

COMMUNITY MASTER PLAN

Marceline, Missouri



Prepared for the Marceline Downtown Organization, City of Marceline and Community Partners by Missouri Main Street Connection. February 21, 2018



Downtown Marceline Board of Directors

Julie Sheerman, President
 Mary Beth Switzer, Vice President
 Chris Ankeney, Secretary
 Dawn Lichtenberg, Treasurer
 Garry Belt
 Zach Bruner
 Lee Hoover
 Kaye Malins

 Michael Olinger, Executive Director

City of Marceline

Jeri Holt, Mayor
 Tyson Brammer, Mayor Pro Tem
 Sallie Buck
 Elizabeth Cupp
 Natalie Wellman

 Richard Hoon, City Manager
 Lindsay Krumpelman, City Clerk

Steering Committee:

Sallie Buck
 Robert Cupp
 Gage Edgar
 Greg Foss
 Joy Edgar
 Bob Green
 Josh Hawkins
 Kaye Malins
 John Moore
 Don Reynolds
 John Sheerman
 Jerry Swanson
 Richard Switzer

Partners in the Master Planning Process

This Master Plan was prepared by a team with a deep passion for and understanding of community revitalization. The Team has expertise in all aspects of the comprehensive Main Street Four-Point Approach® and how to apply it in communities large and small. The Team came to Marceline on six different occasions, meeting with various community stakeholders to develop this Master Plan.

Process: To acquire information on the current state of the community through interviews with business and property owners, residents, city officials and other stakeholders to gain a perspective of the community. The team will look at past and present. The objective is to recommend a course of action with specific activities as set forth in agreement outline and to prepare the community “steering committee” for the next processes of the overall Master Plan and Implementation. Recommendations will be based on information gathered through a review of written materials, interviews and meetings, and a facilitated community visioning session.

Team Members:

Norma Ramirez de Miess, National Main Street Center – Organization & Leadership
 Jim Thompson, Iowa Main Street – Economic Vitality
 Randy Wilson, Community Design Solutions – Design
 Ben Muldrow, Arnet Muldrow and Associates – Promotion
 Bob Lewis, Development Strategies – Economic Vitality
 Bridgette Kelch, Downtown Washington Inc. – Promotions and Historic Preservation
 Gayla Roten, Missouri Main Street Connection – Resource & Plan Development – Team Leader
 Keith Winge, Missouri Main Street Connection – Marketing & Implementation – Team Leader



Missouri Main Street Connection
 PO Box 1066, Branson, MO 65615
 417-334-3014
www.MOMainStreet.org

**Community Visits:**

- Visit #1 - Assessment and Community Visioning - Spring 2017
- Visit #2 - Community Visioning with Marceline Students - Spring 2017
- Visit #3 - Charrette Development Planning - Fall 2017
- Visit #4 - Branding Charrette - Fall 2017
- Visit #5 - Preliminary Report to Key Stakeholders - Winter 2017
- Visit #6 - Final Report Presented to the Community - Spring 2018

Table of Contents:

| | |
|--|----------------|
| Strategies..... | Page 2 |
| Design Components..... | Page 3 |
| Economic Vitality Components..... | Page 29 |
| Promotion Components..... | Page 37 |
| Organization Components..... | Page 45 |
| Action Plan/Timeline..... | Page 51 |
| Appendix..... | Page 57 |



Strategy #1

Diverse Housing and Downtown Properties

This is a long-term strategy to address the housing needs of the local residents, future residents and visitors to the community. This strategy will need champions of the city and the county to implement.

Key Components Identified by the Community

- **Refurbish historic buildings**
 - Remove inappropriate awnings/ slipcovers to reveal historic character
- **Restore the Allen Hotel**
- **Improve safety and stability of buildings**
- **Need hotel/overnight accommodations**
- **New housing opportunities**



Strategy #2

Food and Entertainment

This strategy sets the stage for downtown as the center of the community as a place of activity with events, gathering places, entertainment options and dining/ food experiences for local residents, the nearby communities and visitors.

Key Components Identified by the Community

- **Refurbish historic buildings**
- **Restore Uptown Theatre**
- **Improve safety and stability of buildings**
- **Evening restaurant**
- **Additional Entertainment options**
 - Music/concert series
 - Ghost/heritage tours
- **Farmers Market**
- **Promote the community to visitors**
- **Business Directory**
- **Activities for youth**

Strategy #3

Creative Arts

This strategy takes advantage of the current assets (Disney Museum, Disney history, and the natural environment) for the creative arts to flourish with the local art community and Disney fans from all over the world.

Key Components Identified by the Community

- **Refurbish historic buildings**
- **Restore Uptown Theatre**
- **Improve safety and stability of buildings**
- **Promote the community to visitors**
- **Tell Marceline's story outside the community**
- **Walt Disney connection**
- **Ghost/heritage tours**

Strategy #4

Building Leadership and Identifying Funding

This strategy was added by the Team to assist the community in building the leadership team's ability to manage, engage, educate and motivate the community to realize the goals and expectations of success.

Key Components Identified by the Team

- **Full-time director for Downtown Marceline**
- **Define organization and city roles and responsibilities**
- **Identify funding sources and mechanisms**
- **Volunteer and leadership development**

Design | Economic Vitality | Promotion | Organization

Design

The four-point approach of the Main Street program is typically administered through four committees devoted to the implementation of an individual point. The Design Committee is no exception and is primarily focused on being advocates for appropriate design and planning within the historic downtown core. In general terms, the primary responsibilities of the Design Committee include:

- **Education** Training yourself and others about the importance of good design and working to promote that image in the downtown area.
- **Advice** Providing good advice to downtown merchants, property owners and local government that encourage quality improvements to private properties and public spaces.
- **Planning** Looking into the future to cast a vision that captures the desires of both the citizens and local government...always have a seat at the table.
- **Motivation** Working with the public and private sector to create incentives for improving downtown.

One of the chief responsibilities of the Design Committee is raising awareness about design within the downtown and surrounding community. By introducing initiatives that raise awareness of good design principles and a community's historic architectural assets, the preservation and enhancement of these invaluable resources is typically increased. There are countless ways to promote education about good design, but a partial list of potential educational initiatives follows below.

Brown Bag 'Lunch-and-Learn' Workshops

Since the Main Street Design Committee typically receives training from the State Coordinating Program, consider conducting these training opportunities in conjunction with a lunch lecture series that exposes downtown residents to interesting design topics. Moreover, certain topics such as "Window Displays and Visual Merchandising," could include a lunch lecture followed by a "walk and learn" component whereby the training consultant walks around town and comments on storefront displays for which the owner desires design direction. This is a great way to promote interest in downtown while educating the public about design issues in an engaging way.

Architectural Character Guide/Downtown Design Handbook

The Main Street program has considered working on downtown "Design Guidelines." In absence of a review district or architectural review board for downtown these would be premature. Moreover, the Design Committee should NEVER serve as any form of regulatory design review for the City. Rather, they should be an advocate for good design principles, in general, and help formal design review candidates through the process of design review with any relevant City-appointed review processes or commissions.

In lieu of design guidelines, it is recommended that the Design Committee focus instead on one of two alternative design education document approaches. The first approach, commonly referred to as an 'Architectural Character Guide,' documents the common design elements, styles, and urban development patterns that create a distinguishable architectural and environmental character downtown. A plethora of photos taken from the downtown area visually illustrate the various topics that are addressed in the Character Guide.

Download link for the complete Pinedale, WY Architectural Character Guide

PDF:
<http://www.communitydesignsolutions.com/public/Pinedale%20Character%20Guide.pdf>



Brown Bag "Lunch & Learn": Brown bag lunch and learn workshop in Winona, MS sponsored by their local Main Street program.



Window Display Workshop: Following the lunch presentation, workshop participants in Laurens, SC walked the downtown and critiqued window displays.

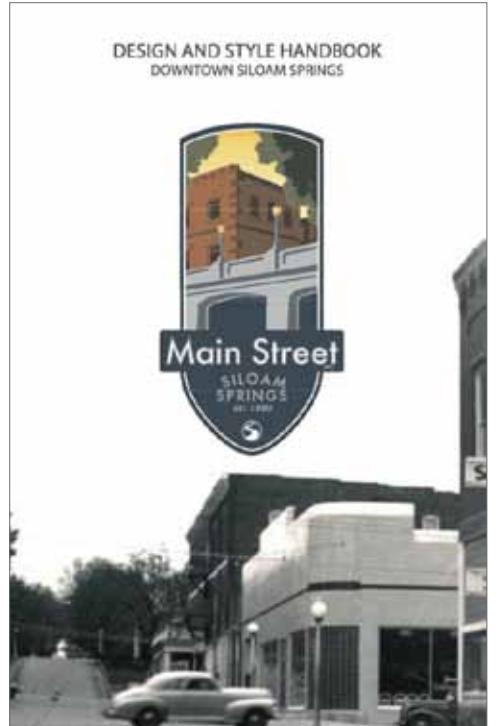
The second approach, commonly referred to as a 'Downtown Design Handbook,' stipulates more general design and planning issues such as building height, setback, wall materials, etc. and supplements each topic with illustrative photos from the downtown area.

Download link for the Siloam Springs, AR Downtown Design Handbook PDF:
http://www.communitydesignsolutions.com/public/Siloam_Springs_Design_Handbook.pdf

Either of these approaches has a more accessible name than "design guidelines" and do not imply regulations as much as sound design and planning principles. The design committee is encouraged to complete this document in either of the approaches described above as a valuable service to the City and its downtown stakeholders.



Pinedale, Wyoming: Example of an architectural character guide from Pinedale, WY describing its characteristic awnings, overhangs and storefront treatments.



Siloam Springs, Arkansas: Example of a Downtown Design Handbook from Siloam Springs, AR.



Greensburg, Kentucky: Example of student-led downtown walking tour from Greensburg, KY.

Design | Economic Vitality | Promotion | Organization

Architectural Coloring Books

In potential conjunction with the Photo Contest noted above, it is rather easy to convert photographs of historic buildings into line drawings conducive for a coloring book. By combining these building images along with nominal explanatory text, it would expose both parent and child to the stories of significant architectural assets that make downtown unique.

Oklahoma Main Street Coloring Book download link:

http://www.communitydesignsolutions.com/public/Main_Street_Coloring_Book.pdf

Interactive Training Workshops

The Missouri Main Street staff along with the author of this report offer a plethora of design training and educational workshops. The Main Street staff could offer these training opportunities for the entire community or solely to the design committee. In the second approach, the goal would be to "train the trainer" by equipping the design committee with the tools they need to conduct subsequent training opportunities themselves to the community they serve.

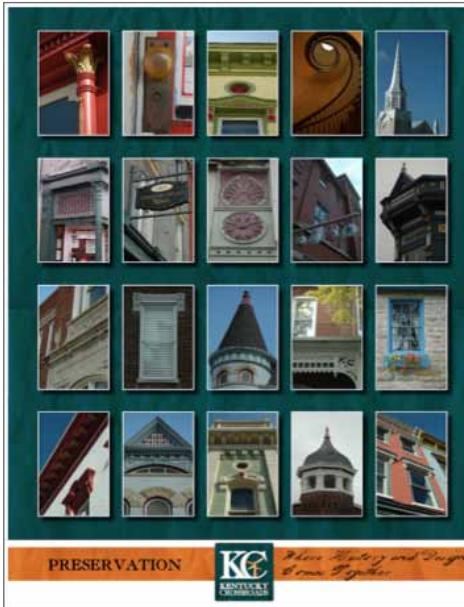
Good Design Scrapbook

This is one of the simplest tools the Design Committee could create that often garners the most use and benefit to the downtown property owners. Essentially a scrapbook is created with sections for some of the most common design issues that traditional downtown building owners deal with such as, but not limited to: paint schemes, cornice treatments, appropriate doors and windows, awnings, signage, storefront window displays, etc. The Design Committee members would populate each section with photographs of excellent examples of each design issue from their travels or Internet research and make the scrapbook available to any downtown building owner who desires design direction for subsequent façade enhancements. This scrapbook could not only be physical in nature, but could also be scanned and recreated digitally, or simply drawn from digital photographs for inclusion on the Main Street website.

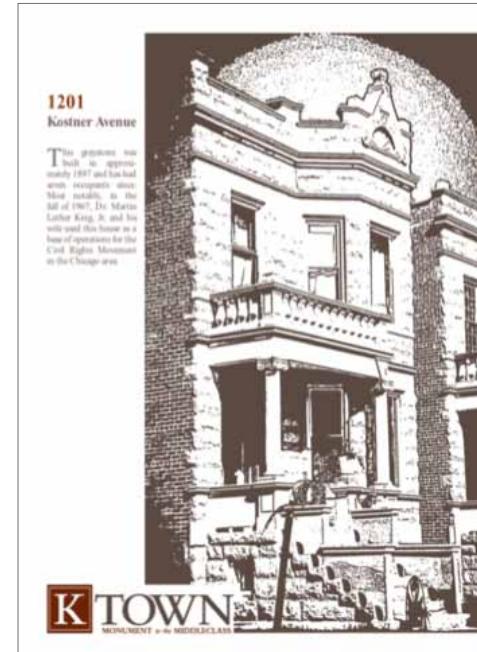
Goal: Stop demolition and stabilize Marceline's historic assets until a plan is developed

When funds are not currently available or a definite plan hasn't been established for the historic assets in Marceline it is priority to "mothball" these deteriorating structures. While in usable condition, it is necessary to close up the building temporarily to protect it from the weather as well as to secure it from vandalism. This process, known as mothballing, can be a necessary and effective means of protecting the building while planning the property's future, or raising money for a preservation, rehabilitation or restoration project. If a vacant property has been declared unsafe by building officials, stabilization and mothballing may be the only way to protect it from demolition.

Providing this temporary protection and stabilization of the significant historic assets will slow down the detrition process and buy the owner valuable time to raise money for preservation or to find a compatible



Architectural Details Poster: Example of an architectural details poster assembled by Randy Wilson after a photo contest done in conjunction with a Rural Heritage Development Initiative of the National Trust for Historic Preservation in Central Kentucky.



Architectural Coloring Book: Example of a coloring book page developed by Randy Wilson from the K-Town historic district of the Lawndale neighborhood in Chicago.

use for the property. In the meantime those involved in the strategic plan will be working with structural engineers, historic building consultants, funding mechanisms, and a best use recruitment plan.

Steps in the process:

1. Identify – Historic properties that will be stabilized until a plan is determined.
2. Begin process with Brownfield – identify this out Katelyn or Diane
3. Document the architecture and historical significance of the building. This step will be provided by SHPO in the review they started in early 2017 for a few of the buildings identified.
4. Prepare a condition assessment of the building.
5. Structurally stabilize the building, based on a professional condition assessment.
6. Control pests – including termites and rodents.
7. Protect the exterior from moisture penetration.
8. Secure building from vandalism and break-ins.
9. Develop and implement a monitoring plan for protection.

Historic assets needing attention:

- Uptown Theatre
- Historic downtown hospital
- Allen Hotel
- Zurcher Building
- 1964 hospital
- Downtown buildings with roof issues and slipped covered building



Utilize Temporary Visual Treatment Strategies for Vacant Buildings

Use visual enhancement treatments as a temporary means of improving the appearance of a building while it is being prepared for occupancy or sale.

For a variety of reasons there are a number of vacant buildings in downtown Marceline. No matter the reason, the result is the same: vacant and decrepit buildings send a message that is perceived as "downtown is in decline." Since this is patently false in the case of Marceline--but occasionally perception trumps reality-- the strategies noted in this section are designed to mitigate the effects of vacant buildings so they can be saved and restored.

The appearance of vacancies in the downtown area can send a negative message and create the perception of a lack

Design | Economic Vitality | Promotion | Organization

of retail vibrancy. To combat those perceptions and “buy time” until a building becomes occupied, any of the approaches noted below should be considered.

Place artwork in vacant display windows if the interior space appearance is satisfactory. If the interior space is in detrimental condition, consider masking the windows from the interior with butcher paper or from the exterior with vinyl cling wraps. The masks can feature nostalgic photos or historic postcards of the community or images such as a map of downtown highlighting shopping and dining destinations. Place “community hero” posters in the windows to build community pride and draw attention away from the vacant building. These ideas and more are described and illustrated below.

Key Benefit

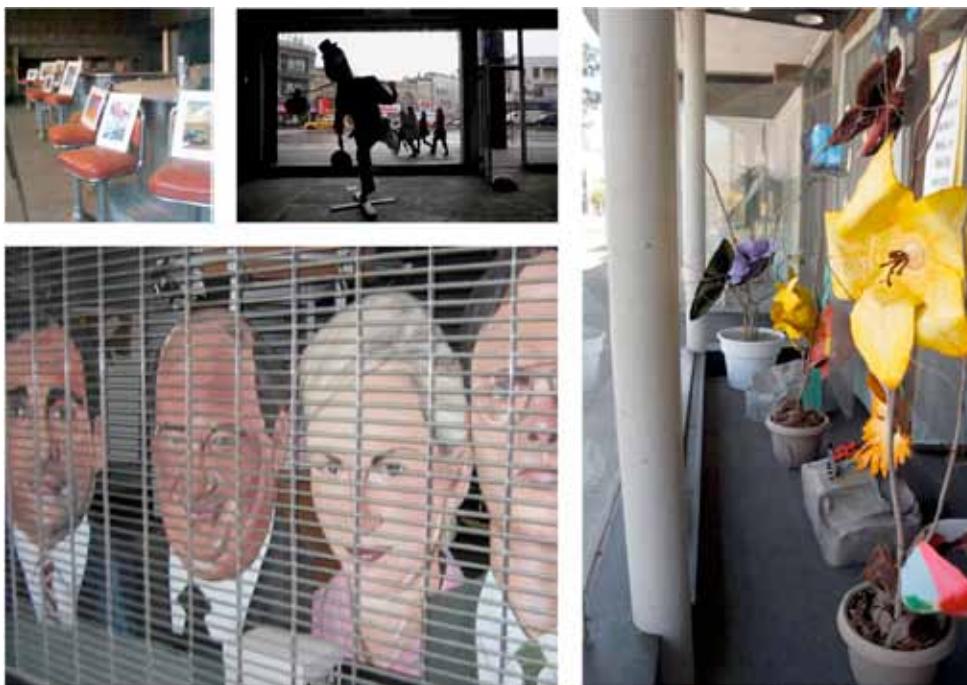
The techniques on this page are inexpensive yet can reap significant visual rewards and temper perception of the district while buildings are being rehabilitated, leased or sold.



Peoria, IL: By placing historic images on butcher paper affixed to the storefront window, the focus is drawn to nostalgic images of the downtown as opposed to the fact that this particular building is currently vacant.



Arkadelphia, AR: Due to the sensitive nature of the work conducted within this building, transparent windows were not an option. However, blank windows promoted a perception of an empty building lacking retail vitality. By placing historic postcard imagery on vinyl clings on the windows, the building becomes a virtual museum featuring unique stories from the past.



Grandmont, MI: (right) A variety of art forms occupy the storefront windows of these vacant buildings. Consider featuring work by local artists or art students.



Anniston, AL: Excellent example of using local art to create a ‘Pop Up Art Gallery’ in a lobby of a downtown building in Marceline.



Conway, SC: The “I am Conway” campaign utilized 11x17 posters featuring statements from local citizens about what makes Conway, SC special. The posters distract from the fact that the building itself is vacant. Moreover, the stories captured in each poster build community pride.



Design | Economic Vitality | Promotion | Organization

Goal: Revitalization of historic structures and contributing historic places

Special attention needs to be given to the historic structures in downtown and the neighborhoods of Marceline. These structures need special status and designation of districts to preserve the history that is significant to the heritage of the Community.

*Note – Historic Structures and Contributing Historic Places can be any of the following: historic areas, structures, roads, buildings, monuments, and/or designated spaces.

Action Steps

1. National register of historic places survey and nomination process should begin immediately, while working on encouraging façade renovations and addressing serious building issues. MMSC has recommendations of individuals that are experts in the field to help with this process.
2. Become a Certified Local Government (CLG). Begin the process with National Parks Service and the State Historic Preservation Office to receiving this designation.
3. With the guidance and resources given through the CLG program –
 - Organize a CLG training schedule for establishing a qualified historic preservation commission.
 - Restructure the city's permitting process and allowances.
 - Develop boundaries of the district.
 - Create a citizen information piece for understanding the permitting and ordinances for historic structures.
 - City of Marceline Planning & Zoning Manual – City Ordinance #6.404. Is currently missing VIIA. "USA" Main Street USA District, starting with page 22. When code, ordinances and zoning is established for this area the manual should include this information.

What Does National Register of Historic Places Mean?

The National Register of Historic Places includes districts, sites, buildings, structures and objects that are significant in American history, architecture, archaeology, engineering and culture. The state's National Register program provides Missouri's citizens with:

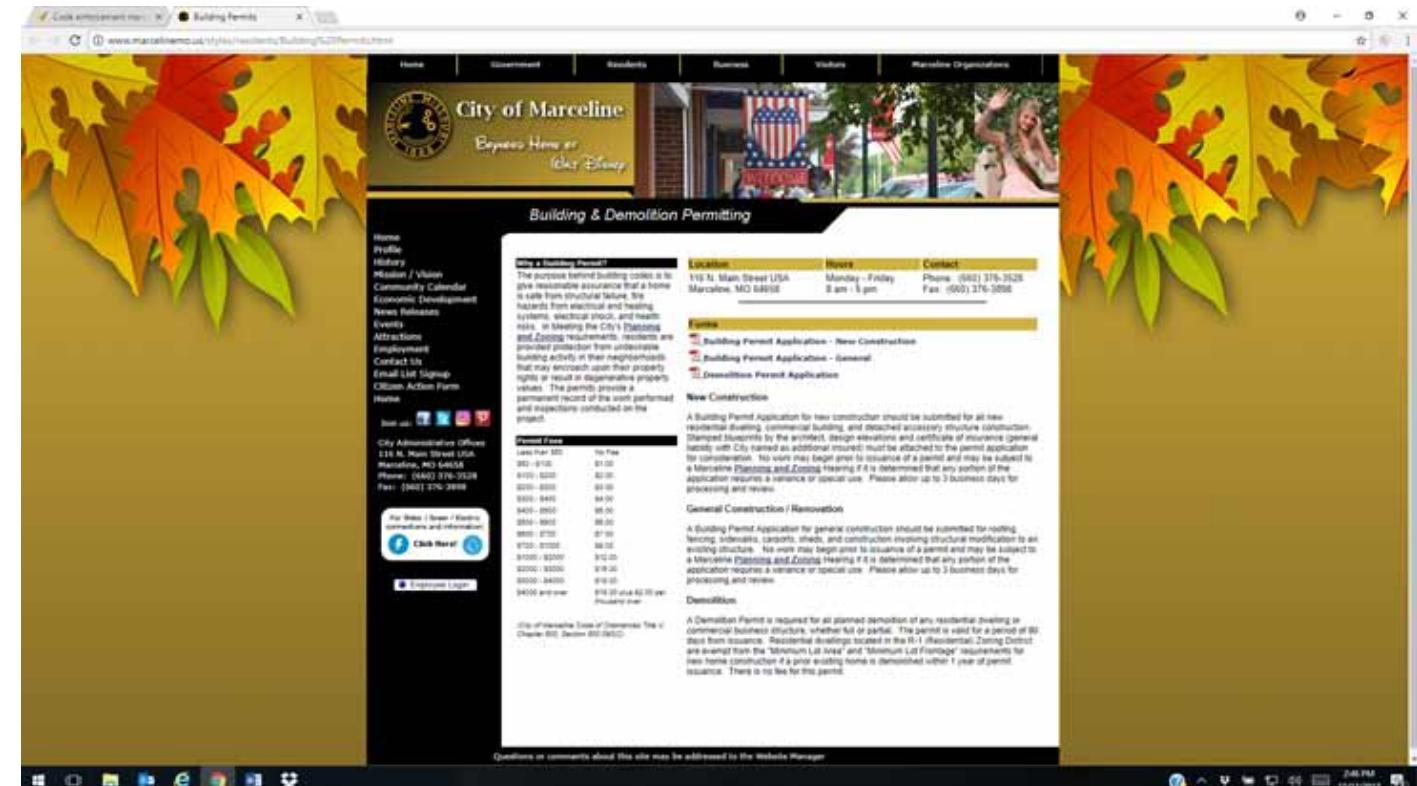
- National recognition of the value of Missouri's history and historic properties,
- Eligibility for tax incentives and other preservation assistance, and
- Assistance in cultural resource planning.

Listing in the National Register does not mean that limitations will be placed on the properties by the state or federal government. Public visitation rights are not required of owners. Neither the state nor federal government will attach restrictive covenants to the properties or seek to acquire them.

WHAT DOES A CLG DO?

A Certified Local Government must meet the following minimum goals:

- Establish a qualified historic preservation commission.
- Enforce appropriate State or local legislation for the designation and protection of historic properties. In most cases this is done in the form of a local ordinance.
- Maintain a system for the survey and inventory of local historic resources.
- Facilitate public participation in the local preservation, including participation in the National Register listing process.



Include information on line for permitting for Revitalization of Historic Structures.



The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources.

Design | Economic Vitality | Promotion | Organization

TACKLING THE TOUGH STUFF: Recommendations for difficult downtown issues

Abandoned and Dilapidated Buildings

The presence of abandoned and dilapidated buildings in various states of disrepair downtown sends a message to visitors that downtown is not cared for. The reasons for these conditions are myriad but include absentee ownership that perpetuates an “out of sight, out of mind” mentality; unrealistic expectations in terms of property values that prevents buildings being sold at reasonable prices; deferred maintenance has led to such degradation that the remedies cannot be absorbed by the income-producing capability of the building for too great a time; etc.

Considerations

In cities and towns of all sizes, municipal officials point to dilapidated structures as a challenge in their efforts to promote the highest possible quality of life and bring economic growth to their hometowns. The failure of offending property owners to repair or demolish dilapidated structures creates blight and a financial drain on community resources. It shifts the cost of abating violations from the responsible party to all taxpayers.

Dealing with these unsafe commercial and residential structures is a challenging task that requires officials to consider and carefully balance the rights of the offending property owners with rights of the owners of adjacent properties and the community at large. Because of the wide array of situations encountered and sensitivity of the property rights issue, municipalities must have a variety of tools that can be selected and effectively applied to the specific circumstances of each code enforcement case.

What's Available

Cities and towns can adopt ordinances relating to the upkeep of property. These ordinances may provide for notification to the owner outlining the conditions needing to be corrected and may require the owner to take the necessary steps to correct the conditions. The ordinances may also outline how the municipality may correct the conditions if the owner fails to take appropriate action.

As with any ordinance, cities and towns must have procedures in place that provide for due process and proper notification to the property owner when the city moves to abate a problem. Likewise, any local ordinance needs to spell out explicitly the notice procedures, method of notice as well as a procedure for appeals of decisions made by the code enforcement officials.

State law gives cities and towns the authority to enforce the International Building Codes and to adopt by reference certain appendices to this code. One of the most widely adopted appendices is the International Property Maintenance Code, which establishes standards to help ensure public health, safety and welfare of the community by requiring the maintenance of existing structures and premises. The International Property Maintenance Code provides a framework for dealing with dilapidated structures in any city no matter the size.

The International Property Maintenance Code contains a prescribed and tested process of providing proper notice as well as a specific method of serving the notice to property owners. Because this code can be adopted by reference with only minor modifications, it is a good option for municipalities starting a new code enforcement program or looking to modify their existing program. A PDF version of this code may be found by following this link: https://www.dropbox.com/s/upw4ttgdgusxoz0/2012_International_Property_Maintenance_Code.pdf

What happens when property owners fail to correct serious code violations? One option available to the municipality is to correct the violation. If the municipality corrects the unsafe conditions associated with the property, most state law allows the municipality to place a lien equal to the cost of the abatement on the property and collect the lien in the same manner as municipal taxes.

Challenges

These code enforcement methods have limited effectiveness in certain situations. Liens on property generally can only be collected when a property is sold, and many county governments do not recognize code enforcement liens at tax sales. This means that liens might not be collected at tax sales.

Another problem with liens is that there is often a significant lag between filing the lien and collecting payment because sales of dilapidated properties occur infrequently. Likewise, ordinance summons are not effective when a property owner cannot be located or lives outside of the community or state. Ordinance summons must be personally served upon the offender.

These tools also have limited effectiveness when the property owner lacks the financial resources to abate the violations. Jailing offenders only increases the cost to the municipality and often fails to correct the violation. Clearly, there are no “silver bullet” solutions that can solve each unique situation in every community. However, all across America certain strategies for dealing with abandoned and dilapidated buildings have begun to gain traction in dealing with this issue. A few of these strategies are noted below.

1. Early Warning Database

Use an early warning database to identify problem properties and to facilitate collaboration. Too often, municipalities only find out about vacant properties after they have started to cause serious problems. An early warning database collects and organizes basic information about conditions that suggest a property is likely to become vacant. Local officials and organizations can use that information to identify at-risk properties and take action before a problem grows or gets out of control. A database can be useful for code enforcement officials, police and fire departments, community development departments, Main Street programs and neighborhood organizations.

A database can be as simple as a spreadsheet that lists problem properties and indicates whether each property has one or more of the key indicators of vacancy or abandonment, such as tax delinquency, nuisance abatement actions, utility shut-offs, or foreclosure filings. It can also be expanded to include information about the district where the property is located, such as demographic data, crime statistics, and real estate conditions. An even more comprehensive database could include information about these properties from various municipal departments. Many municipalities already collect much or all of the information in a basic database, and it is just a matter of putting that information together in one place. Even the most simple database can be used to identify problem properties and neighborhoods, guide decision making, and coordinate activity across municipal departments.

Key Benefits

Identify problem properties. A database helps a municipality identify properties that are vacant or at risk for vacancy, making it possible to intervene early and avoid more serious problems for the property.
Coordinate municipal action. A database helps a municipality share critical information with various local government departments and other key stakeholders and use it to coordinate action and facilitate collaboration.

2. Minimum Maintenance Ordinance and Code Enforcement

Use a minimum maintenance ordinance (MMO) to provide an objective, district-wide standard of care for properties. The failure to maintain property directly impacts property values of adjacent property and, in the worst case, can provide an area that attracts criminal activities. To protect a district from deterioration, a number of local governments have established property maintenance standards. There is a limit, however, on how far a jurisdiction may go in regulating unsightly areas on private property. It is an open question in many states whether their courts would uphold a beautification ordinance or a property maintenance or appearance code if the regulation is based purely upon aesthetic grounds.

The premise is that failure to provide minimum maintenance creates unsanitary and unsafe conditions, negatively impacts the aesthetic value of the community, and reduces property values. Local governments considering property standards need to work with legal counsel to make sure that the necessary procedural requirements are included in any public nuisance or property maintenance ordinance and that staff responsible for enforcement receive the necessary training.

The hardships encountered when enforcing MMOs are typically two-fold. First, the local government lacks the political will or manpower to enforce the ordinance. Second, the municipality lacks the funding required to enforce the ordinance by providing temporary clean-up and/or stabilization and weatherization measures.

Key Benefits

Objective standards. Every property owner is held to the same standard of care. This should hopefully address concerns

Design | Economic Vitality | Promotion | Organization

that enforcement is due solely on the grounds of subjective aesthetic standards.

Legal authority. Assuming due process and clear communications are in effect, a MMO provides solid legal grounds for enforcing upkeep on any individual property for the sake of the community good in terms of safety and welfare.

Develop Steps to GOOD Code Enforcement

The codes will be the parameters that City of Marceline places on what may be done and how it will be done within the city limits for the purpose of implementing goals and safety of the residents. An important factor here is for the codes to be supportive of the vision and goals outlined within this plan.

Enforcement Areas:

- Zoning – is included in the code enforcement to allow or not to allow different uses. Businesses and/or residents in the wrong zone are common violations.
 - o Downtown buildings main floor, street access should be for retail and service businesses. No residents on the ground floor.
- Dangerous Buildings – code addresses health and safety hazards in businesses, homes, rentals or planned additions.
 - o Downtown buildings that are hazards should not be given an occupancy permit, nor renewed.
 - o Inspection of current downtown buildings in the downtown is necessary and needs to be done on a yearly basis, especially those buildings that are open to the public, i.e. downtown theater.
 - o Scheduled inspections of all residential and visitor rentals.
 - o Adopt the Minimum Health and Housing Standards and Housing Quality Standards.
- Solid Waste – code refers to garbage and debris in and around businesses and/or private homes.
 - o Downtown businesses need to be cleaned of debris behind the buildings and around them.
 - o Junk cars and equipment need to be removed from yards and public streets.
- Nuisance Control – code is anything that, directly or indirectly, negatively affects other people's ability to use their property, i.e. grass/weeds.
- Animal Control – code enforces the requirements of having animals on leash, requirement for cleaning up after, no animals running loose, authorizing what, if any, farm animals within the city limits.

STEP #1: START AT THE PLAN

Good code enforcement must be based on a good general plan. Community plans like this one must justify the provisions in the code which in turn justify the community in enforcing the code.

ACTION STEPS

1. Ensure the general plan accurately represents the community's long term goals.
2. Review the current code and zoning map to check for consistency with the general plan.

STEP #2: ENSURE YOU HAVE GOOD CODES

Good codes does not mean a lot of codes. Good codes and enforced codes establishes guidelines that will assist Marceline in reaching the community's vision. Keep codes succinct, clearly defined and what is not allowed.

ACTION STEPS

1. Review current code for consistency with plans and zoning.
2. Use the "citizen action form," this can be an incredible tool.
3. Consider code revisions for sections that are unclear, or that do not support the community's goals, vision, or plans.

* Citizen Action Form on Marceline's Website – advertise it.



* Citizen Action Form on
Marceline's Website –
advertise it.

STEP #3: ENFORCEMENT PRECEDENT & STRATEGY

City of Marceline should adopt an enforcement framework and strategy that outlines intended means of enforcing the code. The enforcement strategies should match the City's capacity and community's vision to be the most successful.

ACTION STEPS

1. Evaluate current enforcement methods for gaps and opportunities to improve.
2. Conduct public meetings soliciting public comment on preferred enforcement measures.
3. Establish enforcement plan improvements and ensure the public is aware of the code requirements.

- Signs – code includes time, place and material uses for permanent and nonpermanent signage.

3. Visual Enhancement Treatments

Use visual enhancement treatments as a temporary means of improving the appearance of a building while it is being prepared for occupancy or sale. The appearance of vacancies in the downtown area can send a negative message and create the perception of a lack of retail vibrancy. To combat those perceptions and "buy time" until a building becomes occupied, any of the approaches noted in this section can be considered.

Place artwork in vacant display windows if the interior space appearance is satisfactory. If the interior space is in detrimental condition, consider masking the windows from the interior with butcher paper or from the exterior with vinyl cling wraps. The masks can feature nostalgic photos or historic postcards of the community or images such as a map of downtown highlighting shopping and dining destinations. Place "community hero" posters in the windows to build community pride and draw attention away from the vacant building.

Key Benefits

Inexpensive. The above-noted techniques are inexpensive yet can reap significant visual rewards and temper perception of the district while buildings are being rehabilitated or sold.

4. Financial Incentives

Use financial incentives to stimulate private sector building renovation investment. While it can be argued that a property owner that has neglected their property should not be rewarded with a financial incentive, by the same token, the economic and community benefit derived from an improved building typically outweighs perceived injustices. There is a whole host of potential incentives that can be brought to bear on this issue. Some of the most common and strategic methods are noted below.

- Façade Grants: Either single components (e.g. signs, awnings, paint) or overall façade grants can motivate an owner to enhance their building.
- Historic Preservation Tax Credits: Qualifying buildings are eligible for either 10% or 20% federal tax credits while many

Design | Economic Vitality | Promotion | Organization

states match the federal credits up to 25%.

- Tax Abatement: This strategy freezes the taxable rate at the pre-renovation value so that improvements to the building do not render an immediate spike in property taxes.

Key Benefits

Gap financing. Sometimes these financial incentives are the difference between rehabilitating a building or letting it sit vacant. Through a nominal incentive from the public sector, the private sector might be motivated to invest in the renovation of an otherwise marginal property.

5. Vacant Building Registry

Use a vacant building registry to motivate owners to maintain buildings and return them to productive use, identify the party responsible for problem properties, monitor vacant properties, and defray costs of providing related municipal services.

A vacant building registry requires owners (and, in some cases, financial institutions with an interest in a property) to register vacant buildings with a municipality. Effective registry programs also require registrants to pay a fee at regular intervals, which defrays the additional costs of providing municipal services associated with such properties. Fees also create a strong financial incentive for owners to secure and maintain vacant property and return it to productive use. Effective programs require registrants to provide 24-hour contact information, which makes it easier for a municipality to contact the owner or the owner's agent if there is a problem with the property. Some registry programs go further and include provisions that compel registrants to maintain, secure and insure vacant properties, and prepare and implement plans to return them to productive use. Good registry programs are implemented in conjunction with strong code enforcement and often include steep fines for noncompliance.

Key Benefits

Motivate owners. Code enforcement alone isn't always enough to motivate owners to maintain vacant properties. Vacant building registries usually require payment of fees, and these added costs create an additional incentive for owners to maintain their properties.

Identify responsible parties to contact if there is a problem. Municipalities can use the information collected in the registry to contact the party responsible for a property if there is a problem.

Defray costs. Revenue generated from registration fees helps cover costs incurred by municipalities in monitoring vacant properties and enforcing vacant property requirements.



6. Receivership

Ensure that someone with the necessary expertise and resources repairs or rehabilitates a vacant property. Receivership is a powerful but infrequently used tool for ensuring that seriously troubled properties are repaired or rehabilitated. Receivership is sometimes used as a last resort when other strategies, like traditional code enforcement, don't motivate an owner to perform necessary maintenance and repairs and a property is a danger to the community. If a property is not being properly maintained, a municipality can go to court and seek to have a receiver appointed to take care of the property. If the court appoints a receiver, this third party is authorized to act as if it owns the property. The receiver can take any step the court authorizes to repair or rehabilitate the property.

Receivers can finance the work with cash loans from banks or the municipality. In exchange, the receiver gives the lender a special certificate, which basically guarantees that it will get the full value of the loan back with interest. If the owner of the property doesn't pay back the receiver's loan with interest, the certificate becomes a lien on the property, which must be paid back before all other encumbrances on the property except taxes. This process provides the receiver with funds needed to repair the property and allows the bank or municipality financing the repairs to make a profit on its loan.

Key Benefits

Repair and rehabilitate vacant property. When other methods fail to motivate an owner to maintain a property, this

process, enabled by state law, can give a receiver powerful tools to ensure that troubled properties are repaired or rehabilitated.

Pay for repairs and rehabilitation. It is often difficult to get financing to repair or rehabilitate a vacant property. The receivership process, if enabled by state law, gives receivers this critical tool to finance such repair activity.

Property owner rights. Since the property owner may retrieve the property at any point in the process by reimbursing the receiver for all costs associated with the project, the issue of property takings is addressed.

7. Acquisition or Demolition

Acquire properties to stabilize or rehabilitate individual properties or to redevelop an entire area or district in communities with large numbers of vacant properties. Demolish vacant properties that pose significant danger to the community and cannot be adequately addressed in any other way.

Acquisition: In districts where property values have fallen significantly, owners and private investors may not take proper care of a property. This neglect can cause problems for adjacent properties, and the problems can begin to spiral out of control. In situations where the private market has little incentive to act, the best alternative may be for a municipality to acquire properties.

