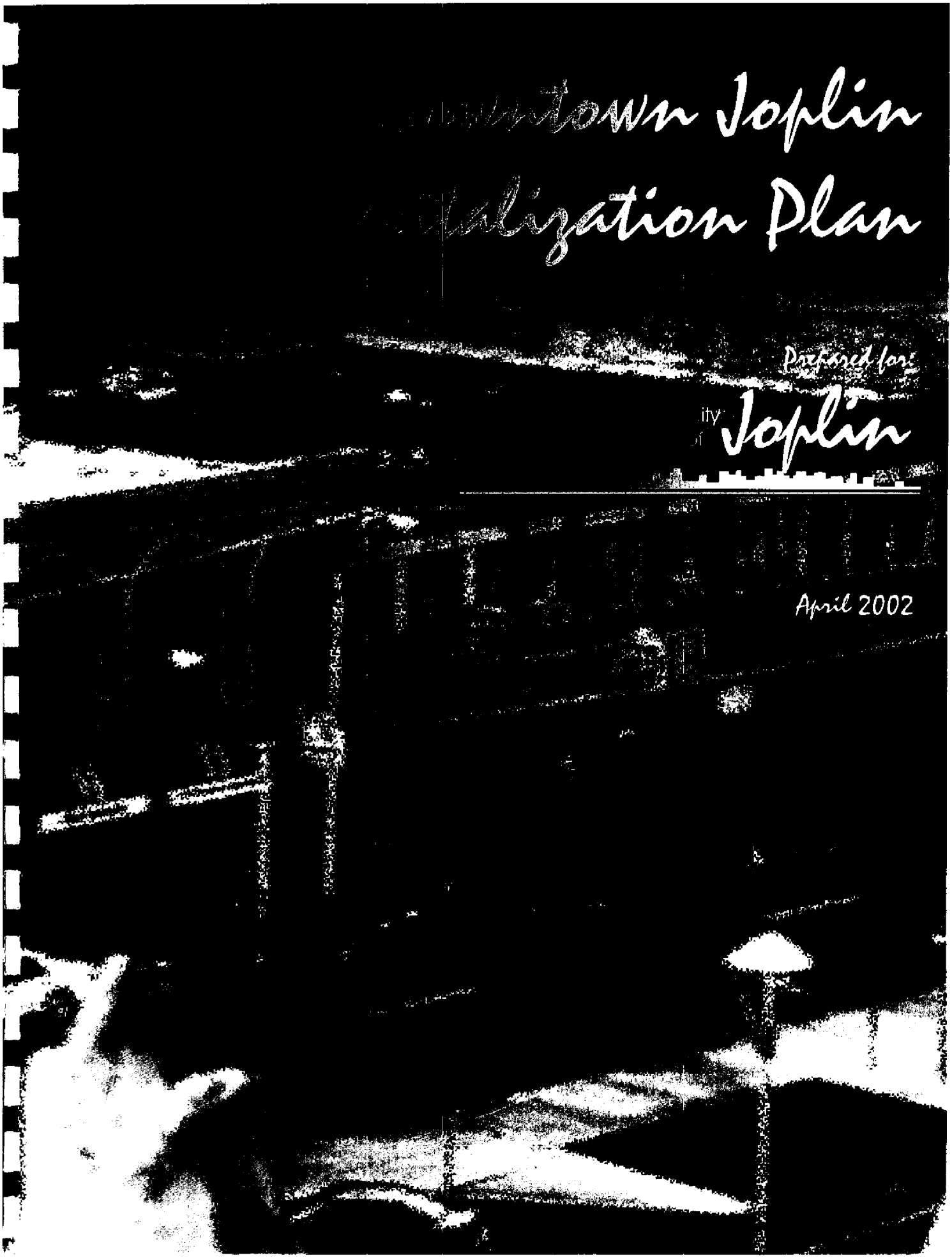
Downtown Joplin Revitalization Plan

Prepared for:

City of Joplin

April 2002



Joplin Downtown Revitalization Plan

City of Joplin, Missouri
303 East Third Street
Joplin, Missouri 64802
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Project Sponsors:

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CHAPTER 1: INTRODUCTION

PLAN INTENT

Downtown Joplin has historically been a center of trade, business, government and entertainment. It has the City's most recognizable buildings that not only give a sense of identity to the community, they also embody the heritage of a community. Like many other downtowns throughout America, Joplin's image of a bustling downtown with a multitude of commercial activities, people on the street and perception of safety has declined as people and activities have dispersed outward. This has resulted in business owners' and developers' lack of confidence to invest in downtown.

Downtown Joplin can reestablish its hold on the center, however, by building on its existing strengths and by addressing critical concerns. The Downtown economy needs a shift from a retail center to perhaps more office, residential and entertainment uses. Key downtown anchors that are advertised and promoted can attract more people to visit Downtown and help build that critical mass essential to bringing more investment.

PLAN OVERVIEW

The Revitalization Plan provides strategies for creating confidence in a better investment climate through a multi-phase process:

- Assess the Downtown's existing strengths and weaknesses;
- Mobilize Downtown allies and leadership to define objectives;
- Define "Planning Districts" that segment Downtown so that plans can be more strategic;
- Draw from the expertise of those involved to set action steps; and
- Propose implementation steps, including financing, for such an undertaking.

The Plan identifies future development opportunities, design guidelines, Downtown anchors, parking and linkages opportunities. The Joplin Downtown Plan recommends that the City:

- Adopt strategies for addressing issues in specific Districts by type of activity:
  - Connection Issues—How the Downtown is accessed and used.
  - Animation Issues—What brings Downtown Joplin "to life"
  - Renewal Issues—Where Downtown can be revitalized with specific projects.
- Implement a multifaceted program within the various Districts of the Downtown that emphasizes residential redevelopment along with retail-commercial and office/institutional uses.
- Implement strategies through a "Revitalization Action Plan" that includes housing design standards, streetscape improvements, non-residential design standards, public/private financing of improvements, marketing strategies and "quick victory" development projects.

- Appoint an ongoing central coordinating authority called "Downtown Joplin Task Force" comprised of:
  - The chair of the "Vision20/20 Downtown Revitalization Task Force;"
  - A representative of Joplin Main Street program;
  - A representative of the Downtown Development Corporation;
  - A representative of the City of Joplin; and
  - A property owner-at-large from Downtown.

The Downtown Joplin Task Force (or "the Task Force") would meet quarterly to coordinate common interests and oversee implementation of the Plan as identified in **Chapter 4**. The next steps are summarized as follows:

- Assign a Task Force "Subcommittee" responsible for the implementation of the Plan in each Planning District.
- Receive quarterly reports from the Subcommittee to the Task Force outlining their progress.
- Develop a set of Task Force "milestones" that would track the progress of the Downtown Plan.

The Subcommittee would be responsible for coordinating with existing groups in and around the Downtown, such as the Neighborhood Association for the Sergeant Avenue Historic District, the Historic Preservation Commission, and related groups.

Other recommended strategies of the plan (**Ref. Chapter 6**) call for a periodic "Stabilization and Redevelopment Audit" to be conducted by the Task Force. Results of the audit could trigger a redevelopment intervention in Downtown when, say, office lease rates plummeted or vacancy rates increased dramatically. The audits will support the rationale for public and private actions and help the participant groups—whether the Task Force, the City, the Main Street Program or other group—be more strategic and timely. Finally, to be more effective, the Task Force should examine the options for incorporating as a 501.c.3 not-for-profit organization.

PLANNING PROCESS

The Downtown Revitalization Planning process started with establishing a working committee that consisted of City Staff, members of the Chamber of Commerce, the Vision 20/20 Downtown Revitalization Task Force and the Joplin Downtown Development Corporation. The committee identified major issues and concerns under three categories: **Connection**, **Animation** and **Renewal**.

1. The **Connection** theme focuses on how automobile, public transit and pedestrian modes of transportation link Downtown to the surrounding neighborhoods, how they create circulation and movement within Downtown and how these connections can be improved.

2. The **Animation** theme involves all of the elements that bring life to downtown. These elements include retail, downtown living, institutions, recreation, arts, civic events and other activities.

3. **Renewal** or reinvestment is the third element necessary for rebuilding a downtown. Renewal and reinvestment of the built environment is necessary, as is redevelopment of human and civic capital stock. This element includes economic development strategies, funding alternatives, capital improvements and other private and public investments in Downtown.

The next step was to identify redevelopment themes and define goals, objectives and policies for the Downtown plan. The action steps are statements that reflect the community's aspirations for the future of Downtown Joplin.

DOWNTOWN STUDY AREA

The study area boundaries have been defined as the 150 square block area from approximately A Street on the north to 15th Street on the south, and from Sergeant Avenue on the west to Grand Avenue on the east, including all of the Union Depot area. The study area is generally identified as the Downtown and contains a mix of commercial, industrial, institutional and residential uses. These uses includes the Jefferson Bus Lines, the George A. Spiva Center for the Arts and Convention & Visitors Bureau, Spiva Park, Main Street Joplin, the Post Memorial Art & Reference Library, Memorial Hall, Jack Lawton Webb Convention Center, Joplin Jr. High & gymnasium, George Washington Carver national monument, City Hall, Police Department & Fire Department, Chamber of Commerce, the post office, the Joplin Globe, and several other "anchor" developments.

The "Case Study: Renew Moline" experience is detailed below. It is a model for the City of Joplin to follow when organizing a Task Force as a not-for-profit corporation that could lead efforts in the Downtown.

"CASE STUDY: RENEW MOLINE"

Renew Moline is a private, not-for-profit organization dedicated to economic development and redevelopment activities within the City of Moline which thereby contribute to the growth of the entire Quad Cities. It is committed to increasing employment, retaining jobs, enhancing the tax base and making visual and aesthetic improvements thereby enhancing the quality of life for residents by facilitating the cooperation of the private sector and all levels of government.

What is Renew Moline's History?

Renew Moline was formed by a group of concerned individuals representing several businesses who wished to help the City of Moline implement the "Moline Centre Plan." It was believed the implementation of the plan would insure the success of the MARK of the Quad Cities and would improve the blighted Moline downtown making it a better place to do business.

Twelve charter members contributed to an initial fund that enabled Renew Moline to hire consultants that assisted the City of Moline in implementing this vision.

Completed Projects First 11 Years

- The John Deere Commons including the John Deere Pavilion, Office Building, John Deere Store, and Plated Earth Café.
- The Radisson Hotel and TGI Friday's Restaurant.
- The LeClaire Residential Tower.
- Riverfront Enhancements including walking/biking trails, overviews, and boat docks.
- The MetroLINK Centre Station.
- Heritage Place Office Building.
- Historic Block including WaterMark Corners, Finney's, Meyer Art Studio, The Mallard's Nest, Model Printers, Ducky's, The Antique Store and Moorhead & Peterson.
- Moline Tractor and Plow Company.
- Heart of America Building including Isabel Bloom and Gendler's Wines.
- Red Cross Headquarters Building.

Results from First 11 Years

Renew Moline's successful collaboration with local, state, and federal government agencies has resulted in a nearly $200 million investment so far in renovation and newly built properties in the downtown, riverfront area of Moline. And more is planned!

These investments have created jobs and returned energy to the old downtown. Over 2000 people now work full-time in downtown and nearly 600 fill part-time roles. Approximately half of these jobs have been created by the redevelopment that has taken place so far. And more than 1600 construction jobs have resulted from the projects now in place.

Minimum Membership Contribution

- $5,000 per year for first three years.
- $1,250 per year after three years.

Membership Benefits

Appointment of one Director Board of Directors once a month at Rene Moline—4th Monday of each month at 3:00 p.m.

Contact Information:

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CHAPTER 2: EXISTING CONDITIONS AND FINDINGS

DEMOGRAPHICS

Population Trends

The population in Downtown Joplin has been declining since the 1970s. The last decade saw some stabilization in the population and efforts to revitalize the Downtown may have helped decelerate the decline. In 1970 about 4,180 people lived in the 0.4 mile radius around Joplin Avenue and 5th Street and 12th street (Ref. **Figure 2.2** to see coverage). By 2000, this area had lost about 25% of its 1970 population. Most of this decline took place in the 1980s **(Ref. Table 2.1)**. By contrast, the 1990 population of the City of Joplin increased from 41,888 to 45,504 by 2000 (an increase of 8.6%.) The Joplin Metropolitan Statistical Area (MSA) grew by 16.6% in the last decade. The Maps show large movements in the population, with people moving out of some blocks and moving into higher residential uses in others **(Ref. Figure 2.3 and Figure 2.4).**

Table 2.1: Population Trends (1970-2000)

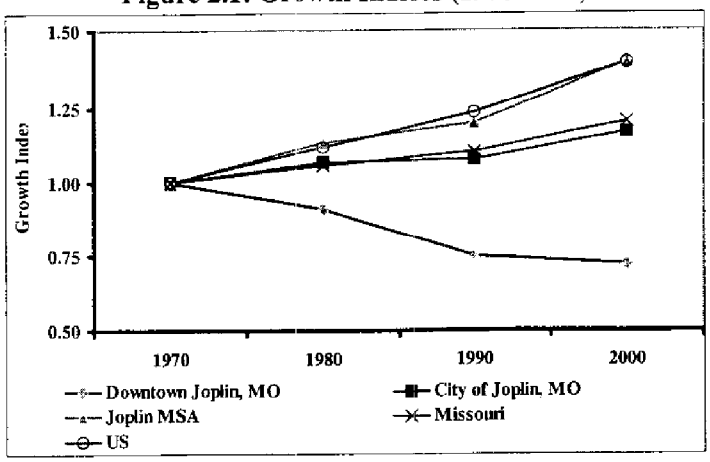
	1970	1980	1990	2000	% Change 70-80	% Change 80-90	% Change 90-00
Downtown Joplin, MO *	4,181	3,820	3,142	3,027	-8.63%	-17.75%	-3.66%
City of Joplin, MO	39,014	41,468	41,888	45,504	6.29%	1.01%	8.63%
Joplin MSA**	112,746	127,515	134,906	157,322	13.10%	5.80%	16.62%
Missouri	4,655,960	4,906,764	5,117,073	5,595,211	5.39%	4.29%	9.34%
US	201,606,786	224,810,186	248,709,166	281,421,906	11.51%	10.63%	13.15%

Source: US Census Bureau, BWR Corp.

* Downtown Joplin is area covered by 0.4 mile radii over 2 centers: Joplin Avenue and 12th street, and Joplin Avenue and 5th Street. (See map for detail)

** The Joplin MSA consists of Jasper and Newton Counties.

Figure 2.1: Growth Indices (1970-2000)



Source: US Census Bureau, BWR Corp.

Growth indices, which are a means of comparison of growth rates of different entities assuming the base population of 1 for each entity, show that Downtown Joplin has steadily declined in population, while the City and the MSA have shown healthy growth over the last three decades **(Ref. Figure 2.1)**. The rate of decline, however, has almost leveled off.

Figure 2.2: Downtown Joplin- Demographic Study Area

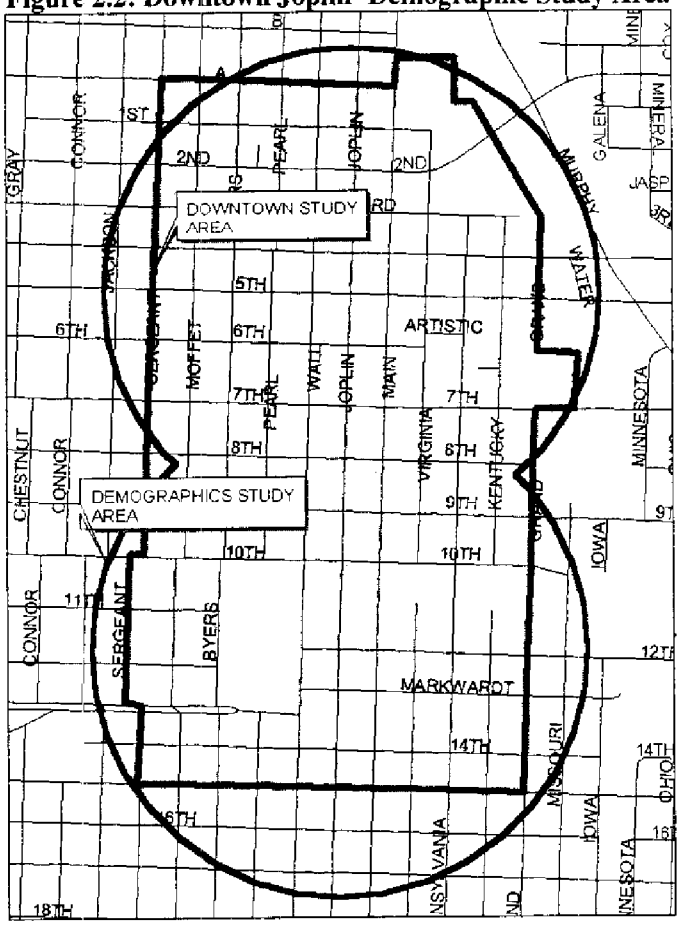


Figure 2.3: Downtown Joplin- 1990 Population Distribution



Figure 2.4: Downtown Joplin- 2000 Population Distribution

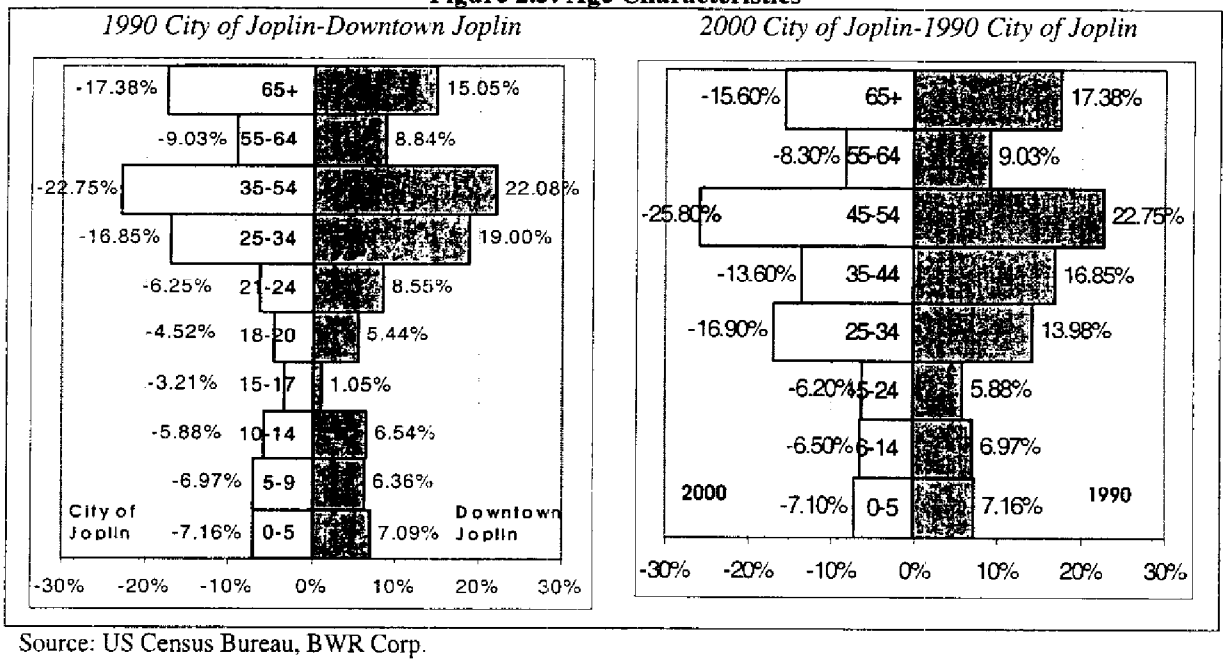


Age Characteristics

1990 Comparisons of different age groups between the City of Joplin and the Downtown area shows that there is a higher percentage of young adults in the Downtown area. The age groups 18-24 and 25-34 show a 3% higher presence in the Downtown area. Census 2000 data to this level of detail has not yet been released.

A comparison of 1990 and 2000 age distribution in the city shows that there has been a modest increase in the 25-34 age group whereas there has been a decline in the elderly population. This indicate that young families prefer to move into the area whereas the elderly prefer to move out of the City to other parts of the Metro area. This is also reinforced by the fact that the median age in the Joplin metro area is higher than that of the City's. The median age in Downtown is expected to be lower than the City's.

Figure 2.5: Age Characteristics



Source: US Census Bureau, BWR Corp.

Table 2.2: Median Age (1970-2000)

	1970	1980	1990	2000
Downtown Joplin, MO	42.3	30.6	n/a	n/a
City of Joplin, MO	36.8	31.6	34.5	34.7
Joplin MSA	37	31	34.3	35.6
Missouri	33.00	30	33.6	36.1
US	31.60	29.2	33.4	35.3

Source: US Census, BWR Corp.

Racial Characteristics

There has been a significant change in the racial composition in the Downtown area in the last two decades. Minority population has increased by a large margin and that has offset some of the overall decrease in population.

Table 2.3: Downtown Joplin Racial Distribution (1980-2000)

	Total Population	White	Black or African-American	Other Population	Hispanic * Origin
1980	3,820	3,668	71	81	45
1990	3,142	2,979	77	86	15
2000	3,027	2,615	135	277	101
absolute change 80-90	-678	-689	6	5	-30
absolute change 90-00	-115	-364	58	191	86

Source: US Census Bureau. BWR Corp.

* Hispanic origin is an ethnic group, not a racial designation.

Employment Characteristics

The major employment sectors in which Downtown residents are employed are Manufacturing and Retail trade, which together constitute over 45% of the total jobs. Professional services constitute about 19% of residents' jobs. Construction and transportation sectors are also prominent employers of people who live in the Downtown area. By contrast, professional services constitute about 24% of the jobs in the City of Joplin.

Table 2.4: Employment by Industry (1990)

	Downtown	City of Joplin	MSA
Total Employed Age 16 Plus	1,340	18,960	61,566
Agri., Forestry & Fisheries	0.87%	1.01%	3.45%
Business & Repair Services	3.79%	3.31%	3.49%
Communication & Public Utils	1.67%	3.00%	2.43%
Construction	7.35%	4.76%	5.19%
Entertain. & Recreation Svcs	1.19%	1.18%	0.96%
Finance, Ins. & Real Estate	2.09%	3.89%	3.75%
Manufacturing	23.25%	18.87%	26.10%
Mining	0.00%	0.08%	0.18%
Personal Services	6.11%	3.10%	2.68%
Prof & Related Svcs: Education	4.51%	6.99%	6.93%
Prof & Related Svcs: Healthcare	7.08%	10.76%	8.39%
Prof & Related Svcs: Other	8.10%	6.90%	5.13%
Public Administration	1.51%	2.25%	2.41%
Retail Trade	22.07%	23.80%	19.26%
Transportation	7.97%	5.60%	5.34%
Wholesale Trade	2.44%	4.49%	4.32%

Source: US Census Bureau, BWR Corp.

HOUSING AND THE SURROUNDING NEIGHBORHOODS

According to the 2000 Census, about 9,700 people live within 1 mile of the intersection at Main Street and 7th Street. In 1970 about 12,000 people lived in this area. In spite of the decline in population many of the neighborhoods that surround the Downtown area are stable neighborhoods with good community facilities such as churches and schools in the vicinity.

Table 2.5: Owner and Renter Occupancy (1990-2000)

		Owner Occupied Housing Units	Renter Occupied Housing Units	Occupied/Renter Occupancy Ratio
Downtown Joplin, MO	**1990**	531	1,095	0.48
	2000	n/a	n/a	
City of Joplin, MO	**1990**	10,806	6,962	1.55
	2000	10,993	8,108	1.36
	% change	**1.73%**	**16.46%**	
Joplin MSA	**1990**	37,971	14,983	2.53
	2000	43,155	18,397	2.35
	% change	**13.65%**	**22.79%**	
Missouri	**1990**	1,202,814	546,210	2.20
	2000	1,385,900	586,340	2.36
	% change	**15.22%**	**7.35%**	

Source: US Census Bureau, BWR Corp.

Owner and renter occupancy data shows that for every owner-occupied unit in Downtown, there are two renter-occupied units. This is a much higher renter occupancy rate than the City and the MSA average. In the last decade the City of Joplin has not seen a significant increase in owner-occupied housing units, whereas the MSA saw a 13% increase. Renter occupancy, on the contrary, increased significantly in the City of Joplin, and the Joplin MSA both: 16.5% and 22.8%, respectively.

Statewide in Missouri, owner-occupied units increased at faster rates than in the Joplin area; and renter-occupied units grew less rapidly than in Joplin and the MSA.

High renter occupancy also reflects in the average household size, which was only 1.89 for the Downtown study area in 1990. By contrast, the City has an average household size of 2.3 and the MSA, 2.5. Median housing value in the study area was about $13,000-$15,000 less in 1990 than the City's and the MSA's values. Correspondingly monthly mortgage cost is also significantly lower. Rental rates were very low in 1990. The median age of housing in Downtown is 1943, about 15 years older than the City's median age of housing stock.

Table 2.6: Household Size and Housing Values (1990-2000)

		Average Household Size	Median Housing Value*	Median Monthly Mortgage	Median Monthly Rent**	Median Age of Housing Stock
Downtown Joplin, MO	**1990**	1.89	27,185	314	233	1943
	2000	n/a				
City of Joplin, MO	**1990**	2.27	43,403	439	328	1958
	2000	2.28				
Joplin MSA	**1990**	2.49	41,435	442	301	1961
	2000	2.50				
Missouri	**1990**	2.60	59,810	622	375	n/a
	2000	2.48				

Source: US Census Bureau, BWR

* Median Housing Value of Single-family detached units only

** All rental units

DOWNTOWN HOUSING

In Joplin, the highest concentrations of people per acre are located in the core of the city surrounding Main Street where lot sizes are small and where several multi-family units are located. Housing in the study area can best be described as mixed. The housing primarily is located to the north, west and southeast, with high-density housing mixed throughout the remainder. The historic district to the west is a prized asset to the surrounding communities (**Ref. The Neighborhood District Map**). The residential uses are a mix of single-family, two-family, multi-family, institutional, group, owner-occupied, and investor-owned housing. Among the greatest challenges to downtown living area are:

- stabilizing the residential neighborhoods;
- providing parking within close proximity to high-density housing; and
- providing access to convenience goods (food, staples, and sundries).

The Downtown fringe is marked with rundown buildings, lack of proper lighting and non-pedestrian friendly environments. The result is a lack of connectivity of the downtown uses to the surrounding neighborhoods. The Downtown lacks an adequate system of pedestrian linkages with safe sidewalks, crosswalks green spaces. The area does not support downtown activities which will help bring people to walk in and around downtown.

Single-Family Housing

Downtown Joplin is surrounded by older single-family neighborhoods, particularly to the north and west. Limited single-family housing also exists to the southeast. Housing in this area dates back as far as the late 1800's. With the exception of a few voluntary rezonings to a single-family zoning district, most of the residential areas surrounding downtown are zoned for multi-family uses as a result of planning efforts in the 1960's.

The 1994 Comprehensive Plan included a neighborhood housing survey that included all of the Downtown study area. At that time the condition of a significant number of homes in the survey area, approximately 25 percent, was identified as questionable, substandard or unsound. A questionable condition rating meant that structural and yard maintenance and some repair is needed. A substandard condition rating meant that the structure is inhabitable, but is in need of significant rehabilitation and or redevelopment. Finally, an unsound condition rating meant that the structure is in serious need of repair, may be uninhabitable and demolition may be necessary.

Upon visual inspection it appears that these conditions still exist today. Many of the area homeowners have not made investments in basic maintenance and upkeep. Similarly it may be assumed that upgrades to modern amenities and conveniences such as electrical and plumbing improvements have been bypassed. This lack of maintenance may be a result of the disincentives to make long-term investments coupled with the demand for rental property. When high demand exist, an investment owner may realize a high return on rental property somewhat regardless of the property's condition simply because of the lack of alternatives.

A low cost of living also contributes to the housing conditions surrounding downtown. Conducted quarterly, the American Chamber of Commerce Research Association (ACCRA) Cost of Living Survey assesses living costs in hundreds of cities nationwide. The resulting index measures relative price levels for consumer goods and services in participating cities and compares them to the national average—the index number 100—for all cities.

In 1998 the ACCRA Cost of Living index for Joplin was 87.9 as compared to 92.1 in the first quarter of 2000. Although the cost of living in Joplin has risen slightly over the past couple of years, it has been the lowest among state metro areas for over 6 years. The cost of living in Southwest Missouri has been the lowest among state areas for this same period.

Similarly the single-family home sale price index for Joplin is 57 as compared to the National Average of 100. According to the *Places Rated Almanac*, Joplin has one of the lowest mortgage costs in the U.S. The average value of existing homes in the area is $72,540. New 3-bedroom homes typically range from $70,000 to $105,000. Rent prices for homes range from $325 to $550 per month.

While this low cost of living and cost of housing contribute to the overall welfare of Joplin residents, it greatly impacts the market for older single-family housing. The cost of new single-family housing is not significantly greater than the cost of the older single-family housing surrounding Downtown Joplin, providing a disincentive for purchasing older homes. Upon visual inspection it appears that much of the housing stock near Downtown appears to need significant repair. The needed repairs coupled with the low potential resale value results in a depressed residential market near Downtown. This can be evidenced by the amount of time these homes spend on the market and the number of homes advertised as having a "reduced price."

Multi-Family Housing

Multi-family zoning was intended to allow residents to move back to downtown to support commercial development and create activity in necessary for the success of downtown as a retail center. While the concept of transitioning from commercial uses into higher density uses as a means of generating a critical density surrounding downtown is generally accepted, this multi-family zoning has partially resulted in the destabilization of the neighborhoods. In 1994 owner occupancy was reviewed by block group based upon 1990 census data. Areas with the lowest percentage of owner-occupied housing include a large portion of the city, particularly the central/north central section of Joplin, an area that includes downtown and surrounding neighborhoods.

In addition, much of the housing has been converted to a mix of multi-family dwellings, office and commercial uses, providing few incentives for the remaining single-family homeowners to invest in their properties in spite of the greater development opportunities.

In addition to these large multi-family structures a number of smaller multi-family uses are mixed throughout Downtown. These uses include "above store" residential uses, converted single-family homes, duplexes and apartment complexes.

Much of the upper story space in downtown is currently vacant or under-utilized. This space could be renovated and rehabilitated to meet the City's multi-family housing needs. Currently plans for additional multi-family residential structures are being discussed, such as in the Frisco Building and the buildings to the north on the east side of Main Street. The location of additional multi-family housing in downtown would meet one of the Joplin Comprehensive Plan's goal of attracting retirees in order to increase the tax base, boost retail sales and increase activity.

The greatest challenges to high-density residential in downtown are the need for concentrated parking and access to convenience goods such as groceries, pharmaceutical items and sundries. As discussed for retail uses in the Downtown, the nearest convenience stores are approximately a quarter mile beyond the study area, with major grocers located approximately one to three miles away. Similarly the nearest drug stores and pharmacies are approximately one half mile away. With a generally accepted maximum desirable walking distance of approximately one-quarter mile (less for elderly), residents are forced to drive for even basic conveniences such as toiletries. One of the greatest attractions to a downtown area is convenience. In most cases, residents expect or require access to basic services in addition to the retail shopping and entertainment available.

