



**CITY OF
ST. JOSEPH**

**DOWNTOWN
REVITALIZATION
PLAN**

2006



PRODUCED BY:

St. Joseph EDA

**St. Joseph
Downtown
Committee**

**Municipal
Development
Group, Inc.**



I. VISIONING PROCESS

1. Convene Study Group to determine if and how to create an identifiable destination area of local and regional interest by promoting a sense of place and ambiance in a united, revitalized and viable core of the City.
2. Conduct technical analysis. Examine/document:
 - A. The history (narrative and historic photos) of the downtown.
 - B. Previous efforts at revitalization when they were undertaken why they failed.
 - C. The existing dimensions of the downtown.
 - D. Inventory of property/businesses (parcels, lot sizes, addresses, value, condition of existing structures, type of business, business hours, number of employees, plans for expansion/sale/etc., residential units, number of renters)
 - E. Pictorial analysis of the downtown (overall viewsheds, streetscape, architectural types, exterior materials, rooflines, windows, entryways, signs, etc).
 - F. Analysis of public infrastructure (transportation facilities, utilities, sidewalks, street furniture, parks, open space, landscaping, etc.)
3. Conduct subjective analysis.
 - A. Visit other downtowns that have undertaken successful projects.
 - B. Seek and review professional advice/information/research.
 - C. Determine what is valuable, what is missed, what is positive, what is negative about other downtowns and downtown St. Joseph.
4. Consider scope of potential project, project term, strategies for success.
5. Determine whether project is feasible and there is enough private sector and public support for the project. While the City convened the process, it must quickly be led by the private entities whose time and money will ultimately determine the effort's success. A healthy, sustained partnership is crucial to getting the revitalization process off the ground and building the critical mass needed to spur a cycle of sustainable development. Determine whether this exists, potentially by seeing if work groups identified in the strategic plan can be populated.
6. Bring recommendation to City Council to make a definitive decision to either:
 - A. Proceed with project:
 - i. Private sector and at-large public support exists as evidenced by specific findings (e.g. business/property owners, interest in persons to serve on work groups, etc.).
 - ii. Strategic plan has been developed.
 - iii. Initial investment/participation by City estimated at \$20,000 (staff time, coordination, studies, initial meetings, etc.)
 - iv. Midterm investment (2007) estimated to be \$5,000.
 - v. Long-term investment/participation by City will be \$1,500 (staff time, coordination, studies, meetings, etc.)
 - B. Private sector and at-large public support doesn't exist and the project should not proceed as the risk of failure is greater than the potential benefit of the project.

II. PROJECT ORGANIZATION (IF PROJECT PROCEEDS).

1. Actively and abundantly inform the public the project is going to proceed, why and how.
2. Name the "Project Coordinator" can be a person, position, group or organization. The "Project Coordinator" is responsible for the overall management of the revitalization project.
3. Populate the four work groups.
4. Establish an oversight commission/committee/team comprised of the "Project Coordinator" and the chair/vice chair of the work groups identified in the revitalization plan (urban environs, resource development, promotions and organizational).
5. Quickly turn control/leadership/ownership of the revitalization project over (from the City) to the private sector and associated work groups which are led by private entities who will ultimately determine the effort's success.

III. DOWNTOWN REVITALIZATION WORK GROUPS

A. URBAN ENVIRONS WORK GROUP

Goal:

Creating a pedestrian-friendly place of destination by planning for corridor aesthetics, streetscape, multiple uses and community gathering spaces.