The municipality can act aggressively (especially if it possesses a Community Development Corporation or a Redevelopment Authority) to improve a single property that is causing problems, or to improve several properties in an effort to redevelop a larger area. Municipalities can acquire properties individually or as part of a coordinated acquisition and redevelopment strategy. Where downtown stabilization or revitalization efforts require acquisition of larger numbers of properties, land banks have proven to be a very effective strategy. Though acquiring properties can be a useful and powerful tool, it is not a quick solution to a pressing problem—the process often takes a very long time.

Demolition: When a property is causing very serious problems that present a danger to the surrounding community, and the owner is not taking necessary steps to address the problem, a municipality may initiate demolition proceedings. After complying with procedures specified by state law and/or municipal ordinance, the municipality can demolish the property.

While the preservation of a downtown's architectural assets--especially its historic buildings—is of paramount importance, occasionally the demolition of a delinquent building may cost a municipality less than taking care of a troubled property. What's more, under some circumstances, a municipality can recover the costs associated with the demolition. Carefully targeted demolition can help stabilize property values in the surrounding community and help lay the foundation for redevelopment.

Key Benefits: Acquisition

Return properties to productive use. By acquiring vacant properties that have no near-term prospect of being redeveloped by the private market, municipalities can return them to productive use, helping to stabilize communities more quickly.

Promote redevelopment. Property acquisition allows municipalities to reshape an entire district.

Key Benefits: Demolition

Remove blight. Demolishing seriously troubled buildings can help stabilize or improve struggling districts. Demolition may be the best option when vacant properties are hurting the community around them and nothing else can restore the property to productive use.

Prompt owners to take responsibility. Sometimes a threat by the municipality to demolish a property compels recalcitrant owners to take responsibility for troubled properties.

Minimize municipal costs. While demolishing a building is expensive, it is sometimes less expensive in the long run than incurring all of the municipal costs associated with taking care of a troubled building.

Design | Economic Vitality | Promotion | Organization

Goal: Address Housing Need

Every input session--regardless of focus group--noted the need for housing in downtown. To convince developers that there is pent-up demand for a variety of housing products downtown, it is recommended that the City recruit smaller housing developments first, then when positive and streamlined development occurs, undertake more ambitious housing approaches later. Therefore, in the meantime, the suggested approach toward meeting housing demand in the downtown area is an incremental one starting with upper-floor housing (the infrastructure is already there), mixed-use development, and "Pocket Neighborhoods" (small, single-family homes (cottage scaled) that face a common/shared green space).



Upper Floor Housing: New York "loft" style apartments in the upper floors of historic downtown buildings are all the rage these days. Marceline has several buildings that are prime candidates for this approach.



Mixed-Use Development: This is the type of building that is being recommended for downtown to define the street edge and introduce housing options as well as introduce higher density to the downtown.



Pocket Neighborhoods: Many people are preferring smaller, single-family homes these days. The 'pocket neighborhood' housing development approach utilizes smaller, single-family homes --almost cottage scaled-- arranged around a common green space to maximize density on a small lot. Moreover, this development model is an ideal approach to test the veracity of the stated pent-up market demand for housing before a more ambitious housing development is undertaken.

For more information on housing and action steps, see the Economic Vitality section on housing. Below are some identified "Pocket Neighborhood" locations downtown for development.



Design | Economic Vitality | Promotion | Organization

COMPONENT GRANTS: Incremental improvements to downtown buildings

Public-Private Incentives

The next body of recommendations include public-private incentives that will require participation by both the City (public sector) and individual property owners (private sector). These public-private initiatives could include, but would in no way be limited to, facade component grants with a particular emphasis on components that would have specific benefit in downtown Marceline such as awnings, signs, or amenities grants among several others.

Component Facade Grants

Since many building owners are intimidated by overall façade renovations coupled with a grant process, the Main Street program might consider simplifying the initial phases of the façade grant program and focusing on individual façade elements--or components--instead of expensive, overall façade improvement approaches. In other words, consider conducting an annual facade component grant program such as an awning grant program, or a slipcover removal program, or a signage grant program. Once property owners become familiar with individual façade component programs and the process of improving one's building is demystified, then consider moving on to entire-façade-based grant programs if needed or desired.

See the next few pages for an example of this facade grant approach on an actual building from downtown Marceline.



Conway, SC: This furniture company removed the metal slipcover from their building to expose a beautiful building underneath.



VIBRANCY GRANTS: Incentives to animate downtown

Vibrancy Grants

In the case of Marceline, an additional “component” grant type should be considered: Vibrancy! It is recommended that a non-traditional component grant program be considered that populates the downtown area with myriad elements that animate downtown with splashes of color and interactive features. These elements, such as bistro tables, colorful umbrellas, parklets, public art, etc. not only create a visually appealing downtown, but are often implemented at far less cost than expensive streetscape projects or facade grants. Similarly, other vibrancy grants such as interactive art and games placed in public/green spaces have the affect of making downtown “sticky.” Stickiness refers to the quality of a downtown whereby there is something of interest from multiple generations to do, enjoy, see, and interact with. Similar to a sum of matching money going towards awnings, signs, etc. in the ‘Component Façade Grant’ approach, in this instance a sum of match money would go toward the infusion of color, furnishings, art, etc. on the building and in the downtown environment. Creative vibrancy grant ideas could include, but would not be limited to: flower baskets, umbrellas, sculpture, sun sails (shade devices), chairs, flags and banners, giant Jenga, parklets, public art, bistro tables and umbrellas,etc.



Vibrancy Grants: One of the most strategic locations within the downtown district is the sidewalks where public and private meet and human interaction happens naturally. Moreover, expenditures to activate the sidewalk realm are often far less expensive than public streetscape projects or private facade improvement projects yet yield dramatic impact in terms of color, activity and pedestrian interaction. Consider incentivizing ‘amenities’ such as Adirondack chairs, interactive public art installations, exterior dining tables and chairs, colorful umbrellas, etc. to animate the downtown area.

Design | Economic Vitality | Promotion | Organization

Making Downtown “Sticky”: The photographs below illustrate various approaches other communities have utilized to create ‘stickiness’ within their downtowns. These various interactive games provide activities for people of all ages to enjoy while they are downtown. Downtown Marceline’s parks, pocket parks, parklets, open spaces, and green spaces should be populated with similar activity-generating elements.



Norfolk, VA: One of the more successful Main Street programs that has administered a vibrancy grant approach is Norfolk, Virginia’s ‘Vibrant Spaces’ initiative.

The screenshot shows the homepage of the Vibrant Spaces website. The header features the title 'VIBRANT SPACES' and the subtitle 'Accelerating Neighborhood-Defining Businesses in Downtown Norfolk'. Below the header are navigation links for 'OVERVIEW', 'SELECTIONS', 'VIBRANCY GRANTS', 'GET INSPIRED', 'MOMENTUM', and 'PRESS'. A large section highlights '\$50,000 in Matching Funds Available as of December 2015'. Text below explains the program's purpose: 'Whether you're new to Downtown Norfolk or already here, we'd love to help make your street level business more vibrant. Upgrade your storefront, improve signage, add outdoor seating, activate your sidewalk or rooftop, house a new business collaboration, and more...'. Another section discusses matching grants: 'The Downtown Norfolk Council is awarding matching grants to the ideas that create the most new vibrancy downtown, so give us your best, most exciting ideas to help define the neighborhood and activate your space. If selected, we'll cover up to 50% of your project costs, up to \$10,000 per business.' At the bottom are buttons for 'GET INSPIRED' and 'DOWNLOAD APPLICATION'.

Norfolk, Virginia: The “Vibrant Spaces” grant program administered by the Main Street program in Norfolk, VA provided matching funds to downtown property owners that represent upgrades to their buildings and the downtown environment. Please visit their website for additional information at: <http://vibrantspaces.com>

Design | Economic Vitality | Promotion | Organization

MARCELINE REIMAGINED: Design studies for downtown



Existing Conditions: At some point in time, the storefront of this building was removed and/or bricked over. As a result, it offers no activity to the streetscape. Moreover, the door is of an incorrect style and the upper floor windows have been bricked in.



Proposed Conditions: Phase 2: In this phase the building receives a signage component grant comprised of a panel sign at the upper facade and three vinyl cling signs to the storefront display windows.



Proposed Conditions: Phase 1: To illustrate the effectiveness of a facade component grant approach that utilizes an incremental approach to improving the appearance of buildings over time, this building will receive one component per phase as illustrated on this and the following two pages. In this phase, the component received by the building is a double-bay storefront system.



Proposed Conditions: Phase 3: In this phase the building receives upper floor windows.

Design | Economic Vitality | Promotion | Organization



Proposed Conditions: Phase 4: In this phase the building receives a canopy.



Existing Conditions: Over time, this building has received a number of inappropriate architectural alterations. Most notably are the application of a stucco-like material over the brick, the removal of the historic storefront entry, and the painting of the building white (a color that would have never been applied to non-civic buildings historically). As a result, the building is glaring in the daylight and almost reads like a residential building which is entirely inappropriate for a first floor use on Main Street.



Proposed Conditions: Phase 5: In this phase the building receives vintage light fixtures at the upper facade. Compared to the existing conditions photo (inset at right), the transformation to this building and the streetscape is truly remarkable.



Proposed Conditions: This building is ideally suited for a restaurant and every public input meeting requested a restaurant use, and most notably a Mexican restaurant. Given the Spanish hint to the architecture (particularly on the side facade), this building is ideally suited for both that use and that cuisine. To tone down the glaring nature of the building, the stucco is repainted a tan color. A historically-appropriate storefront entry system is installed. The framing of the windows and storefront are painted green. The triadic color scheme of green, tan and rust red is pleasing to the eye. The inclusion of a vertical, projecting sign enables easy recognition of the building use to both the motorist and the pedestrian.

Design | Economic Vitality | Promotion | Organization



Existing Conditions: In terms of the inappropriateness of architectural alterations to a building over time, this one is one of the worst offenders in downtown Marceline. What makes this so regrettable is that given the cast iron cornice that remains at the upper facade, it is easy to imagine just how magnificent this building was at some point in the past. While the removal of the upper floor windows in favor of residential siding and miniature windows is unfortunate, the worst offender, of course, is the storefront that has been replaced with an awful purple wood-trimmed brick wall. The opaqueness of the wall creates yet another 'dead zone' in the streetscape as the pedestrian has no visual interaction with the interior of the building.



Existing Conditions: Even though this mid-century modern building has received a metal slipcover that is not likely to be removed, it actually has more potential than most people imagine, especially given the artistic uses inside.



Proposed Conditions: Building: The residential cladding and miniature window is removed in favor of brick siding and appropriately scaled windows in the upper facade. Signage letters are applied to the storefront cornice panel. A complete storefront entry and display window system replaces the brick and wood trim. Alley: This alley has potential as both a place and a connecting corridor the old hospital site that might be a redevelopment site in the future. Therefore, it is recommended that the side wall of NOMO receive a mural and that string lights span between the top of NOMO and the Shop Main Street building.



Proposed Conditions: Take advantage of the artistic uses inside the building and paint the entire facade --metal slipcover as well as brick-- in colors and patterns that recall Art Deco period imagery from the mid-century modern era. The burgundy, medium gray, light gray motif plays well with the existing signage at the upper facade. The burgundy base/wainscot visually anchors the building to the ground. The burgundy and gray accent striping at the mid-point of the upper facade reduces the large, blank wall appearance of the slipcover. Finally, the introduction of three period lights at the upper facade will create a nice rhythm to the facade at nighttime.

Design | Economic Vitality | Promotion | Organization



Existing Conditions: The streetscape conditions outside Ma Vic's is actually quite good but can be improved with a few alterations as noted below. The sidewalks have received a nice red stain that has a nice mottled appearance. Benches and trash receptacles are nice street furnishings.



Proposed Conditions: By extending the color of the stained concrete sidewalks to the crosswalks in the form of stained asphalt, visual continuity of the pedestrian path is maintained and clarifies the pedestrian priority within the roadway. Take advantage of the 'dead spots' in the streetscape between parking spaces and crosswalks to create small landscaped areas for flowers and ground covers. Insert large shade trees into the bumpouts at the intersection corners.



Existing Conditions: The historic Allen Hotel is one of the most beloved buildings in downtown Marceline. The most glaring inappropriate alteration to the building has occurred at the right storefront area where the transom has been removed in favor of a metal slipcover.



Proposed Conditions: If the building is restored as a hotel use, then consider removing the inappropriate storefront and replacing it with a period-appropriate version. Consider changing the accent stain color of the keystone and lintels at the upper floor windows to green and orange to relate to the historic color scheme of the building. Continue this paint scheme through the storefront framing and surrounds at both Ma Vic's and the radio station currently housed in the right bay.

Design | Economic Vitality | Promotion | Organization

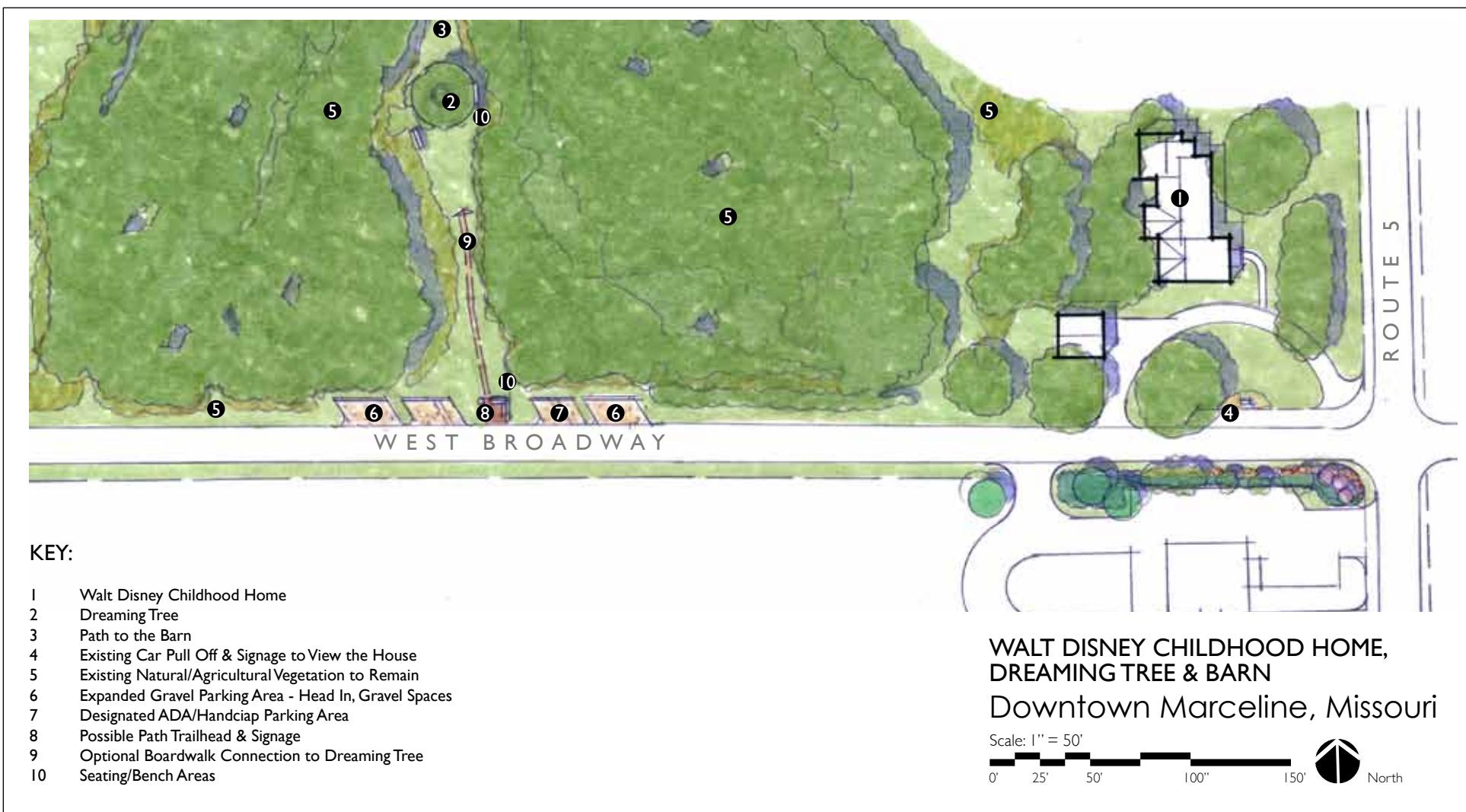


Existing Conditions: This building has been transformed into a comfortable community center. On one hand this is a good use for the building. On the other, there exists another community center less than a block away. Perhaps at a future date a retail/restaurant use might be considered to activate this area and reduce redundancy of uses downtown.



Proposed Conditions: Based on the amount of public sentiment for more restaurants downtown, one potential reuse of the building would be as a restaurant. Given its proximity to Ripley Park across the street, the introduction of outdoor dining makes perfect sense to draw a crowd. This is also on the way to the Walt Disney Hometown Museum, so the presence of diners would be a certain draw for tourists. The color scheme is reflective of the local high school colors.

Design | Economic Vitality | Promotion | Organization



Walt Disney Childhood Home, Dreaming Tree and Barn

The Walt Disney Boyhood Home, Dreaming Tree, and Barn are located a short distance from Downtown Marceline along the north side West Broadway just west of the Route 5 & Broadway intersection. There is a small narrow gravel pull-off area and signage denoting the Boyhood home. It is a very subtle and well-handled solution for viewing the home especially since it is within private ownership. Further to the west along Broadway are 4-5 head-in pull off parking spaces that denote the arrival to the Dreaming Tree & Barn. There is an open grassy pathway area that leads the visitor to the Tree and eventually the Barn. The character of the environment remains agricultural and naturalized much as it would have been when Walt Disney was growing up, albeit now more mature with tree growth.

The existing Barn is open and available for the public to access and visit. Many have left notes for Walt Disney as they are written or scribed on the interior walls. There is some seating and benches throughout the site visitor experience.

As part of the site study, the team took a look at what simple gestures or improvements could be made to enhance the visitor experience while accommodating increased visitation. In the spirit of Walt Disney's vision and the local

leadership, the Team agreed the character and feel of the place and environment should remain agricultural and naturalized as much as possible.

Opportunities:

- Additional Parking
- ADA/Handicap Accessible
- Boardwalk or Pathway Improvements
- Additional Seating
- Additional or Upgraded Signage
- Authentic in Materials and Character

Recommendations:

Expand & Create Additional Diagonal Head In Parking Spaces at 9' x 18' Length

- Incorporating handicap/ADA friendly parking spaces
- Utilize tire or curb stops to delineate space locations versus striping
- Utilize stone, crushed stones, wood and timber versus asphalt
- Incorporate signage and wayfinding as needed

Option of Creating a 'Trail Head' Feature

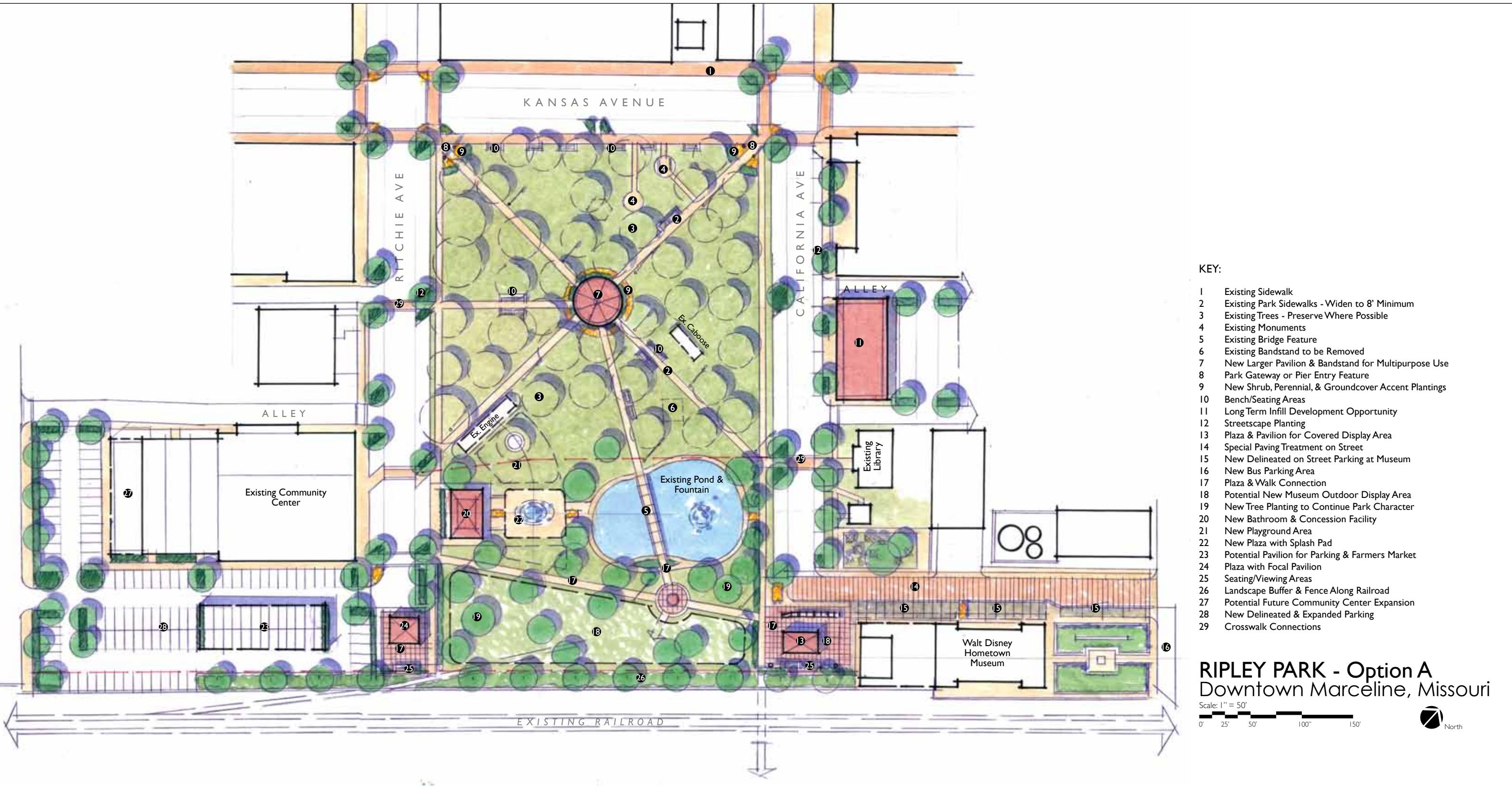
- Small entry boardwalk area that would be ADA compliant
- New or relocated Dreaming Tree & Barn wayfinding signage
- Provide benches or seating areas
- During organized tours, this area would serve as the gathering point

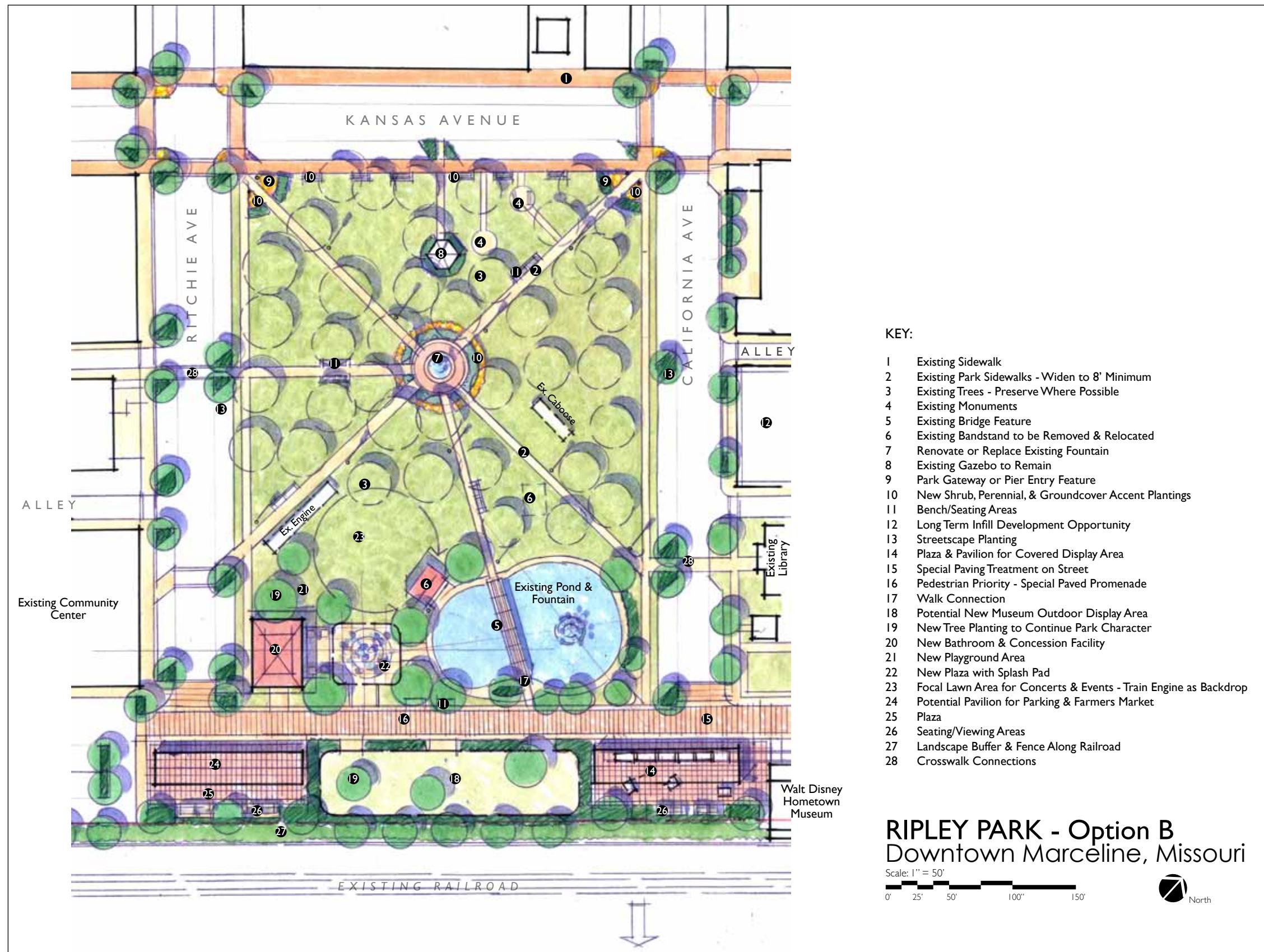
Optional Boardwalk Trail

- Provide a 5-6' wide boardwalk trail to the Dreaming Tree and possibly eventually the barn that would provide ADA accessibility during all weather conditions
- Provide intermittent seating/bench areas for rest and observation
- Optional low level (even solar) lighting for safety and wayfinding could be installed
- Phase improvements – trail can be constructed in sections beginning at the parking area and trailhead with additional sections built over time.



Design | Economic Vitality | Promotion | Organization





Ripley Park

Ripley Park is located along the east side of Main Street/Kansas Avenue in the heart of Downtown Marceline. The Park is a full block in size offering many amenities, programming uses, and features for residents and visitors alike. Main Street/Kansas Avenue serves as the park boundary to the west; California Avenue defines the northern edge, an existing unnamed and unplatted road (although unintended) to the east, and Ritchie Avenue serves as the southern edge of the Park. There are memorials and several features that are currently housed in the Park including a train engine and caboose, small stage area, a newer pond and bridge feature, a gazebo, basketball courts, central fountain, bathroom and concession building, and several bench/seating areas.

The landscape of the Park features many mature trees as well as newer trees that have been planted as long term replacements for older trees. The majority of the park is lawn with a few small accent landscape areas. There is an existing set of utility lines that cross the Park on the axis with the fountain.

Abutting the immediate edge on three sides of the Park is head in diagonal parking, providing easy access to the space. This parking also serves as a valuable resource for events that are held at the Community Center located off of the southeast corner of the Park site.

On the south side of Ritchie Avenue across from the park, a community center, post office, and other businesses align the street offering activity and visitors to the park. On the west side of Main Street/Kansas Avenue there are several existing buildings and businesses that overlook Main Street and into the Park. Along the northern edge of California, there are several buildings that are not currently housing active people uses (i.e storage units) and there is the library. Opposite the northeast corner of the corner of the Park is the Walt Disney Hometown museum, providing a valuable park linkage and relationship to Marceline's most prominent and visited attraction.

As part of the charrette process, the design team discussed and evaluated many ideas and improvements to the park space, which ultimately led to two options. There were several overriding principles and recommendations that applied to both Concept options.

Overriding Park Goals

- Opportunity to Expand the Park Eastward

Design | Economic Vitality | Promotion | Organization

- Incorporate the Museum Programmatically into the Park and Lands the Museum Owns
- Opportunity to Evaluate and Reorganize the Park Accordingly for Increased Use
- Opportunity to Consolidate Some of the Existing Uses
- Evaluate the Location of the Potential New Concession and Bathroom Building
- Improve the Connection and Exposure to the Museum

OPTION A

Ripley Park Concept A proposes removing the road access lane at the eastern edge of the Park and then extending the organic informal Park tree planting character eastward to the Railway edge. In this scenario, the Museum would then ‘nest’ (black dashed line in the plan) its future outdoor programming needs within what feel like the overall park space.

The current gazebo, fountain, and existing stage would be demolished and removed and replaced with a much larger focal grand park pavilion in the location of the existing fountain. A circular plaza or walk area would surround the proposed pavilion.

A new concession and bathroom building would be constructed and located immediately across from the Community Center addressing the street edge. We feel it’s very important that any new concession building architecturally feels ‘park like’ but also frames park spaces within the park versus floating within the Park itself. In this concept, the basketball courts would be removed to locate the concession building. In return, splash pad plaza area could be installed between the existing lake and proposed concession building. A new playground area would then be constructed between the splash pad and existing locomotive – utilizing the locomotive as a backdrop for the play space. The direct relationship and location of bathrooms, concession, playground, and splash pad is ideal in the scenario and would help also attract museum and community center users into the Park as well as users to the Community Center and Museum buildings.

A new direct diagonal walk connection would be made from a potential Museum building expansion and plaza to the Community Center. A plaza along this walk could provide a desired linkage to the existing Pond bridge and perhaps an entry point eastward into the outdoor Museum display collection located on the eastern end of the overall Park Space.

A potential open-air market shed type building is shown immediately southeast of the Community Center. This could house a farmers market or other programmed outdoor events – perhaps even with the Community Center. This structure can be constructed in a manner, which allows parking under the open-air roof structure into typical parking bay layout. During events or market days, vendors would set up in those spaces and parking would be allocated elsewhere.

OPTION B

Ripley Park Concept B proposes transforming the road access lane at the eastern side Park into a pedestrian priority promenade. This approach would delineate the Park edge and create a long linear separate ‘room’ to the east that would be home to Museum outdoor programming and collection needs. The promenade could allow emergency vehicle and park maintenance vehicles access – but would no longer be allowed as a through route for vehicular traffic. The promenade would provide a strong connection between the Museum site and Community Center. Lighting, benches, special paving (which could extend through and past the Museum as a ‘front door’), landscape, signage, and special features will help animate the Promenade.



In this scenario, the existing gazebo and fountain would be restored or replaced in their current locations. We would recommend demolishing the existing stage and relocating/rebuilding at the location depicted on the plan next to the existing Pond. The new stage structure could then be utilized as two sided, shaded overlook and seating area at the edge of the Pond when not in use for concerts or performances. This location also allows for a focal lawn space to be created during events that would utilize the locomotive as backdrop and is located near bathrooms and concessions.

As in Concept A, a new concession and bathroom building would be constructed and located immediately across from the Community Center addressing the street edge at the very southwest corner of the site. In this concept, the basketball courts would again be removed and relocated elsewhere to locate the concession building, a plaza (with optional splash pad), and playground. In return, splash pad plaza area could be located between the existing lake and proposed concession building. The new playground area would then be constructed between the concessions and existing locomotive – utilizing the locomotive as a backdrop for the play space and an event lawn.

The potential for open-air market shed type buildings are shown at the terminus of both California and Ritchie Avenues. These buildings could house farmers market vendors, museum displays, or other focal elements while creating an edge and visual terminus prior to the Railroad. Seating and viewing areas are also provided to view the Railroad and promenade areas.

OVERALL RECOMMENDATIONS FOR BOTH CONCEPTS

Walkways & Connections

- All existing walks should be widened or replaced by concrete or special paved walks that are a minimum of 6', preferably 8' in width. This will allow for ADA compliance and comfort for people passing on the walk areas
- Benches and seating areas should be located along the walkway, same as they exist today. Where possible, always place benches grouped in pairs with a trash receptacle
- Incorporate stained or painted crosswalk zones connecting to park from adjoining blocks
- Provide wayfinding or town branding graphics where possible

Park Gateways

- Opportunity to incorporate park gateway piers or arches at the corner entries to the Park along Main Street
- Introduce additional planting at the entry corner nodes – backdrop with evergreen shrubs, add perennial plantings, ornamental grasses, groundcover, and seasonal color

Site Amenities

- Incorporate bike racks, trash receptacles, and benches
- Incorporate a common theme (color, style, finish, and character) of bike racks, trash receptacles, benches, and other site elements

Landscape

- Continue to maintain existing mature trees – limb up as needed to provide views into and clear sight lines across the Park space
- Continue the proposed tree planting plan as identified by the City
- Incorporate layered accent planting areas at entry points into the Park, special features or building structures, and at the base of the potential new concession stand and bathrooms facility
- Provide a well landscaped buffer zone immediately adjacent to and west of the existing railroad right of way

Lighting

- Continue to use and implement in the Park expansion the Historic themed light fixtures that currently exist in the Park expansion
- Where needed incorporate lower level lighting to accent features, i.e uplighting the center pavilion or

Design | Economic Vitality | Promotion | Organization

existing gazebo, gateway features, plaza areas, and monuments

- As needed, extend lighting treatments northward along the street in front of the Museum
- Provide ample parking area lighting at all parking resources for safety and comfort

Community Center

- Layout and delineate new head in parking to maximize efficiency between the southeast edge of the Community Center building and existing Railroad right of way
- Utilize 90 degree- 9' x 18' parking spaces – incorporate ADA/handicap accessible spaces
- Incorporate new tree planting islands in the parking area underplanted with shrubs, ornamental grasses, and groundcovers
- Continue the Railroad landscape buffer treatment as portrayed and implemented along the easternmost Ripley Park edge
- Longer term – explore the opportunity of expansion to the south of Parking and Community Center facility space

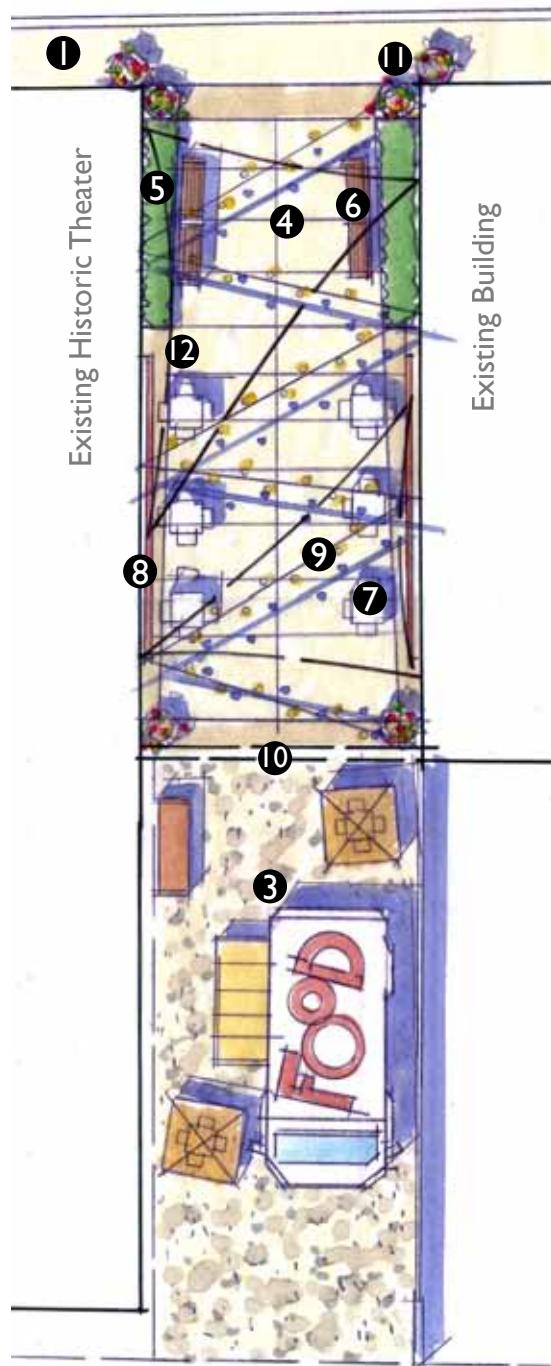
Walt Disney Hometown Museum

- Expand and incorporate additional head in parking along the western edge of the building
- Designate, delineate ADA/handicapped parking spaces – provide clear access to and from the building
- Opportunity to create a focal plaza area at the southern edge of the potential building expansion that would connect to Ripley Park. This plaza space would also offer outdoor display and programming space for the Museum
- Opportunity to pave the street in a different material to treat it as more of pedestrian plaza while highlighting the Museum presence
- Provide accent and landscape at the building base where possible



Design | Economic Vitality | Promotion | Organization

S. MAIN STREET U.S.A



KEY:

- 1 Existing Sidewalk
- 2 Existing Alley
- 3 New Access Off Alley - Food Trucks/Vendors, & Events
- 4 New Hardscape/Paving Area
- 5 Planting or Green Wall
- 6 Benches
- 7 Tables & Chairs
- 8 Potential Mural Locations
- 9 String Lights
- 10 Possible Roll Up Door or Wall
- 11 Container/Accent Planting
- 12 Optional Shade/Canopy Feature

MAIN STREET POCKET PARK Downtown Marceline, Missouri

Scale: 1" = 20'



ALLEY

Main Street Pocket Park

There is currently a vacant underutilized lot where once a building stood along the southeastern side of Main Street between Howell and Gracia Streets. The lot itself has small space facing Main Street that is delineated by a fence connecting the existing two adjacent buildings. Behind the fence to the southeast is a larger open lot area that connects to an existing alley. Removal of the fence would create a sizable public pocket park space. The building party wall to the south was once the Town Theater while the party wall to the north is currently in private ownership and houses a business. This site offers an excellent opportunity for an immediate public park space that would provide a contrast to the larger more civic feel of Ripley Park.