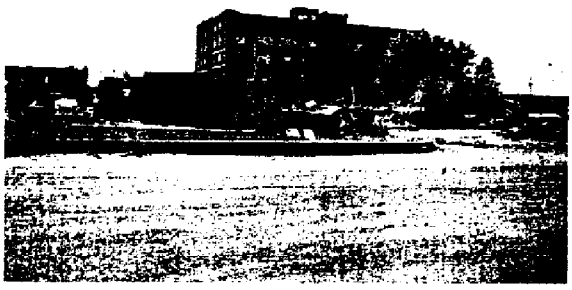
Institutional Housing

The Downtown area contains several institutional residences. The two largest multi-family uses in the Downtown are the Housing Authority-owned Messenger Towers and Murphy Manor. Messenger Towers is the tallest building in downtown with 13 above ground stories.

Downtown is also home to institutional social-service housing. The Souls Harbor has two missions in Downtown Joplin providing transitional housing opportunities. They are generally located in the 800 and 900 blocks of Main Street in the south end of downtown. While the missions provide a critical community service, they do not relate well to the surrounding uses in their current location. This area of Downtown is primarily a mix of commercial and industrial uses with little or no relation to other related social service and welfare organizations.

Industrial Uses South of 10th Street

Railroad tracks cut across the study area, south of 10th Street dividing the area into North and South Downtown. The area south of 10th Street is predominantly occupied by industrial uses, some of which back up to Main Street and create a functional and visual divide between North and South Downtown.



Railroad salvage yard

The Railroad salvage yard covers approximately 14 acres south of 10th Street, between Main Street and Missouri Street. It not only divides the Downtown both visually and functionally, it is also a potential environmental hazard. The city could potentially start with working with the owner to clean up the yard, dedicate the frontage to create a park and a gateway to Downtown.

Other industrial uses in the area include warehousing and manufacturing facilities. Beldon Electric and Tamko are examples of industrial employers in the Downtown.

TRANSPORTATION AND PARKING ISSUES



Truck traffic through Main Street

Main Street is currently designated as a truck route, carrying a great deal of truck traffic through downtown. In the past, alternative routes through Downtown have been developed and enforced, but have not been successful because of limited turning radiuses, limited site distances and conflicts created by uncontrolled intersections. An alternative truck route needs to be created to divert the trucks away from Main Street and Downtown and minimize conflicts.



Potential places for parking lots near existing buildings

There are five public parking lots in Downtown Joplin. A Parking study was conducted by the City in 1996 to inventory the public parking lots and on-street parking in the central business district. The average occupancy rate for on-street parking was 27% in the morning and 29% in the afternoon. The average occupancy rate for off-street parking was 45% in the morning and 54% in the afternoon.

Independent opinions of commuters to downtown, however, indicate a shortage of parking. The problem therefore was identified as a lack of parking in some key locations and a lack of signage that directs vehicles near those locations to public parking lots. People who parked their cars a few blocks away are also reluctant to walk if they are concerned about their safety. These issues highlight the importance of "**connectivity**." If the destination can be seen from the parking lot, people don't mind walking the extra distance; or, if they "feel connected" by other means, such as clearly marked walkways, they don't mind walking. Streetscape improvements, in addition to improved sidewalks and crosswalks, build connectivity:

- color and material variation, such as brick and stamped concrete;
- street trees;
- street furniture;
- decorative lighting; and
- other elements that create a "sense of place" and make the pedestrian comfortable.

RETAIL USES IN DOWNTOWN

Downtown contains a mix of retail uses adding to the activity of downtown. These uses are primarily destination oriented retail uses such as clothing, furniture, music, jewelry stores and other specialty shopping. Other retail uses include non-destination uses such as florists were actually visiting the store is optional. In general these uses operate during limited weekday hours generally from 9:00 a.m. to 5:00 p.m. or shortly there after. Business for these retail users is dependent to a great degree on the other activities of downtown.



Vacant Store fronts used for Storage

Although the Downtown offers a variety of retail shopping, it no longer fills its historic role of retail center. Neither does downtown function as a neighborhood center, providing the minimum goods and services needed by Downtown residents' neighborhood. A neighborhood center is defined by commercial development that provides for the sale of convenience goods (food, pharmaceuticals, and sundries) and personal services that meet the daily needs of an immediate neighborhood trade area.

Downtown lacks a grocery store, which is the principal tenant in a neighborhood center. Currently, the nearest convenience stores are approximately a quarter mile beyond the study area, with major grocers located approximately one to three miles away. Similarly, the nearest drug stores and pharmacies are approximately one half mile away. With a generally accepted maximum desirable walking distance of approximately one-quarter mile (less for elderly residents), residents are forced to drive for even basic conveniences such as toiletries.

One of the greatest attractions to a downtown area is convenience. Many residents expect or require access to basic services in addition to the retail shopping and entertainment available. Likewise, consumer-shopping patterns show that geographical convenience is the most important factor in the shopper's choice of supermarkets. The customer usually chooses such stores from among those most conveniently located usually those nearest the shopper's home. Only as a secondary consideration does wide selection of merchandise or service come into play.

Although Downtown Joplin does not have the necessary mix of retail uses it does meet the general density requirement to function as a neighborhood center. The neighborhood center normally serves a trade area population of 2,500 to 40,000 people within a 6-minute drive. Census 2000 identified

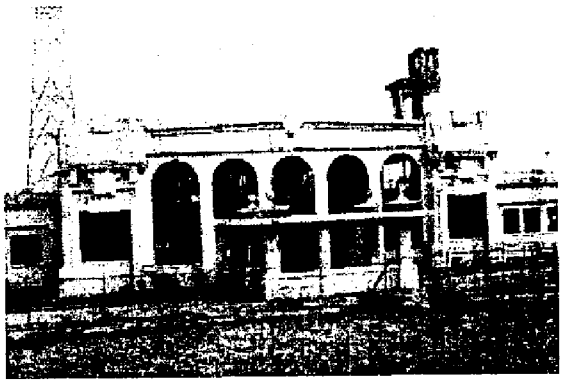
approximately 3,000 residents living within the Downtown area. The area of downtown also far exceeds the typical gross leasable area of about 50,000 square feet and a site that is at least 3 to 10 acres.

HISTORIC PRESERVATION

Downtown contains several buildings that are a hundred years old or older. Buildings located between Main Street and Byers Street, from 1st to 10th Streets are significant to Joplin's history. Eight of these buildings, are listed on the National Register of Historic Places:

- Elks Club Lodge #501 located at 318--320 W. 4th Street;
- Fox Theater at 415 S. Main Street;
- Joplin Carnegie Library at 9th and Wall Streets;
- Joplin Connor Hotel at 324 Main Street;
- Joplin Union Depot at northeast of the intersection of A and Main Streets;
- Newman Brothers Building at 602--608 S. Main Street;
- Rains Brothers Building at 906--908 S. Main Street; and
- St. Peter the Apostle Catholic Church and Rectory at 812 Pearl Street.

Scottish Rite Cathedral located at 505 Byers Avenue, just beyond the study area, is the City's only other structure on the National Register. Also, there is a locally designated Historic District that straddles the study area boundary in the residential neighborhood along Sergeant Street, from 2nd to 5th Street.



One of the City's primary preservation concerns is the preservation of the Joplin Union Depot. The depot was designed by award-winning designer, Louis Curtiss, and unveiled in 1911 as the city's hub for passenger trains. Both the City of Joplin and Main Street Joplin are considering plans for rehabilitation and redevelopment of the structure and its surroundings. Main Street Joplin had entered into an agreement with the Missouri Department of Natural Resources that led to the development of a restoration and funding strategy for the depot. Since that time the structure has been vacant.

The City has also discussed area redevelopment plans that would include a relocation of the post office, allowing greater physical and visual access to the depot. Potential redevelopment companies have expressed interest in the building, but none have yet made a commitment.

CHAPTER 3: DOWNTOWN ISSUES AND CONCERNS

The City of Joplin's Downtown Plan was initiated with an Issue Identification And Vision Statement Workshop on Thursday, August 9, 2001. This first of a series of public policy work sessions and open houses was advertised to the various groups already involved with the revitalization of downtown efforts. About 12 participants representing the Mayor's office, City Staff, Vision 20/20 Downtown Revitalization Task Force, Main Street program, the 353 Corporation and other community organizations participated. These groups form the "Downtown Joplin Task Force," also referred to as the "Task Force."

During the Workshop, the Task Force identified issues related to each of these three primary themes. Following identification, the issues were refined and prioritized. After prioritization, potential strategies for resolving these issues were discussed.

CONNECTION ISSUES

Top five issues:

Issue	Issue Description and Strategies
Off-street parking	Provide a stronger connection to downtown by providing adequate parking for areas inadequately served. A perceived lack of parking exists because either people cannot see parking lots from their destination, or they do not feel safe walking to their destination. Addressing parking issues in Downtown would therefore, also entail increasing the visibility and the perception of safety in and around parking lots. As downtown continues to redevelop, parking demand will increase.
Nightlife and entertainment	Create nightlife and entertainment district. Develop a connection between Memorial Hall, the Performance Arts Center and other entertainment venues. This linkage would help create and support a Nightlife and Entertainment District in Downtown. The key to such an effort is both physical and social: a) create a distinctive "look" to the area so that visitors identify it as entertainment-oriented and b) coordinate the various events and advertise them together in a "District Activity Calendar."
Consolidation of City Hall and other public buildings at 3rd and 4th Streets	Create a Civic campus by consolidating governmental offices and activities into a defined district east of downtown. This campus would build upon the existing governmental uses east of downtown.
Truck traffic on Main Street	Main Street is currently designated as a truck route, carrying a great deal of truck traffic through downtown. In the past, alternative routes through Downtown have been developed and enforced, but have not been successful because of limited turning radii, limited site distances and conflicts created by uncontrolled intersections. An alternative truck route needs to be created to divert the trucks away from Main Street and Downtown and minimize conflicts.

Downtown identity	Create a Downtown Joplin logo that is distinctive and reproducible. Use the media and public awareness processes to give the Downtown an identity of its own. Market the historical, commercial and residential assets to bring more people to Downtown. Use repetition in design and amenities to make Downtown easily identifiable.

Other relevant issues:

- **Support the historic district as an integral part of Downtown:** Build upon the historic district designation of residential property in northwest Downtown.

- **Improve public safety and the perception of safety:** Create a sense of safety in Downtown by improving communication, minimizing the impact of negative influences and educating residents about Downtown activities.

- **Match opportunities to development needs:** Use public-private partnerships to encourage redevelopment in desired areas and renovation of key buildings.

- **Provide/improve public transit:** Introduce a mass transit system like a trolley car to link the main attractions of Downtown. Other alternatives include a designated bus route during peak activity hours or special occasions.

- **Create gathering places:** Create gathering places where people can assemble, and relax in Downtown. These public gathering places also provide a sense of ownership in downtown and aid patrons by serving as landmarks and points of reference.

ANIMATION ISSUES

Top five Issues.

Lack of a major activity center	Develop a major activity center. Create a downtown venue for performing arts, sports, concerts, and other organized events that will draw patrons to Downtown. Promote activities that do not conflict with existing activities such as events in the evenings and on weekends when greater parking is available. Redevelop Memorial Hall as a multi-use activity center.
Unique identity for Downtown	Place gateway monuments at key locations. Designate colors to uniquely mark each district for use in monuments, banners and related streetscape elements. Change color schemes for each district for Identify and promote Downtown's niche within Joplin and the region. Use a logo, streetscape, landscaping, signage and other design elements to create and easily identifiable Downtown. Promote uses, events and activities that show case or are unique to Downtown.
Nightlife and entertainment	Create an entertainment district within Downtown to enable the development of evening and weekend activities. Develop regulations that allow greater flexibility in design for the district, allowing creative and unique signage and lighting for example. The development of nightlife and entertainment uses promotes off-hour uses that bring patrons to downtown. Develop upper-story residential uses to build support for these activities.

Negative public perception of Downtown	The public perception of Downtown is mixed. Many people perceive Downtown negatively as inconvenient, hard to navigate, unsafe and "dead." Change negative perceptions by educating people about the uses and activities in Downtown. Enforce the positive aspects of Downtown through promotions, events and planned activities. Create unique spaces and landmarks in Downtown that attract users and promote Downtown.
Lack of cohesive land uses in downtown.	Create districts within Downtown. Create mixed use, residential, industrial, governmental, institutional, social service and other districts within Downtown. Creation of districts allows the City to tailor incentives and regulations to each district based upon the intent of the district and its density. Consolidate uses that do not attract or support higher activity levels in Downtown. Creating governmental, institutional and social service districts within Downtown will minimize conflicts between necessities and services and entertainment, commercial and other similar activities.



Other Relevant Issues

- **Consolidate governmental uses:** Governmental uses should be consolidated east of Main Street in Downtown. A governmental campus would aid users, serve as an anchor to downtown and create development opportunities surrounding downtown.

- **Create gathering places (without restricting vehicular access):** Create public areas where pedestrians can meet, relax, be entertained, people watch and participate in other passive activities in Downtown. These areas would serve as landmarks within Downtown, but should not disrupt vehicular traffic. No streets should be closed to create a pedestrian plaza. While closing streets for specific events has merit, the concept of permanently closing streets to create a pedestrian plaza is outdated and is contrary to the goal of creating an easily accessible downtown.

- **Support and stabilize residential uses:** Residents are a key element of a successful downtown. The creation residential districts would allow specific programs and considerations to be made for residential uses. Programs such as down zoning single-family uses could be used. The guiding intent would be to stabilize the neighborhood surrounding Downtown.

- **Develop a theme attraction:** Develop an attraction that draws on the history of Joplin as a mining community or Route 66 and the role of multi-modal transportation in Joplin. These activities could be housed in renovated buildings in the heart of Downtown or serve as an anchor at the edge of Downtown, such as at a renovated Union Depot.

- **Provide needed services:** Promote grocery, drug and convenience stores in Downtown. Residents seek services when locating to downtown areas. The benefits of a successful downtown are unique environments and living spaces, historic architecture, entertainment and easy access to goods and services. Currently, few service or convenience commercial uses exist in Downtown eliminating one of the primary benefits of a downtown to a resident.

RENEWAL ISSUES

Top 5 issues.

Lack of major activity center	Indoor sports arena/performing arts center. Joplin serves as a regional center. A major activity venue, increased entertainment activities, and regularly scheduled events would bring more people to Downtown. This activity will encourage more businesses and retail investment in the area. Memorial Hall and the Performing Arts Center provide opportunities for reinvestment and to create activity venue.
On-street/off-street parking	Parking is crucial for the revitalization of Downtown. In order to encourage investment in Downtown, investors must be assured that adequate parking is available or can be created to allow owners, employees and patrons easy access to the goods, services or activities the development will offer.
Brownfields	Identify potential contaminated industrial sites that a) are conducive to being held in perpetuity by the public and b) are large enough to be redeveloped either exclusively or in combination with abutting sites. Several industrial areas within Downtown appear to be contaminated and no longer add to the vitality of Downtown. Environmental assessments can be conducted for these areas of possible contamination. If contaminated funds from the Federal Brownfields program can be sought to finance the mitigation, redevelopment and reuse of the areas.
Housing/lofts	Encourage renovation of the Downtown buildings' upper stories to allow for housing and lofts. Additional residential density brings more life into the area especially in the evenings, helps reduce building deterioration and ensures long term investments in Downtown.
Incompatible uses	Target opportunities to relocate incompatible uses. Minimize conflicts by consolidating similar uses into districts within downtown such as institutional and alternative housing districts. Target opportunities and partnerships that help to relocate incompatible uses to more appropriate areas such as industrial parks outside downtown, and thereby create opportunities for quality development that might prove as a catalyst for more compatible development in the area.

Other relevant issues

- **Monetary commitment/city support:** The City must commit to the Downtown revitalization plan with monetary commitment and an active involvement with all development initiatives taking place in the Downtown.

- **Expand City Hall area:** The City should continue to invest in Downtown by consolidating City Hall and other government organizations into a Civic Campus.

- **Infrastructure improvements:** The funding of infrastructure and its maintenance should be taken very seriously, as it is a prerequisite for redevelopment. A project underway already is correction of some stormwater problems that make certain areas of the Downtown undesirable for new businesses. Investment in infrastructure and the resolution of identified infrastructure problems can create stability in the Downtown.

- **Public safety and maintenance of a desirable streetscape:** Safety and more importantly, the perception of safety are crucial for redevelopment in Downtown. Investments in public improvements such as improved sidewalks, lighting, signalization, identified pedestrian crossings as well as public spaces designed to prevent crime through make downtown more appealing to users.

- **Rethink saving all buildings:** While historic preservation is an important goal for maintaining the character of Downtown, it is also important to be able to remove unsafe and dilapidated buildings that are not of crucial historical importance and provide space for newer development. Old does not always mean historic.

- **Public transit:** Introduction of some form of public transit would go a long way in creating a sense of place, link the various attractions of Downtown and indirectly help increase reinvestment into the urban core. Transit options are particularly important during evens and peak activity days or hours.

- **Façade improvement/design guidelines:** While new development should be encouraged, certain guidelines that would help preserve and enhance the character of Downtown should be adopted. Facade improvement programs should be encouraged to improve the image of Downtown.

- **Work with the public and protect property rights:** While condemnation and acquiring of property might be essential to the redevelopment of Downtown, care should be taken while doing so. The Authorities must make every effort to work with the public and protect their property rights to the extent possible.

CHAPTER 4: REVITALIZATION ACTION PLAN

The final step in the Downtown Revitalization Plan will be for the Downtown planning participants (**Ref. Chapter 1**) to assign "responsibilities" for taking action. The tables below identify initially who should act on the plan, with the newly designated Downtown Joplin Task Force (referred to as the "Task Force") comprised of representatives from all participant groups:

- The chair of the "Vision20/20 Downtown Revitalization Task Force;"
- A representative of Joplin Main Street program;
- A representative of the Downtown Development Corporation;
- A representative of the City of Joplin; and
- A property owner-at-large from Downtown.

The Downtown Joplin Task Force would meet quarterly to coordinate common interests and oversee implementation of the Plan The next steps in the Action Plan include:

- Assign a Task Force "Subcommittee" responsible for the implementation of the Plan in each planning district (**Ref. Chapter 6, *Plan Implementation Strategies***).
- Receive quarterly reports from the Subcommittee to the Task Force outlining their progress.
- Develop a set of Task Force "milestones" that would track the progress of the Downtown Plan.

The Subcommittee would be responsible for coordinating with existing groups in and around the Downtown, such as the Neighborhood Association for the Sergeant Avenue Historic District, the Historic Preservation Commission, and related groups.

CONNECTION

Goal: Improve the **connection between Downtown and surrounding neighborhoods** by improving the visual and physical transitions.		**Responsibility**
Short Term Actions	Implement an aggressive "clean-up" effort within Downtown.	Main Street/ City of Joplin/ Private Owners
	Publicize public versus private maintenance responsibilities.	Task Force
	Promote public safety efforts and make police presence more visible. Consider a night time foot patrol: a flat foot Downtown.	Task Force/ City of Joplin

Long Term Actions	Implement plans to mitigate barriers such as incompatible uses, railroad lines and higher traffic corridors.	City of Joplin
	Implement plans to improve lighting along primary corridors into Downtown.	City of Joplin
	Commit code enforcement efforts Downtown, with innovative techniques that are responsive to the unique needs of downtown building owners and tenants, such as a high rates of leaseholders.	City of Joplin

Goal: Reduce the vehicular and pedestrian conflicts in Downtown by minimizing **truck traffic.**		**Responsibility**
Short Term Actions	Study possibilities of rerouting the truck traffic off of Main Street. Elements to be considered for alternative routes are: turning radii, sight distances, traffic volumes and signalization.	City of Joplin
Long Term Actions	Reroute truck traffic around Downtown via a bypass northwest of Joplin.	City of Joplin

Goal: Encourage support of Downtown by surrounding residents by improving **pedestrian connections** to and within Downtown.		**Responsibility**
Short Term Actions	Implements an aggressive sidewalk maintenance effort within Downtown.	Main Street Program/City of Joplin
	Stripe all non-marked crosswalks within Downtown.	

Long Term Actions	Replace **exposed aggregate sidewalks** on Main Street.	City of Joplin
	Implement a sidewalk network plan focusing on construction and replacement of sidewalks and including improvement of all sidewalks and intersections to ADA standards.	City of Joplin
	Implement plans to create uniform lighting along all pedestrian ways and spaces.	City of Joplin/Main Street Program
	Develop stylized crosswalks at gateways and along primary corridors.	City of Joplin/Main Street Program

Goal: Promote Downtown connections through the use of **distinct, clear signage** and the promotion of easily identifiable **gateways and landmarks**.		**Responsibility**
Short Term Actions	Develop easily recognizable Downtown logos: for the entire Downtown, and within distinct districts.	Convention Bureau/Main Street Program
	Place signs to clearly identify public parking lots and routes to parking from primary corridors within Downtown.	City of Joplin
	Place welcome signs at primary entrances into Downtown.	Main Street Program
Long Term Actions	"Announce" Downtown by developing gateway improvements including permanent signage, landscaping, art and other unique features. Use the Downtown logo and its variations on Gateway monuments and at entrances to various districts.	Task Force
	Develop and implement historic building, landmark and focal point signage.	City of Joplin/Main Street Program
	Develop and implement district signage, including kiosk or informational signage at gateways and other key locations.	Main Street Program
	Implement gateway overlay standards that reduce visual conflicts and clutter around gateways into Downtown.	City of Joplin

Goal: Improve the connections to Downtown by promoting and increasing **parking** opportunities.		**Responsibility**
Short Term Actions	Place signs to clearly identify public parking lots and routes to parking from primary corridors within Downtown.	City of Joplin
	Mark parking spaces to clearly communicate short-term versus long-term parking and public versus private parking.	City of Joplin
	"Advertise" parking availability within Downtown.	City of Joplin

Long Term Actions	Reassign the time on parking meters by district and targeted uses. For example, parking in the entertainment district or near restaurants should have longer time limits.	City of Joplin/Task Force
	Develop and implement plans to increase parking on other streets as on Main Street by increasing parallel on-street parking.	City of Joplin
	Continue plans for the rerouting of truck traffic around the City, off of Main Street.	City of Joplin

ANIMATION

Goal: Strengthen **retail activities** and opportunities for expansion and new commercial ventures in Downtown.		**Responsibility**
Short Term Actions	Prepare an inventory of vacant/available space in Downtown.	Task Force / Chamber
	Define how the Task Force can most effective perform its function as a "central organizing authority" throughout Downtown with various groups.	Task Force
Long Term Actions	Develop and implement a marketing strategy for retail uses in Downtown, including a readily available database of available space.	Task Force / Chamber

Goal: Support Downtown activities by increasing the Downtown **population** through promoting and supporting living opportunities.		**Responsibility**
Short Term Actions	Identify opportunities for conversion or redevelopment of existing building within Downtown to provide high-density and mixed-use development.	Task Force / Chamber

Long Term Actions	Utilize the 353 program to provide redevelopment opportunities particularly for mixed residential development with affordable housing opportunities.	353 Corporation
	Help create and support neighborhood associations to promote neighborhood pride, issue awareness, evolvement, neighborhood policing, maintenance, code enforcement and other neighborhood activities.	City of Joplin

Goal: Promote Downtown living by **stabilizing existing neighborhoods** within and surrounding Downtown.		**Responsibility**
Short Term Actions	Evaluate available housing stock through a residential audit to determine targeted housing improvements and neighborhood stabilization programs.	City of Joplin
	Identify and promote property owners' responsibilities for maintenance and upkeep of public and private property.	Task Force / Chamber
	Define Residential Districts to restrict commercial encroachment.	
Long Term Actions	Implement a homeowners assistance program to promote maintenance and update of existing housing stock through cooperation with City Enforcement and Inspection Departments and local utility providers.	City of Joplin, local utility providers
	Create and implement a licensing and inspection requirement program for residential rental units within Downtown.	City Joplin
	Develop and implement infill and redevelopment standards for development within Residential Districts.	City of Joplin
	Help create and support neighborhood associations to promote neighborhood pride, issue awareness, evolvement, neighborhood policing, maintenance, code enforcement and other neighborhood activities.	City of Joplin, Neighborhood Leaders
	Rezone targeted property for residential uses and eliminate spot commercial zoning and non-neighborhood commercial uses particularity in single-family neighborhoods.	City of Joplin, Neighborhood Associations

Goal: Support **social service programs and charitable housing** opportunities through the expansion and interrelationship of institutional uses and programs.		**Responsibility**
Short Term Actions	Create a Social Service District to promote the interrelationship of social service and charitable housing programs.	Task Force
	Evaluate the needs of social service and charitable housing programs.	Task Force

Long Term Actions	Utilize the 353 program to provide redevelopment opportunities to help meet identified needs.	City of Joplin
	Partner with charitable housing organizations to develop transitional housing opportunities and mixed income neighborhoods to complement a Social Services District.	City of Joplin
	Partner with private agencies to provide convalescent services and housing.	Task Force

Goal: Use landmarks and attractions to draw patrons to Downtown **and increase Downtown activity.**		**Responsibility**
Short Term Actions	Identify landmarks and attractions including, buildings on the historic register, significant architecture, public facilities, parks and open spaces, districts within Downtown, special events and other attractions and research their history for promotion.	Task Force
	Implement guidelines to preserve the period architecture of Downtown as an attraction and to ensure the compatibility of new development and redevelopment with existing architectural character.	City of Joplin
Long Term Actions	Develop and place uniform placards to identify and briefly describe physical landmarks, attractions and historic events.	Task Force
	Make available to residents and visitors "walking tour" materials highlighting landmarks and attractions.	Task Force
	Develop additional "landmarks" through the development of gateways and focal points.	Task Force

Goal: Develop a **major activity/community center** within Downtown.		**Responsibility**
Short Term Actions	Identify existing activities and community services provided within Downtown.	Task Force
	Prepare a community needs assessment/survey to determine activity preferences and willingness to support funding and development.	Task Force

Long Term Actions	Identify alternative locations based upon space needed for desired activities, redevelopment or new development opportunities and funding and study feasibility.	
	Develop strategic partnerships to create, operate and maintain a center.	Task Force

RENEWAL

Goal: Develop strategies and incentive for **renewal based on land use and compatibility.**		**Responsibility**
Short Term Actions	Create districts within Downtown to allow the implementation of tailored incentives and regulations base upon predominant and targeted uses.	**Done**
Long Term Actions	Adopt and implement incentives, guidelines, standards and policies for each separate district within Downtown to encourage target uses.	Task Force

Goal: Create opportunities for **redevelopment and infill** as a means of stimulating reinvestment in Downtown.		**Responsibility**
Short Term Actions	Survey and inventory properties within Downtown to identify vacant, dilapidated and underutilized structures.	Task Force
	Identify targeted redevelopment areas and prepare and market conceptual redevelopment plans.	City of Joplin
Long Term Actions	Implement plans for redevelopment of targeted areas.	Task Force

Goal: Use **financial incentives and programs** to promote reinvestment and renewal in Downtown.		**Responsibility**
Short Term Actions	Promote awareness of available incentives and programs.	Task Force
Long Term Actions	Develop a façade improvement program encourage the restoration of historic facades to complement the Downtown architecture.	City of Joplin
Goal: Improve the **visual appearance and physical maintenance** of public and private space within Downtown to improve the function and the overall success of Downtown.		**Responsibility**
Short Term Actions	Create and support a Downtown Business Association for business and property owners.	Task Force
Long Term Actions		

POTENTIAL RENEWAL PROJECTS

The following photo shows the existing structures on the east side of the 500 block of Main Street (north end). The taller building in the left portion of the photo was originally Christman's Department Store which was then purchased by Macy's Department store and is currently being used by Howsmon's Office Interiors. The photo on the following page shows how these same buildings might be redeveloped for future use.

