



Downtown Sioux Falls Strategic Plan





Executive Summary

Vision Statement

Downtown Sioux Falls is the heart of our city and belongs to everyone, resident and visitor. Our goal is to make downtown a place for anyone or everyone to work, live, shop, eat, visit, enjoy and experience the arts, culture and other festivals in a manner that is family friendly and environmentally sensitive.

Priorities

1. Develop downtown as a destination center with historical significance, unique features and attractions
2. Develop a comprehensive development approach with specific emphasis on the north end and east bank
3. Improve retail, restaurant, and general business attraction and development.
4. Increase and promote parking availability
5. Continuously improve traffic access, egress and flow
6. Complete the river greenway and remove the river ramp
7. Add 1000 residential units
8. Significantly improve marketing and promotion of downtown through multiple mediums

Timeline

July 1, 2008 – Strategic Planning Kickoff

Summer-Autumn 2008 – Committees develop strategic plans; strategic plan surveys collected

January 8, 2009 – Strategic Planning Open House

February 12, 2009 – Presentation of Strategic Plan at DTSF Annual Meeting

2011 – 3-year Strategic Plan priorities re-evaluated





Board of Directors

The Downtown Sioux Falls Board of Directors leads the organization and sets the path for the organization's future. DTSF employees answer and report to the Executive Director; and the Executive Director in turn answers and reports to the Board. The Board acts and governs the organization as one body. Individual members of the Board have no authority or power to govern the organization or to manage or direct staff alone, but only as a whole group.

Meets the fourth Tuesday of every month at 4:00 p.m.

Bill Peterson, President

Larry Rehfeld, Vice President

Scott Gullickson, Secretary

Dave Bangasser, Past President

Robert Baker

Paula Brown

Scott Christensen

Mike Cooper

Matt Gabbert

Jeff Hazard

Grant Houwman

Lori Jensen

Elizabeth Lewis

Michael Ness

Terri Schuver

Goal 1

Create a subcommittee to review the Articles of Incorporation and Bylaws and make recommendations to the Board of Directors for updates

Action Points and Considerations:

- Create subcommittee containing 3-4 board members and a staff liaison
- Create a list of amendments for board consideration
- Officer extended term limits
- Other goal accomplishments may require by-law and or AOI changes

Goal 2

Formalize process for new board members and officers

Action Points and Considerations:

- Executive Committee to create policy adopted by the board
- Board and officer nominations from the board
- Timelines for solicitation and board approval





Board of Directors

Goal 3

Create subcommittee to consider the Business Improvement District time limits and amount

Action Points and Considerations:

- Committee should include board members, staff, city liaisons, property owners
- Full board considerations prior to 2010 BID renewal
- BID timeline considerations
- Additional services
- BID amount
- BID member communication

Goal 4

Create a Past Presidents Council

Action Points and Considerations:

- Significant experience is lost when past presidents leave the board
- Bi Annual meeting of the Council to advise the Executive Committee on topics as determined by the Executive Committee
- Council will increase long term involvement and retain knowledge base

Goal 5

Support committee goals in terms of budgeting, staff and other resources

Action Points and Considerations:

- Annual review of each committee's goals should be undertaken by the BOD
- Each committee should submit requests to the BOD for admission into the budget
- Budget Committee

Goal 6

Review of staff positions, salaries, benefits, titles and long terms staffing needs

Action Points and Considerations:

- Review the Staff Handbook
- Create succession planning
- Long term staffing needs assessment
- Staff education opportunities
- Staff cross training





Board of Directors

Goal 7

Creation of a new committee to increase participation within the organization

Action Points and Considerations:

- DTSF's strength comes from our volunteer base
- Weekly requests for involvement are received
- Starting point for other committees and board involvement
- Role and frequency of committee

Goal 8

Seek new and long term funding (self funding)

Action Points and Considerations:

- Self sufficient funding activities
- Fee for services versus subsidy from the City
- Endowment potential
- Identify other potential income resources

Goal 9

Create Board packets with defined Board requirements

Action Points and Considerations:

- Board participation with committees and events
- Subcommittees and Strategic Planning Goals leadership
- Ethics statement
- Time requirements and meeting dates

Goal 10

Create subcommittee to review membership

Action Points and Considerations:

- Membership levels
- Membership benefits
- Membership amounts
- Membership drive (time of year and logistics)
- Relationship to Business Improvement District

Goal 11

Committee role and mission statements

Action Points and Considerations:

- Committee input
- Board review and authorization
- Changing and modify existing committees roles
- Committee member obligations

Goal 12

Increase qualitative and quantitative member benefits

Action Points and Considerations:

- Additional member benefits and services
- Advertising (brand and joint venture)
- Additional services available
- Website exposure





Board of Directors

Goal 13

Formalized connection to city council, mayor's office, Chamber of Commerce

Action Points and Considerations:

- Replacement of existing Ex Officios with new representation
- Mayor's office
- City Council
- Chamber of Commerce/Development Foundation/Forward Sioux Falls

Goal 14

Dedicated police liaison

Action Points and Considerations:

- In-depth understanding of Downtown issues
- Event coordination
- Foot patrol

Goal 15

Increase Committee Communication

Action Points and Considerations:

- Board/Staff updates to each committee about other committee activities
- More frequent gatherings of entire membership and committees
- Committee update section via the DTSF website
- Board liaisons to each committee

Goal 16

Reformat Board Meetings and Agendas

Action Points and Considerations:

- Written Committee reports
- Written Financial reports
- Verbal goal updates reports and discussion
- Verbal subcommittee and task force reports

Goal 17

Empower the Development Committee to create a Downtown Master Plan

Action Points and Considerations:

- Consider funding options
- Scope and desired outcomes from the plan
- Task force with full representation
- Stakeholder commitments





DEDIF

Downtown Economic Development Incentive Fund

The DEDIF Committee is charged with effectively managing and funding the Downtown Economic Development Incentive Fund (DEDIF) for its long term preservation and growth, and make loans that maximize its positive impact on the Downtown Economy for the Board of Directors. DEDIF offers two different loan programs. The first is a revolving loan fund Main Street uses to provide project gap financing to downtown small businesses to help them start-up or expand. DEDIF can fund up to 50% of a project with a maximum of \$50,000 per loan. DEDIF loans have a competitive interest rate and a flexible repayment schedule. The second is a Micro Loan Program offering smaller loans up to \$5,000 with a simplified approval process. The DEDIF Committee manages the fund and serves as the Credit Committee, making loan recommendations to the Board of Directors.