Opportunities

- Create a More Intimate Public Plaza Setting
- Provide a Venue for Music, Food (i.e. food trucks), & Informal Gathering
- Provide Shade, Seating, & Gathering space
- Traffic Calming & Landscape Planting
- Storefront Activation & Animation

Recommendations

Overall

- Remove the existing fence, open up the entire space for Park/Plaza area
- Encourage (if feasible) cutting in window or door openings into the adjacent party walls to open into the space
- Encourage and introduce varying temporary programming to the space, i.e movie projection, music, art display, food/food trucks, games, small gatherings (book/garden clubs), children activities, and other activities
- Incorporate art, sculpture, or water as a feature
- Incorporate shade panels, pergola/trellis pieces of horizontal planted panels to provide shade and relief

Hardscape & Architectural Improvements

- Install new pavers or concrete paving
- Consider a roll up door in the rear of the space that can be used as a projection wall, focal feature, and a way to close off the space from the rear alley
- Option of installing large shade canopies (i.e 'sail' forms) overhead and above the string lighting lines to provide shade, color, and relief
- Option of incorporating sculpture or 3 dimensional art

Landscape

- Introduce low shrubs or ornamental grasses at the wall bases at the entry along Main Street
- Option of creating green walls on the building walls by planting climbing vines or groundcovers
- Use planting containers at the entry and rear corners of the plaza area to frame the overall space. Plant containers with seasonal color or perennials to provide color, texture, and interest

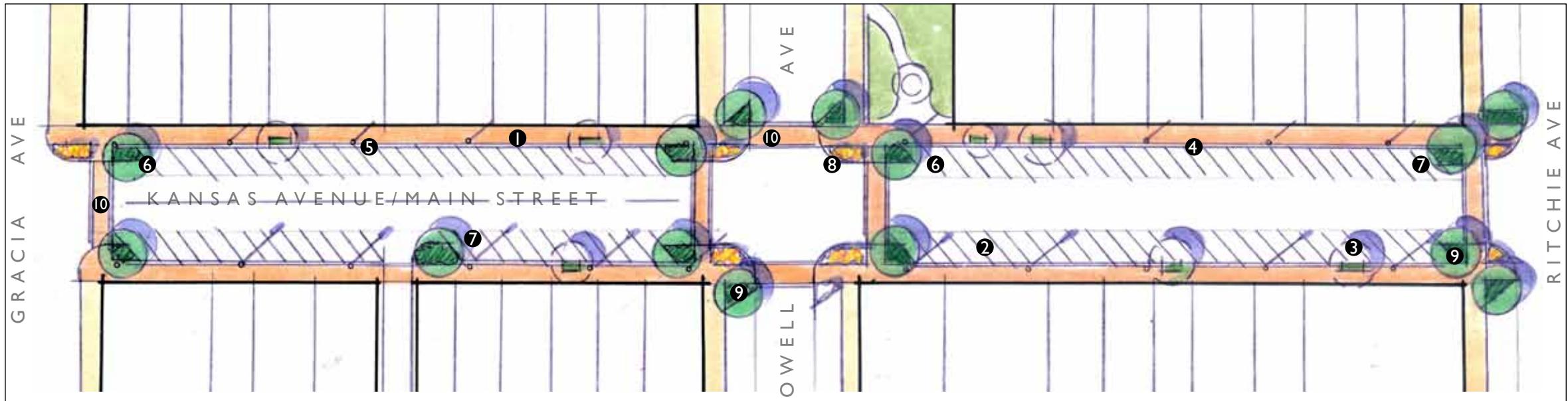
Site Amenities

- Incorporate benches, tables and chairs for seating and gathering
- Option of installing mural/s on the large blank wall areas
- Incorporate a bike rack, trash and recycling receptacles – locate at a corner of the overall space

Lighting

- Install overhead string lights connecting to each side of the space
- Incorporate low level pathway or walkway type lighting at the entry and rear corners of the overall space

Design | Economic Vitality | Promotion | Organization



Main Street U.S.A.

A section of Main Street U.S.A (Kansas Avenue) from Gracia Avenue (southern edge) to Ritchie Avenue (northern edge) was studied during the charrette. The right of way of Main Street is quite narrow as in many old or Historic Downtowns. The existing curb to curb street section is currently in its narrowest possible design state to keep on street parking and accommodate state route designated traffic capacity, and thus should remain as it is with regards to curb to curb dimensions. The walkway widths are ample enough and do provide clear pedestrian circulation zones and access to businesses, buildings, and storefronts. Currently the curbs are painted or stained a red color. There are periodic tree planter pits located in the 2-block section; however, some of the pits have slumped a bit creating a sunken condition that can be a tripping hazard.

There are ornamental historic type pedestrian scaled street lights already installed. On street parking is provided in front of buildings in a diagonal layout; however, the parking space striping is not painted in full length, as it typically would be. Street crossing/crosswalk zones are not clearly delineated.

There are some building owners and businesses that are providing good activation and animation of their storefronts through signage, window displays, and even small container plantings (seasonal plant color and greenery).

Opportunities

- Increase Pedestrian Safety & Circulation
- Parking Delineation
- Traffic Calming & Landscape Planting
- Storefront Activation & Animation

Recommendations

Increase Pedestrian Safety & Circulation

- Introduce stained or painted crosswalk zones at all intersections to compliment existing sidewalks
- Remove existing red color on the curbs – restore or replace to original concrete color in contrast to the stained/colored concrete walks
- Provide ADA accessibility at all intersections (if possible) with ramps and warning strips
- Where existing tree planter pits remain, fill to walk grade elevation, underplant the trees with ground covers or low shrubs, and replace trees as necessary

Parking Delineation

- Verify parking space layout and dimensioning for maximum efficiency
- Incorporate ADA/Handicap designated parking spaces
- Restripe diagonal parking bays to full length painted striping of the parking space (16-18' striping length)

Traffic Calming & Landscape Planting

- Introduce bump-outs or bulb-outs at corners to provide traffic calming and street tree planting areas. Bump-outs should not be full depth (to the end of the parking spaces), however, as to not impair with truck traffic and turning radius
- Approximate new bump out areas would extend 6-8' from existing curb edge location
- Introduce new upright street/shade tree plantings in these bump-outs
- Underplant new shade tree plantings with shrubs, perennials, and groundcovers
- Opportunity to introduce seasonal color/plantings at the corners of the new bump-outs at key intersections
- Opportunity to add in ADA/ Handicap ramps located between new planter areas

Storefront Activation & Animation

- Encourage and work with property owners to introduce and maintain new signage, lighting, outdoor retail display, plant containers, or other features to provide visual interest and excitement along Main Street



Proposed Conditions: By extending the color of the stained concrete sidewalks to the crosswalks in the form of stained asphalt, visual continuity of the pedestrian path is maintained and clarifies the pedestrian priority within the roadway. Take advantage of the 'dead spots' in the streetscape between parking spaces and crosswalks to create small landscaped areas for flowers and ground covers. Insert large shade trees into the bump-outs at the intersection corners.

Design | Economic Vitality | Promotion | Organization



KEY:

- 1 Existing Building - Renovated/Revitalized
- 2 Existing Trees/Vegetation
- 3 New Off Street Parking
- 4 Amenity Area - Lawn
- 5 Amenity Area - Plaza
- 6 New Landscape & Tree Plantings
- 7 Fence/Screening from Adjacent Use
- 8 Low Shrub/Hedge Screening Along Alley
- 9 Walk Connections (Typical)

**OLD HOSPITAL SITE - OPTION 1
ADAPTIVE RE-USE/RENOVATED FACILITY**
Downtown Marceline, Missouri

Scale: 1" = 50'



KEY:

- 1 Existing Building - Renovated/Revitalized
- 2 Existing Trees/Vegetation
- 3 New Off Street Parking Between Buildings
- 4 New Infill Building to Front the Street
- 5 Amenity Area
- 6 New Landscape & Tree Plantings
- 7 Fence/Screening from Adjacent Use
- 8 Walk Connections (Typical)

**OLD HOSPITAL SITE - OPTION 2
PARTIAL RENOVATION OF EXISTING
BUILDING WITH NEW INFILL**
Downtown Marceline, Missouri

Scale: 1" = 50'



KEY:

- 1 Existing Trees/Vegetation
- 2 New Off Street Parking Between Buildings
- 3 New Infill Buildings to Front the Street
- 4 Amenity Area
- 5 New Landscape & Streetscape Tree Plantings
- 6 Fence/Screening from Adjacent Use
- 7 Walk Connections (Typical)

OLD HOSPITAL SITE - OPTION 3 REMOVE EXISTING BUILDINGS FULL SITE REDEVELOPMENT

Downtown Marceline, Missouri

Scale: 1" = 50'
 North

Old Downtown Hospital Site

The existing former hospital site is located along the south side of East Howell Avenue approximately $\frac{1}{2}$ a block to the east of South Main Street. The site is bounded on the south by East Gracia Avenue providing street frontage on two edges. The site is bounded on the west by an existing alleyway. To the east is an existing bar/restaurant property that has a gravel parking area.

The existing former hospital building has been sitting for many years in decline. There is an original possibly historic building portion located facing East Howell Avenue and a larger multi floor addition to the original building that was added behind the original building. Currently, there is no dedicated or organized off street parking dedicated to the site. There are a couple of trees located on the property that may or may not be worth preserving dependent upon the health of the trees.

An analysis and feasibility study should be prepared for the existing building structure to determine the merits of a building restoration for another use. There are essentially three (3) alternatives that can be explored for the building and site. During the charrette, we addressed the site related opportunities. They were:

- Option 1: Total Rehabilitation & Renovation of the Entire Existing Building
- Option 2: Rehabilitation & Renovation of a Portion of the Existing Building
- Option 3: Complete Removal of the Existing Building/s – New Redevelopment Site

Option 1: Total Rehabilitation & Renovation of the Entire Existing Building

Option 1 is certainly subject to an analysis of the existing building to determine if it is feasible to renovate the existing Hospital into another use (i.e: residential). The recommended site opportunities and improvements would include:

Parking

- Introduce a new paved off street parking area behind the existing building with head in 90 degree parking
- Provide access to the new parking area from the existing alley
- Provide tree planting islands in the parking lot with shade trees underplanted with shrubs, grasses, and groundcovers
- Provide parking lot lighting for safety and comfort- work layout and preserve mature trees where possible and incorporate into the layout

Pedestrian Connections

- Provide walk connections to and from the parking area
- Provide a new sidewalk connection along the east side of the existing alley
- Provide walk connections to and from and/or along the edges of amenity areas (lawn panels or plazas)

Site Amenities

- Provide an open lawn panel area for dog walking, small gatherings, informal recreation, and outdoor lounging
- Provide an amenity terrace, deck or plaza area with outdoor dining tables, seating, and umbrellas or shade features
- Provide additional seatwalls or seating niches through the site

Landscape

- Provide base foundation landscaped beds along the edges of the existing buildings
- Provide accent and focal landscape beds at building and site entries as well as other site features
- Install a landscape buffer (and/or fence) along the east side of the site to buffer views to the existing gravel parking lot at the adjacent bar/restaurant

Option 2: Rehabilitation & Renovation of a Portion of the Existing Building

Site Option 2 addresses the notion of keeping a portion of the existing building. In this case the front portion facing East Howell Avenue (the oldest portion of the Hospital structure) would remain. The addition to the south of the existing structure would then be removed opening up the rest of the site for redevelopment.

Infill Development

- (1) New Infill development site is now available fronting Gracia Avenue
- New infill building should front the street with parking located behind and between the remaining hospital building and new infill building

Design | Economic Vitality | Promotion | Organization

- New infill building should match or at least compliment the height and scale of the surrounding existing context
- Incorporate outdoor amenity spaces (plazas/courtyards) as needed and depending upon the use type
- New building front doors should be located facing the Gracia Avenue edge – encourage ample use of windows and glass along the street facing edge

Parking

- A large shared surface parking area would be constructed between the two buildings
- Head in 90 degree parking should be utilized for maximum layout efficiency
- A large central landscape island should be planted with upright shade trees, shrubs, perennial/grasses, and groundcovers
- Utilize the existing alleyway for parking lot access

Landscape

- Where and if possible, preserve and incorporate existing mature trees into the overall site design
- Provide large shade trees in islands underplanted with shrubs, ornamental grasses, and groundcovers
- Provide accent and focal landscape beds at building and site entries as well as other site features
- Install a landscape buffer (and/or fence) along the east side of the site to buffer views to the existing gravel parking lot at the adjacent bar/restaurant

Option 3: Complete Removal of the Existing Building/s – New Redevelopment Site

Site Option 3 removes all of the existing hospital buildings. This approach allows for a complete site redevelopment.

Infill Development

- (2) New Infill development sites are now available fronting Gracia Avenue and East Howell Avenue
- Buildings should front the street with parking located behind and between the two buildings
- New development should match or at least compliment the height and scale of the surrounding existing context
- Incorporate outdoor amenity spaces (plazas/courtyards) as needed and depending upon the use type
- Building front doors should be located facing the street edge – encourage ample use of windows and glass along the street facing edge

Parking

- A large shared surface parking area would be constructed between the two new infill buildings.
- Head in 90 degree parking should be utilized for maximum layout efficiency
- A large central landscape island should be planted with upright shade trees, shrubs, perennial/grasses, and groundcovers
- Utilize the existing alleyway for parking lot access

Landscape

- Where and if possible, preserve and incorporate existing mature trees into the overall site design
- Provide large shade trees in islands underplanted with shrubs, ornamental grasses, and groundcovers
- Provide accent and focal landscape beds at building and site entries as well as other site features
- Install a landscape buffer (and/or fence) along the east side of the site to buffer views to the existing gravel parking lot at the adjacent bar/restaurant

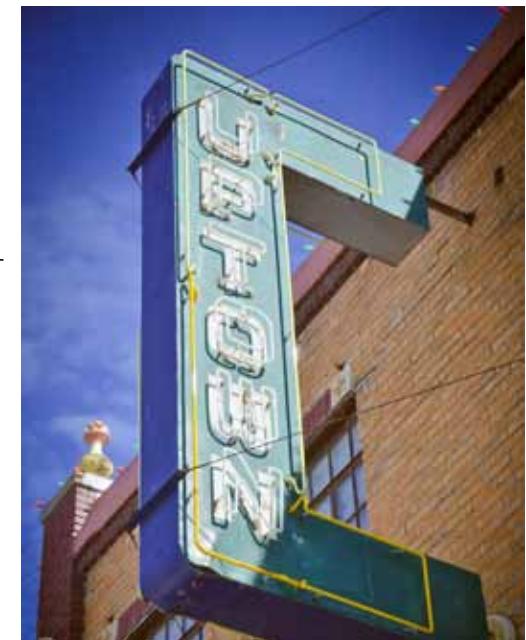
Goal: Renovated and activate the Uptown Theatre

The historic Uptown Theatre is a gem for Marceline and must be preserved and activated. The theater was built in 1930 and in 1956, Walt and Roy Disney held the Midwest premier of their feature film “The Great Locomotive Chase” in this theater. They personally greeted every guest with Walt and Roy taking the stage before the movie started. The movie ran for 24-hours straight to ensure every child was able to see it. Then in 1998 The Walt Disney Company held another premiere at the theater, “The Spirit of Mickey.” More than 18,000 enthusiastic Disney fans came to Marceline for the premiere. Mickey, Minnie and other Disney characters were on hand for the showing.

The theater closed in 2014 but was taken over by a non-profit in 2016 with plans to raise the necessary funds to renovate and begin operations again. The theater has also been the home for overnight accommodations which are currently not in operation.

We recommend that a development plan be created to facilitate this process to bring the theatre back from deferred maintenance and safety issues. We saw that movies were being shown for free as recently as the summer of 2017. The Team identified structural and safety concerns on a casual visit to the theatre. We recommend that the City and structural engineers assess the theater to help in developing the plan of action for this structure. Children do not belong in the structure until it can be made safe. The Team, and reviews for the accommodations on the upper floors, noted a damp and musty environment pointing to water infiltration. If this is the case, further deterioration is inevitable.

If the current owner or non-profit do not have the means to stabilize, renovate and activate this historic theater, it is our recommendation that the Walt Disney Hometown Museum acquire the property. The Museum has the knowledge and expertise through its staff and board of directors to undertake such a project.



Resources or funding programs for Design projects

Brown Bag “Lunch and Learn” Workshops

- Historic Preservation Fund Grants – Other Program Activities – SHPO
- Rural Community Development Initiative Grant – USDA
- Art Works Grant – Design - NEA

Architectural Character Guide/Downtown Design Handbook

- Architectural Character Guide – Pinedale, WY
- Design Handbook – Siloam Springs, AR
- Historic Preservation Fund Grants – Planning - SHPO

Downtown Tours/Student-led Historic Walking Tours

- Historic Preservation Fund Grants – Other Program Activities - SHPO

Photo Contest & Scavenger Hunt

- Historic Preservation Fund Grants – Other Program Activities - SHPO

Architectural Coloring Books

- Oklahoma Main Street Coloring Book
- Historic Preservation Fund Grants – Other Program Activities - SHPO

Interactive Training Workshops

- Historic Preservation Fund Grants – Other Program Activities – SHPO
- Rural Community Development Initiative Grant – USDA
- Art Works Grant – Design - NEA

Design | Economic Vitality | Promotion | Organization

Good Design Scrapbook

- Historic Preservation Fund Grants – Other Program Activities - SHPO

Goal: Stop demolition and stabilize Marceline's historic assets until a plan is developed

- Brownfield Assessments and Voluntary Cleanup Program – DNR
- Brownfield Assessment Grants – EPA
- Brownfield Cleanup Grants – EPA
- Historic Preservation Fund Grants – Development Project - SHPO

Goal: Revitalization of historic structures and contributing historic places

- Certified Local Government – SHPO
- Historic Preservation Fund Grants – Survey, National Register, Predevelopment, Development Projects – SHPO
- Neighborhood Assistance Program – DED
- New Markets Tax Credit Program
- Historic Preservation Tax Credit Program
- Tax Credit for Contribution Program – MDFB
- Chapter 353 Property Tax Abatement
- Federal Historic Preservation Tax Incentive Program
- PACE
- Art Works Grant – NEA
- Rural Microentrepreneur Assistance Program – USDA
- Intermediary Relending Program in Missouri – USDA
- Rural Housing Site Loans – USDA
- Rural Energy for America Program – Renewable Energy & Energy Efficiency – USDA
- Rural Business Development Gran – USDA
- Business and Industry Guaranteed Loan Program – USDA
- HOPE VI Main Street Program – HUD

Tackling The Tough Stuff

- International Property Maintenance Code

Financial Incentives

- Historic Preservation Tax Credit Program
- Federal Historic Preservation Tax Incentive Program
- Chapter 353 Property Tax Abatement

Housing

- Rural Housing Site Loans – USDA
- HOPE VI Main Street Program – HUD
- Neighborhood Assistance Program – DED
- Historic Preservation Tax Credit Program – DED
- Chapter 353 Property Tax Abatement
- Federal Historic Preservation Tax Incentive Program
- PACE

Ripley Park

- Land and Water Conservation Fund Grants – Missouri State Parks
- Community Facilities Guaranteed Loan Program – USDA
- Community Facilities Direct Loan and Grant Program – USDA
- Recreational Trails Program Grants – Missouri State Parks
- Community Impact Grants – Home Depot
- BNSF Railway Grants
- Annual and Express Grants – Missouri Arts Council
- Missouri Humanities Council Grants
- Our Town Grants – NEA
- Challenge America Grants – NEA
- Art Works Grant – NEA
- Historic Preservation Fund Grants – SHPO

Main Street Pocket Park

- Land and Water Conservation Fund Grants – Missouri State Parks
- Community Impact Grants – Home Depot
- BNSF Railway Grants
- Annual and Express Grants – Missouri Arts Council

- Missouri Humanities Council Grants

- Our Town Grants – NEA
- Challenge America Grants – NEA
- Art Works Grant – NEA

Main Street U.S.A. Improvements

- Art Works Grant – Design – NEA
- BNSF Railway Grants
- Rural Business Development Grant – USDA
- Community Impact Grants – Home Depot
- Community Facilities Direct Loan and Grant Program – USDA
- Community Facilities Guaranteed Loan Program – USDA
- State Supplemental Tax Increment Financing Program (TIF)
- Tax Credit for Contribution Program – MDFB
- Local Tax Increment Financing (TIF)
- Community Improvement District (CID)
- Neighborhood Improvement District (NID)

Goal: Renovated and activate the Uptown Theatre

- League of Historic American Theatres (LHAT)
- Theatre Historical Society of America
- CLEMCO Development in Cape Girardeau
- Cynthia Woods Mitchell Fund – National Trust
- Neighborhood Assistance Program – MO DED
- Tax Increment Financing District
- Tax Credits for Contributions Program – MDFB
- Johanna Favrot Grant – National Trust
- Hart Family Fund for Small Towns – National Trust
- Rural Community Development Initiative – USDA
- J.E. and L.E. Mabee Foundation
- Save America's Treasures – NPS
- Preservation Easement Donation
- New Mexico Historic Theaters Initiative
- New Market Tax Credits
- Cynthia Woods Mitchell Fund – National Trust
- Johanna Favrot Grant – National Trust
- Hart Family Fund for Small Towns – National Trust
- Tax Credits for Contributions Program - MDFB
- Neighborhood Assistance Program – DED
- Local Tax Increment Financing (TIF)



Design | Economic Vitality | Promotion | Organization

Economic Vitality

The Economic Vitality Committee has the responsibility to:

- Strengthen the existing economic base through collaboration, advocacy and assistance
- Work with property owners and partners in strategic use of space and development
- Work with partners to assemble economic resources and partnerships

The job of the Economic Vitality Committee is to identify new market opportunities for the community, find new uses for historic commercial buildings, and stimulate investment in property. The Committee must develop a thorough understanding of the economic conditions and its opportunities, focusing on incremental changes that gradually improve the area's economic foundation.

Marceline by the Numbers

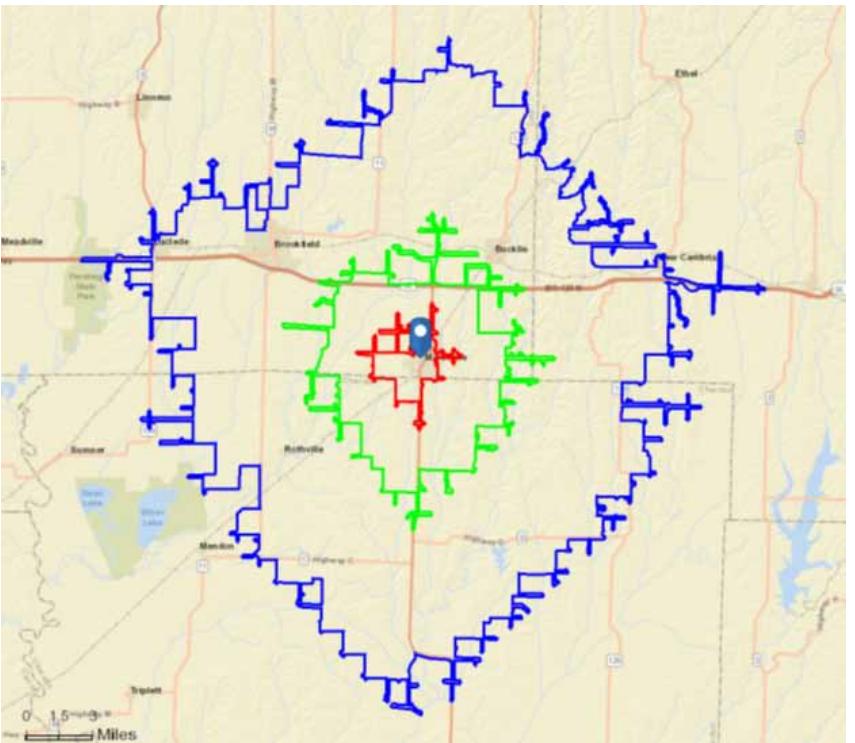
Let's start with an explanation of economic development for a Downtown "Main Street" District: "Improving the overall business climate within your Downtown Marceline Main Street District strengthens your community's existing economic assets while diversifying and restructuring its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space and real estate into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers."

It's time for everyone to get on the same page for a shared vision for Downtown Marceline and work toward implementing this common goal. This goal should encompass all areas, especially economic development. Direct resources exclusively to downtown. Create a plan that addresses exactly what you want but start with retention of existing businesses. This plan must address appropriate building materials and design standards. Never allow incentives dedicated to the downtown district to leave the district. This sends a poor message that any economic development is quality development. It is not. You get what you incent. Make it quality.

You must create an environment to succeed by helping businesses and property owners thrive within the downtown district. Start with a comprehensive communication system that reaches every business/building. Follow that effort with assessment; retention and expansion; recruitment; and finally, development. This comprehensive strategy will provide the best return on investment when you make your downtown district a priority in your long-term development efforts. Demolition by neglect happens all too frequently. We must create positive examples of projects to point to and replicate.

Assessment

This happens when a downtown district is fully aware of existing conditions. This is accomplished through data collection. Missouri Main Street Connection has provided you statistical data through ESRI (Environmental Systems Research Institute, Inc.). We provided the following reports: Market Profile; Retail MarketPlace; Tapestry Segmentation; and Housing Profile (attached). ESRI is a tool we utilize, and we trust. Downtown Marceline is in a



City of Marceline map denoting 5, 10 and 20 minute drive-times.

very unique situation. The issue for you is that the projections just seem to shade a poor light on Marceline. Most demographic projections are simply just our best guess. Locally you are a much more reliable source. You live it every day. Use the data provided as a guide but also as a reality check to understand what business developers and site locators are looking at about Marceline. Don't be bashful about setting them straight when necessary. Create your own story.

ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups within Retail Trade sector, and four industry groups within the Food Services & Drinking Establishments subsector.

All estimates of actual sales (supply) reflect current dollars derived from receipts of businesses primarily engaged in selling merchandise. Potential sales (demand) is estimated by using ESRI's consumer spending data which provides estimated expenditures for more than 700 products and services that are consumed by U.S. households. The estimate of a trade area's demand is based upon estimated expenditures by households within the trade area.

Other forms of assessment happen locally: business and building inventories, consumer and business surveys, and finally market analysis training and utilization. We believe a district cannot know what it wants, without fully understanding what it already has. A great place to start would be through a comprehensive Business Visitation process. The downtown group is the logical leader in this effort. The goal of a quality business visitation process would be to first create a relationship. If you need any examples, just ask.

Retention & Expansion

Once community leaders understand what they have within their district, they are better equipped to move to retention and expansion. It's much easier to grow existing businesses. Once district needs are determined, it just makes sense to utilize existing businesses whenever possible. Many times, communities recruit a new business only to lose two of their existing business, thus a net loss in businesses. Marceline needs to start from within. Existing businesses like Cupp Chevrolet, C & W True Value Hardware, Prenger's Foods, Mother of Boards, Yocom Jewelry, Ma Vic's Place, and The Paper Station are businesses to build around. Uptown Marceline needs to continue to strengthen its economic base. Conduct primary research through consumer and business surveys. This effort will explore supply and demand. Once you know what consumers are forced into buying outside of the district you can explore the supply side.

Economic Development for downtown districts can be summed up in two areas:

Business Development

- Business retention
 - *Business directory*
 - *Business assistance team*
 - *Educational seminars and workshops*
 - *Business recognition program*
 - *Business transition assistance*
 - *Newsletter articles*
- Business expansion
 - *Focus groups*
 - *Business*
 - *Customer*
 - *Market feasibility studies*
 - *Business plans and projections*

Real Estate Development

- Finding better uses for vacant or underutilized buildings
- Total building utilization
 - *Upper story housing*
 - *Commercial rehabilitation*
 - *Proforma analysis*
 - *Adaptive use studies*
- Develop & market incentive programs
 - *Local*
 - *State*
 - *Federal*
- Clustering strategies
 - *Determine existing clusters*
 - *Create list of complementary businesses*

Design | Economic Vitality | Promotion | Organization

Recruitment

Retail recruitment is much different from industrial or manufacturing recruitment. Retail recruitment involves being sensitive to what exists while still serving the needs of the community. In many communities, there is not anyone with this charge. Recruitment must not be entered lightly or without the proper amount of training and technical assistance.

Development

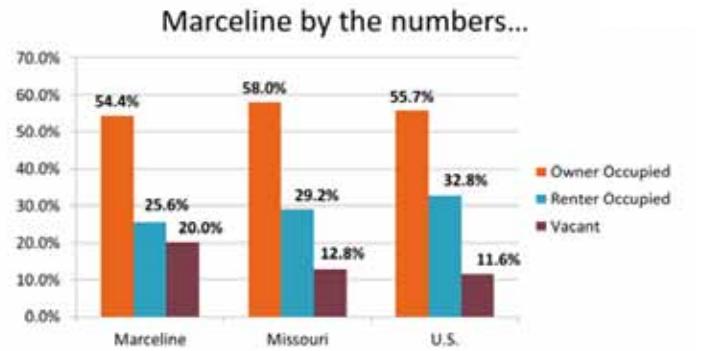
Real Estate Development will encompass all prior strategies. It will only be successful when identifying the appropriate players at the table and bringing broad based community support. Adaptive reuse and full utilization of vacant or underperforming property must be accomplished to be successful in development. Marceline has plenty of property in need of development. Make sure the outcome is desired development. This may include stepping up enforcement of existing ordinances or researching innovative ways to deal with this issue.

Housing

Housing has been labeled the number one economic development issue in rural America. Appropriate housing needs to include a mix of market rate and affordable owner occupied housing and rental units. For example: young teachers that move to town, fresh out of college and starting their first jobs, struggle to find a place to live. This is exactly the target market we would like to attract. With a median age of 40.3, we need to look toward these young professionals and the future of our community. If they can't find an appropriate place to live and they decide to locate in a neighboring community, they may get tired of the commute and when job openings occur where they live they may just take them. Marceline trained them and now another community gets their quality skill set and experience.

Prioritize housing, knowing that the lack of it has created lost opportunities for Marceline. Also consider that nearly every downtown that is thriving has a strong residential neighborhood...not in storefront spaces (truly a mistake) but on upper floors above downtown businesses. Downtown housing will not be the entire solution but it's a great place to start. It provides additional tax base for public entities and quality return on investment for property owners when they turn vacant or underutilized space into production. Historically, first floor business and building owners lived above their businesses, but over time, these spaces have become run down, vacant, or just simply ignored. Buildings that stand empty lose money – not just for the building owner, but also for the entire community. This not only helps property owners cash flow their buildings, but downtown housing also brings a whole new market of people downtown that eat in the restaurants, use the services, shop in the stores, walk the sidewalks and bring activity downtown. The character and types of spaces in historic buildings provide opportunities to create housing that is much different than a typical unit. Strong downtowns/communities almost always have active residential space (but not in ground floor storefronts). Making use of every inch of a building helps property owners with cash flow and downtown residents bring activity, life and customers to the downtown. Because many rural downtowns have so many underutilized and/or vacant buildings, there are opportunities for this activity. It was said frequently that there is a housing shortage. Identifying the appropriate housing types desired is imperative.

All of us at the Missouri Main Street Connection want to be a partner in economic development for Marceline. We want to assist any Missouri community that is working to build a commercial district that is sustainable and continues to grow. Please don't hesitate to contact us with any follow up information you desire. The numbers clearly state that downtown districts are valuable and that communities can count on a strong return on investment when they make these districts a priority in their long-term development efforts.



Recommendations:

- Ensure there is a diverse talent pool on the Economic Vitality Committee to address business needs. This should be a joint effort between the city and downtown. (Immediate)
- Create your own local incentives:
 - Create exclusive incentives for your downtown district. (Immediate)
 - Utilize Tax Increment Financing (TIF) as an appropriate tool to get what you want. (Immediate)
 - Consider other tools like abatement exclusively for downtown improvements (Immediate)
- Priorities at the local level for housing
 - Inventory what you have. Contact property owners of two story buildings and collect information about the upper stories. Is there potential for apartment space? Also, look at the city zoning ordinance. Does it preclude ground floor residential? If so, enforce that ordinance. If not, draft one that does.
 - Consider the creation of incentives for substantial rehabilitation of existing owner-occupied homes, downtown upper story housing and/or in-fill development.
 - Continue to identify housing opportunities community wide. (vacant in-fill buildable lots, greenfield additions, underutilized housing)
 - Coordinate a tour of empty spaces in downtown buildings, especially upper floor spaces. These tours can be interesting to residents and could spark an idea for a building purchase, a new business opening or an apartment unit. It's okay if residents are just curious. Maybe they'll get some inspiration and motivation.
 - Create a list of downtown vacant lots off of Main Street for "Pocket Neighborhoods" with smaller single-family homes occupying several lots with shared common area to maximize space. This strategy is a great way to test the market and pent-up demand for housing. This style home is also great for attracting younger singles or newly married couples seeking housing.

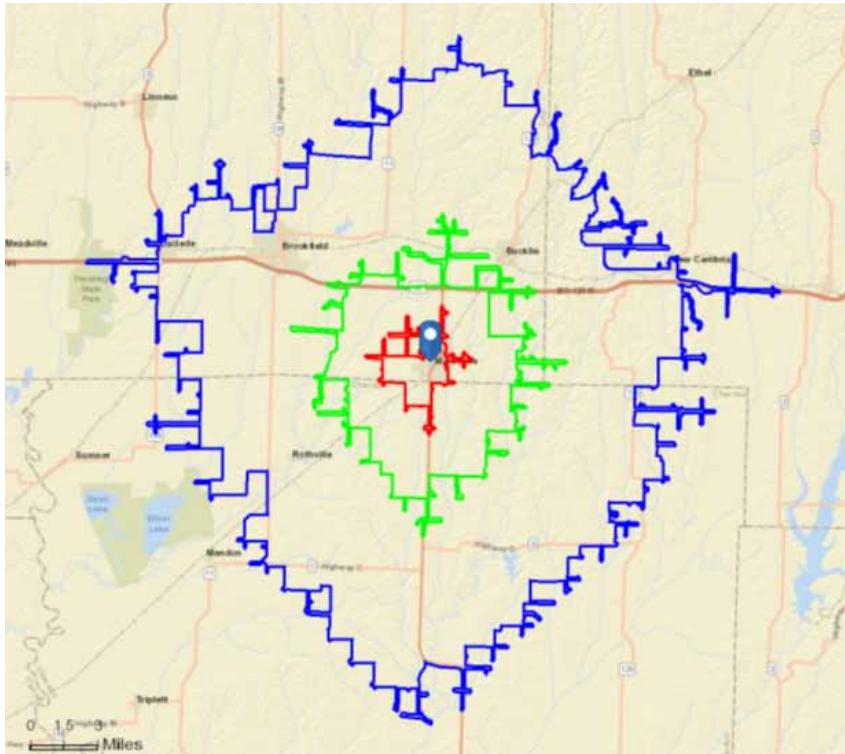
| Benefit to an Iowa downtown economy from an upper floor housing unit rented to a couple for between \$500 and \$1000/month | |
|--|-----------------------------|
| Food at home | \$1,898 -- \$3,795 |
| Food & Drink out | \$807 -- \$1,613 |
| Rent | \$6,000 -- \$12,000 |
| Other housing costs including utilities, maintenance, insurance, and upkeep | \$4,606 -- \$9,213 |
| Furniture, equipment & electronics | \$560 -- \$1,121 |
| Apparel & apparel services | \$655 -- \$1,310 |
| Vehicular and transportation related | \$1,909 -- \$3,819 |
| Health related | \$789 -- \$1,577 |
| Entertainment | \$934 -- \$1,868 |
| Personal services | \$314 -- \$629 |
| All others | \$ 997 -- \$1,994 |
| Total Annual Economic Impact of an Upper Floor Apartment in an Iowa Downtown | \$19,469 -- \$38,939 |

Iowa Main Street data showing the value of upper-story housing



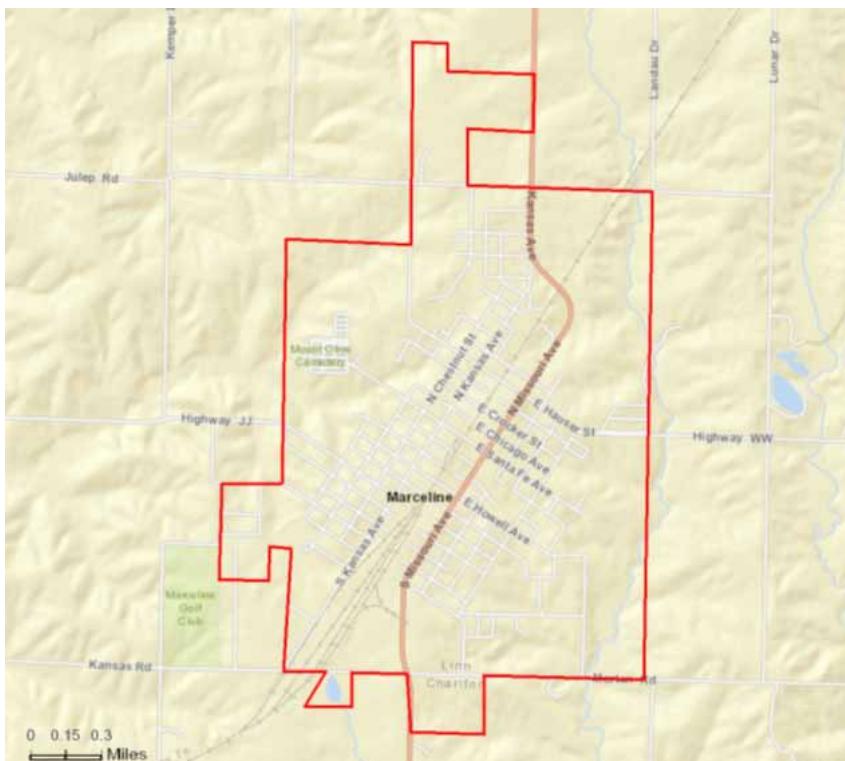
Design | Economic Vitality | Promotion | Organization

Marceline by the Numbers



| Population | 5 MIN | 10 MIN | 20 MIN |
|--------------------------------|--------------|--------------|---------------|
| 2010 Census | 2,001 | 3,102 | 11,182 |
| 2017 Estimate | 1,883 | 2,952 | 10,884 |
| 2022 Projection | 1,808 | 2,846 | 10,633 |
| Change: 2017 – 2022 | -0.81% | -0.73% | -0.47% |
| 2017 Daytime Population | 1,995 | 2,774 | 11,185 |
| Households (HH) | 5 MIN | 10 MIN | 20 MIN |
| 2010 Census | 837 | 1,281 | 4,678 |
| 2017 Estimate | 782 | 1,211 | 4,518 |
| 2022 Projection | 749 | 1,165 | 4,399 |
| Change: 2017 – 2022 | -0.86% | -0.77% | -0.53% |
| Median HH Income | 5 MIN | 10 MIN | 20 MIN |
| 2017 Estimate | \$33,955 | \$38,508 | \$38,644 |
| 2022 Projection | \$36,011 | \$41,532 | \$41,007 |
| Change: 2017 – 2022 | 1.06% | 1.08% | 1.06% |

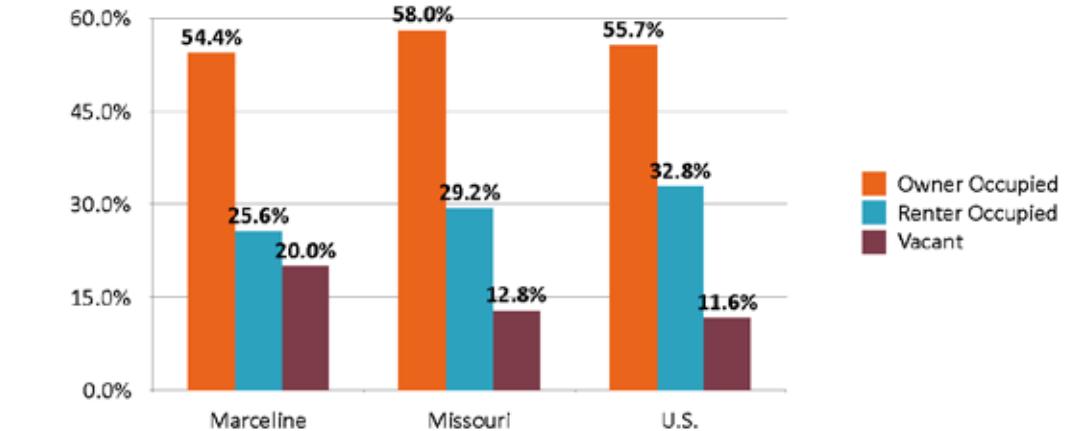
Source: Esri



| Median Age | City Limits | Missouri | U.S. |
|------------------------|-------------|----------|----------|
| 2017 Estimate | 40.3 | 38.9 | 38.0 |
| Average Household Size | | | |
| 2017 Estimate | 2.32 | 2.46 | 2.58 |
| Median HH Income | | | |
| 2017 Estimate | \$34,695 | \$51,113 | \$54,149 |
| Average HH Income | | | |
| 2017 Estimate | \$51,039 | \$70,118 | \$77,008 |

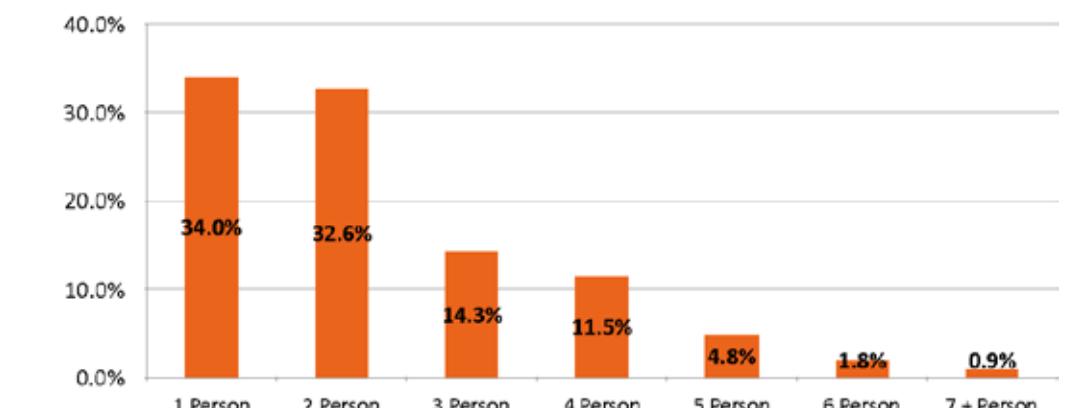
| Owner Occupied Housing Units by Value | Median Value | Average Value |
|---------------------------------------|--------------|---------------|
| 2017 Estimate | \$72,659 | \$94,782 |

Source: Esri



20% vacancy rate within the city limits is unacceptable. Quality rental property should be a major priority for developers as well as increasing owner-occupied residences.