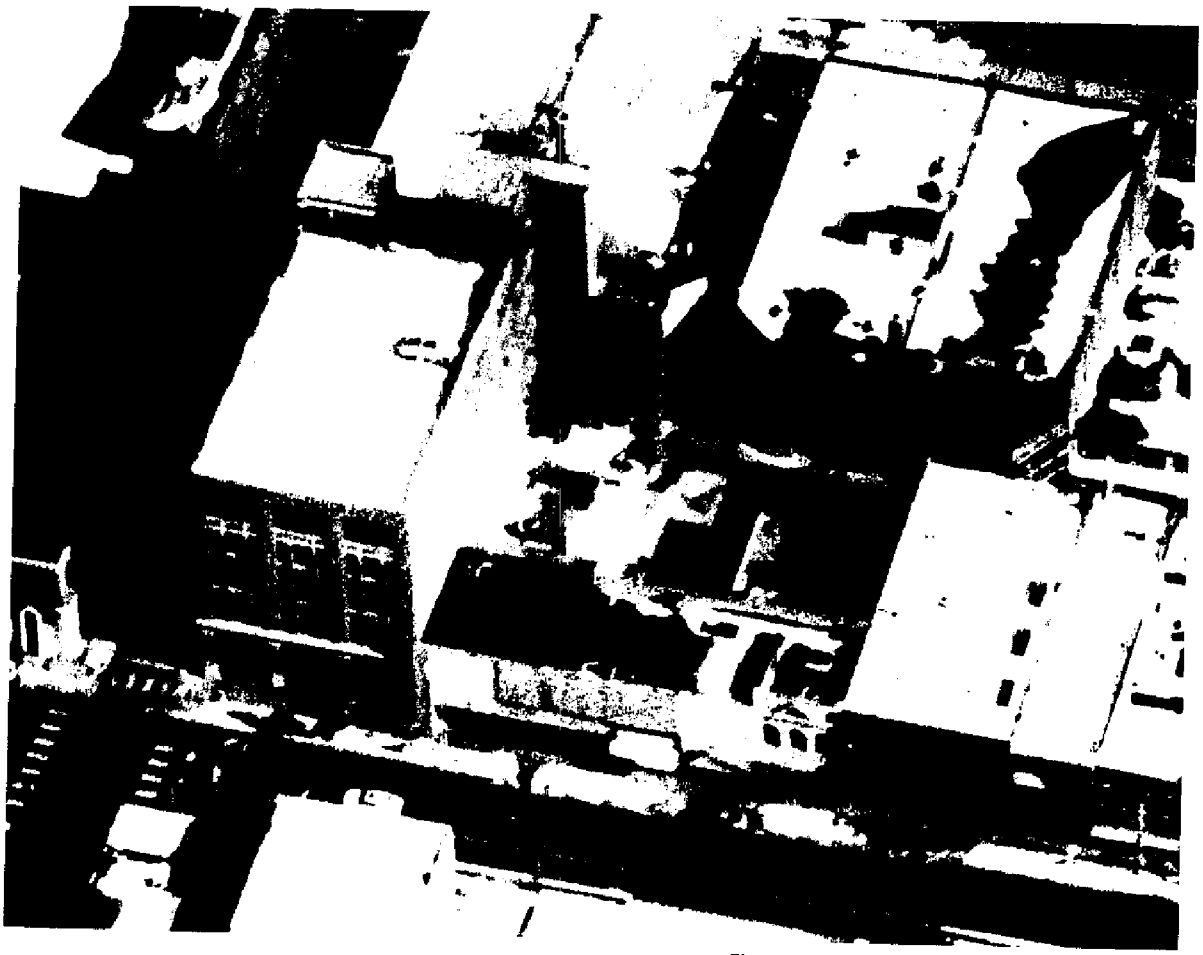
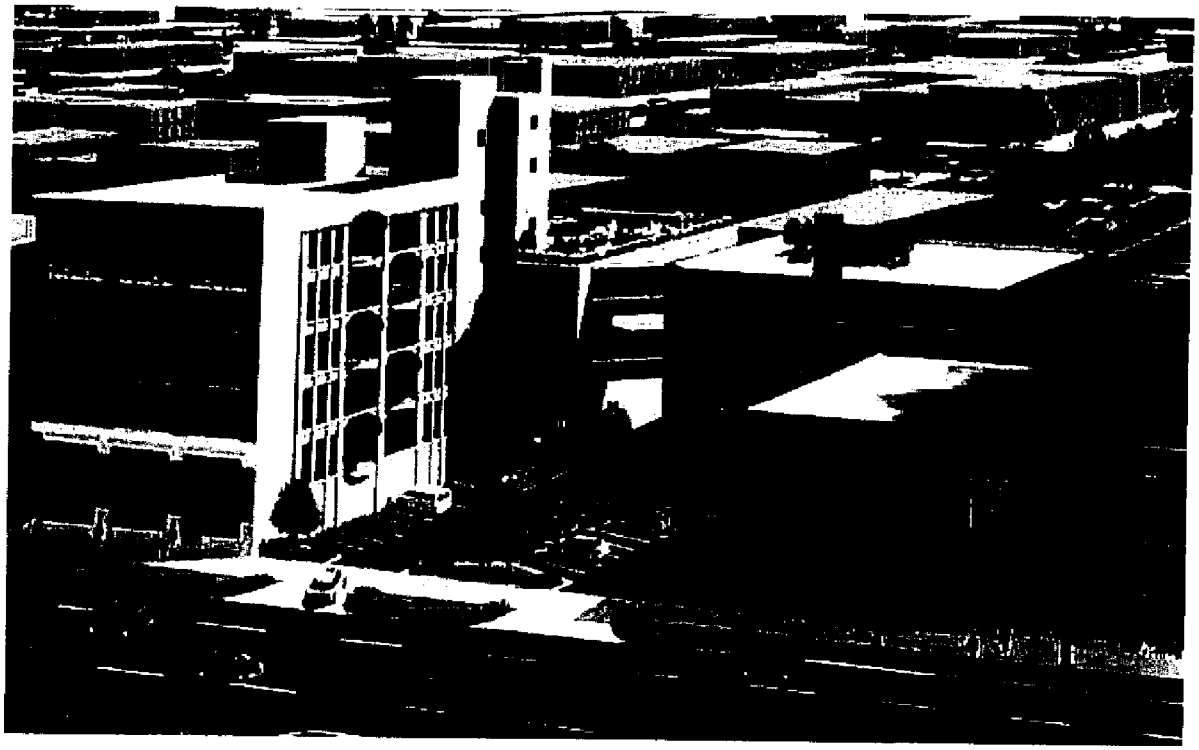


Photo provided courtesy of Howsmon's Office Interiors



Concept rendering provided courtesy of Howsmon's Office Interiors

The above rendering is a concept for the redevelopment of the buildings showing conversion of the old office space to loft apartments, secured indoor parking and potential first floor retail space. The concept demonstrates how efforts to bring more residents to Downtown while preserving Downtown's retail function might work. One primary consideration in this type of conversion is parking for residents and customers. The concept shows how the combination of a parking garage and surface parking could be used to provide convenience and safety for both parties.

CHAPTER 5: REVITALIZATION POLICIES

RESIDENTIAL NEIGHBORHOOD STABILIZATION

The participants of the public workshops emphasized the need to invest in existing neighborhoods. One means of investing in existing neighborhoods is helping to empower neighborhood residents through neighborhood associations and neighborhood planning and training efforts.

Define Neighborhood Districts. Many older neighborhoods in and around Downtown Joplin have lost their identity over time. As commercial and higher density residential uses have gradually radiated from Downtown, the mix of uses has blurred neighborhood boundaries. As these boundaries have blurred, many property owners have lost their confidence to invest in residential development in and around Downtown. As a result in many neighborhoods, long-term maintenance has been by-passed and a lack of neighborhood pride is apparent.

To help instill a renewed since of pride and ownership and rebuild the confidence to invest in neighborhood improvements the City must define neighborhood districts within Downtown and implement strategies for improving and protecting these neighborhoods. Within the defined neighborhood districts, non-residential development should be limited to clustered neighborhood services and in-home services. Other more intrusive commercial development should not be allowed to encroach.

Coordinate with Neighborhood Associations. Many older neighborhoods lack neighborhood associations or have a neighborhood association that has become defunct. The City must be active in promoting the development of neighborhood associations based upon historic subdivision and development or the newly defined residential districts. Utilizing existing neighborhood associations and assisting neighborhoods with creating new ones is beneficial to property maintenance and neighborhood stabilization. Active associations are more likely to pay closer attention to property maintenance issues and take action to resolve problem properties with code or covenant violations. The residents have a stake in what happens to their neighborhood and surrounding properties and are more willing to take the action needed to maintain their property values.

Neighborhood associations can be responsible for a number of activities other than property maintenance compliance. They can be aggressive in addressing actions or issues they deem critical to maintaining their property values. For example, they can initiate a street lighting program to make sure streets and pedestrian-ways are appropriately lighted for safety. They can assist in providing screening for adjacent property that may not be compatible with residential uses. Neighborhood associations can actively assist with crime-watches and prevention. Other interested parties should be included in all activities, such as local businesses, churches, and the police department. It is important to understand that for neighborhood associations to be effective concerned residents must create them on a voluntary basis.

Encourage Neighborhood Planning Activities. Neighborhood planning is a neighborhood-specific, resident involvement approach to addressing Downtown neighborhood issues. Awareness and interest in neighborhood planning is on the rise as public attitudes toward government change and government seeks more efficient service delivery. Further, the desire to establish a sense of community is a strong force behind neighborhood planning.

Sometimes small, neighborhood projects are the most effect means of improving a community. People are more likely to know each other in neighborhoods and may prefer to work among a small group on a project that will directly effect their quality of life. This in turn can spark private investment in residences and surrounding businesses, exponentially compounding investments in Downtown.

The following guidelines should be followed to develop a neighborhood plan:

1. Involve all stakeholders from the beginning;
2. Build partnerships between City Staff and residents;
3. Implement programs to provide leadership and neighborhood association training workshops;
4. Encourage active communication through regularly scheduled neighborhood meetings and news letters;
5. Create a Neighborhood Plan built on the goals and objectives of the residents and other neighborhood stakeholders, and identify actions and responsibilities developing a sense of ownership within a neighborhood and a means of measuring progress.

The best approaches to neighborhood planning are being flexible. During plan development, leaders must be careful not to make assumptions about the neighborhood issues before speaking with residents. Establishing simple and short term projects is a good way to show that something is happening within the neighborhood and promotes community spirit, displays City investment and commitment, and increases citizen trust of the City staff and officials.

Offer Homeowner Workshops and Programs. A majority of the homes in and around Downtown are more than 50 years old. Although the architectural character of many of these homes attracts residents interested in living near Downtown, the prospect of repairs can be overwhelming. Many of these homeowners, especially first time buyers are not educated about the amount and type of work necessary to maintain an older home resulting in unintended neglect. Similarly many long-time residents and investor owners have overlooked or bypassed needed investments in upgrading and maintaining area houses.

Coordinating homeowner workshops between the City, Joplin code enforcement personnel, and neighborhood association can be an effective method to increasing home and property maintenance. Annual workshops held in various neighborhoods to discuss general maintenance and where owners can get support and additional information, can help overcome fears, misperceptions and lack of

understanding. Workshops could also be augmented with discussions by a panel of local experts. A brochure of contacts and tips or common problems to watch for such as knob and tube or aluminum wiring, or outdated plumbing would further the programs follow-up efforts. This program not only educates the residents, but also indirectly can enhance the overall appearance of residential neighborhoods in Downtown Joplin.

Partnerships with local utility agencies can be a beneficial complement to the workshops. In many cases these agencies provide free inspections of homes to recommend repairs needed to make homes more efficient and safe. When combined with City services such as voluntary safety inspection programs, the resulting information can aid homeowners in prioritizing and expediting needed repairs and upgrades.

RESIDENTIAL INFILL AND REDEVELOPMENT GUIDELINES

In order to allow for residential infill and redevelopment opportunities in a manner that encourages a strong neighborhood consistent with the traditional character of Downtown it is necessary to apply infill development guidelines or standards. Prior to issuance of a building permit, all new and redeveloped residential structures in the Residential Districts of Downtown Joplin and surrounding neighborhoods should be subject to review by the City according to the following or similar guidelines:

(1) Front Entry: Entries and walkways should address the street directly, or in a manner consistent with adjacent properties. The front entry should be the dominant feature and focus of the front façade.

(2) Building Orientation: New construction should address the street in a manner consistent with surrounding buildings. In most cases, building facades should be parallel to the street.

(3) Parking/Garage Location: Garages should be located and accessed at the rear or side of buildings via an alley or drive in order to maintain the residential and pedestrian character of the street. Further, parking located behind new residential dwellings which maintains the pedestrian character, and prevents automobiles from dominating the front yard is encouraged. On-street parking is also encouraged.

(4) Heating, Ventilation, and Air Conditioning (HVAC) Equipment: HVAC equipment should be located at the rear of buildings, and screened from adjacent properties.

(5) Scale and Proportion: New and redeveloped dwellings should use appropriately scaled building mass, height and entry size, and incorporate architectural features such as gables, porches and windows to complement the surrounding buildings while breaking up the structure's street facade.

(6) Rooflines and Pitch: Rooflines and pitch similar to surrounding structures are encouraged, as the similarity establishes a coordinated pattern and rhythm for the streetscape, allowing new construction to blend with the established neighborhood.

(7) Landscaping: Front facades (two facades in the case of corner lots) should be landscaped in a manner consistent with surrounding buildings. In addition, new and redeveloped dwellings should maintain the established streetscape by preserving existing or establishing new street trees and providing landscaping that is consistent with the pattern established by surrounding buildings.

Appeals and Grievances: In the case an applicant should disagree or have other grievances with staff in the application of the above standards, the applicant should be directed to formally appear before the planning commission for review of such disagreement or other grievance.

GATEWAYS AND LANDMARKS

Several key intersections and corridors within Joplin serve as a primary means of access to Downtown. Thus, these intersections and the activities surrounding them are often a visitor's first impression of Downtown. These key intersections and corridors will function as "gateways" into Downtown Joplin. These gateways not only influence visitors' perceptions, but can also help promote the quality of life and vitality of the community with Joplin residents. As such, special attention and planning consideration should be given to these locations.

The planning and design considerations given to gateways should be based upon a hierarchy of importance, with consideration of purpose, location, traffic volumes, street function and visibility. Gateways should be identified as primary and secondary gateways.

Prominent features within Downtown serve as physical and visual references and can create lasting impressions on residents and visitors. These "landmarks" easily identifiable and are often used as the primary details describing Downtown.

Following are more detailed gateway and landmark descriptions and standards for identifying and preserving these features.

Primary Gateways

Primary gateways should identify Downtown Joplin as a whole. Primary gateways should be located at the entrances to Downtown such as the intersections of Main Street with 7th Street, Main Street with A and 15th Streets, 7th Street with Grand and Moffet Avenues, and 2nd Street with Virginia Avenue. In

addition, those portions of the above-mentioned roadways, leading into Downtown should be considered part of the primary gateways.

The major features of these gateways should include:

1. A prominent feature such as large-scale public art, statuary, fountain, garden or small park-like setting;

2. Signage to clearly identify entrance into Downtown Joplin. Brick, stone or other high-quality materials and the city logo should be incorporated into the signage to further establish the gateway and to compliment the historic character of Downtown; and

3. Landscaping to accent the surrounding corridor and prominent features. A combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings should be used to accent and coordinate the design. These materials should be repeated through all gateways to further promote Downtown as a unique area.

Secondary Gateways

Secondary gateways should identify Downtown Joplin as a whole, but on a smaller scale than the Primary gateways. These gateways are identified as the intersections between major roadways and at the edge of the Downtown District. Secondary gateways include intersections such as the intersections of 4th Street with Moffet and Grand Avenues, 15th Street with Moffet and Grand Avenues, and Main Street and 10th Street.

As opposed to primary gateway features, those of the secondary gateways are intended to be at a pedestrian scale. The major features of the secondary gateways are:

1. A prominent feature such as public art, statuary, fountain, garden or small park-like setting;
2. Signage of brick, stone or other high-quality material;
3. Landscaping to accent the surrounding corridor and prominent features. A combination of street trees, ornamental trees, shrubbery, ground covers and ornamental plantings should be used to accent and coordinate the design;
4. Benches, trash receptacles, pedestrian scale lighting, unique paving patterns at crosswalks, and other streetscape elements.

Figure 5.1 Gateway Signage Feature



Monument signs such as that shown above can be used to announce the entrance into Downtown.

Landmarks

Landmarks should identify Downtown Joplin as a whole, serving as reference points within Downtown. Landmarks consist of primary architectural references and unique public spaces. Existing landmarks include features such as Municipal Hall, the library and George M. Spiva Park. Opportunities for new landmarks include the development of a park at 10th and Main Street, the development of a significant feature at City Hall in the "municipal campus," or the redevelopment of Union Depot.

As opposed to gateways, new landmark features are intended to be both reference points and gathering places. The major features of new landmarks are:

1. A prominent feature such as a building, public art, statuary, fountain, garden or park; and
2. Identification signage including descriptive placards, or monuments;
3. Landscaping when possible to accent the prominent features; and
4. Benches, trash receptacles, pedestrian scale lighting, unique paving patterns at crosswalks, and other streetscape elements.

Figure 5.2 Landmarks



Landmark may consist of prominent architecture or local landmarks within Downtown, welcoming visitors, serving as reference points, and instilling a local pride.

Many of the gateway locations identified have been developed, making the efforts to establish the gateway concept more difficult. Likewise many of the landmarks identified are under private control limiting the public action that can be taken. For this reason communication of the desire and intent to develop, promote and preserve these features is paramount.

Efforts to establish official gateway and landmark concepts should begin immediately, particularly for those areas that are not currently developed or in which limited development has taken place. Conceptual plans for development of gateways and landmarks in these locations should be developed, so that as development and redevelopment continue a clear vision can be presented. These visions would serve as the basis for requirements for land dedication or acquisition and special design considerations.

Coordination between the public agencies and the private development community is also crucial to implementing plans for gateways and landmarks in Downtown. The City should work closely or partner with local developers and business and property owners to ensure that plans for development of these features is not stifled and that development is complementary to the gateway and landmark concepts. As part of the site plan review process the City should consider the visual impacts of development at these locations, ensuring that adequate aesthetic considerations are given to development near identified gateway and landmark locations.

Development should be required to incorporate architectural features that complement the public feature designs such as building recession and projections, canopies and awnings, window and high-quality materials to accent and complement the gateway development and avoid conflicts with sight lines to landmarks. Building orientation and parking should also be carefully planned to minimize the adverse impacts of the negative features of the site. Trash dumpsters, loading areas and parking should be screened with appropriate landscaping.

Because of the existing development in many areas, implementation of gateway and landmark plans will most likely require multiple phases. Initial phases may focus around small-scale signage and landscaping. Over time, as redevelopment occurs or partnerships are formed, and as funding becomes available, the larger-scale elements like public art, monuments and signage can be added.

DOWNTOWN DESIGN GUIDELINES

Development patterns- Guidelines

- Existing street patterns and layout shall be maintained. Closure of existing streets shall not be permitted.
- Alleyways within the Downtown shall be maintained for vehicular and/or pedestrian traffic.
- Exceptions may be made for architectural features such as recessed/projecting entries and balconies.
- Building fronting on Main Street should have a commercial/retail component at the storefront level.
- Buildings fronting Main Street should reflect the party-wall construction pattern with adjacent buildings sharing a common wall.
- New infill buildings should be multistory in height and follow the guidelines as defined in New Construction and Additions.

Streetscape Patterns- Guidelines

- Main Street shall be pedestrian-friendly with parallel parking along the street.
- Pedestrian scale lighting shall be maintained and supplemented.
- Accent paving shall be used at intersection and pedestrian pathways.
- Public parking areas shall be clearly identified with pedestrian pathways to Main Street.
- Landscaped areas should be incorporated in bumpouts at intersections. Pedestrian furniture can also be located in these areas.



Examples of inappropriate renovation including covering original facade with aluminum siding, boarding up of windows, inappropriate signage etc.



Restoration of original facade with awnings and landscape restore character to the streetscape.

New Construction and Additions- Guidelines

- Façade Height: The height of new buildings and additions shall relate to the surrounding contributing buildings. New construction that greatly varies in height from adjacent buildings should be avoided. Any building over two stories in height could be excessive.
- Infill construction should fill the entire space.
- Corner buildings should be higher than those that are interior to the block.

Building Materials- Guidelines

- The original building material, whether located on the primary, secondary or rear facades, shall be retained when possible. If the original material has been overlaid with such coverings as aluminum or stucco, these alterations should be removed and the original material repaired or replaced with similar materials.

Storefronts- Guidelines

- Storefronts shall be designed to reflect the traditional pattern of containment. The storefront shall be bound by the enframing storefront cornice and piers on the side and the sidewalk on the bottom.
- Remodeled storefronts shall be designed to fit within the original opening
- Storefronts shall be pedestrian oriented and consist primarily of transparent glass.

Awnings and Canopies—Guidelines

- Back-lit awnings/canopies are not permitted. These awnings, because of their high visibility function more as signs than as a means of creating a pedestrian friendly atmosphere.
- Awnings/Canopies shall be proportion to the buildings size and scale.
- Awnings shall not extend above the first floor.
- Awnings and canopies should not project more than 6 feet from the lot line and must be suspended from the building.
- The color of the awning or canopy shall be complimentary to the building and not obtrusive to adjacent structures.
- The materials of the awning or canopy are not restricted.

FINANCIAL INCENTIVES

See **Appendix A** for details about Financial Incentives.

QUICK VICTORY PROJECTS

Salvage Yard

The purpose of the railroad salvage yard redevelopment is to foster appropriate commercial infill development/redevelopment, restrict inappropriate development and foster reuse/redevelopment of underutilized land. To accomplish this objective, several action steps will need to be followed.

Zoning:

- Evaluate the need to develop design standards for commercial uses within the district.
- Amend zoning use tables to implement strategies: down-zone from industrial to commercial.
- Amend zoning procedures to accomplish goals.

Subdivision Regulations:

- Adopt the requirements of the Missouri Department of Transportation Access Management Manual.
- Negotiate to have street rights-of-way dedicated to the public.

Implementation:

Financing:

- Neighborhood Improvement District (NID)
- Private Funds
- Tax Increment Financing
- 353 Bonds
- Industrial Development Bonds (Chapter 100 bonds)
- Sales Taxes for Transportation and Capital Improvements

Design Guidelines: Linking developments with common and consistent design patterns promotes coordinated commercial development.

- Convert Main Street frontage to a Downtown park based on neighborhood park guidelines of the Joplin Comprehensive Plan. Install an irrigation system to maintain trees and plants.
- Require commercial development on remaining parcel to be pedestrian-oriented with clearly identified walkways between parking lots and buildings.
- All parking lots shall be planted with street landscaping as well as appropriate number of shade trees (one tree for every five parking spaces).

Clean the Uniform Company Building

The purpose of the "Clean the Uniform Company" building project is to demolish a dilapidated and environmentally hazardous building, and to develop in its place, appropriate office/commercial development. To accomplish this objective, several action steps will need to be followed.

Zoning:

- Evaluate the need to develop design standards for office/commercial uses within the district.
- Amend zoning use tables to implement strategies.
- Amend zoning procedures to accomplish goals.



Implementation:

Develop public-private partnerships in an attempt to bring new businesses or to relocate existing businesses to the area.

Financing:

- Private Funds
- Tax Increment Financing
- Brownfield Redevelopment Program
- 353 Bonds
- Industrial Development Bonds (Chapter 100 bonds)
- Small Business Incubator Tax Credit Program

Design Guidelines: Linking developments with common and consistent design patterns promotes coordinated development.

- Require development to be consistent with downtown architectural design guidelines.
- Require development to be pedestrian-oriented with clearly identified walkways between parking lots and buildings.
- All parking lots shall be planted with street landscaping as well as appropriate number of shade trees (one tree for every five parking spaces).

Union Depot

The purpose of the Union Depot redevelopment is to foster reuse/redevelopment of a historic structure and to promote it as a major Downtown anchor. To accomplish this objective, several action steps will need to be followed.

Implementation:

Develop public-private partnerships in an attempt to bring an appropriate use to the area, such as a farmers' market, an exhibition hall, or an amphitheater.

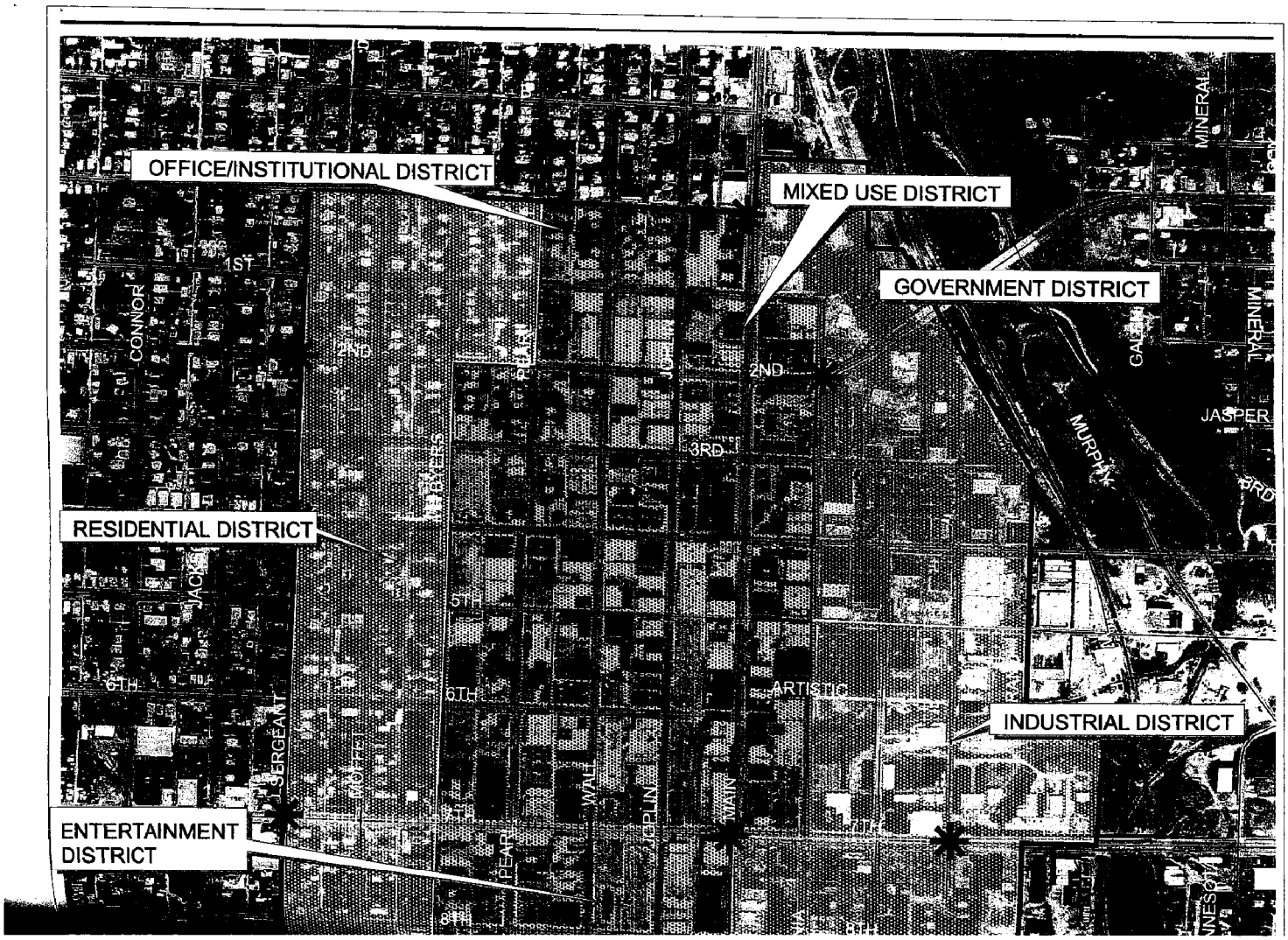
Financing:

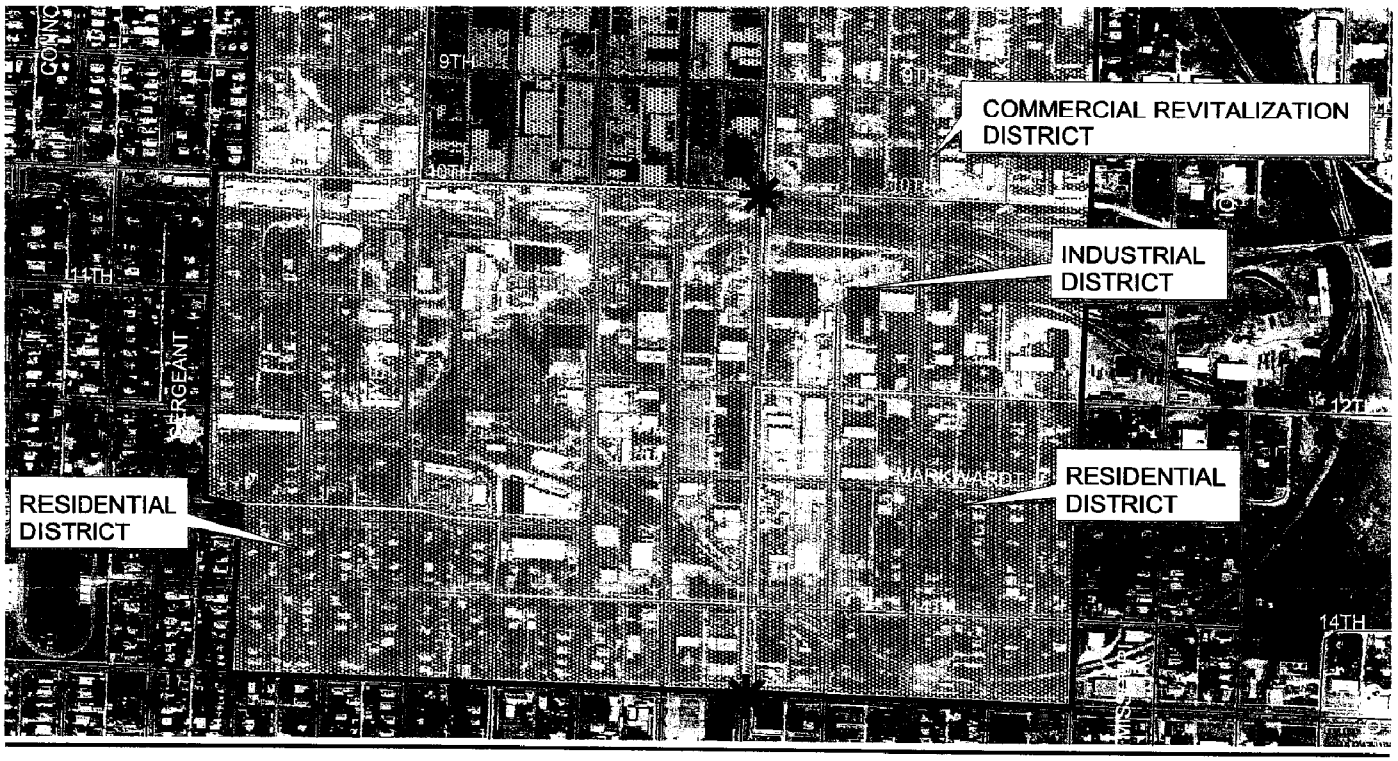
- Historic Tax Credit Program
- Private Funds

Design Guidelines: Linking anchor developments to surrounding neighborhoods with pedestrian, visual and vehicular linkages promotes high usage of development.

- Any development at the Union Depot should be pedestrian-oriented with clearly identified walkways between surrounding neighborhoods, parking lots and buildings, linking to the new Government District

- The Union Depot should be visually linked to the Main Street by removal of buildings that obstruct the view.
- Extensive landscaping should be promoted in and around the Union Depot. Parking lots should be screened and shaded with trees.
- Renovation of the Union Depot should follow strict design guidelines that preserve the character of the building.


OFFICE/INSTITUTIONAL DISTRICT
MIXED USE DISTRICT
GOVERNMENT DISTRICT
RESIDENTIAL DISTRICT
INDUSTRIAL DISTRICT
ENTERTAINMENT DISTRICT
1ST
2ND
3RD
5TH
6TH
8TH
CONNOR
MINERAL
JASPER
MURPHY
ARTISTIC
SERGEANT
MAIN
JOPLIN
PEARL



Downtown Joplin Study Area: District Map

LEGEND

- Downtown Plan Boundary
- Gateway Monuments

Downtown Districts

- Entertainment
- Government
- Industrial
- Mixed Use
- Office/Institutional
- Residential
- Social Services

500 0 500 Feet

City of Joplin

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CHAPTER 6: PLAN IMPLEMENTATION STRATEGIES

Creating planning districts within Downtown—Government, Residential, Entertainment, Mixed Use, Industrial, Office/Institutional and Commercial Revitalization District—allows the City to tailor incentives and regulations to each district based upon:

- the function of the district;
- the current and proposed land use; and
- the land use density.

The district strategies are grouped by activity:

- **Connection Strategies,**
- **Animation Strategies,** and
- **Renewal Strategies.**

Planning for governmental, institutional, commercial, and service districts within Downtown will minimize conflicts between necessities and services and entertainment, commercial and other similar activities. Finally, as each district takes on its unique identity, visitors begin to identify an area of Downtown with certain services. For example, as signage becomes more distinct in the Entertainment District, the area becomes associated with specialized activities.

PLANNING DISTRICT STRATEGIES

Government District
Entertainment District
Office/Institutional District
Commercial Revitalization District
Residential District
Industrial District
Mixed-Use District

Downtown Study Area District Map

The map from this page shows how the Downtown has been divided into Planning Districts. There is "overlap" from one district to another in may cases, such as the common boundary on Joplin Street between the entertainment and the mixed-use districts. Parking is shared and certain land uses overlap. The division of districts is none the less helpful in designating specific short-term and long-term actions **(Ref. Chapter 4)** by sub-areas within Downtown.

Government District

The Government District is defined roughly as the area between the Union Depot in the north to 5th Street to the south and Kentucky St. on the east to Virginia to the west.

Connection Strategies

- Pedestrian Linkages: Create internal walks and greenways linking government uses within a "Public Use Plaza."

- Parking: Create shared parking in a unified "Public Use Plaza" campus. The pedestrian linkages would promote shared parking because users would feel comfortable walking from one lot to another in a campus setting.

- Parks: add a vest-pocket park for usable open space.

- Urban Design: Distinctive identification signs, lighting, public parking identification and directional signs should be designed to promote the campus setting and function of the plaza.

