could lead to a decline in the frequency of their participation in Downtown commercial activity as competing locations provide more commercial amenities.

Related to the perception of Downtown as a center for commercial activity, is the feeling and desire to have Downtown as a location for additional community events. This research indicates that the community perceives Downtown as the central gathering place for community life. There is an opportunity to meet the growing need for community activities in this part of Washington through outdoor concerts, festivals, a farmer’s market, etc. These “public” activities are another method to encourage activity in the “private” sector of Downtown.

There are differences in the perceptions of Downtown between residents and visitors about the physical appearance and presentation of the Area. Residents believe that the physical components of Downtown, although in need of some “sprucing up”, are generally acceptable. Residents believe that they can easily find parking and have little difficulty traveling in Downtown. There is also an overwhelming desire to maintain and preserve of the historic architectural features of the buildings in the Area.

It is less clear that visitors find navigating in Downtown and finding parking in the Area as easy as residents. This issue could prove to be a detriment to increasing the presence of visitor activity in Downtown. Likewise, visitors were more critical about the aesthetic appearance of Downtown, including the need for additional streetscape improvements. Both residents and visitors agreed that the Area should promote a more pedestrian friendly environment.

SECTION 5

DEVELOPMENT OPPORTUNITIES AND PLANNING CONSIDERATIONS

This section of the Downtown Economic Revitalization Plan outlines a series of “Development Opportunities” and “Planning Considerations” for Washington. The Development Opportunities and Planning Considerations are based on existing land use relationships, potential future market conditions of Washington, existing building sizes and conditions, the current “mix” of businesses in the Area, and community perspectives about Downtown. These opportunities and considerations provide a framework for developing the strategies, actions, and policies that the City Council, property and business owners, the Chamber, and the Downtown Committee should begin to implement. These recommendations, strategies, and actions are presented in Section 6 of the Plan.

The Development Opportunities and Policy Recommendations are presented on **Exhibit 5-1, Development Opportunities**. This exhibit depicts a variety of information regarding specific Development Opportunities and general Planning Considerations for Downtown.

The findings of the Development Opportunities Map are based on:

- ✓ A review of the existing land uses and property conditions of Downtown based on information provided by the City and by a field review conducted by senior PGAV staff;
- ✓ Outcomes of the public opinion survey research conducted by UNICOM-ARC and the student volunteers of East Central Community College;
- ✓ Discussions with representatives of various development companies;
- ✓ Meetings and telephone conversations with the City Staff and members of the Downtown Committee;
- ✓ Recognition of the likely ability (or in some cases inability) of the City and the Downtown businesses and property owners to change the land use patterns that presently exist; and,
- ✓ Extensive experience of the PGAV staff with downtown problems and factors of a similar nature in other communities.

As noted above, this map has various notations that briefly depict certain factors. The following narrative is a summary of these notations and recommendations needing further elaboration.

DEVELOPMENT OPPORTUNITY #1

The area described as Development Opportunity Area #1 (Area #1) contains the four blocks surrounding the intersection of Main Street and Jefferson Street. This intersection is one of the primary “points of arrival” within Downtown due to the traffic generated along Jefferson Street, between Riverfront Park and Fifth Street, as well as the fact that Jefferson is the southern entry into the shopping district along Main Street. A substantial portion of Area #1 is comprised of the Modern Auto dealership, which as previously noted, is moving to a location along Highway 100. The vacancy created by this relocation presents a tremendous opportunity to dramatically change the “sense of place” in this portion of Downtown through a high-quality, comprehensive redevelopment project.

One of the challenging aspects of any downtown revitalization effort is the diversity of ownership among land and buildings. Ownership diversity can be a barrier to necessary infill redevelopment within a downtown business district, but can also be a positive element. In this case, Modern Auto’s properties present an opportunity to acquire property due to the unified land ownership. There is limited, if any, other available opportunities to acquire property and induce comprehensive redevelopment on this scale within Downtown. Several properties are parking areas and do not contain existing structures. The ability to acquire and redevelop these properties in a well-planned, unified manner is a significant opportunity for Washington.

In addition to being located at a primary intersection in Downtown and having a significant amount of property under one ownership entity, Area #1 has other elements that contribute to the attractiveness of this portion of Downtown as a primary redevelopment opportunity. Area #1 serves as the southeasterly “gateway” to the shopping district located along Main Street. Much of the property in this portion of Downtown overlooks the Missouri River, providing unique and pleasing views of the Missouri River. Therefore, Area #1’s location can serve to link Main Street and Front Street commercial activity with Jefferson Street and also capitalize on the natural vistas of this location.

When considering these elements of Area #1, this portion of Downtown presents the City with a strategic opportunity to encourage a redevelopment project(s) that will substantially enhance Downtown as a destination for residents and visitors to Washington. For effective revitalization of Downtown Washington to occur, a well-balanced mix of existing building rehabilitation must be accompanied by “targeted” infill redevelopment projects to “push” the Downtown Area beyond the “tipping point” of renewed investment from all members of the community. This Plan recommends that portions of Area #1 be redeveloped as an “anchor” project for Downtown and integrated with many of the existing businesses and buildings when possible. The components of this “anchor” project should be unique to the Washington region, attract residents and visitors into the “heart” of Downtown, contribute to the tax base of the City and affected taxing jurisdictions, and effectively transform the strategic advantages of Area #1 into a high-quality, boldly designed collection of buildings and streetscape improvements that enhance the aesthetic presentation of this portion of Downtown.

The recommended targeted uses for Development Opportunity #1 include a mixed-use project which integrates selected buildings where appropriate. The proximity to Missouri's Wine Country and the St. Louis region present an opportunity in the market for the location of a conference/retreat center with an attached boutique hotel. Ancillary development components could include street level retail and restaurant space to assist in "extending" the shopping district along Main Street beyond Jefferson Street. This design would invite residents and visitors to frequent businesses located northwest of Area #1 along Main Street, and introduce them to the shops along Elm Street. The need for structured parking is necessary to not only serve the hotel and retreat/conference center, but also to provide parking for the business district. Easily accessible parking will be paramount to successful redevelopment.

Recent discussions regarding the location of a Missouri Press Association Hall of Fame in Washington also presents a unique opportunity for Downtown. The Hall of Fame is an ideal complimentary use to the retreat/conference center and boutique hotel. Its location within this project would enhance the "destination" orientation of Downtown and support hotel occupancy at this and other lodging facilities (including bed and breakfast locations) in Washington. The close proximity of hotel rooms, dining, shopping and parking would provide increased amenities to visitors of the Hall of Fame.

DEVELOPMENT OPPORTUNITY #2

Development Opportunity Area #2 (Area #2) is comprised of a portion of the block bounded by Second, Lafayette, Third, and Oak Streets. The portion of the block targeted for development is primarily a series of vacant lots and parking areas. The City currently operates a "farmer's market" in an area of the City outside of Downtown. Although the current operation of the farmer's market is functional and attracts vendors and shoppers, the overall impact of the farmer's market on the community is underutilized. This portion of Downtown presents a tremendous opportunity to provide a central location for the farmers market with enhanced facilities for vendors and market customers.

The potential contribution of a farmer's market to the Downtown environment is tremendous. First, the farmer's market would serve as an additional destination point for residents and visitors to Washington, thereby increasing the number of "visits" people make to Downtown. The central location of a farmer's market in Area #2 would also encourage customers of the market to visit other businesses in Downtown. Currently, there is no "spill over" of the farmer's market customer base into the Downtown Area. In addition, the introduction of the farmer's market would aid Downtown in competing with other business nodes within the Washington Trade Area by increasing the business "mix" of Downtown and presenting consumers with additional choices in one location (i.e. "one-stop" shopping).

Second, the farmer's market building could serve as an additional public venue for events as well. There is an immediate need for public restroom space in the Downtown Area. Public restrooms should be incorporated into a farmer's market building for use by visitors to Downtown. An adjacent park space could be used to compliment the farmer's market. As previously noted, there is an overwhelming lack of public green space in Downtown. A central park space adjoining the farmer's market in the middle of Downtown would provide

a public gathering space for public events, as well as introducing much needed natural greenery to soften the aesthetic presentation of Downtown. The farmer's market building could be designed in such a way to serve "multi-functional" purposes, such as a special events facility for outdoor activities, in order to maximize the usability of the building during non-market hours. The "multi-functionality" of the building would encourage additional activity in Downtown with more frequency.

**DEVELOPMENT
OPPORTUNITY #3**

Development Opportunity Area #3 (Area #3) is located across Third Street from Area #2. Area #3 consists of a vacant car wash, two residential units, and commercial buildings. Many of these structures are obsolete or are significantly deteriorated and detract from the aesthetic presentation of Downtown. Area #3 is a collection of conflicting land uses. Most of the commercial buildings would require significant financial investment to rehabilitate the structures into an economically efficient use. The single family residential use on Lafayette Street is located between service uses and presents incompatible land use relationships. The redevelopment of Area #3 would remove these deteriorating and obsolete structures and provide an opportunity to introduce a higher and more efficient use of these properties.

As noted in Section 3, the presence of residential units in a downtown area can contribute greatly to its overall health. The development of Area #3 as a high-density residential development would introduce much needed pedestrian activity into the central portion of the Downtown Area. The proposed farmer's market and adjacent park space would compliment the residential development and enhance the desirability of this location for residential uses. Unlike the rehabilitation of existing residential units within Downtown (a recommended development opportunity discussed within this Section), this redevelopment project would encourage alternative residential spaces, in contrast from the rehabilitation of existing units. These new residential spaces can offer greater amenities with a different design and layout than the rehabilitation of existing residential spaces. Ultimately, the introduction of new residential units and rehabilitated residential units should appeal to a wide range of residents.

**DEVELOPMENT
OPPORTUNITY #4**

Development Opportunity Area #4 (Area #4) consists of a parking lot, two grain silos, and some commercial buildings (including the Wolf Hotel). The portion of Area #4 along Front Street is across the street from the train depot and offers spectacular views of the River. The grain silos have long been inactive, and in their current condition, detract from the visual character of the Area. However, a creative mixed-use project could integrate the disparate buildings in this Area, while simultaneously taking advantage of this ideally situated location along the riverfront.

The now vacant Wolf Hotel or Washington Station building should be rehabilitated into a mixed-use building as either a stand alone-project or as a part of a larger development plan in Area #4. Adaptive reuse of the silo structures should be encouraged as a part of a redevelopment plan in Area #4. In other communities, silos have been converted to

restaurants, integrated into hotels or office buildings, or renovated into residential housing uses. The silos are a connection to the City's history and have shaped the skyline of the Downtown Area for many years. The encouragement of adapting these structures into productive use is a preferred objective of this Plan. However, the financial cost of redeveloping these structures may be substantial. Therefore, well-conceived development plans that may result in the demolition of these structures may be necessary if all avenues for their rehabilitation have been exhausted and proven to be too expensive.

The presence of parking in Area #4 should remain. The ability to integrate structured parking, and possibly increase the number of parking spaces in Area #4, will serve to support the businesses located along Front Street, as well as serving the additional uses resulting from the rehabilitation and adaptive reuse of the existing structures.

DEVELOPMENT OPPORTUNITY #5

Development Opportunity Area #5 (Area #5) is generally referred to as the "hat factory" building. The hat factory building should be targeted for rehabilitation, and selective infill development on the parking area should be encouraged in Area #5. Infill development should encourage the extension of the streetscape along Front Street to fill-in the skyline along Front Street. Rehabilitation and development that is performed with consistent and high quality architectural standards will improve the image of this portion of Downtown and encourage vehicular and pedestrian traffic to continue beyond Elm Street.

DEVELOPMENT OPPORTUNITY #6

Development Opportunity Area #6 (Area #6) includes the building known as the "corn cob" pipe factory, some vacant property, a restaurant, and a recycling facility. The "corn cob" pipe factory presents a highly distinctive opportunity to develop a visitor destination experience that is unlikely to be available anywhere else in the world. This tremendous asset's location in Downtown has the potential to contribute to the revitalization of Downtown by serving as the northwest "bookend" project, while Development Opportunity Area #1 serves as the southeast "bookend" project. These two projects would encourage the flow of residents, customers, and visitors along Main and Front Streets.

The ability to redevelop the existing "corn cob" pipe factory into a destination experience for visitors will require the rehabilitation or expansion of parts of the existing manufacturing facility. Clearly, this endeavor would require a commitment from the ownership group of the factory, and support from the City, in order to meet the standards of a high quality visitor attraction. The existing building conditions suggest that there will be a need for reinvestment into the facility to prevent further deterioration of the brick work and primary structural components. A timely rehabilitation program, when coupled with an adaptive reuse of space into a visitor attraction, would accomplish benefits for the ownership group and the Downtown Area.

Improvements to parking will be necessary in order to accommodate future traffic to the factory and improve access to the existing restaurant and service related businesses along Front Street. The relocation of the recycling facility will remove a conflicting land use from Downtown and provide additional space for parking, if necessary.

DEVELOPMENT OPPORTUNITY #7

Development Opportunity Area #7 (Area #7) is the historic Calvin Theater. The Theater is an architectural landmark within the Downtown Area and presents an opportunity to enhance the artistic and cultural community of Washington. Ongoing attempts at rehabilitation have proven to be costly due to the need for replacement of the mechanized systems. The ability to support the creation of a non-profit or for-profit art/cultural entity may be necessary to attract foundation or grant funding to support rehabilitation or ongoing activities of the theater.

Parking for the Theater is a significant impediment to its revitalization. There is a shortage of readily accessible public parking areas in close proximity to the Theater. Potential solutions include the acquisition of nearby property to serve as a parking area, entering into a “shared” parking arrangement with St. Francis Borgia to allow parking on its lots during mutually agreeable times and dates (i.e. valet parking at the Theater could be offered in order to shuttle cars between the venue and offsite parking areas), or shuttle buses could be operated to access public parking areas (including the future structured parking areas discussed within this Plan). Each of these alternatives involves additional costs that contribute to the financial stability of operating an arts/cultural facility. However, a parking solution must be found in order to fully leverage the value of this building in Downtown.

CIVIC CAMPUS AND RENNICK RIVERFRONT PARK

In addition to the civic involvement associated with the introduction of a farmer’s market and attached public-square/park in Downtown, there are several opportunities for the civic community and the City to invest and design projects to encourage, enhance and assist in the revitalization of Downtown with private investment. The area referred to as the Civic Campus includes City Hall, the City’s Police Station, the public library, and surface parking to serve these facilities. Future plans include the construction of a new police station on a portion of the surface parking lot to the northeast of City Hall.

As the planning and design of this facility proceeds, the City should integrate the Civic Campus site with the proposed farmer’s market (Area #2). Additional green space should be incorporated to provide much needed streetscape enhancements to what is currently a “sterile” environment in this part of Downtown. This connectivity is also important to another planning consideration. The City should plan for structured parking as a part of the Civic Campus development. This parking would allow for more effective use of the Civic Campus properties, including the incorporation of green space, and provide a central parking area for visitors and employees of the City and library. In addition, this parking area could serve as the primary parking facility for customers of the farmer’s market,

residents and visitors of the “public-square”/park space or special events, and customers of businesses within the Downtown Area.

The public opinion survey research revealed that the community strongly desires more “public” events within the Downtown Area. This may be due to the community’s attachment to Downtown as the “community center”. The fact that the community values this function of Downtown is a significant benefit to its future revitalization. The introduction of the farmer’s market with a structure designed for many functions, and an adjoining public-square/central park, is intended to meet this community need by providing a location for public events and public activities in the central portion of Downtown. The integration of the Civic Campus components is a natural connection to these development opportunities (Area #2).

GENERAL DEVELOPMENT OPPORTUNITIES AND PLANNING CONSIDERATIONS

The buildings located along Elm, Main and Jefferson Streets comprise the Downtown Area’s central shopping district. The rehabilitation of buildings along these streets should include the integration of architectural and historic facade treatments. *The Design Handbook for Buildings in Downtown Washington* prepared by Winter & Company for the City in 1990, provides a manual for tenants and building owners who want to improve their properties. Generally, the guidelines presented in the *Design Handbook* are as appropriate to the rehabilitation of buildings today as they were in 1990.

The conversion of upper floors to either condo/loft space or office space will promote the financial viability of reinvestment in the buildings of Downtown. Likewise, the process of renovating the upper floors will eliminate the boarded windows and ill-suited rehabilitation attempts from previous years that detract from the building streetscape. The conversions should encourage the rehabilitation of building cornices and other architectural features as discussed in the *Design Handbook*. As previously noted in this Plan, the use of these spaces for either residential or office will increase the presence of pedestrian activity in Downtown and will also increase the customer base for existing and future Downtown businesses.

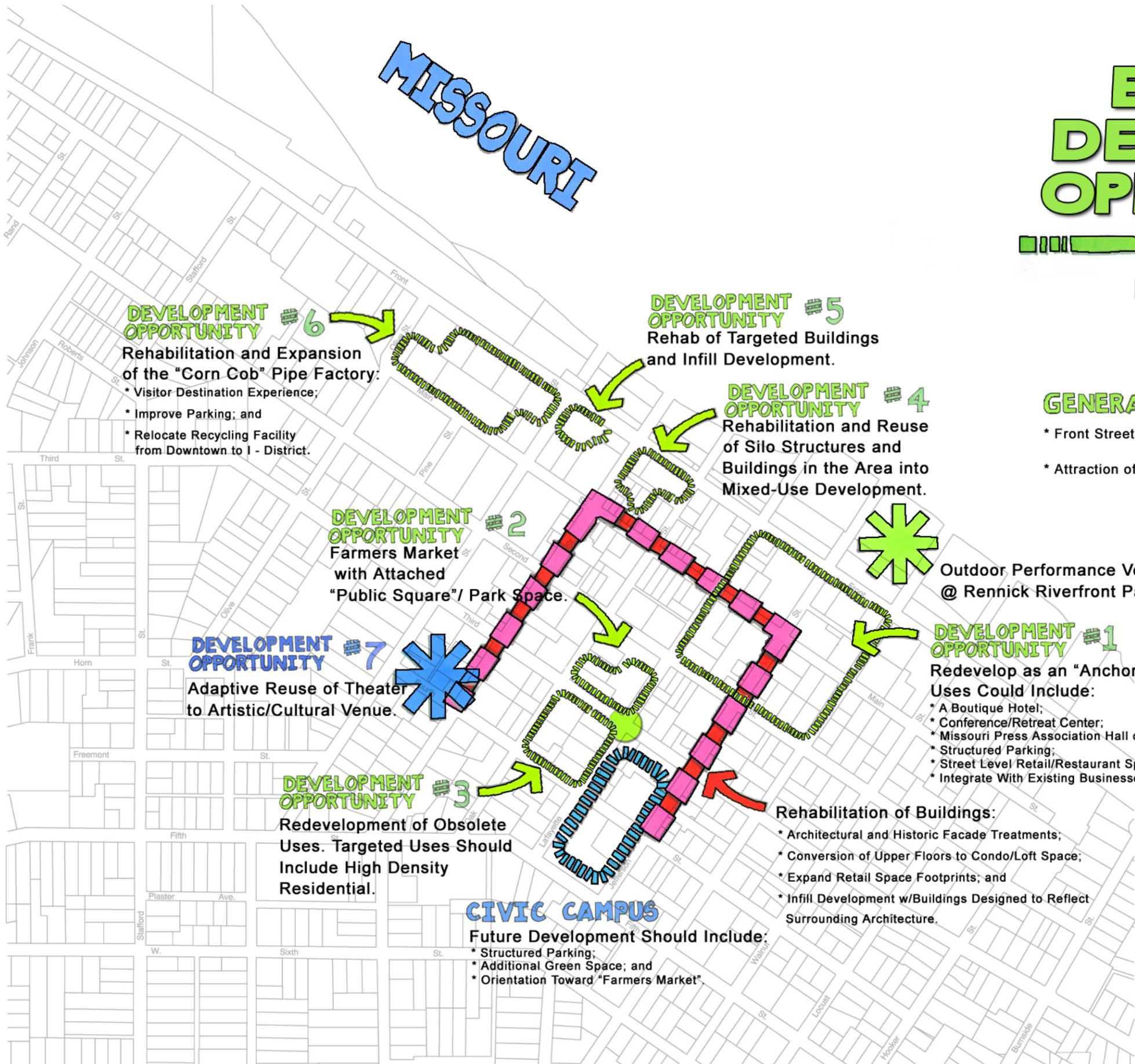
The rehabilitation of buildings may also require the expansion of retail space footprints. Buildings that share common walls and ownership may need to be renovated by creating doorways between the interior common walls. This will allow for larger retail store footprints and assist in the attraction of commercial businesses that require larger spaces than the current first-floor square footage designs of the existing buildings. Where possible, infill development should occur on vacant lots or on underutilized properties. Buildings developed on these properties should be designed to reflect the architectural and historical size, scale, and design of Downtown.