2010 Occupied Households by Size



Two-thirds of all households were occupied by two or fewer persons at the time of the actual census. An intensive inventory and assessment of housing needs to become a priority to determine what the appropriate housing needs are for the future.

Design | Economic Vitality | Promotion | Organization

Population Profile of Marceline Region

Marceline is a city of just over 2,100 residents in northern Missouri. It is located mostly in southeast Linn County with a slight overlap into Chariton County to the south. Marceline's population has all but steadily declined since its peak of 3,920 as of the 1910 U.S. Census. After declining to just under 2,600 by 1970, the population jumped in 1980 to 2,938,¹ only to drop quickly again by 1990 to the 1970 level, with continued losses until the Census Bureau's estimate of 2,129 for the year 2016.

This decline is broadly consistent with population depletion in many rural areas of the United States and Missouri. As the agricultural economic sector adopted increasing amounts of technology and "labor saving" machinery, jobs decreased even as productivity (yields and yield per worker) grew. Many rural communities were subsequently able to also attract manufacturing facilities because of available workforce and because many larger cities discouraged dirty and noisy manufacturing within their borders. But even manufacturing in the U.S. has experienced large technology-driven job losses over the past several decades even though its share of the nation's gross domestic product has remained generally constant.

Population impacts caused by these forces in the Marceline area since 1950 are illustrated on the graph below. The graph depicts rates of population change by statistically setting the 1950 populations of Marceline, Linn and Chariton Counties, the nine surrounding counties², and the state of Missouri at an "index" number of 100. The rate of population change by decade is shown as a ratio to 1950.

The nine counties bordering Linn and Chariton experienced a relatively small collective loss of around eight percent, but Linn and Chariton Counties fared notably worse at about 35 and 50 percent declines, respectively, since 1950. Thus, some "good news" is that Marceline, while declining, is not declining as rapidly as its two host counties.

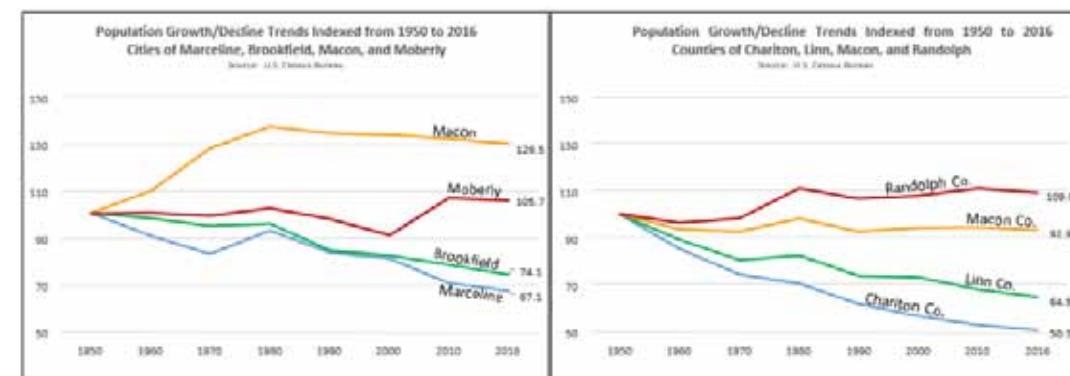
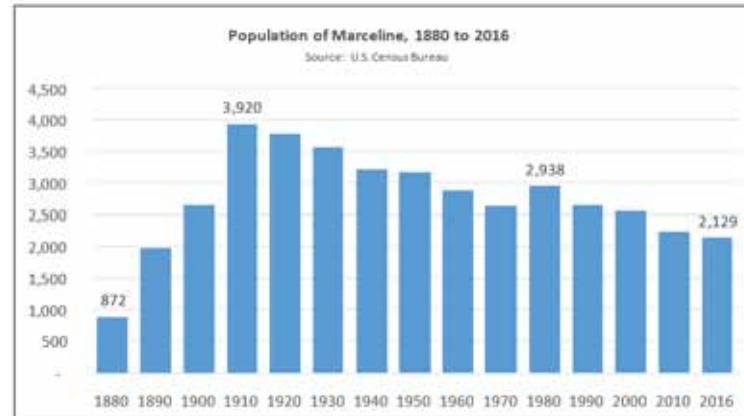
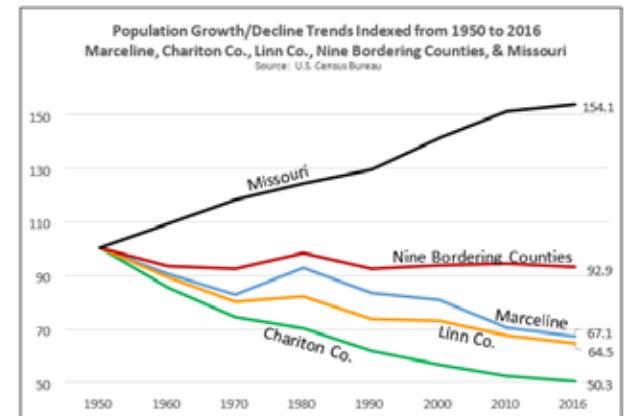
In fact, this is an observation which is consistent with four nearby cities, as shown on the dual graphs, below. The cities of Marceline (Linn and Chariton Counties) and Brookfield (Linn County) both decreased in population between 1950 and 2016, but at a rate more slowly than their respective counties. The larger city of Macon (Macon County) grew by 29.5 percent even though Macon County declined by some eight percent. The city of Moberly (Randolph County) also added population between 1950 and 2016 (5.7 percent) while Randolph County seemed to buck the rural trend and grew by nine percent.

In other words, cities, in this otherwise rural environment, seem to be faring better in terms of population change than their surrounding counties. Perhaps not unlike the much larger "rural to urban" movements so common in the U.S. and the rest of the world, the cities of this part of rural Missouri appear to have some relative "attraction power" or at least an ability to retain population a bit more strongly than their rural surroundings.

While the resources for this study do not allow a deeper "city-rural" analysis, there may be some significant lessons that Marceline could learn from, say, Macon and Moberly (if not others in Missouri and other states) on how to attract and retain economic and population growth even as the surrounding rural areas experience net out-migration or more sluggish growth.²

¹ No clear explanation for this jump and subsequent, almost equal, decline has been revealed to Development Strategies. It is quite possible that this was simply a statistical error on the part of the Census Bureau because of unclear or changing boundary lines, though rapid population changes are also sometimes the result of a large new business expansion followed by its sudden demise because of larger economic forces. Many communities in North Dakota, for example, have experienced this phenomenon in recent years because of oil production. In any event, the 1970 population "growth" in Marceline was not sustained.

² Two excellent resources for further exploration of these forces with which Development Strategies is familiar are the American Planning Association, which has a Small Town and Rural Planning Division, and the International Economic Development Council, which consistently conducts research to support economic transformation of America's small towns. In addition, the U.S. Department of Agriculture supports an aggressive set of programs to assure economic vitality in rural and small-town communities. And, of course, the Missouri Main Street Connection, which is affiliated with the National Trust for Historic Preservation's Main Street Program, is an excellent resource for evaluating and managing downtown revitalization.



Goal: Additional Overnight Accommodations

It is a key recommendation of this report that an "investment club" be formed among local leaders to pool resources toward development of more lodging facilities and supporting services. This does not commit investors to spending all the money they are able to collectively accumulate into a special fund, but the effort to raise the funds and to create an account for that purpose will demonstrate the depth of commitment that can be identified locally.

Rural Missouri, indeed most of rural America, has been losing population and labor force for over a century. Productivity improvements in both agriculture and manufacturing enable many rural areas to remain economically important, but this comes with depletions in population, buying power, and housing occupancy rates. That is not to say that small towns cannot offer and generate more diverse and exciting opportunities. Research summarized in this report shows that north Missouri's rural cities are faring better than their host counties, a hint that focused investment in Marceline, itself, is defensible.

Marceline's best-known asset is its history as the boyhood home of Walt Disney, a name revered around the world. Marceline's greatest challenge—and opportunity—is to expand its relationship with the Disney corporate empire in order to attract more visitation, local spending, and overnight lodging demand.

The opportunities do not stop with Disney. Marceline annually hosts substantially-scaled celebratory and attracts an increasing amount of family-related occasions like weddings and reunions. All of these can generate quite a

Design | Economic Vitality | Promotion | Organization

large number of overnight guests.

While resources for this report did not allow a deep market and financial feasibility analysis, the breadth of local events suggests that an investment group be formed to study and, hopefully, finance the creation of at least 20 to 24 hotel-type rooms in Downtown Marceline, either in a historic building that captures the authenticity of "Main Street" or in a new building (perhaps more easily created) whose design matches the architectural history of Marceline. But only by pooling resources can the initial lodging investment minimize the risks to individual investors.

Members of this investment group will likely be local residents and business owners with deep commitments to the future of Marceline but who, on their own, could not afford such a major undertaking in a small market. Indicators fully support continued expansion of tourism and related events, but only if there are more local hotel rooms. That said, this report clearly suggests that deeper analysis is warranted if appropriate funding can be accumulated.

In addition, the Lamplighter Motel should be explored for improvements built on its seeming "authenticity" from the era when America truly began its huge wave of automobile vacation travel. The early 20th Century in Marceline is the history of Walt Disney's boyhood. The mid 20th Century is the history of motels catering to the mass-traveling public. Both of these have a place in Marceline's future.

None of this will be feasible, however, if good quality dining options are not also created as part of the "package," especially Downtown restaurant(s) for dinner. Overnight guests want the convenience and, again, the historic experience of dining along Walt Disney's original Main Street. In other words, lodging options must be evaluated within the context of also expanding supportive commercial services and shopping along Main Street.

Purpose and Methodology

Purpose of this Report

Marceline, Missouri, was the boyhood home of Walter Elias Disney, creator of Mickey Mouse and the vast and diverse Disney-related global entertainment industry. It is a claim to fame that Marceline has long embraced, as did Walt when he was still alive. Numerous places and buildings in Marceline bear the Disney name or touch on the Disney history.

Because of this fame, and because of a growing tourism industry that is recognizing the link between Walt Disney and Marceline, more and more events are taking place in Marceline that take advantage of not only the Disney aura but also the authenticity of Marceline as a historic Missouri city. As Marceline continues to develop strategies and tactics to capitalize on such assets in support of more economic growth, this report is intended to highlight factors that could contribute to the creation of more overnight lodging facilities in Marceline.

Resources available for this study do not allow for a true feasibility study based on deep market and financial analysis. Instead, this report identifies a range of "things going on" that, if marshalled and managed more singularly, could possibly justify public-private partnerships to create more lodging options within the city. Findings of this report should not be considered conclusive, however. They only point out where opportunities may exist to justify further, and more intense, study.

General Methodology

Because the primary purpose of this report is to identify possible demand for overnight accommodations, the methodology relied on an analysis of relevant socio-economic statistics and on interviews with knowledgeable people and business leaders in Marceline. Very good data is available from state and federal government agencies and from private vendors that helps in evaluating market conditions and discovering potential opportunities for lodging development, whether Disney-related or not. Three days of conversations in various formats during October of 2017 in Marceline helped to put a local "face" on the data while revealing certain forces, trends, and ideas affecting the potential demand for overnight lodging.

Economic Profile of Marceline Region

Over the period from 2001 through 2015 (latest comprehensive data available), employment in the combined economy of Linn and Chariton Counties declined by almost 2,000 jobs, or 9.1 percent. Linn County's jobs declined 9.6 percent and Chariton County's by 8.3 percent. Meanwhile, Missouri's jobs increased at the rate of 7.8 percent and the national employment rate of 12.8 percent.

Jobs in Marceline alone decreased by about 450, or almost 29 percent.¹

Marceline's city economy is heavily dependent on the manufacturing sector. The Employment Location Quotients graph on the following page indicates how the city's economic structure compares to the entire state of Missouri. Location quotients of "1.0" (vertical black line) indicate that the percentage of all employment in a particular economic sector in Marceline is the same as in the state for that sector. LQs that are higher than 1.0 show increasingly greater dependence on those sectors; vice versa for LQs of less than 1.0.

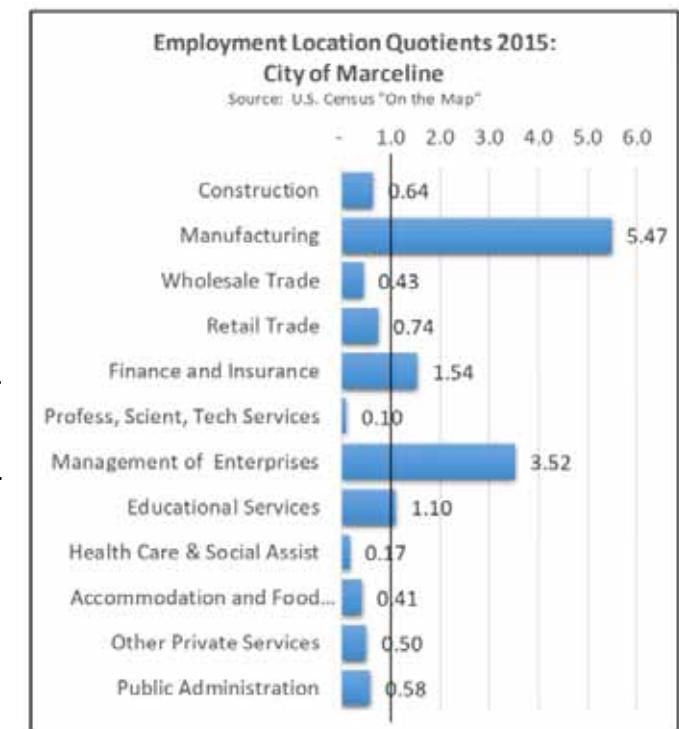
The location quotient for manufacturing in Marceline is almost 5.5, indicating a far greater reliance on this sector in Marceline than throughout the state. This is not necessarily a horrible circumstance given manufacturing's prominence in many rural communities. But it would be healthier for Marceline if other sectors had higher quotients so that the city would be less vulnerable to a downturn in one or two of the city's manufacturing plants.

Interestingly, the second highest LQ in Marceline is in the management of enterprises sector at 3.52. This is an indicator that Marceline has a strong presence of headquarters types of operations, suggesting further that the city may be blessed with a relative abundance of business management skills. Those skills, and the leadership they imply, should be helpful in planning for and implementing Marceline's future economic development.

Only two other sectors rate higher than 1.0:

- Finance and insurance, at 1.54, is an indicator that Marceline is a central point for banking and related services in northern Missouri.
- Educational services, at 1.10, suggests that Marceline is also a central location for schools in the region.

All the other sectors score less than 1.0.² Coupled with the wide divergence in LQs, the profile of Marceline's economy suggests a fragile structure that is too vulnerable to even little shifts, especially in the manufacturing sector. Multiplier, or ripple effects, through low LQ sectors can prove quickly devastating.



¹ These are not strict comparisons between the city of Marceline and the counties, state, and nation. There are slightly different data bases at the state and federal level, with greater depth and accuracy for geographic areas consisting of counties or combinations of counties. But the important trend is apparent: jobs in Marceline seem to have declined at a more rapid pace than in its two surrounding counties while the larger economies of Missouri and the nation have added many jobs.

² Note that the farm sector is obviously missing. That sector truly dominates the greater Marceline area, though less so within Marceline itself. Because it is such a major influence in the area, it is ignored in this report because its statistics greatly skew the analysis.

Design | Economic Vitality | Promotion | Organization

A more diverse economic structure is suggested in the combination of Linn and Chariton Counties, as depicted on the graph to the right.³ When compared to the Missouri economy, manufacturing is far less important to the two counties as a whole than it is within Marceline alone.

This also signals that manufacturing in Linn and Chariton Counties tends to be concentrated in cities but not in the unincorporated areas surrounding the cities.

Still, it is instructive that the nonfarm location quotients for the combined counties are all much closer to the “ideal” 1.0 than in Marceline alone. While employment has been declining in all the geographies, these tight location quotients suggest a healthier and less vulnerable larger economy than is indicated within just the city.

This brief overview of the economic structure of the greater Marceline area is intended to reinforce a major challenge facing the city with regard to development of more overnight accommodations. Declining economic trends generally can indicate not only lessened demand for overnight rooms and facilities, but perhaps an almost absent interest on the part of the lodging industry. Moreover, conversations by Development Strategies with the three major manufacturing companies in Marceline⁴ found an almost insignificant need for overnight accommodations by these businesses and their visitors. Thus, while manufacturing is important to Marceline’s overall economy, it is not a generator of lodging demand. Making the case for more and better accommodations will require a very innovative and multi-pronged approach to marketing toward a broad range of visitors to Marceline that can justify a significant investment in such accommodations.

A detailed SWOT (strengths, weaknesses, opportunities and threats) analysis is included in the appendix demonstrating strategy and planning for increasing the demand.

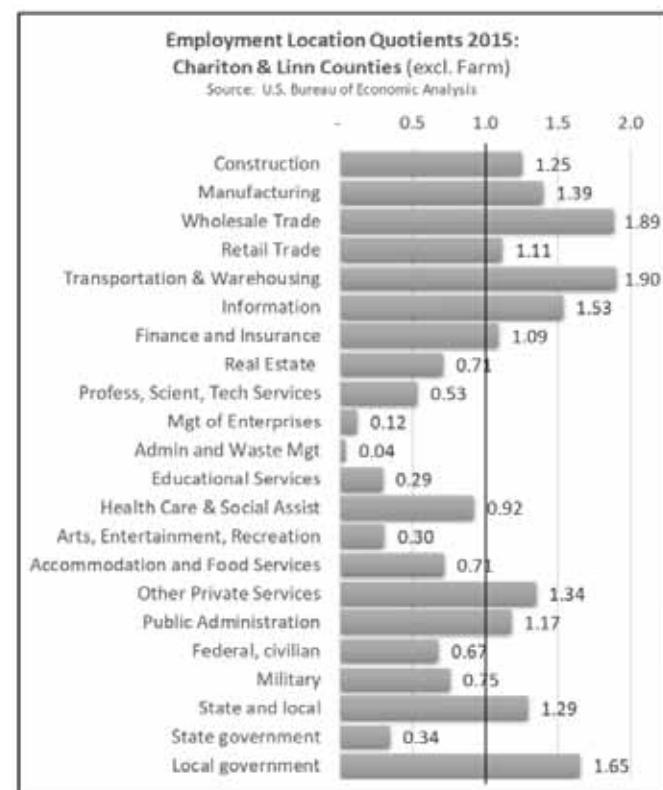
Conclusions and Recommendations

Market conditions in and around Marceline suggest that the entire multi-county region could benefit from more, and higher quality, overnight accommodations. The recent investment by Best Western on the south edge of Brookfield is a demonstration of this opportunity and need. But the dispersion of economic activities throughout the region is discouraging to most, if not all but a very few, hotel and motel investors. There simply is not sufficient concentration of lodging demand that would indicate a qualified location. Things are too spread out in rural north Missouri.

Indeed, Best Western’s location at a major interchange along Highway 36 is relatively good choice, but the facility offers only 31 rooms. Still, this seemingly low supply assures that Best Western can command profitable room rates and occupancy rates. And there appears to be ample land for expansion at the interchange, either for Best Western or other operators, if lodging demand can be increased in the area.

³ Again, this graph is not strictly comparable to the location quotient graph for Marceline because of the differences and depth and breadth between available databases for cities and counties, but there is still ample justification for comparing the city to its surrounding counties.

⁴ Walsworth Publishing, Moore Fans, and Hurtt Fabricating.



Marceline does not have this locational advantage, however. It’s intersection with Highway 36 is minor and the city’s economy is concentrated much further south, unlike Brookfield’s which is closer to the highway. As noted in this report, Marceline needs to take a different approach to attracting visitors into the city, especially Downtown, and to increasing overnight guests and facility investors.

There are opportunities for Marceline to expand its attraction power in order to create more overnight demand. Many are suggested in this report (though none have been “tested” with formal market analysis). But there is also something of a “chicken and egg” question here: Expand the number of visitors first, in order to demonstrate possible demand for overnight rooms, or expand the number of overnight rooms first to help in attracting more visitors.

The answer is a little bit of both. Marceline should work diligently to build on its Disney theme (including Toonfest), on its success with several other celebratory events, and on local meetings and reunions to expand visitor demand, even if overnight rooms are not yet available. At the same time, local investors (with “patient money”) should more deeply explore creation of good quality overnight facilities. This includes more RV and camping locations but, more to the point for Downtown Marceline, also includes the creation of hotel-type rooms in Downtown.

It is a key recommendation of this report that something of an “investment club” be formed among local leaders to pool resources toward development of more lodging facilities and supporting services. This does not commit investors to spending all the money they are able to collectively accumulate into a special fund, but the effort to raise the funds and to create an account for that purpose will demonstrate the depth of commitment that can be identified locally.

Downtown Marceline is the authentic basis for the “Main Streets” in Disney’s theme parks. Downtown visitors, therefore, should have the opportunity to stay overnight in authentic downtown buildings. Even better, in buildings of historic importance to Marceline and, perhaps, to Walt Disney himself. **The most obvious choice for this investment seems to be the Allen Hotel Building** which, at one time, was a hotel. It appears to be a substantial structure and its corner façade dominates much of Main Street’s charm. It also adjoins Ripley Park, center of much of Marceline’s collective gatherings, and already has commercial and dining options. Moreover, the Allen Building provides very easy access to the Walsworth Community Center for gatherings and events. It is an easy walk to the Boyhood Museum and a perfect location for initiating a shopping spree up and down Main Street.

Alternatively, or perhaps in addition, the old hospital site should be explored for a new hotel building. This wouldn’t necessarily incorporate the old hospital (architectural and historic consultants can advise on this), but would include substantial, if not entirely, new construction. That said, the design of the structure should match the character of the historic Downtown. New construction is sometimes less expensive than historic rehabilitation, so both options should be explored—and maybe both actually pursued, which would be the ideal.



Design | Economic Vitality | Promotion | Organization

A rough working number of added rooms should be about twenty. Based on informal conversations with boutique hotel developers in St. Louis, 20 rooms or so should enable sufficient economies of scale without risking overbuilding in the market. If both sites (i.e., Allen Building and hospital) can eventually become hotel properties, many more than 20 rooms would be possible. But the initial goal should be about 20—maybe two dozen, depending on what can fit, particularly in the Allen Building.

Twenty additional rooms in the market will not be sufficient for the few major events hosted in Marceline each year. But they can take some pressure off the market and, at least for a while, will help determine if more rooms can become financially feasible. Almost no lodging operators build rooms to accommodate peak demand periods. There simply is not enough non-peak demand to achieve necessary average daily occupancy requirement. Peak demand (e.g., Toonfest when many participants stay quite far away) can continue to be accommodated by surrounding cities and hotels, but Marceline will have increased the opportunities for lodging downtown, especially for VIP visitors for whom the rooms can be reserved.

The challenge is to **identify and organize sufficient local investment resources** to study this opportunity and to finance its development, at least in the early years. Almost certainly, outside hotel investors and operators will not be readily convinced to participate in the financing, though some might become partners if sufficient local investment funding is raised. Indeed, attracting a hotel operator (the “flag”) will require local capital investment commitments and, probably, some additional funding to support low demand periods until the market becomes more self-sufficient.

Meanwhile, the **Lamplighter Motel should also be investigated as a possible improved lodging facility.**

Resources for this report prevented study of the Lamplighter's operations and its interior conditions, but it is reasonably well located for its purpose and it represents something of a historical period in the heyday of motels. In itself, that gives the building and site some authenticity which might not date back to Walt Disney's childhood but does date back to an era when automobile travel became almost universal—a period also when Disneyland was created partly because of the rapidly increasing ability of Americans to travel by automobile.

In short, this overview assessment of potential overnight accommodations lodging initially suggests that another 20 or so rooms should be added to Downtown Marceline coupled with upgrades to the Lamplighter Motel in order to improve both the image and accessibility of Marceline. In the last couple of years, a few bed-and-breakfasts have already been added to the market, and more of these might be encouraged both to absorb more demand, particularly during busy tourist periods, and to utilize houses that might otherwise go vacant because of population decreases.

BUT...and this is important...**overnight lodging requires other nearby commercial services**, primarily nice places, and a variety of them, for dining at all meal times. Breakfast and lunch seem to be covered already quite well in Marceline. Dinner, on the other hand, requires relatively extensive driving trips either to the edge of town or to other towns. While these are not onerous drives, they are inconvenient to those intending to spend the night in Downtown Marceline.

Thus, as part of the local investment club and analysis, it would be wise to include, say, a package of possible developments: More facilities and dinner dining. Early years of this endeavor may not see much, if any, positive rates of financial return, but Marceline may not be able to stimulate the market for more robust economic activity unless its leadership commits to sharing many risks for the good of the community—risks that outsiders will likely not be convinced are worth taking until the “locals” demonstrate otherwise.



Goal: Focus, Develop, Attract and Grow Businesses

The major factor in developing and growing business in Marceline is being open to new and creative ideas. Leaders must recognize that the old models of business recruitment no longer work in small town America but a new creative approach will. These different factors and approach to growing business must be worked on together, using only one approach model will not work.

Understanding the Differences of Attracting, Developing and Growing:

- **Grow Your Own** – Grow your own is an umbrella term for economic development models that use entrepreneurship and small business development as the tool to create local economic growth. Grow your own is a ground up, community-based approach to economic development. Instead of putting resources into economic development strategies that reach outside of the community, it focuses resources on existing community strengths, small businesses and developing job-creating entrepreneurs. Communities using a grow your own strategy develop policies and activities to spur innovation, entrepreneurship and local business growth.

Both the traditional and grow your own models start with a basic question, but the question itself is very different. The traditional model asks what will attract large companies, corporate divisions or plants to a community. The grow your own model seeks to answer what entrepreneurs and small business owners need to start and grow to a sufficient scale to make a significant economic impact.

| | Traditional Model | Grow Your Own Model |
|-----------------------|---|--|
| Area of Focus | Bringing in outside corporate offices and plants | Building on local strengths, small business and entrepreneurs |
| Job Focus | Seeks to create a few big wins by bringing in companies to the community that provide many jobs | Seeks to create many small wins that achieve big job and community results over time |
| Resource Focus | Marketing and recruiting | Supporting entrepreneurs, innovation and access to markets |
| Policy Focus | Tax incentives, affordable land, discounted financing, retention of major companies | Developing support resources, creating a competitive environment creating capital and credit pools |
| Model Strength | Attracting major company can create many jobs at once | Creating local businesses creates a stronger community and long-term stability. |

Source: Grow your own Guide, Entrepreneurship-based Economic Development, Federal Reserve Bank of Kansas City

- **Development New Business**- New innovative models for business growth is key.
Pop-Ups

These are temporary businesses that can “test the waters” for a day or go into months. It can be a booth at an event, or a designated space within someone’s current businesses location, or in an empty store front. This is a way for potential entrepreneurs to see if they would be

Design | Economic Vitality | Promotion | Organization

successful before committing to the expense of moving into a permanent space.
Co-op's and/or Incubators

These are businesses within businesses to share space, resources and knowledge. This is a good fit for small retailers that cannot commit to the overhead for a large store front. The co-op's model has been used successfully in securing restaurants. The building owner has a potential building that can be developed into a restaurant and financially helps the restaurant owner to go into the space. The co-op can have one investor or several in helping this be successful.

- Focusing – Spend time and resources focusing on the current businesses in Marceline. It has been proven over and over again that investing into the current businesses brings success in business expansions and a cost savings to the community. This focus can be accomplished in several ways:
 - o Developing resources for an expansion into a new retail line.
 - o Developing resources for a successful business owner to open additional new business that are market driven.
 - o Provide training and resources for cloud-based tools to reach customers in additional ways besides walking in the front door.
 - o E-commerce provides an additional income resource to the brick and mortar stores and service businesses and should be a focus for long term success.
- Attracting New Business – Attracting businesses to our small communities will be more successful if they are provided with incentive programs. Local incentive programs can be accomplished in several ways.
 - o Incentives from Counties and Cities
 - o Incentives from Property Owners
 - o Incentives from Local Organization

Examples of incentive programs are attached in the resource binder.

Also check-out the Small Towns Big Ideas Case Studies in Small Town Community Economic Development in the resource binder.



Resources or funding programs for Economic Vitality projects

Educational Seminars and Workshops

- Rural Community Development Initiative Grant – USDA
- Rural Economic Development Loan and Grant Program – USDA
- Rural Business Development Grant - USDA

Market Feasibility Studies

- Intermediary Relending Program in Missouri – USDA
- Rural Business Development Grant – USDA

Business Plans and Projections

- Rural Business Development Grant – USDA

Housing

- Rural Housing Site Loans – USDA
- HOPE VI Main Street Program – HUD
- Neighborhood Assistance Program – DED
- Historic Preservation Tax Credit Program – DED
- Chapter 353 Property Tax Abatement
- Federal Historic Preservation Tax Incentive Program
- PACE

Recommendations

- State Supplemental Tax Increment Financing Program (TIF)
- Local Tax Increment Financing (TIF)

Goal: Additional Overnight Accommodations

- Rural Microentrepreneur Assistance Program – USDA
- Intermediary Relending Program – USDA
- Rural Energy for America Program – Renewable Energy and Energy Efficiency - USDA
- Federal Historic Preservation Tax Credits
- Historic Preservation Fund Grants – Predevelopment and Development - SHPO

Design | Economic Vitality | Promotion | Organization

Promotion

The Promotion Committee is tasked with:

- Positioning downtown as a center of the community and hub of economic activity
- Marketing the district's assets through retail and other promotions
- Creating a positive image that showcases a community's unique characteristics

The Promotion Committee's job is to PROMOTE downtown as the center of commerce, culture, and community life for residents and visitors alike. To be effective, the committee must move beyond the typical "tried-and-true" promotion ideas. The committee must think about promotion in a broader sense and develop new strategies by:

- Understanding the changing market- both potential shoppers and your "competition"
- Identifying assets, including people, buildings, heritage and institutions
- Defining the market niche- its unique position in the marketplace
- Creating new image campaigns, retail promotions and special events to bring people to the community

Current Assets

- Boyhood home of Walt Disney and the Walt Disney Hometown Museum – both the museum and the home are definitely an attraction with worldwide appeal.
- Located off Missouri Highway 36 and the Missouri Highway 36 Heritage Alliance – easy access from a highly travelled four-lane highway that has a supporting marketing organization promoting the "Way of the American Genius" and the quilting trails in the area.
- Restaurant for breakfast and lunch – Ma Vics offers locals and visitors a hearty breakfast and lunch location.
- Special events from Wine Walk to Toonfest – these events draw both local residents but also regional audiences especially Toonfest.
- Main Street USA – while many of the buildings are vacant or underutilized, there is great potential and the building stock is intact and ready for development with mostly limited rehabilitation.
- Walsworth Community Center – the new facility offers meeting and gathering space for family reunions, weddings and other community activities.
- Hunting and fishing options – seasonal hunters and fishermen are drawn to this area for the wildlife.



Weaknesses

- Limited overnight accommodations – a dated motel and limited bed and breakfast facilities are available. The bed and breakfasts are well maintained and up-to-date but there are only a handful.
- Special events are limited – expansion of current events or the addition of new events could draw more people.
- Dinner restaurant – there currently isn't a family style sit-down restaurant in Marceline.
- Very limited retail options with limited hours of operation – there is a dwindling supply of retail stores for visitors in Marceline with varied hours of operation and days open.
- Lack of lead organization, a plan and funding to promote tourism – several organizations including the City of Marceline dabble in marketing the community with a very limited or non-existent budget.
- Location – not being near any large metropolitan areas reduces the ease of travel to Marceline and paired with the limited overnight accommodations, day trips are the norm.

Opportunities

- Increase public relations and marketing – increased outreach, marketing and funding are needed to attract more visitors.
- Regional marketing – An excellent start for expanded marketing is in place with the Highway 36 Heritage Alliance. Adequate research was not conducted for this report regarding the effectiveness of the Missouri Highway 36 marketing conduit, nor the cross-marketing that is vital to collective efforts, but such metrics should be determined and monitored. The "genius" theme is an excellent cross-marketing tactic. Are there others that can be promoted to lure not only more visitors, but repeat visitors?
- More museum visitors means more foot traffic and buying power- With year-round hours, the Disney Hometown Museum may be able to attract more visitors to Marceline. Ideally, it can also lead to more visitors per day not just per year. In any event, more visitors means more opportunities for local businesses to open, or stay open, in order to capture the buying power of the added foot traffic at all times of the year. More shops, more restaurants, more economic activity. This also means more cross-marketing in the downtown area between businesses and with the Museum.
- Toonfest expansion – Walt Disney is perhaps best revered for his artistic imagination. While he was also a shrewd businessman and real estate developer, the "Imagineering" characteristic is what Toonfest is all about—and it's a lot more fun! An opportunity may be arising to capitalize on the two decades of Toonfest to, perhaps, expand on this theme for more frequent creativity workshops in Marceline. These might be smaller events, or invitation-only events, that can be accommodated readily for a few days in Marceline (more with more lodging, of course). In short, establish Marceline as a center of artistic creativity and imagination "training."
- Creativity retreats – In a similar vein, the get-away-from-it-all atmosphere of Marceline coupled with a theme of genius and imagination can be a foundation for corporate and related retreats where executives and employees spend two or three days exploring new ideas in collaborative settings, listen to stimulating lectures by people who then become facilitators of creative thinking sessions, and so on. These wouldn't be large groups. They would need to be accommodated locally. But the effect could be invaluable for the visitors while boosting the economy and image of Marceline as a center of "Imagineering."
- Recreational Vehicle Park(s) – this is an opportunity to provide accommodations for those travelling with campers and RVs. The Disney Park by the swimming pool provides the land to develop into an overnight RV park.

Threats

Strengths, weaknesses, and opportunities are typically presented as factors over which communities may have some control. For instance, strengths can be marketed to expand growth. Weaknesses can be addressed with various resources to convert them to strengths. Opportunities await further analysis and a commitment of resources to take advantage of them.

Threats, on the other hand, tend to be factors over which communities have virtually no control. Flooding, national economic conditions, and so forth are often cited as threats to community growth. But threats can be anticipated and, therefore, actions and policies can be put in place that help a community to minimize the effects of such threats.

- Population Losses- Marceline and most of the surrounding areas continue to experience population decline. This reduces housing occupancy rates, depletes local purchasing power, and diminishes the labor force. All of this, in turn, discourages further economic development and positive growth. Policies and locally-based actions to change economic conditions (different sectors, more diversity) are often the best way to address this threat, though rural economic and population decline in the U.S. is most often a very powerful, and negative, trend.
- Travel Access to Marceline - Marceline is much less on the "beaten path" than, say, Brookfield. While part of the Missouri High-way 36 marketing and promotion campaigns, Downtown Marceline

Design | Economic Vitality | Promotion | Organization

is still a few miles south of Highway 36. So, it isn't readily recognized and is potentially not a spur-of-the-moment stopping place. The city and Downtown, therefore, need to promote Marceline more aggressively, including excellent signage, to encourage and direct travelers into the core of the city—not only from Highway 36 but from the south, as well. The uniqueness of Walt Disney's Boyhood Hometown is, of course, a great advantage, but this also relies heavily on the universal excitement created by the Disney name. While that name is powerful in the entertainment and art worlds, directing people to Marceline is still a major challenge.

- **Unwilling Local Investors** - While this report cannot and does not directly address how key investors can be attracted to Marceline in order to stimulate more diverse growth projections, it behooves local leaders to determine who will be willing to become, or to remain, major financial and leadership investors over the long run. This is not to say that there are not ample sources of local investment interest and prowess but, with dwindling population and a small local economy, Marceline will not likely be an obvious choice for outside investors of significant scale, including those involved with overnight lodging facilities. Increased linkages with the Disney "sector" might be an opportunity to overcome this threat, but Marceline's economic future is most likely in the hands of patient local investors who care about, and can afford, the probable lengthy efforts to turn around Marceline's fortunes.
- **Persistent Complacency** - In a related possible threat, declining population and economic forces can cause Marceline residents and businesses to simply become complacent with the way things are. Struggles to improve rural communities have been difficult for decades, often tiring otherwise good leaders. People can feel like local conditions are as good as they are going to get and, thus, fail to visualize a stronger, healthier, more vibrant future in which to invest time, money, and energy. Mobilizing these potentially complacent resources with a strong vision for the city's future can be an important antidote.



Visitor Profile for the Walt Disney Hometown Museum

- In 2017 guests to the museum came from 49 states and 18 countries. Rhode Island was the only state not represented.
- Top state visitors are in order: Missouri, Illinois, Florida, Texas and California.
- Average age is 35-65.
- Last year included more children than past years.
- Most guests hear about the museum from social media/including Disney sites, from a friend, Missouri Visitor Center and the Highway 36 Visitor Guide.