Animation Strategies

- Union Depot area: Eating and Drinking Places may be redeveloped here.

- Gathering Place: a vest-pocket park for usable open space could be the center of a public gathering place in the new "Public Use Plaza."

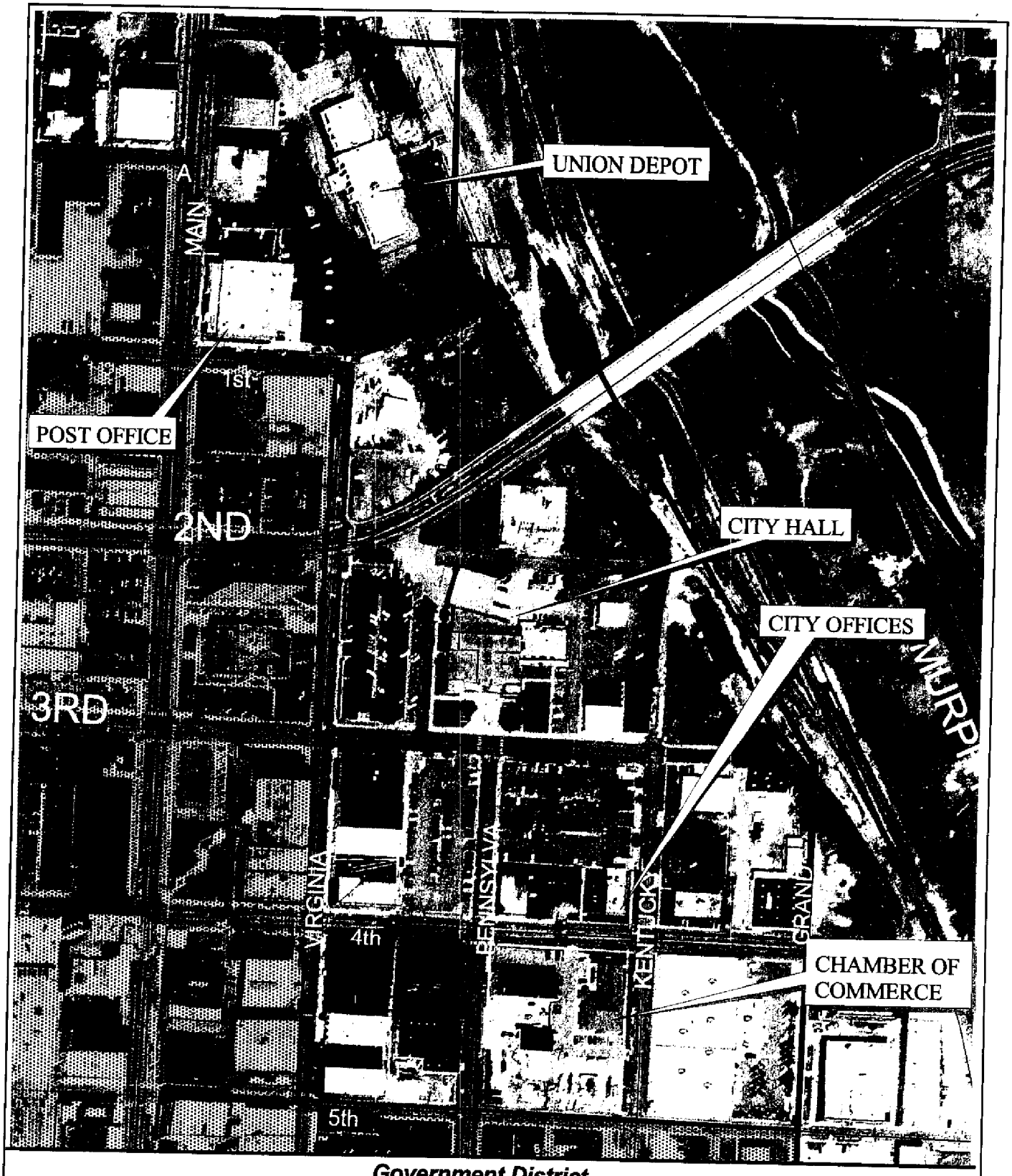
- Plaza area: Create links within the new plaza to the existing and redeveloped buildings, such as the redeveloped Economic Security Building.

Renewal Strategies

- Post Office: Long-term, relocate the Post Office for better access and internal site plan on a downtown parcel.

- Acquire New Buildings for Government Uses: Acquire old Economic Security Building for governmental use as part of the Government District "Public Use Plaza."

Regulatory: Create a government District Overlay that permits C-2 and C-3 uses, and disallows industrial uses.

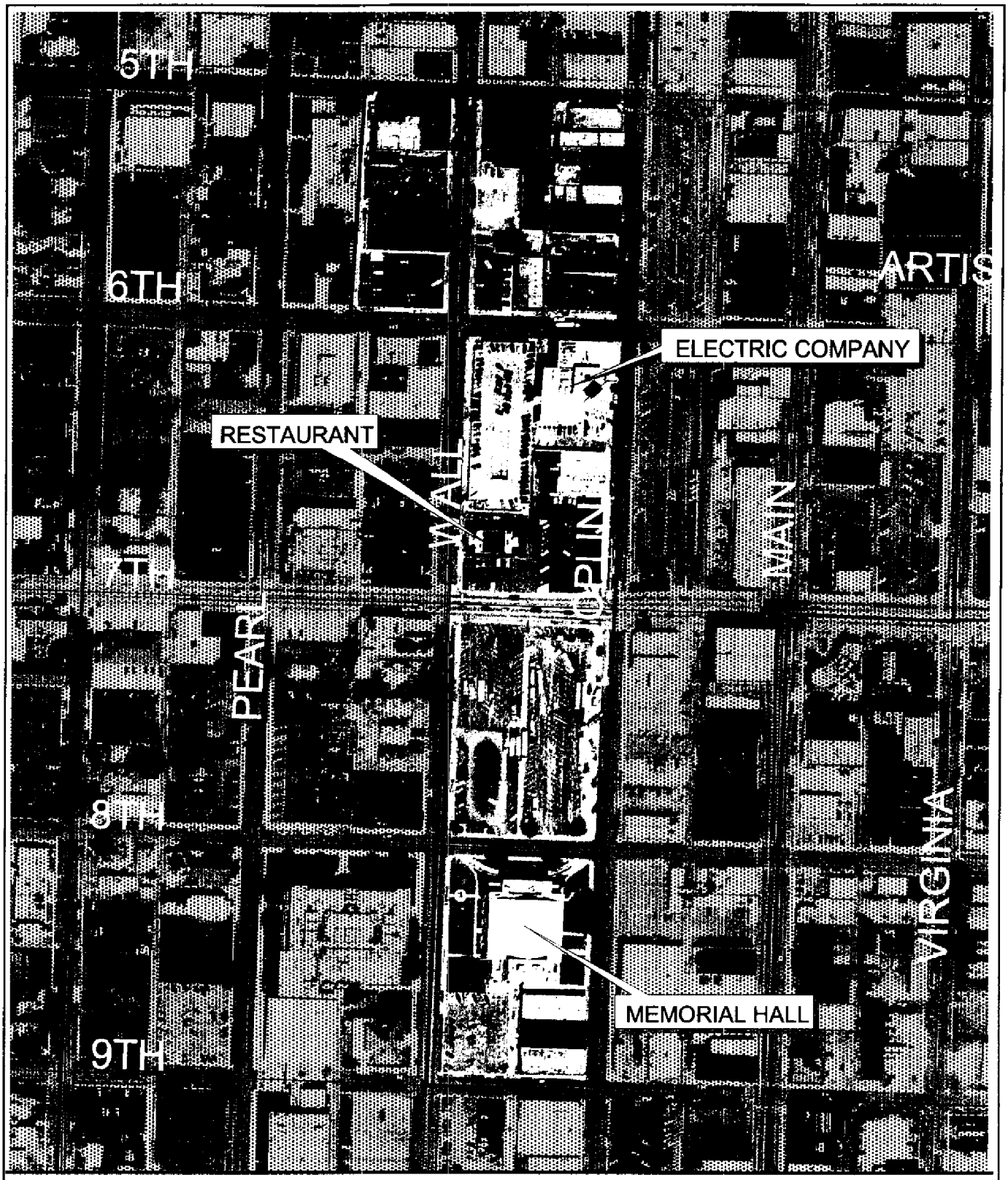


Government District

City of Joplin

200 0 200 Feet

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Entertainment District

200 0 200 Feet

City of Joplin

BUCHER, WILLIS & RATLIFF CORPORATION

Entertainment District

The Entertainment District is defined as along Joplin Street from 5th to 9th, and extends to Wall Street.

Connection Strategies

- Pedestrian Linkages: Connect the bar/restaurant area to the north with the public uses to the south with streetscape, walk, and crosswalk improvements.
- Parking: Link off-street parking facility improvements with improvement with Mixed-use District coordinate parking meter times to that parking times support multiple use: increase time limits.

Animation Strategies

- Identity: Create a separate Entertainment District Logo for the area, using distinct colors that are replicated in street banners and signs.

- Eating and Drinking Places: Amend sign regulations to encourage neon signs and a more eclectic mix of sign types. Encourage on street or storefront activities such as outdoor seating eateries, etc.

- Streetscape: Create nightlife and entertainment district. Develop a connection between Memorial Hall, the Performance Arts Center and other entertainment venues.

Renewal Strategies

- Eating and Drinking Establishments: Encourage historic facades and signs to be refurbished.

- Urban Design: Incentives for restoration should be added.

Regulatory:

- Create an Entertainment Overlay District:
  - Create incentives for entertainment – oriented uses by exempting parking requirements.
  - Allow retail and service – commercial
  - Disallow office and institution and industrial uses.
- Street Design – sketch of street.
- Show Connection – District public parking signs along with directional and street signs.



Office/Institutional District

The Office/Institutional District is defined roughly From A Street south to 10th Street, between Byers and Joplin Streets.

Connection Strategies

- Pedestrian Linkages: Improve crosswalks and sidewalks, particularly in the southern parts of the districts that are mostly institutional.

- Parking: Improve public parking lots where there are deficiencies at major employment centers. Exempt some parking where there are synergies with the Entertainment District for shared parking.

- Neighborhoods: Connect to the neighborhoods to the west with sidewalks and other infrastructure improvements.

Animation Strategies

- Eating and Drinking Places: Connect to the Entertainment District in terms of streetscape and mid-block crosswalks.

- Plaza Area: Create an open space for public gathering and to add green space.

Renewal Strategies

- Acquire parcels for assembling land for public uses: off-street parking and related investments.

Regulatory: Create an Office/Institutional district Overlay that requires off-street parking for office uses. Disallow industrial uses.

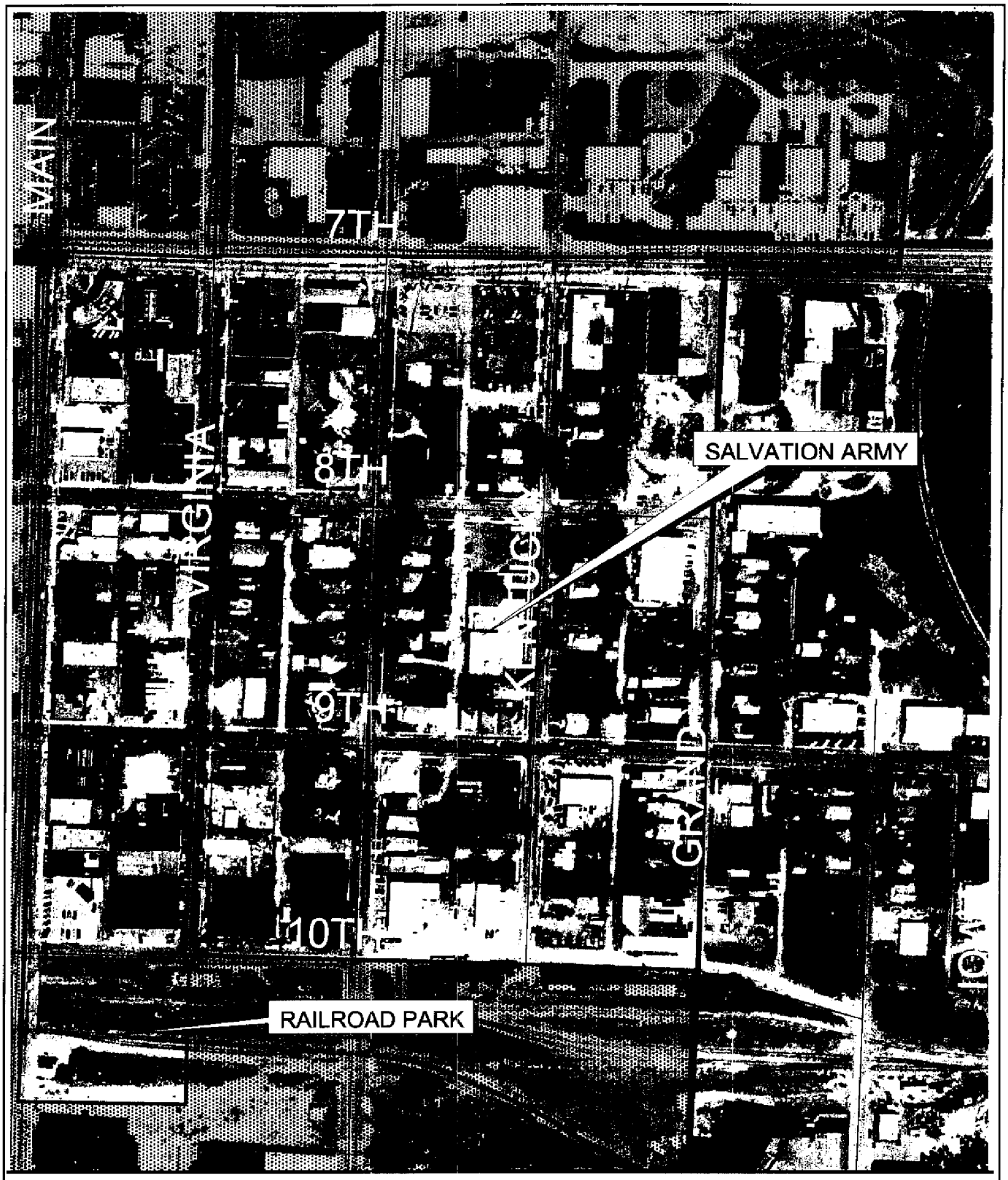


Office/Institutional District

200 0 200 Feet

City of Joplin

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Commercial Revitalization District

200 0 200 Feet

City of Joplin

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Commercial Revitalization District

The Social Services District is defined roughly as the area between 7th and 10th Streets, Main and Rand Street.

Connection Strategies

- Pedestrian Linkages: Relate the east side of Main Street to the commercial activity on the west side of Main.
- Parking: Redevelop parking as part of revitalization strategy.
- Parks: Create 150 feet deep park across front of rail salvage yard at Main Street.

Animation Strategies

- Eating and Drinking Places: Relate to eating and drinking establishments on west side of Main.

Renewal Strategies

- Target New Buildings for Revitalization by Block: Residential rehabilitation in the east and south areas of the city; redevelopment in the west areas adjacent to commercial districts.

Regulatory: Create a Commercial Revitalization District Overlay that prohibits industrial uses and encourages retail-commercial, service a commercial, office and institutional. Rezone residential areas to stabilize singe-family residences and promote redevelopment of multifamily housing by block.

Down-zone industrial districts to commercial district classifications.

Residential District

The Residential District is defined roughly as the area between A and 10th Streets, from Sergeant to Byers Streets; and in the south Downtown area along 15th Street to Rand Street, and in the vicinity of the outdoor market.

Connection Strategies

- Pedestrian Linkages: Provide small strategically located parking in and around the Open Air Market. Provide public parking signage and directional signage. Improve crosswalks for safety and area identity.
- Residential Lots: Take advantage of street, water, sewer and other infrastructure already in place to promote residential redevelopment.
- Historic District: Adopt overlay standards that assure against incompatible redevelopment.

Animation Strategies

- Target Repopulation: Promote residential redevelopment where appropriate
- Eating and Drinking Places: encourage food carts at the Open Air Market.
- Open Space Area: promote a neighborhood tot lot that is low maintenance.

Renewal Strategies

- Housing assemble parcels for housing redevelopment opportunities.
- Acquire Buildings for revitalization and to bring into compliance with minimum housing and maintenance codes. Promote residential redevelopment where appropriate.
- Promote stability of single-family residences through neighborhood housing programs.
- Support the Historic District in the northwest Downtown with grant and loan programs.

Regulatory: Create a Residential Overlay District that would restrict the rezoning of residential properties to commercial zoning. However, allow the reuse of vacant commercial buildings in residential zoning districts with any home occupation use as the principal use.



Residential District

200 0 200 Feet

City of Joplin

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Industrial District

200 0 200 Feet

City of Joplin

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Industrial District

The Industrial District is defined roughly from 10th to 14th Streets across the southern Downtown area; also east of Virginia between 7th and 5th Streets.

Connection Strategies

- Pedestrian Linkages: Strengthen the open air market.
- Parking: Exempt parking requirements.
- Mixed-use: Make open air market compatible with residential neighborhood.

Animation Strategies

- Eating and Drinking Places: Add restaurant/food booths to open air market.
- Plaza Area: Create a Railroad Park at 10th Street and Main.

Renewal Strategies

- Acquire Land for Re-uses: Old railroad switching yard area at 13th and Wall Streets, from 10th to 14th Street. Investigate Brownfield funding for acquisition and clearance of parcels.
- Redevelopment: Study where land could be assembled and held in perpetuity by the public for a Brownfield funded redevelopment.

Regulatory: Down-zone the area from 10th to 15th Street, Main to Kentucky from M-2 to C-1 or C-3.

Mixed-Use District

The Mixed-Use District is defined roughly as the area between the A Street and 10th Street, and Joplin Street on the west to Virginia/Main Streets on the east.

Connection Strategies

- Pedestrian Linkages: Crosswalks sections at key intersections. 7th and Main, 4th and Main, and 10th and Main.

- Parking: Redevelop off-street parking at the clinic south of 75th Street. Redevelop buildings for multifamily residential off-street parking. Re-design on-street parking on Main Street, expanding the parallel parking and removing the landscape islands at mid-block.

- Improve crosswalks, clearly marking them with paint or redesigning them with distinct paving materials and colors, such as brick or stamped concrete to match area streetscape improvements.

- Architectural: Apply downtown design guidelines.

- Parking connections: link off-street parking areas with the Entertainment District through common streetscape and mid-block crosswalks.

Animation Strategies

- Signage: Implement unique street signage scheme to identify unique district.

- Eating and Drinking Places: Create streetscape and off-street parking improvements that support the entertainment district on the west side of Joplin Street.

- Plaza Area: Use the Gateway improvements to "announce" the Plaza area.

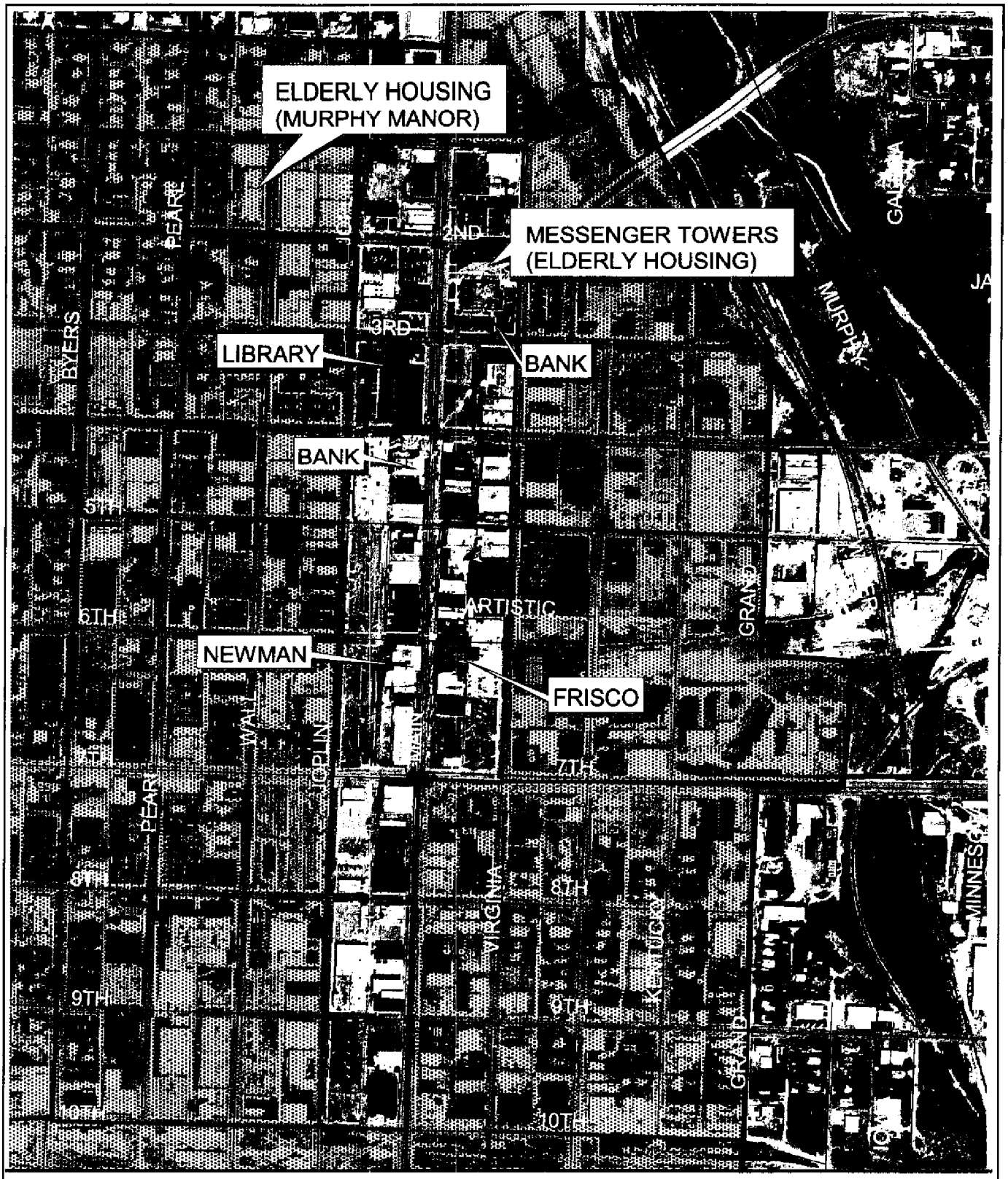
Renewal Strategies

- Infrastructure: Continue implementation of the Willow Branch Creek Stormwater Management improvements.

- Acquire Buildings for Residential Uses: Infill and redevelop buildings, for multifamily and elderly residential uses.

Regulatory:

- Create an Overlay District that exempts the back lot structures from C-2 lot line setback requirements.



Mixed Use District

200 0 200 Feet

City of Joplin

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MARKETING STRATEGIES

The effort to make Downtown competitive with suburban locations does not stop with improving the physical environment or land banking. Nor can it be assumed that investors will come in droves because of the "strategic location" factor. Three marketing strategies required to compliment revitalization efforts in Downtown Joplin are:

- Promote the location through public relations, communications and community building;
- Market land and buildings; and,
- Broker and package the deal with existing financial resources.

Public Relations, Communications and Community Building. Promote the product to target audiences and markets by using a range of public relations tools such as sponsoring events to build community cohesion, celebrating accomplishments through special recognition and awards and keeping the membership and community well informed, so while the context might change over the years, the program elements remain the same: build a "sense of place."

Marketing Services

In addition to promoting the area's strengths through the public relations and communications program, the most effective marketing tools have been "brokering" information and personalized service.

In-house Marketing Information Center System. The tools Downtown might use initially to attract investment are not complex financing, but the ability to respond to calls for information on space, buildings or land. This service can be a pipeline for business expansions and attraction.

To initiate the marketing information center system, prepare a questionnaire that will be mailed to business owners in the Downtown area. The questionnaire will ask for information about their properties, such as vacant floor space, parking facilities, building attributes, contact information, and will explain how it is advantageous for them to give that information to a central information bank, where possible investors might go for finding suitable locations for their businesses. Build a user-friendly GIS (Geographic Information System) interface to use the responses from the questionnaires and build the database for the Downtown. The potential buyers should be able to gather information on buildings they might be interested in, their inventory, see images of the building, and build queries. This would form the backbone of the Marketing Information Center. It will also, in the later stages be responsible for:

- Maintaining an up-to-date property listing and distributing it to realtors, developers and prospective tenants.
- Serving as a clearinghouse for information on available properties, financial incentives and technical assistance.

- Maintaining a strong working relationship with real estate and financial institutions by involving them in marketing and development activities, providing them with updated information on sites available and sold, as well as providing Downtown tours.
- Monitoring and servicing all inquiries to completion by logging in all inquiries; meeting with prospects; providing relevant information; reporting monthly progress and utilizing a special stakeholder "sales team" for "peer-to-peer" marketing.
- Keeping current and potential Downtown business owners abreast of economic development resources and financial incentives through meetings, conferences, and mailings.
- Preparing custom marketing packages showing alternatives for specific properties or users.
- Another marketing strategy is promoting leasing to businesses unable to find a suitable purchase, because experience has shown that as companies succeed and grow, they stay.

Downtown plan and Marketing Brochure. Prepare a brochure that states the "Vision Statement" of the Downtown and the action steps being taken to implement it. The Brochure will describe in detail the progress of the plan and the resources available to downtown investors and other interested parties. As a self-mailer it will allow distribution among Downtown businesses to increase their involvement and interest in the Plan.

Brokering Financing Resources

Package the Deal. Implement brokering strategies to facilitate business location and relocation by drawing from a full range of financial assistance programs provided by various sources and join with a business as an ally and advocate through the financing process by eliminating the obstacles to private investment. It will help the business:

- Identify the business project goals and their financing needs.
- Present all the available financing options.
- Prepare a financial plan.
- Demonstrate the project's impact on the job market and tax base.
- Present the project application to the appropriate agency and begin the application process.
- Monitor each financing agency response and negotiate alternatives, as necessary.

PLAN MONITORING STRATEGIES

Downtown Stabilization and Redevelopment Audits

A periodic "Stabilization and Redevelopment Audit" should be conducted by the Task Force in Downtown and the adjacent neighborhoods. The purpose of the audit is to determine where a preponderance of conditions exist to warrant establishing a formal redevelopment program. The higher the number of factors, the more immediate and aggressive a redevelopment strategy is warranted. Some

of these factors are quantifiable while others are subjective. However, almost all of them can be applied to either commercial or residential areas of the Downtown, with the exception of retail sales, which could be applied in certain Downtown Districts, such as the Entertainment District.

In order for the Task Force to ascertain when conditions for redevelopment exist, a combination of the following 15 factors need to be present in the area under evaluation. These conditions, or factors, may be categorized into three major areas:

1. Ownership Factors,
2. Economic Factors, and
3. Community Factors.

The Downtown Stabilization and Redevelopment Audit factors include:

	Applicable Factor	Impact on Commercial	Impact on Residential
A.	Ownership Factors:		
1)	High Vacancy Rate	Yes	Yes
2)	Extended Vacancy Period	Yes	Yes
3)	Deed Restrictions	Yes	Yes
4)	Ownership Changes	Yes	Yes
5)	Non-owner Occupied Housing	-	Yes
B.	Economic Factors:		
6)	Retail Sales Decline	Yes	-
7)	Property Value Decline	Yes	Yes
8)	Lack of Renovation/ Remodeling Activity	Yes	Yes
9)	Economic Obsolescence	Yes	Yes
10)	Tax Delinquency/Bankruptcy	Yes	Yes
C.	Community Factors:		
11)	Lack of Property Maintenance	Yes	Yes
12)	Land Use Obsolescence	Yes	Yes
13)	Physical Obsolescence	Yes	Yes
14)	Environmental Concerns	Yes	-
15)	Safety Concerns	Yes	Yes

The factors should inventoried initially to set a "benchmark" of conditions in each Downtown District and in the adjacent neighborhoods. The factors should then updated periodically, such as semi-annually, to "track" changes in conditions. Yardsticks should be set for each factor so that a redevelopment step or other implementation measure could be implemented.

APPENDIX A: FINANCIAL INCENTIVES

URBAN REDEVELOPMENT CORPORATIONS CHAPTER 353 PROGRAM

Purpose
Initially enacted in 1943 as special legislation for St. Louis, its purpose was to address urban blight. This was an era when cities were infected with decadent, impoverished, economically distressed areas. Missouri's "353" law is the second oldest in the U.S.

Authorization
(353.010 to 353.190 RSMo)

How the Program Works
The "353" Law authorizes cities to establish Urban Redevelopment Corporations which are a private, not-for-profit entities. Once established, the Redevelopment Corporation makes application to the city to obtain certain rights and powers and incentives in exchange for redeveloping the area. Projects proposed by the Redevelopment Corporation should conform to the overall redevelopment plan.

A second ordinance is then needed to establish the procedures by which the proposals for development are accepted. This should include the powers, rights and incentives available to the Redevelopment Corporation and also identify its obligations.

Eligible Areas
Statewide.

Eligible Applicants
Only cities over 400,000 population (St. Louis and Kansas City) were eligible to participate at first. In 1976, the law was amended to make cities over 4,000 population eligible. It was amended again in 1988 to make cities over 2,500 population eligible except cities in St. Louis and Jackson Counties were the population criteria is 4,000. The law was again amended in 1993 to allow all cities in Missouri to be eligible regardless of their population.

Funding Methods
In order to entice development into the area, the city may grant up to, 25-year real property tax abatement in exchange for the redevelopment of the area by the Redevelopment Corporation.

Eligible Use of Funds
Property tax abatements in recent years, for the most part, have been limited to the new improvements made to real property; however, it doesn't have to be. All real property owned by the Redevelopment Corporation can be exempt. However, in 1994, the law was once again amended to prohibit existing

structures from being abated if such real property is part of a riverfront development intended to improve the site for an excursion gambling boat.

The abatement is divided into two phases.

1. The first phase covers the first ten-year period. Original law required real property to be abated 100% for the first 10 years. The school districts amended the law in 1986 to add the prepositional phrase, "not in excess of," not as it relates to the percent of abatement, but as it relates to the length (period of time) of the abatement. Therefore, the new law still requires the abatement to be 100% but for 10, 9, 8, 7, etc., number of years.
2. The second phase covers the next 15 years. However, the land and improvements thereon are reassessed on the value in the 11th year, as opposed to the original, assessed valuation prior to development. The same phrase, "not in excess of," also has an effect on the length of the abatement during the ensuing 15-year period.

While Kansas City and St. Louis have historically interpreted the statutes to require a 50% abatement during the ensuing 15-year period, DED contends, as does the Attorney General's Office, that a city can abate from 50% to 100% during the 15-year period if they desire to do so.

It is becoming more common today for a city to require the developer to prove his need for property tax abatement with documented facts and figures before offering it. It is reasonable for an abatement to be given in relation to the jobs and investment afforded by the project. Properties owned and therefore exempt under "353" may be transferred to the taxpayer or the business.