Prospective Members:

Members of the public at-large, downtown merchants, design professionals, City/EDA liaison

Tasks associated with implementation of strategic plan:

- Determine the boundaries of the downtown and potential anchors for the area.
- Determine specifically what the urban environment and associated character should look like develop design criteria such as traditional color palettes, awning styles, uniform signage types/styles, uniform lighting styles, uniform building styles, roof lines, exterior building materials, window styles, entryway styles, etc.
- To determine how can to help promote a downtown 'experience' for pedestrians that will be different depending on the time of day, the day of the week, or the season of the year – even if a pedestrian is traveling along a well trod path; how can we provide opportunities for new experiences nearly every time a pedestrian takes to the streets.
- To review research regarding public infrastructure; incorporate research into a plan to create/install: 'pocket' park, open space, gathering spaces, street furniture, outdoor dining opportunities, etc.; to provide meaningful pedestrian infrastructure such as an interconnected sidewalk/walkway system, areas to gather, opportunities to linger, etc.; to accommodate an expanded public transportation presence in the future; and, to promote structured parking facilities within the downtown (e.g. fee in-lieu of parking proceeds used to establish public parking).
- Determine what opportunities exist for housing development within the downtown.
- Determine what City rules/regulations need to be changes/amended to legally allow such housing within the downtown.
- Work with City staff to inventory city-owned land and buildings that could be available for early development or redevelopment.
- Work with Organization Work Group, private/non-profit entities that own property or operate businesses to specifically identify land/buildings that could be available for early development and/or redevelopment.
- To determine what opportunities for retail development exist within the Downtown
- Research quality of water and sewer laterals within the downtown.
- Determine what needs to be done to make sure opportunities for employment within the downtown can happen.
- Define and plan for the existence of diverse social values within the downtown and pursue means of enforcing the plan.

III. DOWNTOWN REVITALIZATION WORK GROUPS

B. RESOURCE DEVELOPMENT WORK GROUP

Goal:

Identify the overall financial needs associated with downtown revitalization (from improving public facilities/amenities to assisting private sector in leveraging funds to capitalizing activities of downtown revitalization work groups) and develop a fundraising plan that supports the revitalization effort.

Prospective Members:

Members of the community at-large, financial specialists, other professionals, City/EDA liaison

Tasks associated with implementation of strategic plan:

Tasks associated with implementation of strategic plan:

- Identify community initiative grants available through non-profit and state-wide programs for which the St. Joseph Downtown revitalization initiative will qualify.
- Identify local partners interested in contributing financially to downtown revitalization and develop a plan that will enable local contributors to work together to ensure optimal benefit from local contributions.
- Determine potential sources of public investment to leverage private investment (e.g. tax increment financing, tax abatement, Small Cities Development Program, low interest loan payments, revolving loan fund, revitalization zone, etc.)
- Plan, promote and conduct a variety of resource development efforts as a means of capitalizing streetscape amenities and public realm enhancements within the Downtown.
- Research opportunities to promote structured parking facilities within the downtown (e.g. fee in-lieu of parking proceeds used to establish public parking).
- Determine the need for new organizations to achieve goals necessary (e.g. downtown merchant's association, community foundation). If needed work to establish such organizations.
- Define and plan for the existence of diverse social values within the downtown and pursue means of enforcing the plan.

III. DOWNTOWN REVITALIZATION WORK GROUPS

C. PROMOTIONS WORK GROUP

Goal:

Create/enhance opportunities to bring visitors/tourists to the City of St. Joseph and to capitalize on activities/events already occurring within the community. Maximize private investment and public ownership of the revitalization process.

Prospective Members:

Chamber of Commerce, members of the community at-large, Downtown Merchant's Association, marketing professionals, City/EDA liaison

Tasks associated with implementation of strategic plan:

- Develop a promotional calendar that will benefit downtown. Work with the Organizational Work Group to identify annual and future events that St. Joseph's downtown may benefit from. Consider expanding opportunities for St. Joseph to showcase itself to St. Joseph visitors
- Create a plan and work with downtown property/business owners to promote unity and cohesiveness as a means of having the downtown property/business owners take ownership of not only their individual property but the entire 'downtown experience'.
- Reposition the image of downtown revitalization from neutral or negative to a positive, constructive albeit long-term process.
- Communicate the downtown revitalization strategy and progress in implementing the revitalization strategy to the property owners (investors) and the banking community so they will have faith in the process in which they are being asked to invest.
- Establish and promote community-wide events and activities which bring visitors and tourists to the City.
- Work with other event planners/holders within the community (e.g. College of St. Benedict; St. Benedict's Monastery, St. Cloud Independent School District, Downtown Association, etc.) to coordinate events on an area wide basis, such as a downtown art crawl corresponding to a cultural activity on the college campus.
- Put a human face on the revitalization effort.
- Determine what needs to be done to help ensure all stakeholders in the community, civic organizations and community organizations are involved in and/or aware of the process
- Work with downtown property owners/downtown merchants to jointly plan special events so as to move from simply co-existing to forming a cohesive, unified force working together to achieve mutual goals.
- Work with Organizational Work Group to create "road map" to strengthen the link between the College of St. Benedict, St. Benedict's Monastery, downtown property owners, adjacent residents, the public at-large and City officials and provide measurable opportunities for abstract and physical interaction between the aforementioned entities.

- Research methods to promote continued security and cleanliness in the downtown (e.g. cooperative effort among property owners/stakeholders).
- Determine the need for new organizations to achieve goals necessary (e.g. downtown merchant's association, community foundation). If needed work to establish such organizations.
- Define and plan for the existence of diverse social values within the downtown and pursue means of enforcing the plan.

III. DOWNTOWN REVITALIZATION WORK GROUPS

D. ORGANIZATIONAL WORK GROUP

Goal: Establish and continue to strengthen open/active partnerships between business owners, residents, property owners, the Chamber of Commerce, service providers, government entities, the College and the monastery. Manage and encourage continuous and active discussion and sharing of knowledge between stakeholders in the revitalization process.

Prospective Members:

Representatives from the public at-large, community/civic organizations, representatives from the College and Monastery, City/EDA liaisons.

Tasks associated with implementation of strategic plan:

- Coordinate, host and facilitate meetings with project stakeholders to keep them informed of what is happening.
- Work with Urban Environs Work Group, private/non-profit entities that own property or operate businesses to specifically identify land/buildings that could be available for early development and/or redevelopment.
- Keep opinion-makers and others informed about the revitalization process, as the public image of downtown during the early phases of revitalization is generally negative.
- Create plans which help ensure the success of the downtown revitalization effort by promoting private/public partnerships – not the other way around.
- Determine what needs to be done to help ensure civic and community organizations are involved in and/or aware of the process
- Assist in the formation of new organizations to achieve goals (e.g. downtown merchant's association, Resource Development Work Group, community foundation).
- Determine how work groups, property owners, residents, civic and non-profit entities, elected/appointed city leaders and others interact to achieve continued and sustained synergy in revitalization efforts.
- Ensure citizens, particularly property owners, business owners and residents of surrounding neighborhoods, have continuous opportunities for input and involvement.
- Work with the Promotions Work Group to create “road map” to strengthen the link between the College of St. Benedict, St. Benedict's Monastery, downtown property owners, adjacent residents, the public at-large and City officials and provide measurable opportunities for abstract and physical interaction between the aforementioned entities.
- Determine the need for new organizations to achieve goals necessary (e.g. downtown merchant's association, community foundation). If needed work to establish such organizations.

- Determine how to help assure the downtown becomes a place where all members of the community feel welcomed (regardless of age, income, educational attainment, family origin/status, religious beliefs, etc.).
- Define and plan for the existence of diverse social values within the downtown and pursue means of enforcing the plan.

IV. DOWNTOWN REVITALIZATION STRATEGIES

A. CHARACTER

Goal:

Define the boundaries of downtown, how dense it should be, and how it addresses the immediate surrounding neighborhoods. The downtown 'urban' character is reflected in a density of land use that highest in the city: small lot sizes/widths; building forward/parking rear; no side yard setbacks; no maximum surface coverage limit, building may cover entire lot). If there are less dense neighborhoods surrounding downtown, this can and should be maintained, thus providing those residents with the best of two worlds: 'suburban' homes a short distance from walkable urbanity.