Walt Disney Hometown Museum Facts

- Museum is currently open from March-October on Tuesday-Saturday from 10am-4pm and Sunday from 1pm-5pm. When the Museum opens in March of 2018, it will remain open year-round.
- Admission is free for members, \$10 for adults and \$5 for children.
- Museum has a very active social media presence.
- The Museum attends the D23 Expo each year, which sees over 70,000 Disney fans, with a booth that includes an artifact from the Museum. A Marceline tour will be offered in 2018 to D23 fans.

Defining the Image

Image is not defined by a few people according to their own opinions or taste. Image must be crafted, based upon the assets of the district, its market potential, and the values of the community. A branding expert visited the community in the fall of 2017 and conducted meetings with various segments of the community. The following brand image was created.

Brand Statement

We are Marceline, Missouri and our story is the story of America. For well over 100 years, people have been drawn here for our rich land, rail heritage and our warm people.

We are the story of the American Railroad. We were founded in 1888 along the Santa Fe line and the railroad truly shaped our story. Named for the wife of a railroad administrator, our community and its prosperity were tied to the line.

We are the story of the American Coal Miner. With numerous mines and all the support industries that went alongside them, ours is a community of loyal employees, a hearty work ethic and deep, deep roots. The fuel from our soil powered the rail, and helped to connect the west.

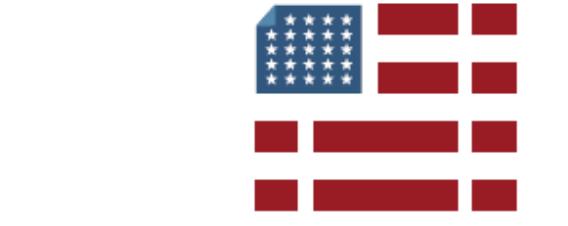
We are the story of the American Dreamer. At the turn of the century, Elias Disney brought his family here to start a farm, and was drawn to this place by the values of this community. It was on that farm that his son Walt's imagination was born. That ingenuity and creativity is still thriving in our publishing and manufacturing industries today.

We are Marceline, Missouri and we are proud of our amazing past. We are proud to tell the tale of how the rail has woven together so much of our history. We are proud to have preserved the best of Small Town America. We are proud to be the home of dreamers. And we are proud of the vision we are crafting for our future.

We invite you to discover this place we call home. Sit along Walt Disney's Dreaming Tree, and see the place that inspired an American Legacy. Visit our shops, grab a bite in our traditional corner cafe, and feel the warmth of a true classic. Spend a day in here and you'll know what we mean when we say:

Marceline
Small Town America. Perfectly Imagined

Design | Economic Vitality | Promotion | Organization

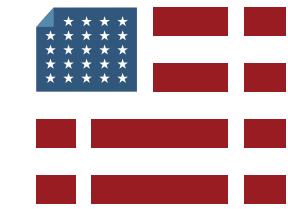
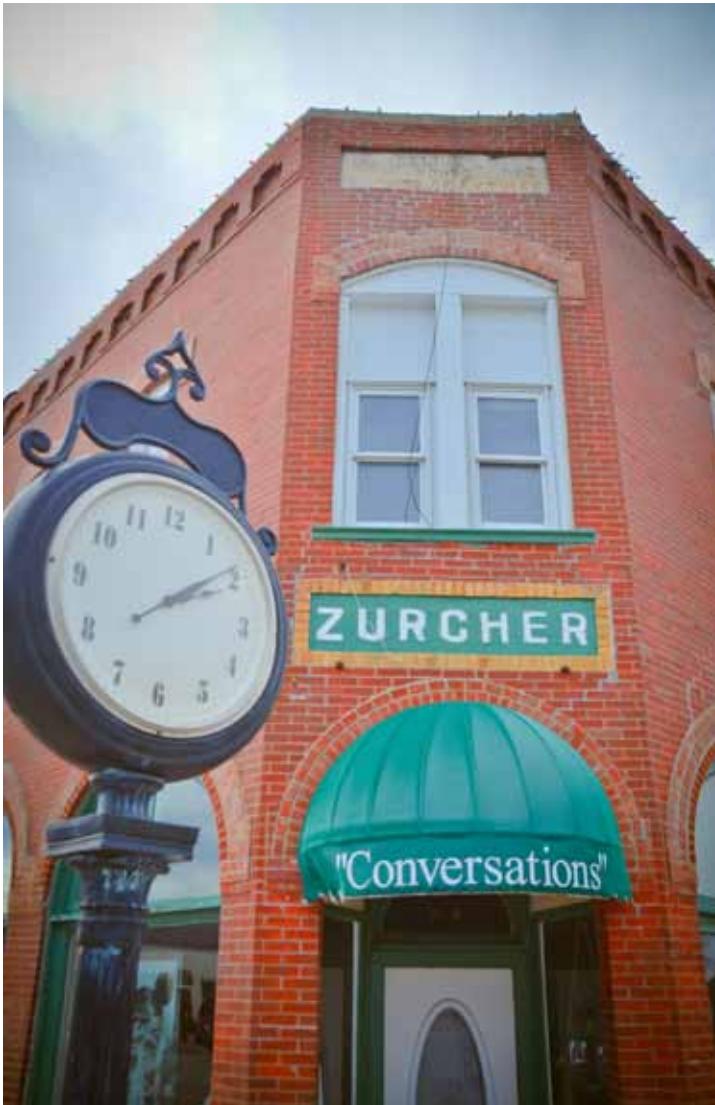


Marceline

Small Town America. Perfectly Imagined.



After community feedback, this is the brand logo created for the community.



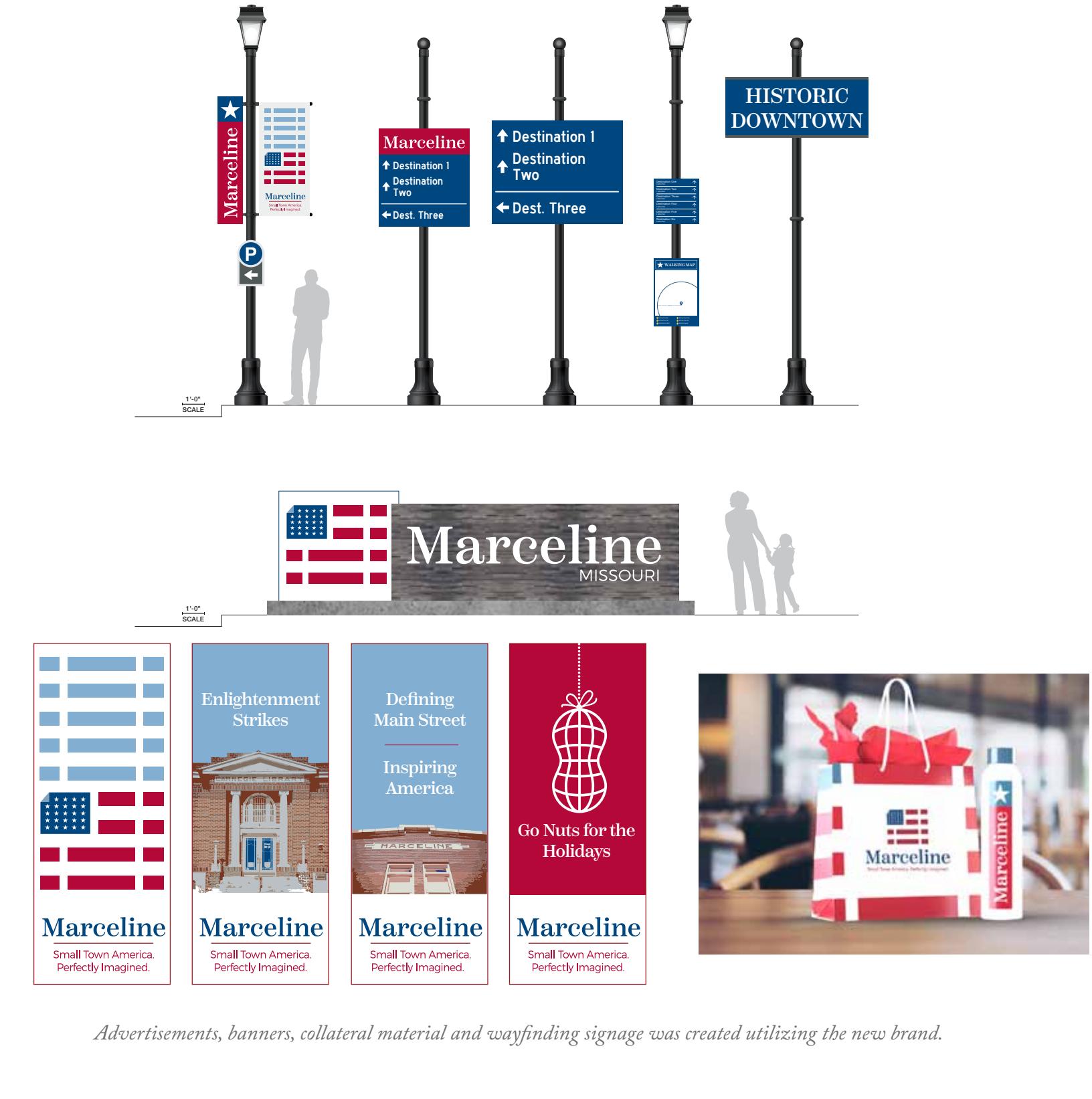
*Please note that when this report was printed the community was still reviewing and approving the final brand logos.

Community event and organization logos were created to compliment the main brand logo.

Design | Economic Vitality | Promotion | Organization



We are Marceline, Missouri and our story is the story of America. For well over 100 years, people have been drawn here for our rich land, rail heritage and our warm people. We are the story of the American Railroad. We were founded in 1888 along the Santa Fe line and the railroad truly shaped our story. Named for the wife of a railroad administrator, our community and its prosperity were tied to the line.



***Please note that when this report was printed the community was still reviewing and approving the final brand logos.*

Design | Economic Vitality | Promotion | Organization

Goal: Create a Farmers Market

A farmers market was identified by the community as a priority. Farmers markets are popular because they provide locally sourced produce, baked goods, farm-raised meats and bedding plants for the local population. They connect consumers with farmers and increase food security. In 2015 there were over 8,400 farmers markets in USDA's National Farmers Market Directory. The markets strengthen community engagement as 75 percent of markets use volunteers to perform market operations. Farmers markets also help create a robust local economy and more vibrant communities by bringing buyers to downtown areas and other retail centers.

Studies from Iowa State University, the New Economics Foundation and the Project for Public Spaces independently showed ways that farmers' markets provide positive economic activity in themselves, as well as hyper-stimulate activity for the traditional businesses that surround them, including:

- An increase in traffic to local businesses and economic activity by as much as 60 percent on days the market is open
- Creation of twice as many jobs per square foot as traditional retail space
- An 80 percent increase in economic impact compared to traditional sales, which is returned directly to the local community
- Space for incubating new and high growth agriculture-based businesses

Designs for Ripley Park include a space for a farmers market. The market is just another way to activate the park during the growing season. Ripley Park is perfect for the markets as it offers the space, parking, is centrally located and a community gathering place.

Creating a Farmers Market

Community Input

The Missouri Department of Agriculture Farmers Market Handbook identifies two keys to successful planning are including the right people and asking the right questions. In successful markets, the parties know why they are organizing a farmers' market, who is going to sell at the market and who will be buying from those vendors. The more people involved and the more deliberative the planning, the more likely the market is to be successful. A deliberate, focused evaluation process is the first step to ensuring the market is properly planned and addresses expectations. The following process was designed to help guide groups through the planning process:

Step No. 1 Determining Wants of the Market

1. Why create a market?

The first step in this process is to create a list of everyone's goals in developing the market. The reasons may include community building, growing businesses, increasing food access and promoting the community. This step should help determine which goals are most important, as well as the products, amenities and activities that can best meet those needs.

2. What to buy or sell at the market?

Successful markets have the right pairing between items consumers want and products vendors have to sell. This list may change over time, but it is best to start this conversation early, as these decisions will



guide the rest of the planning process. Produce vendors may need to plan up to a year in advance for some crops to be available, so it is best to get this information out early. Items may also have different handling and display requirements, which can greatly affect the use of market space.

3. What other activities will happen at the market?

Many markets have special events or other activities to attract customers and keep them coming back to the market. Examples include a tent for children's activities, cooking demonstrations with local foods, live music or vendors serving prepared food. These activities will require consideration when planning the market space and arranging any structures or utilities. Activities may also influence the market's rules and require ongoing coordination with local permitting or licensing agencies.

4. Time to prioritize

If going through this planning process as a group, take a break and have everyone discuss and vote for their favorite goals, products and activities from the above questions. If each person picks three in each group, the top priorities will be identified before the group moves to the next steps. There may be lots of great ideas, but if only one person is willing to advocate for it, the item is probably not vital to the success of the market. This activity can also give vendors insight into consumer behavior because it shows what people are willing to give up to get what they want.

Step No. 2 Determining Needs of the Market

1. How much space does the market need?

This will be determined by the activities hosted and products sold. If a market plans on hosting bands and workshops it will need space for people to linger, vendors to sell and customers to park. If the market is successful, it may also need room to grow.

2. What amenities does the market need?

Will vendors need electricity to run freezers? If events are going to last for any amount of time, restrooms may be necessary. Is there an ATM nearby or does the market plan on accepting EBT? If EBT is desired, a phone line may ease debit card transactions. What about shelter? Vendors usually prefer their tents for cover, but for activities or prepared foods, customers may need a place to stay out of the rain or to sit and rest. All of these are important factors that can influence decisions on possible locations for the market.

3. What are the best times and locations for the market?

Many vendors sell at more than one market. While they may be interested in a new market, they are unlikely to participate at the expense of their existing customers. If the goal of the market is community building, Wednesday morning may not be the best time to host it. If the market will rely on through traffic or local residents, making sure the times and locations are convenient to potential customers will be vital to the market's success. Take time to evaluate all the best locations and the times those locations work best and prioritize the locations just like the "wants" in step one.

Step No. 3 Identifying Partners

Depending on the locations and times chosen, different partners may be required or needed to make the market feasible. One partner may donate space, while another provides restrooms and electricity. An existing youth group or community organization may sponsor the gathering so the market doesn't have to incorporate as a business or not for profit. Groups like the Chamber of Commerce or local press may want to help promote the market. The more people who invest time or money in making the market happen, the more successful the market will be. When people have a vested interest in the market, they are more likely to make the financial commitment to make it work for the vendors and get their friends to shop there as well.

Once these considerations are addressed, organizing the market is much easier and the market is more likely to succeed. The entire farmers' market handbook can be found in the appendix.

Design | Economic Vitality | Promotion | Organization

Goal: Create or enhance events that bring people downtown

Before you throw a lavish party on Main Street for the entire community or visitors, the Promotion Committee must decide what the event should accomplish. Do you need a “traffic-building event” - such as a big festival- that will generate future sales for downtown businesses by attracting consumers on non-event days. Or, is it important for the event to target a specific market niche- for example, holding an antique car show to attract auto enthusiasts- and generate instant “spin-off sales” at related businesses? If you know which group you want to attract and the results you need, you’re on your way to a successful event.

The first order of business would be an evaluation of the current events. How can they be enhanced, expanded or improved? If you already have successful events, this is the best way to reach a new audience to increase attendance or expand the event to generate additional income for the organization. Missouri Main Street has a library of action plans for various events held in Main Street communities to use as a reference for event planning and evaluation. ToonFest is celebrating 20 years in 2018. How can this event be expanded for the anniversary?

Music and concerts were noted during the community listening event in early 2017. Music is a great way to bring the community together. Many Main Street communities have monthly or quarterly outdoor music events on the square, in a park or on city or county property. The same holds true for outdoor movies. Ripley Park already has the physical structure to hold music events and an inflatable movie screen would need to be acquired for showing movies. These events are additional ways to activate the park for the community and visitors. Sponsors or admission can be charged. While most events are free to public, you can pass the hat to help defray the cost of bands. Sponsors or Missouri Arts Council grants are popular ways of financing music events. Also beer or wine sales can defray the costs.

Activation of the Uptown Theatre should be a goal of the community. This theater has a long history in the community as a performance venue and a movie house, and even premiered Disney films sponsored by Walt Disney himself. The first goal must be renovation of the theater with programming and activation as the second priority. See the Economic Vitality section for renovation goals.



Categories of Events

Community heritage. Acknowledge local arts, industry, talent, and agriculture or celebrate the history and architecture of the community

Special holidays. Focus on traditional and unconventional holidays that celebrate dates or events that have meaning for the entire community or dates of special interest to a specific ethnic or cultural group.

Social Events. Develop unusual activities that enliven public spaces and attract people who don't normally come downtown

Examples of Committee Projects

- Crafts on the Square fair
- Strawberry Festival or other community related festival
- Candlelight tour of historic buildings
- Halloween pumpkin carving contest
- Dickens of a Christmas event
- Fourth of July parade
- Cinco de Mayo Hispanic festival
- Friday's at 5 street party
- Music during the lunch hour in a park
- Just Desserts gala concert and dinner
- Saturday health fair on the sidewalk



Ghost or heritage walking tours can be a tool to keep visitors in the community for longer, a goal related to overnight accommodations. Many historic communities use walking, guided tours to share the heritage of the community with visitors and local residents. Halloween or Christmas are a great time to test the market on a project like this. Heritage tours can also be a great addition to existing events when a large number of people are already in the community. This type of activity can be conducted by the Main Street organization or a local historical society or museum.

Goal: Promote the community to locals and visitors

There are two general audiences for the Promotions Committee to focus their efforts: local/area residents and visitors. Marceline sits along Highway 36 so it has easy access from St. Joseph to Hannibal but sits 3 miles south of the highway. Marceline has a population of over 2,000 but has over 10,000 within a 20 minute drive. So promoting to these audiences will take different messages and tactics.

Local Residents

One easy tool to attract locals back to downtown or the community is the creation and distribution of a business directory. Locals forget what their own community has to offer. By collecting and publishing a directory, this serves as a reminder that locals don't need to leave the community for all of their shopping. The Economic Vitality Committee can assist in collecting the information for the brochure while the Promotion Committee is responsible for the layout and design of the brochure. This brochure can be placed at high traffic areas, mailed to local residents or distributed at local events. (And it can be used to attract visitors to the community also. More on this strategy later.)

The creation of a shop or think local campaign can serve as a reminder that their community has many of the resources and goods they need. Many studies show that spending your dollars with locally owned businesses results in a stronger community with those dollars circulating more frequently than those spent at nationally owned businesses. A shop local campaign is good for the local economy. Small business owners tend to spend their earnings locally resulting in a compound effect on the dollars spent. This program is a perfect partnership with the local Chamber of Commerce. Warrensburg Main Street and the Warrensburg Chamber of Commerce created their Love What's Local Warrensburg campaign. Tying promotions or raffles to a campaign helps to measure the results (money spent downtown) and gain valuable information for creating a communication database. The Paola Chamber of Commerce collected receipts from local shoppers for 24 hours (Small Business Saturday). The receipts were entered into a drawing for \$25 prizes and a grand prize of \$500.

These types of programs create, or renew, a sense of community pride. Create retail events for locals like Girl's Night Out or Sip and Shop type events. These events are usually targeted to the local or nearby communities and involve going from business to business for shopping but also socializing. These events help bring the community together and create a sense of community. Downtown Marceline already holds a similar event, the Chocolate Walk. These events can be good partner opportunities with the Chamber of Commerce.



DECEMBER 12TH FROM 6-9
149 S. MAIN ST., MIDDLETON

Design | Economic Vitality | Promotion | Organization

Visitor Campaigns

Some of the tools used to reach outside visitors to bring them to the community are similar to those of residents, but there is a bigger toolbox for reaching this audience. The reach is large, so the dollars needed to reach this audience can also be large. So, being focused and targeting the right demographic or right audience is vital. We don't have an unlimited budget. There are partners that can help in these efforts including the Missouri Division of Tourism, county government, city government and local merchants through a co-op marketing program. A side note should be made here. Much work needs to be done before an all out marketing campaign is launched. This work includes rehabilitating buildings, sprucing up vacant storefronts, recruiting more businesses and creating that marketing plan. If we bring more people to the community before it is ready, they will just leave disappointed. We recommend leaving the marketing to the Museum right now while the rest of the community works on making the improvements noted above. We have to be ready to welcome guests but we have to clean things up a bit before we are ready to put out the invitation.

The business directory mentioned earlier is a tool for both audiences. This directory can be utilized at area hotels, gas stations, convenient stores, etc. along the Highway 36 corridor. This four-lane highway carries between 6,000 and 19,000 cars a day along the entire stretch between Hannibal and St. Joseph. A coalition has been created along this route, the Missouri Highway 36 Heritage Alliance. This group works together to market The Way of American Genius because the route is home to many great figures and events in history from the pony express to the guy who invented sliced bread to Walt Disney, Mark Twain, J.C. Penney and General Pershing. They all have ties to this stretch of road. Utilize this coalition to promote all that Marceline has to offer the visitor, including the businesses currently operating in town that appeal to visitors. The business directory can also be used to guide visitors already in the community to other establishments as a handout within the current businesses.

Highway 36 Visitor Guide is a great publication focused on providing something to do while people are travelling across the state for leisure or business activities. This is a great place for articles on Marceline and Walt Disney but also a great place for co-op advertising. When merchants co-op their dollars to defray the cost, they also represent the community with a show of force by demonstrating that there is more than one thing to do in the community. These types of ads need to utilize the branding materials provided but can also visually show the diversity of the offerings in the community.

Community branding ads that don't display a particular business or businesses are utilized in publications like the State Visitor Guide or the Kansas City or St. Louis Visitor Guide where you want to sell the entire community to the diverse audience. These ads are more expensive but do reach a larger audience. Magazine ads follow basically the same principles. We recommend magazines that cater to heritage or casual visitors like Missouri Life Magazine or Show-Me Missouri.

Social media is the new arena for marketing today. Many aspects of social media are free and should be a large part of your plan in the beginning. As the organization grows its budget, paid social media campaigns should be a strategy. These options allow for precise targeting of your audience either by age, income level, interests or geographic area. With the wide interest in all things Disney, a fun and creative campaign for free social media publicity should be developed. Follow other communities with famous figures like Claremore, Oklahoma with Will Rogers, which has a very active Facebook page. Or Madison County, Iowa with John Wayne. Check out their Madison County website or Facebook page.

Billboards can be effective and may be a good tool for Marceline



along Highway 36. And with Marceline sitting three miles off the highway, it could encourage people to make the exit. The billboards have to be creative and catch your attention while also being simple. Billboard design should include a simple layout, short copy, large fonts/text and contrasting colors with a simple image. Remember your audience is driving by at 65 miles an hour.

Missouri Division of Tourism has several resources for communities to promote to a wide visitor audience. The first is the VisitMO.com website. It is the go-to place for people wanting to visit Missouri and see the state. Communities and individual tourism-related businesses can list their business for free on this website. They can also list events and provide on-line coupons. This is a great, and free, opportunity to reach the over 2.2 million website visitors as reported by the Missouri Division of Tourism annual report in 2015-16. Ensure your local tourism-related businesses are on this site. Research in the fall/winter of 2017-18 showed that only five listing for Marceline were on the VisitMO.com website: North Missouri Arts Council Gallery, Rosie's Quilts, Walt Disney Dreaming Tree and Barn, Walt Disney Hometown Museum, Marceline Chamber of Commerce. Assist the toy store, Magnolia Antiques and Ma Vic's to place their listing on the website.

Short-term Recommendations:

1. Share the branding document, standards and logos with the community. Create a download page on the Downtown Marceline and City of Marceline website and use thumb drives to share.
2. Using Missouri Division of Tourism's Marketing Platform Development Program (matching grant up to \$5000) to create, launch and maintain a Marceline tourism website along with the creation of a social media strategy. The new tourism website and social media strategy should fall under the responsibility of the City. The website must include an events calendar with the function for each tourism organization to enter their own events. It would be the City's responsibility to manage the listings but keep it separate from the community events calendar currently on the City's website.
3. Develop a rack card/business directory for distribution along Highway 36, at the local/regional hotels, within the various local businesses and museum, and the Missouri Welcome Centers across the state. Recommend including a list of the various businesses, restaurants and attractions. Utilize the branding and high-quality photography. First printing recommendation would be to print 5,000 which would cost less than \$500. The development of the rack card should fall under the responsibility of Downtown Marceline.
4. Until a marketing plan and budget can be developed, all efforts should be placed on supporting the Museum's marketing plan. The Museum has a very active Facebook page which lends to shares and likes by other businesses and organizations in Marceline that are tourism related. Help share the Museum's message through the various Marceline related social media channels.
5. Update VisitMO.com listings and add tourism related businesses to this free listing that receives millions of views each year. Currently there aren't any overnight accommodations, retail shops or restaurants listed. Coordination with the various businesses and attractions would be the responsibility of Downtown Marceline.
6. Create a social media campaign for free promotional marketing of events and the community.
7. Evaluate current events held in the community. Survey all the current local organizations that hold events in the community to create an annual calendar of events. This calendar should then be divided into community/local events and visitor type events. There will certainly be events that meet both audiences. This calendar would then be used to evaluate opportunities for new events or identify opportunities for expanding current events.
 - Creating new events – we recommend utilizing the heritage and history of the area when brainstorming about new events. Event success is improved when the events focus is locally tied to the community's roots. For example, Toonfest is tied to the history of Walt Disney as a cartoonist. Railroad Days is tied to the history of the railroad and the city's founding. Are there other opportunities for events that are connected to the history of Marceline? Are there times of the year that attract more people to the community that would lend itself to creating an event like homecoming or alumni weekend?

Design | Economic Vitality | Promotion | Organization

- Evaluating current events – are there events that can be enhanced or expanded that currently take place in Marceline? Are there organizations that would welcome a partner to enhance or expand a current event? Can music or food be added to a current event to attract a more diverse audience? Is a current event meeting its intended goal – fundraising or drawing people downtown?

Long-term Recommendations:

1. Develop a long-term marketing plan with funding sources outlined in this plan like a Community Improvement District or other taxation tools.
2. Develop a fun billboard campaign for Highway 36 using the branding and in partnership with the Walt Disney Hometown Museum. The campaign could include multiple billboards building up the exit for Marceline using imagery and components of Walt's life in Marceline.
3. Continue evaluating current and newly developed events to ensure they are meeting the goals of the community and the organization.
4. Purchase advertising in state and area visitor guides. St. Joseph and Hannibal would be good options as larger cities and their connection to Highway 36. The Missouri Division of Tourism Visitor Guide is another great option because of its reach. These types of ads are community-themed and not specific to local businesses.
5. Purchase advertising with various social media outlets. This option allows for targeting of the audience using demographic and personal interests. This system also allows for control over the budget being spent on these efforts.
6. Customer service training for all front-line employees. This is something that can be developed by Missouri Main Street with the help of Disney. We want visitors to have a better than average experience when visiting Marceline. This type of program could mirror the customer service standards of Disney theme parks. It would be a goal to have current or past Disney cast members help develop and teach this to front-line employees at gas stations, retail shops, restaurants and to city staff.

Resources or funding programs for Promotions projects

Goal: Create a Farmers Market

- Farmers' Market Promotion Matching Grant Program – MO Dept. of Ag.
- Community Facilities Direct Loan and Grant Program – USDA
- Community Facilities Guaranteed Loan Program – USDA
- Land and Water Conservation Fund (LWCF) Grants – Missouri State Parks

Goal: Create or enhance events that bring people downtown

- Missouri Humanities Grants
- BSNF Railway Grants
- Annual and Express Grants – Missouri Arts Council
- Historic Preservation Fund Grants – Other Program Activities – SHPO

Goal: Promote the community to locals and visitors

- Marketing Platform Development Program – Missouri Division of Tourism
- Missouri Humanities Grants
- BSNF Railway Grants
- Annual and Express Grants – Missouri Arts Council
- Historic Preservation Fund Grants – Other Program Activities – SHPO

Design | Economic Vitality | Promotion | Organization

Organization

The Organization Committee has the responsibility for:

- Promote the revitalization efforts through communication and public relations
- Encourage community engagement through partnerships and volunteer leadership
- Encourage public and private investment through funding and other resources

These responsibilities are wide in scope and are the elements of a good, strong foundation for revitalization. The Organization function of Main Street provides the structure for the organization with people, resources and partnerships.

Goal: Getting Everyone on the Same Page - The People Resource

Leadership skills and abilities are always in demand in a community but especially in a small community. So, development of future leaders must always be at the forefront of any community's master plan. How do we develop the future leaders for our community? How do we engage the current community members and the youth for future leaders? How do we train volunteers in all the various skills needed to enrich a community?

Leadership is not a title or position. Leadership is about capacity – being the type of person who's able and willing to learn, ask questions, tackle difficult issues and disrupt the status quo. Many times, communities find themselves rerunning the same story – limited budget, "we tried that once and it didn't work" mentality, and limiting ourselves by preconceived ideas. A leader pushes beyond those limiting restrictions and looks at the issues with fresh eyes.

Community capacity building includes several initiatives:

1. Building the skills and confidence of individuals and groups
 - Each organization in Marceline should strive to put into practice the over-arching principles of its organization. The Main Street organization, Downtown Marceline Organization, must strive to seek out the Main Street principles, training opportunities and best practices utilizing the Main Street network, Missouri Main Street Connection and National Main Street. Training and continuing education are vital as it increases the knowledge base of the entire organization, leads to volunteer motivation and retention, and of course helps the organization learn the latest trends and practices in the field.
 - The same goes for the City of Marceline. Participation in municipal organizations is vital in keeping the "saw sharp" on all things dealing with city government. Participation in conferences, webinars and certification programs will increase the knowledge and confidence of local elected officials and city staff.
2. Removing territorial boundaries- community building takes the entire community for brainstorming, planning and implementation of a master plan. Artificial boundaries or turf battles reduce the effectiveness of the process. Successful communities remove as many of those boundaries as possible and we have outlined this plan to denote lead organizations and identified support organizations for the most effective use of talents and skills. A lead organization is needed to champion the item and help ensure forward movement is maintained but we also denote support organizations. The support organization, as the name suggests, provides support and collaboration. Communication channels and a clear vision of the project are vital for the process to move forward.
3. Clear and common vision – this master plan provides the vision and road map as identified by the community, re-enforced by interviews and meetings, and put into a plan by the team. This road map denotes the path, or possible paths, to achieve aspects of the plan but with many decisions along the way that are to be determined by the community. This is where communication and identified roles, lead and support organizations, will determine the path to take to get to the desired destination. And this process takes a lot of communication.

4. Getting the younger generations involved is the recommended strategy for longevity in a community. Marceline already has a few initiatives to speak to high school students through a "mailbox" program inviting those students to return to the community after graduation. Create a program to engage and listen to the youth of the community. What are important elements needed in the community? What projects can students help achieve? Add students and young adults to community organizations and board of directors to get their perspective.
5. At the beginning of every project ask the question about who should be involved that isn't currently. What local and regional partners can help? Chamber of Commerce, local business or industry, the county or regional planning commission, etc.
6. Create a plan and process for recruiting volunteers. While each area of revitalization will recruit their own volunteers, Organization is responsible for actively promoting the organization, making contacts and ensuring a good-fit between volunteers and projects.
7. Once we recruit volunteers, we need to train them on this plan, Main Street and the current goals/ objectives so they know the "why." Create handbooks and new orientation guides.
8. Participate in regional programs like Leadership Northwest and Communities of Excellence. These programs help strengthen current leaders but also help develop future community leadership.

Goal: Hire a full-time Main Street Director

Downtown Marceline needs a full-time person dedicated to helping implement this plan and future plans for Marceline. Downtown Marceline has been operating with a part-time director for approximately two years. The work-load and responsibilities now require a full-time employee. This executive director will help manage the volunteer-driven organization and will be supervised by the Board of Directors, more specifically the Board President.

An executive director does not replace the volunteer component from a Main Street organization. It enhances it! Only so much can be accomplished by an all-volunteer organization and Downtown Marceline should be proud of its accomplishments thus far.

A Main Street executive director must be a professional with Main Street, non-profit or similar experience. A Main Street director needs the following skills to be successful: ability to work with volunteers, city officials, business owners, property owners and others; ability to manage projects or tasks with volunteers/partners; marketing and social media experience; historic preservation ethic; assist in the coordination of fundraising with the Board of Directors and Organization Committee; assist in implementing the various committee action plans; and many other responsibilities related to downtown revitalization.

Missouri Main Street Connection has matching grant dollars for the hiring of a full-time executive director if matched with the city and Downtown Marceline. Each organization would need to supply \$10,000 for a two-year period. The two years would serve as a ramping up with additional funding in year three and beyond.

Missouri Main Street Connection will assist in the publishing of a job posting, screening applicants and hiring of this individual along with community partners. This must be one of the first action items to accomplish after adoption of this report.

Goal: Promote Revitalization Inside and Outside the Community

It is the responsibility of all partners to promote the importance of revitalizing Marceline. There is no other place on Earth like Marceline and it is worth preserving the history and heritage of the community both for the residents and for visitors. And Marceline has something that no other community has to share with the rest of the world, Walt Disney's story as a young boy and the impression that Marceline left on that young boy. Beyond the story, there is the architecture, infrastructure, people, railroad, green spaces, industry and topography of Marce-

Design | Economic Vitality | Promotion | Organization

line that is unique to the small town in north central Missouri.

The City of Marceline has the lead role in rallying the community and embracing this document with its action plans and principles. It is the role of Downtown Marceline to promote the revitalization process with the National Main Street Center's principles and template. It is the role of the Chamber of Commerce to promote the business environment by supporting existing businesses and helping with the recruitment of new businesses. It is the role of the Industrial Development Authority to support the efforts of the business environment while cultivating both industrial and other business ventures. There are other community organizations like the school district, Rotary Club, VFW, etc. that can be advocates in their own areas.

The City and Downtown Marceline should use newsletters, press releases, social media and websites to get this message out. Also many of the initiatives and projects demonstrate this revitalization and historic preservation ethic like codes enforcement, moth-balling buildings instead of demolition, and providing incentives for building rehabilitation and renovation.

There are many examples to accomplish this goal in the Missouri Main Street Connection and National Main Street resource libraries. Communication is key to engaging the community and partners.

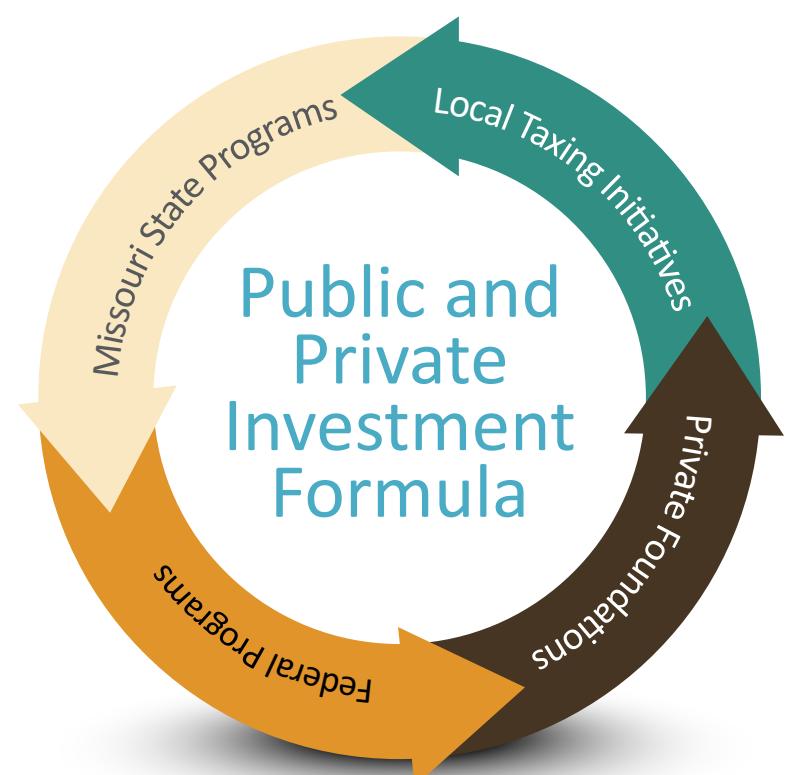
Goal: Raise funds for the Main Street organization

We will address the funding of the organization in the section right now with project funding later in this report. The organization needs funds to manage the day-to-day operations along with special events and the programming of the organization. This funding can be accomplished in several ways and should be diverse.

Components of a Fundraising Plan:

- General appeals to solicit pledges of support from public and private sources for general program activities.
- Sponsorships to finance specific programs, projects, activities, typically from corporate sources.
- Partnerships from the direct and in-direct stakeholders in a community often aimed at businesses.
- Contract for services to provide activities that would otherwise be left to another entity, such as city government.
- Special assessment districts to assess property and business owners for public improvements or management of the district.
- Endowments to provide long-term support of special projects.

See the action plan for specifics related to each of these components. There is valuable information on the Missouri Main Street and National Main Street websites related to all of these topics. We will also reference several of these as we navigate through the Organization components. Downtown Marceline already uses and has implemented some of these tools for raising funds for the organization.



Contract for services with the City of Marceline is vital for the planned development of the community. In order for this plan to be executed fully, a financial partnership with Downtown Marceline is needed. Downtown Marceline will be instrumental in the implementation of many aspects of this plan from business retention, event planning, business recruitment, building rehabilitation and overall revitalization efforts. This financial partnership will allow the organization to hire a full-time executive director. This director will leverage the volunteer organization to implement this plan as outlined within a certain time frame. You can already see some of the successes from Downtown Marceline's efforts by bringing more people downtown and to the community through its events, actively recruiting new businesses and helping retain current businesses through planned retail events and business assistance. With a full-time director, these efforts will be magnified.

Missouri Main Street Connection is ready to help fund one-third of this position through a USDA grant if the City and Downtown Marceline will fund the other two-thirds. The City's funding would be through a contract for services. If the City were to hire someone to execute these same functions, the City would be responsible for the entire amount but through leveraging the partnership with Downtown Marceline and Missouri Main Street, the cost will be shared by all parties.

Special Assessment District or Community Improvement Districts are great tools to help fund the revitalization efforts and should be utilized by Marceline. A Community Improvement District (CID) is a local special taxing district that collects revenue within its designated boundaries to pay for special public facilities, improvements or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries, typically encompassing a commercial, not a residential area. A CID, although approved by the local municipality, is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property and sales taxes. CIDs may also generate funds by fees, rents or charges for district property or services and through grants, gifts or donations. CID annual reports are filed with the Clerk of the creating municipality and a copy filed with the Department of Economic Development which does not have oversight or audit responsibility for these districts.

Goal: Increased Revenue to the City – To Carry Out the Community Master Plan

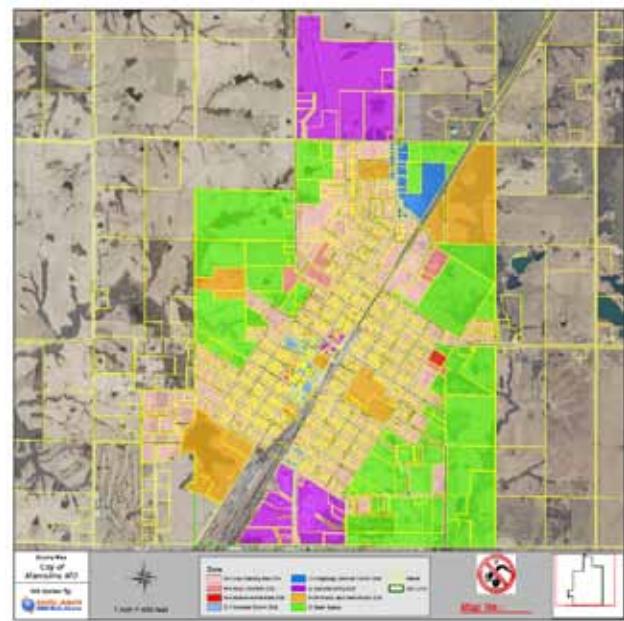
Building New Revenue Streams While Maintaining City Services and Facilities/Amenities

Marceline must remain fiscally focused and responsible with a budget that prioritizes spending, services and maintenance of the City's facilities and amenities. While researching and implementing areas of new financial resources to carry out the Community Master Plan.