Application Procedure

Establishing a "353" area takes time, planning and legal expertise. Small redevelopment areas however, can be ready to go in as little as 90 days. A "test" to determine whether "353" is applicable to your area is contingent upon the answers to the following questions:

1. Has the area shown significant improvement in recent years?
2. Have attempts failed to attract private development due to the inability to assemble properties or due to excessive costs?
3. Is the area likely to improve without the use of some sort of an inducement?

Approval Method

The governing authority passes a formal resolution calling for the adoption of a redevelopment plan and designates an area of the city to be redeveloped. The resolution must also contain a declaration that the area is blighted.

A "blighted area" is one that a city determines has become an economic and social liability because of age, obsolescence, inadequate or outmoded design or physical deterioration and other such conditions that are conductive to ill health, crime or inability to generate reasonable taxes. Courts have held that older areas of cities Suffering from the following are blighted:

- Lack of parking,
- Buildings not suited for modern merchandising,
- A high rate of vacancies,
- Declining building conditions; and
- Declining property values.
- Recent case law also supports that a blighted area, as a whole, may include areas which, when standing on their own, are not blighted.

In the J.E. Dunn Construction Case, the Missouri Supreme Court held that, in the absence of fraud or deliberate intent to deceive, a declaration by the governing authority that an area is blighted is valid. The city must do the following before property tax abatement can be granted:

- Affected political subdivisions must be given a written statement identifying the impact of the proposed property tax abatement;
- Conduct a public hearing; and
- Enact an ordinance establishing an expiration date for the development rights, the power to use eminent domain, and the power to use property tax abatement, in the event the Redevelopment Corporation fails to execute the redevelopment plan.

The law was amended by the school districts in 1986 to permit the city and the Redevelopment Corporation to enter into an agreement requiring the Redevelopment Corporation, that is receiving property tax abatement, to make payments in lieu of tax payments.

Special Program Requirements
But For Provisions: A city should show that the implementation of "353" is necessary in order for the development to occur...the "but for" provision.

Eminent Domain: The city may use its power of eminent domain only for the purpose of providing public facilities such as street and utilities. The city may also pass the power of eminent domain to the Redevelopment Corporation who in turn uses this power on behalf of the city.

TAX INCREMENT FINANCING PROGRAM

Purpose
Tax Increment Financing allows future real property taxes and other taxes generated by new development to pay for the costs of construction of public infrastructure and other improvements required to make the project feasible. It therefore, stimulates redevelopment of a project or a designated redevelopment area (may be blighted, substandard and/or economically under-utilized area) that otherwise would not occur.

Authorization
Sections 99.800 to 99.865, RSMo and SB 1 (1997 special session).

How the Program Works

Tax Increment Financing (TIF) redirects an approved portion of certain local taxes caused by the project to reduce project costs. The TIF Commission negotiates the amount and length of the increment based on the least amount that would cause the project to occur. The TIF project funds may be derived from a bond issue (paid from the increment), or a reimbursement to the developer for approved costs.

Eligible Areas

Statutory requirements state that the redevelopment area must be a "blighted area", a "conservation area" or an "economic development area".

Blighted area: is an area which, by reason of the predominance of defective or inadequate street layout, unsanitary or unsafe conditions, deterioration of site improvements, improper subdivision or obsolete platting, or the existence of conditions which endanger life or property by fire and other causes, or any combination of such factors, retards the provision of housing accommodations or constitutes an economic or social liability or a menace to the public health, safety, morals, or welfare in its present condition and use;

Conservation area: is any improved area within the boundaries of a redevelopment area located within the territorial limits of a municipality in which fifty percent or more of the structures in the area have an age of thirty-five years or more. Such an area is not yet a blighted area but is detrimental to the public health, safety, morals, or welfare and may become a blighted area because of any one or more of the following factors: dilapidation; obsolescence; deterioration; illegal use of individual structures; presence of structures below minimum code standards; abandonment; excessive vacancies; overcrowding of structures and community facilities; lack of ventilation, light or sanitary facilities; inadequate utilities; excessive land coverage; deleterious land use or layout; depreciation of physical maintenance; and lack of community planning. A conservation area shall meet at least three of the factors provided in this subdivision for projects approved on or after December 23, 1997;

Economic development area: is any area or portion of an area located within the territorial limits of a municipality, which does not meet the requirements of a blighted area or a conservation area, and in which the governing body of the municipality finds that redevelopment will not be solely used for development of commercial businesses which unfairly compete in the local economy and is in the public interest because it will:

- Discourage commerce, industry or manufacturing from moving their operations to another state; or
- Result in increased employment in the municipality; or
- Result in preservation or enhancement of the tax base of the municipality.

A project approved for State TIF funds must be in a state enterprise zone, federal empowerment zone, urban core area, or central business district. The redevelopment area must include only those parcels of real property directly and substantially benefited by the proposed redevelopment project.

Eligible Applicants
Commercial or industrial redevelopment projects that create net new local taxes. The project must demonstrate that a subsidy is required to make the project feasible.

Eligible Use of Funds
Redevelopment Project costs include the costs of studies, surveys, plans and specifications, land acquisition, land preparation, professional service costs and fees, and construction costs of both public and private improvements. Most TIF project involve the development of public infrastructure to support a project, however, redevelopment of buildings is also typical.

Application Procedure
The municipality may either request proposals from developers on a specific project area, or they may respond to a request from a developer to use TIF for their project. The developer or municipality must prepare a "redevelopment plan" which must conform to statutory requirements. The TIF Commission would determine whether TIF is needed by the developer to make the project feasible and if so, how much. The other taxing districts and the general public have input into the decision process through a public hearing prior to the formal approval by the municipality.

Approval Method
If TIF is approved, a development agreement will be executed which may include specific expectations by the developer. The approved projects costs may be funded either by the issuance of industrial revenue bonds (paid from the TIF increments) or other loans. In any event, the developer will typically either guarantee the loan or purchase the bonds. The developer may also fund the approved project costs and be reimbursed from the increments over an approved time period.

Funding Limits
The "increment" may be up to 100% of the increased amount of real property taxes and 50% of local sales, utility and in St. Louis and Kansas City earnings taxes, for a period of up to 23 years, as approved by the municipality. The TIF statute requires a finding that, but for the TIF funding, the project could not be done. This may be done in several ways, such as the lack of development at the project site; additional costs of redevelopment; lack of private funds for the project; a projected pro-forma indicating that the projected return on investment (without the TIF assistance) is below a market rate of return, or other methods. For eligible projects that require an additional subsidy to make the project occur, the Department of Economic Development ("DED") may authorize up to 50% of state withholding taxes or 50% of state general sales taxes (1.5%) generated by a TIF project to supplement the local TIF funding. The state cannot independently authorize a TIF project, as a city or county must authorize the maximum 100% of real property taxes and 50% of the sales, utility, and in Kansas City and St. Louis earnings taxes in order for DED to approve state TIF Funding.

Special Program Requirements

TIF Commission: Prior to implementing TIF, the municipality is required to create a "TIF Commission" of nine, eleven or twelve persons, depending on the type of municipality. The municipality selects six persons; two are selected by the affected school district; one is selected from the other affected tax districts, and if the municipality is a city, the county selects two. The TIF Commission must recommend a project to the municipality (city or county), that has final approval.

Conformity to the Comprehensive Plan: The redevelopment plan should conform to the comprehensive plan for the development of the municipality as a whole.

Eminent Domain: The municipality's condemnation powers may be used in a TIF area (if approved by the municipality) to acquire property for use by a private developer implementing a project(s) contemplated in the TIF plan. Acquisition and relocation costs are eligible for TIF funding.

Economic Impact: The redevelopment plan must analyze the economic impact to each taxing district.

Reporting: Each year the governing body of the municipality or it designee shall prepare a report concerning the status of each redevelopment plan and redevelopment project and submit it to DED.

BROWNFIELD REDEVELOPMENT PROGRAM

Purpose

To provide financial incentives for the redevelopment of commercial/industrial sites owned by a governmental agency or that are privately owned. The sites must have been abandoned for at least three years and have contamination caused by hazardous substances.

Authorization

Section 447.700 to 447.718, RSMo.

How the Program Works

The program provides state income tax credits for eligible remediation costs. The Department of Economic Development (DED) may provide a grant for public infrastructure or a loan or guarantee for other project costs. Also, tax credits may be provided to businesses that create jobs at the facility.

Eligible Areas

Statewide, but the program is structured for projects in blighted redevelopment areas.

Eligible Applicants

The property must be owned by a public entity. If owned by a private entity, the city or county must endorse the project. The project must result in the creation of at least (10) ten new jobs or the retention of

25 jobs by a private commercial operation. "New jobs" are defined as full-time (35+ hours/week) for persons who were not employed by the business or a related taxpayer for the prior year. Housing projects do not qualify, but mixed use (housing and commercial) may qualify. The project must be accepted into the "Voluntary Cleanup Program" of the MO Department of Natural Resources, and cannot be a EPA (Environment Protection Agency) "Superfund" site.

Eligible Use Of Funds

- **Remediation Tax Credits:** DED may issue "remediation" tax credits for up to 100% of the remediation cost. The amount of remediation tax credits is also limited to the net state economic impact of the project. The applicant may sell the remediation tax credits to another Missouri taxpayer.
- **Loan or Guarantee Funds:** The applicant may use the guaranteed loan or direct loan funds to finance capital improvements at the project location. Loan proceeds may not be used for working capital, refinancing, inventory, purchase of stock from existing owners or other operating costs of the business or another entity.
- **Brownfield Tax Benefits:** The operator or lessees may obtain (for up to ten years), tax credits between $500 and $1,300 per year for each new job created; tax credits based on 2% (annually) of new capital investment; and a 50% income exemption. The city must provide real property tax abatement (for up to 15 years).
- **Due Diligence Matching Grant:** A public entity may request grant funding (up to $100,000 per project or 50% of the cost) to fund a feasibility study on an eligible facility. The other 50% may be from the public entity or private sources.
- **Grant for Public Infrastructure:** The public entity may also request grant funding for public capital improvements for up to $1 million (less any funds provided by loans or guarantees for the same project). The public entity and owner must demonstrate the inability to finance the entire amount of improvements to be considered for grant funding.

Application Procedure

An applicant must submit an application to DED for determination of eligibility. An application should also be submitted for remediation tax credits, Brownfield tax benefits, loan guarantees, a direct loan, and/or grant funding. An application must also be submitted to the Department of Natural Resources (DNR) for participation in the "Voluntary Cleanup Program". Acceptance into this program is a requirement of the Brownfield Redevelopment Program. There are no application deadlines, and the program is non-competitive. Eligible projects are approved based on having a positive net state economic impact and the applicant's need for incentives. The application and guidelines are available at the Missouri Finance Network web site: www.ecodev.state.mo.us/cd/finance

Approval Method

The remediation tax credits may be provided to the building owner upon documentation of actual expenses, except that at least 25% may be retained until the "clean letter" has been provided in conjunction with the Voluntary Cleanup Program.

Funding Limits

The total state costs of the project (tax credits, loans, grants) must be less than the projected new state economic impact of the project. DED will determine the economic impact for each project. The program provides state tax credits for up to 100% of remediation costs. Guaranteed loans or direct loans to an owner or operator of the property are limited to $1 million. Grants to public entities are also available up to $100,000 or 50% for feasibility studies or other due diligence costs. Grants can also be issued up to $1 million for the improvement of public infrastructure for the project. The total of grants, loans or guarantees cannot exceed $1 million per project.

CDBG PROGRAM: COMMUNITY FACILITIES

Purpose

The Community Development Block Grant Program (CDBG) offers grants to Missouri communities to improve local facilities, address health and safety concerns, and develop a greater capacity for growth. This category assists communities with providing a facility to supply specific services to its citizens.

Authorization

The Housing and Community Development Act of 1974 (Public Law 93-383), as amended.

Eligible Applicants

State CDBG funds are only available to cities and counties in non-entitlement areas. A non-entitlement area is a city with population less than 50,000 and/or a county with population less than 200,000.

Eligible Use Of Funds

Community facilities are senior centers, day care centers, community centers, youth centers, 911, rural health clinics (facilities without state funding), telecommunications, and all eligible activities designed to provide a service or group of services from one central location for a prescribed area of residents or users. This may include the infrastructure necessary to support the facility, as well. A local government or non-profit agency must own the facility. It is the responsibility of the applicant to ensure the non-profit status of the entity seeking assistance. The applicant must be confident of the capacity, history, and organizational structure of the non-profit.

Application Procedure

Communities interested in applying for grant assistance should complete a CDBG application. The community facility category is on a competitive cycle, and applications are due on March 15. Applications are rated on need, project impact, local effort, and past efforts. Applications must provide evidence of the ability to operate and maintain the facility for the purpose intended. CDBG funds proposed for the day to day operation of the facility are not eligible. The application and guidelines are available on the Department of Economic Development website at www.ecodev.state.mo.us/cd.

Funding Limits
The maximum amount any applicant can apply for is $300,000 or $5,000 per household.

Special Program Requirements
Applications that prove a need for the facility to serve a large portion of the public and implement a variety of services and programs to achieve a higher return on the investment are ones that will receive consideration. Education and health/well being programs are priorities. The facility must establish its ability to sustain the operation long after construction is complete. The Neighborhood Assistance Tax Credit Program and USDA Rural Development are programs where CDBG funds may match a larger project. At least 51% of the project beneficiaries must be low and moderate-income persons.

CDBG PROGRAM: DOWNTOWN REVITALIZATION

Purpose
The Community Development Block Grant Program (CDBG) offers grants to Missouri communities to improve local facilities, address health and safety concerns, and develop a greater capacity for growth. This category provides assistance to improve the condition of a community's downtown area.

Authorization
The Housing and Community Development Act of 1974 (Public Law 93-383), as amended.

Eligible Applicants
State CDBG funds are only available to cities and counties in non-entitlement areas. A non-entitlement area is a city with population less than 50,000 and/or a county with population less than 200,000.

Eligible Use of Funds
Public infrastructure and improvements, that will significantly contribute to the revitalization or redevelopment of the Downtown. These improvements may include, but are not limited to, water, sewer, electric, gas, sidewalks, curb cuts, street paving, parking, lighting, professional services and administration activities. Marketing costs are not eligible.

Application Procedure
Communities interested in applying for grant assistance should complete a CDBG application. The application cycle is open year-round with no deadline date and is based upon availability of funds. Applications are rated on need, project impact, local effort, and past efforts. Applicants must score a minimum of 65 points out of 100 to gain a recommendation for award. The application and guidelines are available on the Department of Economic Development website at www.ecodev.state.mo.us/cd.

Funding Limits
The maximum amount any applicant can apply for is $300,000.

Special Program Requirements

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. Public improvements must be part of a comprehensive redevelopment process such as the Main Street approach, which balances activities in four basic areas: organization, promotion, design, and economic restructuring. The rehabilitation of historic properties must conform to the Secretary of the Interior's Standards. The Downtown Revitalization Program requires $1 of private investment committed for every $1 of CDBG funds requested. Although there is no local match requirement, successful applicants often include local cash and in-kind to support the projects. Downtown revitalization must benefit at least 51% LMI (low to moderate income benefit), or be slum and blight clearance.

CDBG PROGRAM: NEIGHBORHOOD DEVELOPMENT

Purpose

The Community Development Block Grant Program (CDBG) offers grants to Missouri communities to improve local facilities, address health and safety concerns, and develop a greater capacity for growth. This category provides assistance to communities through both residential property rehabilitation and public infrastructure improvements.

Authorization

The Housing and Community Development Act of 1974 (Public Law 93-383), as amended.

Eligible Applicants

State CDBG funds are only available to cities and counties in non-entitlement areas (incorporated municipalities under 50,000 and counties under 200,000).

Eligible Activities

The Neighborhood Development Program falls into three categories: Targeted, Scattered Site, and Demolition only. Applicants should carefully review their program goals and the eligible activities under each category to determine which category their project would best fit. In the targeted approach, goals should include every activity necessary to create a sustainable, viable neighborhood. Under the scattered site approach, the applicant should be looking at improving the market value of housing throughout a larger area or improving housing conditions of a class of persons most in need. Demolition projects are used to eliminate slum and blight conditions that represent a hazard to the health and safety of citizens. Please contact the CDBG program for more details regarding each sub-category of the Neighborhood Development program.

Application Process
Communities interested in applying for grant assistance should complete a CDBG application. This category is competitive and has a deadline of June 15. Rehabilitation activities require 100% low-to-moderate income (LMI) beneficiaries. Any additional public facility work that is proposed in a target area application is must benefit at least 51% LMI per survey. Demolition activities may qualify by either LMI or slum and blight clearance. The application and guidelines are available on the Department of Economic Development website at www.ecodev.state.mo.us/cd.

Funding Limits
For target area projects, the maximum amount receivable is $600,000 or $21,000/household. Scattered site projects are limited to $500,000 or $21,000/household, and demolition only projects are limited to $125,000 with at least five demos addressed.

Special Program Requirements
Based upon survey as found in the CDBG application, applicants should determine the optimal target area boundaries to achieve the city's goals and objectives for the project. They must also ensure that the area has an adequate number of persons that are eligible (by income level) to participate in the program, and who desire to participate in the program. Applicants that show preparedness and local responsibility, leveraging and initiative will receive consideration.

COMMUNITY DEVELOPMENT CORPORATION GRANT PROGRAM

Purpose
Provide grants to Community Development Corporations (CDC) to administer innovative and creative programs/services that are focused towards assisting low-to-moderate income persons.

Authorization
Sections 135.401, RSMo. (1997)

How the Program Works
The Department of Economic Development (DED) will issue state grants to a CDC to cover expenses that are directly linked to administering the approved proposed project.

Eligible Areas
Statewide.

Eligible Applicants
A CDC is a nonprofit corporation with 501(c)(3) status whose Board consists of business, civic, and community leaders that reside in the target area. A CDC's primary purpose is to encourage and promote the industrial, economic, entrepreneurial, commercial and civic development or redevelopment of a community or area, **including** the provision of housing and community economic development projects that benefit low- income individuals and communities.

Eligible Use of Grants

Two types of grants are available:

- Special opportunity grants- finance projects, including administrative salaries, that are linked to such expenses as travel, equipment, office supplies, industrial space, office space, business incubators, and other expenses related to, but not limited to, housing development, job creation, and commercial revitalization. Administrative salaries must be directly tied to the project in some manner.
- Operational grants-finance those administrative salaries that are a vital part of maintaining day-to-day operations and the completion of projects.

Application Procedure

DED will send out an application to everyone on the mailing list and those who request an application. The deadline is published in the application. This grant program is highly competitive and is reviewed and evaluated by Community Development staff for approval. DED will notify an organization if they are approved or denied to receive a grant. Grants are awarded once per year. The application, guidelines and other program information are available at www.ecodev.state.mo.us/cdc.

Funding Limits

Special opportunity grant- $20,000 to $100,000

Operational grant- $5,000 to $50,000

A CDC may submit a maximum of two proposals.

Economic Development Administration Revolving Loan Funds

The Economic Development Administration's Revolving Loan Fund Programs are designed to provide gap financing for start-up as well as existing business and industry in rural areas. The Revolving Loan Funds are administered by various agencies throughout the state and are available in cooperation with area financial institutions.

A listing of agencies offering Economic Development Administration's Revolving Loan Fund programs can be obtained by contacting:

Paul Hildebrandt
Federal Building, Room B-2
608 East Cherry Street
Columbia, MO 65201
Telephone: (573) 442-8084
Internet Address: phildeb1@doc.gov

ENTERPRISE ZONE TAX BENEFIT

Purpose

Facilitate the expansion of new or existing businesses in Missouri's 65 enterprise zones.

Authorization
Sections 135.200 to 135.258, RSMo.

How the Program Works
State income tax credits are provided to a business based on the number of new jobs and amount of new investment created at the qualifying facility. The business may earn credits based on the facility's new jobs and investment, the number of zone residents and "special" employees hired and trained for the facility. There is a possible income exemption, partial tax credit refund, and property tax abatement on improvements to real property provided certain requirements are met. The credits are provided each tax year for up to a ten-year period after the project commences operations. Each enterprise zone has a different expiration date for the income tax credits.

Eligible Areas
The eligible project must be located in one of Missouri's 65 enterprise zones. Zones are certified by the Department of Economic Development (DED) based on demographic eligibility and approval of a request by the local governments. The statutes limit the number of zones that may be authorized.

Eligible Applicants
Eligible projects include facilities primarily engaged in manufacturing, warehousing, wholesale distribution, mining, insurance, research and development, recycling operations, computer-related services, and certain office activities. The business must have created at least 2 new jobs and $100,000 new investment ($1,000,000 for replacement facilities) at the project site. Facility eligibility is determined by its primary Standard Industrial Classification (SIC) code as designated by the Division of Workforce Development.

Eligible Use of Tax Credits
The business may reduce its total Missouri income tax by up to 100%, depending on whether it operates other Missouri facilities; the more jobs and investment created at the qualifying facility, the more Missouri income tax the earned credit can offset.

Application Procedure
Effective January 1, 1999, the business must submit a form letter of intent (pre-application) to DED at least 15 days prior to commencement of facility operations in order for the project to be eligible. The business must submit Missouri Form 135 with Schedules S and M the year immediately following the tax period the project commenced operations. The DED reviews the application, determines eligibility, and if the project is eligible, issues the tax credit certification to the Department of Revenue authorizing the taxpayer to claim the credits. The application is available at the Missouri Finance Network web site: www.ecodev.state.mo.us/cd/finance/programs/enterzone.htm

Approval Method
The credits are based on the original cost of new machinery, equipment, furniture, fixtures, land and building, and/or eight times the annual rental rate paid for the same. Inventory is not eligible.

Funding Limits
The tax credits are earned each tax period for up to a 10-year period, depending on the zone's expiration date. Possible tax credits include:

- $400 for each new job created at the project;
- 2% of the new capital investment over $100,000 created at the project;
- $400 for each zone resident employee (prorated on 365 days);
- $400 prorated on 365 days for each "special" employee hired (person must be unemployed for at least 90 days when hired, or eligible for AFDC or the General Relief program);
- $400 per employee trained, who is a zone resident or was unemployed for 90 days when, hired;
- Up to $75,000 refund of unused credits earned by new facilities only; and
- At least a 50% abatement for at least 10 years on improvements made to real property used for manufacturing, mining, warehousing, or wholesale distribution. Abatement may be offered to other types of companies if the facility creates at least 50 new full-time jobs.

Special Program Requirements
Credits may be applied to Chapter 143, excluding withholding taxes imposed under 143.191 to 143.261, or 148, RSMo (insurance companies and banks). If the taxpayer is an S-corporation or partnership, the individual shareholders or partners may take the credits on business income only. There are no carry-forward provisions. Credits are re-earned each tax year for up to 10 years, depending on the life of the enterprise zone.

HISTORIC TAX CREDIT PROGRAM

Purpose
Provide an incentive for the redevelopment of commercial and residential historic structures in Missouri.

Authorization
Sections 253.545 to 253.559, RSMo.

How the Program Works
The program provides state tax credits for 25% of eligible costs and expenses of the rehabilitation of approved historic structures incurred after January 1, 1998.

Eligible Areas
Statewide, but only for eligible properties.

Eligible Applicants
Any person, firm, partnership, trust, estate, or corporation is eligible to participate in this program, with the exception of not- for-profit entities and/or government entities.

Eligible Use Of Tax Credits
The tax credits may be used to offset Missouri income tax liability imposed pursuant to Chapter 143 and Chapter 148 RSMo, except sections 143.191 to 143.265, RSMo. Credits may be used in the year provided. Excess credits may be carried back three years and/or carried forward 10 years. The tax credits issued for costs incurred after August 28, 1998 are sellable and transferable.

Application Procedure
The applicant will submit an application to DED, which will then submit the information to the State Historic Preservation Office to determine the eligibility of the property and proposed rehabilitation, based on the standards of the US Department of the Interior. There are no application deadlines, and the program is non-competitive.

Special Program Requirements
An eligible property must be (a) listed individually on the National Register of Historic Places, or (b) certified by the MO Department of Natural Resources as contributing to the historical significance of a certified historic district listed on the National Register, or (c) of a local historic district that has been certified by the US Department of the Interior. The costs and expenses associated with the rehabilitation must exceed 50% of the total basis of the property (acquisition cost). The application and guidelines are available at the

Department of Economic Development website at www.ecodev.state.mo.us/cd/hptc.

INDUSTRIAL DEVELOPMENT BONDS (CHAPTER 100)

Purpose
Industrial development bonds ("IDBs") were developed by the US Congress and the Missouri General Assembly to facilitate the financing of business projects. In 1986, a significant change in the federal tax laws severely limited the use of tax-exempt IDBs. Chapter 100 bond projects are less common because they put a city in the position of actually owning land and improvements and leasing them to the developer, with the developer's rent being used to pay off bonds used to acquire and build the facility.

Because city owned property is exempt from all property taxes, the developer as the tenant ends up paying no property taxes, in effect, a 100% property tax abatement during the term of the lease. Chapter 100 bond projects are limited to major projects including industrial facilities, warehouses, R & D facilities, agricultural processing and "office industries" (regional, national or international headquarters, telecommunications operations, computer operations, insurance companies and credit card processing centers).

Bond financing, which can be used to acquire land, build and equip the facility, can be either general obligation (voter approval required) or revenue bond financing, the latter to be paid off solely from rents and revenues from the constructed facility. The various types of IDBs are discussed below.

Methods of Issuance

"Chapter 100" City or County Industrial Development Bonds

Sec. 100.010 to 100.200, RSMo allows cities or counties to purchase or construct certain types of projects with bond proceeds and to lease or sell the project to a company. These "industrial development" bonds may be issued either as a **"revenue"** bond or a **general obligation** bond.

Eligible Projects

The purchase, construction, extension and improvement of warehouses, distribution facilities, and industrial plants, including the real estate either within or without the limits of such municipalities, buildings, fixtures, and machinery; except that any project of a municipality having fewer than eight hundred inhabitants shall be located wholly within the limits of the municipality. (HB 1656 of the 1998 legislative session will go into effect 1/1/99 which adds "office" projects.)

Revenue Bond

An industrial development "revenue " bond does not require a public vote and does not have the general credit of the city as a guarantee. Since revenue bonds are merely a "pass through" (as the bonds are sold on the basis of the company's credit), there are four reasons that Chapter 100 Revenue Bonds may be a benefit:

- The interest received by the bondholders **may** be exempt from federal and state income taxes, if the project is eligible. (See Tax-Exempt Bond Requirements)
- Real estate or other assets **may** be exempt from some or all property taxes if structured as a lease to the company. (See Property Tax Exemption/Abatement)
- The company may desire an "off-balance sheet" lease structure, with the city/county owning the facility. The lease could be structured as an "operating" lease under generally accepted accounting standards; and,
- If the city/county owns the facility and purchases the building materials, the building materials would likely be exempt from state and local sales taxes. (See Sales Tax Exemption)

General Obligation Bond

A "general obligation" Chapter 100 Industrial Development Bond requires a 2/3 public voter approval since it will have the credit of the city or county issuer as a guarantee on the bonds. The 4/7 vote on municipal general obligation bonds does not apply to "industrial development" general obligation revenue bonds. The benefit of General Obligation bonds is that the bonds are highly marketable, whether or not the company's credit is good. Even if the company's credit is good, General Obligation bonds typically will have a somewhat lower interest rate. It is rare in Missouri for a city or county to issue general obligation, industrial development bonds. The downside to this approach is that if the company (who is the underlying borrower or lessee) defaults, the city or county must make up any deficiency to the

bondholders either by their budget reserves or an increase in property taxes. The limited number of general obligation bonds that have been issued were for industrial buildings that were highly marketable to other companies.

Tax-Exempt Interest
The interest paid to bondholders may be exempt from federal income taxes if the project meets eligibility requirements that would allow a lower interest rate. (See Tax-Exempt Bond Requirements for eligibility.) Most industrial revenue bonds would be exempt from state income taxes whether or not they would be exempt from federal income taxes, however, since state income taxes are low, this is a negligible benefit. Taxable bonds may be issued if the project does not meet the federal eligibility requirements, but there is no significant benefit compared to conventional financing by a bank or other lenders.

Property Tax Exemption/Abatement
Upon the approval of the city/county issuer, it may be possible to exempt/abate most of the real and/or personal property tax of new real estate improvements and new machinery financed by a Chapter 100 bond. To enact this procedure, the city/county must own the assets financed by the bonds and an eligible company would lease the assets from the city/county for the term of the bonds. The amount and term of abatement/exemption depends on a negotiation with the city/county issuer, as they have the discretion to abate any portion of the property taxes. In effect, the property tax is exempt by virtue of public ownership, however, the city/county may require that a portion of the payments otherwise due will be paid in the form of a payment in lieu of tax. The possible exemption of personal and/or real property as described in this section should be fully discussed with the city/county attorney, as the Department of Economic Development (DED) does not necessarily represent the validity of this procedure. Various reputable attorneys have represented that this procedure is valid, however, state statutes do not specify this procedure. Some of the cities and counties that have issued Chapter 100 bonds for the purposes of tax abatement/exemption in the recent past are Kansas City (several companies), Cape Girardeau County (Procter and Gamble), O'Fallon (MEMC), Farmington (Huffy Bicycle), and Buckner (Bean Lumber). Before indicating how much a company may save in property taxes, it is important that the county tax assessor rule on how he/she will value the lease. Some assessors required a property tax based on the "bonus" value of the lease (the value remaining when the bonds are retired). There are other possible ways to abate/exempt real and personal property taxes including bonds issued by a Land Clearance for Redevelopment Authority (limited to only certain types of cities), Planned Industrial Expansion Authority bonds (also limited to certain types of cities), or the Missouri Development Finance Board. In addition, real property abatement is also possible through Enterprise Zones, Tax Increment Financing, Brownfield Redevelopment Program, and Chapter 353 Urban Redevelopment Corporations, but these programs do not affect personal property. Port Authorities may issue IDBs, but do not have many of the other powers of Chapter 100 bonds. DED strongly recommends that a city or county. obtain the endorsement of all taxing authorities **before** they offer any type of tax abatement to a company. It is not a legally required procedure, but history has demonstrated it is a very good practice to prevent poor public relations and possible lawsuits.

Plan

Any municipality proposing a Chapter 100 project for industrial development shall first, by majority vote of the governing body of the city/county, approve the plan for the project. The plan shall include the following information pertaining to the proposed project:

- A description of the project;
- An estimate of the cost of the project;
- A statement of the source of funds to be expended for the project;
- A statement of the terms upon which the facilities to be provided by the project are to be leased or otherwise disposed of by the municipality; and
- Such other information necessary to meet the requirements of sections 100.010 to 100.200.

Bidding, Wage Rates

Since a private company will provide the funding for payments on Chapter 100 Revenue Bonds, there appears to be adequate precedence that bids are not required and wage rates are not in effect. A city/county should be aware of Section 100.170, RSMo, which says: "Whenever the approved plan for the project calls for the construction, improvement or extension of facilities, the municipality shall enter into a contract for the purpose. All contracts shall be let on competitive bidding to the lowest and best bidder. Notice of the letting of the contracts shall be given in the manner provided by section 8.250, RSMo." However, Wring v. City of Jefferson (Mo.), 413 S.W.2d 292, indicates that: "This section is ordinarily applicable only to contracts whereby city itself assumes obligation or indebtedness, and a third class city is not required to let construction contracts for projects financed by industrial revenue bonds by competitive bidding to lowest and best bidder." Given this information, the city/county should ask the advice of their attorney.