EXHIBIT 5-1 DEVELOPMENT OPPORTUNITIES

Downtown Revitalization Plan
City of Washington, MO

GENERAL DEVELOPMENT OPPORTUNITIES

- * Front Street Should Emphasize Entertainment/Restaurant District.
- * Attraction of Retail Uses Should Occur Along Elm, Main, and Jefferson Streets.



DEVELOPMENT OPPORTUNITY #6
Rehabilitation and Expansion of the "Corn Cob" Pipe Factory:
* Visitor Destination Experience;
* Improve Parking; and
* Relocate Recycling Facility from Downtown to I - District.

DEVELOPMENT OPPORTUNITY #5
Rehab of Targeted Buildings and Infill Development.

DEVELOPMENT OPPORTUNITY #4
Rehabilitation and Reuse of Silo Structures and Buildings in the Area into Mixed-Use Development.

DEVELOPMENT OPPORTUNITY #2
Farmers Market with Attached "Public Square"/ Park Space.

Outdoor Performance Venue @ Rennick Riverfront Park.

DEVELOPMENT OPPORTUNITY #7
Adaptive Reuse of Theater to Artistic/Cultural Venue.

DEVELOPMENT OPPORTUNITY #1
Redevelop as an "Anchor" Project. Targeted Uses Could Include:
* A Boutique Hotel;
* Conference/Retreat Center;
* Missouri Press Association Hall of Fame;
* Structured Parking;
* Street Level Retail/Restaurant Space; and
* Integrate With Existing Businesses where Possible.

DEVELOPMENT OPPORTUNITY #3
Redevelopment of Obsolete Uses. Targeted Uses Should Include High Density Residential.

Rehabilitation of Buildings:
* Architectural and Historic Facade Treatments;
* Conversion of Upper Floors to Condo/Loft Space;
* Expand Retail Space Footprints; and
* Infill Development w/Buildings Designed to Reflect Surrounding Architecture.

CIVIC CAMPUS
Future Development Should Include:
* Structured Parking;
* Additional Green Space; and
* Orientation Toward "Farmers Market"

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SECTION 6

STRATEGIC PLAN

Strategic planning is designed to help leaders and decision-makers think and act strategically. The best examples of strategic planning demonstrate effective, focused information gathering; extensive communication among and participation by key decision-makers and opinion leaders; the accommodation of divergent interests and values; the development and analysis of alternatives; an emphasis on the future implications of present decisions and actions; focused, reasonably analytic, and orderly decision-making; and successful implementation. Previous sections of the Downtown Economic Revitalization Plan summarize the outcomes of information gathering about Downtown's physical, economic, and social components; the accommodation of Washington's divergent interests and values through community engagement; the participation of key decision-makers and opinion leaders by review of Plan updates and presentations; and an analysis of development alternatives and planning considerations.

The strategic plan section of the Downtown Economic Revitalization Plan focuses on evaluating the future implication of present decisions and actions, and provides a focused and reasonably analytic process for decision-making. Therefore, the strategic plan outlines specific strategies or actions to be pursued by specific "actors" (the City, Redevelopment Corporation, Chamber, business owners, etc.). Strategic planning is a set of concepts, procedures and tools for accomplishing objectives.

The community engagement outcomes revealed some common goals of the community that the residents, businesses, and visitors of Washington believe are important to the future revitalization of Downtown. These **goals** include:

Increase People Activity: Foster activities that attract and provide interest for a diverse group of people – special events, arts and culture, entertainment and dining. Support the retail and commercial base of Downtown.

Build Community: Maintain and build a sense of community for Downtown residents, connect non-Downtown Washington residents to the Area, celebrate Washington's history and heritage, nurture employment, retail retention and growth.

Catalyst Community Projects: Strategically support and develop community projects that stimulate people activity and provide the impetus for the growth of niche retail and services. For example, a Farmer's market (in consideration), the Corn Cob Pipe Factory "visitor experience" (new concept), or a Downtown Marina (in consideration).

Infrastructure: Maintain and ensure stability of existing infrastructure. Examine and recommend ongoing parking needs or solutions.

The following strategic plan presents the objectives and strategic actions of the Downtown Economic Revitalization Plan in response to the community's goals for Downtown, the opportunities and constraints identified in the Downtown Assessment, and results from an evaluation of the development opportunities of Downtown. The objectives and strategic actions, of which there may be several strategic actions to accomplish an objective, are categorized according to recommendation topics which have resulted from the identification of strategic advantages and disadvantages of Downtown. The recommendation topics have been ordered according to general "planning issues" that impact the revitalization of Downtown. These "planning issues" include:

- ✓ Investment Opportunities;
- ✓ Urban Design, Streetscape, and Public Space Enhancement;
- ✓ Transportation/Infrastructure;
- ✓ Parking;
- ✓ Marketing; and,
- ✓ Funding Sources.

Case examples demonstrating the successful application of some of these objectives and strategic actions are provided in **Section 8**.

INVESTMENT OPPORTUNITIES

Downtown Washington is in need of an injection of investment activity that encourages a diverse mix of activities including retail, restaurants, office, tourist destinations, and residential uses. A proper balance of mixed-uses encourages an active Downtown throughout the morning, afternoon, and evening, as well as supporting community, business, and civic activity seven days a week. The principal foundation for a successful revitalization of Downtown, however, is recognition that the primary function of Downtown has been and shall remain as a center for business activity. Residential, civic, institutional, and public uses and activities Downtown should compliment and support the business function of Downtown by increasing and diversifying the customer base of businesses. Downtown has historically been a place of trade and commerce, and its future should continue with this traditional role within the community. It is the paradigm for how Downtown operates as a place of business in the future that must change from its recent history.

Although the collection of Downtown buildings, the Area's public spaces, the Missouri River, and the aesthetics of the streetscape are important elements in making Downtown Washington a compelling place to live, work, and play; it is the *activities* that go on within Downtown which will support revitalization. That means shopping, service provision, eating, drinking, entertaining – things large numbers of people like to do and do often. Downtowns have decayed because their activities went elsewhere. Downtown Washington has become stagnant as a result of this trend. Therefore, Downtown Washington can be revitalized by bringing back activities and attracting people to participate in those activities.

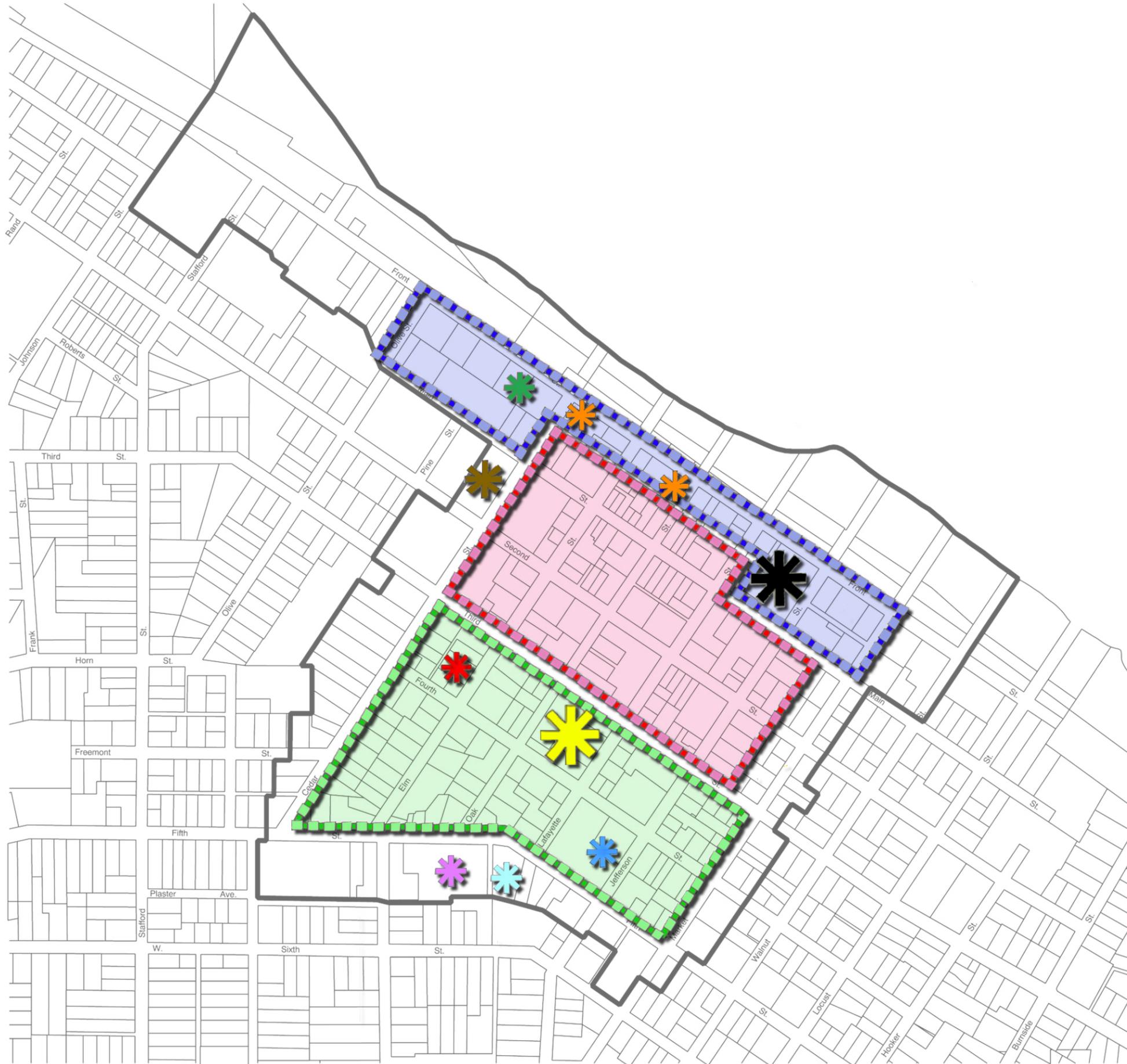
Exhibit 6-1, Proposed Downtown Development Districts, shows general recommendations about the future land or business uses Downtown. The properties along Front Street, with their close proximity to the River, provide an appropriate "district" for the location of entertainment and other destination venues. These types of entertainment and destination uses will be buffered by the topographical change between Front Street and Main Street, thereby minimizing potential conflicts with surrounding residential areas. The potential interaction between recreational activities along the River with "active" retail and entertainment venues is also an advantage of this "district". The retail/service commercial "district" capitalizes on the existing presence of retail and service uses throughout this part of Downtown. An increase in these types of venues will enhance the central core of Downtown as a shopping destination. Likewise, these streets are relatively easy to walk, and the buildings in this "district" can readily support retail and service uses. The gateway "district" is currently a mix of underutilized properties, civic uses such as the Civic Center and Library, and possible destination uses (i.e. the Calvin

EXHIBIT 6-1 PROPOSED DOWNTOWN DEVELOPMENT DISTRICTS

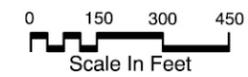
Downtown Revitalization Plan
City of Washington, MO

LEGEND

-  Study Area Boundary
-  Entertainment / Destination District
-  Retail / Service Commercial District
-  Gateway District
-  St. Francis Borgia
-  Mixed-Use Development
-  Anchor Project
-  New High Density Residential Development
-  Civic Center / Library
-  Corn Cob Pipe Tourist Destination
-  Calvin Theater Rehabilitation
-  Immanuel Lutheran
-  St. Peters



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Theater). The importance of the gateway “district” rests in the ability of the land uses in this portion of Downtown to encourage and promote residents and visitors to penetrate the Downtown Area by advancing beyond Fifth Street toward the River. The current institutional and civic structures provide a destination for visitors to Downtown. A rehabilitated and active Calvin Theater has the potential to increase visitor penetration Downtown. High-density residential development may provide an increased presence of Downtown residents that use Downtown businesses for their primary shopping and services.

Retail Development

Objective #1: Substantially increase the retail floor area in the Downtown Area.

Strategic Action #1: Encourage retail uses and similar pedestrian-generating activities on the ground floor of all mixed-use and commercial buildings.

Strategic Action #2: Increase retail space in existing buildings through the reconstruction of internal common walls in order to expand building footprints.

Strategic Action #3: Infill development and building rehabilitation should be targeted for retail uses along Elm, Main, and Jefferson.

The successful retention and attraction of a diverse mix of retailers and restaurants in the Downtown Area will be partially determined by the quality, availability, and location of retail space. Retail and restaurant businesses require a variety of store spaces and layouts to meet the needs of their particular retail niche or service. Therefore, the Area needs an inventory of spaces that provide alternatives for existing Downtown businesses requiring different space, as well as for new retailers to move into the Downtown Area. In addition, the availability of retail and restaurant spaces will likely improve the competitiveness of lease rates for new and existing businesses Downtown, as compared to lease rates in non-Downtown locations. Competitive lease rates for Downtown properties should encourage businesses to stay or locate Downtown.

Property developers, building owners, and existing business tenants have an opportunity to contribute to the revitalization of Downtown through the investment in existing and new buildings. Private investment can take the form of significant redevelopment projects, or may be as simple as the rehabilitation of an existing building. The low vacancy rate, coupled with relatively high lease rates, imply that Downtown currently has an inadequate amount of retail and restaurant space available to meet the needs of future business growth in the Area. Therefore, the private sector has an opportunity to capitalize on the development opportunities available Downtown (see **Section 5**). The City should support the private sector in rehabilitating or developing retail space Downtown as needed.

Residential Units

Objective #2: Increase the number and type of quality rental and/or for-sale residential units.

Strategic Action #4: Convert or rehab upper-floor spaces in existing buildings to residential units.

Strategic Action #5: Initiate an occupancy permit program for residential units in the Downtown District.

Building owners rehabilitating or renovating existing buildings should consider reinvesting in the upper-floor spaces above the ground floor in mixed-use buildings. Rehabilitation of upper floors encourages additional residents to live in the Downtown Area. These upper floor units, upon renovation, can provide rental or condominium residences. The building owner may benefit from the added income generated from rent paid by the upper-floor units. In many cases, the added rental income is the difference in making a significant building rehabilitation project financially feasible for building owners.

The initiation of an occupancy permit program for residential units shall aid the City in promoting the rehabilitation of underutilized residential units, as well as ensuring that upper-floor residential units meet minimum safety standards. Likewise, an occupancy permit program ensures that property owners maintain property in accordance with basic maintenance standards for residential properties. Occupancy permits also provide a regulatory mechanism for monitoring the number of individuals that can occupy a residential unit. An occupancy permit program safeguards the City, as well as surrounding property owners, from individual building owners using upper-floors as residential units without investing in the proper maintenance and code standards required to improve or preserve the physical conditions of those properties. Lastly, an occupancy permit program provides building owners with a source for information about the assistance available from the City in rehabilitating properties (to be further discussed in this Section of the Plan).

Anchor Project (Development Opportunity #1)

Objective #3: Encourage the redevelopment of underutilized properties at a key intersection Downtown by attracting an “anchor” project.

Strategic Action #6: Complete a market analysis and perform other due diligence on the appropriate uses to target as a part of a mixed-use or destination-oriented development.

Strategic Action #7: Solicit proposals from the development community for the redevelopment of a portion of Opportunity Area #1 as a comprehensively planned mixed-use or destination-oriented development.

For effective revitalization of Downtown Washington to occur, a well-balanced mix of existing building rehabilitation must be accompanied by “targeted” infill redevelopment projects to “push” the Downtown Area beyond the “tipping point” of renewed investment from all members of the community. For reasons previously identified, Opportunity Area #1 certainly possesses the characteristics for becoming a “targeted” infill redevelopment project, and more specifically, should attract a use that would be an “anchor” project Downtown. The components of the “anchor” project should be unique to the Washington region, attract residents and visitors into the “heart” of Downtown, contribute to the tax base of the City and affected taxing jurisdictions, and effectively transform the advantages of the Planning Area into a high-quality, boldly designed collection of buildings and streetscape improvements that enhance the aesthetic presentation of this portion of Downtown Washington. Several alternatives exist for portions of Opportunity Area #1,

including a high-quality mixed-use development, boutique hotel and associated facilities, or other destination-oriented uses.

A high-quality, mixed-use development on this site would capitalize on the exceptional views over the Missouri River, integrate the steep topography between Jefferson and Front Streets, enhance the streetscape of Downtown, and provide an increase in the customer base of Downtown businesses. Successful standards in mixed-use development, particularly for downtown areas, can provide a guideline for the types of components that could be incorporated into a mixed-use development Downtown Washington. Generally speaking, downtown mixed-use development should be “high-density”, emphasizing a mix of uses (i.e. retail, residential, office/commercial, and parking) that share common features such as green space, common areas, and possibly similar architecture.

In Downtown Washington, any mixed-use development should emphasize retail, restaurant, and service commercial spaces on the “street level” floor of buildings. Due to the topography of Opportunity Area #1, street frontage and access to the building may be provided on different floors. The importance of street level access for these types of uses cannot be overlooked. Customers desire easy access to and from their shopping, dining, and service related experiences. The “street level” spaces provide the most direct and easily recognizable locations to encourage customer-business interaction. There is a clear benefit to the business community as well, because a primary “street level” location is nearly a necessity for retail businesses and is certain to encourage greater business activity for restaurants and service commercial uses.