Public input indicates that the community wants the City to increase its cash reserves, which it recently undertook for the new pool tax and was successful. The City of Marceline with the support of the community should aggressively pursue growth that enhances tax revenues. The City already works to identify potential cost savings, reduce per capita administrative costs, and keep the City in a good financial standing. The Community Master Plan is intended to be a tool for guiding budget priorities and community goals, as well as provide day-to-day policy guidance.

ACTION AREAS FOR INCREASED REVENUE:

- Voluntary Annexation: Indication through public input from the residents outside of the City boundaries



Design | Economic Vitality | Promotion | Organization

spoke of supporting. Analysis of increasing the area for City services to the income from servicing water to these areas would need to go through a budgeting ratio process. Broadening the Cities footprint is a viable option and is recommended for review.

- Additional City Taxing Mechanisms: Currently the City of Marceline is in good sales tax position. The recommendation is to review all possible budget resources available to the City and choose the resources that the citizens will support in implementing the Communities Master Plan.

Sales Tax in Surrounding Towns

| Area Sales Tax | % |
|----------------|--------|
| Brookfield | 8.475% |
| Chillicothe | 7.725% |
| Macon | 8.60% |
| Moberly | 8.475% |
| Marceline | 8.225% |

- State Supplemental Tax Increment Financing Program (TIF)
- Community Improvement District (CID)
- Neighborhood Improvement District (NID)
- Transportation Development District (TDD)
- Tourism Tax and/or Bed Tax

*Full explanation of these funding sources can be found in the resource library.

Goal: Funding for various projects and initiatives

Because of the emphasis on the following topics, we wanted to provide this list of sources with descriptions in the Organization section. The appendix contains the full description and details on each program.

Funding Sources Identified for Refurbishing Historic Buildings:

Downtown Revitalization Preservation Program

Description: This program is to facilitate the redevelopment of downtown areas and the creation of jobs by providing essential public infrastructure. Redevelopment areas must be classified as blighted or a "conservation area."

Neighborhood Assistance Program

Description: Neighborhood Assistance Tax Credit Program (NAP) provides assistance to community-based organizations that enables them to implement community or neighborhood projects in the areas of community service, education, crime prevention, job training and physical revitalization. Tax credits are issued to eligible taxpayers who make qualified contribution to an approved NAP project.

State Supplemental Tax Increment Financing Program (TIF)

Description: A TIF district can facilitate the redevelopment of blighted areas by providing essential public infrastructure. To be eligible for TIF, the redevelopment project must meet each of the following:

- Must be blighted
- Must be located in a state enterprise zone; a federal empowerment zone; an urban core area; or a central business district

- The zone or blighted area must contain at least one building that is 50 years of age or older
- The redevelopment project area, over the past 20 years, must have experienced a generally declining population or generally declining property taxes.

Historic Preservation Tax Credit Program (Missouri DED)

Description: The Historic Preservation Tax Credit Program (HP Tax Credits), administered by the Missouri Department of Economic Development (DED), provides an incentive for the redevelopment of commercial and residential historic structures in Missouri.

Historic Preservation Fund Grants

Description: To assist various states in carrying out historic preservation activities. The program is sponsored by the Department of the Interior, National Park Service (NPS), and in Missouri, is administered through the State Historic Preservation Office (SHPO) of the Missouri Department of Natural Resources.

Intermediary Relending Program in Missouri - USDA

Description: Provides low-interest loans to local intermediaries that re-lend to businesses and for community development projects in rural communities.

Rural Energy for America Program – USDA

Renewable Energy & Energy Efficiency

Description: Provides guaranteed loan financing and grant funding to agricultural producers and rural small businesses for renewable energy systems or to make energy efficiency improvements.

Rural Business Development Grant - USDA

Description: designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas which will employ 50 or fewer new employees and has less than \$1 million in gross revenue.

Business and Industry Guaranteed Loan Program – USDA

Description: This program bolsters the availability of private credit by guaranteeing loans for rural businesses.

Brownfield Assessments– DNR

Description: BVCP, under a cooperative agreement with the U.S. Environmental Protection Agency, conducts brownfields site-specific assessments of properties for public entities such as cities, counties and quasi-governmental entities, as well as for not-for-profit organizations. Often, local governments acquire contaminated properties through foreclosure for back taxes, land donations or may own property they would like to sell for redevelopment purposes. These entities sometimes have difficulty finding adequate funding to pay for environmental assessments prior to redevelopment. The site-specific assessment program provides funding and technical assistance to help communities assess properties. Often, it is the unknown environmental condition of the property that dissuades developers. An assessment provides valuable information that can aid in making decisions regarding the future of the property.

Brownfields Voluntary Cleanup Program – DNR

Description: Provide state oversight for voluntary cleanups of properties contaminated with hazardous substances. Many of the sites entering the BVCP are not heavily contaminated, and are contaminated by sources not addressed by any of Department of Natural Resources' regulatory programs such as Emergency Response, Superfund, Resource Conservation and Recovery Act or Petroleum Storage Tanks.

The property owners, business operators, or prospective buyers want the property cleaned up to standards acceptable to the state, and to receive some type of certification of the cleanup from the department. This certification can greatly reduce the environmental liability associated with such properties. In situations where residual contamination is safely left on the property under management of a Restrictive Covenant, after a certificate of completion is issued, these sites enter long-term stewardship.

Brownfields Assessment Grants – EPA

Description: Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. Funded over three years.

Design | Economic Vitality | Promotion | Organization

Brownfields Cleanup Grants - EPA

Description: Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. Three year performance period.

Local Incentive Programs

Tax Increment Financing (TIF)

Description: Tax Increment Financing (TIF) is available to municipalities to encourage redevelopment of blighted areas. To establish TIF, the municipal governing body adopts a Redevelopment Plan (Plan), approved by the locally appointed TIF Commission. The Plan requests TIF to help fund construction of certain public use facilities within the designated Project Area and is accompanied by fiscal evidence the development could not proceed without TIF supplemental funding. The theory of TIF relies on the assumption property values and/or local sales tax should increase after the development is operational and a portion of the additional tax over the Base Year taxes generated in the Project Area are allocated to pay for TIF-eligible projects in the development. TIF is a local development initiative with oversight and audit responsibility shared by the local TIF Commission and the local governmental body. TIF annual reports are filed with the Missouri Department of Revenue.

Community Improvement District (CID)

Description: A Community Improvement District (CID) is a local special taxing district that collects revenue within its designated boundaries to pay for special public facilities, improvements or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries, typically encompassing a commercial, not a residential area. A CID, although approved by the local municipality, is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property and sales taxes. CIDs may also generate funds by fees, rents or charges for district property or services and through grants, gifts or donations. CID annual reports are filed with the Clerk of the creating municipality and a copy filed with the Department of Economic Development which does not have oversight or audit responsibility for these districts.

Neighborhood Improvement District (NID)

Description: A Neighborhood Improvement District (NID) is a special taxing district that collects revenue within its designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district, normally a residential and not a commercial area. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep. NIDs are strictly a local initiative. The Department of Economic Development does not maintain any data pertaining to individual districts.

Federal Programs

Federal Historic Preservation Tax Incentive Program

Description: The Federal Historic Preservation Tax Incentives program encourages private sector investment in the rehabilitation and re-use of historic buildings. A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be "certified historic structures." The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the Secretary's Standards for Rehabilitation. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit.

HOPE VI Main Street Program - HUD

Description: The Main Street program seeks to rejuvenate older, downtown business districts while retaining the area's traditional and historic character. To do this, the Main Street program provides assistance to smaller communities in the development of affordable housing that is undertaken in connection with a Main Street revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing.

Funding Sources Identified for Code Enforcement and Development:

State Supplemental Tax Increment Financing Program (TIF)

Description: A TIF district can facilitate the redevelopment of blighted areas by providing essential public infrastructure. To be eligible for TIF, the redevelopment project must meet each of the following:

- Must be blighted
- Must be located in a state enterprise zone; a federal empowerment zone; an urban core area; or a central business district
- The zone or blighted area must contain at least one building that is 50 years of age or older
- The redevelopment project area, over the past 20 years, must have experienced a generally declining population or generally declining property taxes.

Tax Increment Financing (TIF)

Description: Tax Increment Financing (TIF) is available to municipalities to encourage redevelopment of blighted areas. To establish TIF, the municipal governing body adopts a Redevelopment Plan (Plan), approved by the locally appointed TIF Commission. The Plan requests TIF to help fund construction of certain public use facilities within the designated Project Area and is accompanied by fiscal evidence the development could not proceed without TIF supplemental funding. The theory of TIF relies on the assumption property values and/or local sales tax should increase after the development is operational and a portion of the additional tax over the Base Year taxes generated in the Project Area are allocated to pay for TIF-eligible projects in the development. TIF is a local development initiative with oversight and audit responsibility shared by the local TIF Commission and the local governmental body. TIF annual reports are filed with the Missouri Department of Revenue.

Community Facilities Guaranteed Loan Program - USDA

Description: This program provides loan guarantees to eligible private lenders to help build essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.

Community Facilities Direct Loan and Grant Program – USDA

Description: This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.

Rural Business Development Grant - USDA

Description: designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas which will employ 50 or fewer new employees and has less than \$1 million in gross revenue.

Brownfield Assessments– DNR

Description: BVCP, under a cooperative agreement with the U.S. Environmental Protection Agency, conducts brownfields site-specific assessments of properties for public entities such as cities, counties and quasi-governmental entities, as well as for not-for-profit organizations. Often, local governments acquire contaminated properties through foreclosure for back taxes, land donations or may own property they would like to sell for redevelopment purposes. These entities sometimes have difficulty finding adequate funding to pay for environmental assessments prior to redevelopment. The site-specific assessment program provides funding and technical assistance to help communities assess properties. Often, it is the unknown environmental condition of the property that dissuades developers. An assessment provides valuable information that can aid in making decisions regarding the future of the property.

Brownfields Voluntary Cleanup Program – DNR

Description: Provide state oversight for voluntary cleanups of properties contaminated with hazardous substances. Many of the sites entering the BVCP are not heavily contaminated, and are contaminated by sources not addressed by any of Department of Natural Resources' regulatory programs such as Emergency Response, Superfund, Resource Conservation and Recovery Act or Petroleum Storage Tanks.

Design | Economic Vitality | Promotion | Organization

The property owners, business operators, or prospective buyers want the property cleaned up to standards acceptable to the state, and to receive some type of certification of the cleanup from the department. This certification can greatly reduce the environmental liability associated with such properties. In situations where residual contamination is safely left on the property under management of a Restrictive Covenant, after a certificate of completion is issued, these sites enter long-term stewardship.

Brownfields Assessment Grants – EPA

Description: Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. Funded over three years.

Brownfields Cleanup Grants - EPA

Description: Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. Three year performance period.

Local Law Enforcement Block Grant – Missouri DPS

Description: Funds may be used for procuring equipment, technology, and other materials directly related to basic law enforcement functions and officer safety.

Our Town Grants - NEA

Could possibly use NEA money to create a placemaking initiative out of cleanups. I think one community beautified traffic barriers and other necessary items for public safety. This could potentially open the door to other arts related grants related to beautification and placemaking for the project.

Description: The Our Town grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and resilient places – achieving these community goals through strategies that incorporate arts, culture, and/or design.

Funding Sources Identified for Revitalization of Historic Structures and Contributing Historic Places:

Downtown Revitalization Preservation Program

Description: This program is to facilitate the redevelopment of downtown areas and the creation of jobs by providing essential public infrastructure. Redevelopment areas must be classified as blighted or a “conservation area.”

Neighborhood Assistance Program

Description: Neighborhood Assistance Tax Credit Program (NAP) provides assistance to community-based organizations that enables them to implement community or neighborhood projects in the areas of community service, education, crime prevention, job training and physical revitalization. Tax credits are issued to eligible taxpayers who make qualified contribution to an approved NAP project.

State Supplemental Tax Increment Financing Program (TIF)

Description: A TIF district can facilitate the redevelopment of blighted areas by providing essential public infrastructure. To be eligible for TIF, the redevelopment project must meet each of the following:

- Must be blighted
- Must be located in a state enterprise zone; a federal empowerment zone; an urban core area; or a central business district
- The zone or blighted area must contain at least one building that is 50 years of age or olderThe redevelopment project area, over the past 20 years, must have experienced a generally declining population or generally declining property taxes.

Historic Preservation Tax Credit Program (Missouri DED)

Description: The Historic Preservation Tax Credit Program (HP Tax Credits), administered by the Missouri Department of Economic Development (DED), provides an incentive for the redevelopment of commercial and residential historic structures in Missouri.

Certified Local Government Program

Description: The CLG program is designed to expand the historic preservation network of the federal and state governments by creating a mechanism for participation of local governments.

The requirements for participation in the Missouri CLG program -- enacting a historic preservation ordinance, appointing a preservation commission, conducting an ongoing survey and inventory of historic properties, and conducting public outreach and education -- are flexible so that a preservation program can be tailored to meet the needs of the special historic characteristics as well as the modern concerns of the applicant community.

Implementing a historic preservation program at the local level is the best protection that can be devised for the cultural resources of a community. The local program determines what is important to the community, independent of National Register of Historic Places eligibility; and determines the extent and stringency of the protection to be given by means of landmark and district ordinances and design review guidelines.

Historic Preservation Fund Grants

Description: To assist various states in carrying out historic preservation activities. The program is sponsored by the Department of the Interior, National Park Service (NPS), and in Missouri, is administered through the State Historic Preservation Office (SHPO) of the Missouri Department of Natural Resources.

Rural Microentrepreneur Assistance Program – USDA

Description: Provides loans and grants to Microenterprise Development Organizations (MDOs) to: Provide microloans to help microenterprises startup and growth through a Rural Microloan Revolving Fund Provide training and technical assistance to microloan borrowers and micro entrepreneurs

Intermediary Relending Program in Missouri - USDA

Description: Provides low-interest loans to local intermediaries that re-lend to businesses and for community development projects in rural communities.

Rural Energy for America Program – USDA

Renewable Energy & Energy Efficiency

Description: Provides guaranteed loan financing and grant funding to agricultural producers and rural small businesses for renewable energy systems or to make energy efficiency improvements.

Rural Business Development Grant - USDA

Description: designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas which will employ 50 or fewer new employees and has less than \$1 million in gross revenue.

Business and Industry Guaranteed Loan Program – USDA

Description: This program bolsters the availability of private credit by guaranteeing loans for rural businesses.

Community Impact Grants – Home Depot

Description: The Home Depot Foundation offers grant awards organizations that are using the power of volunteers to improve the community.

Local Incentive Programs

Tax Increment Financing (TIF)

Description: Tax Increment Financing (TIF) is available to municipalities to encourage redevelopment of blighted areas. To establish TIF, the municipal governing body adopts a Redevelopment Plan (Plan), approved by the locally appointed TIF Commission. The Plan requests TIF to help fund construction of certain public use facilities within the designated Project Area and is accompanied by fiscal evidence the development could not proceed without TIF supplemental funding. The theory of TIF relies on the assumption property values and/or local sales tax should increase after the development is operational and a portion of the additional tax over the Base Year taxes generated in the Project Area are allocated to pay for TIF-eligible projects in the development. TIF is a local development initiative with oversight and audit responsibility

Design | Economic Vitality | Promotion | Organization

shared by the local TIF Commission and the local governmental body. TIF annual reports are filed with the Missouri Department of Revenue.

Community Improvement District (CID)

Description: A Community Improvement District (CID) is a local special taxing district that collects revenue within its designated boundaries to pay for special public facilities, improvements or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the proposed district's boundaries, typically encompassing a commercial, not a residential area. A CID, although approved by the local municipality, is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property and sales taxes. CIDs may also generate funds by fees, rents or charges for district property or services and through grants, gifts or donations. CID annual reports are filed with the Clerk of the creating municipality and a copy filed with the Department of Economic Development which does not have oversight or audit responsibility for these districts.

Neighborhood Improvement District (NID)

Description: A Neighborhood Improvement District (NID) is a special taxing district that collects revenue within its designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district, normally a residential and not a commercial area. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep. NIDs are strictly a local initiative. The Department of Economic Development does not maintain any data pertaining to individual districts.

Federal Programs

Federal Historic Preservation Tax Incentive Program

Description: The Federal Historic Preservation Tax Incentives program encourages private sector investment in the rehabilitation and re-use of historic buildings. A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be "certified historic structures." The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the Secretary's Standards for Rehabilitation. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit.

NOTE: In regards to our question about ownership change, Chris Johnston explained that for federal tax purposes, up to 1/3 of the building ownership can be transferred during the 5 year recapture period, without triggering a recapture. If more than 1/3 of the ownership interest is changed, then recapture of the federal credit is required of the credit taken. 20% of the recapture amounts expires each fiscal year from the date placed in service. She also said we can reach out with other specific questions if necessary.

Art Works Grant – Design – NEA

Description: Art Works is the National Endowment for the Arts' principal grants program. Through project-based funding, we support public engagement with, and access to, various forms of excellent art across the nation, the creation of art that meets the highest standards of excellence, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life. Projects may be large or small, existing or new, and may take place in any part of the nation's 50 states, the District of Columbia, and U.S. territories.

Encourage applications for artistically excellent projects that:

- Celebrate America's creativity and cultural heritage.
- Invite a dialogue that fosters a mutual respect for the diverse beliefs and values of all persons and groups.
- Enrich our humanity by broadening our understanding of ourselves as individuals and as a society.

In addition to Design, this grant also offers funding for projects in these fields as well:

- Artist Communities
- Arts Education
- Dance
- Folk & Traditional Arts
- Literature

- Local Arts Agencies
- Media Arts
- Museums
- Music
- Musical Theater
- Opera
- Presenting & Multidisciplinary Works
- Theater
- Visual Arts

HOPE VI Main Street Program - HUD

Description: The Main Street program seeks to rejuvenate older, downtown business districts while retaining the area's traditional and historic character. To do this, the Main Street program provides assistance to smaller communities in the development of affordable housing that is undertaken in connection with a Main Street revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing.

Art Works Grant – Design – NEA

Description: Art Works is the National Endowment for the Arts' principal grants program. Through project-based funding, we support public engagement with, and access to, various forms of excellent art across the nation, the creation of art that meets the highest standards of excellence, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life. Projects may be large or small, existing or new, and may take place in any part of the nation's 50 states, the District of Columbia, and U.S. territories.

Encourage applications for artistically excellent projects that:

- Celebrate America's creativity and cultural heritage.
- Invite a dialogue that fosters a mutual respect for the diverse beliefs and values of all persons and groups.
- Enrich our humanity by broadening our understanding of ourselves as individuals and as a society.

In addition to Design, this grant also offers funding for projects in these fields as well:

- Artist Communities
- Arts Education
- Dance
- Folk & Traditional Arts
- Literature
- Local Arts Agencies
- Media Arts
- Museums
- Music
- Musical Theater
- Opera
- Presenting & Multidisciplinary Works
- Theater
- Visual Arts

Resources or funding programs for Organization projects

Goal: Raise funds for the Main Street organization

- Neighborhood Assistance Program – DED
- Community Improvement District (CID)
- Neighborhood Improvement District (NID)

Goal: Increased Revenue to the City – To Carry Out the Community Master Plan

- Community Facilities Direct Loan and Grant Program – USDA
- Community Facilities Guaranteed Loan Program – USDA

Action Plan

| Action Item | Lead Organization(s) | Support Organization(s) | Timeline | Notes |
|--|--|---|-------------------|---|
| Design | | | | |
| Develop educational programming and awareness about design and historic preservation. (See the seven ideas noted in the report on page 4 and 5.) | Downtown Marceline Design Committee | City, Steering Committee | 2Q-4Q 2018 | These are low cost activities shared by Downtown Marceline and City. |
| Create a demolition policy to first assess, stabilize and mothball, until a development plan can be created. | City of Marceline | Downtown Marceline Design Committee | 3Q 2018 - 1Q 2019 | No funding needed. |
| Create temporary treatment for vacant windows | Downtown Marceline Design Committee, property owners | North Missouri Arts Council, City, Chamber of Commerce | 2Q-4Q 2018 | This is a low cost activity. Local sponsors can be sought or funded out of the Downtown Marceline general funds. |
| Complete a National Register of Historic Places survey and nomination process | City of Marceline | Downtown Marceline Design Committee | 1Q 2019 | Need to become a Certified Local Government first to apply for grant to help with the survey costs |
| Become a Certified Local Government | City of Marceline | Downtown Marceline Design Committee | 3Q 2018 | The State Historic Preservation Office is more than willing to help communities with this process. |
| Create early warning database of problem properties | Downtown Marceline Design Committee | City of Marceline | 2Q-3Q 2018 | No funding needed. |
| Create minimum maintenance ordinance | City of Marceline | Downtown Marceline Design Committee | 3Q 2018 - 1Q 2019 | No funding needed. |
| Develop component grant program - focused on one item per year | City of Marceline | Downtown Marceline Design Committee | 3Q 2018 | The City should allocate \$10,000-20,000 per year from the general budget. Future funding could come from Economic Development Tax, NAP, etc. There are various possibilities noted in the Organization section. |
| Develop vibrancy grant program | City of Marceline | Downtown Marceline Design Committee, North Missouri Arts Council, other civic organizations | 3Q 2018 | City to match dollars with other organizations to add vibrancy components to downtown creating more activity for residents and visitors. |
| Research the International Property Maintenance Codes (see link on page 9) | City of Marceline | Downtown Marceline Design Committee | 2Q 2018 | No funding needed for research portion. |
| Implement vacant building registry | City of Marceline | Downtown Marceline Design Committee | 3Q-4Q 2018 | No funding needed. |
| Create a list of property owner incentives | Downtown Marceline Design Committee | City of Marceline, Downtown Marceline EV Committee | 1Q 2019 | Utilize tools in the Organization section of this report including but not limited to architectural design services, facade grants, tax abatement, TIF, utility discounts, etc. Create a list to encourage current property owners but to also assist new property owners/developers. |
| Create development plan for Walt Disney Childhood Home, Dreaming Tree and Barn project as outlined in the rendering | Private Property Owner | City of Marceline | 3Q 2018 - 2Q 2019 | Private funds will be required to implement this plan since it is a personal residence. The City may be able to help with the grading and gravel for the newly created parking spaces since it would create a safer environment. |
| Create development plan for Ripley Park as outlined in the rendering | City of Marceline, Park and Recreation Department | Downtown Marceline Design Committee, Steering Committee | 2Q 2018 - 1Q 2019 | Funding sources from DNR seem to be the best option along with private donations or civic organizations. |

Action Plan

| Action Item | Lead Organization(s) | Support Organization(s) | Timeline | Notes |
|--|--|---|---------------------------------|---|
| Design | | | | |
| Create development plan for Main Street Pocket Park as outlined in the rendering | Downtown Marceline Design Committee | City, Steering Committee | 1Q 2020 | This property is privately held so owner may need to donate the land to Downtown Maceline or City. Then funding options can be evaluated based upon ownership. |
| Build the Main Street USA streetscape enhancements and recommendations into the current public works plan | City of Marceline | Downtown Marceline Design Committee | 3Q 2018 - 1Q 2019 | The costs of this plan is not extensive. |
| Create development plan for Downtown Old Hospital as outlined in the rendering | Downtown Marceline Design Committee, City of Marceline, property owner | Downtown Marceline Economic Vitality Committee, Regional Planning Commission (grant applications) | 3Q 2018 - 3Q 2019 | A Brownfield assessment should be completed first. Then the development plan will dictate funding sources. See the Organization section for potential funding based upon the determined usage. If a development can't be executed for some time, mothball and protect the building. |
| Economic Vitality | | | | |
| Create a list of local incentives for business recruitment and retention | Downtown Marceline EV Committee, City of Marceline, IDA | Downtown Marceline Design Committee | 2Q-4Q 2018 | No funding needed to create the list. See the various resources listed in this report to create the list of incentives. |
| Inventory current housing options in downtown - second floor and vacant lots for development | Downtown Marceline EV Committee | City of Marceline | 2Q-3Q 2018 | No funding needed. |
| Coordinate a vacant spaces tour - both upper story for housing and street level for business opportunities - as a recruitment and development tool | Downtown Marceline EV Committee | Property owners, Chamber of Commerce, | 3Q-4Q 2018 and repeat each year | Minimal funding needed for publicity and refreshments. |
| Create a development plan for hotel - Allen Hotel building, Downtown Old Hospital or other structure | Downtown EV Committee, Steering Committee | City of Marceline, IDA, Regional Planning Commission (grant applications) | 4Q 2018 - 2Q 2019 | This is a complex project. Creating a development plan is the first step. Research all the funding options outlined in this report for best use. See the next action item for private investment tool |
| Create an investment club for hotel project | Downtown EV Committee, Steering Committee | City of Marceline, IDA | 4Q 2018 - 2Q 2019 | Additional private funding is going to be needed to get this project off the ground. Private, local investors have expressed interest in such a club. |
| Create a development plan for Lamplighter Motel | Private owner | Downtown Marceline Design Committee, City of Marceline | 4Q 2018 - 2Q 2019 | Can the City provide specific incentives to help with the overnight accommodation need by incentivizing this kind of development? Chapter 353 and TIF would be good options. |
| Create a business/restaurant recruitment plan including a vacant property database | Downtown EV Committee, Steering Committee | City of Marceline, IDA | 3Q-4Q 2018 | This needs to be completed before the vacant space tour to provide collateral for this event. Review the resource binder and Missouri Main Street library for examples. |

Action Plan

| Action Item | Lead Organization(s) | Support Organization(s) | Timeline | Notes |
|--|--|---|--------------------|--|
| Promotion | | | | |
| Create a Farmers Market plan | Downtown Marceline Promotion Committee | Local farmers, Chamber of Commerce | 2Q 2018 | Use the MO. Dept of Agriculture Farmers Market Handbook. There are several state and federal programs to support the effort. |
| Share the branding materials | Downtown Marceline Promotion Committee, City of Marceline | Business Owners, Chamber of Commerce, IDA, Community | 2Q 2018 | No funding needed. Share the materials with everyone via websites and thumb drives. |
| Apply for Missouri Division of Tourism's Marketing Platform Development Grant for tourism website or social media campaign | Downtown Marceline Promotion Committee, City of Marceline | | 2Q 2018 | Applications are due soon and matching up to \$5,000. |
| Develop rack card/business directory | Downtown Marceline Promotion Committee | Chamber of Commerce | 2Q 2018 | Costs are minimal - \$500-\$600. Funding could come from the Downtown Marceline budget or sponsorships. |
| Support the Museum's marketing efforts | Downtown Marceline Promotion Committee | City of Marceline, Chamber of Commerce, business owners | 2Q 2018 - 1Q 2020 | Until a budget and marketing plan can be created and funded, supporting the Museum's efforts, especially through social media by sharing and liking. |
| Education and update VisitMO.com business listings and events | Downtown Marceline Promotion Committee, Chamber of Commerce | Business Owners | 2Q 2018 - on-going | Ensure all visitor related businesses are listed on VisitMO.com's website which is free. Events can also be listed. |
| Evaluate current events | Downtown Marceline Promotion Committee | Other organizations | 2Q -4Q 2018 | Evaluate and measure impact of current events. |
| Create a long-term marketing plan to include media buys and billboards | Downtown Marceline Promotion Committee | | 2Q 2019 - 2Q 2020 | Identify funding through various sources including CID or Economic Development Tax |
| Create customer service training | Downtown Marceline Promotion Committee, Missouri Main Street | Disney organization or past cast members | 3Q 2019 - 1Q 2020 | Develop a program of training front-line employees in giving exceptional customer service to match the Disney expectation. |
| | | | | |

Action Plan

| Action Item | Lead Organization(s) | Support Organization(s) | Timeline | Notes |
|--|---|--|----------------------|---|
| Organization | | | | |
| Getting everyone on the same page | All parties and organizations | | 2Q 2018 and on-going | Review the roles and responsibilities as outlined in this report. |
| Hire a full-time Main Street Director - create job description | Downtown Marceline Board of Directors and Missouri Main Street | City of Marceline for funding and other partners as a support role | 2Q 2018 | Funding provided by Missouri Main Street, City of Marceline and Downtown Marceline. |
| Create a newsletter and media campaign as outlined in the report | Downtown Marceline Organization Committee and City of Marceline, Chamber of Commerce, IDA | Civic organizations, school district | 3Q 2018 | Minimal funding from current organization budgets with possible sponsorships for printing costs. |
| Create a fund raising campaign for Downtown Marceline | Downtown Marceline Organization Committee | | 3Q 2018 - 4Q 2018 | Plan should include contract with the City, pledge campaign, sponsorships, etc. as outlined in the report. |
| Begin planning for a Community Improvement District | Downtown Marceline Organization Committee, Steering Committee | City of Marceline, Missouri Main Street Connection, property owners, business owners | 2Q 2018 - 2Q 2019 | This can be a long process but is a great tool for providing marketing and economic development funding for the revitalization efforts. |
| Increase revenue for the City | City of Marceline | Residents, Steering Committee | 3Q 2018 - 3Q 2019 | See the suggestions in the report for options to consider. |
| Review and evaluate the list of state, local and federal options for funding | Downtown Marceline Organization Committee, Steering Committee, City of Marceline | Other organizations | 2Q 2018 - 4Q 2018 | After reviewing the report and the funding options identified, create a list of questions and potential projects along with due dates to create a plan of action. |
| Plans developed to support the goals from the master plan | City of Marceline, Downtown Marceline, Steering Committee | All other partners and organizations | On-going | Ensure the execution of this master plan, created with input from the community. |
| | | | | |
| | | | | |

Timeline

| Strategy/Action Item | 2Q 2018 | 3Q 2018 | 4Q 2108 | 1Q 2019 | 2Q 2019 | 3Q 2019 | 4Q 2019 | 1Q 2020 | 2Q 2020 | 3Q 2020 | 4Q 2020 | 1Q 2021 | Beyond |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| Develop educational programming and awareness about design and historic preservation. (See the seven ideas noted in the report on page 4 and 5.) | | | | | | | | | | | | | |
| Create a demolition policy to first assess, stabilize and mothball, until a development plan can be created. | | | | | | | | | | | | | |
| Create temporary treatment for vacant windows | | | | | | | | | | | | | |
| Complete a National Register of Historic Places survey and nomination process | | | | | | | | | | | | | |
| Become a Certified Local Government | | | | | | | | | | | | | |
| Create early warning database of problem properties | | | | | | | | | | | | | |
| Create minimum maintenance ordinance | | | | | | | | | | | | | |
| Develop component grant program - focused on one item per year | | | | | | | | | | | | | |
| Develop vibrancy grant program | | | | | | | | | | | | | |
| Research the International Property Maintenance Codes (see link on page 9) | | | | | | | | | | | | | |
| Implement vacant building registry | | | | | | | | | | | | | |
| Create a list of property owner incentives | | | | | | | | | | | | | |
| Create development plan for Walt Disney Childhood Home, Dreaming Tree and Barn project as outlined in the rendering | | | | | | | | | | | | | |
| Create development plan for Ripley Park as outlined in the rendering | | | | | | | | | | | | | |
| Create development plan for Main Street Pocket Park as outlined in the rendering | | | | | | | | | | | | | |
| Build the Main Street USA streetscape enhancements and recommendations into the current public works plan | | | | | | | | | | | | | |
| Create development plan for Downtown Old Hospital as outlined in the rendering | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Create a list of local incentives for business recruitment and retention | | | | | | | | | | | | | |
| Inventory current housing options in downtown - second floor and vacant lots for development | | | | | | | | | | | | | |
| Coordinate a vacant spaces tour - both upper story for housing and street level for business opportunities - as a recruitment and development tool | | | | | | | | | | | | | |
| Create a development plan for hotel - Allen Hotel building, Downtown Old Hospital or other structure | | | | | | | | | | | | | |

Timeline

| Strategy/Action Item | 2Q 2018 | 3Q 2018 | 4Q 2018 | 1Q 2019 | 2Q 2019 | 3Q 2019 | 4Q 2019 | 1Q 2020 | 2Q 2020 | 3Q 2020 | 4Q 2020 | 1Q 2021 | Beyond |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| Create an investment club for hotel project | | | | | | | | | | | | | |
| Create a development plan for Lamplighter Motel | | | | | | | | | | | | | |
| Create a business/restaurant recruitment plan including a vacant property database (and implementation) | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Create a Farmers Market plan (and implementation) | | | | | | | | | | | | | |
| Share the branding materials | | | | | | | | | | | | | |
| Apply for Missouri Division of Tourism's Marketing Platform Development Grant for tourism website or social media campaign | | | | | | | | | | | | | |
| Develop rack card/business directory | | | | | | | | | | | | | |
| Support the Museum's marketing efforts | | | | | | | | | | | | | |
| Education and update VisitMO.com business listings and events | | | | | | | | | | | | | |
| Evaluate current events | | | | | | | | | | | | | |
| Create a long-term marketing plan to include media buys and billboards | | | | | | | | | | | | | |
| Create customer service training | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Getting everyone on the same page | | | | | | | | | | | | | |
| Hire a full-time Main Street Director - create job description | | | | | | | | | | | | | |
| Create a newsletter and media campaign as outlined in the report | | | | | | | | | | | | | |
| Create a fund raising campaign for Downtown Marceline | | | | | | | | | | | | | |
| Begin planning for a Community Improvement District | | | | | | | | | | | | | |
| Increase revenue for the City | | | | | | | | | | | | | |
| Review and evaluate the list of state, local and federal options for funding | | | | | | | | | | | | | |
| Plans developed to support the goals from the master plan | | | | | | | | | | | | | |

Appendix

SWOT Analysis: Overnight Accommodations in Marceline

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a useful way to start evaluating the potential demand for more overnight accommodations in Marceline. This section of the report relies on the socio-economic information summarized earlier and on many interviews and conversations in Marceline during October of 2017.

There is certainly a desire among many interests and leaders in Marceline to have a “hotel” of some kind directly serving Marceline, especially downtown Marceline. While the ultimate product might not be a hotel in the common use of the term, the desire is for visitor accommodations that do not rely too heavily on, say, Beds ‘n’ Breakfasts, camping and RV parks, or lodging options in other cities. And there is recognition that one of Marceline’s key assets to expand this market are the facilities and activities celebrating Walt Disney and the influence that he and his family have had all over the world.

But is that enough? A walk-through of various SWOTs can be very revealing.

Strengths Supporting Overnight Lodging

Many assets and forces in and around Marceline begin to suggest that the city may need, and could support, more formal and modern lodging facilities, including meeting spaces.

- Full-Year Walt Disney Hometown Museum Hours

The scale and quality of the former Santa

Fe train depot that was converted into the Walt Disney Hometown Museum is impressive and can accommodate many more visitors on an average daily basis than is the case today. Until now, the museum has operated seasonally, April through October, but when it re-opens in the spring of 2018, the intent is to remain open year-round.

This is a wise operational change to accommodate many winter travelers, particularly those without children (or who travel with non-school age children).

While expanded hours alone will not justify a lot more overnight lodging, they can contribute to a city-based set of attractions that could create more demand for such lodging. Marceline’s primary visitor attraction—Walt Disney—will no longer be perceived as a part-time, seasonal venture but as an attraction (along with other Disney facilities and activities) requiring more than a day’s visit.

- Special Events

Perhaps the best known “national” special event in Marceline is the annual Toonfest that attracts world class cartoonists (in the tradition of Walt Disney) to lead many training and demonstration sessions for aspiring artists and those with interests in related fields. It is also a major event for families to enjoy the relaxed atmosphere of Marceline while engaging in fun activities. Toonfest attracts from even an international audience and requires a great many hotel rooms for a few days at most. While Marceline does all it can to accommodate such guests, many stay as far away as Hannibal and Kansas City. Having more facilities in Marceline itself would make visitors happier with the convenience to Toonfest’s events while the city can enjoy more multiplier and tax base benefits.

But there are other special events that might offer similar benefits. The multi-day Fourth of July celebration is one. The annual Peanut Night at Christmas is another. There are the Wine & Art Strolls and Chocolate Walks. Quilt shows might be added on a more regular basis.

These kinds of events primarily attract, and are intended to attract, local residents (including surrounding counties), but they can also be useful in attracting visitors from further away who enjoy experiencing “Americana” in the rural Midwest.

- Special Gatherings

The Walsworth Community Center appears to have become quite popular for wedding celebrations, family reunions, and the like. As many as two dozen wedding parties are held each year at the community center. Invariably, such events attract out of town relatives and friends who need a night or two of accommodations. If a hotel can be directly associated with the Walsworth Center, the center will have more market power to attract more and diverse gatherings.

- Sports and Athletics

Northern Missouri is a hunter’s and fisherman’s paradise given its rural natural settings and relative abundance of natural and man-made lakes. Overnight facilities in Marceline that can cater to these outdoor sports (and others as they are developed like, say, snowmobiles) along with, possibly, attracting regional youth sporting events.

- Export Companies

While the major manufacturers in Marceline indicate that they cannot and do not contribute importantly for overnight lodging demand, they are all “export companies” that sell to customers outside of Marceline, bringing “new” money to Marceline to pay employees and local vendors. Companies like these, and even smaller ones, should be considered great strengths for the Marceline economy and, potentially, a larger source of overnight demand which might happen if there were better overnight facilities in the city.

- Local Airports

Marceline has a municipal airport and the North Central Missouri Regional Airport is a little further north. Such local airports can be good sources of somewhat frequent overnight lodging demand for higher-end households and businesses IF there are appropriately higher quality facilities.

- New Visitor Housing

A handful of local bed-and-breakfast homes have been created in and around Marceline recently. These are excellent facilities for creating more “occupancy” in a city where population has declined but housing remains intact, and they are marvelous for the kinds of travelers who enjoy the relative authenticity of a city by staying in, say, a historic house or other building.

- Downtown Building Sites

While sometimes considered liabilities because they do not contribute much, if anything, to the local economy, vacant buildings and sites, and even under utilized real estate, should be considered assets upon which near-term improvements can be based. A growing economy can justify renovation of historic structures that revitalize downtown. Vacant and under utilized lots are already served by much of the city’s infrastructure, so they are more readily marketed for redevelopment.

- Missouri Highway 36

Even though Highway 36 is a U.S. route, the communities along it in Missouri have made it their own in an impressive way. Alternatively, titled “The Way of American Genius” (or even the Quilt Trail) because of the many great leaders from the corridor that America has produced (not the least of which is Walt Disney!), Marceline has a rightful and prominent place. The combined marketing efforts for tourism, etc., that are represented by the Missouri Highway 36 Heritage Alliance (based in St. Joseph) create a tremendous asset for attracting and caring for visitors to the region.

- Word-of-Mouth Advertising

Often unstated as a tangible asset in economic development is the power of word-of-mouth advertising. Good experiences (even bad experiences) are shared with neighbors and friends in order to encourage others to visit and enjoy out-of-the-way places like Marceline. Word-of-mouth has become ever more important and widespread because of the heavy use of social media. With great experiences in Marceline, and aggressive management of the many social media outlets, this asset can do much to inform a larger audience about Marceline.