"Chapter 349" Industrial Development Corporations

Sec. 349.010 to 349.100 establishes industrial development corporations (IDCs) for the purpose of issuing taxable bonds or tax-exempt bonds for eligible projects (see definition below). There is no voter approval required and the general credit of a city or county does not guarantee the bonds. An IDC does not have taxing authority. Many IDCs own property or buildings and lease them to companies. Since 1986 (due to the federal tax changes reducing the eligibility of tax-exempt bonds), the number of IDC issued bonds has dropped significantly.

Local Funding

It is a fairly common practice for a city or county to provide funds to an IDC for various economic development purposes, such as marketing or incentives. However, such transactions are done as a contract for services as a grant may not be legal.

Tax-Exemption

IDC bond requirements for federal tax-exemption of the interest to the bondholders is the same as Chapter 100 bonds.

Property Tax Abatement
Property taxes **cannot** be exempted by the use of IDC bonds, and an IDC has no authority for general obligation bonds to be issued.

Miscellaneous Provisions
Property may be owned by an IDC and leased to a company. IDCs have no power to enact eminent domain. Wage rates and bidding are not required for Chapter 349 bonds. **"Project"** means the purchase, construction, extension and improvement of plants, buildings, structures, or facilities, whether or not now in existence, including the real estate, used or to be used as a factory, assembly plant, manufacturing plant, processing plant, fabricating plant, distribution center, warehouse building, public facility, waterborne vessels excepting commercial passenger vessels for hire in a city not within a county built prior to 1950, office building, for profit or not for profit hospital, not for profit nursing or retirement facility or combination thereof, physical fitness, recreational, indoor and resident outdoor facilities operated by not for profit organizations, commercial or agricultural facility, or facilities for the prevention, reduction or control of pollution. Included in all of the above shall be any required fixtures, equipment and machinery. Excluded are facilities designed for the sale or distribution to the public of electricity, gas, water or telephone, together with any other facilities for cable television and those commonly classified as public utilities. Projects of a municipal authority must be located wholly within the incorporated limits of the municipality except that such projects may be located outside the corporate limits of such municipality and within the county in which the municipality is located with permission of the governing body of the county. Projects of a county authority must be located within an unincorporated area of such county except that such projects may be located within the incorporated limits of a municipality within such county, when approved by the governing body of the municipality.

Membership
All IDC directors (not less than 5) shall be appointed by the chief executive officer of the county or municipality with the advice and consent of a majority of the governing body of the county or municipality. All directors must be residents of that city or county.

Missouri Development Finance Board (MDFB)
Sec 100.250 establishes the Missouri Development Finance Board (MDFB), an independent agency affiliated with DED. The MDFB has the ability to issue tax-exempt bonds (for eligible projects) or taxable bonds. The MDFB cannot issue general obligation bonds. MDFB revenue bonds may exempt property taxes (similar to the ownership/lease provisions of a Chapter 100 bond), however, MDFB's policy is to do so only if the affected local governments request the exemption. The MDFB has the power to issue all types of IRBs for nearly any type of project anywhere in the state. They cannot enact eminent domain, and cannot pledge the credit of the state to guarantee a bond issue that benefits a private company. The MDFB can guarantee a bond (using state tax credits) if the proceeds are used only for a public infrastructure facility owned by a public entity. The MDFB occasionally issue bonds for public infrastructure or buildings where the MDFB would own the facilities and lease them to a public entity. The public entity would make an annual appropriation from their budget for lease payments; therefore, it

is not considered a long-term debt that requires a public vote. This transaction is similar to a "6320" non-profit corporation, many of which are called "public facility authorities", as created by local governments.

Development Bonds Tax-Exempt Bond Requirements

- Requirements for the interest on industrial development bonds to be tax-exempt to the bondholders;
- The benefiting company must be a manufacturer (SIC 20-39 generally);
- Capital expenditures of the company (within that city, or county if not in a city) must be less than $10 million for the past 3 years **and** the next 3 years combined. (This includes **all sources** of funds for any capital expenditure **except** operating leases for real estate, or machinery/equipment.)
- Bond proceeds may finance only fixed assets (real estate, machinery/equipment, etc.).
- Total outstanding tax-exempt bonds for all related companies of the borrower cannot exceed $40 million. ("Related" includes companies that are owned by a majority interest.)
- Must obtain a "tax-exempt allocation" by the Missouri Department of Economic Development. The federal tax laws allows DED to issue up to about $270 million each year in tax-exempt bonds for industrial development, first-time farmers, student loans, multi-family housing, low-income housing, and "exempt" facility bonds. The demand for the allocation greatly exceeds the limit.
- Other requirements, which depend on the specific case.

Sales Tax Exemption

Letter rulings L9293 and L9184 by the Missouri Department of Revenue indicate that building materials and other assets financed with Chapter 100 revenue bonds are exempt from state and local sales taxes. To qualify for this exemption, the city/county must own the assets and pay for them.

Marketing of the Bonds

For any of the methods cited above except general obligation bonds, industrial revenue bonds are sold to investors solely on the credit of the company; therefore, it makes little difference that the issuer is. Bond investors are very conservative, therefore, the company must be very creditworthy (preferably with a rating from S&P or Moodys), or, be able to obtain a letter of credit from a regional or national bank to guarantee the bonds. Unfortunately, the IRB route is not practical for expansions of small companies or start-ups who need the interest rate break the most. Prior to 1986, banks were the largest purchasers of tax-exempt IRBs; however, the tax reform act of 1986 eliminated the tax benefits of IRBs from banks. Since then, institutional buyers, such as insurance companies, mutual funds, and wealthy individuals who can benefit from the tax advantages of tax-exempt investments have purchased most IRBs. Some companies have bought their own tax-exempt bonds, but there are restrictions that make this somewhat problematic.

Interest Rate, Term

The interest rate of IRBs depends upon several factors - term, fixed or floating rate, credit rating, and current market conditions. Tax Exempt rates for a one-year floating rate based on a AAA letter of credit generally will be about 50 basis points (1/2%) below the one year US Treasury bills. Historically, this has been about 57% of the prime rate. For lesser credit ratings, generally add 25 basis points for an AA rated

and 25 more for A rated. For a fixed rate AAA rated 20-year bond, the rate would be about the same as a 20-year Treasury bill. Generally, purchasers prefer shorter terms, floating rates, and an investment grade credit rating by Standard and Poors or Moodys by the company, or a letter of credit from a highly rated bank. The issuance fees (attorney, underwriter, trustee, printing, etc.) can range from 2.5% - 4% (generally about 3%), depending upon the amount of the bond issue (the smaller the issue, the higher the fees), and the difficulty in selling the bonds. In addition, annual letter of credit fees (if applicable) can range from .5% to 1.5%. Generally, an issue less than **$500,000-$1,000,000** may not be cost effective due to the fees and marketing difficulty. The term of bonds is generally negotiated between the company and a bank that may issue a letter of credit or the purchaser (if the bonds are sold as a private placement to primarily one buyer). Federal tax law limits the term of tax-exempt bonds to 125% of the useful life of the asset. If a company is interested in pursuing a tax-exempt bond, it should:

a) Discuss the possibility of a letter of credit with a regional bank; or
b) Engage the services of a reputable investment-banking firm to analyze the company's options of selling the bonds without a bank letter of credit.

Inducement Resolution

Prior to the commencement of the project, the issuer must authorize an "inducement resolution", which basically indicates the issuer agrees to issue the bonds if a buyer can be found. Since the issuer is not providing a guarantee for the borrower, the only reason an inducement resolution would be denied is if the project would in some way be an embarrassment to the issuer. (Such a situation may be an environmental problem, competition with an existing industry, past financial problems, or obvious inability to service the debt.) In reality, if the project is not creditworthy, the company will not be able to attract a buyer for the bonds. Therefore, the issuer doesn't have to worry about a thorough credit analysis of the company. The bonds should generally be issued within a year from the date of the inducement resolution. The issuer may provide an extension. Generally, the federal tax laws provide that any costs incurred within 60 days prior to the date of the inducement resolution may be financed with bond proceeds.

MAIN STREET PROGRAM

Purpose

The mission of the Missouri Main Street Program is to assist communities with a population of less than 50,000 to economically and physically revitalize their downtown. Missouri Main Street Program offers technical assistance to self- initiated communities adhering to guidelines of the National Trust for Historic Preservation.

Authorization

Sections 251.470-251.485, RSMo.

How the Program Works

The Missouri Main Street Program provides technical assistance and training to city governments, business organizations, merchants and property owners in order to implement the National Main Street Center's Four-Point Approach ™ to downtown revitalization based on economic restructuring, design, organization and promotion. Downtown revitalization is encouraged through economic development within the context of historic preservation. The main purpose of a local main street program is to ensure the long-term success of the Downtown by creating, educating, training and empowering a comprehensive volunteer-based professional downtown revitalization association. The program works to ensure that the Downtown districts of Missouri's small cities remain essential elements to their sense of community, their cultural heritage and to the state's economy.

Eligible Applicants

The program sponsors the Excellence in Downtown Revitalization Awards in order to celebrate and recognize outstanding downtown revitalization activities in communities throughout the state. Winners are announced at the annual Main Street conference. Cities or towns with population of fifty thousand or less may be eligible to apply. The applicant is a partner with a broad-based community organization to administer, direct and oversee specific projects and activities. Such organizations may be:

- Nonprofit corporations under the provisions of Chapter 355, RSMo; or
- Organizations holding a 501(c)3 ruling from the IRS

Application Procedure

Applications from eligible communities may be submitted to the Department of Economic Development upon notification of fund availability. The number of applications, approved from new communities is dependent upon funding allocation and staff constraints. New communities have been designated in 1989, 1990, 1996 and 2000.

NEIGHBORHOOD IMPROVEMENT DISTRICTS PROGRAM

Purpose

To provide an affordable mechanism to finance public improvements.

Authorization

Sections 67.453 to 67.475, RSMo.

How the Program Works

General obligation bonds are issued to finance public improvements requested by benefiting property owners. The bonds are paid by special assessments to the property owners.

Eligible Use of Funds

Public improvements, including acquisition, construction, engineering, legal and related costs.

Funding Limits
The project should realistically be in excess of $150,000 due to the financing costs. The outstanding bonds cannot exceed 10% of the city or county's assessed valuation.

Geographic Eligibility
An area, as defined in a petition, that benefits from the public improvements. There are no particular limitations on district boundaries.

Special Program Requirements
Cities or counties issue general obligation bonds, which the payments are passed on to property owners who benefit from the improvements through special assessments. There is no public vote required for the issuance of the bonds. Application Procedure

1. Inform the city or county that an attempt will be made to enact a NID project. (This is not legally required.)
2. Cost estimate is made by an engineer.
3. A petition (prepared by an attorney) is distributed to the property owners which describes the project; estimates the costs; specifies the boundaries of the district; specifies the proposed method of assessment; notifies property owners that they not withdraw their name later than seven days after the petition is filed with the county; and notifies owners that the final cost may not exceed the estimate by more than 25%.
4. Submit the petition to the county. The owners of at least 2/3 of the land area within the district must sign the petition.
5. After the city/county clerk receives the petition, the county commissioner may issue an ordinance to determine the advisability of the project. The county would publish a notice of public hearing (between 10-20 days prior to the hearing), and mail a notice of the hearing to the property owners of the district.
6. If the city/county approves of the project after the hearing, it would issue an ordinance that the improvements be made, and that the financing be performed as stated.

Funding Method
1. Temporary notes would be issued until construction is completed. Upon completion, general obligation bonds are issued, up to a period of 20 years.
2. Also upon completion, the city/county would issue an ordinance assessing each parcel with its proportionate share of the costs. The city/county clerk would then mail a notice to each property owner to inform them of the assessment and a statement that they may pay the assessment in full or in the installments under the bond financing.
3. The first installment would be due on the first of the next year after the completion of the project.
4. The city/county would establish a separate fund for this project where the proceeds from temporary notes or bonds are placed. Any balance after completion shall be credited against the amount of the original assessment of each parcel on a pro-rata basis, and refunded.

NEIGHBORHOOD PRESERVATION ACT

Purpose
To provide an incentive to rehabilitate owner occupied housing or to construct new owner occupied homes in certain areas of the state.

Authorization
Sections 135.535(1), RSMo. (1999)

How the Program Works
Department of Economic Development (DED) will issue state income tax credits to a home owner that either rehabilitates a home; or to a home owner or developer that constructs a new home that will be or is owner-occupied in certain designated areas of the state.

Eligible Areas
- Distressed communities as defined in 135.530, RSMo.
- Qualifying areas that are within a U.S. census block which has a median household income of less than 70% of the median household income for the MSA or non-MSA in which it is located.
- Eligible areas that are within a U.S. census block which has a median household income between 70-89% of the median household income for the MSA or non-MSA in which it is located.

Maps of eligible and qualifying areas can be found at www.ecodev/state.mo.us/ded/nparebuildcomm

Eligible Applicants
Any person, partnership, corporation, trust or limited liability company who incurs eligible costs for a new residence or rehabilitates a residence for home owner occupancy that is located in a designated area.

Eligible Use Of Tax Credits
The tax credits may be used to offset Missouri income tax liability. They may not be refunded but may be carried back three years and carried forward five subsequent tax years. The credits are transferable upon notification to DED.

Application Procedure
A pre-application is submitted to the DED, which includes cost estimates and scope of work to be done. The Department will grant preliminary approval based on a first come basis, starting the first working day of each calendar year. The applicant then submits a final application upon completion of the work. The amount awarded cannot exceed the preliminary approved amount. The application and guidelines are available online at www.ecodev.state.mo.us/cd.

Funding Limits
The maximum credits available are $16 million - $8 million for qualifying areas and $8 million for eligible areas. The amount of credits available

- New Residences in Eligible Areas –15% of eligible costs, tax credits cannot exceed $25,000 per residence;
- New Residences in Qualifying Areas – 15% of eligible costs, tax credits cannot to exceed $40,000 per residence;
- Rehabilitation in Eligible Areas – 25% of eligible costs, minimum costs $10,000 Maximum tax credits cannot exceed $25,000 per residence;
- Rehabilitation in Qualifying Areas – 25% of eligible costs for residences not undergoing substantial rehabilitation, minimum costs $5,000. Maximum tax credits cannot exceed $25,000 per residence;
- Rehabilitation in Qualifying Areas – 35% of eligible costs for residences undergoing substantial rehabilitation, minimum costs no less than $5,000 AND greater than or equal to 50% of purchase price. Maximum tax credit cannot exceed $70,0000 per residence.

Special Program Requirements
The tax credits may be used to offset state income tax liability (Section 143, RSMo except sections 143.191 to 143.261). Tax credits may not be claimed in addition to any other state tax credits with the exception of the historic structures rehabilitation tax credit authorized in sections 253.545 to 253.559 RSMo. If historic credits are claimed the maximum available credits shall be the lessor of 20% of the costs or $40,000.

REBUILDING COMMUNITIES PROGRAM

Overview
The Rebuilding Communities Program designated a number of cities and towns in Missouri as communities that would benefit from economic stimulation through the growth of business. Through the Rebuilding Communities Tax Incentive Program, the Department of Economic Development now offers tax credits and financial incentives to encourage businesses to locate in areas of the state that are the most in need of a powerful financial boost. To be eligible for the program, a business must be located within one of the designated rebuilding community areas. The business must also have more than 75% of its employees at the facility in the rebuilding community, must have less than 100 employees, and must be a manufacturing, biomedical, medical devices, scientific research, animal research, computer software design or development, computer programming, telecommunications, or a professional firm.

Authorization
Sections 135.530 to 135.545, RSMo. (HB 1656, 1998)

Eligible Areas
Based on demographic requirements, 214 entire communities in Missouri qualify, and some census block groups qualify.

Eligible Businesses

- An existing business; (b) A new business; or (c) A relocating business (moving from outside an eligible area into an eligible area).
- Must have more than 75% of its employees at the facility in the distressed community prior to the issuance of tax credits.
- Must have fewer than 100 employees total for all facilities at the time a Pre-Application is submitted.
- Manufacturing, biomedical, medical devices, scientific research, animal research, computer software design or development, computer programming, telecommunications or a professional firm (certain types only).

Program Benefits - New or Relocating Businesses

The business may choose one of the 40% tax credits, plus obtain the 1.5% Employee Credit.

- 40% Income Credit: State income tax credit to the taxpayer for each of the three years after such move based on 40% of their income taxes due. The maximum amount of credits per taxpayer is $125,000/year for each of the three years for which the credit is claimed; OR,
- 40% Specialized Equipment credit: State income tax credit of 40% of the amount of funds expended for computer equipment and its maintenance, medical laboratories and equipment, research laboratory equipment, manufacturing equipment, fiber optic equipment, high speed telecommunications, wiring or software development expense; maximum of $75,000/ year per business for the year of commencement of operations plus the next 3 years.
- 1.5% Individual Credit: Qualified employees of a new or relocating business may receive a tax credit against state individual income tax equal to 1.5% of their gross salary paid at such facility earned for each of three years that the facility receives one of the 40% tax credits.

Program Benefits - Existing Businesses

An "eligible business" already located in an eligible area which expends funds for specified equipment exceeding its average of the prior two years for such equipment, shall be eligible to receive a 25% tax credit against state income taxes owed up to a maximum of $75,000 in tax credits per business.

Use of Tax Credits

- The two 40% tax credits and the 25% credit may be used for taxes owed the previous three years, in any of the five tax years thereafter, or may be transferred, sold or assigned.
- The 1.5% credit may be carry forwarded indefinitely, but is not sellable.
- The tax credits may offset state income taxes owed in chapters 143, 147, 148, RSMo.

Approval Method

- Eligible businesses must submit a Pre-Application to DED prior to both (a) the Commencement of Operations (for new or relocating businesses) and (b) incurring costs for the purchase of specialized equipment (if applicable). A Pre-Application can be obtained from DED's web site at MO Finance Network.

- Existing businesses must submit a Pre-Application no earlier than January 1 in each year that they intend to request tax credits for the purchase of new specialized equipment.
- Tax credits shall be reserved for applicants meeting the requirements of the program in the order that Pre-applications are received. The credits are awarded for only one project of each eligible business facility.
- Tax credits will be issued upon the submission of an Application by the appropriate deadline (March 1 for the 1.5% Employee Credit; November 30 for both the 40% and 25% Specialized Equipment tax credit; and 30 days after the business's income tax is filed for the 40% Income credit).

Maximum Funding - All Projects
- The total tax credits for the two 40% credits and the 1.5% credit is $10 million for each calendar year for all businesses (less the amount used by the Existing Businesses).
- The total maximum credit for Existing Businesses is $750,000 for each calendar year.

EZ or BFC restrictions
No business shall earn Rebuilding Community tax credits and Enterprise Zone or Business Facility tax credits for the same project for the same tax period. If a project is eligible for more than one, the business may choose only one program.

TRANSPORTATION DEVELOPMENT TAX CREDIT PROGRAM

Purpose
Economically stimulate business activity in Missouri's "Rebuilding Areas" through transportation development/investment.

Authorization
Sections 135.530 to 135.545, RSMo. (HB 1656, 1998)

How The Program Works
A company or individual may receive a state income tax credit for 50% based on a contribution to a public entity. A for profit company may also receive a state tax credit for 50% based on an investment in an eligible activity.

Eligible Areas
The investment must be located in a "Rebuilding Community" area. Based on demographic requirements, 214 entire cities qualify, along with some census block groups.

Eligible Activities
- Aviation (airport development by public entities);
- Mass transportation (including parking facilities for users of mass transportation);
- Railroads (not including rolling stock that will travel out of the eligible area);

- Ports (public improvements within ports, including parking facilities and limited access roads within ports);
- Waterborne transportation (must be entirely in the eligible area);
- Bicycle and pedestrian paths; or
- Rolling stock (for public transportation).

Eligible Use Of Tax Credits
A taxpayer may carry forward any unused tax credit for up to 10 years and may carry it back for the previous 3 years until the credit has been fully claimed. The tax credits may be transferred, sold or assigned upon proper notification to the Department of Economic Development (DED).

Application Procedure/Approval Method
The investment must be part of a development plan approved by the appropriate local agency and DED. No costs may be incurred or contributions made prior to the approval of the request by DED. There is no deadline for the submission of applications but funding is on a first-come basis, based on the date of the submission of the application.

Funding Limits
Individual projects are limited to $3 million in tax credits per year. All projects are limited to $10 million per calendar year.

SMALL BUSINESS INCUBATOR TAX CREDIT PROGRAM

Purpose
To generate private funds to be used to establish a "protective business environment" (incubator) in which a number of small businesses can collectively operate to foster growth and development during their start-up period.

Authorization
Section 620.495 RSMo, 1994.

How The Program Works
The Department of Economic Development (DED) will issue state tax credits to any taxpayer who makes a contribution to an approved incubator sponsor in Missouri equal to 50% of such contribution.

Eligible Areas
Statewide.

Eligible Applicants
Any taxpayer that makes a contribution to an approved Missouri incubator sponsor. An approved incubator sponsor must enter into a written agreement with DED to establish, operate and administer a

small business incubator program or to provide funding to an organization which operates such a program.

Eligible Use of Tax Credits
The tax credits may be used to offset Missouri tax liability incurred pursuant to chapter 143, RSMo, chapter 147, RSMo, chapter 148, RSMo, exclusive of tax as provided for in sections 143.191 to 143.265, RSMo. The tax credits can be used in the tax period during which the contribution was made or in the next five tax periods thereafter. Tax credits may be sold, assigned or otherwise transferred to another taxpayer at anytime during the six- year period.

Application Procedure/Approval Method
The contributor must submit Missouri Form 620, "Verification of Contribution for Small Business Incubator Tax Credit," to DED. There are no deadlines, however the program is based on first-come submission. DED will issue a tax credit certificate authorizing the applicant to claim the tax credit.

Funding Limits
The minimum tax credit is $1,500 per contributor. The maximum tax credit is $50,000 per contributor if made to a single incubator and $100,000 per contributor if made to multiple incubators. The overall maximum amount of tax credits that can be issued under this program in any one calendar year is $500,000.

Special Program Requirements
A business eligible to locate within an Incubator, or Tenant, may be any sole proprietorship, business partnership or corporation operating a business for a profit.

APPENDIX B: AWARENESS WALK SUMMARY

Downtown Awareness Walk Overview

Intent

On Thursday, September 13, 2001, approximately 20 citizens of the City of Joplin participated in an "Awareness Walk." The Awareness Walk is the second of a series of public policy work sessions focused on revitalizing Downtown Joplin.

The purpose of this walk was not only to give participants a more intimate view of the neighborhood target areas, but also to document their perceptions of positive and negative features, major issues and potential solutions. Most residents walk or drive through Downtown, rarely stopping to acknowledge the details that define Downtown. Likewise certain details that have been noticed tend to fade into the background after being viewed routinely. The walks allow participants to look beyond the typical superficial understanding of Downtown and experience Downtown from a new perspective.

Workshop Format

The participants were divided into three groups of approximately seven persons each. Each group toured a 12 to 14 block area of Downtown; one area was located in northern portion of downtown, one in central downtown and one in the southern portion of downtown. During the tour, participants reviewed existing conditions and recorded impressions of various "view stops" using an awareness walk workbook (an evaluation form sample is included at the end of the report). The view stops were predetermined points or areas along identified routes. The group appointed a secretary and photographer to record evaluations at each view stop.



Participants represented Downtown business owners, property owners, employees, residents and other stakeholders.

Themes

The downtown redevelopment plan will be discussed in terms of three primary themes or elements necessary for rebuilding downtown Joplin: **Connection, Animation** and **Renewal.**

1. The **Connection** theme focuses on how automobile, public transit and pedestrian modes of transportation link downtown to the surrounding neighborhoods, how they create circulation and movement within Downtown and how these connections can be improved.

2. The **Animation** theme involves all of the elements that bring life to downtown. These elements include retail, downtown living, institutions, civic uses, recreation, arts, planned events and other activities.

3. **Renewal** or reinvestment is the third element necessary for rebuilding downtown. Renewal and Reinvestment of the built environment is necessary, as is redevelopment of human and civic capital stock. This element includes economic development strategies, funding alternatives, capital improvements and other private and public investments in Downtown.

During the course of the Awareness Walk, the participants were asked to identify positive and negative features in relation to these three themes. The connection features focused on circulation, parking, linkages to surrounding neighborhoods, sidewalks, curbs, traffic signals and signs. The animation theme addressed land use compatibility, activities, open space, general appearance, building details, street furniture, lighting, landscaping and building signage. The renewal theme touched on property maintenance, building maintenance, safety and other apparent investments.

Following is a summary of the groups' evaluations organized by downtown area and view stop. The summary identifies areas, routes and view stops and principal findings. Initial impressions, positive, negative, and dominant features and opportunities were also identified.

Northern Downtown Summary

Northern Downtown Area, Walking Route and View Stops

Following is a map of the Northern Downtown area and route walked. The numbers indicate View Stops and correspond to the view stop summaries on the following pages.



View Stop 1

Location: 5th & Kentucky
Initial impressions: Average

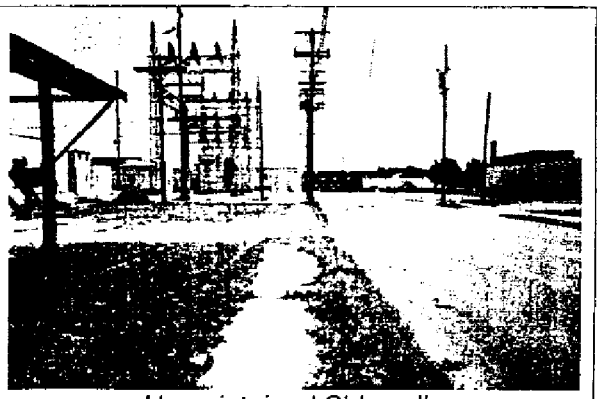
Positives Features	Negatives Features
Connection	
• Circulation – adequate • On-Street Parking – adequate/accessible • Linkages to Neighbors - adequate/well planned • Traffic Signage/Signalization – clear/well located	• Off-Street Parking – unattractive/unmaintained/ unlandscaped/screened • Linkage to Neighbors – inadequate/unsafe • Sidewalks/Curbs – unmaintained/too narrow • Crosswalks –unidentified/unsafe • Traffic Signage/Signalization – unclear/needs replacement
Animation	
None	• Compatibility – unrelated/disorganized • Activity – inactive/lacking pedestrian activities • Open space/common areas - unusable/lacking • Appearance - poorly designed/unappealing • Lighting – lacking/poorly placed • Landscaping - lacking/unmaintained • Building Signage - unmaintained/poorly designed
Renewal	
None	• Private Property Maintenance - unmaintained • Building Maintenance - unkempt/unmaintained • Safety - unsafe/unstable environs

Dominant Features:
- The electricity distribution station and large poles carrying overhead electricity lines
- The billboard
- Inadequately screened large storage areas

Opportunities: Inadequate lighting is an issue and contributes to the perception of an unsafe area.
- Landscaping and proper screening of storage areas
- Maintenance of green spaces and building facades
- Improvement of sidewalks
- Lighting fixtures



Large Storage areas should be adequately screened



Unmaintained Sidewalks



Unpaved Off-Street Parking

View Stop 2

Location: 5th & Main
Initial impressions: Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • On-Street Parking- limited but accessible • Off-Street Parking –1.5 blocks away attractive/maintained/ landscaped • Linkages to Neighbors - adequate/well planned • Sidewalks/Curbs – adequate/maintained • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• On-Street Parking – lacking/inaccessible • Off-Street Parking – unattractive/ unmaintained/ unlandscaped/screened
Animation	
• Compatibility – interrelated/well organized • Activity – active/pedestrian activities • Open space/common areas - useable/attractive • Appearance - attractive/visually pleasing • Building Details - adequate • Lighting – adequate/uniform • Landscaping - appealing/well maintained • Building Signage - adequate/appealing	• Street furniture – lack of elements/poorly placed/unmaintained
Renewal	
• Private Property Maintenance - maintained • Public Property Maintenance - maintained • Building Maintenance - well kept/maintained • Safety - safe/stable environs	• Private Property Maintenance - unmaintained • Public property- sidewalks are unmaintained

Dominant Features: The buildings on Main Street dominate this area. The general appearance is also favorable. Large numbers of vacant buildings, however, stand out. Inadequate parking opportunities.

Opportunities:
- Since parking is available a block away, there should be some signage to direct visitors to parking lots.
- Additional parking in the immediate vicinity would help fill some vacant buildings
- Facades of some buildings are unmaintained and some improvements are out of character with the existing architecture of the surrounding buildings. Therefore, there should be design standards and renovation guidelines for all buildings.



Unmaintained/Vacant Storefronts



Lack of Parking Results in Vacant Buildings



Non-conforming renovations

View Stop 3

Location: 4th & Main
Initial impressions: Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate/well planned • Sidewalks/Curbs – adequate/maintained • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• On-Street Parking – lacking/inaccessible • Off-Street Parking – unattractive/unmaintained/ unlandscaped/screened
Animation	
• Compatibility – interrelated/well organized • Activity – active/pedestrian activities • Open space/common areas - useable/attractive • Appearance - attractive/visually pleasing • Building Details - most have an appealing character/detailing • Street furniture - adequate/visually pleasing/ maintained • Lighting – adequate/uniform • Landscaping - appealing/well maintained • Building Signage - adequate/appealing	None
Renewal	
• Private Property Maintenance - maintained except one building • Public Property Maintenance - maintained • Building Maintenance - well kept/maintained • Safety - safe/stable environs	None

Dominant Features: This block is one of the most active ones in the Downtown area. The well-designed and well-maintained streetscape, structures and land-uses are the dominant features of the area.

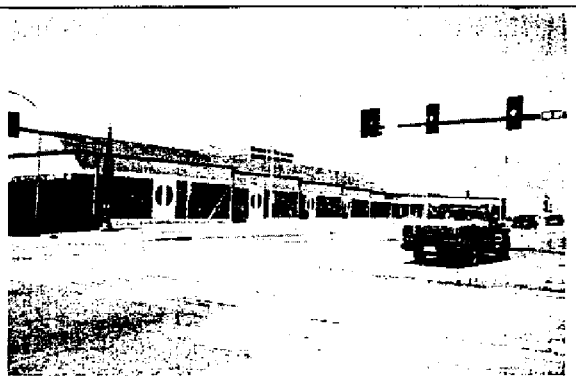
Opportunities: This block can be used as a model for improvement of other blocks on Main street.



Vacant Storefront used for Storage



Well Maintained Park



Library needs Landscaping



Well Maintained Sidewalk

View Stop 4

Location: 2nd and Main
Initial impressions: Unfavorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate/well planned • Sidewalks/Curbs – adequate but could be improved • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• Off-Street Parking – unattractive/unmaintained/ unlandscaped/screened
Animation	
• Compatibility – interrelated/well organized • Activity – active/pedestrian activities • Lighting – adequate/uniform	• Open space/common areas - unusable/lacking • Appearance - poorly designed/unappealing • Building details- Below average with unappealing character • Street furniture – lack of elements/poorly placed/unmaintained • Landscaping - lacking/unmaintained
Renewal	
• Private Property Maintenance - maintained • Public Property Maintenance - maintained • Building Maintenance - well kept/maintained • Safety - safe/stable environs	• Private Property Maintenance - unmaintained • Building Maintenance - unkempt/unmaintained

Dominant Features: The structures and the activity generated from the Messenger towers are the dominant features of this location.