Strategies:

- Determine the boundaries of the downtown and potential anchors for the area.
 - ✓ *Urban Environs Work Group, business/property owners, community at large, City, College, etc.*
- Determine how to promote a downtown 'experience' for pedestrians that will be different depending on the time of day, the day of the week, or the season of the year – even if a pedestrian is traveling along a well trod path. Determine how to provide opportunities for new experiences nearly every time a pedestrian takes to the streets.
 - ✓ *Urban Environs Work Group, property owner/business owners, involvement by civic organizations, public input, research, etc.*
- Research and create a plan to create/install: 'pocket' park, open space, gathering spaces, street furniture, outdoor dining opportunities, etc.; to provide meaningful pedestrian infrastructure such as an interconnected sidewalk/walkway system, areas to gather, opportunities to linger, etc.; to accommodate an expanded public transportation presence in the future; and, to promote structured parking facilities within the downtown (e.g. fee in-lieu of parking proceeds used to establish public parking).
 - ✓ *Urban Environs Work Group, property owner/business owners, public input, research, Park Board, landscape architect, etc.*
- Determine what opportunities exist for housing development within the downtown.
 - ✓ *Urban Environs Work Group, property owner/business owners, involvement by civic organizations, public input, research, etc.*
- Determine what City rules/regulations need to be changes/amended to legally allow such housing within the downtown.
 - ✓ *Ordinance amendments, policy changes, etc.*
- Work with City staff to inventory city-owned land and buildings that could be available for early development or redevelopment.
 - ✓ *Urban Environs Work Group, City officials, public input, research, etc.*
- To determine what opportunities for retail development exist within the Downtown.
 - ✓ *Urban Environs Work Group, public input, research, professional advice (e.g. research firm).*
- Research quality of water and sewer laterals within the downtown.

✓ *Urban Environs Work Group, research, professional advice (e.g. City Engineer).*

▪ Determine what needs to be done to make sure opportunities for employment within the downtown can happen.

✓ *Urban Environs Work Group, public input, research, professional advice (e.g. St. Joseph EDA).*

▪ Determine specifically what the urban environment and associated character should look like develop design criteria such as traditional color palettes, awning styles, uniform signage types/styles, uniform lighting styles, uniform building styles, roof lines, exterior building materials, window styles, entryway styles, etc. to apply:

✓ *Urban Environs Work Group, public input, research, professional advice (e.g. landscape architect).*

1. **Desired Features of Traditional Downtown Buildings:** A few buildings in St. Joseph's central business district are two-story buildings with brick façades and flat roofs, reminiscent of the feel of a traditional "downtown". However, the overall face of the downtown at this time is somewhat stark and haphazard. Although some efforts at historic preservation are evident, for the most part original development looks random in placement, design, materials and style. Deliberate attempts to promote similar facades and a limited color palette could easily improve the area. Along the street there are a few opportunities where similar elevation heights can be developed to relate buildings with one another. For example, facades with similar exterior materials at similar levels (granite, brick, clapboard, etc.) paired with windows of similar shapes at similar heights could begin to blend the surrounding viewshed. Similarly, false-fronting various buildings could reinforce the relationship between one and two story buildings; parapet walls could integrate random rooflines reinforcing the notion of unified development. A "downtown" and its associated character will develop over a period of many years. The following are general guidelines the City may wish to reflect on when reviewing building plans within the Central Business District:

▪ Future buildings in the downtown should be designed to blend in with the existing character.

▪ While architectural style may not be dictated, architecture should promote construction that complements a traditional building fabric.

▪ New buildings need not be historic replicas, but should offer high quality and compatible interpretations of the traditional styles present within historic and traditional downtowns.