Some general assumptions can be made about the types of upper-floor uses that appear to be an appropriate fit for this location. There is both a shortage of office and residential space Downtown. The rental rates for businesses Downtown are high for a central business district location equal to or exceeding office space which provides more amenities in other parts of the City. Upper-story office space that targets small businesses – similar to office suites – is likely to be the more appropriate size and scale of office floor plan that could find success Downtown. Smaller businesses generally have less of a demand for significant parking space. In many cases, their client base is destination-oriented, therefore minimizing a need to have a prominent name displayed on the exterior of a building. The introduction of additional office space Downtown would potentially “adjust” the current rental rates for office users to a more competitive rate. This would benefit the Downtown business community by encouraging new businesses to move into Downtown, or existing businesses to remain.

Residential uses are also an alternative for the upper-story floors. Anecdotal evidence seems to suggest future demand for apartment/loft-style residential uses in the Washington Market Area. A mixed-use development Downtown Washington could provide a housing “niche” that is currently not being provided for in Washington – high density condo or loft-style living. The spectacular views of the Missouri River, the close proximity to Rennick Park, and a location within a downtown environment make the Planning Area an attractive location for these types of residential units. River views also increase the likelihood that these units could be “luxury” units providing high-end finishes, larger floor plans, and enhanced amenities.

A combination of both office and residential units may also be appropriate for the upper-story floors. The height of a mixed-unit development in Opportunity Area #1 will need to

preserve the architectural integrity of the Downtown Area. Therefore, it is likely that the building(s) should not exceed three-to-four stories above Jefferson Street. As with any future redevelopment within the Planning Area, buildings should be constructed with appropriate materials, colors, and architectural design standards to enhance the Downtown streetscape and contribute to the creation of a sense of place Downtown. Parking to serve both the mixed-use development and the surrounding area will be an important feature. Retail, restaurant, and other “street-level” users will require additional parking than what is currently available in the Planning Area; and office and/or residential users will need dedicated parking within or in close proximity to the project (residential users are likely to require parking within the project).

A mixed-use development should promote increased pedestrian and automotive activity Downtown. New retail and restaurant space should accommodate new or existing businesses in the Downtown Area. Office and residential uses should encourage the patronage of Downtown businesses, and in the case of residential uses, provide a customer base beyond the typical 9-to-5 hours for businesses. In totality, a properly conceived mixed-use development should serve to improve the aesthetic appearance of this portion of Downtown, diversify the economic base of Downtown, provide increased customer transactions for current and future Downtown businesses, provide larger floor plan alternatives for businesses Downtown, and maximize the characteristics that make the Planning Area an ideal location for redevelopment in the Downtown Area.

Other alternatives to a traditional mixed-use project should also be considered. The proximity to Missouri’s Wine Country and the St. Louis region presents an opportunity in the Washington Area market for the location of a boutique hotel with a modest conference/retreat center and ancillary amenities. There will be a need for structured parking for a facility of this size and scale located Downtown. In addition, the location of the proposed Missouri Newspaper Photographers’ Hall of Fame within Opportunity Area #1 would enhance the “destination” orientation of Downtown and support hotel occupancy at this and other lodging facilities (including bed and breakfast locations) in Washington. Other destination-oriented developments such as a winery, microbrewery, or cultural/artistic institution may also be appropriate in the context of a comprehensive redevelopment program.

Unlike other redevelopment and rehabilitation opportunities Downtown which could be initiated by local property owners and developers, the size and scope of a comprehensive redevelopment at this location is likely to require the experience and financial resources of proven development entities. Therefore, the City may need to solicit development proposals from members of the local and national development community in order to meet the redevelopment objectives of the City. These objectives should be refined through a formal market study about the types of uses that can be supported (particularly for the boutique hotel concept), and also through direct contact with potentially interested development partners.

Farmers Market (Development Opportunity #2)

Objective #4: Provide a permanent location for the Washington Tailgate Market while simultaneously encouraging increased consumer spending Downtown.

Strategic Action #8: Select a permanent location Downtown for a farmers market.

Strategic Action #9: Design and prepare cost estimates for the construction of a permanent farmers market.

Strategic Action #10: Establish a business plan for the farmers market with the intended outcome of making it self-sustaining.

Strategic Action #11: Fund and construct the farmers market facility.

According to the United States Department of Agriculture (USDA), 19,000 farmers reported selling their produce only in the nations 3,100 farmers markets in 2002. A farmers market in Downtown Washington, therefore, provides significant economic benefits for the community of Washington. First, a farmers market will support the local agricultural community by providing clean, customer-friendly, and economical facilities to sell their produce. Additionally, a permanent farmers market with the appropriate amenities will extend the buying and selling season for producers and customers alike. Second, customers of the Washington Tailgate Market will shop in a central location within Washington and at a farmers market with modern facilities that adds convenience to the shopping experience. Third, Downtown businesses will benefit from the increased customer-base resulting from the attraction of the farmers market. These shoppers are likely to frequent Downtown businesses to purchase other goods and services.

The exact location of a farmers market in Downtown Washington is not as important as its presence in the Area - Development Opportunity Area #2 has a central location (the recently acquired building adjacent to the Chamber office may also be a viable location alternative). The size and design of the farmers market facility will be partially dictated by its location and cost. However, at a minimum, the facility should provide a rain proof roof; lighting or skylights; electrical outlets at stalls; access to water; and public restrooms. Farmers markets in other communities have been designed to provide heat, Wi-Fi service (for computer and credit card access), and a concession area. These amenities are certainly helpful, but would not be necessary for Washington's farmers market to be successful.

The USDA provides technical support in evaluating and designing farmers market facilities. USDA research indicates that 82% of farmers markets are self-sustaining, meaning market income is sufficient to pay for all costs associated with the operation of the market (not including grant or in-kind support). The national Farmers Market Coalition was established in the fall of 2002 and is expected to serve as a strong information network of the farmers market sector and provide a centralized mechanism for developing, expanding, and supporting farmers markets.

The City should utilize these and other resources in performing its due diligence on the funding, design, construction and operation of a permanent farmers market Downtown. Other communities have created non-profit groups to promote a capital campaign for the construction of a farmers market facility. Support from foundations and local corporate

sponsors have also been used to assist in the funding, design, and construction of the farmers market. The City should consider all of its available resources, including private partnerships.

Case Examples: Merriam, KS

Development Opportunity #3

Objective #5: Increase the Downtown residential population by providing high-density residential units.

Strategic Action #12: Solicit proposals from qualified developers for the redevelopment of the Development Opportunity #3 Area into a residential or mixed-use project which includes high-density residential units.

As previously noted in the Plan, the increased presence of residential units Downtown can contribute greatly to its overall health. The Development Opportunity #3 Area provides a central location Downtown to support a high-density residential development. Redevelopment of the Development Opportunity #3 Area would eliminate obsolete and significantly deteriorated structures by replacing them with high-quality development which contributes to the economic vitality of Downtown.

The City should solicit proposals from qualified developers interested in either high-density residential development or high-quality mixed-use development containing residential units. Preferred development proposals should maintain the architectural standards of Downtown; provide a diverse mix of residential units or provide residential units that fulfill an underserved market niche in Washington; and, integrate a comprehensive parking program to serve the development. As a part of discussions with interested development entities, the City should evaluate the need for any public assistance to induce development.

Case Example: Quality Hill Redevelopment Project – Kansas City, Missouri

Development Opportunities #4 and #5

Objective #6: Rehabilitate and redevelop underutilized properties along Front Street to promote mixed-use development along the riverfront.

Strategic Action #13: Rehabilitate the Wolf Hotel Building into a mixed-use development.

Strategic Action #14: Adaptively reuse or demolish the two grain silos.

Strategic Action #15: Rehabilitate the Hat Factory Building as a restaurant, microbrewery, or other entertainment/visitor destination.

Strategic Action #16: Promote “infill” development on portions of the surface parking areas.

Development Opportunity Areas #4 and #5 currently contain underutilized properties within the Downtown Area. These properties are prominently located along Front Street and offer significant potential for rehabilitation and redevelopment, most notably the Wolf

Hotel building. Rehabilitation and redevelopment projects in Areas #4 and #5 should target uses that contribute to a future Front Street “district” which supports entertainment, restaurant, and entertainment/visitor destinations. The incorporation of retail spaces in mixed-use developments may also provide opportunities to support businesses complimentary to a future marina on the Riverfront.

Rehabilitation of the Wolf Hotel and “Hat Factory” buildings will preserve historic architectural structures that have long been a part of the Downtown Washington skyline. Adaptive reuse of the grain silos as a part of a larger redevelopment project, if structurally and financially feasible, will also preserve unique structures Downtown and should be the primary consideration. However, the extraordinary cost of redevelopment or the decay in structural integrity of the silos may prevent adaptive reuse. As a result, a well-conceived development plan resulting in the demolition of the silos should be considered a secondary, alternative plan. New development along Front Street should maintain the architectural integrity of the Downtown Washington skyline through appropriate size, scale, and use of materials. The integration of structured parking into a large scale redevelopment project on the City’s Front Street parking lot, which takes advantage of the steep topography between Front and Main Streets, may assist in offsetting the elimination of parking spaces.

With Main, Jefferson, and Elm Street serving as the primary retail “corridors” in the Downtown Area, the incredible views of the Missouri River provide a natural amenity supporting the orientation of Front Street as an “entertainment/destination” district Downtown. Successful riverfront downtown revitalization efforts in other communities have capitalized on the activity generated by waterfront locations by promoting entertainment and recreational uses in close proximity to the water. Downtown Washington is well positioned to enhance Front Street’s potential as an entertainment and recreation destination by embracing targeted infill development or redevelopment and rehabilitation of the Wolf Hotel and “Hat Factory” building. These uses will compliment the existing presence of restaurant bars, the local winery, and recreational activities at Riverfront Park.

Case Example: Spam Museum – Austin, Minnesota, and Lohman’s Landing Museum – Jefferson City, Missouri

Development Opportunity #6

Objective #7: Establish the “Corn Cob” Pipe Factory as a national tourist destination while simultaneously improving the manufacturing facility.

Strategic Action #17: Encourage the “Corn Cob” Pipe Factory ownership group to evaluate the benefits of retrofitting the existing factory for improved manufacturing and distribution as well as providing a “visitor experience”.

The “Corn Cob” Pipe Factory is an underutilized asset in Downtown Washington. The unique nature of the manufacturing process and product being produced at this location provides intriguing possibilities to promote the “Corn Cob” Pipe Factory as a visitor destination. A public-private partnership between the ownership group and the City could provide a mutually beneficial project that may improve the manufacturing facility and process for the ownership group, possibly resulting in increased sales of “Corn Cob” pipes, assisting in the rehabilitation of a deteriorating building, improving the financial

performance of the facility, and providing a visitor attraction for Downtown Washington, thereby providing “spill over” benefits to the City, Downtown business owners, and Washington residents.

The ultimate success of the redevelopment of the “Corn Cob” Pipe Factory into an upgraded manufacturing facility and visitor experience is predicated on finding the appropriate balance between the quality visitor experience and revenue generation of the company. This dual purpose can provide a win-win for each of the benefactors. Visitors come away having learned something culturally and historically significant. Additionally, they have stopped in the retail shop before concluding their visit, providing revenue to the company. The manufacturing facility and manufacturing/distribution process can be made more efficient through the rehabilitation of the building, equipment, and other facilities. The City promotes the revitalization of Downtown by partnering to create a destination experience which attracts additional visitors and residents to Downtown.

The City will likely have to take a leading role in developing a business plan for pursuing this project. The public-private partnership will be based in part on a shared financial commitment to different components of the project. To some degree, the ability to make reinvestment in the property as a destination experience attractive to the ownership group is predicated on the ability of the City to offset the extraordinary costs of making such an investment.

Case Example: Anheuser-Busch Brewhouse Tour – St. Louis, Missouri

Calvin Theater (Development Opportunity #7)

Objective #8: Preserve the historic and architectural integrity of the Calvin Theater while simultaneously returning the Theater to productive economic use.

Strategic Action #18: Reactivate or establish a not-for-profit corporation to acquire, rehabilitate, and operate the Calvin Theater.

Strategic Action #19: The not-for-profit corporation should pursue private funds to assist in the rehabilitation and operation of the Theater.

The Calvin Theater can have an important contribution to the revitalization of Downtown by providing an additional and unique cultural and artistic venue for the community. Likewise, the Calvin Theater can also be used as a multi-purpose special event location for parties, ceremonies, special exhibits, etc. The significant investment necessary to complete a comprehensive rehabilitation will likely require a combination of public and private funds. Typically, rehabilitated theaters, such as the Calvin, do not offer an attractive return on investment for a profit-seeking owner. Therefore, the ability of a not-for-profit corporation to operate the facility at a lower return on investment and to receive charitable gifts to support the rehabilitation and operation of the Theater is a promising alternative.

Case Example: Miner's Theater – Collinsville, Illinois

URBAN DESIGN, STREETSCAPE, AND PUBLIC SPACE ENHANCEMENT

The implementation of urban design guidelines and site plan review ensures a high standard for design and development which has important benefits to Downtown Washington. Design guidelines and project oversight, coupled with streetscape enhancements, assists in the creation of an attractive setting (the creation of a sense of place), which is central to maintaining and enhancing Downtown's role as a destination for shopping, entertainment, tourism, and recreation. High quality urban design and appealing public spaces can help attract economic development and investment, while making Downtown more livable – an important element in attracting new housing and businesses to Downtown.

Downtown Zoning

Objective #9: Encourage physical activity and improve mobility of pedestrian activity Downtown.

Strategic Action #20: Amend Downtown zoning ordinances and development regulations to encourage more activity through land-use planning and community design.

The City recently made several amendments to the zoning classifications within the Downtown Area. These changes, mostly addressed via an overlay district, made modifications to encourage multiple-family dwellings and modified set back requirements, as well as addressing parking requirements (limited parking to side and rear of buildings and eliminating the requirement of off-street parking). These initial modifications were an excellent first step toward creating an active Downtown through the promotion of higher density development and shared parking opportunities.

The City should continue to review the zoning and development codes of Downtown and make amendments to effect change in the automotive and pedestrian activity of Downtown and to promote the appropriate community design for the Area. Many of these elements are presented as strategic actions and described more fully throughout the Plan. To summarize, the tools include:

- ✓ Increasing development densities;
- ✓ Instituting traffic calming measures;
- ✓ Linking open spaces;
- ✓ Retrofitting Downtown with pedestrian friendly sidewalks, trails, and bike paths;
- ✓ Limiting the height and scale of new development;
- ✓ Requiring or encouraging ground-floor retail uses; and,
- ✓ Including street trees, landscaping, and street furniture Downtown.

Ultimately, amendments to the City's zoning and development ordinances that impact Downtown should encourage increased pedestrian activity; improve the connectivity of destinations in the Area; and, regulate the design of the physical environment in such a way as to improve vehicle and pedestrian safety and encourage "gathering" places for Area visitors.

Advisory Architectural Review Panel

Objective #10: Provide information and direction about architectural and design standards, and materials considered appropriate for Downtown, to building owners who are rehabilitating or renovating properties, and/or to property owners/developers who are pursuing redevelopment or new development in the Downtown Area through the review of submitted project documents.

Strategic Action #21: Define roles and responsibilities of the Advisory Architectural Review Panel in the administrative review of site plans, architectural drawings or other planning documents for rehabilitation, redevelopment or new development projects proposed within the Downtown District.

Strategic Action #22: Establish a “district” or “districts” in the Downtown Area in which proposed projects are required to be reviewed by the Advisory Architectural Review Panel.

Strategic Action #23: Council adoption of the roles and responsibilities of the Architectural Review Panel and appointment of representatives to the Advisory Architectural Review Panel.

Strategic Action #24: Integration of the Advisory Architectural Review Panel into the administrative review process of site plans for projects in the Downtown Area.

The Advisory Architectural Review Panel shall be charged with design review of all new construction, and changes to commercial, mixed-use, residential or other uses Downtown. The goals and purposes of the Advisory Architectural Review Panel shall be to:

- ✓ Promote orderly and harmonious development Downtown;
- ✓ Enhance the desirability of residence or investment Downtown;
- ✓ Encourage the attainment of the most desirable use of land and improvements;
- ✓ Enhance the desirability of living conditions or business operations upon the immediate site or in adjacent areas of the proposed project; and,
- ✓ Promote visual environments which are of high aesthetic quality and variety and which, at the same time, are considerate of each other and the existing architectural heritage of Downtown Washington.

The Review Panel shall be an advisory board to the Planning and Zoning Commission. Petitioners for site plan approval or building permitting shall be encouraged to submit plans or other project documentation to the Advisory Architectural Review Panel on a *voluntary basis*. However, if a project will be receiving assistance through the City for a portion of the project (i.e. Façade Improvement Program funding, TIF assistance for infrastructure, etc.) it is recommended that site plan review be *required* by the Advisory Architectural Review Panel. Consideration should also be considered for public-private partnership projects to be required to comply with the recommendations of the Advisory Architectural Review Panel. Likewise, any building located within one of the historic districts Downtown for which a rehabilitation project is planned may also be *required* for review by the Advisory Architectural Review Panel, but compliance shall be *voluntary*.

The composition of the Review Panel should range between 5-7 individuals. In the case of Washington, the composition of the Review Panel should consist of the Director of Planning and Engineering (or his/her appointed representative), a representative of the Planning and Zoning Commission, a representative of the Historic Preservation Committee, with citizen representatives and/or other City officials completing the make-up of the Review Panel. Not less than two members (one in the case of a five member Review Panel) shall have professional experience as an architect, landscape architect, engineer, designer or draftsman, and two members (one in the case of a five member Review Panel) shall be persons with experience in the building industry when possible. The length of term should be between 2-3 years. Members (excluding the Director of Planning and Engineering or his/her appointed representative) should serve no more than eight or nine consecutive years (service for lengths of time of less than one-half of a normal term shall not be counted in applying the eight or nine year limit.)

Case Example: Pacific Grove, California

Design Guidelines for Downtown Buildings

Objective #11: Guide informed decisions about the design of building improvements for public and private projects that shall enhance the function and image of Downtown.

*Strategic Action #25: Adopt **The Design Handbook for Buildings in Downtown Washington, Missouri** as a general guideline for building design standards in the Downtown Area for use by the Advisory Architectural Review Panel and the City.*

*Strategic Action #26: Update or supplement **The Design Handbook** as needed to meet the objectives of the City.*

Strategic Action #27: Educate building owners about the building design guidelines.

The purpose of the building design guidelines is to outline a unified, coordinated approach to achieve visual continuity within a grouping of buildings or within a specific area. In the case of Downtown Washington, a set of design guidelines that establishes a foundational approach to building rehabilitation or renovation shall provide a resource for both the private and public sectors to refer to when making important design and material decisions during the rehabilitation of existing buildings or the construction of new development. The design guidelines shall be used as a primary source of reference for the Advisory Architectural Review Panel in evaluating site plan and building rehabilitation plans for projects in the Downtown Area.