Opportunities: The block to the west of Main Street needs a lot of restoration work to improve the appearance of the buildings and streetscape.

- Some structures at this location are inappropriate and do not conform to other buildings in the vicinity.
- Improvements to the parking lots would help beautify the area.
- The old grocery store, if renovated would be a tremendous asset to the neighborhood.



Vacant/ Underutilized Storefronts



Non-conforming structures and uses should be relocated



Facade improvements needed



Well identified crosswalks

View Stop 5

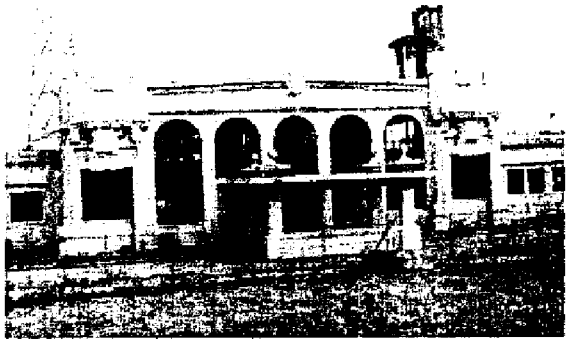
Location: Post Office
Initial impressions: Unfavorable

Positives Features	Negatives Features
Connection	
None	• Circulation - inadequate • Off-Street parking - unattractive/unmaintained • Linkage to neighbors - inadequate/unsafe • Sidewalks/Curbs - unmaintained • Crosswalks - Unidentified
Animation	
None	• Activity - inactive/lacking activity • Open Space - unusable • Building details - unappealing character/ bad facade. • Street Furniture- lack of elements/ poorly placed/ unmaintained • Landscaping- lacking/unmaintained • Lighting - lacking/ poorly placed
Renewal	
None	• Public Property - Unmaintained • Building Maintenance- unmaintained • Safety - Unsafe/ unstable environs

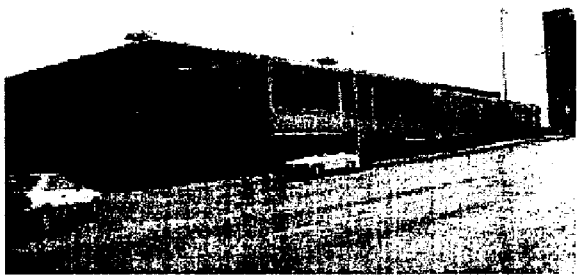
Dominant Features: The post office, the brush behind the post office and the unkempt off-street parking lots are the most dominating features of this location.

Opportunities: Currently the Depot is completely hidden from view by the post office and the heavy vegetation behind it. The paths that used to connect 1st Street to the Depot are completely overgrown. The Depot should be renovated with some adequate activity center in it, possibly for the elderly. The vegetation should be cleared and connections made between 1st Street and the Depot. The entire section from Messenger Towers to the Depot should be pedestrian friendly.

- Improvements needed for the off-street parking
- Incompatible uses should be relocated elsewhere



Views to the Depot are hidden behind the post office, brush, etc.



The post office has poor circulation and does not complement the character of Downtown

View Stop 6

Location: 2nd & Virginia
Initial impressions: Unfavorable

Positives Features	Negatives Features
Connection	
None	• Off-Street parking - unattractive/unmaintained • Linkage to neighbors - inadequate/unsafe • Sidewalks/Curbs - unmaintained
Animation	
• Landscaping- on the south west corner only	• Open Space/common areas - unusable • Street Furniture- lack of elements/ poorly placed/ unmaintained • Landscaping- lacking/unmaintained
Renewal	
None	• Private Property - Unmaintained • Safety - Unsafe/ unstable environs

Dominant Features: Messenger Towers is the most dominating structure at this location.

Opportunities: Underutilized and vacant areas to the north and south of Broadway are prime opportunities at this location.

- Landscaping needed at northeast corner.
- Sidewalks need repair.
- Screen or relocate underutilized areas.
- Commerce Bank parking lot needs some landscaping.



Well maintained landscaping at Messenger Towers.

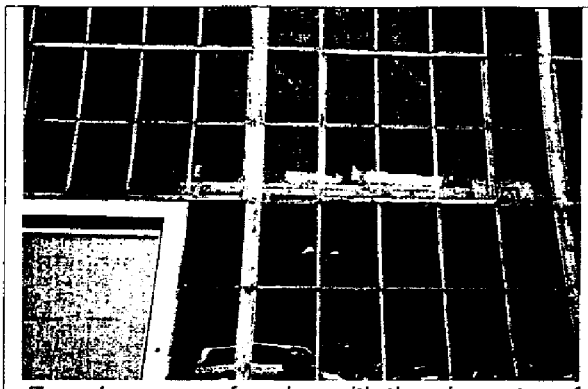


Unmaintained/Undefined Parking Lots.

View Stop 7

Location: 4th & Virginia
Initial impressions: Unfavorable

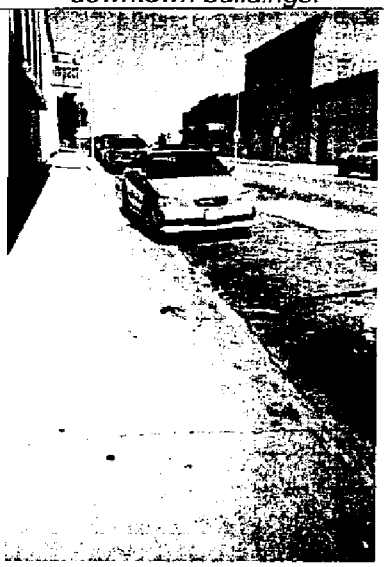
Positives Features	Negatives Features
Connection	
• Circulation – adequate • Off-Street Parking – attractive/maintained/ landscaped/screened • Linkages to Neighbors - adequate/well planned • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• On-Street Parking – lacking/inaccessible • Off-Street Parking – unattractive/unmaintained/ unlandscaped/screened • Sidewalks/Curbs – unmaintained/too narrow
Animation	
• Activity – active/pedestrian activities • Appearance - attractive/visually pleasing • Building Details - appealing character/detailing • Lighting – adequate/uniform • Building Signage - adequate/appealing	• Compatibility -- unrelated/disorganized • Open space/common areas - unusable/lacking • Appearance - poorly designed/unappealing • Building Details - unappealing character/bad facade • Street furniture – lack of elements/poorly placed/unmaintained • Landscaping - lacking/unmaintained
Renewal	
• Private Property Maintenance - maintained • Building Maintenance - well kept/maintained • Safety - safe/stable environs	• Private Property Maintenance - unmaintained • Public Property Maintenance - unmaintained • Building Maintenance - unkempt/unmaintained
Dominant Features: The Joplin Globe, the Hertz Car Rental and the Onion Cafe Building are the most prominent buildings at this location.	
Opportunities: Facade improvement and renovation opportunities exist at this location. • Facade improvement standards need to be set for all Downtown buildings. • Sidewalks and curbs need to be repaired.	



Facade non-conforming with the character of downtown buildings.



Unmaintained building.



Missing curb and gutter undefined on-street parking.



Unmaintained sidewalks.



A successful renovation.

View Stop 8

Location: 4th & Kentucky
Initial impressions: Unfavorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate/well planned • Signage/Signalization – clear/well located	• Off-Street Parking – unattractive/unmaintained/ unlandscaped/screened • Sidewalks/Curbs – unmaintained/too narrow
Animation	
• Activity – active/pedestrian activities • Lighting – adequate/uniform	• Compatibility – unrelated/disorganized • Open space/common areas - unusable/lacking • Appearance - poorly designed/unappealing • Building Details - unappealing character/bad facade • Street furniture – lack of elements/poorly placed/unmaintained • Landscaping - lacking/unmaintained
Renewal	
• Public Property Maintenance - maintained • Building Maintenance - well kept/maintained • Safety - safe/stable environs	

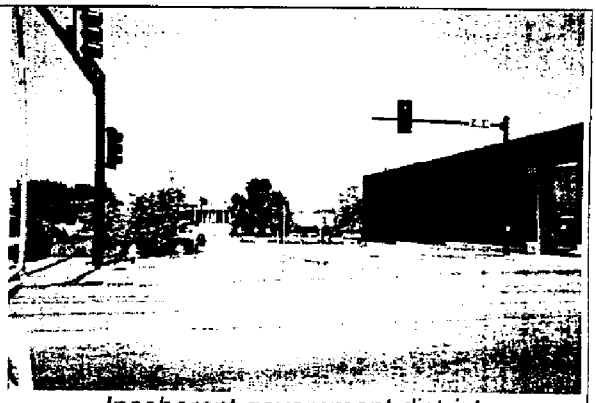
Dominant Features: Large parking areas, City structures dominate this location.

Opportunities: Facade improvement and renovation opportunities exist at this location.

- Sidewalks and curbs need to be repaired.
- Some sort of a government district could be identified and with the relocation of some buildings the whole area between the City Hall and the City Offices can be made cohesive.
- Landscaping on a bigger scale.



Unmaintained Alleys



Incoherent government district



Public Works



Chamber of Commerce Parking Lot



Unmaintained Roads

Central Downtown Area Summary

Central Downtown Area, Walking Route and View Stops

Following is a map of the Central Downtown area and route walked. The numbers indicate View Stops and correspond to the view stop summaries on the following pages.



View Stop 1

Location: 600 Block of Joplin Street (from 6th to 7th Street)
Initial impressions: Generally Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate/well planned	• Off-Street Parking – unattractive, unmaintained, unlandscaped, unscreened • Sidewalks/Curbs – unmaintained • Crosswalks –unidentified
Animation	
• Compatibility – the uses relate to Downtown and each other • Appearance – buildings were attractive/visually pleasing • Building Details – appealing; variety was appealing • Lighting – adequate/uniform; new lighting recently installed	• Incompatible – parking dominates impression • Lack of open space or gathering areas • Appearance - unappealing • Building Details – some facades do not compliment the building's architecture • No street furniture exist • Landscaping – street trees are not uniform; more vegetation is needed in the parking areas • Building Signage – signage at vacant buildings should be maintained or removed
Renewal	
• Private Property Maintenance – majority of property well maintained • Building Maintenance – generally well kept and maintained; Newman and Empire buildings examples of successful development • Safety – the area appears to be safe	• Public Property Maintenance – sidewalks, curbs and parking are poorly maintained and need much repair/maintenance.

Dominant Features: Off street parking dominates this portion of Downtown; general maintenance is greatly needed.

- Although the entire west side of Joplin Street has been developed as parking, lack of parking and accessibility to parking were identified as the top issues in this area.
- Reserved parking and fees were cited for detracting patrons.
- Parking areas are poorly landscaped and are stark within the Downtown setting.
- Trash and weeds detract from the area.
- Many sidewalks and curbs are broken and in need of repair.

Opportunities: Public maintenance must be a strong focus in order to lead private redevelopment of this area:

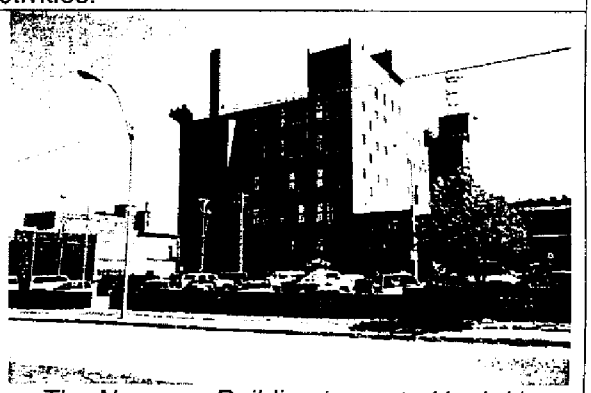
- Weed, sweep and pick up sidewalks, streets and parking areas.
- Identify public versus private maintenance responsibilities.
- Enforce maintenance codes aggressively

Maintain rear entrances to buildings:

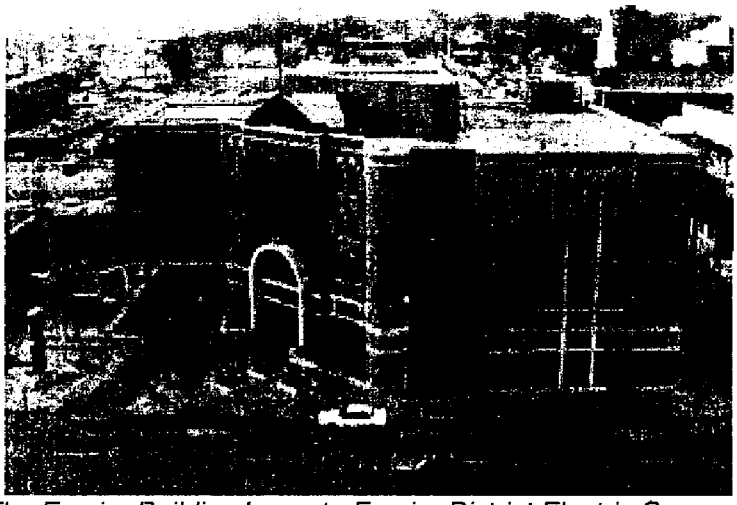
- Encourage business on Main Street to create and maintain dual entrances – one facing Main the other facing the parking lot on Joplin.
- Make the alleys more aesthetically pleasing to complement buildings, attract patrons and encourage pedestrian activities.



Parking areas and sidewalks area in need of repair and maintenance. Weeds and trash need to be addressed.



The Newman Building home to Hook-Up Corporation, is a visual anchor in the Downtown and a sample of a very successful building renovation



The Empire Building home to Empire District Electric Company is another great example of development in Downtown. Landscaping in front of the building is uniform and well spaced.

View Stop 2

Location: 500 Block of Joplin Street (from 5th to 6th Street)
Initial impressions: Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • On-Street Parking – adequate/accessible • Linkages to Neighbors - adequate/well planned • Traffic Signage/Signalization – clear/well located	• Off-Street Parking – unattractive/unmaintained/ unlandscaped/screened • Sidewalks/Curbs – unmaintained/too narrow • Crosswalks –unidentified/unsafe
Animation	
• Appearance - visually pleasing • Lighting – adequate/uniform • Building Signage - appealing	• Compatibility – unrelated/disorganized • Activity – lacking pedestrian activities • Open space/common areas lacking • Street furniture – lack of elements • Landscaping - lacking
Renewal	
• Private Property maintained • Buildings maintained	• Public Property unmaintained • Safety – unsafe (sidewalks)

Dominant Features: The "after-hour" entertainment uses which add variety and activity to downtown.

- Signage variety is interesting, but facades that detract from building character should be minimized.
- "After-hour" entertainment uses attract users to downtown in the evenings.
- Generally uses do not compete for employee or patron parking during the day.

Streetscape is lacking.

- Landscaping and street furniture are generally lacking.
- Lighting, signage, public spaces could promote activity in the area.

Off street parking dominates this portion of Downtown; general maintenance is greatly needed.

- Although the entire west side of Joplin Street has been developed as parking, lack of parking and accessibility to parking were identified as the top issues in this area.
- Reserved parking and fees were cited for detracting patrons.
- Parking areas are poorly landscaped and are stark within the Downtown setting.
- Trash and weeds detract from the area.
- Many sidewalks and curbs are broken and in need of repair.

"500 West" façade on back of Main Street buildings detracts from Downtown.

Opportunities: Public maintenance must be a strong focus in order to lead private redevelopment of this area:

- Weed, sweep and pick up sidewalks, streets and parking areas.
- Identify public versus private maintenance responsibilities.
- Enforce maintenance codes aggressively

Encourage greater diversity within a defined "entertainment district"

- Allow greater diversity and creativity in signage and façade treatments
- Promote outdoor activities

Partner with business owners on Main Street to remove aluminum façade on rear of buildings and return buildings to more historic state.



The "500 West" façade on the back of the buildings facing Main Street detracts from Downtown. These entrances serve as "front doors" for some of the businesses.



The 500 Block of Joplin Avenue is considered the "entertainment district" of Downtown. Many of the buildings have been rehabilitated and house bars and clubs.

View Stop 3

Location: West 200 & 300 Blocks of 5th Street (from Joplin to Pearl)
Initial impressions: Mixed

Positives Features	Negatives Features
Connection	
• Circulation – adequate	• On-Street Parking – lacking • Off-Street Parking – unlandscaped/ unmaintained • Sidewalks/Curbs – unmaintained / too narrow / unsafe • Crosswalks –unidentified/unsafe • Traffic Signage/Signalization – unclear/poorly located (5th & Wall)
Animation	
• Compatibility – interrelated • Activity – active uses (YMCA) • Open space – useable (institutional uses) • Appearance – attractive (5th & Pearl) • Building details appealing (5th & Pearl) • Building Signage - adequate	• Open space/common areas - lacking • Appearance - poorly designed (5th & Wall) • Building Details - unappealing character (5th & Wall) • Street furniture – lack of elements • Lighting – lacking • Landscaping - lacking
Renewal	
• Private maintained • Public property maintained • Buildings well kept/maintained	• Safety - unsafe/unstable environs (sidewalks / curbs)

Dominant Features: This area is a general transition from the higher intensity uses on Main to lower intensity, office and institutional uses.

- Buildings are smaller in scale and have a less historic appearance
- Less landscaping exists, but appears to be appropriate because the transition in the intensity of uses.
- Wall Street has an industrial feel because of the buildings façade and lack of appealing treatments and needs improvements such as landscaping and other public amenities to soften the area
- The Pearl Avenue area contains more significant buildings and is consistently attractive.
- The market appears to be dictating the lower intensity uses on Pearl because of reduced traffic volumes.

Opportunities: Create districts with individual strategies and requirements, transitioning from the commercial activities surrounding Main Street to the less intensive office and institutional uses near Pearl.

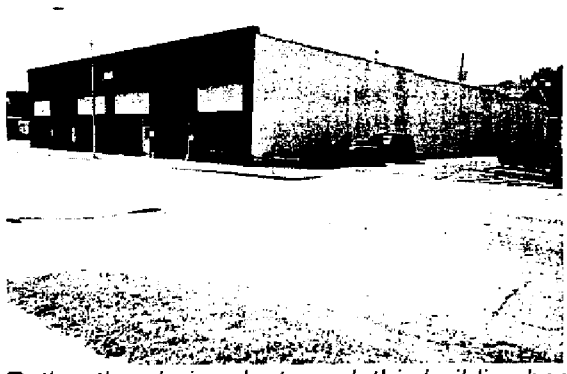
- Provide less landscaping and public amenities for less intensive districts further from Main Street.
- Focus public improvements such as lights, benches, and landscaping on higher traffic corridors.
- Repeat elements of the higher intensity districts in the lower intensity districts on a smaller scale.

Improve open space and gathering areas around the public and institutional uses

- Public improvements could be made at the southwest corner of 5th and Wall to provide an outdoor gathering place for users.



The YMCA is a focus of the area, providing activities for a variety of users.



Rather than being destroyed, this building has been converted to allow internal parking to serve the YMCA.

View Stop 4

Location: 400 Block of Pearl (from 4th to 5th)
Initial impressions: Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • On-Street Parking – adequate/accessible • Off-Street Parking – attractive/maintained/ landscaped/screened • Linkages to Neighbors - adequate/well planned • Sidewalks/Curbs – adequate/maintained • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear	• Crosswalks –unidentified
Animation	
• Compatibility – interrelated/well organized • Activity – active • Open space/common areas - useable/attractive • Appearance - attractive/visually pleasing • Building Details - appealing character/detailing • Lighting – adequate/uniform • Landscaping - appealing/well maintained • Building Signage - adequate/appealing	• Street furniture – lack of elements
Renewal	
• Private property maintained • Public property maintained • Buildings well kept/maintained	None

Dominant Features: The neighborhood is consistently attractive.
- The scale of the buildings is smaller and greater setbacks are used creating green space behind the curb.
- The neighborhood is very suitable for office and institutional uses.

Opportunities: Continue to allow the market to dictate the success of the area.
- Few public investments appear to be needed – minimal improvements could be carried over such as signage to identify this area as part of the Downtown neighborhood.

View Stop 5

Location: West 200 & 300 Block of 4th Street (from Joplin to Pearl)
Initial impressions: Mixed

Positives Features	Negatives Features
Connection	
• Circulation – adequate	• On-Street Parking – lacking • Off-Street Parking – unattractive • Linkage to Neighbors – inadequate • Sidewalks/Curbs – unmaintained • Crosswalks –unidentified • Traffic Signage/Signalization – unclear
Animation	
• Appearance – attractive (churches and law offices) • Building Details - appealing character/detailing (churches and law offices)	• Compatibility – unrelated/disorganized • Activity – inactive/lacking pedestrian activities • Open space/common areas - unusable/lacking • Street furniture – lack of elements • Lighting – lacking • Landscaping - lacking • Building Signage - unmaintained/poorly designed (commercial use)
Renewal	
• Private property maintained (churches and law offices) • Building Maintenance - well kept/maintained (churches and law offices)	• Private property unmaintained (apartments and commercial use) • Public property unmaintained • Building unmaintained (apartments and commercial use) • Safety - unsafe/unstable environs

Dominant Features: The historic buildings (churches and law offices) are highlights along this corridor, but are greatly detracted from by the dominance of the unmaintained and vacant buildings (apartments and small commercial use).

- The law offices on the southeast corner of Pearl and 4th are a good example of a historic building renovation.
- The churches serve as visual and physical anchors to the corridor
- The apartment building and small commercial use on the north side of 4th greatly detract from the area.

Opportunities: Demolish the dilapidated buildings to create additional open space and parking along 4th Street.

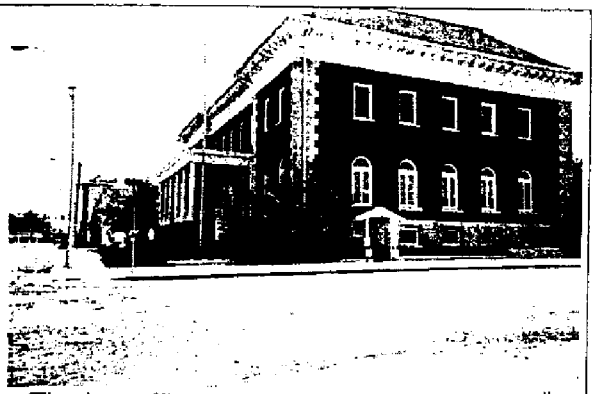
- Demolition of the small building commercial building on the north side of 4th Street between Pearl and Wall Streets would allow for needed parking.
- Attempts to renovate the apartment building have failed and its condition may be beyond feasible repair. If so, the building should be demolished rather than allowed to continue to deteriorate and blight the neighborhood.

Improve 4th Street as primary east-west traffic corridor.

- Provide improve street lighting, signage and sidewalks.
- Use functional landscaping to screen parking and tie into the Main Street corridor.



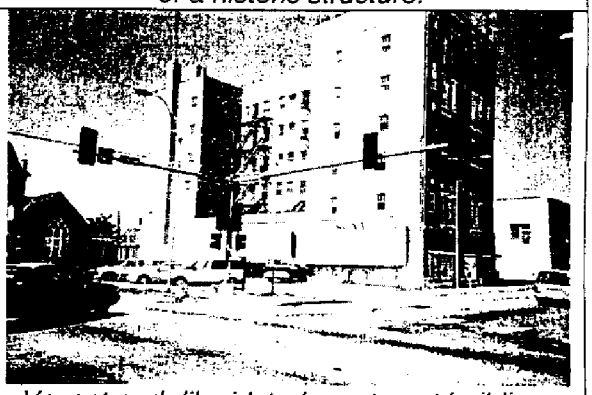
The churches on 4th Street are visually pleasing and help define the corridor.



The law offices on the Southeast corner 4th and Pearl are a good example of renovation of a historic structure.



Removal of the small commercial building would make room for needed parking.



Vacant and dilapidated apartment buildings detract from the corridor. The building is out of scale and blights the neighborhood.



While less visible, alleys in Downtown must be maintained through public/private efforts and code enforcement.



Remnants of a historic structure "peek" out from under the façade of the Main Street Joplin building.

View Stop 6

Location: 400 Block of Joplin & 200 Block of 5th
Initial impressions: Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Off-Street Parking – attractive/maintained/ landscaped/screened • Linkages to Neighbors - adequate • Sidewalks/Curbs – adequate • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• On-Street Parking – lacking
Animation	
• Compatibility – interrelated • Activity – active/pedestrian activities • Appearance - attractive/visually pleasing • Building Details - appealing character/detailing • Building Signage - adequate/appealing	• Open space/common areas - unusable/lacking • Street furniture – lack of elements • Lighting – lacking/poorly placed • Landscaping - unmaintained
Renewal	
• Private property maintained • Buildings well kept/maintained • Safety - safe/stable environs	• Public property unmaintained

Dominant Features: The parking and aluminum building facades need improvement.

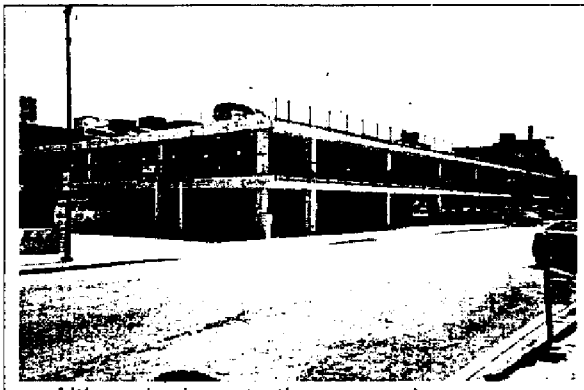
- While necessary, the parking areas need to be landscaped to reduce their visual impact on the Downtown.
- The north end of the parking garage should be improved to match improvements on the rest of the garage (ironwork, etc.)
- The aluminum facades of many of the buildings are generic and lack character.

Opportunities: Improve parking areas with landscaping and other public amenities to reduce their impact.

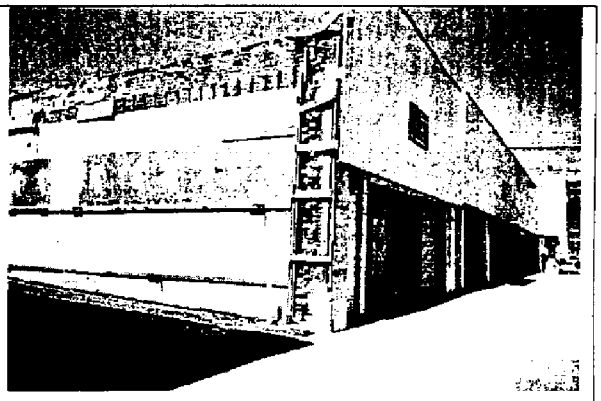
- Low level landscaping at the perimeter of the parking areas could help screen parking without limiting site lines for safety.
- Street trees and landscaped islands would reduce the impact of the parking and help define the space within Downtown.

Renovate buildings with aluminum facades.

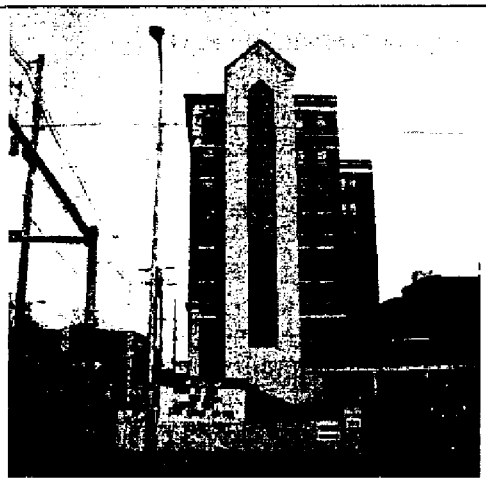
- The aluminum building facades can be removed to expose original brick detailing behind the aluminum.
- Old photos provide an idea of what lies beneath the aluminum.
- In instances where the aluminum façade can not be removed or would be removed at later dates, architectural elements like canopies can be used.
- Façade improvements should be part of a coordinated effort to minimize the existing jumbled look.



Although views to the rear entrances are lost, the parking garage provides a substantial amount of parking with little detraction.



The removal of a building exposes the old brick façade behind the aluminum.



The First Star Bank building is a good example of a major renovation that retained the character of Downtown.



The Inter City Florist & Gifts building is a good example of a renovation that retained the character of the original façade. Note the façade has been accented with painted highlights to add interest.

View Stop 7

Location: 500 Block of Main Street (from 5th to 6th)
Initial impressions: Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate/well planned • Crosswalks – well identified/safe	• On-Street Parking – lacking • Sidewalks/Curbs – unmaintained • Truck traffic
Animation	
• Compatibility – interrelated • Appearance - attractive/visually pleasing • Building Details - appealing character/detailing • Building Signage - adequate/appealing	• Activity – several vacancies • Open space/common areas - unusable/lacking • Building Details – some bad facades • Street furniture – lack of elements • Lighting – lacking • Landscaping - unmaintained
Renewal	
• Private property maintained • Building Maintenance - well kept/maintained	• Public property unmaintained • Safety – unsafe (sidewalks)

Dominant Features: The general character and scale of the buildings define Main Street as unique within Downtown.

- The buildings are generally two to three stories in height with consistent setbacks defining the public space in Downtown.
- The facades are a mix of those renovated to the original character, those renovated to a similar or complimentary character, and those unrenovated or renovated to a character that detracts from Downtown (aluminum facades).

Truck traffic on Main Street detracts from Downtown.

- The noise from truck traffic drowns out pedestrians and minimizes the sense of pedestrian safety.
- Truck traffic creates conflicts for patrons parking on street in front of business.

The large aggregate used in sidewalks on Main Street create difficulties for female and older patrons.

Opportunities: Promote building façade renovation that complements the historic character of Downtown.

- Partner with building owners to remove aluminum facades and restore buildings to a historic character.
- Promote upper story renovation for residential uses to support downtown.

Reinvest in public improvements on Main Street.

- The city has plans for adding additional street lighting to increase visibility.
- Replace aggregate sidewalks with smooth surface concrete to eliminate obstacles to patrons wearing high heels or those who are less nimble.
- Partner with business owners to maintain the landscaping islands.
- Develop public art and continue to develop streetscape features like benches, trash receptacles and planters.

Locate or develop alternative truck routes or other street improvements that will discourage truck traffic on Main Street.



The use of a pre-fabricated stucco substitute was used to renovate the building façade, matching surrounding buildings' character.



The noise and volume of truck traffic detract from Downtown.



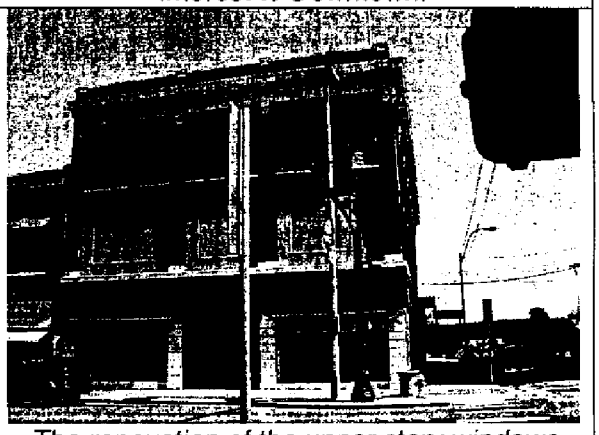
Aluminum building facades detract from Downtown and need renovation.