▪ Simplify storefronts by using similar siding materials at similar heights (e.g.



traditional masonry materials or granite or brick or clapboard or some combination thereof) to unify the area and bring it back to its historical context.

- New buildings should reflect the predominant scale, height, massing and proportions of traditional downtown buildings and existing buildings in close proximity to proposed infill development.
 - Improvements and additions to existing buildings with architectural or historical interest should reinforce and enhance the characteristics of traditional downtown buildings rather than apply new or different stylistic treatments.
 - In order to reinforce the existing building line and to facilitate pedestrian access and circulation, principal buildings within the downtown should be built to the front property line and shall be oriented so that the front of the building faces the public street. New construction and infill buildings should maintain the alignment of facades along the sidewalk edge. Exceptions may be granted if the setback is pedestrian-oriented and contributes to the quality and character of the streetscape. An example would be for outdoor dining. There are a few parcels where the buildings are setback farther from the street frontage, until such a time when redevelopment occurs and the buildings could be moved forward, perhaps the front yards could be converted to landscaped courtyards to provide gathering places, public displays (e.g. art) and green relief on the street.
 - Create distinctive character throughout the corridor by employing one style of canopy as opposed to differing styles, types and colors.
 - Create a historical color palette of a few colors for street facades to unify the downtown businesses.
 - Encourage signage to be in the same style if hung perpendicular to the facade.
 - Create a boulevard between the sidewalk and street to allow for tree plantings and grass to separate pedestrians from highway traffic. Use this boulevard to place traffic signs and classical style streetlights.
 - Make crosswalks visible by using a change in ground texture with either concrete or brick. Another solution would be to paint crosswalks and supplement with lights to show right of way for pedestrians.
2. Humanscale Design. The pedestrian circulation system should be enhanced by improving sidewalks, adding street furniture/gathering spaces, ornamental lighting, outdoor music, trees, etc. With the existence of a trunk highway the City should work to minimize the impact of through traffic on the downtown atmosphere.

3. Landscape Design: As the community expands, there is a tendency for commercial development to locate near CSAH 75 and I-94 rather than in the traditional downtown setting. In order to continue to make the downtown or general business district more inviting, the City should update and maintain landscape design standards as a means of encouraging pedestrian traffic and unique businesses to locate in the area. Landscaping treatments can be used to enhance the pedestrian experience, complement architectural features and/or screen utility areas. The use of flower boxes, planters and hanging flower baskets by individual businesses could be encouraged.



4. Retain Government buildings in the Downtown. Governmental, semi-governmental and institutional services and buildings including City offices, post offices and libraries impact the vitality of a "Downtown" business district and should be encouraged, retained and expanded.
5. Future expansion of the Downtown. The city may wish to identify properties adjacent to the existing downtown that may be acquired in the future for expansion of the downtown. The current downtown corridor includes a number of businesses interspersed with residential homes.

IV. DOWNTOWN REVITALIZATION STRATEGIES

B. HOUSING

Goal:

Housing is two-thirds of the built environment therefore, it is a critical part of the strategy to revitalize a downtown. Commercial development and employment opportunities follow the development of roof-tops. The purpose of this section is to encourage a vast array of moderate and high density housing at both market rate and affordable levels.

Strategies:

- Determine what opportunities for housing development exist?
 - ✓ *Public Environs Work Group, public input and professional market research and advice.*
- Help to ensure housing is legally allowed within the downtown (revise zoning ordinance 50/50 business to residential mix requirement).
 - ✓ *City officials/staff.*
- Inventory city-owned land and buildings that could be available for early development or redevelopment.
 - ✓ *City staff.*
- Identify land/buildings that could be available for early development and/or redevelopment.
 - ✓ *Urban Environs and Organizational Work Groups, public input, property/business owners, civic/community organizations, City representatives, etc.*
- What needs to occur to make sure housing development can happen?
 - ✓ *Ordinance amendments, letting property owners know what options are available, funding source identification.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

C. RETAIL

Goal:

Determine the retail concentrations that a downtown market could support, including urban entertainment (movies, restaurants, night clubs); specialty retail (clothing, furniture, and jewelry boutique stores); regional retail (department stores, lifestyle retail); and local-serving retail (grocery, drug, book, video stores). These different retail options should be concentrated into walkable districts, creating, in essence, regional destinations that give the area critical mass, identity and a reason to live there.