The building design guidelines contained in *The Design Handbook* are designed to be more performance oriented rather than dictating a specific item or material to be used. The restoration of a building requires the understanding of the basis of such a structure. The building owner has to ask the questions: What was the original design concept? What were the original forms, the original color, and the original material? From this basis, one can attempt to adopt or recreate new forms, materials, and colors integrating these with the old ones. The intent is to establish an overall framework within which individual choice and creativity is encouraged, while simultaneously educating the building owner about the architectural integrity of the building and the surrounding area. The overall framework should be flexible enough to work with existing structures, while

encouraging major renovations or new development to occur within the guidelines established.

Rehabilitation standards required by the City should be identified within the City's zoning code and subdivision ordinances. Therefore, the guidelines should not be interpreted as the definitive method and approach to rehabilitating a building. Each building's history and architectural components must be considered when developing a plan for rehabilitation or renovation. However, the guidelines should provide a comprehensive framework for analyzing a building's characteristics and selecting the appropriate methodology, materials, and colors to improve the building's function, economic value, and contribution to the greater Downtown Area.

It may be necessary to provide updates to certain recommendations within *The Design Guidelines* or to supplement the guidelines with other appropriate recommendations. Therefore, the City should continually review the building design guidelines to measure their effectiveness in educating property owners about the approach and value to building rehabilitation, as well as encouraging proper design for rehabilitation.

In cooperation with the Chamber of Commerce, Downtown Washington, Inc., and other partners, the City should initiate an educational campaign about the purpose and value in using the building design guidelines for building owners considering the rehabilitation or renovation of properties. The use of the local newspaper, Chamber meetings, public forums, organizational newsletters, or other widely distributed mediums targeting Downtown property owners and businesses shall enable the City and its partners to begin an informational campaign about the design guidelines. The City may also consider creating a pamphlet with a summary of the building design guideline "highlights" and/or create a link on the City's web-page to provide another medium for the distribution of this information.

Façade Improvement Program

Objective #12: Improve the physical condition and aesthetic appearance of Downtown buildings.

Strategic Action #28: Establish and market a Façade Improvement Program.

Downtown Washington still has a critical mass of buildings that are of historic and architectural interest. The historic fabric of Washington – its buildings, stories, people and environment – can create a unique "sense of place" that is different from highway commercial strips, suburban malls, and power centers. Many cities provide financial or technical assistance to encourage owners to restore their heritage buildings. A Façade Improvement Program in Downtown Washington is a means to provide both financial and technical assistance.

A Façade Improvement Program can be a cost effective method of encouraging private sector reinvestment in older commercial areas such as Downtown Washington. This Program shall provide partial funding or a grant match for appropriate façade improvements that both enhances the appearance of the building and contributes to the overall character of Downtown as a part of a larger improvement program. The Program should be targeted at restoration and preservation of existing buildings. The Program shall require that a building owner submit to the City a façade design concept and

estimate of the cost of the improvements. These drawings are then submitted to the City's Planning and Zoning Board or the City's Advisory Architectural Review Panel. If the drawings and cost estimates, or subsequent revisions to the drawings and cost estimates, are approved, the City shall reimburse the building owner for up to 50% of the cost of the façade improvements.

An important and effective component to a Façade Improvement Program is the development and administration of Façade Improvement Guidelines. The City currently has a substantially complete set of design guidelines contained in *The Design Handbook for Buildings in Downtown Washington, Missouri* prepared by Winter & Company. *The Design Handbook* provides a summary of the existing architectural styles, a discussion of the benefits of rehabilitating historic buildings, an approach for rehabilitating a building (a benefit to the building owners), and design principles for historic buildings. As a condition of receiving funding through the Façade Improvement Program, the City should require that façade improvement applications be reviewed by the Advisory Architectural Review Panel, who shall use the principles in *The Design Handbook* as the basic guidelines for reviewing drawings and cost estimates submitted by applicants of the program. These standards shall benefit both the property owner and the City in establishing a common understanding of the appropriate architectural features needed to receive program funding at the outset of a rehabilitation project. As a result, the building owner can properly allocate time and resources in preparing architectural drawings and cost estimates. The City benefits by ensuring that Program supported building renovation projects adhere to architectural and design standards that will maintain or improve the architectural integrity of the building, while also improving the overall aesthetics of Downtown. Most importantly, the Façade Improvement Program encourages active involvement of the private sector in Downtown Area improvements.

Case Study: Tinley Park, Illinois

Streetscape Design Standards

Objective #13: To create enhanced uniformity and consistency within street right-of-ways and public spaces through the use of consistent design elements which differentiate the Downtown Area from other parts of Washington.

Strategic Action #29: Establish general streetscape design guidelines for Downtown.

Strategic Action #30: Adopt the streetscape design guidelines.

Strategic Action #31: Integrate the streetscape design guidelines into the planning and construction of public improvements within Downtown.

The goal of the streetscape design standards is to create uniform block faces within street right-of-ways and public spaces through the use of consistent design elements. These design elements should distinguish Downtown from other parts of Washington in order to establish a "sense of place". The streetscape design standards should establish a framework for decision-making related to the type, color, material, and density of streetscape elements that may be incorporated into public improvements Downtown.

The types of improvements addressed by streetscape design standards include, but are not limited to: entrances and gateways to Downtown, roadway and pedestrian lighting, special pavements, benches, trash receptacles, vehicular and pedestrian wayfinding signage, directories, street trees, tree grates and guards, bollards, public art and drinking fountains. These standards provide a basis for more detailed design recommendations when specific public improvements (i.e. sidewalk and street reconstruction) are identified for construction.

In the *Comprehensive Downtown Preservation Improvement Plan*, prepared for the City in 1990 by Winter & Company, there are recommendations for a “streetscape beautification concept”. Although many of these recommendations within the *Downtown Improvement Plan* are still applicable today, and in some cases are summarized herein, PGAV recommends that a formal set of updated streetscape design standards be established in order to directly guide public improvement planning and construction throughout Downtown.

In parts of Downtown, the City has initiated streetscape enhancement features (i.e. pedestrian crosswalk at Main and Elm). As appropriate, the materials, style, and type of enhancement constructed by the City should be incorporated into the streetscape design standards. Generally, streetscape design standards may address:

- ✓ A uniform landscape palette including the types of trees, shrubs, and plants to be integrated, and the type and design of planter boxes, tree grates, and tree guards;
- ✓ A uniform sign system including the color, design, size, height, and location of signs;
- ✓ Standards for pedestrian crosswalks including the type of materials, the color of materials, protective bollards, or bulb-outs at intersections;
- ✓ Selection of ornamental lighting standards including roadway and pedestrian scale lights, banners, duplex receptacles, and the integration of wayfinding signage; and,
- ✓ Selection of trash receptacles, street furniture, and bike racks.

Lighting, furnishings and amenities should have a coordinated color palette. A consistent paving system for pedestrian pathways and crosswalks will be critical to improving pedestrian linkage among the Downtown Area. Lighting and sign standards should be consistent with the architectural elements of Downtown and distinguish the Area from other parts of the City. **Exhibit 6-2, Streetscape and Wayfinding Map**, provides general recommendations about the application of streetscape improvements and the location of wayfinding signage.

“Wayfinding” System

Objective #14: To increase awareness of Downtown as a destination and improve the navigability of visitors to Washington when directing them to Downtown.

Strategic Action #32: Establish a “wayfinding” system and design standards.

EXHIBIT 6-2 STREETSCAPE AND WAYFINDING MAP

Downtown Revitalization Plan
City of Washington, MO

WAYFINDING SIGNAGE

* DISPLAY @ MAJOR WASHINGTON AREA INTERSECTIONS OUTSIDE OF DOWNTOWN

- HWY 100 / I-44
- HWY 47 / HWY 94
- HWY 100 / JEFFERSON
- HWY 47 / 5TH ST
- HWY 47 / 3RD ST

* LOCATE @ KEY DECISION-MAKING POINTS IN DOWNTOWN

- CITY HALL / LIBRARY
- RENNICK RIVERFRONT PARK
- CHAMBER OFFICE
- TRAIN DEPOT
- MAJOR DOWNTOWN STREET INTERSECTIONS

LEGEND

 Study Area Boundary

PRIMARY STREETS

* INITIATION OF STREETSCAPE PROGRAM SHOULD PRIORITIZE PRIMARY STREETS - JEFFERSON IS THE ENTRYWAY TO THE DOWNTOWN CORE

* USE CONSISTENT SIGNAGE AND STREET LIGHTING STANDARDS

* CREATE UNIQUE STREETSCAPE THEME

- INSTALL DECORATIVE STREET LIGHTS IN TIGHTLY GROUPED PATTERN

- INSTALL STREET TREES AND PLANTINGS

- STREETSCAPE LIGHTING AT INTERSECTIONS, PARKING AREAS AND BUSINESS INGRESS / EGRESS POINTS

SECONDARY STREETS

* LESS DENSE DISTRIBUTION OF STREETSCAPE ELEMENTS AND LIGHTING THAN PRIMARY STREETS

* SECONDARY STREET ENHANCEMENTS SHOULD OCCUR AFTER PRIMARY STREETS

GATEWAY INTERSECTION

* CREATE DISTINCTIVE INTERSECTIONS WITH BANNERS, ORNAMENTAL FEATURES, DECORATIVE LIGHTING, OR GREEN SPACE

* DIRECTIONAL SIGNAGE SHOULD BE PROMINENTLY DISPLAYED

NOVEMBER 2004



0 150 300 450
Scale In Feet

PGAVURBANCONSULTING



Strategic Action #33: Identify targeted locations for “wayfinding” signage within Downtown, Washington and the St. Louis region in accordance with the objectives of the “wayfinding” system.

Strategic Action #34: Construct and maintain “wayfinding” signage at targeted locations.

Strategic Action #35: Coordinate the various entities providing “wayfinding” information to Downtown Washington visitors to ensure consistency in the implementation of the “wayfinding” system.

Wayfinding may be defined as the orderly structuring of information required to enable people to comfortably and successfully access an environment. A “wayfinding” system will help someone who lives in the City of Washington have a heightened awareness and easier access of Downtown amenities. For the person who works Downtown, it will help make the daily experience more than a routine by identifying and giving direction to points of interest during the workday and leisure time. For the Downtown visitor, the “wayfinding” system will be a visual ambassador, it will say "Welcome" let me help you find your way around and enjoy yourself.

Signage, when appropriately designed in relationship to its surroundings, provides an effective method to communicate “wayfinding” information to specific audiences – residents, workers, and visitors. Such signage can be considered a practical necessity, as well as a public relations tool. But signage alone cannot always solve difficult “wayfinding” problems. “Wayfinding” is best achieved when all the elements of landscaping, streetscapes, architecture, and signage reinforce each other.

In Downtown Washington, the establishment of a logical pattern to move visitors more easily to and within Downtown is a function of creating a sense of place, altering the urban environment of Downtown, improving the design and location of signage, and improving the facilities available to visitors of Downtown. A successful “wayfinding” system addresses many of the following issues:

- ✓ The identification of arrival points or “gateways”;
- ✓ Providing convenient parking and accessible walkways;
- ✓ Using consistent lighting, materials, colors, and architectural features in public improvements or public structures;
- ✓ Situating memorable landmarks, including public spaces, along corridors and at key decision points; and
- ✓ Standardize names for all buildings, services and destinations, and display them consistently on all graphics applications used by the City, Chamber, and other Downtown partners.

Effective graphic communication within a “wayfinding” system includes such things as signs, color coding, maps, banners, brochures, and websites. Graphic communication mediums provide orientation, direction, identification and regulatory information. General rules for achieving effective “wayfinding” graphic communication include:

- ✓ Use easily understood "plain" language;
- ✓ Size messages and signs appropriately for viewing distances;
- ✓ Select letterforms and color combinations that comply with the Americans with Disabilities Act (ADA) Accessibility Guidelines;
- ✓ Furnish generous spacing between letters, words and message lines;
- ✓ Provide standardized "you are here" maps of Downtown that include an overall map of the Downtown Area, as well as more detailed maps of specific sub-areas;
- ✓ Place maps at all public parking facilities, public or institutional building entrances, the Visitor Center and Chamber office, and other major destinations that are considered decision points for visitors (i.e. Rennick Riverfront Park, Gary Lucy Studio);
- ✓ Establish consistency in sign placements and graphics layouts;
- ✓ Code areas or destinations by using color or an icon system; and,
- ✓ Use established pictographs with words to facilitate comprehension of written messages.

Communicating the appropriate "wayfinding" information will require increased cooperation among the entities involved in promoting Downtown Washington. The standardization of maps, names of reference points, and other images contribute to a systematic method of improving a visitor's need to familiarize himself/herself with Downtown's components. Clear, simple, and uncluttered information improves the decision-making capabilities of a visitor and increases the likelihood that individuals will fully explore the Downtown Area. A "wayfinding" signage system may include:

- ✓ Vehicular Directional Signage - Directing vehicles to districts, specific public destinations, and public parking facilities;
- ✓ Color Coded Street Name Signs - Replacing the existing street name signs at street intersections;
- ✓ Pedestrian Pointer Signs - Directing pedestrians to public destinations and parking facilities;
- ✓ Parking Facility Signs - Indicating specific public parking facilities;
- ✓ Parking Facility Maps - Showing the entire Downtown Area, its districts, parking facilities and public destinations; and
- ✓ Information Kiosks - Freestanding kiosks containing orientation maps, tourism information, emergency information, and public destinations.
- ✓

In some respects, the "wayfinding" system is an outgrowth of the City's need to establish streetscape design guidelines. The physical components of the "wayfinding" system – size, colors, lettering, images – should conform to or compliment the streetscape standards established for the Downtown Area. The importance of a comprehensive

streetscape program is particularly relevant when one considers that “wayfinding” is a function of the relationship of a visitor to the physical environment as much as it is a function of informative and attractive signage. Therefore, the ability to enhance the aesthetic presentation of Downtown will improve the “wayfinding” system Downtown.

The location of “wayfinding” images - images which may include signs, landmarks, banners, etc. - within Downtown, as well as along primary arteries traveled by potential visitors to Downtown, should not be undervalued. It is the identification of arrival points or “gateways” and the strategic location of “landmarks” that present easily recognizable physical “clues” about a visitor’s relationship in proximity to, and within Downtown.

Downtown Bicycle and Pedestrian Bikeway “Loop”

Objective #15: Integrate Downtown with the Rotary Riverfront Trail and the Washington Bikeway.

Strategic Action #36: Develop a bikeway “loop” route(s) through Downtown which passes points of interest and provides for linkages to the Washington Bikeway.

Strategic Action #37: Improve “bikeway markers” and/or “icons” along the portion of the Washington Bikeway in Downtown and in the Downtown Bikeway “loop”.

Strategic Action #38: Clearly mark a bicycle path on the Washington Bikeway and Downtown Bikeway “Loop” street system to be shared with automotive traffic.

A coordinated “urban trail” system linking the Rotary Riverfront Trail, the Washington Bikeway, and a new Downtown Bikeway “Loop” will help establish connectivity between the riverfront and Downtown. The establishment of a physical connection between Rennick Park and Downtown will encourage increased recreational opportunities in the Downtown Area by capitalizing on the tremendous success of the Rotary Riverfront Trail. An enhanced Washington Bikeway and a Downtown Bikeway “Loop” can assist in eliminating the physical and psychological barrier that residents and visitors have between the Rennick Riverfront Park and Downtown. A Downtown Bikeway Loop will provide residents and people who work in the Downtown Area with active recreation opportunities. Tourists to Washington can integrate sight-seeing activities with recreation as well. Although the Downtown Bikeway “Loop” will be connected to the Washington Bikeway, the “Loop” should be designed for both pedestrian and bicycle uses.

The Downtown Bikeway “Loop” route may direct users to points of interest Downtown, such as historic buildings and tourist attractions, by connecting to the Washington Bikeway path traveling through the Downtown Area. The Downtown Bikeway “Loop” should be “interpretive” with displays and signage available to educate residents and visitors about the history, architecture, and natural assets of Washington. Pedestrian and bicycle facilities (i.e. benches, bicycle racks, drinking fountains, etc.) should be provided along the Downtown Bikeway “Loop”. A bike lane should also be provided along the Downtown Bikeway “Loop” to be shared with automotive traffic. Signs indicating streets are also bikeways should be located on the Downtown Bikeway “Loop” route.

Riverfront Marina

Objective #16: Use the City's predominate natural asset to encourage commerce and recreation within the Downtown Area.

Strategic Action #39: Complete planning and engineering due diligence related to a riverfront marina.

A riverfront marina would add intangible economic, social, and recreational benefits to the Downtown Area. Generally speaking, marinas provide sources of commerce, increased recreational opportunities for residents and visitors, enhanced "awareness" of a community's assets within a larger region, and improved orientation of downtown areas in relation to the riverfront. These same benefits may accrue to Washington with the planning, development, and operation of a riverfront marina.

Although the Downtown Economic Revitalization Plan's primary focus is the Downtown core, the relationship between the Downtown Area and the Riverfront cannot be distinguished. Therefore, the maximization of the Riverfront as an asset for the community is integrally linked to a successful revitalization of Downtown. A functional and popular marina on the Riverfront would serve as a tremendous attraction to the Downtown Area. Likewise, a revitalized Downtown shall enhance the marina as a destination along the Missouri River. In particular, Front Street's orientation overlooking the riverfront may be mutually beneficial to both the marina and Downtown. Businesses complimentary to the economic activity generated by a marina will have the opportunity to locate in close proximity to the marina. This ideal location should encourage increased business investment in businesses, such as restaurants, sport/outdoor/apparel stores, and boating related retail which may benefit from both active and passive recreational activities. Clearly, a marina would greatly improve efforts to reconnect between Downtown and the Missouri River.

The City has initiated planning and engineering for a riverfront marina. Financial and personnel investment on behalf of the City to carefully evaluate the feasibility of developing a riverfront marina should continue.

PARKING

Parking Lots

Objective #17: Provide convenient and attractive off-street parking areas to serve the needs of Downtown businesses, residents and visitors.

Strategic Action #40: Improve the appearance of private and public surface lots Downtown.

Strategic Action #41: Provide signage at parking ingress/egress to identify private versus public parking areas.

Strategic Action #42: Conduct annual parking usage surveys to identify the need for new parking or redistribution of parking areas Downtown to correspond with revitalization activities, redevelopment, and rehabilitation.

Strategic Action #43: Encourage shared parking arrangements as a part of mixed-use redevelopment in the Downtown core.

Strategic Action #44: Require dedicated parking areas for new residential development in the Downtown core.

The City should take a strong leadership role in ensuring that adequate public and private parking exists in the Downtown core. Existing and future parking areas should include aesthetic enhancements to contribute to the streetscape environment Downtown. The aesthetic enhancements, particularly for public parking areas, should compliment or incorporate the elements of the streetscape design guidelines, such as using similar plantings, street furniture, and lighting standards. Likewise, consistent parking signage should be incorporated as a part of the City's wayfinding signage system.