While not returned to a more historic character, this renovated building façade adds interest to Downtown.



Unmaintained landscaping islands detract from Downtown. Clarification of maintenance responsibility will help.



The renovation of the upper story windows would greatly improve the building façade and general appearance.

View Stop 8

Location: 600 Block of Main Street (from 6th to 7th)
Initial impressions: Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• On-Street Parking – lacking • Off-Street Parking – unmaintained/ unlandscaped • Sidewalks/Curbs – unmaintained (too rough)
Animation	
• Compatibility – interrelated • Appearance - attractive/visually pleasing • Building Details - appealing character/detailing • Lighting – adequate/uniform	• Compatibility – unrelated (commercial uses on 7th Street) • Activity – too many vacancies • Open space/common areas - lacking • Building Details - unappealing character/bad facade • Street furniture – lack of elements/poorly placed/unmaintained • Landscaping - unmaintained • Building Signage - unmaintained/poorly designed
Renewal	
• Safety - stable environs	• Private property unmaintained • Public property unmaintained • Vacated buildings unmaintained

Dominant Features: Although this block serves as the primary gateway into Downtown, the appearance of the commercial uses on 7th Street, unmaintained landscaping and vacant and unmaintained buildings detract from Downtown.

- The character of the commercial buildings that abut 7th Street do not resemble or compliment Downtown.
- The paint store appears to back up to rather than front on Main Street because its functional entrance is at the back of the building due to the lack of parking on Main Street.
- The car audio store on the southwest corner of 7th Street and Main sets back from the sidewalk with parking between the street and the building, as opposed to being built to the building setback lines.
- Many of the more historic building facades are in need of repair or renovation.

Opportunities: Create a gateway into Downtown.

- Identify and develop a location for signage to announce Downtown Joplin.
- Build upon the unique lighting and traffic signals and incorporate benches and stylized crosswalks at the intersection of 7th and Main Street.
- Promote building façade renovation including improvements to tie buildings that abut 7th Street into Downtown.
- Aggressively pursue vacant building maintenance including the boarding of windows and other points of entry for birds and other pests to prevent environmental contamination to buildings.
- Use landscaping to screen parking and accent the corridor without conflicting with building facades and signage.



Truck traffic and building design at the corner of 7th and Main Streets are not inviting.



Parking behind the paint store provides the only convenient access to the building.



The vacant and unmaintain Frisco building looks tired and detracts from Downtown. The waste left by bird and other pests inhabiting the building create additional economic environmental obstacles to building renovation.

View Stop 9

Location: 100 Block of 7th Street (from Main to Joplin)
Initial impressions: Generally Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• Off-Street Parking – unattractive/unmaintained/ unlandscaped/unscreened • Sidewalks/Curbs – unmaintained/too close to the street
Animation	
	• Activity – inactive • Appearance – stark/unappealing • Building Details - unappealing character • Street furniture – lack of elements • Lighting – lacking • Landscaping - lacking
Renewal	
• Private property maintained	• Public property unmaintained • Safety – unsafe (cross walks and sidewalks)

Dominant Features: The traffic on 7th Street dominates the corridor and is a dividing line in Downtown.

- Although traffic should have priority on 7th Street accommodations at crosswalks and drives must be made for pedestrians.
- Uniform landscaping would help identify Downtown as unique along the 7th Street corridor and minimize the visual impact of the traffic.

Opportunities: 7th Street could be greatly improved with landscaping and directional signage.

- Street trees would help provide separation between the pedestrians and the traffic on 7th. They would also help define Downtown as a unique area within Joplin.
- Low level landscaping would help screen the parking abutting 7th Street.
- Bump-out curbs can be used to provide planting islands.
- Low level directional signage should provide notice of public parking areas.

Pedestrian paths should be clearly marked to improve visibility and increase safety.

- Crosswalks at 7th Street should be clearly marked.
- Striping or other means should be used to put drivers on notice of the potential presence of pedestrians crossing drives and alleys along 7th Street.

Southern Downtown Area Summary

Southern Downtown Area, Walking Route and View Stops

Following is a map of the Southern Downtown and the area walked. The numbers indicate View Stops and corresponding to the view stop summaries on the following pages.



View Stop 1

Location: 700 Block of Main
Initial impressions: Very Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Off-Street Parking – attractive/maintained/ landscaped • Linkages to Neighbors - adequate • Crosswalks –well identified • Traffic Signage/Signalization – clear/well located	• Sidewalks/Curbs – unmaintained • Crosswalks –unsafe
Animation	
• Compatibility – interrelated/well organized • Activity – active/pedestrian activities • Appearance – attractive/pleasing • Building Details - appealing • Lighting – adequate/uniform	None
Renewal	
• Private property maintained • Buildings well kept/ maintained • Safety - safe/stable environs	None

Dominant Features:

- The improvements done by Arvest Bank and printing company stand out and provide an impressive aesthetic view.
- Landscaping along Main Street provides a break from the seas of asphalt.
- Truck traffic along Main Street creates incompatible uses with pedestrians and other vehicular traffic.
- Street Crosswalks areas are deteriorating and unsafe.

Opportunities:

- The intersection of 7th Street and Main Street represents where Route 66 crossed through Joplin. As an area of historical interest, this aspect could be developed upon with signs or markings indicating the significance of the intersection.



Crosswalks and sidewalks are in need of repair and new handicap ramps.



Truck traffic along Main Street creates incompatible uses with pedestrians and other vehicular traffic

View Stop 2

Location: 800 Block of Main Street
Initial impressions: Favorable/Unfavorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Linkages to Neighbors - adequate/well planned	• Off-Street Parking – unmaintained • Lack of Off-Street parking • Sidewalks/Curbs – unmaintained
Animation	
• Building Details - appealing character/detailing	• Compatibility – unrelated/disorganized • Activity – inactive/lacking pedestrian activities • Open space/common areas - unusable/lacking • Too many vacant buildings
Renewal	
• Public Property – Several of the areas intersections are having new handicap ramps constructed.	• Private Property Maintenance - unmaintained • Building Maintenance - unkempt/unmaintained • Safety - unsafe/unstable environs

Dominant Features:

- Auto Sales facilities – Is there a more appropriate location for this use?
- Vacant buildings are being worked on.
- The block offers many old structures the represent the style of building people would like to see in downtown
- Lack of parking for retail uses on Main Street.

Opportunities:

- The number of vacant structures offers an opportunity for renovation and remodeling of these buildings.
- Many sidewalks and curbs are broken and in need of repair.
- The building on the northwest corner of Main and 9th Street has been renovated, however, it is currently vacant. This building provides a structurally sound building that is ready to move into with only minor interior work.
- Several of the structures in this block are structurally unsound, if they are removed not only would the appearance be improved but additional public parking could be provided.



Buildings such as the Souls Harbor Chapel represent excellent opportunities for reuse and or renovations helping to stabilize a deteriorating area.



Several intersections are having new handicap ramps constructed. Public improvements help to act as a seed inducing private property improvements and maintenance.

View Stop 3

Location: 9th & Virginia
Initial impressions: Unfavorable

Positives Features	Negatives Features
Connection	
• Linkages to Neighbors - adequate	• Linkage to Neighbors – inadequate/unsafe • Sidewalks/Curbs – unmaintained • Crosswalks –unidentified
Animation	
None	• Building Details - unappealing character • Lighting – lacking/poorly placed • Landscaping - lacking/unmaintained
Renewal	
• Public Maintenance- Handicap ramps are being added in certain areas	• Private property unmaintained • Buildings unkempt/unmaintained • Safety - unsafe/unstable environs • The need to remove barbed wire on top of fences

Dominant Features:
- The general lack of maintenance of the buildings and parking areas
- The use of barbed-wire on top of fences
- Unmaintained alleys
- Lack of general maintenance (weeds and cracked sidewalks)

Opportunities:
- With the amount of undeveloped or underutilized lots in the area, an opportunity exists to make improvements and provide linkages to Main Street to help provide strategically located parking.
- A successful detail shop is located on the northeast corner of 9th and Virginia. With the existence of numerous vacant and or under utilized lots in the immediate vicinity, this may be an appropriate area to relocate auto uses and develop and auto plaza.



As the photograph indicates there is ample space for new public lots or areas for the development of new light industrial uses or and auto plaza.

View Stop 4

Location: 10th & Virginia
Initial impressions: Unfavorable

Positives Features	Negatives Features
Connection	
• Off-Street Parking- ample areas for off-street parking	• Circulation – inadequate • On-Street Parking – inadequate • Off-Street Parking – cluttered and unmaintained • Linkage to Neighbors – inadequate/unsafe • Sidewalks/Curbs – unmaintained
Animation	
• The low intensity uses and the existence of alleys helps buffer residences to the east	• Compatibility – unrelated/disorganized • Activity – inactive/lacking pedestrian activities • Open space/common areas - unusable/lacking • Appearance - poorly designed/unappealing • Building Details - unappealing character/bad facade • Lighting – lacking/poorly placed • Landscaping - lacking • Building Signage - unmaintained/poorly designed
Renewal	
None	• Private Property Maintenance- unmaintained • Public Property Maintenance - unmaintained • Building Maintenance - unkempt/ unmaintained • Safety - unsafe

Dominant Features:
- The Clean Building
- The railroad salvage yard along the railroad tracks
- Many of the sites along Virginia are underutilized and could provide relocation opportunities for uses such as auto related businesses
- The disrepair or lack of sidewalks and curbs

Opportunities:

- With the removal of the Clean Building, a large area will be available for redevelopment. A new government services building could provide the seed that is needed to help turn around the area.
- To create a positive image while entering downtown, a railroad related park could be created along Main Street between 10th and 11th Streets. This would not only create an aesthetically pleasing entrance to Downtown Joplin, it would also remove potentially dangerous materials from along Main Street.
- If portions of the railroad salvage yard are cleaned up and converted to a park, this may help the renovation of the Old Bagcraft building. Many feel that without improvement to the railroad salvage site, the Old Bagcraft building will continue to deteriorate.



A view looking east along 10th Street indicates the lack of sidewalks and disrepair of curbs. The unsightly railroad salvage yard is also within clear view.



Looking south from Virginia Street is the Bagcraft building in the background. However, the railroad salvage facilities dominates the landscape and without significant improvements to the facilities it will be difficult to renovate the Bagcraft building.

View Stop 5

Location: 10th & Virginia to 9th & Main
Initial impressions: Unfavorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate	• Off-Street Parking - Limited amounts • Sidewalks/Curbs – unmaintained
Animation	
None	• Compatibility – unrelated/disorganized • Activity – inactive/lacking pedestrian activities • Open space/common areas - unusable/lacking • Appearance – unappealing • Building Details - unappealing character/bad façade
Renewal	
None	• Private Property - unmaintained • Building Maintenance - unkempt/unmaintained • Many vacant structures

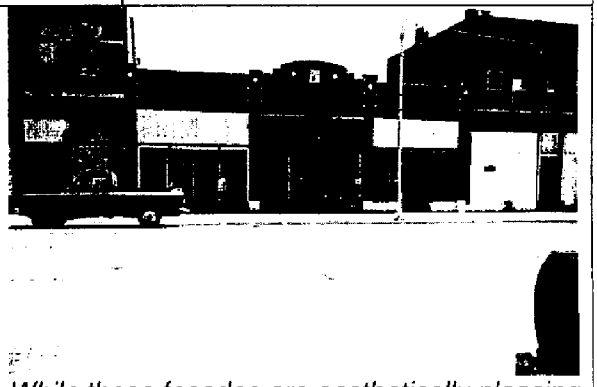
Dominant Features:

- The 900 block is unrelated to the remainder of Downtown contains unrelated uses.
- The numerous vacant buildings in the area.
- Souls Harbor – the relocation of Souls Harbor adjacent to the existing Salvation Army location would be a win/win situation for everyone. The existing facility could be redeveloped and Souls Harbor would gain a location with more open space for children and closer to more community services.

Opportunities: Since many of the buildings have been vacant for long periods of time, renovation may not be an option, as buildings may not be structurally sound. Therefore, demolition and redevelopment may be required. If this is the case adequate parking and landscaping should be required.



Unrelated uses line the 900 block of Main Street, coordinated redevelopment could help induce patrons and pedestrian activity.



While these facades are aesthetically pleasing if the buildings are structurally unsound, complete redevelopment of the site may be required.

View Stop 6

Location: Intersection of 9th and Joplin
Initial impressions: Generally Favorable

Positives Features	Negatives Features
Connection	
• Circulation – adequate • Off-Street Parking – attractive maintained and landscaped • Linkages to Neighbors - adequate/well planned • Sidewalks/Curbs – adequate/maintained • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• Off-Street Parking – unattractive • Need for removal of barbed wire
Animation	
• Compatibility – interrelated/well organized along Joplin and 9th Street • Activity – active/pedestrian activities • Open space/common areas - useable • Appearance - attractive/pleasing • Building Details - appealing • Lighting – adequate/uniform • Landscaping - appealing/well maintained • Building Signage - adequate/appealing	None
Renewal	
• Public property maintained • Building well kept/maintained	None

Dominant Features:
- Well maintained and attractive industrial uses.
- Well maintained streets and curbs and gutters.

Opportunities:
- Other than general maintenance it is felt that the area is in good shape and the market will drive any future improvements or changes to the area.



The area is made up of well maintain industrial and service-commercial uses along Joplin Street.

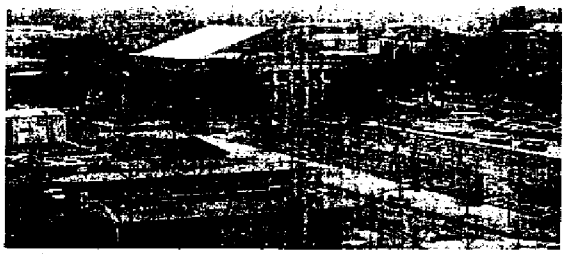
View Stop 7

Location: Between 7th Street and 8th Street on Joplin
Initial impressions: Favorable

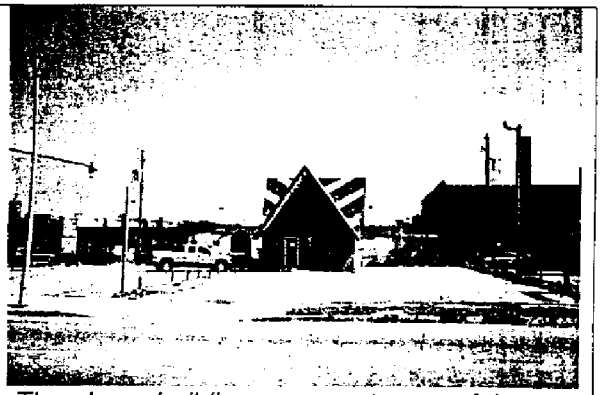
Positives Features	Negatives Features
Connection	
• Circulation – adequate • On-Street Parking – adequate/accessible • Off-Street Parking – attractive/maintained/ landscaped/screened • Linkages to Neighbors - adequate/well planned • Sidewalks/Curbs – adequate/maintained • Crosswalks – well identified/safe • Traffic Signage/Signalization – clear/well located	• Off-Street Parking – need for additional off-street parking
Animation	
• Compatibility – interrelated/well organized • Activity – active/pedestrian activities • Open space/common areas - attractive • Appearance - attractive/visually pleasing • Building Details - appealing character/detailing • Lighting – adequate/uniform • Landscaping - appealing/well maintained • Building Signage - adequate/appealing	• Open space/common areas - lacking
Renewal	
• Private Property Maintenance - maintained • Public Property Maintenance - maintained • Building Maintenance - well kept/maintained	None

Dominant Features:
- Memorial Hall
- Lack of parking for large events
- There are many facilities in the area that provide public services such as the Career Center and the Community Clinic

Opportunities:
- There are two buildings along Joplin in the 700 block that could be removed and additional public parking could be provided.
- Build upon the public services that are provided in the area including the community clinic and the career center located on Wall street.



The presence of Memorial Hall creates an opportunity for investment in a public anchor that development and private investment can grow around.



The above building represents one of the two buildings that could be removed to develop more public parking.

APPENDIX C: FOCUS SESSION SUMMARY

Focus Session Summary—Vision Statement Workshop

Intent

The City of Joplin's Downtown Plan was initiated with an Issue Identification And Vision Statement Workshop on Thursday, August 9, 2001. This first of a series of public policy work sessions and open houses was advertised to the various groups already involved with the revitalization of downtown efforts. About 12 participants representing the Mayor, City Staff, Vision 20/20 committee, Main Street, 353 Corporation and other community organizations participated. These groups form the "Downtown Task Force."

The primary purpose of the Workshop was to bring this Task Force towards a common vision for Downtown and add to the earlier stakeholder efforts. The session provided an opportunity for the various participants to, as a group, identify and rank issues that are critical to downtown and discuss initial strategies to resolve the issues.

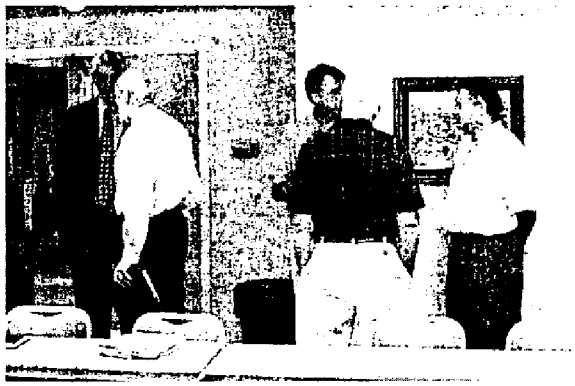
Workshop Format

The process for Issues Identification used at the Workshop was a structured idea-sharing process. Participants identified the issues they thought are most critical to downtown, clarified the issues and prioritized their importance. Information from the Workshop will be used as a basis for initial policy, goals and objectives development.

During the next step, the public will have an opportunity to participate in a Downtown Awareness Walk, which will highlight the visual strengths and weaknesses of the Downtown as seen through the eyes of downtown business owners, residents and the citizens of Joplin. A follow-up Public Workshop/ Open House will be held in mid-fall 2000. At that time the public and invited stakeholders will have the opportunity to verify findings and approaches developed.



The Task Force identified and prioritized Issues facing Downtown.



The Task Force discussed potential strategies for resolving issues.

Downtown Study Area

During the Workshop the Task Force identified the actual and perceived boundaries of downtown as the area from A Street to the north (including all of the Union Depot area), extending south to 15th Street; and from Grand Avenue on the east, west to Moffet Avenue. The study area is generally identified as Downtown and contains a diverse mix of commercial, industrial, institutional and residential uses. Downtown includes the Jefferson Bus Lines, the George A. Spiva Center for the Arts and Convention & Visitors Bureau, Spiva Park, Main Street Joplin, the public library, post memorial art & reference library, Memorial Hall, Jack Lawton Webb Convention Center, Joplin Jr. High & gymnasium, George Washington Carver national monument, City Hall, Police Department & Fire Department, Chamber of Commerce, the post office, the Joplin Globe, the Salvation Army and several other "anchor" developments.

Participants discussed extending the boundaries of the study area south to 20th Street to include more commercial uses along Main Street. The consensus of the Task Force was that increasing the area to such an extent would jeopardize the effectiveness of the revitalization effort and that the narrow focus was needed.

ISSUES

Themes

The downtown redevelopment plan will be discussed in terms of three primary themes or elements necessary for rebuilding downtown Joplin: **Connection**, **Animation** and **Renewal**.

1. The **Connection** theme focuses on how automobile, public transit and pedestrian modes of transportation link downtown to the surrounding neighborhoods, how they create circulation and movement within Downtown and how these connections can be improved.

2. The **Animation** theme involves all of the elements that bring life to downtown. These elements include retail, downtown living, institutions, civic uses, recreation, arts, planned events and other activities.

3. **Renewal** or reinvestment is the third element necessary for rebuilding downtown. Renewal and Reinvestment of the built environment is necessary, as is redevelopment of human and civic capital stock. This element includes economic development strategies, funding alternatives, capital improvements and other private and public investments in Downtown.

During the Workshop, the Task Force identified issues related to each of these three primary themes. Following identification, the issues were refined and prioritized. After prioritization, potential strategies for resolving these issues were discussed.

Connection Issues

Top five Issues. The Task Force discussed issues related to the traffic, parking, pedestrian and automobile access and movement, how various land uses relate to each other, and the linkages between the downtown and its surrounding neighborhoods. Following in order of importance are the five most important Connection issues identified and a short narrative about each:

1. **Need for off-street parking improvements:** Provide a stronger connection to downtown by providing adequate parking for areas inadequately served. A perceived lack of parking exists because either people cannot see parking lots from their destination, or they do not feel safe walking to their destination. Addressing parking issues in Downtown would therefore, also entail increasing the visibility and the perception of safety in and around parking lots. As downtown continues to redevelop, parking demand will increase.

2. **Create nightlife and entertainment district:** Develop a connection between Memorial Hall, the Performance Arts Center and other entertainment venues. This linkage would help create and support a Nightlife and Entertainment District in Downtown. The key to such an effort is to coordinate the various events and advertise them together in a "District Activity Calendar."

3. **Consolidate City Hall and other public buildings at 3rd and 4th Streets:** Create a Civic campus by consolidating governmental offices and activities into a defined district east of downtown. This campus would build upon the existing governmental uses east of downtown.

4. **Reduce truck traffic on Main Street:** Main Street is currently designated as a truck route, carrying a great deal of truck traffic through downtown. In the past, alternative routes through Downtown have been developed and enforced, but have not been successful because of limited turning radiuses, limited site distances and conflicts created by uncontrolled intersections. An alternative truck route needs to be created to divert the trucks away from Main Street and Downtown and minimize conflicts.

5. **Create a Downtown identity:** Use the media and public awareness processes to give the Downtown an identity of its own. Market the historical, commercial and residential assets to

bring more people to Downtown. Use repetition in design and amenities to make Downtown easily identifiable.

Other Issues and Strategies Discussed. In addition to the top five issues identified, the Task Force identified the following important Connection issues.

- **Support the historic district as an integral part of Downtown:** Build upon the historic district designation of residential property in northwest Downtown.

- **Improve public safety and the perception of safety:** Create a sense of safety in Downtown by improving communication, minimizing the impact of negative influences and educating residents about Downtown activities.

- **Match opportunities to development needs:** Use public-private partnerships to encourage redevelopment in desired areas and renovation of key buildings.

- **Provide/improve public transit:** Introduce a mass transit system like a trolley car to link the main attractions of Downtown. Other alternatives include a designated bus route during peak activity hours or special occasions.

- **Create gathering places:** Create gathering places where people can assemble, and relax in Downtown. These public gathering places also provide a sense of ownership in downtown and aid patrons by serving as landmarks and points of reference.

Animation Issues

Top five Issues. The Task Force discussed issues related to recreation, the arts, retail activities, downtown living, tourism, events and other activities that bring life and vitality to Downtown. Following in order of importance are the five most important Animation issues identified and a short narrative about each:

1. **Develop a major activity center:** Create a downtown venue for performing arts, sports, concerts, and other organized events that will draw patrons to Downtown. Promote activities that do not conflict with existing activities such as events in the evenings and on weekends when greater parking is available. Redevelop Memorial Hall as a multi-use activity center.

2. **Create a unique identity for Downtown:** Identify and promote Downtown's niche within Joplin and the region. Use a logo, streetscape, landscaping, signage and other design

elements to create and easily identifiable Downtown. Promote uses, events and activities that show case or are unique to Downtown.

3. **Promote nightlife and entertainment:** Create an entertainment district within Downtown to enable the development of evening and weekend activities. Develop regulations that allow greater flexibility in design for the district, allowing creative and unique signage and lighting for example. The development of nightlife and entertainment uses promotes off-hour uses that bring patrons to downtown. Develop upper-story residential uses to build support for these activities.

4. **Improve the negative public perception of Downtown:** The public perception of Downtown is mixed. Many people perceive Downtown negatively as inconvenient, hard to navigate, unsafe and "dead." Change negative perceptions by educating people about the uses and activities in Downtown. Enforce the positive aspects of Downtown through promotions, events and planned activities. Create unique spaces and landmarks in Downtown that attract users and promote Downtown.

5. **Create districts within Downtown:** Create mixed use, residential, industrial, governmental, institutional, social service and other districts within Downtown. Creation of districts allows the City to tailor incentives and regulations to each district based upon the intent of the district and its density. Consolidate uses that do not attract or support higher activity levels in Downtown. Creating governmental, institutional and social service districts within Downtown will minimize conflicts between necessities and services and entertainment, commercial and other similar activities.

Other Issues and Strategies Discussed. In addition to the top five issues identified, the Task Force identified the following important Animation issues.

- **Consolidate governmental uses:** Governmental uses should be consolidated east of Main Street in Downtown. A governmental campus would aid users, serve as an anchor to downtown and create development opportunities surrounding downtown.

- **Create gathering places (without restricting vehicular access):** Create public areas where pedestrians can meet, relax, be entertained, people watch and participate in other passive activities in Downtown. These areas would serve as landmarks within Downtown, but should not disrupt vehicular traffic. No streets should be closed to create a pedestrian plaza. While closing streets for specific events has merit, the concept of permanently closing streets to create a pedestrian plaza is outdated and is contrary to the goal of creating an easily accessible downtown.

- **Support and stabilize residential uses:** Residents are a key element of a successful downtown. The creation residential districts would allow specific programs and considerations to be made for residential uses. Programs such as down zoning single-family uses could be used. The guiding intent would be to stabilize the neighborhood surrounding Downtown.

- **Develop a theme attraction:** Develop an attraction that draws on the history of Joplin as a mining community or Route 66 and the role of multi-modal transportation in Joplin. These activities could be housed in renovated buildings in the heart of Downtown or serve as an anchor at the edge of Downtown, such as at a renovated Union Depot.

- **Provide needed services:** Promote grocery, drug and convenience stores in Downtown. Residents seek services when locating to downtown areas. The benefits of a successful downtown are unique environments and living spaces, historic architecture, entertainment and easy access to goods and services. Currently, few service or convenience commercial uses exist in Downtown eliminating one of the primary benefits of a downtown to a resident.

Renewal Issues

Top 5 issues. The Task Force discussed issues that could induce reinvestment into the Downtown. The discussion also involved strategies that could be used to create and market an environment that would increase reinvestment in the area. Following in order of importance are the five most important Renewal issues identified and a short narrative about each:

1. **Indoor sports arena/performing arts center:** Joplin serves as a regional center. A major activity venue, increased entertainment activities, and regularly scheduled events would bring more people to Downtown. This activity will encourage more businesses and retail investment in the area. Memorial Hall and the Performing Arts Center provide opportunities for reinvestment and to create activity venue.

2. **On-street/off-street parking:** Parking is crucial for the revitalization of Downtown. In order to encourage investment in Downtown, investors must be assured that adequate parking is available or can be created to allow owners, employees and patrons easy access to the goods, services or activities the development will offer.

3. **Reuse of Brownfields:** Identify potential contaminated industrial sites that are large enough to be redeveloped either exclusively or in combination with abutting sites. Several industrial areas within Downtown appear to be contaminated and no longer add to the vitality of

Downtown. Environmental assessments can be conducted for these areas of possible contamination. If contaminated funds from the Federal Brownfields program can be sought to finance the mitigation, redevelopment and reuse of the areas.

4. **Housing/lofts:** Encourage renovation of the Downtown buildings' upper stories to allow for housing and lofts. Additional residential density brings more life into the area especially in the evenings, helps reduce building deterioration and ensures long term investments in Downtown.

5. **Minimize incompatible uses (target specific opportunities/partnerships):** Target opportunities to relocate incompatible uses. Minimize conflicts by consolidating similar uses into districts within downtown such as institutional and alternative housing districts. Target opportunities and partnerships that help to relocate incompatible uses to more appropriate areas such as industrial parks outside downtown, and thereby create opportunities for quality development that might prove as a catalyst for more compatible development in the area.

Other Issues and Strategies. In addition to the top five issues identified, the Task Force identified the following important Renewal issues.

- **Monetary commitment/city support:** The City must commit to the Downtown revitalization plan with monetary commitment and an active involvement with all development initiatives taking place in the Downtown.

- **Expand City Hall area:** The City should continue to invest in Downtown by consolidating City Hall and other government organizations into a Civic Campus.

- **Infrastructure improvements:** The funding of infrastructure and its maintenance should be taken very seriously, as it is a prerequisite for redevelopment. For example, Downtown Joplin has some stormwater problems that make certain areas of the Downtown undesirable for new businesses. Investment in infrastructure and the resolve of identified infrastructure problems can create stability in the Downtown.

- **Public safety and maintenance of a desirable streetscape:** Safety and more importantly, the perception of safety are crucial for redevelopment in Downtown. Investments in public improvements such as improved sidewalks, lighting, signalization, identified pedestrian crossings as well as public spaces designed to prevent crime through make downtown more appealing to users.

- **Rethink saving all buildings:** While historic preservation is an important goal for maintaining the character of Downtown, it is also important to be able to remove unsafe and dilapidated buildings that are not of crucial historical importance and provide space for newer development. Old does not always mean historic.

- **Public transit:** Introduction of some form of public transit would go a long way in creating a sense of place, link the various attractions of Downtown and indirectly help increase reinvestment into the urban core. Transit options are particularly important during evens and peak activity days or hours.

- **Façade improvement/design guidelines:** While new development should be encouraged, certain guidelines that would help preserve and enhance the character of Downtown should be adopted. Facade improvement programs should be encouraged to improve the image of Downtown.

- **Work with the public and protect property rights:** While condemnation and acquiring of property might be essential to the redevelopment of Downtown, care should be taken while doing so. The Authorities must make every effort to work with the public and protect their property rights to the extent possible.

NEXT STEPS

Awareness Walk

As a follow-up to the Visioning Workshop, the City hosted a "Downtown Awareness Walk" on Thursday, September 13, 2001 from 11:30 a.m. to 1:30 p.m. The Downtown Awareness Walks are a key component of the Joplin Comprehensive Plan Update and the Downtown Revitalization Plan development. The walks provided an opportunity for residents, business owners, City staff members, elected officials and other key stakeholders to walk Downtown and analyze its positive, negative and dominant features. During the walks participants followed predetermined routes and discuss items such as private and public property maintenance, activities, off-street parking and the overall appearance of the area at view stops. The summary of these features "paints a picture" of key issues that will need to be addressed for Downtown Joplin to thrive in the future. These themes are then replicated in the Comprehensive Plan and Downtown Revitalization Plan to help elected officials make informed decisions about Downtown's future.

Open House

The public's perception and impression have a significant impact on the vitality of Downtown. Likewise the insight gained from public discussions of the very complex issue of revitalizing downtown is invaluable. Concerns, needs, plans and dreams must be shared in order to ensure workable solutions for revitalizing Downtown.

Following the Awareness Walks the public had additional opportunities to raise issues, indicate preferences, and further record their perceptions and impressions. The meeting was held in October 2001 as an Open House. Information gathered and progress made to date was displayed for review and comment.

During the Open House City staff members, elected officials and Task Force members were available to discuss issues related to Downtown. The City Council was briefed on the progress to date in October, as well. Direction was given to the Consultant for further work.