Strategies:

- Determine what are opportunities for retail development?
 - ✓ *Urban Environs Work Group, public input and professional market research and advice.*
- Determine what needs to occur to make sure it can happen?
 - ✓ *Ordinance amendments, letting property owners know what options are available Urban Environs and Organizational Work Groups.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

D. CULTURE

Goal:

Determine how the link between one-of-a-kind existing cultural facilities and the downtown can be measurably strengthened and opportunities for abstract and physical interaction opened/facilitated.

Strategies:

- Create “road map” to strengthen the link between the College of St. Benedict, St. Benedict’s Monastery, downtown property owners, adjacent residents, the public at-large and City officials and provide measurable opportunities for abstract and physical interaction between the aforementioned entities.
 - ✓ *Public input, Promotions Work Group and Organizational Work Group, property/business owners, City, etc.*
- Determine what needs to occur to make sure it can happen?
 - ✓ *Changes in the physical environment (Urban Environs Work Group), cooperative interaction between event planners, property owners and public entities.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

E. PUBLIC INFRASTRUCTURE

Goal

Focus on essential issues such as water and sewer, parks and open space, opportunities for gathering/lingering/people watching, transportation (pedestrian, transit, vehicular, truck), structured parking, and enhanced security and cleanliness. Potential funding sources for new/improved infrastructure.

Strategies

- Research quality of water and sewer laterals within the downtown. Research opportunities to create/install: 'pocket' park, open space, gathering spaces, street furniture, outdoor dining opportunities, etc.
 - ✓ *Urban Environs Work Group, Park Board, City Engineer, landscape architect.*
- Research opportunities to provide meaningful pedestrian infrastructure such as an interconnected sidewalk/walkway system, areas to gather, opportunities to linger, etc.
 - ✓ *Urban Environs Work Group, Planning Commission, Park Board, City Engineer, landscape architect.*
- Research opportunities to accommodate an expanded public transportation presence in the future.
 - ✓ *Urban Environs Work Group, MTC, City Engineer, etc.*
- Research opportunities to promote structured parking facilities within the downtown (e.g. fee in-lieu of parking proceeds used to establish public parking).
 - ✓ *Urban Environs Work Group, Resource Development Work Group, Planning Commission, City Engineer, landscape architect.*
- Research methods to promote continued security and cleanliness in the downtown (e.g. cooperative effort among property owners/stakeholders).
 - ✓ *Promotions Work Group, public input, College of St. Benedict, St. Benedict's Monastery, downtown property owners, adjacent residents, the public at-large and City officials and Organizational Work Group.*
- Determine what is needed to make this occur?
 - ✓ *Changes in the physical environment (Public Environs Work Group), identification of funding sources, cooperative interaction between property owners and public entities.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

F. EMPLOYMENT

Goal:

Focus recruitment efforts on businesses that could be downtown, which includes both “export” employment (businesses that export goods and services from the area which provide fresh cash into the economy) and regional-servicing employment (support businesses or organizations which locate in regional concentrations such as downtown). Generally these strategies occur later in the turn-around process, after a critical mass of urban entertainment and housing has occurred.