New uses other than ground level retail within Downtown should provide their own onsite parking, and in certain cases, shared parking between multiple properties should be encouraged. Residential development generally requires dedicated parking spaces for owners or tenants, and the City should require that there is at least one space per residential unit (more spaces may be required based on the density and size of the residential units). In the event that redevelopment occurs on existing public parking areas, the number of spaces should be replaced in addition to the amount of spaces needed to accommodate the parking requirements of new development. Structured parking, under certain circumstances, may be appropriate if it is incorporated into a comprehensively planned development. A centrally located, City owned parking structure is likely to be an inappropriate long-term solution to increasing parking demands resulting from reinvestment Downtown. Instead, a distribution of parking spaces throughout Downtown will provide the maximum convenience to Downtown visitors, employees, and residents.

Ultimately, the appropriate redistribution of Downtown parking lots will need to be evaluated on an annual basis in order to respond to the changing parking requirements of the Area resulting from rehabilitation, redevelopment, or other development activities. Therefore, the City should develop a method for evaluating the annual parking usage of public parking areas Downtown in order to establish consistent data about the need for additional parking, relocation of existing parking, or elimination of underused parking areas in the Area. This information may also assist in the evaluation and recommendations of parking requirements for private development activities to ensure that adequate parking is provided by the public sector as well.

On-Street Parking

Objective #18: Improve the availability of on-street parking for short-term parking needs by customers and visitors to Downtown.

Strategic Action #45: Encourage business employees to park in public or private off-street parking areas Downtown.

Downtown Washington has adequate on-street parking to meet the short-term parking needs of businesses in the Area. A combination of diagonal and parallel parking in the Area maximizes the street right-of-ways Downtown without compromising the safety of pedestrians and automobiles. On-street parking is an amenity for Downtown that should be encouraged to meet the short-term parking needs of the Area. Therefore, businesses

in Downtown Washington should encourage or require employees to park in off-street parking facilities in the Area. This should improve the number of available on-street parking spaces Downtown and provide an enhanced convenience for customers of Downtown businesses.

TRANSPORTATION AND INFRASTRUCTURE

Train Whistle

Objective #19: Improve the quality of life in Downtown Washington by permitting the silencing of locomotive horns at grade crossings, while at the same time ensuring that pedestrian, bicycle, and automotive safety is maintained at those crossings.

*Strategic Action #46: Thoroughly investigate the options available under the Federal Railroad Administration's (FRA) **Interim Final Rule** (the "Train Horn Rule") for the establishment of Quiet Zones.*

Strategic Action #47: Identify and invest in necessary safety improvements at rail crossings Downtown in order to receive approval to establish a Quiet Zone from the FRA.

In response to a legislative mandate, FRA has issued an *Interim Final Rule* for the use of locomotive horns at railroad crossings. The rule provides an opportunity, not available until now, for thousands of localities nationwide to mitigate train horn noise by establishing new "quiet zones" The rule will not take effect until one year following the date of its publication on December 18, 2003. Until December 18, 2004, the sounding of the locomotive horns at crossings will remain applicable in accordance with State and local laws.

A Quiet Zone is a section of rail line that contains one or more consecutive public crossings at which locomotive horns are not routinely sounded. There is no maximum length of a Quiet Zone. The rule establishes a minimum length of ½ mile along the length of railroad right-of-ways for New Quiet Zones (Washington will be considered a New Quiet Zone). New Quiet Zones must have active (automatic) grade crossing warning devices, comprising both flashing lights and gates, at all public highway-rail grade crossings. Supplementary and alternative safety measures may also be used to meet regulations. Once a Quiet Zone is established, the railroad is barred from routine sounding of the horn as a warning at the affected crossings. The horn can still be sounded for the exceptions listed within the *Interim Final Rule*. The public authority that is responsible for the safety and maintenance of the roadway that crosses the railroad track(s) is the only entity that can designate or apply for a Quiet Zone.

The City should initiate a plan to provide the appropriate safety measures, in accordance with the options available under FRA regulations, to meet the necessary requirements for submission of an application to receive approval for the creation of a Quiet Zone. Therefore, the City should coordinate the engineering of any safety/transportation plan with the appropriate State agencies and the regional FRA office. The City will ultimately be responsible for funding the necessary improvements, although there are limited funds available from Federal programs, depending on the final safety plan of the City. Upon

approval of the Quiet Zone application, the City should adopt the appropriate local legislation and provide written notice to all railroads operating over the Quiet Zone rail line, the highway or traffic control authority, or law enforcement authority having control over vehicular traffic at the crossings, the state agency responsible for highway safety, FRA, and if applicable, the landowner of any private crossings within the Quiet Zone.

Overhead Utility Lines

Objective #20: Enhance the visual presentation of Downtown by removing overhead utility lines.

Strategic Action #48: Remove or relocate overhead utility lines when practical.

The removal or relocation of overhead utility lines may greatly improve the aesthetic presentation of the Downtown Area. Overhead utility lines diminish the architectural character, streetscape views, and public spaces Downtown. However, the ability to remove or relocate overhead utility lines is both cumbersome and expensive. Utility companies are generally not receptive to relocating overhead lines to an underground location unless the relocation is necessitated by a redevelopment project. In addition, utility companies have not provided financial assistance in the relocation or removal of overhead utility lines. Therefore, the City will likely be the primary source of engineering and funding.

Practical solutions will be necessary in order to cost-effectively diminish the presence of overhead utility lines Downtown. The two primary alternatives include the removal of overhead utility lines by locating them underground or the removal of overhead utility lines from the “front” of properties (in the street right-of-way) to alleys and rear property lines. The opportune timing to initiate a program to remove or relocate overhead utility lines includes the reconstruction of a street to improve the streetscape and road infrastructure, and/or during the redevelopment or significant rehabilitation of properties. Many times, street reconstruction or the construction of streetscape enhancements require significant demolition and replacement of street and/or sidewalk pavement. The burying of utility lines Downtown will require the demolition of sidewalk pavement and portions of street pavement and will likely require the excavation of a trench to bury the underground lines. Therefore, coordinating the burying of utility lines with a streetscape enhancement program may prove to be a more cost-effective and efficient method of addressing two public improvements during the same construction process. This will also help reduce the impact of a reconstruction project on the local residents and businesses during the construction period. Likewise, redevelopment or significant rehabilitation projects are likely to require the upgrade or replacement of utility infrastructure. The integration of the relocation of utility lines during a redevelopment or rehabilitation project will likely reduce the costs associated with the project, or possibly may be costs that will be paid by the developer/property owner or utility company as a part of the project.

Ultimately, cost-effectiveness, combined with one of the two approaches described above, shall be evaluated on a case-by-case basis to determine the financial viability and engineering capability of relocating the overhead utility lines. The relocation of overhead utility lines should be considered a long-term commitment in order to co-plan with other infrastructure or redevelopment projects and to distribute the financial cost over time. For example, the St. Francis Borgia Church facility expansion provides an opportunity to bury overhead utility lines underground during reconstruction of the area.

MARKETING

Regional Wine Tourism Marketing Program

Objective #21: Establish Washington as a “Gateway” to Missouri Valley Wine Country and a premier Midwest tourist destination.

Strategic Action #49: Contact the Missouri Department of Agriculture’s Grape and Wine Program to coordinate the planning, development and implementation of a regional “branding” strategy.

Strategic Action #50: Develop a food and wine tourism development plan for Downtown Washington as a sub-component of the regional “branding” strategy.

Strategic Action #51: Collaborate with Missouri Wine Valley wineries and communities (i.e. Herman, Dutzow, Augusta, St. Charles County) to create and promote a wine trail/route.

Strategic Action #52: Increase wine related special events Downtown to correspond with the winemaking experience.

Strategic Action #53: Set a goal of a major wine/food tourism magnet, such as an “Interpretive Wine Center” or some other centerpiece attraction.

Strategic Action #54: Evaluate the City’s ordinances and determine if they could be made more conducive to wine-tourism.

Washington is well positioned, with continued planning and careful execution, to benefit tremendously from its position as a primary entry point to the Missouri Valley Wine Country region. Donald Getz, Professor of Tourism and Hospitality Management at the University of Calgary, writes, “Regions without wine villages should seek to create them by encouraging heritage conservation, architectural branding, wine-related signage, and the holding of wine events. Private investors are likely to respond to concerted public efforts.”¹ As the central hub within the Missouri Wine Valley, and in close proximity to 37 wineries, Washington provides a number of assets to promote itself as the “Gateway” to the Missouri Wine Valley. These existing and future assets include upscale dining, lodging alternatives, shopping locations, entertainment venues, cultural/historical interests, and recreational opportunities. Each of these assets compliments the wine tourism experience. Washington’s competitive partners within the Missouri Wine Valley region are not equipped to offer the wide-array, diverse selection and number of businesses that may compliment the wine tourism industry to the same degree as Washington.

The State of Missouri’s Grape and Wine Program, administered by the Department of Agriculture, is charged with promoting the Missouri Wine industry. The Grape and Wine Program’s primary objectives are to encourage research and development in order to improve the quality of Missouri wine and to enhance the Missouri wine culture through marketing and special events. The long-term development plan of the Grape and Wine Program is to develop new packaging techniques for Missouri wines; increase local, national and international retail sales of Missouri wines; and, increase the number of

¹ Source: Explore Wine Tourism: Management, Development & Destinations, p. 119.

tourists visiting Missouri wineries beyond the current 1.4 million visitors. The Grape and Wine Program is currently working with Ste. Genevieve and Ste. Genevieve County on a pilot program targeting a regional “branding” strategy for the local wineries in that region of the State (currently called the Mississippi River Valley pilot region). A sub-component of this “branding” strategy has been the development of a regional cuisines project in the multi-county region surrounding Ste. Genevieve. The regional cuisines project is a new initiative targeted at promoting Missouri wines and other specialty food products by focusing on regional identity. Eventually, the regional identity name will be used to create a label of origin for wine and other food products originating in the region. Labels of origin can be an important way to distinguish products in the market and gain greater profit. For Washington, this also encourages regional identity which may contribute to better cross-sector cooperation for promoting agri-tourism.

State staff members of the Grape and Wine Program have indicated that their objective is to expand the concepts and applications of this pilot program to other regions of the State (the Missouri River Valley is one of three pilot areas already identified). Washington and other communities along the Highway 94 and Highway 100 corridors offer superior wine tourism assets (i.e. the number of wineries, the quality of wine produced at these wineries, and views of the Missouri River) when compared to other wine regions in Missouri. Therefore, it is important that the Missouri Wine Valley region communities engage the State’s Grape and Wine Program in order to initiate a “branding” strategy. To date, the communities within the Missouri Wine Valley have not initiated a collaborative approach towards marketing the Missouri Wine Valley as a wine-tourism destination. Individual wineries located in the Missouri Wine Valley have made some improved efforts to combine resources and produce partnerships in marketing the area. However, these efforts are not part of a comprehensive marketing strategy and are limited by the financial and operational resources of the wineries.

There is tremendous opportunity to take advantage of the growing interest and corresponding benefits of the wine-tourism industry. The Missouri Wine Valley is well positioned to become the destination for the Missouri wine experience. The communities in this region must overcome the current weaknesses in the marketing approach, including poor integration between wineries, local food producers, restaurants, and lodging facilities, with insufficient cooperation between individuals and groups (most notably the political jurisdictions) involved in food, wine, tourism, marketing, and special event planning. As the primary “Gateway” to the Missouri Wine Valley, Washington should serve as a principal local partner in initiating a comprehensive “branding” strategy for the Missouri Wine Valley region. Using the resources of the Grape and Wine Program as the coordinating agency, Washington should actively take a local leadership role in developing the “branding” strategy for the region. The advantages for Washington in assuming this role include a voice in making Washington a “Gateway” to the region. This will encourage the development and attraction of businesses complimenting the wine tourism industry such as restaurants, lodging, shopping, and additional wineries or wine bars. Downtown Washington is the ideal location for these businesses.

An important element of the regional “branding” strategy is the establishment of a wine route or wine “trail”. Some characteristics of a sustainable wine route:

- ✓ Easily navigable route;
- ✓ Provision of maps/guides and sign posting;

- ✓ Appropriate facilities connected on route: toilets, restaurants, accommodation, interpretive centers and attractions;
- ✓ Facilitate discovery and enjoyment by both visitors and residents;
- ✓ Linkages between national, regional and local trails should be made (and confusion avoided);
- ✓ Integrated planning between routes and attractions/facilities;
- ✓ Involve private and public stakeholders;
- ✓ Trails should be part of a visitor management strategy protecting sensitive resources/areas, avoiding congestion, and spreading benefits widely;
- ✓ Consider the capacity of the route and of the area to absorb traffic and tourists;
- ✓ Marketing potential of the route must be considered at the beginning of the planning process, including identification of target market segments; and,
- ✓ A permanent monitoring and maintenance system is needed, including visitor and facility feedback.

Downtown Washington has plenty of capacity to serve as a primary location for many of the appropriate facilities along a trail route within the Missouri Wine Valley. There is significant potential for Downtown to increase visits to existing cultural and business destinations, while simultaneously improving the available offerings located Downtown (as discussed throughout the Plan). Downtown's proximity to one of only two Missouri River crossings along the Highway 94 and Highway 100 corridors gives Washington a geographic advantage due to its central location among the wineries. Therefore, a wine route or "trail" should find its way through Washington – the "Gateway" to the Missouri Wine Valley.

The success of Washington's Art and Wine Festival is a testament to the demand for wine related special events. Other communities in the Missouri Wine Valley also hold special events and festivals to promote the wine industry and their communities. Events are both products to attract visitors and a means for gaining publicity and shaping the image of a region. Events should include a wide-array of offerings - both large and small. Festivals can be oriented around the stages of wine making (i.e. beginning of grape growing season or grape harvesting) or partnered with art/history/cultural events. Special events could include consumer seminars, trade shows, regional wine tasting, etc. Washington should consider increasing its wine-related special events. Opportunities also exist for Downtown Washington to be a location for a special exhibit or education center for wine-making in Missouri.

For Downtown to successfully benefit from wine-tourism, the Area must provide the appropriate regulatory flexibility to promote and support businesses who compliment wine-tourism. Downtown zoning and business regulations should provide the flexibility to accommodate outdoor dining, live entertainment, liquor sales, appropriate set-back requirements, etc. Washington should review its zoning regulations to ensure that there are adequate provisions within the zoning code to accommodate these types of activities.

Case Example: Napa Valley, California and Victoria State, Australia

Retail Attraction Marketing

Objective #22: Attract a diverse mix of retail businesses to compliment the existing retailers Downtown and improve the cluster of retail shopping alternatives for Downtown shoppers.

Strategic Action #55: Develop a target list of retailers, restaurants, bakeries, and microbrewers that have been identified as underserved retail sub-sectors for the Washington Market Area.

Unlike attracting “franchise” retail/restaurant businesses to locations in strip centers or neighborhood power centers, the attraction of retailers to a downtown area requires a more specialized presentation of the opportunities available. Many times, the types of businesses that are attracted to downtown areas are not “franchise” or chain businesses. Instead, the downtown location may be the only location, or one of a hand full of locations, in which a business operates. The needs of these types of businesses differ from corporate decision-making associated with franchise operations. Likewise, the ability of the City to identify and cultivate relationships with these types of businesses requires increased due diligence.

Market data indicates that there are several retail sub-sectors within the Washington Market Trade Area that are not being adequately served by the existing retail base of Washington and surrounding communities. These sub-sectors include:

- ✓ Specialty furniture;
- ✓ Computer and computer equipment;
- ✓ Apparel (girls', boys', infants', footwear and other apparel products);
- ✓ Sports and recreation;
- ✓ Reading material (book stores); and,
- ✓ TV, radio and sound equipment.

In addition, the following types of restaurant, entertainment and destination-oriented uses should also be pursued for the Downtown Area as a part of a Downtown business recruitment effort:

- ✓ Microbrewery;
- ✓ Wine Bar;
- ✓ Art Galleries;
- ✓ Upscale Restaurants;
- ✓ Sports Bar; and,
- ✓ A Coffee Bar/Café.

Target businesses for Washington’s recruitment efforts may focus on retailers or restaurants that have demonstrated success in other downtowns or markets similar to Washington which are looking for a second or third location. These businesses bring prior name recognition and previous business experience to owning and operating a business operation in a “niche” industry. In addition, these target businesses are generally able to obtain access to the necessary financial resources for start-up and operation. There are local or regional “chains” or “franchises” that may suit the Downtown environment, but the pursuit of these types of businesses should be selective. Local or regional entrepreneurs who are interested in the start-up of a store or restaurant in Washington should also be welcomed.

Business Operations

Objective #23: Improve the Downtown business environment for existing and future customers.

Strategic Action #56: Adopt a set of business practices that define the minimum standards for hours and days of operation of Downtown businesses.

Strategic Action #57: Collectively market “standard” hours and days of business operations to potential customers.

Downtown’s customers are the people who provide the funds to keep enterprises going. Without the customer, there are no sales and there is no business. To successfully revitalize the Area, Downtown businesses must look to what the customers want. Downtown’s competition for customers – the strip center – has successfully capitalized on the convenience that many customers prioritize when making shopping destination decisions. Therefore, Downtown businesses must recognize that they must collectively provide convenient times for the customer base to patronize their businesses on a regular basis.

Establishing minimum standards for business practices does not mean that Downtown businesses must stay open until 9 pm to compete directly with strip center businesses. However, customers need options available to them in order to shop at Downtown businesses. For example, businesses may elect to stay open from 9-6 on Monday thru Wednesday, 10-7 on Thursday and Friday, and operate 9-5 on Saturday. The adopted business standards should be the *minimum* standards, as other businesses may elect to open sooner or stay open later. The objective is to ensure that customers recognize that if they want to shop for apparel, bakery goods, and a book Downtown after 6 pm during the week – they should shop on Thursday or Friday evening and not on Monday. Customers will eventually incorporate the business standards into their own consumer habits without the frustration of not knowing when they may or may not show up at a Downtown store only to encounter a “closed” sign.

FUNDING SOURCES

The revitalization of Downtown Washington will require a combination of private and public funds to address the wide-ranging issues confronting the implementation of the strategic actions outlined within the Plan. Clearly, the revitalization of Downtown will need to be supported by a commitment from the community, property owners, and businesses to provide available financial resources toward rehabilitation, redevelopment, and new development activities in the Area. **Exhibit 6-3, Downtown Revitalization Resources**, provides an overview of some the available resources in the State of Missouri that may be used to support redevelopment activities. The following discussion identifies several of these financing mechanisms, as well as other resources that are more suitable for an overall revitalization program in Washington. However, the appropriate mechanism or combination of mechanisms should always be evaluated when considering a public or public-private project.