Weaknesses Resisting Overnight Lodging

Assets and strengths are crucial, but so is an understanding of certain kinds of weaknesses that Marceline may have with regard to attracting visitors and economically justifying more formal and modern lodging facilities

- Day-trip attractions

Most of the visitor attractions at this time in Marceline can be enjoyed in the course of a single day, thus discouraging overnight lodgers while pushing them to nearby cities where there are more or better accommodations PLUS attractions for another day. Part of this weakness is Marceline’s nearby location even to the Kansas City metropolitan area. A relatively short drive, a nice day in Marceline, and a drive back to the Kansas Airport or range of hotels encourages people to make a day of it, but not a night.

More attractions, or attractions requiring longer stays (including, say, crafts events and workshops) can change this perception. But competitive and comfortable rooms and evening/morning dining options need to be in place, too.

Appendix

- Dinner restaurant(s)
An oft-heard, and easily confirmed, weakness about Marceline's inability to accommodate overnight guests in larger numbers is a lack of, especially, dinner time restaurants. The "best" and effectively only options are fast food, of a few sorts. There really are no relaxing places serving wine, mixed drinks, fine food, and special desserts. Yet these are amenities sought by many travelers at the end of a hard day of activities.

Those inquiring about "nice" places for dinner are referred to options like Tall Paul's in Bucklin (about 7½ miles away) or the Brick-house Bar & Grill in Brookfield (about 11 miles and close to the relatively new Best Western Hotel on Highway 36). While such distances aren't prohibitive for guests in Marceline, the lack of restaurants removes visitors from the city and, once gone, they stay gone.
- Tendency to Fit to Conditions
A tendency to fit to conditions references something of a chicken-and-egg weakness. Since Marceline has so few overnight accommodations, local attractions and businesses plan themselves around either the local market (not needing overnight stays) or day-trip attractions so that visitors need not feel compelled to stay overnight.
- Business-Driven Trips
This carries over to the business community, as well, which is perhaps even more affected by the convenience of diverse businesses and hotels in relatively nearby Kansas City. Since there are so few nearby hotels serving Marceline, even business trips are scheduled around the time it takes to drive from, say, Platte or Clay Counties to Marceline and back. Mid-morning meetings or meetings that conclude by mid-, or even late, afternoon allow business travelers (like inspectors and sales people) to get back to homes and businesses in the metro area, or even early and late flights at Kansas City International Airport.
- Athletic Facilities
An increasingly common way for communities to increase tourism and overnight visitors is to host multi-day youth sporting events, or even similar events for certain adult sports. With the exception of the newly reopened Municipal Swimming Pool, however, Marceline may not have the scale and quality of such facilities to support large scale tournaments.
- Obvious Local Investors
In all likelihood, capital financing for competitive overnight accommodations, let alone support businesses like restaurants, will require substantial local participation. While this report cannot delve into the financial requirements and expected rates of return, the wide diversity of demand generators for lodging will almost certainly seem highly risky for most conventional lenders, developers, and operators without sizeable local investment that would take a subsidiary financial position. During conversations for this study, no obvious civic investors, or investment ideas, emerged, suggesting that much needs to be done to create a local investment consortium.
- Labor Force
Creation or expansion of any business venture requires hiring from the local labor force, at least until additional population can be attracted to a growing economy. It can be argued that Marceline and its surroundings has a substantial challenge in this respect since the population continues to decline, making it more difficult for new businesses to feel comfortable about staffing up quickly.
- Too Much Word-of-Mouth Reliance
Successful businesses rely on constant marketing on a wide range of fronts. It is not clear that Marceline, or even Downtown Marceline, has a multi-faceted, well-funded, organized, and persistent marketing strategy. Such a strategy would likely reach deep into highly populated areas of the Midwest and Great Plains, at the least, lure visitors and even businesses for economic development
- Increased Public Relations and Marketing
Expanding marketing efforts for Marceline and its neighboring communities will require substantial additional funds. But this is likely to be necessary if the city is to expect more visitors.
- Hwy 36 Cross Tourism
An excellent start for expanded marketing is in place with the Highway 36 Heritage Alliance. Adequate research was not conducted for this report regarding the effectiveness of the Missouri Highway 36 marketing conduit, nor the cross-marketing that is vital to collective efforts, but such metrics should be determined and monitored. The "genius" theme is an excellent cross-marketing tactic. Are there others that can be promoted in order to lure not only more visitors, but repeat visitors?
- More Museum Visitors Means More Foot Traffic and Buying Power
With year-round hours, the Disney Hometown Museum may be able to attract more visitors to Marceline. Ideally, it can also lead to more visitors per day not just per year. In any event, more visitors mean more opportunities for local businesses to open, or stay open, in order to capture the buying power of the added foot traffic at all times of the year. More shops, more restaurants, more economic activity. This also means more cross-marketing in the downtown area between businesses and with the Museum
- Toonfest Expansion
Walt Disney is perhaps most revered for his artistic imagination which, of course, he expressed both in movies and theme parks. While he was also a shrewd businessman and real estate developer, the "Imagineering" characteristic is what Toonfest is all about—and it's a lot more fun! An opportunity may be arising to capitalize on the two decades of Toonfest to, perhaps, expand on this theme for more frequent creativity workshops in Marceline. These might be smaller events, or invitation-only events, that can be accommodated readily for a few days in Marceline (more with more lodging, of course). In short, establish Marceline as a center of artistic creativity and imagination "training."
- Creativity Retreats
In a similar vein, the get-away-from-it-all atmosphere of Marceline coupled with a theme of genius and imagination can be a foundation for corporate and related retreats where executives and employees spend two or three days exploring new ideas in collaborative settings, listen to stimulating lectures by people who then become facilitators of creative thinking sessions, and so on. These wouldn't be large groups. They would need to be accommodated locally. But the effect could be invaluable for the visitors while boosting the economy and image of Marceline as a center of "Imagineering."
- Events/Gathering Expansions
With more, and convenient, lodging facilities coupled with at least two dinner-time restaurants, Marceline might also expand its ability to host more family reunions, weddings, and the like. Again, the "get-away-from-it-all" atmosphere can be appealing to many group functions where the demands of work and everyday family life cause too much stress. Such events can be coupled with parts of the creativity/genius theme suggested above so that families might enjoy constructive activities before the "big event" in the evening. Historic and/or agriculture tours of the area using period vehicles (e.g., horse and carriage or vintage autos) might also be offered as a relaxing way to encourage quality time while in Marceline. Bus tours might also be appropriate for more distant historic sites and cities that would be part of attracting more people for overnight stays in Marceline.
- Downtown Buildings/Sites
Yes, the multitude of historic buildings in downtown Marceline and several vacant/underutilized sites have already been classified as strengths or assets. But they are also opportunities for renovated spaces and new buildings. To attract investors and reduce financial risk, these real estate opportunities might need substantial civic and city support (land assembly, title clearance, environmental clean-ups, even equity financing), but the outcome should be a more occupied and vibrant downtown which only adds to the quality of the experience of every visitor.
- Athletic Facilities
With the reopening of Marceline Municipal Swimming Pool now under roof, so to speak, it is realistic to consider that Marceline can support multi-day athletic events, especially for youth, that require overnight stays for some of the participants and families. Soccer and baseball complexes are most common for such purposes (often used for lacrosse, too), the indoor pool at Disney Park might offer the opportunity to attract two- or three-day aquatic meets.

Opportunities to Generate Overnight Lodging

A list of strengths and weaknesses starts to generate thoughts and directions toward opportunities for attracting more activity into Marceline that can enhance the potential demand for significant amounts of additional overnight lodging. In Marceline's case, those opportunities are likely to be numerous, but any one or just a few may not be enough by themselves.

Appendix

- Farmers Market
Ripley Park along the railroad tracks seems ideally suited to support a farmer's market/flea market facility that can attract many visitors from long distances. Overnight demand can emanate from some of the vendors who will come a long distance, but also tourists who will enjoy other attractions while in town but who will want to shop at the farmers market relatively early in the day when at least the food choices tend to be the greatest. Moreover, a superstructure created to support such a market can double for protected picnicking or other events held in the heart of downtown.
- Lamplighter Re-Design
The Lamplighter Motel on the north side of Marceline is, effectively, the only such overnight lodging facility in the city. In many ways, it is outdated since "motels" are no longer as popular as in the earlier days of motorizing vacations, but this can also be part of its charm if its amenities are upgraded to 21st Century expectations. Research for this report did not allow for a close examination of the Lamplighter as a viable and competitive accommodations option, but it is reasonably located for travelers and has a quaint setting that can be very appealing to many visitors
- Hunting/Fishing "Packages"
Outdoor sporting activities can be quite popular in rural areas of Missouri. Perhaps another mechanism to attract more visitors for more than one day is to work with other communities, property owners, and state and local parks to create travel packages catering to the outdoors sports person. Lodging facilities could safely accommodate weapons and game. This might not be the kind of facility that is best suited in a downtown setting, but adjacent areas, including perhaps the Lamplighter Motel, can be appropriate while still encouraging shopping and dining in downtown Marceline.
- Recreational Vehicle Park(s)
Because the attractions in and around Marceline do not often require overnight stays, the hotel-motel industry has not created many overnight rooms. But many tourists who visit out-of-the-way places are accustomed to this lack of permanent lodging, so they bring their own lodging with them in the form of recreational vehicles or even camping equipment. Thus, it is likely that larger and/or more RV and camp sites could be created in the Marceline area to accommodate such tourists.
- The Disney Company
It seems rather obvious that a significant opportunity for reinvestment in Marceline is a stronger relationship with the Disney Company. While this report cannot and did not address the depth and quality of the relationship between Marceline and the Disney empire, the link with Walt Disney's very early years has proven of value to Marceline. Can it also be made a more valuable asset in the eyes of the Disney Company such that it can become a significant investor in Marceline?

Threats that Could Hinder Overnight Lodging

Strengths, weaknesses, and opportunities are typically presented as factors over which communities may have some control. For instance, strengths can be marketed to expand growth. Weaknesses can be addressed with various resources to convert them to strengths. Opportunities await further analysis and a commitment of resources to take advantage of them.

Threats, on the other hand, tend to be factors over which communities have virtually no control. Flooding, national economic conditions, and so forth are often cited as threats to community growth. But threats can be anticipated and, therefore, actions and policies can be put in place that help a community to minimize the effects of such threats.

- Population Losses
Marceline and most of the surrounding areas continue to experience population decline. This reduces housing occupancy rates, depletes local purchasing power, and diminishes the labor force. All of this, in turn, discourages further economic development and positive growth. Policies and locallybased actions to change economic conditions (different sectors, more diversity) are often the best way to address this threat, though rural economic and population decline in the U.S. is most often a very powerful, and negative, trend.
- Travel Access to Marceline
Marceline is much less on the "beaten path" than, say, Brookfield. While part of the Missouri Highway 36 marketing

and promotion campaigns, Downtown Marceline is still a few miles south of Highway 36. So, it isn't readily recognized and is potentially not a spur-of-the-moment stopping place. The city and Downtown, therefore, need to promote Marceline more aggressively, including excellent signage, to encourage and direct travelers into the core of the city—not only from Highway 36 but from the south, as well. The uniqueness of Walt Disney's Boyhood Hometown is, of course, a great advantage, but this also relies heavily on the universal excitement created by the Disney name. While that name is powerful in the entertainment and art worlds, directing people to Marceline is still a major challenge.

- Unwilling Local Investors
While this report cannot and does not directly address how key investors can be attracted to Marceline in order to stimulate more diverse growth projections, it behooves local leaders to determine who will be willing to become, or to remain, major financial and leadership investors over the long run. This is not to say that there are not ample sources of local investment interest and prowess but, with dwindling population and a small local economy, Marceline will not likely be an obvious choice for outside investors of significant scale, including those involved with overnight lodging facilities. Increased linkages with the Disney "sector" might be an opportunity to overcome this threat, but Marceline's economic future is most likely in the hands of patient local investors who care about, and can afford, the probable lengthy efforts to turn around Marceline's fortunes.
- Persistent Complacency
In a related possible threat, declining population and economic forces can cause Marceline residents and businesses to simply become complacent with the way things are. Struggles to improve rural communities have been difficult for decades, often tiring otherwise good leaders. People can feel like local conditions are as good as they are going to get and, thus, fail to visualize a stronger, healthier, more vibrant future in which to invest time, money, and energy. Mobilizing these potentially complacent resources with a strong vision for the city's future can be an important antidote.

Resources and programs from state local and federal organizations

State Programs

CDBG Program Community Facilities (not currently accepting applications)

Description: 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 program assists communities with providing a facility to supply specific services to its citizens.

Deadlines: June 15

Amount: Maximum of \$300,000; eligibility includes proof of need; at least 51% LMI; application must provide evidence of the ability to adequately operate and maintain the facility for the purpose intended.

Match Amount: N/A

Who must apply: Cities and Counties may apply on behalf of other public entities such as water or sewer districts.

Possible Projects: Community facilities, including senior centers, day care centers, community centers, youth centers, 911 services, rural health clinics, telecommunications and others designed to provide a service or group of services from one central location for a prescribed area of residents or users.

More Info: A local government or non-profit agency must own the facility. It is the responsibility of the city/county applicant to ensure the non-profit status of the entity seeking assistance. The non-profit organization must have adequate operating funds and management structure to successfully operate the facility.

Downtown Revitalization Preservation Program

Description: This program is to facilitate the redevelopment of downtown areas and the creation of jobs by providing essential public infrastructure. Redevelopment areas must be classified as blighted or a "conservation area."

Deadlines: N/A

Amount: Based on population 1-9,999, project costs can be \$250,000

Match Amount: The local match must be, at a minimum, 50% of the newly generated local sales taxes.

Who must apply: Municipalities with a population of 200,000 or less and median household income of \$62,000 or less.

Possible Projects:

More Info: A portion of the new state and local sales taxes created by a redevelopment project can be diverted to fund eligible public infrastructure and related costs for a period of up to 25 years. Redevelopment projects that promote tourism and cultural activities that further the objectives of the redevelopment plan may be considered.

Appendix

Neighborhood Assistance Program

Description: Neighborhood Assistance Tax Credit Program (NAP) provides assistance to community-based organizations that enables them to implement community or neighborhood projects in the areas of community service, education, crime prevention, job training and physical revitalization. Tax credits are issued to eligible taxpayers who make qualified contribution to an approved NAP project.

Deadlines: Applications are accepted twice a year, generally in April and October for projects to begin (respectively) July 1 and January 1.

Amount: Total Project \$500,000 (\$250,000 in 50% tax credits; \$350,000 in 70% credits in communities where the population is less than 15,000)

Match Amount: N/A

Who must apply: Not-for-Profit corporations organized under Chapter 355 or Organizations holding a 501c3 IRS designation and Missouri businesses.

Possible Projects: Projects must come under the five categories as mentioned above. Key Priority is focused areas of opioid misuse prevention, education and awareness; job training to develop workforce; and programs to facilitate the transition of military service members back into the workplace and community.

More Info: NAP has been used in Main Street communities to rehab historic buildings owned by the 501c3 organization that have been donated. The budget can include a certain percentage for director salary, utilities and office supplies for the organization while covering building rehab costs. Salary, utilities and office supplies could only be claimed in direct proportion to the amount of time spent on the project. NAP can also be used to purchase the building from existing owner offering tax credits instead of cash. The NAP staff at Missouri Department of Economic Development are very helpful and will answer all your questions about a potential project. Funds are limited so you want to make sure you have a good application.

New Markets Tax Credit Program (NMTC)

Description: The Missouri NMTC provide supplemental funding for investment entities that have been approved for the Federal NMTC program in order to direct more funding to Missouri projects. The NMTC program provides state and federal tax credits to investors that make investments into approved funds, which will make investments in eligible projects located in low-income census tracks in Missouri.

Deadlines: N/A

Amount: N/A

Match Amount: N/A

Who must apply: Community Development Entities (CDEs) which have been allocated federal NMTC for Missouri.

Possible Projects: Qualified Active Low-Income Community Business (QALICB)

More Info: Low-income communities (LIC) are census tracts that have a poverty rate of 20% or more, or the median income is below 80% of the greater than statewide median income or metropolitan median income.

State Supplemental Tax Increment Financing Program (TIF)

Description: A TIF district can facilitate the redevelopment of blighted areas by providing essential public infrastructure. To be eligible for TIF, the redevelopment project must meet each of the following:

- Must be blighted
- Must be located in a state enterprise zone; a federal empowerment zone; an urban core area; or a central business district
- The zone or blighted area must contain at least one building that is 50 years of age or older
- The redevelopment project area, over the past 20 years, must have experienced a generally declining population or generally declining property taxes.

Deadlines: N/A

Amount: N/A

Match Amount: N/A

Who must apply: Municipalities submit an application to DED after approval of the local development plan and prior to the commencement of the project (either construction or bond financing). If the project is approved for funding, a Certificate of Approval outlining the terms of the financing will be issued.

Possible Projects: Redevelopment project costs such as studies, surveys, plans and specifications; land acquisition, land preparation; rehabilitation, reconstruction, repair or remodeling of existing buildings and fixtures; construction of public works or public improvements; professional services such as architectural, engineering, legal, financial and planning; and financing costs, such as expenses of issuance of bonds.

More Info:

Historic Preservation Tax Credit Program (Missouri DED)

Description: The Historic Preservation Tax Credit Program (HP Tax Credits), administered by the Missouri Department of Economic Development (DED), provides an incentive for the redevelopment of commercial and residential historic structures in Missouri.

Deadlines: N/A

Amount: 25% of eligible costs and expenses of the rehabilitation of approved historic structures.

Match Amount: N/A

Who must apply: Any Missouri taxpayer. Government entities and non-profits organizations are ineligible.

Possible Projects: N/A

More Info: An application is submitted to DED, which will then be submitted to State Historic Preservation Office (SHPO) to determine the eligibility of the property and proposed rehabilitation, based on the standards of the U.S. Department of the Interior. There are no application deadlines, and the program is non-competitive. An eligible property must be listed individually on the National Register of Historic Places; or certified by the Missouri Department of Natural Resources as contributing to a certified historic district listed on the National Register; or part of a local historic district that has been certified by the U.S. Department of the Interior. The costs and expenses associated with the rehabilitation must exceed 50% of the total basis of the property (acquisition cost).

Missouri Development Finance Board (MDFB)

Description: MDFB is a “tax credit for contribution” program and is intended to assist infrastructure and economic development projects in Missouri by providing the critical component of the total financing for projects that have a high probability of success, but are not feasible without the Board’s assistance.

Deadlines: N/A

Amount: 50% Tax Credits

Match Amount: N/A

Who must apply:

Possible Projects: Economic development initiatives focus on financing private sector investments that result in the creation or retention of jobs and expansion of capital investment within the State. Public infrastructure initiatives focus on financing improvements that leverage private sector job creation and investment or that fund improvements to rural sewer and potable water services necessary to alleviate public health and safety issues. Projects can include acquisition of blighted real estate and the improvements thereon, demolition of existing structures and preparation of sites in anticipation of development, public facilities and any other improvements.

More Info: N/A

Certified Local Government Program

Description: The CLG program is designed to expand the historic preservation network of the federal and state governments by creating a mechanism for participation of local governments.

The requirements for participation in the Missouri CLG program -- enacting a historic preservation ordinance, appointing a preservation commission, conducting an ongoing survey and inventory of historic properties, and conducting public outreach and education -- are flexible so that a preservation program can be tailored to meet the needs of the special historic characteristics as well as the modern concerns of the applicant community.

Implementing a historic preservation program at the local level is the best protection that can be devised for the cultural resources of a community. The local program determines what is important to the community, independent of National Register of Historic Places eligibility; and determines the extent and stringency of the protection to be given by means of landmark and district ordinances and design review guidelines.

Deadline: N/A

Amount: N/A

Match Amount: N/A

Who Must Apply: City, county, municipality, town or village, or any other general-purpose political subdivision of the state.

Possible Projects: N/A

Benefits: A minimum of 10% of the Historic Preservation Fund grants administered by SHPO must be awarded to CLGs. The SHPO is required to provide technical training on a variety of preservation topics and issue to CLG commissions and will prioritize response to CLGs on technical assistance requests.

Requirements:

- Must enact a historic preservation ordinance
- Must establish a qualified preservation commission

More Info: <https://dnr.mo.gov/shpo/certifie.htm>

Appendix

Local Law Enforcement Block Grant – Missouri DPS

Description: Funds may be used for procuring equipment, technology, and other materials directly related to basic law enforcement functions and officer safety.

Deadline: September, subawards begin January 1

Amount: no more than \$9,999.99

Match Amount: No local match

Who Must Apply: Any unit of state or local government may apply for LLEBG funding within Missouri, so long as the unit is not also eligible for a direct local JAG award from BJA

Eligible Area: Missouri

Possible Projects: Examples of eligible equipment include, but are not limited to: mobile and portable radios, repeaters, lightbars, sirens, in-car cages, mobile data terminals, gun racks, locks, surveillance systems, safety vests and protective clothing, bulletproof vests, handcuffs, flashlights, in-car cameras, body cameras, and trauma kits.

More Info: <https://dps.mo.gov/dir/programs/cjle/llebg.php>

Brownfield Assessments– DNR

Description: BVCP, under a cooperative agreement with the U.S. Environmental Protection Agency, conducts brownfields site-specific assessments of properties for public entities such as cities, counties and quasi-governmental entities, as well as for not-for-profit organizations. Often, local governments acquire contaminated properties through foreclosure for back taxes, land donations or may own property they would like to sell for redevelopment purposes. These entities sometimes have difficulty finding adequate funding to pay for environmental assessments prior to redevelopment. The site-specific assessment program provides funding and technical assistance to help communities assess properties. Often, it is the unknown environmental condition of the property that dissuades developers. An assessment provides valuable information that can aid in making decisions regarding the future of the property.

Deadline: Ongoing

Amount: No cost to the recipient or applicant.

Match Amount: N/A

Who Must Apply: city, county, quasi-governmental or non-profit

Possible Projects:

- Former Gas Stations
- Schools
- Theaters
- Manufacturing Buildings
- Churches and Community Buildings
- Buildings on the Town Square
- Hospitals

More Info: <https://dnr.mo.gov/env/hwp/bvcp/hwpvcp.htm>

Brownfields Voluntary Cleanup Program – DNR

Description: Provide state oversight for voluntary cleanups of properties contaminated with hazardous substances. Many of the sites entering the BVCP are not heavily contaminated, and are contaminated by sources not addressed by any of Department of Natural Resources' regulatory programs such as Emergency Response, Superfund, Resource Conservation and Recovery Act or Petroleum Storage Tanks.

The property owners, business operators, or prospective buyers want the property cleaned up to standards acceptable to the state, and to receive some type of certification of the cleanup from the department. This certification can greatly reduce the environmental liability associated with such properties. In situations where residual contamination is safely left on the property under management of a Restrictive Covenant, after a certificate of completion is issued, these sites enter long-term stewardship.

Deadline: Ongoing

Who performs the site investigation and cleanup and who pays for it?

Participants typically hire environmental consultants to perform assessment and remediation work or they use their own in-house environmental professionals. All assessment and remediation costs are paid by the participant. The BVCP's role is to provide oversight of all activities, including review and approval of site investigation and remedial action work plans and a certificate of completion when the remediating party has successfully investigated and cleaned up the property.

How much does participation cost?

The BVCP is a fee-for-service program where the participant pays the department's site-specific oversight costs and

overhead. Currently, oversight time is billed at \$65 - 80 per hour based on personnel salaries plus overhead. The total oversight cost depends on the nature and extent of contamination and other site-specific factors. Total costs average about \$3,000 per site but vary widely among the different types of sites. Oversight cost is usually a minor portion of the total costs incurred by the participant in site investigation and cleanup.

Is there funding available to help pay for my cleanup?

The program provides some Phase I and Phase II Environmental Site Assessments under our U.S. Environmental Protection Agency (EPA) funded Brownfields Site Specific Assessment program. For more information, see the fact sheet, [Brownfields Site-Specific Assessment \(PUB2132\)](#). The Missouri Department of Economic Development's (DED) Brownfields

Redevelopment Program or other DED programs may be able to assist if the site meets eligibility requirements. The Environmental Improvement and Energy Resources Authority (EIERA) provides low interest rate loans and sub grants for environmental remediation of eligible properties. EPA also provides some grants for Brownfields redevelopment.

Amount: N/A

Match Amount: \$200 non-refundable application fee and cost of BVCP oversite and overhead, and remediation.

Who Must Apply: Eligibility is open to any site with known or suspected contamination not covered by other programs within the Missouri Department of Natural Resources and does not warrant enforcement action. The eligibility of each site is carefully evaluated.

Possible Projects: Types of properties in the BVCP range from residential to small businesses to multi-acre heavy industrial manufacturing facilities (both operating and closed).

More Info: <https://dnr.mo.gov/env/hwp/bvcp/hwpvcp.htm>

Recreational Trails Program Grants – Missouri State Parks

Description: Its purpose is to help states provide and maintain recreational trails and trail-related facilities for both motorized and non-motorized recreational use.

Deadline: February

Amount: maximum \$250,000 awarded, minimum \$25,000

Match Amount: minimum 20% match, can be cash or in-kind, reimbursement style grant

Who Must Apply: local and state governments, school districts, non-profit and for-profit organizations.

Possible Projects: All trail-related projects must be maintained and open to the public for a minimum of 25 years.

- Construction of new recreational trails, including water trails.
- Construction of new trailside amenities, trailhead facilities and/or trail connectors. Trailhead and trailside amenities should have a direct relationship with a recreational trail; for instance, highway rest areas or visitor centers are not appropriate uses of RTP funds.
- Acquisition or lease of land or right-of-way easements for recreational trails.
- Rehabilitation, restoration and/or repair of existing recreational trails, trailside amenities, trailhead facilities and/or trail linkages.
- Purchase and/or lease of recreational trail construction and maintenance equipment.
- Assessment of trail conditions for accessibility and maintenance. Projects in this category can include:
 - Assessment of existing trails to determine the level of accessibility for people who have disabilities.
 - Development of programs to provide trail access information.
 - Assessment of existing trails to determine current or future maintenance needs.

More Info: <https://mostateparks.com/page/61220/recreational-trails-program-rtp-grants>

Farmers' Market Promotion Matching Grant Program – MO Dept. of Ag.

Description: Projects should promote the farmers' market in the local community and improve understanding, perception, knowledge of and location of the market.

Deadline: March

Amount: up to \$1,000

Match Amount: at least 50/50 match

Who Must Apply: Only Missouri farmers' markets are eligible to participate in this matching grant.

Possible Projects:

This is a competitive grant program and funds may be used to:

- Support the farmers' markets promotion and advertisement.
- Provide awareness to communities about the farmers' market locations, times of operation and products sold.

More Info: <http://agriculture.mo.gov/abd/financial/farmersmarket.php>

Appendix

Land and Water Conservation Fund (LWCF) Grants – Missouri State Parks

Description: The fund provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities.

Deadline: February

Amount: maximum of \$250,000 per project, minimum \$10,000

Match Amount: minimum 50/50 match, cash or in-kind, reimbursement style grant

Who Must Apply: any local government, city, county or public school. They must be able to commit their resources to the perpetual stewardship of the LWCF-assisted public outdoor recreation area.

Possible Projects: Eligible projects must be open to the public at reasonable times. Project examples include but are not limited to:

- Playgrounds
- Ball fields
- Pools and water parks
- Archery and shooting ranges
- Camping facilities
- Picnic areas
- Golf courses
- Boating and fishing facilities
- Trails
- Passive areas

Projects can fall into the following broad categories:

- Acquisition of land for outdoor recreation. These include the acquisition of land and waters or partial rights to them. Proposed acquisitions of interests in lands and waters of less than fee simple title, including leasehold interests, are not eligible unless such lesser rights (e.g., permanent recreation use easements or similar devices) will insure access to the public in perpetuity.
- Development/construction of new outdoor recreational amenities and support facilities needed by the public for recreation use of an area.
- A combination of both acquisition of land and development/construction of new outdoor facilities.
- Rehabilitation, restoration and/or repair of existing recreational amenities and support facilities. Rehabilitation means extensive repair needed to bring a facility up to standards suitable for public use, but does not mean routine maintenance.

More Info: <https://mostateparks.com/page/61215/land-and-water-conservation-fund-lwcf-grants>

Note: The City of Marceline was awarded this grant twice before. Once for Ripley Park and once for Walt Disney Park.

Local Incentive Programs

Tax Increment Financing (TIF)

Description: Tax Increment Financing (TIF) is available to municipalities to encourage redevelopment of blighted areas. To establish TIF, the municipal governing body adopts a Redevelopment Plan (Plan), approved by the locally appointed TIF Commission. The Plan requests TIF to help fund construction of certain public use facilities within the designated Project Area and is accompanied by fiscal evidence the development could not proceed without TIF supplemental funding. The theory of TIF relies on the assumption property values and/or local sales tax should increase after the development is operational and a portion of the additional tax over the Base Year taxes generated in the Project Area are allocated to pay for TIF-eligible projects in the development. TIF is a local development initiative with oversight and audit responsibility shared by the local TIF Commission and the local governmental body. TIF annual reports are filed with the Missouri Department of Revenue.

Deadlines: N/A

Amount: N/A

More Info: A searchable report database is available on the State Auditor's website at auditor.mo.gov. A similar program is administered by the state, the State Supplemental Tax Increment Financing program.

Community Improvement District (CID)

Description: A Community Improvement District (CID) is a local special taxing district that collects revenue within its designated boundaries to pay for special public facilities, improvements or services. CIDs are created by ordinance of the local governing body of a municipality upon presentation of a petition signed by owners of real property within the

proposed district's boundaries, typically encompassing a commercial, not a residential area. A CID, although approved by the local municipality, is a separate political subdivision with the power to govern itself and impose and collect special assessments, additional property and sales taxes. CIDs may also generate funds by fees, rents or charges for district property or services and through grants, gifts or donations. CID annual reports are filed with the Clerk of the creating municipality and a copy filed with the Department of Economic Development which does not have oversight or audit responsibility for these districts.

Deadlines: N/A

Amount: N/A

Neighborhood Improvement District (NID)

Description: A Neighborhood Improvement District (NID) is a special taxing district that collects revenue within its designated boundaries to help pay for public infrastructure, facilities or other improvements that confer a benefit on property within the district, normally a residential and not a commercial area. NIDs are created by election or petition of owners of real property within the proposed district's boundaries and typically generate funding for projects through the sale of municipal revenue bonds backed by the district's special property assessments which may be extended beyond retirement of the bonds to pay for maintenance and upkeep. NIDs are strictly a local initiative. The Department of Economic Development does not maintain any data pertaining to individual districts.

Deadlines: N/A

Amount: N/A

Transportation Development District (TDD)

Description: A Transportation Development District (TDD; District) may be created by the Missouri Highways & Transportation Commission (Commission) if the Project involves any of the state's highways or transportation system to fund or operate one or more projects that would assist the promotion, design, construction, improvement or operations of this infrastructure. A separate political subdivision of the state, a TDD 'Project' includes any public bridge, street, highway, intersection, signing, signals, parking lot, bus stop, garage, terminal, aircraft hanger, rest area, dock, wharf, river port, airport, railroad, light rail and any similar or related transportation infrastructure. If the Project is not intended to be merged into the state's highways or transportation system, in addition to the Commission, the District must also submit the proposed project to the local transportation authority that will become owner of the project. Funding TDDs is accomplished through an add-on sales or property tax and/or real property special assessments. Tolls may also be charged to users of certain infrastructure, such as bridges or highways, with the approval of a majority of qualified voters in the District. The Department of Economic Development does not maintain any data pertaining to individual districts.

"Chapter 353" Property Tax Abatement

Municipalities may encourage redevelopment of blighted areas by providing real property tax abatement for approved projects through an Urban Redevelopment Corporation (URC). Tax abatement may be available for a period of 25 years which period begins to run when the URC takes title to the property, ideally not until the improvements made under the redevelopment project are completed, in order to maximize the benefit of the 353 tax abatement. During the first 10 years, the property is not subject to real property tax except in the amount assessed on the land, exclusive of improvements. During the next 15 years, the real property may be assessed up to 50% of its true value, providing a substantial tax benefit for the 25-year total benefit period. Property tax abatements are a local redevelopment initiative and are administered by the officially recognized economic development authority of the municipality.

Federal Programs

Federal Historic Preservation Tax Incentive Program

Description: The Federal Historic Preservation Tax Incentives program encourages private sector investment in the rehabilitation and re-use of historic buildings. A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be "certified historic structures." The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the Secretary's Standards for Rehabilitation. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit.

Deadlines: N/A

Amount: N/A

Match Amount: 80% of eligible costs and expenses of rehabilitation of approved projects.

Who must apply: Property owner. Local governments and non-profit organizations are not eligible.

Appendix

Possible Projects: N/A

More Info: The 10% tax credit is available for the rehabilitation of non-historic buildings placed in service before 1936. Go online to nps.gov to learn more about this credit.

Historic Preservation Fund Grants

Description: To assist various states in carrying out historic preservation activities. The program is sponsored by the Department of the Interior, National Park Service (NPS), and in Missouri, is administered through the State Historic Preservation Office (SHPO) of the Missouri Department of Natural Resources.

Deadline: A couple times a year

Amount: Federal Share will generally not exceed \$25,000.00

Match Amount: 60/40 match with 60% paid by the grant and 40% paid by the applicant

Who Must Apply: All municipalities and 501(C)3 historic preservation missioned organizations are eligible to apply for the Historic Preservation Fund Grants.

Possible Projects:

- Historic, architectural and archaeological surveys
- National Register
- Planning
- Other Program Activities
- Certified Local Government Projects
- Predevelopment
- Development

More Info: <https://dnr.mo.gov/shpo/heritagegrants.htm>

Small Business Administration

Description: The U.S. Small Business Administration (SBA) was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. We recognize that small business is critical to our economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace. Although SBA has grown and evolved in the years since it was established in 1953, the bottom line mission remains the same. The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam.

Deadlines: N/A

Amount: N/A

Match Amount: N/A

Who must apply:

Possible Projects: N/A

More Info: Visit sba.gov for more information.

Rural Microentrepreneur Assistance Program – USDA

Description: Provides loans and grants to Microenterprise Development Organizations (MDOs) to:

Provide microloans to help microenterprises startup and growth through a Rural Microloan Revolving Fund

Provide training and technical assistance to microloan borrowers and micro entrepreneurs

Deadline: Applications accepted on an ongoing basis

Amount:

Funding to MDOs: Grants are available to provide technical assistance to rural microentrepreneurs or microenterprises, up to \$205,000 annually. Funding at the requested level is not guaranteed, and at least 15 percent matching funds are required. Loans of \$50,000 - \$500,000 may be used to establish a Rural Microloan Revolving Fund managed by the MDO.

Total aggregate debt is capped at \$2.5 million

Funding to ultimate recipients:

- Up to \$50,000
- Fixed interest rate
- Limited to 75 percent of project cost

Match Amount: N/A

Who Must Apply: Eligible to be MDO lender: Nonprofits, federally-recognized tribes, and institutions of higher education.

Eligible for loan from MDO: Business located in an eligible area with 10 or fewer full-time employees.

Eligible Area:

- Rural areas outside a city or town with a population of less than 50,000. Urbanized areas near a city of 50,000 or more may not be eligible
- The borrower's headquarters may be based within a larger city so long as the project service area is located in an eligible rural area
- The lender may be located anywhere

Possible Projects: Microlenders may make microloans for qualified business activities and expenses including, but not limited to:

- Working capital
- Debt refinancing
- Purchase equipment and supplies
- Improve real estate

More Info: <https://www.rd.usda.gov/programs-services/rural-microentrepreneur-assistance-program>

Intermediary Relending Program in Missouri - USDA

Description: Provides low-interest loans to local intermediaries that re-lend to businesses and for community development projects in rural communities.

Deadline: Applications accepted quarterly.

Amount:

Funding to Intermediary:

- Up to \$2 million for the first financing
- Up to \$1 million at a time thereafter
- Total aggregate debt does not exceed \$15 million

Funding to Ultimate Recipient:

- \$250,000; or
- 75 percent of the total cost of the ultimate recipient's project for which the loan is being made, whichever is less.

Match Amount: N/A

Who Must Apply:

To be Intermediary Lender: Organizations interested in becoming RLF lenders through IRP are encouraged to contact a USDA Rural Development local office.

- Nonprofits and cooperatives
- Federally-recognized tribes
- Public agencies

To be ultimate recipient: Ultimate recipients may be individuals, public or private organizations, or other legal entities, given that:

- Majority ownership is held by U.S. citizens or permanent residents (1)
- The applicant owes no delinquent debt to the Federal government
- The applicant is unable to obtain affordable commercial financing for the project elsewhere
- The project is located in an eligible rural area - Check Eligibility
- The applicant has no legal or financial interest or influence in the intermediary

Eligible Area:

- Rural areas outside a city or town with a population of less than 50,000
- Urbanized areas near a city of 50,000+ may not be eligible
- The intermediary borrower's headquarters may be based within a larger city so long as the project service area is located in an eligible rural area
- The intermediary lender may be located anywhere

Possible Projects:

- To acquire, construct, convert, enlarge or repair a business or business facility, particularly when jobs will be created or retained
- To purchase or develop land (easements, rights of way, buildings, facilities, leases, materials)
- To purchase equipment, machinery or supplies, or make leasehold improvements
- Start-up costs and working capital
- Pollution control and abatement
- Transportation services
- Feasibility studies and some fees
- Hotels, motels, convention centers
- Education institutions
- Aquaculture-based rural small business

Appendix

- Revolving lines of credit as described in 7 CFR Part 4274.314

More Info: <https://www.rd.usda.gov/programs-services/intermediary-relending-program/mo>

Rural Housing Site Loans – USDA

Description: Rural Housing site loans provide loans to purchase and develop housing sites for low- and moderate-income families:

- Section 524 loans are made to acquire and develop sites for low- or moderate-income families, with no restriction as to the method of construction. Low-income is defined as between 50-80 percent of the area median income (AMI); the upper limit for moderate income is \$5,500 above the low-income limit

Deadline: Applications accepted year round.

Loan Terms:

- 2 year loans
- Section 524 loans: market rate — at the discretion of the customer, either at loan approval or closing

Who Must Apply:

- Section 524I Loans: Private or public nonprofit organizations. The building site may be sold to low- or moderate-income families utilizing USDA's Housing and Community Facilities Program's (HCFP) loan programs, or any other mortgage financing program which serves low- and moderate-income families
- Nonprofits that have the legal authority to operate a revolving loan fund
- Nonprofits that have the financial, technical and managerial capacity to comply with relevant federal and state laws and regulations

Possible Projects: Site loans are made to provide financing for the purchase and development of housing sites for low- and moderate-income families.

More Info: <https://www.rd.usda.gov/programs-services/rural-housing-site-loans>

Rural Energy for America Program – USDA

Renewable Energy & Energy Efficiency

Description: Provides guaranteed loan financing and grant funding to agricultural producers and rural small businesses for renewable energy systems or to make energy efficiency improvements.

Deadline: Applications accepted year round.

Amount:

- Loan guarantees on loans up to 75% of total eligible project costs.
- Grants for up to 25% of total eligible project costs.
- Combined grant and loan guarantee funding up to 75% of total eligible project costs

Grant Terms:

Renewable Energy System Grants:

- \$2,500 minimum.
- \$500,000 maximum.