Strategies:

- Determine what needs to occur to make sure opportunities for employment within the downtown can happen?
 - ✓ *Economic development authority and city staff continue to reach out to potential business leads, conduct retention and expansion visits with existing businesses and identify/promote funding sources/available financial incentives.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

G. COMMUNITY INVOLVEMENT

Goals:

Work to encourage all members of the community are involved in the downtown effort and/or knowledgeable of the ongoing downtown revitalization project. Promote ownership of the project communitywide. Work to make the downtown becomes a source of community pride.

Strategies:

- According to a research brief from the well-respected non-profit, community based think-tank The Brookings Institute, successful downtown revitalizations are generally private/public partnerships – not the other way around. While the public sector usually lead by the mayor or some other public official may convene the strategy process, it must quickly be led by the private entities whose time and money will ultimately determine the effort's success. A healthy, sustained partnership is crucial to getting the revitalization process off the ground and building the critical mass needed to spur a cycle of sustainable development. Therefore, the downtown revitalization effort must help ensure citizens, particularly property owners, business owners and residents of surrounding neighborhoods, have continuous opportunities for input and involvement.
 - ✓ *Organizational Work Group, Promotions Work Group, public, business owners, property owners, CBD residents, College, Monastery, etc.*
- Keep opinion-makers and others informed about the revitalization process, as the public image of downtown during the early phases of revitalization is generally negative. Put a human face on the revitalization effort.
 - ✓ *Promotions Work Group.*
- Determine what needs to occur to make sure all stakeholders in the community are involved in and/or aware of the process?
 - ✓ *Organizational Work Group and Promotions Work Group coordinate and facilitate a variety of opportunities/events to allow input from various stakeholders including, but not limited to: property owners, City officials, non-profit organizations and the general public.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

H. INVOLVEMENT OF NON-PROFIT ORGANIZATIONS

Goal:

Bring existing non-profits into the process and create new organizations to fill needed roles, including but not limited to: business organizations, temporary task forces, events/arts coordinating group and others.

Strategies:

- Determine what needs to occur to make sure civic and community organizations are involved in and/or aware of the process.
 - ✓ *Promotions Work Group and Organizational Work Group coordinate and facilitate a variety of opportunities/events to allow input from various stakeholders including, but not limited to: property owners, City officials, non-profit organizations and the general public.*
- Determine the need for new organizations to achieve goals necessary (e.g. downtown merchant's association, community foundation). If needed work to establish such organizations.
 - ✓ *Resource Development Work Group, Organizational Work Group, Promotions Work Group to research and coordinate as needed.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

I. MARKETING

Goals:

Continuously market the downtown as a place of destination and specific new downtown events.

Strategies:

- Reposition the image of downtown revitalization from neutral or negative to a positive, constructive albeit long-term process.
 - ✓ *Promotions Work Group.*
- Communicate the downtown revitalization strategy and progress in implementing the revitalization strategy to the property owners (investors) and the banking community so they will have faith in the process in which they are being asked to invest.
 - ✓ *Promotions Work Group.*
- Determine how can the downtown work groups, property owners, residents, civic and non-profit entities, elected/appointed city leaders and others can interact to achieve synergy in revitalization efforts.
 - ✓ *Organizational Work Group, Promotions Work Group, coordinate and facilitate a variety of opportunities/events to allow interaction between stakeholder groups.*

IV. DOWNTOWN REVITALIZATION STRATEGIES

J. SOCIAL VALUES

Goals:

Help ensure the revitalized downtown becomes a gathering place for the entire community where all persons regardless of age, income, educational attainment, family origin/status, race, ethnicity, religious beliefs, etc. feel welcomed.

Strategies:

- Define and plan for the existence of diverse social values within the downtown and pursue means of enforcing the plan.
 - ✓ *Urban Environs Work Group, Resource Development Work Group, Promotions Work Group, Organizational Work Group coordinate and facilitate a variety of opportunities/events to allow interaction between all members of the community.*
- How can we best remind ourselves of this goal as we develop and implement a strategy for downtown revitalization?
 - ✓ *Organizational Work Group, Promotional Work Group.*