**Exhibit 6-3
Downtown Revitalization Resources
Downtown Economic Revitalization Plan
Washington, Missouri**

Name	Eligible Uses of Funds	Formation	Powers & Limitations	Governance	Borrowing Authority	Sources of Revenue
Community Improvement District (CID) (Ch. 67, R.S.Mo.)	Public capital improvements; Private capital improvements (located in a blighted area); Special services	By governing body of City, on petition of majority owners by assessed value or number	Petition for district formation specifies: area and duration of district; maximum rate of taxes; method and maximum rate of assessment; types of services; types of improvements; maximum borrowing authority; eligible uses of funds	Program managed by district board, with annual report to City; Board to consist of 5-30 members, appointed by City or elected by "qualified voters" of district, depending on petition; petition may identify original members; annual levy of taxes/assessments set by Board (within petition limits); District may be terminated by City, upon majority of property owners, by value and per capita	Board may issue obligations payable solely from district revenues and assets pledged; District obligations are not general obligations of the district, unless approved by supermajority of voters in district	Special assessments approved by petition or any reasonable method of assessment; Taxes on real property and/or business license or approved by qualified voters; Authorizes different property classes and levy rates for each class based on level of benefit
Special Business District (SBD) (Ch. 71, R.S.Mo.)	Public capital improvements; special services	By governing body of City, on petition by one or more property owners	City makes all decisions for district	Advisory board of commissioners, with final authority in City governing body	District may issue general obligation bonds, with approval of supermajority of voters of the district; District may issue revenue bonds to finance revenue-producing facilities, payable from revenue generated by those facilities	Real property taxes with maximum of \$0.85 per \$100 assessed valuation and approved by qualified voters and property owners; Business license taxes if City already imposes tax on businesses licenses, then additional tax cannot exceed 50% of current tax and approved by qualified voters
Neighborhood Improvement District (NID) (Ch. 67, R.S.Mo.)	Public capital improvements	By governing body of City, upon either approval of voters in district or petition signed by 2/3 of owners of property in district by area	Election ballot or petition for district formation must specify general nature of improvement, estimated cost, boundaries, method of assessment; City makes all other decision, including classifications and assessment methods	Governed by City	City must issue general obligation bonds to pay for improvements within district if special assessments are inadequate	Special assessments only; Assessment on per lineal foot or square foot or any other reasonable assessment method; Approved by vote of people in district or petition of property owners
Tax Increment Financing (99.88-.865 R.S.Mo.)	Public capital improvements; property assembly (including acquisition and demolition of buildings); costs or rehabilitation, reconstruction, or repair or remodeling of existing buildings and fixtures; relocation costs	By governing body of City; requires TIF Commission review and public hearing	Requires adoption of Redevelopment Plan which describes the project, redevelopment project costs, sources of funds to pay costs, type and term of sources of funds to pay costs, type and term of obligations, cost-benefit analysis, eligibility analysis and other findings per the TIF Act; must pass "but for" test	Governed by City; incremental revenues allocated to Special Allocation Fund	Obligations secured by Special Allocation Fund and may be issued by the City; Obligations shall not be a general obligation of the political subdivision and cannot exceed 23 years; Obligations may only be payable out of any funds or properties other than those specifically pledged as security	Special Allocation Fund collects local incremental revenues generated within the district; 100% PILOTS and 50% EATS are captured by the Special Allocation Fund
Community Development Block Grant Funds	Funds a variety of economic development activities, including site acquisition, assessment, demolition, remediation, public works and support the development of affordable housing	Contingent on annual appropriation by HUD to Metropolitan cities and urban counties (entitlement communities) or State for distribution to non-entitlement communities	Submit a Consolidated Plan, annual action plan, and certifications to HUD. If you are a non-entitlement community, an individual or organization, apply to the appropriate city, state or county for funding. Funding restricted by program guidelines and availability of funding.	Entitlement communities or the State receive entitlement funds from HUD that may be used for eligible activities, such as infrastructure. Non-entitlement communities compete for funding via application process to State.	N/A	Funding based on project need, available funding, and program limitations. No match is required, but local in-kind and/or cash matching funds are encouraged.
Missouri Downtown Economic Stimulus Act (MODESA)	Certain public improvements; Financing; Relocation costs; Property assembly	Governed by local Downtown Development Authority (DDA) appointed by mayor or chief financial officer of municipality; MODESA application reviewed by Missouri Development Finance Board (MDFB); Combined local and state approval	Applies to "major initiative projects only; must pass "but for" test; project must be located in a "blighted" area; Financial threshold based on new jobs and localities population; local development approvals required; DDA has statutory powers to borrow funds, own property, etc., Need MDFB approval from state participation in funding	Governed by City or Downtown Development Authority	Obligations secured by Special Allocation Fund and may be issued by the City, DDA, or MDFB; Obligations shall not be a general obligation of the political subdivision, DDA, MDFB or the state and cannot exceed 35 years; Obligations may only be payable out of any funds or properties other than those specifically pledged as security	Special Allocation Fund collects local incremental revenues generated within the district; 100% PILOTS and 50% EATS are captured by the Special Allocation Fund; With MDFB approval the Special Allocation Fund may also collect new revenue generated in the form of 3% state sales tax and a 2% portion of the state income tax withholding

**Downtown Revitalization Resources
Downtown Economic Revitalization Plan
Washington, Missouri**

Name	Eligible Uses of Funds	Formation	Powers & Limitations	Governance	Borrowing Authority	Sources of Revenue
Transportation Development Districts (TDD) (238.200-238.275 R.S.Mo.)	Transportation infrastructure	By City or County, by voter petition, local transportation authority petition, property owner petition; must be approved by a majority of those voting	Project improvements shall not be under the control and jurisdiction of a local transportation authority (City) while the TDD retains control and jurisdiction. Power to acquire, sell and convey property subject to local authority approval.	Program managed by district board, with MODOT and Local Authority oversight; Board may consist of at least 5 nor more than 15 persons with one MODOT and one or more Local Authority advisors; Election by voters or Owners require approval of special assessment, tax or funding method	District may contract and incur liabilities, may borrow money and issue bonds, notes and other obligations; May issue bonds payable from its revenues but may not exceed 40 years	District may levy a property tax not to exceed \$0.10 per \$100 assessed valuation or sales tax not to exceed 1%; District may levy tolls or special assessments for improvements benefiting the project
Missouri Historic Preservation Tax Credits (253.545-559 R.S.Mo.) (S.B. 1, 1997) (S.B. 827, 1998)	Hard and soft costs of the rehabilitation of buildings on the National Register of Historic Places or in a historic district which is a National Register Certified Historic District	N/A	Any person or entity incurring costs for rehabilitation of eligible property which is a certified historic structure or structure in a certified historic district shall be entitled to a State income tax credit of 25% of the cost of rehabilitation, provided the rehabilitation costs exceed 50% of the total basis in the property and the rehabilitation meets historic standards	Requires project approval by the State Historic Preservation Office and funding approval by the State Department of Economic Development (DED)	N/A	Excess tax credits may be carried back for three years and forward for 10 years or until fully used; Taxpayers eligible for such credits may transfer, sell (monetize) or assign credits
Brownfield Redevelopment Program (447.700-447.718 R.S.Mo.)	Voluntary brownfield remediation	N/A	Project must anticipate creating at least 10 jobs or retaining at least twenty-five workers and must be found to focus its redevelopment effort on an eligible site. Completion of remediation subject to the State Department of Natural Resources and the Environmental Protection Agency	Eligibility for an entity is contingent on being accepted into the Missouri Voluntary Cleanup Program; Entity can then apply to State Department of Economic Development (DED) for financial assistance; DED may approve incentive package that is limited to the least amount necessary to achieve remediation or incur a positive net benefit. Local jurisdictional participation may be required.	N/A	Incentives may include tax credits; tax exemptions; grants; loan guarantees, or loans; once appropriated, these funds can be used to purchase or to offset the purchase of materials, supplies, equipment, or other things related to the redevelopment of the site as approved
Urban Redevelopment Corporations (Ch. 353, R.S. Mo.)	Clearance, replanning, reconstruction or rehabilitation of blighted areas, and the construction of such structures as may be appropriate	Incorporation with the Secretary of State, Application to the City for authorization of a Redevelopment Plan; Requires public hearing and the granting of rights and powers by City ordinance consistent with Ch. 353 provisions	Corporation can only operate in an area with a Redevelopment Plan. Powers of the corporation must be authorized by the local jurisdiction, including the authorization for tax abatement. The provisions of the general corporation law apply unless in conflict with Ch. 353.	A corporation that has been organized to serve a public purpose.	Any Urban Corporation may borrow funds and secure the repayment thereof by mortgage which shall be a lien upon no other real property except that forming the whole or a part of a single development area.	The City may authorize a 100% abatement of taxes in years 1-10 and a 50% abatement of taxes in years 11-25 on properties owned by the Corporation; the Corporation may accept grants or loans from government agencies
Tax Reimbursement Agreements (Ch. 43, R.S. Mo.)	Publicly owned infrastructure	Redevelopment Agreement between the City and Developer; Approved by ordinance	May require all contracts for work to be subject to public bids; Only City's tax revenue is utilized;	City oversees project	N/A	Incremental increase in the City's property taxes and as much as 100% of the City's incremental increase in sales and utility taxes, depending upon municipal charter limitations

Tax Increment Financing (TIF)

Objective #24: To provide a financing mechanism to support revitalization and redevelopment activities Downtown using a portion of new incremental tax revenues generated in the Area.

Strategic Action #58: Establish a TIF District for the majority of the Downtown Area.

The concept of Tax increment Financing (TIF) is relatively simple. Incremental revenue is created when there is an increase in tax revenues in a designated area (the "Redevelopment Area") above the annual revenue that the Redevelopment Area generated in the year prior to its establishment. New development is "induced" to occur through the ability to use the incremental revenue created by the new development to finance certain costs of developing or redeveloping an area. The net effect of TIF is to permit a developer to use a portion of property taxes that otherwise would be paid on the completed project to repay all or a portion of the development costs, thereby reducing the net annual debt service on the completed project (and thus increasing the rate of return on the project). In this manner, future tax increases are not abated, but rather are used to fund the costs of the project.

Project costs include the sum total of all reasonable or necessary costs incurred or estimated to be incurred as a part of a redevelopment project. Such costs include, but are not limited to, the following: cost of studies, surveys, plans and specifications; professional service costs including, but not limited to, architectural, engineering, legal, marketing, financial, planning, or special services; property assembly costs including, but not limited to, acquisition of land and other property, real or personal, or rights or interests therein, demolition of buildings, and the clearing and grading of land; costs of rehabilitation, reconstruction, or repair or remodeling of existing buildings and fixtures; costs of construction of public works or improvements; financing costs including, but not limited to, all necessary and incidental expenses related to the issuance of obligations, and which may include the payment of interest on any obligations issued under the provisions of this Redevelopment Plan accruing during the estimated period of construction of any redevelopment Project for which such obligations are issued and for not more than eighteen months thereafter, and including reasonable reserves related thereto; all or a portion of a taxing district's capital costs resulting from the Redevelopment Project necessarily incurred or to be incurred in furtherance of the objectives of the Redevelopment Plan and Project, to the extent the City, by written agreement, accepts and approves such costs; relocation costs to the extent the City determines that relocation costs shall be paid or are required to be paid by Federal or State law; and payments in lieu of taxes.

There are several advantages to choosing TIF over other redevelopment programs. The TIF Act authorizes TIF revenues to be pledged to bonds or other financial obligations; the developer and the City have funds available at the beginning of the process when they are typically the most needed. Another advantage is that TIF requires all the taxing entities to share in foregoing the receipt of new revenue during the period while the obligations are being retired. This is because, unlike tax abatement schemes, the City must dedicate 50% of its local economic activity tax revenue that is generated by the new development to the special allocation fund, not just its property tax increment. In addition, in the TIF process the City is vested with control over where and how the increment will be used.

The adoption of a Redevelopment Area (or TIF District) for a portion of the Downtown Area will allow the City to use a portion of the incremental revenues generated from property and economic activity taxes generated from the rehabilitation and redevelopment of properties in the Downtown Area to support necessary revitalization activities provided for under the TIF Act. The TIF District should establish a number of sub-areas (referred to as Redevelopment Project Areas or RPAs) in which a series of Redevelopment Projects would be identified. These Redevelopment Projects within the RPAs could be as simple as a façade improvement project to an existing building which is partially supported by TIF funding, to a complex redevelopment project requiring significant infrastructure reconstruction and site preparation. In these cases, the incremental funds would be used to induce private investment on behalf of property owners in the Downtown Area to rehabilitate or redevelop properties. Likewise, TIF funds could be used to support projects Downtown such as the Façade Improvement Program, streetscape enhancements, parking, a farmer's market, or infrastructure reconstruction.

Case Example: Evanston, Illinois

Community Improvement District (CID)

Objective #25: To provide a financing mechanism to support, maintain and operate revitalization activities Downtown.

Strategic Action #59: Establish a Community Improvement District for the majority of the Downtown Area.

A Community Improvement District (CID) can be either a political subdivision with the power to impose sales taxes, special assessments, and real property taxes, or a nonprofit corporation with the power to impose just special assessments to pay for public improvements. The district consists of the area in which the improvements are to be constructed or services are to be provided.

Once created, a CID can finance the costs of the project through (1) a sales tax of up to one percent within the district; (2) special assessments on all property within the district, except property used exclusively for religious worship, schools and colleges, or for purposes purely charitable; (3) real property taxes, imposed without limitation, if the district is a political subdivision; or (4) other sources of revenue such as fees, rents and charges for district property or services, grants, gifts and donations.

Public projects that can be financed through CID include, but are not limited to: pedestrian plazas; parks, lawns, trees and any other landscape; sidewalks, streets, traffic signs and signals, and other site improvements; parking lots, garages or other facilities; streetscape, lighting, benches, trash receptacles and canopies; and, rest rooms. Improvements must be for public, not private, use. Services that may be provided through a CID include, but are not limited to: leasing space for sidewalk café tables; providing or contracting for the provision of security personnel; providing or contracting for cleaning and maintenance to public property (i.e. streets); promoting tourism, recreational or cultural activities and events; promoting business activity, development and retention; and, providing refuse collection and disposal services. Within a blighted area, the CID may contract with any private property owner to demolish, renovate, or rehabilitate any building or structure owned by such property owner.

The establishment of a CID for a portion of the Downtown Area is an important component of the Revitalization Plan for the City. The purpose of the CID will be to provide an additional revenue source to promote the revitalization strategies outlined within the Plan. The method of revenue generation (i.e. assessment, sales tax, fees, etc.) will require the City and the Downtown community to evaluate the alternatives available to support revenue generation.

Community Development Block Grant (CDBG)

Objective #26: Utilize Federal and State funding to support revitalization activities Downtown.

Strategic Action #60: Apply for the maximum amount of CDBG funding available under the Downtown Revitalization category.

The State of Missouri administers the Community Development Block Grant (CDBG) program for non-entitlement communities. Grant funds are available for several funding categories, with the available amount of funding varying among those categories. The most applicable CDBG funding category to Downtown and the Planning Area is Downtown Revitalization.

CDBG funds under the Downtown Revitalization category may be used for public infrastructure and improvements that will significantly contribute to the revitalization and redevelopment of downtown. These improvements may include, but are not limited to, water, sewer, electric, gas, sidewalks, curb cuts, street paving, parking, etc. Lighting, professional services, and administrative activities are also eligible. The Downtown Revitalization Program requires \$1 of private, for-profit investment committed for every \$1 of CDBG funds requested, not to exceed \$400,000.

Funding is based on several factors. These include, but are not limited to, developing and utilizing adopted design guidelines, maintaining an active downtown organization capable of providing a coordinated redevelopment strategy, and tailoring the public improvements to be a planned and incremental part of a comprehensive revitalization process. The application cycle is open (year-round) and is based upon the availability of funds.

The City should prepare an application for CDBG funding in order to support public improvement activities, such as streetscape enhancement, lighting and parking improvements needed to support private investment projects in the Downtown Area.

TEA-3

Objective #27: Leverage Federal funding with local and State funding to improve the aesthetic and functionality of the transportation network Downtown.

Strategic Action #61: Apply to the East-West Gateway Coordinating Council for grant funding under TEA-3.

TEA-3 is the third iteration of the transportation vision established by Congress in 1991 with the Intermodal Surface Transportation Efficiency Act (ISTEA), and renewed in 1998 through the Transportation Equity Act for the 21st Century (TEA-21). TEA-21 recently expired in 2003. Legislation for the authorization of TEA-3 is currently pending in the U.S.

Congress; however, the objectives of TEA-3 are expected to continue the promotion of the proven and effective program structure established for highways and transit under the landmark ISTEA legislation -- flexibility in the use of funds, emphasis on measures to improve the environment, and focus on a strong planning process as the foundation of good transportation decisions.

Upon authorization of the TEA-3 legislation, the City should submit an application for funding to the East-West Gateway Coordinating Council (the Metropolitan Planning Agency selected to distribute federal transportation dollars) for grant funding in support of transportation enhancement projects within the Downtown Area. These enhancement projects may include the establishment of appropriate railroad crossings.

Other Potential Funding Sources

Objective #28: Reduce the amount of local funding sources allocated to support various Downtown revitalization activities.

Strategic Action #62: Consistently evaluate the available private, local, State and Federal funding sources to support public and private projects and programs.

There are many sources of funding available to support both private and public revitalization activity in Downtown Washington. Many of these funding sources can only be used for targeted revitalization activities or may only be appropriate for certain types of businesses, property owners, or developers. The following is a brief summary of some other funding sources that may have applicability to private and public revitalization activities Downtown, provided certain requirements are met.

The **Missouri Downtown and Rural Economic Stimulus Act (MODESA)** is a new form of tax increment financing approved by the General Assembly in its 2003 legislative session. It combines the use of local property tax increment and economic activity taxes with a portion of the state sales tax and state income tax withholding to assist development projects.

The net effect of MODESA is to provide a portion of any new state revenues generated within a development area to be rebated to the municipality for reimbursement of eligible development project costs.² New state revenues means either (1) the state sales taxes increment except those that are constitutionally dedicated, school district trust fund taxes, and sales and use taxes on motor vehicles, etc.; or (2) state income tax withholding, or both. New state revenues to assist a major initiative is 1.5% of the Missouri state sales tax (total of Missouri sales tax is 4.225%) and up to half of the estimated Missouri income tax (maximum rate is 6%) through withholding for new employees in new jobs located in the development project area.

MODESA may only be used for a "major initiative" that promotes tourism, cultural activities, arts, entertainment, education, research, multipurpose facilities, libraries, ports, mass transit, museums, and conventions. Based on the population of Washington, the total estimated project cost that could be supported by MODESA is \$500,000. An area under consideration must meet qualifying criteria in order to establish a "development area".

² The eligible project costs are substantially similar to those listed under the TIF discussion with a few notable differences.

The primary benefit to a municipality that has both a historic downtown which meets the qualifying criteria and has a “major initiative” project that meets the Acts definition, is the introduction of incremental *state funding* into a local project in addition to the local incremental funding.³ The maximum increase in funding available to Washington, in addition to local TIF revenues, is \$500,000 as defined by MODESA.

Within the Downtown Area, MODESA funds could be used to reimburse for the costs of property acquisition, building demolition, environmental remediation, professional services, and constructing public works. Potential “major initiatives” to help Downtown Washington qualify for MODESA include the inclusion of the Missouri Newspaper Photographer’s Hall of Fame -- in combination with a mixed use development or a boutique hotel and other amenities -- a Missouri Wine Tourism Center, or the redevelopment of the Pipe Factory as a tourist destination. PGAV would caution that the MODESA program is untested, especially in rural communities. However, representatives familiar with the program have discussed the eagerness of the State to receive an application from a rural community. Washington’s unique downtown, existing assets, and potential tourism opportunities position the City in a positive situation to pursue MODESA funds.