Energy Efficiency Grants:

- \$1,500 minimum.
- \$250,000 maximum.

Match Amount: 25%-75% of project costs depending on loan or grant.

Who Must Apply: Small business in eligible rural areas.

Eligible Area: Businesses must be in an area other than a city or town with a population of greater than 50,000 inhabitants and the urbanized area of that city or town.

Possible Projects:

Funds may be used for the purchase, installation and construction of renewable energy systems, such as:

- Biomass (for example: biodiesel and ethanol, anaerobic digesters, and solid fuels).
- Geothermal for electric generation or direct use.
- Hydropower below 30 megawatts.
- Hydrogen.
- Small and large wind generation.
- Small and large solar generation.
- Ocean (tidal, current, thermal) generation.

Funds may also be used for the purchase, installation and construction of energy efficiency improvements, such as:

- High efficiency heating, ventilation and air conditioning systems (HVAC).

- Insulation.
- Lighting.
- Cooling or refrigeration units.
- Doors and windows.
- Electric, solar or gravity pumps for sprinkler pivots.
- Switching from a diesel to electric irrigation motor.
- Replacement of energy-inefficient equipment.

More Info: <https://www.rd.usda.gov/programs-services/rural-energy-america-program-renewable-energy-systems-energy-efficiency>

Rural Community Development Initiative Grant – USDA

Description: This program provides funding to help non-profit housing and community development organizations support housing, community facilities, and community and economic development projects in rural areas.

Deadline: Not listed online. We submitted ours in July.

Amount: minimum \$50,000, maximum \$250,000

Match Amount: 50/50 match, in-kind cannot be used.

Who Must Apply: public bodies, non-profit organizations, and qualified private (for-profit) organizations

Eligible Area: Rural and rural area—Any area other than (i) a city or town that has a population of greater than 50,000 inhabitants; and (ii) the urbanized area contiguous and adjacent to such city or town.

Possible Projects:

To improve housing, community facilities, and community and economic development projects in rural areas. Rural Community Development Initiative grants may be used for, but are not limited to:

Training sub-grantees to conduct:

- Home-ownership education
- Minority business entrepreneur education
- Providing technical assistance to sub-grantees on
- Strategic plan development
- Accessing alternative funding sources
- Board training
- Developing successful child care facilities
- Creating training tools, such as videos, workbooks, and reference guides
- Effective fundraising techniques

More Info: <https://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants/mo>

Rural Business Development Grant - USDA

Description: designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas which will employ 50 or fewer new employees and has less than \$1 million in gross revenue.

Deadline: Not listed online. We submitted ours in May.

Amount: Generally range from \$10,000 to \$500,000

Match Amount: No cost sharing requirements

Who Must Apply: Towns, communities, non-profit corporations

Eligible Area: RBDG funds must be used for projects benefitting rural areas or towns outside the urbanized periphery of any city with a population of 50,000 or more.

Possible Projects: Enterprise grants must be used on projects to benefit small and emerging businesses in rural areas as specified in the grant application. Uses may include:

- Training and technical assistance, such as project planning, business counseling/training, market research, feasibility studies, professional/technical reports, or product/service improvements
- Acquisition or development of land, easements, or rights of way; construction, conversion, renovation of buildings, plants, machinery, equipment, access for streets and roads; parking areas and utilities
- Capitalization of revolving loan funds, including funds that will make loans for start-ups and working capital
- Rural transportation improvement
- Community economic development
- Technology-based economic development
- Feasibility studies and business plans
- Leadership and entrepreneur training
- Rural business incubators

Appendix

- Long-term business strategic planning

Opportunity grants can be used for:

- Community economic development
- Technology-based economic development
- Feasibility studies and business plans
- Leadership and entrepreneur training
- Rural business incubators
- Long-term business strategic planning

How the Application is Evaluated: All applications are evaluated based on:

- Evidence showing job creation at local businesses;
- Percent of non-federal funding committed to the project;
- Economic need in the area to be served;
- Consistency with local economic development priorities;
- Experience of the grantee with similar efforts

More Info: <https://www.rd.usda.gov/programs-services/rural-business-development-grants/mo>

Rural Economic Development Loan and Grant Program – USDA

Description: The Rural Economic Development Loan and Grant program provides funding for rural projects through local utility organizations. USDA provides zero-interest loans to local utilities which they, in turn, pass through to local businesses (ultimate recipients) for projects that will create and retain employment in rural areas. The ultimate recipients repay the lending utility directly. The utility is responsible for repayment to USDA.

USDA provides grants to local utility organizations which use the funding to establish revolving loan funds (RLF). Loans are made from the revolving loan funds to projects that will create or retain rural jobs. When the revolving loan fund is terminated, the grant is repaid to USDA.

Deadline: December, March, June

Amount:

Funding to Intermediary:

- Up to \$300,000 in grants may be requested to establish the RLF
- Up to 10 percent of grant funds may be applied toward operating expenses over the life of the RLF
- Up to \$1 million in loans may be requested

The intermediary applies to USDA for funding support on behalf of specified local projects. Projects may begin after an application is submitted, but there is no guarantee of approval. USDA funds are issued to the intermediary at project completion.

Funding to Ultimate Recipient: An ultimate recipient may request up to 80 percent of project costs using REDLG funds, with the remainder provided by the ultimate recipient or the intermediary

Match Amount:

Who Must Apply:

To receive funding (which will be forwarded to selected eligible projects) an entity must be:

- A former Rural Utilities Service borrower who borrowed, repaid or pre-paid an insured, direct, or guaranteed loan
- Nonprofit utilities that are eligible to receive assistance from the Rural Development Electric or Telecommunication Programs; or
- Current Rural Development Electric or Telecommunication Programs borrowers

Eligible Area: Intermediaries may use funds to lend for projects in rural areas or towns with a population of 50,000 or less.

Possible Projects: Program intermediaries pass the funding to ultimate recipients on to eligible projects. Examples of eligible projects include:

- Business incubators
- Community development assistance to nonprofits and public bodies (particularly for job creation or enhancement)
- Facilities and equipment to educate and train rural residents to facilitate economic development
- Facilities and equipment for medical care for rural residents
- Start-up venture costs, including, but not limited to, financing fixed assets such as real estate, buildings, equipment or working capital
- Business expansion
- Technical assistance

More Info: <https://www.rd.usda.gov/programs-services/rural-economic-development-loan-grant-program>

Business and Industry Guaranteed Loan Program – USDA

Description: This program bolsters the availability of private credit by guaranteeing loans for rural businesses.

Deadline: Open

Max Amount Loan Guarantee:

- 80% for loans of \$5 million or less
- 70% for loans between \$5 and \$10 million
- 60% for loans exceeding \$10 million, up to \$25 million maximum

Who Must Apply: Lenders with the legal authority, sufficient experience and financial strength to operate a successful lending program. This includes:

- Federal or state chartered banks
- Savings and loans
- Farm credit banks
- Credit unions

To be ultimate recipient:

- For-profit businesses
- Nonprofits
- Cooperatives
- Federally-recognized Tribes
- Public bodies
- Individuals

Eligible Area:

- Any area other than a city or town with a population of greater than 50,000 inhabitants and the urbanized area of that city or town
- The borrower's headquarters may be based within a larger city as long as the project is located in an eligible rural area
- The lender may be located anywhere
- Projects may be funded in rural and urban areas under the Local and Regional Food System Initiative

Possible Projects:

Eligible uses include but are not limited to:

- Business conversion, enlargement, repair, modernization or development
- Purchase and development of land, easements, rights-of-way, buildings, or facilities
- Purchase of equipment, leasehold improvements, machinery, supplies, or inventory
- Debt refinancing when refinancing improves cash flow and creates or saves jobs
- Business and industrial acquisitions when the loan will create or save jobs

More Info: <https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/mo>

Brownfields Assessment Grants – EPA

Description: Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. Funded over three years.

Deadline: usually in November

Amount:

- up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum)
- or up to \$200,000 to address a site contaminated by petroleum.
- Applicants may seek a waiver of the \$200,000 limit and request up to \$350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to \$350,000 to assess a site contaminated by petroleum.

Match Amount: N/A

Who Must Apply:

- General Purpose Unit of Local Government
- Land Clearance Authority
- Government Entity Created by State Legislature
- Regional Council
- Redevelopment Agency
- State
- Indian Tribe
- Alaska Native Regional Corporation

Appendix

- Nonprofits are **NOT** eligible unless the entity is included as a “General Purpose Unit of Local Government”

Possible Projects:

To be eligible for brownfields funding, sites must meet the definition of a brownfield.

The Brownfields Law defines a “Brownfield Site” as: “...real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.” Brownfield sites include all “real property,” including residential, as well as commercial and industrial properties.

The following types of properties are not eligible for brownfields funding:

- facilities listed (or proposed for listing) on the National Priorities List (NPL);
- facilities subject to unilateral administrative orders, court orders, administrative orders on consent, or judicial consent decrees issued to or entered into by parties under CERCLA;
- facilities that are subject to the jurisdiction, custody, or control of the U.S. government.

More Info: <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-1>

<https://www.epa.gov/sites/production/files/2017-09/documents/epa-oblr-olem-17-07.pdf>

Brownfields Cleanup Grants - EPA

Description: Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. Three year performance period.

Deadline: usually in November

Amount: An eligible entity may apply for up to \$200,000 per site.

Funding to Intermediary:

Funding to Ultimate Recipient:

Match Amount: 20% cost share which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs (the match must equal 20 percent of the amount of funding provided by EPA and cannot include administrative costs). A cleanup grant applicant may request a waiver of the 20 percent cost share requirement based on hardship.

Who Must Apply: An applicant must own the site for which it is requesting funding at time of application.

- Nonprofit
- General Purpose Unit of Local Government.
- Land Clearance Authority
- Government Entity Created by State Legislature
- Regional Council
- Redevelopment Agency
- State
- Indian Tribe
- Alaska Native Regional Corporation

Possible Projects:

To be eligible for brownfields funding, sites must meet the definition of a brownfield.

The Brownfields Law defines a “Brownfield Site” as: “...real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.” Brownfield sites include all “real property,” including residential, as well as commercial and industrial properties.

The following types of properties are not eligible for brownfields funding:

- facilities listed (or proposed for listing) on the National Priorities List (NPL);
- facilities subject to unilateral administrative orders, court orders, administrative orders on consent, or judicial consent decrees issued to or entered into by parties under CERCLA;
- facilities that are subject to the jurisdiction, custody, or control of the U.S. government.

More Info: <https://www.epa.gov/brownfields/types-brownfields-grant-funding#tab-1>

<https://www.epa.gov/sites/production/files/2017-09/documents/epa-oblr-olem-17-09.pdf>

Federal Historic Preservation Tax Credits

In regards to our question about ownership change, Chris Johnston explained that for federal tax purposes, up to 1/3 of the building ownership can be transferred during the 5 year recapture period, without triggering a recapture. If more than 1/3 of the ownership interest is changed, then recapture of the federal credit is required of the credit taken. 20% of the recapture amounts expires each fiscal year from the date placed in service. She also said we can reach out with other specific questions if necessary.

HOPE VI Main Street Program - HUD

Description: The Main Street program seeks to rejuvenate older, downtown business districts while retaining the area's traditional and Historic character. To do this, the Main Street program provides assistance to smaller communities in the development of affordable housing that is undertaken in connection with a Main Street revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing.

Deadline: Last deadline listed was April 2016, no deadline was offered in 2017.

Amount: Up to the maximum \$500,000, the amount of the award will be based upon the Total Development Cost (TDC) of the number of affordable housing units that will be development through the grant.

Match Amount: This Program requires an applicant to leverage resources through cost sharing or matching as described below:

1. A match of firmly committed cash or in-kind property or services of at least five percent (5%) of the requested grant amount is statutorily required to be considered for an award. Match must be used only to carry out eligible activities

Who Must Apply: Only units of general local government are eligible to apply. The primary eligibility requirements are that the applicant:

- Be a local government (subdivision of a State or Territory);
- Have a population of 50,000 or less within its jurisdiction; and
- Have 100 or fewer physical public housing units within its jurisdiction.

Possible Projects: In general, the grant funds can be used to build new affordable housing or reconfigure obsolete or surplus commercial space (or extremely substandard, vacant housing) into affordable housing units. The grant funds cannot be used on general infrastructure or commercial development. The funds in the NOFA must be used to assist Units of Local Government that have existing Main Street area rejuvenation projects and have the population and public housing unit limits stated above. Main Street housing units must be affordable to the initial residents that occupy the Main Street housing project.

More Info: https://www.hud.gov/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet

Community Facilities Direct Loan and Grant Program – USDA

Description: This program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.

Deadline: Specific deadline not listed, but the program status is listed as open.

Type of Funding Available: Low interest direct loans, grants, or combination of the two.

Funding Priorities:

- Low-income communities having a median household income below 80% of the state nonmetropolitan median household income.
- Small communities with a population of 5,500 or less

Amount: Varies based on population of the community and MHI.

Match Amount: Varies based on population of the community and MHI.

Who Must Apply: Public bodies, community-based nonprofit corporations

Eligible Areas: Rural areas including cities, villages, townships and towns including Federally Recognized Tribal Lands with no more than 20,000 residents according to the latest U.S. Census Data are eligible for this program.

Possible Projects:

- Healthcare facilities such as hospitals, medical clinics, dental clinics, nursing homes or assisted living facilities
- Public facilities such as town halls, courthouses, airport hangars or street improvements
- Community support services such as child care centers, community centers, fairgrounds or transitional housing
- Public safety services such as fire departments, police stations, prisons, police vehicles, fire trucks, public works vehicles or equipment
- Educational services such as museums, libraries or private schools
- Utility services such as telemedicine or distance learning equipment
- Local food systems such as community gardens, food pantries, community kitchens, food banks, food hubs or greenhouses

More Info: <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Community Facilities Guaranteed Loan Program - USDA

Description: This program provides loan guarantees to eligible private lenders to help build essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the

Appendix

local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings.

Deadline: Specific deadline not listed, but the program status is listed as open.

Loan Terms:

- Maximum guarantee = 90% of the eligible loan
- One-time guarantee fee = 1% of principal loan amount times the % of guarantee
- Repayment term: useful life of the facility, state statute or 40 years, whichever is less and is negotiated between the lender/borrower, subject to USDA approval
- Interest rates: fixed or variable as negotiated between the lender/borrower, subject to USDA approval
- Loan note guarantee issued upon project completion/when conditions are met
- Combination of guaranteed loans, direct loans, grants and commercial financing may be used to finance one project if all eligibility and feasibility requirements are met
- Balloon payments and renewable notes are prohibited

Who Must Apply: Lenders must be an approved lender through this program and borrowers will ask private lender if they participate in the USDA Loan Guarantee Program.

Eligible Area: Rural areas including cities, villages, townships and towns including Federally Recognized Tribal Lands with no more than 20,000 residents according to the latest U.S. Census Data are eligible for this program.

Possible Projects:

Funds can be used to purchase, construct, and / or improve essential community facilities, purchase equipment and pay related project expenses. Examples:

- Healthcare facilities such as hospitals, medical clinics, dental clinics, nursing homes or assisted living facilities
- Public facilities such as town halls, courthouses, airport hangers or street improvements
- Community support services such as child care centers, community centers, fairgrounds or transitional housing
- Public safety services such as fire departments, police stations, prisons, police vehicles, fire trucks, public works vehicles or equipment
- Educational services such as museums, libraries or private schools
- Utility services such as telemedicine or distance learning equipment
- Local food systems such as community gardens, food pantries, community kitchens, food banks, food hubs or greenhouses

More Info: <https://www.rd.usda.gov/programs-services/community-facilities-guaranteed-loan-program>

Rural Community Development Initiative – USDA

- Main Street Iowa used RCDI to fund a project to assist 7 pilot communities in transitioning from saving and rehabbing a historic theater property to implementing a successful business development strategy.
 - Iowa's Best Practices document is saved in Dropbox\Marceline\Marceline Master Plan\Final Report\Research
 - It covers a variety of topics including audience development, fundraising, programming, volunteers etc. that help run a successful historic theater.

Other Programs

PACE

Description: Property Assessed Clean Energy (PACE) is a financing mechanism that allows property owners to fund energy efficiency improvements. PACE financing is a special assessment repaid on the annual property tax bill. The PACE financing model allows a residential property owner to overcome the barrier of not having access to up-front capital necessary to implement energy efficiency and renewable energy improvements.

Deadlines: N/A

Amount: N/A

Match Amount: N/A

Who must apply: PACE was authorized by state statute. It authorizes local governments to create or join clean energy development boards (also referred to as PACE districts) to offer this financing opportunity to property owners. Missouri counties, cities, and incorporated towns and villages have the opportunity to join one of Missouri's statewide clean energy districts and may do so by passing an ordinance formally adopting the PACE lending program.

Possible Projects:

More Info: Residents interested in knowing if their local government is a member of MCED, or interested in learning how to bring a local government into the district, should visit www.mced.mo.gov/member-communities.

Missouri Humanities Grants

Description: Missouri Humanities Council mini-grants fund projects up to \$2,500. Major grants fund projects \$2,501 and over, generally around \$10,000.

Deadlines: Applications for mini-grants are considered four times each year with the following deadlines: November 1, February 1, May 1, and August 1. Applications for major grants are considered twice each year with deadlines of April 1 and September 1.

Amount:

Match Amount:

Who must apply: All applicant organizations must be Missouri-based. Additionally, qualifying organizations and projects must meet one of the following criteria: non-profit status, civic-organization, educational organization, or cultural organization.

Possible Projects:

More Info: <http://www.mohumanities.org/to-engage/grants-2/#toggle-id-1>

Art Works Grant – Design – NEA

Description: Art Works is the National Endowment for the Arts' principal grants program. Through project-based funding, we support public engagement with, and access to, various forms of excellent art across the nation, the creation of art that meets the highest standards of excellence, learning in the arts at all stages of life, and the integration of the arts into the fabric of community life. Projects may be large or small, existing or new, and may take place in any part of the nation's 50 states, the District of Columbia, and U.S. territories.

Encourage applications for artistically excellent projects that:

- Celebrate America's creativity and cultural heritage.
- Invite a dialogue that fosters a mutual respect for the diverse beliefs and values of all persons and groups.
- Enrich our humanity by broadening our understanding of ourselves as individuals and as a society.

In addition to Design, this grant also offers funding for projects in these fields as well:

- Artist Communities
- Arts Education
- Dance
- Folk & Traditional Arts
- Literature
- Local Arts Agencies
- Media Arts
- Museums
- Music
- Musical Theater
- Opera
- Presenting & Multidisciplinary Works
- Theater
- Visual Arts

Deadline:

- First Deadline - February, outcome announced November, earliest projects can start in January.
- Second Deadline – July, outcome announced April, earliest projects can start in June.

Amount: \$10,000 to \$100,000, majority of grants given out are less than \$25,000

Match Amount: 50/50 match, match must be all nonfederal funds.

Who Must Apply: Non-profits, units of state or local government.

Eligible Area: All 50 U.S. states, District of Columbia and U.S. territories.

Possible Projects:

The Design program supports projects across a wide array of design types, in two main areas of work.

Projects that have a public benefit:

- Design competitions.
- Exhibitions, tours, publications, or websites that provide new insights about specific designed objects, places, or designers, or design thinking, history, or movements.
- Historic and community preservation projects that promote awareness of cultural and historic assets.
- Commissions and production of new work.
- Design or planning for new arts/cultural buildings, districts, neighborhoods, public spaces, or landscapes.
- Charrettes, outreach, or community workshops for new design projects.

Appendix

- Community-wide or neighborhood planning and design activities that promote economic and cultural vitality; involve community-based partnerships; and assist underserved communities or neighborhoods.
- Design exhibitions, residencies, and other activities in public spaces that are intended to foster community interaction and/or enhance the unique characteristics of a community.
- Adaptive reuse of historic properties for cultural and arts uses.
- Projects that utilize new media, technology, or new models to connect citizens or engage them in design projects.
- Design products, projects, or approaches that foster positive social impact/public interest design or employ universal design concepts, or foster design and science/technology collaborations.

Projects that advance or support the design field:

- Conferences, symposia, and other gatherings that promote innovation in design practice or education, universal design, science/technology collaborations with design, or the heritage and conservation of design.
- Workshops or residencies for designers.
- Documentation and preservation of historic design work.
- Design research or collaboration projects that examine current practice and propose design solutions for pressing problems.
- Design or planning for designer live/work spaces.
- Innovative technology projects or new media projects meant to advance the design field or design theory.
- Education, mentorship, apprenticeship, and outreach activities that teach design practices to American communities.
- Education initiatives that prepare designers for careers in the emerging fields of design.
- Innovative practices in design learning for Americans of all ages.
- Projects that support emerging fields of design, including social impact/public interest/human interest design; universal design; and the application of design thinking to science, health, education, and economic development.
- The development of plans for growth of the design sector in the local community.
- Innovative festivals, tours, or programming that raise awareness of design.

More Info: <https://www.arts.gov/grants-organizations/art-works/design>

Challenge America Grants – NEA

Description: All projects must extend the reach of the arts to populations that have limited access to the arts due to geography, ethnicity, economics, or disability. The involvement of experienced artists and arts professionals is essential.

Deadline: April, earliest projects can start is January

Amount: \$10,000

Match Amount: 50/50 match

Who Must Apply: non-profit organizations

Possible Projects:

Each applicant must present a straightforward project that reflects only one of the three project types below. Grants are available only for:

- Guest Artist project type, which refers to an arts event or events that will feature one or more guest artists.
- Cultural Tourism, specifically the unified promotion of community-wide arts activities and/or the development of cultural tourism products to enhance public engagement with arts and culture in communities and in cultural district
- Public Art Projects, community-based and professionally directed.

More Info: <https://www.arts.gov/grants-organizations/challenge-america/grant-program-description>

Our Town Grants - NEA

Description: The Our Town grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and resilient places – achieving these community goals through strategies that incorporate arts, culture, and/or design.

Deadline: September, outcome announced April, earliest projects can start is August

Amount:

- Arts Engagement, Cultural Planning and Design Project - \$25,000 to \$200,000. Must request in \$25,000 increments.
- Projects that Build Knowledge About Creative Placemaking - \$25,000 to \$100,000. Must be requested in \$25,000 increments

Match Amount: 50/50 match, may be all cash or combo of cash and in-kind, match must be nonfederal money

Who Must Apply:

Arts Engagement, Cultural Planning, and Design Project:

All applications require partnerships that involve at least two primary partners as defined by these guidelines: a nonprofit organization and a local governmental entity. One of the two primary partners must be a cultural (arts or design) organization. Additional partners are encouraged.

One of the two primary partners must act as the official applicant (lead applicant). This lead applicant must meet the eligibility requirements, submit the application, and assume full responsibility for the grant.

- Eligible lead applicants are:

- Nonprofit tax-exempt 501(c)(3) U.S. organizations with a documented three-year history of programming.

Local governments. For the purposes of these guidelines, local governments are defined as counties, parishes, cities, towns, villages, or federally recognized tribal governments. Local arts agencies or other departments, agencies, or entities within an eligible local government may submit the application on behalf of that local government. The following do not qualify as local governments: state level government agencies, other state-designated entities, state higher education institutions, regional governments and entities, quasi-government organizations, regional planning organizations, and business improvement districts.

Projects that Build Knowledge About Creative Placemaking:

Organizations that may apply include:

- Arts and design organizations that provide services to the field.
- National and regional place-based industry or university-based organizations that provide technical assistance to those doing place-based economic and/or community development work. This may include housing, transportation, public safety, public health, and economic development organizations who wish to engage in creative placemaking activities.

An art-based membership organization must have a place-based knowledge consultant/organization/partner identified at the time of application, or a place-based membership organization must have an arts-based knowledge consultant/organization/partner.

Possible Projects: Our Town offers support for projects in two areas:

- Arts Engagement, Cultural Planning, and Design Projects. These projects represent the distinct character and quality of their communities. These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization.
- Projects that Build Knowledge About Creative Placemaking. These projects are available to arts and design service organizations, and industry, policy, or university organizations that provide technical assistance to those doing place-based work.

More Info: <https://www.arts.gov/grants-organizations/our-town/introduction>

Annual and Express Grants – Missouri Arts Council

Description: Grants that meet MAC's strategic goals:

- Engage people in meaningful arts experiences
- Grow Missouri's economy using the arts
- Strengthen Missouri education through the arts

MAC awards grants to organizations to stimulate the growth, development, and appreciation of the arts in Missouri.

Express grants offer smaller funding amounts, a simpler application, and quicker response. This is designed for small projects, unexpected projects, one-time projects, and those that missed the annual deadline.

Annual grants offer larger funding amounts with a more extensive application and process. This is designed for larger projects, repeating projects, or operating support in certain cases.

Deadline:

Express Grants - are accepted by the first Monday of each month for projects taking place at least two months after the deadline month (i.e., first Monday in January for projects taking place in March).

Applications are accepted earlier.

Annual application deadlines (submitted online):

Annual Discipline Draft Application Last Monday in January

Annual Discipline Final Application – For FY2019 only March 12; Normally Last Monday in Feb.

Off Year Application – For FY2019 only March 12; Normally Last Monday in February

Amount:

Express Grants - \$300-\$3,000 depending on type.

Annual Grants - \$1,500 - \$300,000 depending on type and applicant.

Appendix

Match Amount: 50/50 match

Who Must Apply: tax exempt 501(c)3 or unit of federal or local government such as a school, university, library, or county agency.

Eligible Area: Missouri

Possible Projects: MAC funds projects with an artistic component that are open to the public. Funds may be used for artist fees, artist travel expenses, marketing the arts event, project-related educational materials, and more.

A project can include the following:

- Performance of dance, music, opera, and/or theater (single performance or series)
- Arts festival or arts component at festival or county fair
- Literary journal publication
- Exhibition or exhibition series
- Film festival, film series, or production of media arts project
- Artist residencies (Arts Education)
- Educational programs

More Info: <https://www.missouriartscommission.org/grants/>

BNSF Railway Grants

Description: The Foundation is dedicated to supporting the communities we serve and in which our employees live, work, and volunteer. Your organization, or program, should exist in or serve a community near one of BNSF's rail lines to be eligible to apply for grants.

Deadline: No deadline, Grant Review Team meets monthly. Decision on application could anywhere from 3 months to one year.

Amount: No limit but awards typically fall within \$1,000 to \$10,000 range.

Match Amount: Not specified

Who Must Apply: non-profits or division of local government

Eligible Area: BNSF Railway service community.

Possible Projects:

Funding requests that clearly fall within one or more of the following categories:

- Civic services including organizations which are concerned with the environment, as well as local community issues such as crime prevention, parks and recreation, diversity and community development.
- Cultural organizations that include performing, visual, and fine arts, museums and other related activities that offer opportunities for underserved children to experience cultural learning events, or preserve their cultural heritage.
- Educational institutions, both public and private, primarily at the college level. Grants of an exceptional nature may be made to vocational and non-college schools. Preferably, contributions will be directed toward the improvement of the quality of education. Ordinarily, grants will not be made to finance the expansion of a student body or the payment of scholarships. (BNSF's scholarship programs, as well as the Employee Matching Gift Program, are governed by separate policies.)
- Health and Human Service organizations such as YMCA/YWCA, programs that address chemical dependency treatment and prevention, spouse and child abuse, women's and children's aid and transitional shelters. This category also includes hospitals and medical programs.
- Youth organizations such as Boys & Girls Clubs, Camp Fire, Scouts, Junior Achievement and similar groups.

More Info: <http://www.bnsffoundation.org/programs/>

Community Impact Grants – Home Depot

Description: The Home Depot Foundation offers grant awards organizations that are using the power of volunteers to improve the community.

Deadline: Open through December 31, 2018. Notified of decision within 4-6 weeks of online submission.

Amount: up to \$5,000 in Home Depot gift cards for purchase of tools, materials, or services.

Match Amount: N/A

Who Must Apply: 501c designated organizations in good standing with IRS and tax-exempt public service agencies in the US

Possible Projects:

- POPULATION SERVED
 - We focus on serving veterans within local communities. Does your project benefit an individual, veteran family, or community of veterans? If not, is your organization providing support for diverse and underserved communities?
- VOLUNTEER DRIVEN

- We feel strongly about empowering people to serve and give back to their community. How is your organization engaging the local community to better serve veterans in your community? Is your project volunteer friendly whereby you can engage people of all skill levels?

- IMPACT

- We engage organizations that are making a strong and lasting impact to their community. Will this project require continued support in the future? Is your organization prepared to continue with ongoing support as needed? How will you measure the impact and outcomes of this project?

- SAFETY

- Is your organization focused on ensuring ADA compliance and safety regulations are maintained? Whether your project involves community buildings, living facilities or individual homes this is the number one priority when it comes to rehabilitation or construction projects. Does your organization have policies in place to ensure volunteers are safe?

More Info: <https://corporate.homedepot.com/grants/community-impact-grants>

League of Historic American Theatres (LHAT)

- Historic Theatre Rescue, Restoration, Rehabilitation and Adaptive Reuse Manual
 - Includes information on many topics involved in rehabilitation of a theater including financing, gathering local support, branding and more.
- They host regional and national conferences on the topic of historic theaters.
- Member benefits include discounted conference registration, access to the LHAT-CHAT forum, and access to the Historic Theatres Insurance program.
- Members at the theater level have access to the Peer Advisory Review program.
 - Through the program, LHAT staff assist members with specific, definable issues encountered in the restoration and operation of historic theaters through the help of other qualified professionals.

Website: <http://www.lhat.org/home>

Theatre Historical Society of America

Website: <https://historictheatres.org/>

Cynthia Woods Mitchell Fund – National Trust

- Assists in the preservation, restoration, and interpretation of historic interiors.
- Funding ranges from \$2,500 to \$15,000.
- 50/50 match required
 - Only cash match eligible, in-kind is not eligible for match.
 - Other funding from the National Trust may not be used to match a Mitchell Fund grant.
- Applications due in 2018 on March 1st – awardees receive notification in July
- Only Organizational Level Forum members or Main Street America members of the National Trust are eligible to apply for funding from the Cynthia Woods Mitchell Fund for Historic Interiors.
- Stipulations:
 - Public agencies and nonprofit organizations are eligible. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark.
 - Applicants that have received previous National Trust financial assistance are eligible provided that all grant requirements are current.
 - Only one grant will be awarded per organization in any grant round. Only one grant will be awarded for a particular project phase.
- Eligible Activities:
 - Obtaining professional expertise in areas such as architecture, planning, paint analysis, archeology, or graphic design
 - Hiring a preservation architect to create an interior restoration plan
 - Hiring a consultant to develop a conservation plan for an interior's textiles
 - Producing a historic furnishings plan
 - Sponsoring a workshop on the preservation of historic interiors
 - Restoration, rehabilitation, stabilization, and preservation of designated historic interiors, including bricks-and-mortar interior construction
- Ineligible Activities:
 - Academic research

Appendix

- Fundraising-related activities
- Projects focused on the building's exterior
- Eligible Expenses:
 - Fees for consultant services
 - Speaker/faculty costs (honoraria, travel, and lodging), room rental for conferences
 - Mailing costs for distribution of materials
 - Web site development
 - Materials and services such as printing, photographs, telephone, and supplies. With the exception of publications projects, these costs may not exceed 10 percent of the project budget.
- Ineligible Expenses:
 - Staff or faculty salaries
 - Organizational overhead costs
 - Catering, food and beverage, entertainment
 - Expenses incurred prior to award date

More information: <http://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/cynthia-woods-mitchell-fund>

Johanna Favrot Grant – National Trust

- Aims to save historic environments in order to foster an appreciation of our nation's diverse cultural heritage and to preserve and revitalize the livability of the nation's communities.
- Funding ranges from \$2,500 to \$15,000.
- Applications due in 2018 on March 1st – awardees receive notification in July
- Only open to Organizational Level Forum members or Main Street America members of the National Trust.
- Stipulations:
 - Public agencies and nonprofit organizations are eligible. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark.
 - Applicants that have received previous National Trust financial assistance are eligible provided that all grant requirements are current.
 - Only one grant will be awarded per organization in any grant round. Only one grant will be awarded for a particular project phase.
- 50/50 match required
 - Only cash match eligible, in-kind is not eligible for match.
 - Other funding from the National Trust may not be used to match a Favrot Fund grant.
- Eligible Activities
 - Obtaining the services of consultants with expertise in areas such as architecture, planning, economics, archeology, fundraising, media relations, education or graphic design
 - Obtaining professional advice to strengthen management capabilities
 - Designing, producing and marketing print and video communications materials
 - Sponsoring preservation conferences and workshops
 - Designing and implementing innovative preservation and education programs
 - Restoration, rehabilitation, stabilization, and preservation of designated historic sites and structures, including bricks-and-mortar construction
 - Restoration, rehabilitation, stabilization, and preservation of archaeological sites or cultural landscapes
- Ineligible Activities
 - Academic research
 - Historic resource surveys to create inventories or to list resources in the National Register
- Eligible Expenses
 - Fees for consultant services
 - Speaker/faculty costs (honoraria, travel, and lodging), room rental for conferences
 - Mailing costs for distribution of materials
 - Web site development
 - Materials and services such as printing, photographs, telephone, and supplies. With the exception of publications projects, these costs may not exceed 10 percent of the project budget.
 - Construction or other capital improvement costs
- Ineligible Expenses
 - Staff or faculty salaries
 - Organizational overhead costs

- Catering, food and beverage, entertainment
- Expenses incurred prior to award date

More information: <http://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/favrot-fund>

Hart Family Fund for Small Towns – National Trust

- Intended to encourage preservation at the local level by providing seed money for preservation projects in small towns (10,000 or less).
- Funding ranges from \$2,500 to \$15,000.
- Application deadline for 2018 is May 1st.
- Only Organizational Level Forum members or Main Street America members of the National Trust are eligible to apply for funding from the Hart Family Fund for Small Towns.
- Stipulations:
 - Public agencies and nonprofit organizations in towns with a population of 10,000 or less are eligible.
 - Applicants that have received previous National Trust financial assistance are eligible provided that all grant requirements are current.
 - Only one grant will be awarded per organization in any grant round. Only one grant will be awarded for a particular project phase.
- 50/50 match required
 - Only cash match eligible, in-kind is not eligible for match.
 - Other funding from the National Trust may not be used to match a Hart Fund grant.
- Eligible Activities
 - Hart Family Fund for Small Towns grants are awarded for planning activities and education efforts focused on preservation.
 - Planning: Support for obtaining professional expertise in areas such as architecture, archaeology, engineering, preservation planning, land-use planning, and law. Eligible planning activities include, but are not limited to:
 - Hiring a preservation architect or landscape architect to produce a historic structure report or historic landscape master plan
 - Hiring a preservation planner to produce design guidelines for a historic district
 - Hiring a real estate development consultant to produce an economic feasibility study for the reuse of a threatened structure
 - Sponsoring a community forum to develop a shared vision for the future of a historic neighborhood
 - Education and Outreach: Support for preservation education activities aimed at the public. The National Trust is particularly interested in programs aimed at reaching new audiences. Funding will be provided to projects that:
 - Employ innovative techniques and formats aimed at introducing new audiences to the preservation movement
- Ineligible Activities
 - Building or other construction activities
 - Academic research
 - Acquisition of real property or objects
 - Historic resource surveys to create inventories or to list resources in the National Register
 - General support for conferences
 - Organizational capacity building activities unless pre-approved by the National Trust
- Eligible Expenses
 - Fees for consultant services
 - Speaker fees/faculty costs for educational programs and conference sessions
 - Mailing costs for distribution of materials
 - The development of materials for education and outreach campaigns
 - Materials and services such as printing, photographs, telephone, and supplies. With the exception of publications projects, these costs may not exceed 10 percent of the project budget.
- Ineligible Expenses
 - Staff or faculty salaries
 - Organizational overhead costs
 - Catering, food and beverage, entertainment
 - Construction or other capital improvement costs

Appendix

- Expenses incurred prior to award date

More information: <http://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/hart-family-fund>

J.E. and L.E. Mabee Foundation

- The Mabee Foundation geographical area of giving includes only the states of Arkansas, Kansas, Missouri, New Mexico, Oklahoma, and Texas.
- John E. and Lottie E. Mabee were natives of Missouri.
- The general objectives and purposes of the Mabee Foundation are to assist religious, charitable and educational organizations. It is a broad-based foundation.
- Most of the Mabee Foundation grants are made toward building and facility construction and renovation projects and to the purchase of major medical equipment.
- No theater organizations were specifically listed on the 990 as grantees however, a few arts organizations were listed.

Application Requirements: <http://www.mabefoundation.com/policies.htm>

Matching Funds: There are no strict matching fund rule, however, the general philosophy of the Foundation has been to help those who help themselves and to encourage additional gift support. Accordingly, the lower percent of the total project cost being the subject of a challenge grant is a positive factor.

Deadline: Application may be submitted at any time throughout the year. The Foundation Trustees meet four times a year (January, April, July and October) to decide on grants. An application must be received on or before the first work day of the month preceding a meeting date to be considered at such meeting date.

Notification: within a week of the Trustee's meeting

Website: <http://www.mabefoundation.com/>

Save America's Treasures – NPS

- Description: SAT grants provide preservation and/or conservation assistance to nationally significant historic properties and collections.
 - I think the argument could be made for the theater as a nationally significant historic property. It must be listed on the National Register at the national level of significance to qualify for this grant.
- Deadline: February 21, 2018
- Amount: Minimum \$125,000 and maximum \$500,000 federal share
- Match Amount: 50/50, non-federal, cash or documented in-kind
- Who Must Apply: Nonprofit, tax-exempt 501(c), U.S. organizations, Units of state or local government
- Possible Projects: This program funds preservation and/or conservation work on nationally significant historic collections and properties. All projects must be nationally significant. This means that the proposed grant project concerns resources that are:
 - listed as a National Historic Landmark; or
 - listed in the National Register of Historic Places at the national level of significance

More Info: <https://www.nps.gov/preservation-grants/sat/>

Preservation Easement Donation

- A preservation easement is a legal agreement that assigns a qualified nonprofit organization the right to review and approve alterations to a property for the purpose of preserving it in perpetuity. The donation of a preservation easement may be eligible for a one-time charitable federal income tax deduction, which is based on the appraised value of the preservation easement. To be eligible for the deduction, the property must be a certified historic structure either listed in the National Register of Historic Places individually or contributing to a NR district.
- Generally protects all exterior elevations of a structure.
- The owner further agree to obtain the approval of the easement-holding organization before making alterations to these property.
- Because the easement lasts in perpetuity, it binds future owners of the property as well.
- Recognizing that the story of America's heritage is largely told through its architectural legacy, Congress passed legislation in 1980 to provide a federal income tax deduction to owners of historic properties who donate preservation easements to qualified organizations. (Congress reaffirmed the preservation easement program in 2006.)

<http://www.landmarks.org/preservation-programs/preservation-easements/>

Qualified organizations may include governmental units, charities that receive a substantial part of their support from

governmental units or from public contributions, publicly supported charities, or charities that meet the requirements of §509(a)(3) and are controlled by qualified organizations.

<https://www.nps.gov/tps/tax-incentives/taxdocs/easements-historic-properties.pdf>

<http://forum.savingplaces.org/learn/fundamentals/preservation-law/easements>

New Mexico Historic Theaters Initiative

<https://gonm.biz/community-development/historic-movie-houses-plazas/>