The **Missouri Historic Tax Credit** program may be a potential resource for property owners and prospective developers in the rehabilitation of structures listed on the National Register of Historic Places or in a historic district which is a National Register Certified Historic District. After meeting the requirements of the program, a Missouri state credit is earned in an amount equal to 25% of the cost of rehabilitation. The developer or owner of the property who receives the credit after meeting strict rehabilitation standards may apply the credit to taxes going back three years, and forward ten years; but it is also transferable. All or any portion of the credit can be transferred or sold to any other party for cash. The transferability of the credit (many times sold for 80 to 90 cents on the dollar) bridges the financing gap to make buildings which are otherwise economically obsolete capable of being rehabilitated. The utility of the Historic Tax Credit benefits developers, as well as homeowners, who do not have significant Missouri income.

The **Missouri Wine Sales Tax** is an eighty-four cents-per-gallon tax on wine sales. The Missouri Grape and Wine Program (GWP) receives twelve cents-per-gallon of the tax. The GWP spends half of the available funding on advisory and research and development activities at Southwest Missouri State University’s Fruit Experimentation Station. The remaining 50% of the tax revenue allocation is spent promoting Missouri wine tourism. Washington and the Missouri Wine Valley communities contribute a significant amount of tax revenues to the Grape and Wine Program by virtue of having nearly 80% of the State’s wineries within a two-hour drive to Washington. Currently, the Missouri Wine Valley only benefits from this tax through the general marketing efforts of the GWP. However, the initiation and implementation of a regional “branding” strategy for the Missouri Wine Valley will likely increase the amount of wine sales tax revenue that is used by the State to promote the Wine Valley region in Missouri because the State will become an active partner in the success of the “branding” and marketing strategy.

³ The local incremental funding is exactly the same contribution as TIF. MODESA simply provides for incremental State revenues resulting from the project.

The availability to obtain grants or gifts from **Private Foundations** may assist in specialized projects, such as the Farmers Market and the Calvin Theater, within the Downtown Area. Generally speaking, these philanthropic resources are interested in contributing to a not-for-profit organization. The approach to these organizations must be carefully crafted, recognizing the intense competition between organizations seeking assistance.

SECTION 7 IMPLEMENTATION

One of the key issues in strategic planning is the translation of the goals, objectives, and strategic actions into everyday actions. In public sector organizations particularly, the budget, all too often, drives the plan instead of vice versa. The challenge lies in having the resources of the community directed toward the plan and not in random directions that may or may not contribute to reaching the goals.

The prioritization and implementation of strategic actions to support Washington's mission and goals is a critical component of the strategic planning process. Washington's leadership must ensure that these actions support the revitalization of Downtown, while simultaneously keeping the inherent values of the community in tact. Embracing, and subsequently, acting on the strategic actions to enhance reinvestment in Downtown must occur in a systematic way accounting for the short-term and long-term priorities of the City. As previously stated, Downtown Washington has a fragile economic environment. Expediency in starting the implementation of certain strategic actions is crucial to the revitalization of Downtown and sustaining Washington's quality of life.

As a result of these conditions and considerations, the City and its Downtown partners should move proactively with the initiatives outlined herein. However, Washington's Downtown revitalization efforts should continually evolve and adapt to the constantly changing Downtown environment, and not remain static in its approach. Implementation of a plan is a dynamic process, so it is difficult to set specific dates for activities to begin and end. It is possible, however, to establish project priorities and to develop a phasing plan that maximizes momentum and funding for plan implementation.

PROJECT PRIORITIZATION, COMMUNITY ROLES, TOOLS, TECHNIQUES AND FUNDING SOURCES

Exhibit 7-1, Action Agenda provides recommendations about the prioritization of projects and project activities, including recommended short-term, mid-term, and long-term timelines for the strategic actions. The following exhibit establishes a general prioritization of strategic actions, while simultaneously allowing enough flexibility to implement and perform those actions in accordance with available financial resources, business and residential market conditions, significant economic development, and Downtown revitalization events within the community. The timeline should be viewed as the execution of short-term, mid-term and long-term strategies. The short-term strategies should be implemented in years 1-3, establishing a foundation for future Downtown revitalization activities. Mid-term strategies may require planning during the initial three years of the Downtown revitalization program, but their full implementation should occur between years 4-7. Long-term strategies should be implemented in years 8-10. The long-term strategies will require significant evaluation of their financial feasibility, overall necessity, and potential viability.

In addition to the general prioritization of actions, **Exhibit 7-1, Action Agenda** provides recommendations about the applicable tools, techniques and resources that may be applied to the implementation of the strategic actions as well as defining the role of the City and other possible participants.

PERFORMANCE EVALUATION AND BENCHMARKING

The Need for Performance Evaluation

Evaluation is frequently the most neglected part of the strategic planning process. The evaluation process measures performance based against the service, program, or product's ability to meet or exceed expectations. A consistent and effective system of evaluation views programs, activities, and services as repeatable processes instead of a cluster of innovative activities reinvented each time they are executed. Performance evaluation identifies "best practices" and successful approaches. In addition, an evaluation system may identify areas for improvement and "unsuccessful practices". Ultimately, the underlying assumption of performance evaluation is to determine if the organization (in this case, the City and its Downtown partners) should continue with a set of practices and policies, or initiate a search for better ways to manage limited resources. The evaluation must be pegged to results that are finite and not just means or actions within the "process". With proper stewardship, performance evaluation can be an effective management tool.

Performance evaluation can be summarized as:

- ✓ A system to improve process consistency and reduce errors and "wheel spinning" through an on-going, organization wide effort using staff involved in the process and empowered to make changes;
- ✓ The ability to use measurement tools to track processes and pinpoint problems;
- ✓ A method of focusing on increasing customer, visitor and resident satisfaction;
- ✓ An approach to increase opportunities for partnership; and
- ✓ Think long term; act short term.

Benchmarking is the cornerstone of performance evaluation. According to Bruce Hendrickson, author of *Management of Local Planning*, benchmarking is "the continuous process of measuring products, services, and practices against the toughest competitors and/or recognized industry leaders". Benchmarking analyzes the systematic practices employed in economic development and downtown revitalization against best practices in other industries (i.e. real estate, service companies, etc.) for insights into how economic development processes can be improved. The results of benchmarking provide reference points for evaluation; and, models to be emulated.

Performance Measures and Benchmarks for Washington's Downtown Revitalization Program

The measurement of Downtown revitalization success or failure is a difficult task. Therefore, it is important that benchmarks used to measure Washington's Downtown revitalization program performance represent the overall impact of the strategic planning process. The combined use of quantitative and qualitative measures ensures that a balance exists between statistical data and intangible affects of the Downtown revitalization program.

The following benchmarks provide a broad representation of the types of performance measures employed by organizations in their evaluation of programs. Washington should review these benchmarks in the context of the Revitalization Plan and select the benchmarks which currently align with the priorities of the community. It is expected that over time the priorities of Washington's Downtown revitalization program will change, as should the benchmarks selected to measure the program.

Quantitative Measures

Quantitative measures remove much of the subjectivity involved in performance measures. It provides a consistent and valid measure of a program's performance. Typically, quantitative measurements count units, process time, ad responses, number contacts, errors, costs, completion time, and related factors. However, the adoption of quantitative measures has some limitations. First, data is not always readily available and may require an investment in creating a process of systematically collecting and analyzing data. Second, quantitative data does not always "tell the whole story". Environmental conditions such as natural disaster, governmental change, and business market evolution can indirectly impact the "specific" data in positive or negative ways. It is important to evaluate quantitative data in the context of the larger environment in which the program operates. Therefore, Washington must give careful consideration to the availability of resources, the accessibility of data, and the weighted importance of particular objectives when selecting quantitative benchmarks for performance measurement. The following benchmarks are examples of the type of quantitative measures associated with downtown revitalization programs:

- ✓ Increases in the value of building permits Downtown;
- ✓ Downtown employee population growth;
- ✓ New business start-ups;
- ✓ Retail sales figures;
- ✓ Growth in Downtown tax assessment;
- ✓ Rental rates;
- ✓ Number of new residential units;
- ✓ Number of positive press stories on the community, local businesses, sites and/or amenities;
- ✓ Funding secured for various projects;
- ✓ Number of business inquiries about Downtown; and,
- ✓ Number of businesses relocating or retained in Downtown.

Qualitative Measures

Qualitative measures are a subjective judgment based on a person or groups' perception. Therefore, qualitative measures present a greater challenge, but they are critical to benchmarking service organizations like community development. Performance must be measured through observation by capturing and quantifying opinions and attitudes of customer groups (i.e. existing businesses, prospective businesses, partners, and the community). Possible tools include interviews, surveys, and focus sessions.

- ✓ Business, resident, and visitor perceptions of Downtown;
- ✓ Involvement of assisted Downtown businesses in other community activities;
- ✓ Diversification of businesses in Downtown(i.e. new industries, new services);
- ✓ Degree of coordination among organizations involved in Downtown revitalization;
- ✓ Conditions of Downtown infrastructure; and,
- ✓ Community involvement and support.

**Exhibit 7-1
Action Agenda
Downtown Economic Revitalization Plan
Washington, Missouri**

Strategic Action	Role of the City of Washington	Other Possible Participants	Tools, Techniques and Resources	Timeline
INVESTMENT OPPORTUNITIES:				
<u>Retail Development</u>				
#1 <i>Encourage retail uses and similar pedestrian-generating activities on the ground floor of all mixed-use and commercial buildings.</i>	Encourage as a part of site plan review.	Chamber & Downtown Inc., Property Owners	Administrative Actions, Zoning and Development Codes, Policy Decisions, Marketing	On-going
#2 <i>Increase retail space in existing buildings through the reconstruction of internal common walls in order to expand building footprints.</i>	Provide technical and financial support as necessary.	Building owners, Businesses	Private Investment	On-going
#3 <i>Infill development and building rehabilitation should be targeted for retail uses along Elm, Main and Jefferson.</i>	Provide incentives for redevelopment opportunities.	Private Development Community, Property Owners	Administrative Actions, Policy Decisions, Zoning and Development Codes, Private Investment, TIF, Marketing	Short-term
<u>Residential Units</u>				
#4 <i>Convert or rehab upper-floor spaces in existing buildings to residential units.</i>	Encourage as a part of site plan review	Building owners	Historic Tax Credits, Administrative Actions, Zoning and Development Codes	On-going
#5 <i>Initiate an occupancy permit program for residential units in the Downtown District.</i>	Develop and administer program	Support from Chamber & Downtown Inc., Main Street, Businesses, Residents	Administrative Actions, Policy Decisions	Short-term
<u>Anchor Project (Development Opportunity #1)</u>				
#6 <i>Complete a market analysis and perform other due diligence on the appropriate uses to target as a part of a mixed-use or destination-oriented development.</i>	Initiate due diligence and provide initial financial resources for market study.	Private Developers	TIF, Private Investment	Short-term
#7 <i>Solicit proposals from the development community for the redevelopment of a portion of Opportunity Area #1 as a comprehensively planned mixed-use or destination-oriented development.</i>	Initiate RFP and review proposals.	Redevelopment Corporation	Administrative Actions, Policy Decisions; TIF; CID, CDBG; MODESA	Short-term
<u>Farmers Market</u>				
#8 <i>Select a permanent location in Downtown for a farmers market.</i>	Conduct a review of possible locations.	Chamber & Downtown Inc., Business Owners, Residents	Policy Decisions, Administrative Actions	Short-term
#9 <i>Design and prepare cost estimates for the construction of a permanent farmers market.</i>	Allocate financial and personnel resources.	Chamber & Downtown Inc., Vendors (Farmers)	Grants, Private Investment, Foundation Funding; City's Capital Budget	Short-term
#10 <i>Establish a business plan for the farmers market with the intended outcome of making it self-sustaining</i>	Allocate financial and personnel resources.	Chamber & Downtown Inc., Vendors (Farmers)	Administrative Actions	Short-term
#11 <i>Fund and construct the farmers market facility.</i>	Identify and coordinate financial resources.	Chamber & Downtown Inc., Business Community, Vendors (Farmers)	TIF, CID, CDBG, Private Donations	Short-term

Strategic Action	Role of the City of Washington	Other Possible Participants	Tools, Techniques and Resources	Timeline
<u>Development Opportunity #3</u>				
#12 <i>Solicit proposals from qualified developers for the redevelopment of Opportunity Area #3 into a residential or mixed-use project which includes high-density residential units.</i>	Initiate RFP and review proposals.	Property Owners, Private Developers	TIF, Private Investment	Medium-Term
<u>Development Opportunity #4 and #5</u>				
#13 <i>Rehabilitate the Wolf Hotel Building into a mixed-use development.</i>	Promote mixed-use development during site review.	Private Developers, Building Owners, Chamber & Downtown Inc.	Marketing, TIF, Private Investment, Historic Tax Credits, MODESA	Short-term
#14 <i>Adaptively reuse or demolish the two grain silos.</i>	Evaluate proposed projects, promote creative adaptive reuse, provide financial resources	Private Developers	Marketing, TIF, Private Investment	Long-term
#15 <i>Rehabilitate the Hat Factory Building as a restaurant, microbrewery, or other entertainment/visitor destination.</i>	Promote mixed-use development during site review.	Private Developers, Building Owners, Chamber & Downtown Inc.	Marketing, TIF, Private Investment, Historic Tax Credits, MODESA	Short-term
#16 <i>Promote "infill" development on portions of the surface parking areas.</i>	Promote development opportunity of parking area to development community.	Private Developers	Marketing, TIF, Private Investment	Medium-term
<u>Development Opportunity #6</u>				
#17 <i>Encourage the "Corn Cob" Pipe Factory ownership group to evaluate the benefits of retrofitting the existing factory for improved manufacturing and distribution as well as providing a "visitor" experience".</i>	Initiate discussions with ownership to promote the concept.	Chamber & Downtown Inc., Local Management, Ownership Group	TIF, Private Funding, Historic Tax Credits, MODESA	Medium-term
<u>Calvin Theater</u>				
#18 <i>Re-activate or establish a not-for-profit corporation to acquire, rehabilitate and operate the Calvin Theater</i>	Promote the development opportunity and community benefits of the Theater.	Chamber & Downtown Inc., Residents, Downtown Preservation	Grant Funding, Private Donations, Operating Revenue from Events	Medium-term
#19 <i>The not-for-profit corporation should pursue funds to assist in the rehabilitation and operation of the Theater.</i>	Provide available public financial support when available.	Chamber & Downtown Inc., Residents, Not-for-Profit Corporation	Grant Funding, Private Donations, TIF	Medium-term
URBAN DESIGN, STREETScape, AND PUBLIC SPACE ENHANCEMENT:				
<u>Downtown Zoning</u>				
#20 <i>Amend Downtown zoning ordinances and development regulations to encourage more activity through land-use planning and community design.</i>	Review existing zoning ordinances and development codes.	Planning and Zoning Commission	Administrative Actions; Legislative Actions; Policy Decisions	On-going
<u>Advisory Architectural Review Panel</u>				
#21 <i>Define roles and responsibilities of the Advisory Architectural Review Panel in the administrative review of site plans, architectural drawings or other planning documents for rehabilitation, redevelopment or new development projects proposed within the Downtown District.</i>	Prepare administrative procedures and guidelines.	None	Administrative Actions, Policy Decisions	Short-term

Strategic Action	Role of the City of Washington	Other Possible Participants	Tools, Techniques and Resources	Timeline
#22 <i>Establish a "district" or "districts" in the Downtown Area in which proposed projects are required to be reviewed by the Advisory Architectural Review Panel.</i>	Incorporate districts into roles and responsibilities for Architectural Review.	Input from Downtown Community	Administrative Actions, Policy Decisions	Short-term
#23 <i>Council adoption of the roles and responsibilities of the Architectural Review Panel and appointment of representatives to the Advisory Architectural Review Panel.</i>	Formal adoption of legislation for the Review Panel.	None	Legislative Action, Zoning and Development Codes	Short-term
#24 <i>Integration of the Advisory Architectural Review Panel into the administrative review process of site plans for projects in the Downtown Area</i>	Administrate the new program implementation.	Advisory Architectural Review Panel	Administrative Actions	Short-term

Design Guidelines for Downtown Buildings

#25 <i>Adopt The Design Handbook for Buildings in Downtown Washington, Missouri as a general guideline for building design standards in the Downtown Area for use by the Advisory Architectural Review Panel and the City.</i>	Incorporate the Design Guidelines into the evaluation process of the Review Panel.	None	Administrative Actions, Legislative Actions, Zoning and Development Codes	Short-term
#26 <i>Update or supplement The Design Handbook as needed to meet the objectives of the City.</i>	Staff review of City objectives and design principles.	Advisory Architectural Review Panel	Administrative Actions, Policy Decisions	Short-term
#27 <i>Educate building owners about the building design guidelines.</i>	Create public relations campaign to provide information about the program.	Chamber & Downtown Inc., Downtown Businesses	Marketing, Administrative Actions	On-going

Facade Improvement Program

#28 <i>Establish and market a Façade Improvement Program.</i>	Develop program requirements and standards for the Façade Program. Allocate financial resources to support Program objectives.	Chamber & Downtown Inc., Downtown Businesses	Administrative Actions, Legislative Actions, Marketing, TIF, Historic Tax Credits	Short-term
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Streetscape Design Standards

#29 <i>Establish general streetscape design guidelines for Downtown.</i>	Develop requirements and standards for planning and construction of streetscape enhancements.	Chamber & Downtown Inc., Downtown Businesses, Property Owners, Residents	Administrative Actions	Short-term
#30 <i>Adopt the streetscape design guidelines.</i>	Integrate standards into planning and engineering budget and plans.	None	Administrative Actions, Policy Decisions, Legislative Actions, Planning and Development Codes	Short-term
#31 <i>Integrate the streetscape design guidelines into the planning and construction of public improvements within Downtown.</i>	Provide available funding for projects. Construction management of projects should conform to design guidelines.	None	Administrative Actions, Zoning and Development Codes, TIF, CID, TEA-3, CDBG, City's Capital Budget	On-going

Strategic Action	Role of the City of Washington	Other Possible Participants	Tools, Techniques and Resources	Timeline
<u>"Wayfinding" System</u>				
#32 <i>Establish a "wayfinding" system and design standards.</i>	Develop program requirements and standards. Allocate financial resources to support objectives.	Chamber & Downtown Inc., Downtown Businesses, MODOT	Administrative Actions	Short-term
#33 <i>Identify targeted locations for "wayfinding" signage within Downtown, Washington and the St. Louis region in accordance with the objectives of the "wayfinding" system.</i>	Research and analyze automotive and traffic patterns for visitors and residents frequenting Downtown.	Chamber & Downtown Inc., MODOT	Administrative Actions	Short-term
#34 <i>Construct and maintain "wayfinding" signage at targeted locations.</i>	Allocate resources for implementation.	MODOT	State Funding, TIF, CID, CDBG, City's Capital Fund, TEA-3	On-going
#35 <i>Coordinate the various entities providing "wayfinding" information to Downtown Washington visitors to ensure consistency in the implementation of the "wayfinding" system.</i>	Provide overall coordination of Downtown "marketing" efforts.	Chamber & Downtown Inc., Property Owners, Businesses	CID, City's Hotel Tax Revenue	On-going
<u>Downtown Bicycle and Pedestrian Bikeway "Loop"</u>				
#36 <i>Develop a bikeway "loop" route(s) through Downtown which passes points of interest and provides for linkages to the Washington Bikeway.</i>	Coordinate development of the bike "loop".	Chamber & Downtown Inc.	Administrative Actions, Volunteer Efforts	Long-term
#37 <i>Improve "bikeway markers" and/or "icons" along the portion of the Washington Bikeway in Downtown and the Downtown Bikeway "loop".</i>	Allocate resources for enhancement and development of the "loop".	Chamber & Downtown Inc.	TIF, CID, TEA-3, City's Capital Budget	Long-term
#38 <i>Clearly mark a bicycle path on the Washington Bikeway and Downtown Bikeway "Loop" street system to be shared with automotive traffic.</i>	Allocate resources for enhancement and development of the "loop".	Chamber & Downtown Inc.	TIF, CID, TEA-3, City's Capital Budget	Long-term
<u>Riverfront Marina</u>				
#39 <i>Complete planning and engineering due diligence related to a riverfront marina.</i>	Provide personnel and financial resources to fully evaluate the marina concept.	None	Administrative Actions, Policy Decisions	Short-term
PARKING:				
<u>Parking Lots</u>				
#40 <i>Improve the appearance of private and public surface lots in Downtown.</i>	Integrate with streetscape improvements during design and construction of enhancements.	Parking Lot Owners; Private Developers	TIF, CID, Private Funding	Short-term
#41 <i>Provide signage at parking ingress/egress to identify private versus public parking areas.</i>	Encourage private parking lot owners to provide appropriate signage and integrate public parking areas with the wayfinding plan.	Parking Lot Owners; Private Developers	TIF, CID, Private Funding, TEA-3	Short-term

Strategic Action	Role of the City of Washington	Other Possible Participants	Tools, Techniques and Resources	Timeline
<p>#42 <i>Conduct annual parking usage surveys to identify the need for new parking or redistribution of parking areas in Downtown to correspond with revitalization activities, redevelopment and rehabilitation.</i></p>	<p>Develop ongoing parking data to determine usage. Evaluate new parking proposals for appropriate size and scale.</p>	<p>Chamber & Downtown Inc.</p>	<p>Administrative Actions, Site Plan Review</p>	<p>On-going</p>
<p>#43 <i>Encourage shared parking arrangements as a part of mixed-use redevelopment in the Downtown core.</i></p>	<p>Market the advantages of shared parking arrangements to developers and property owners.</p>	<p>Property Owners, Businesses, Private Developers</p>	<p>Administrative Actions, Site Plan Review, Zoning and Development Code</p>	<p>On-going</p>
<p>#44 <i>Require dedicated parking areas for new residential development in the Downtown core.</i></p>	<p>Make necessary zoning and development code amendments.</p>	<p>None</p>	<p>Administrative Actions, Legislative Actions, Zoning and Development Code</p>	<p>Short-term</p>
<u>On-Street Parking</u>				
<p>#45 <i>Encourage business employees to park in public or private off-street parking areas in Downtown.</i></p>	<p>Provide additional parking areas if necessary. Promote the redistribution of parking areas during redevelopment or rehabilitation of Downtown Areas.</p>	<p>Businesses, Chamber & Downtown Inc.</p>	<p>Marketing; Parking Regulations</p>	<p>Medium-term</p>
TRANSPORTATION AND INFRASTRUCTURE:				
<u>Train Whistle</u>				
<p>#46 <i>Thoroughly investigate the options available under the Federal Railroad Administration's (FRA) Interim Final Rule (the "Train Horn Rule") for the establishment of Quiet Zones.</i></p>	<p>Evaluate engineering options to meet the requirements. Coordinate with appropriate regulatory agencies.</p>	<p>Federal Railroad Administration, Other Regulatory Agencies, MODOT</p>	<p>Administrative Actions, Policy Decisions</p>	<p>Short-term</p>
<p>#47 <i>Identify and invest in necessary safety improvements at rail crossings in Downtown in order to receive approval to establish a Quiet Zone from the FRA</i></p>	<p>Allocate financial resources to construct improvements.</p>	<p>MODOT</p>	<p>TIF, CID, TEA-3, TDD</p>	<p>Short-term</p>
<u>Overhead Utility Lines</u>				
<p>#48 <i>Remove or relocate overhead utility lines when practical.</i></p>	<p>Encourage relocation as a part of site plan review or public improvement engineering. Discuss potential alternatives with utility company.</p>	<p>Utility Company, Property Owners, Private Developers</p>	<p>TIF, CID, TEA-3, City's Capital Budget, Private Investment</p>	<p>On-going</p>
MARKETING:				
<u>Regional Wine Tourism Marketing Program</u>				
<p>#49 <i>Contact the Missouri Department of Agriculture's Grape and Wine Program to coordinate the planning, development and implementation of a regional "branding" strategy.</i></p>	<p>Take lead coordinating role in initiating State assistance</p>	<p>Other local communities in the MO River Wine Valley, Local wineries, Local Chamber & Downtown Inc. groups in communities.</p>	<p>Marketing, Administrative Actions, Wine Tax</p>	<p>Short-term</p>
<p>#50 <i>Develop a food and wine tourism development plan for Downtown Washington as a sub-component of the regional "branding" strategy.</i></p>	<p>Coordinate with State's cuisines project staff.</p>	<p>Grape and Wine Program (State), Chamber & Downtown Inc., Downtown Businesses</p>	<p>Marketing, Administrative actions, Wine Tax</p>	<p>Medium-term</p>

Strategic Action	Role of the City of Washington	Other Possible Participants	Tools, Techniques and Resources	Timeline
#51 <i>Collaborate with Missouri Wine Valley wineries and communities (i.e. Herman, Dutzow, Augusta, St. Charles County) to create and promote a wine trail/route.</i>	Initiate discussions and planning for a wine trail-route with other communities.	Other Communities, Chamber & Downtown Inc., Local Wineries	Administrative Actions	Medium-term
#52 <i>Increase wine related special events in Downtown to correspond with the winemaking experience.</i>	Provide event locations and special event assistance as needed.	Chamber & Downtown Inc., Downtown Businesses, State Grape and Wine Program	Marketing, Administrative Actions	Medium-term
#53 <i>Set a goal of a major wine/food tourism magnet, such as an "Interpretive Wine Center" or some other centerpiece attraction.</i>	Explore the possibility of potential destination options related to wine. Discuss planned for opportunities with the Wine Association or State.	State, MO Wine Association	Administrative Actions, Private Funding, Foundation Funding	Medium-term
#54 <i>Evaluate the City's ordinances and determine if they could be made more conducive to wine-tourism.</i>	Internal review of Downtown Zoning and Development Code to eliminate conflicts with wine-tourism businesses	None	Administrative Actions, Legislative Actions, Zoning and Development Codes	On-going
<u>Retail Attraction Marketing</u>				
#55 <i>Develop a target list of retailers, restaurants, bakeries, microbrewers that have been identified as underserved retail sub-sectors for the Washington Market Area.</i>	Research and actively market business opportunities for new retail businesses.	Chamber & Downtown Inc., Downtown Businesses	Marketing, Administrative Actions	Short-term
<u>Business Operations</u>				
#56 <i>Adopt a set of business practices that define the minimum standards for hours and days of operation of Downtown businesses.</i>	Provide best practices and coordinate the discussion of potential standards.	Chamber & Downtown Inc., Downtown Businesses, Residents	Community Coordination, Workshops	Short-term
#57 <i>Collectively market "standard" hours and days of business operations to potential customers.</i>	Serve as one of many distributors of information to educate potential Downtown shoppers	Chamber & Downtown Inc., Downtown Businesses, Residents	Marketing	Short-term
FUNDING SOURCES:				
<u>Tax Increment Financing</u>				
#58 <i>Establish a TIF District for the majority of the Downtown Area.</i>	Provide leadership and coordination for strategically evaluating the boundaries and implementation of the TIF District.	Other Taxing Bodies, Property Owners, Residents	Policy Decisions, Administrative Actions, Legislative Actions, Public Engagement	Short-term
<u>Community Improvement District</u>				
#59 <i>Establish a Community Improvement District for the majority of the Downtown Area.</i>	Provide leadership and coordination for strategically evaluating the boundaries and implementation of the CID District.	Property Owners, Residents, Chamber & Downtown Inc.	Policy Decisions, Administrative Actions, Legislative Actions, Public Engagement	Short-term
<u>Community Development Block Grant (CDBG)</u>				
#60 <i>Apply for the maximum amount of CDBG funding available under the Downtown Revitalization category.</i>	Prepare application and coordinate with the State's CDBG staff for approval.	Redevelopment Corporation	Administrative Actions, Legislative Actions	Short-term

Strategic Action	Role of the City of Washington	Other Possible Participants	Tools, Techniques and Resources	Timeline
<u>TEA-3</u>				
#61 <i>Apply to the East-West Gateway Coordinating Council for grant funding under TEA-3.</i>	Prepare application and coordinate with East-West Gateway staff for approval.	Franklin County, Property Owners	Administrative Actions, Legislative Actions	Short-term
<u>Other Potential Funding Sources</u>				
#62 <i>Consistently evaluate the available private, local, State and Federal funding sources to support public and private projects and programs.</i>	Consider available resources on a project-by-project basis in order to support revitalization efforts.	Redevelopment Corporation, MODOT, Franklin County, State	Administrative Actions, Legislative Actions	On-going

SECTION 8 CASE EXAMPLES

The following narrative summarizes many successful or comparatively similar projects to Washington, policies, or actions that have occurred in downtown areas throughout the United States. The purpose of providing these case examples is to offer established and implemented outcomes of some of the recommendations of the Revitalization Plan as a reference and/or benchmark for the City and its Downtown partners. It is the concepts behind the successful implementation of these case examples from which Downtown Washington should draw inspiration and guidance.

MINER'S THEATER COLLINSVILLE, ILLINOIS

The Miner's Theater typifies the return to productive use of an underutilized downtown theater due to the efforts of a non-profit entity and community dedication. In July, 1988, Mayor Gene Brombolich and a group of concerned citizens formed the Miner's Institute Foundation to preserve the historic landmark known as the Miner's Theater in Downtown Collinsville. Approximately a year later, the Miner's Institute Foundation purchased the building and restoration began. In October, 1990, live theatre returned to the theatre with the Miner's players production of "Our Town".

The Miner's Institute building has been listed on the National Register of Historic Places since 1985. It is currently owned and operated by the Miner's Institute Foundation. The Theater is home to public and private events throughout the year, and the Miner's Board of Directors is committed to bringing family entertainment back to Downtown Collinsville. The funding for upkeep and operation of the Theater comes via volunteer efforts, rental fees, and ongoing solicitation for donations from individuals and foundations. The Theater hosts special events ranging from bridal showers to corporate meetings in order to provide operational income. Additionally, the Miner's Institute Foundation completed its first full season of supporting a community theater company (The Curtain's Up Theater Company).

FAÇADE IMPROVEMENT PROGRAM TINLEY PARK, ILLINOIS

The Façade Improvement Program in the Village of Tinley Park provides an example of implementing an important component of a comprehensive development plan for a historic downtown. The Village of Tinley Park developed and initiated a Façade Improvement Program in response to a transit-oriented development plan (TOD) that focused on the enhancements to the train station surrounding the historic and commercial core of the Village. The first step for the Village was the development of Façade Improvement Guidelines, and the preparation of several specific façade improvement concepts for high visibility buildings in the area. The guidelines address three specific development types found in the station area: traditional commercial façades built up to the sidewalk, auto-oriented buildings set back from the street, and older residences that have been converted to business use. The Village then developed and marketed the Program for buildings in downtown, beginning with owners for whom the Village had proactively funded improvement concepts. Under the program, the building owner hires an architect

acceptable to the Village to design (or in these cases refine) a façade concept and estimates the cost of the improvements. Drawings are then submitted to the Village. If approved, the Village reimburses the building owner for up to 50% of the cost of the façade improvements.

**MERRIAM MARKETPLACE
MERRIAM, KANSAS**

Merriam's relatively new farmers market demonstrates practical, yet appealing, design within the confines of the historic downtown. The Merriam Marketplace is an award winning, open air pavilion located within the Merriam historic district. Designed by PGAV, the covered marketplace has 36 vendor spaces, with 110 parking spaces for visitors, and a separate restroom facility. In addition to serving as the community's farmers market, the Merriam Marketplace has an ongoing roster of regularly scheduled entertainment and community activities, including "Music at the Marketplace" on Wednesday evenings. The Marketplace is available for community, corporate, and private events when not in use as the farmers market. The multi-functional design and central location in historic downtown provides a destination for ongoing commercial and social activity.

**ARCHITECTURAL
REVIEW BOARD
PACIFIC GROVE, CALIFORNIA**

The Architectural Review Board (ARB) of Pacific Grove, California exemplifies a comprehensive approach to providing oversight and education about the importance of quality design in building rehabilitation or new construction. The primary role of the ARB of Pacific Grove is to grant architectural approval, where required by City zoning laws, in order to promote the orderly and harmonious development and protect the architectural heritage of the City. Concept approval is granted when siting, style, and size of a project are acceptable. Of particular note is the process and submission necessary to receive a hearing and obtain approval from the ARB. The concept review process evaluates the site plan, elevations (including the selection of materials), landscape plan, colors, and signage. The ARB is an independent Board of the City of Pacific Grove whose decisions are binding. Final approval represents what is permitted to be constructed. The ARB consists of seven members who serve two-year terms.

**QUALITY HILL
REDEVELOPMENT PROJECT
KANSAS CITY, MISSOURI**

The Quality Hill project provides an example of a highly successful, mixed-use redevelopment project. The Quality Hill National Historic District encompasses a 12 block area adjacent to Downtown Kansas City. The redevelopment of this area was accomplished based on the innovative master plan developed by PGAV and the creative financing structure of the project. Ten historic buildings were renovated for use as apartments, a community center, office space, and retail shops. In addition, new infill townhouse apartments were designed to compliment the historic architectural quality of the neighborhood. Extensive street improvements, including landscaping, illuminated walkways and entrances, define the District and enhance the quality of life for all residents.

**SPAM MUSEUM
AUSTIN, MINNESOTA**

The Spam Museum is a terrific example of the adaptive reuse of an obsolete structure into a successful tourist attraction and relocation of a corporate headquarters. In Austin, a once-dark K-Mart was reborn as Hormel Food Corporation's headquarters and the Spam Museum, the town's new cultural icon visited by more than 200,000 tourists since opening in September 2001. The company chose to purchase and reuse the majority of the empty big box rather than build. The revitalization required completely gutting the building and totally renovating both the property's interior and exterior. The resulting corporate complex houses executive offices, open office areas, conference rooms, and an employee fitness center. The attached interpretative museum includes exhibit space, a store, an auditorium, and a diner/coffee shop. The local Convention and Visitors Bureau estimates that the Spam Museum has generated more than \$15 million in tourism for the community.

**ANHEUSER-BUSCH
BREWHOUSE AND TOUR
ST. LOUIS, MISSOURI**

The Anheuser-Busch Brewhouse and Tour is one of the premier visitor destination experiences combining manufacturing facilities with a visitor experience. The Anheuser-Busch Brewhouse was constructed in 1891-92 and was commissioned by Adolphus Busch himself to..."be the finest brewhouse in the world." More recently, after one hundred years of being open to the public as part of the brewery tour, the Brewhouse was closed for an extensive, seven-year restoration program led by PGAV. Now the building has been reopened to the public with a revival of its unique architectural character.

The tour begins with a seven-minute multi-media presentation in the depot lobby of the brewhouse. The visitor is introduced to the tradition of the world's finest brewing process while being immersed in the historic surroundings of where it all began. From there, a group of elevators are boarded for the ascent to the third level where the visitor gets a first-hand look at the authentic brewing kettles. Stairwells are then used to depart through a smaller lobby where restoration of tile floors, painted murals, and gold leaf work on historic cast iron columns enhance the overall experience.

**WINE TOURISM
NAPA VALLEY, CALIFORNIA**

Napa Valley epitomizes the successful implementation of wine tourism development. Therefore, Napa Valley provides a tremendous amount of knowledge in the marketing, development, and management of wine tourism in the United States. Napa's success is closely linked to the reputation of its wines. Beyond that, it has a critical mass of wineries in a fairly compact, easy-to-reach valley. There are 240 wineries to choose from, close to a big market and tourist gateway, San Francisco. The scenery is beautiful and offers something in all four seasons. Napa also has an industry that has, for many years, seen tourism as a good way to sell wine. Napa Valley has established a Conference and Visitors Bureau to promote conferences and meeting venues in partnership with the wine industry.

**GREAT SOUTHERN
TOURING ROUTE
VICTORIA STATE, AUSTRALIA**

The Great Southern Touring Route exemplifies the ability to link together wine, food, and hospitality through the distribution of a trail guide. The Route connects several wine regions and encourages visitors to and residents of Melbourne to hit the open road. Although the route is generic, the Trail guide was published to explicitly encourage wine and food tours. The guide has beautiful and tempting photos of scenery, food, and wine, plus wineries and events.

**DOWNTOWN TIF DISTRICT
EVANSTON, ILLINOIS**

Evanston provides one of the more dynamic examples of using TIF as a redevelopment tool to encourage private investment and redevelopment in a historic downtown. According to the City, the Downtown TIF District has experienced new equalized assessed valuation growth of almost \$50 million since it was established in 1985. Private investments by developers, businesses, and tenants in the form of land purchases, facilities construction and operations have been in excess of \$200 million. Projects have ranged in size and scope, including the redevelopment of an old grocery store and deteriorated storage buildings into the Century Theatre and retail complex, the Hilton Garden Inn, and a new public parking garage.

**LOHMAN'S LANDING
MUSEUM
JEFFERSON CITY, MISSOURI**

The Lohman's Landing Museum illustrates the ability to effectively merge a city's history with effective exhibit design through the rehabilitation of a historically prominent building. The Lohman's Landing Building, part of the Missouri State Jefferson Landing restoration area along the Missouri River, was a trading post when this area served as the frontier city's commercial district. It now houses a Visitors Center and Museum of 19th Century artifacts. The museum's design brings visitors into an informal theatre to view introductory narrative films on local history. Visitors are then treated to a walk through time and history.

The exhibit design was arranged chronologically and was influenced by the character of the building itself with the objective of maintaining the massive presence of the large, exposed limestone on the building's interior. Clear and smoke colored panels showcase interpretive information and graphics, without obscuring the limestone walls. The red bases of the small free-standing exhibit cases accent the old brick floor and provide a jewel-like setting for the historic artifacts.

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