Meets the third Wednesday of every month at 7:30 a.m.

Matt Gabbert, Chair

Bill Baker

Robert Baker

Randy Bartunek

Erica Beck

Scott Christensen

Dave Derner

Jason Herrboldt

Chuck Hughes

Bryan Ingalls

Dave Kroll

Ben Kyte

Trina Lyons

Matt McCaulley

Matt Smith

Goal 1

Review Articles of Incorporation and By-Laws for updates

Action Points and Considerations:

- Create subcommittee to review the AOI and By-Laws
- Make recommendations for Committee and Board to adopt
- Consider implication on other DEDIF and DTSF goals

Goal 2

Insure all investor capital is returned

Action Points and Considerations:

- Repayments are nearly due
- Insure access to capital to repay obligations
- Show appreciation for capitalization





DEDIF

Downtown Economic Development Incentive Fund

Goal 3

Access to Capital

Action Points and Considerations:

- Review agreement with Citi, especially as it relates to timelines
- Identify other potential sources of capital

Goal 4

Review Loan Limits and Interest Rate

Action Points and Considerations:

- Consider loan amounts and access to capital
- Consider changing the interest rate to suite the current economic environment

Goal 5

Work with the BOD to establish the mission and role of the Committee

Action Points and Considerations:

- May require additional Committee members
- May require a broader cross section of Committee members

Goal 6

Work with the Development Committee to Strategize Incentives needed to accomplish their goals

Action Points and Considerations:

- Research and consider potential incentives for:
 - Retail Development
 - Public and Private Parking
 - Residential Development
 - Greenway Development

Goal 7

Provide Educational Seminars

Action Points and Considerations:

- Reach out to Retail Committees on topics of concern
- Develop seminars and materials to assist downtown business

Goal 8

Continually seek outreach opportunities

Action Points and Considerations:

- Increased website exposure
- DEDIF materials available via the DTSF website
- Informational packets and handouts distributed to commercial lenders





Central Retail Committee

This committee's motto is "Working together to promote retail in downtown Sioux Falls." All downtown retailers are invited and encouraged to participate. Retail Committee leads projects such as Crazy Days, Downtown Holidays, Harvest Festival, the Gift Basket Program, First Fridays, special group advertising and promotions and more.

Meets the second Tuesday of every month at 8:30 a.m.

Annie Bechtold
Paula Bosch
Jerry Bowman
Linda Boyd
Jeremy Brech
Jenny Cook
Jim Coppock
Paul Curtin
Jeff Danz
Michelle Dill
Deann Echols
Melanie Erickson
Stacie Fletcher
Vickie Goodwin
Julie Grossman
Josh Holtman
Jill Hunter
Lori Jensen
Steve Jervik

Kristin Johnson
Karen Johnson
Sandy Kant
Tim Kant
Deb Klebanoff
Elaine Koch
Glen Koch
Doug Kooiker
Angie Kosirog
Shantel Krebs
Juanita Larson
Doug Lather
Laurel Lather
Steve Mahlstedt
Leah Moller
Colette Munce
Dick Murphy
Shannon Muser-Schumacher

Shelby Nelson
Sharon Nelson
Susanne Nester
Jane Newman
Joni Persing
Larry Rehfeld
Sharon Rons
Jen Rothenbuehler
Susan Scott
Natayla Skots
Kris Stanton
Matt Tobin
Tara Tobin
Todd Vansickler
Amy Warren
Linda Watts
Jaime Wilson
Baron Wolfgang
Jayme Zea





Central Retail Committee

Goal 1

Quarterly Retail Meetings Downtown Wide

Action Points and Considerations:

- Revolving location
- Related issues
 - Hours
 - Promotions
 - First Fridays
 - Advertising
 - Crazy Days

Goal 2

Information Sharing and Dissemination

Action Points and Considerations:

- Progressive tours
- Comprehensive with advanced planning
- Cross promotion of retail, restaurant and tourist attractions
- More communication from DTSF
 - Website
 - Emails
 - Weekly newsletters
 - Issue management

Goal 3

More Downtown Advertising and Coop Opportunities

Action Points and Considerations:

- DTSF facilitate advertising opportunities
- Emphasis on print and radio
- DTSF to focus brand marketing on TV
- Cost effective, rate negotiation
- Retail subcommittee to look at Marketing Committee results

Goal 4

Sioux Falls Focused Outreach

Action Points and Considerations:

- Marketing plan to focus on Sioux Falls
- Hotel and tourist attractions not downtown
- Car rental information





Central Retail Committee

Goal 5

Increased Committee Participation

Action Points and Considerations:

- Neighborly reminders
- Retail and restaurants
- Concise agendas
- Meeting goals and objectives
- Agendas sent prior to meetings

Goal 6

Retail Centered Events and Promotions

Action Points and Considerations:

- Increase awareness and participation in First Fridays
- Events that focus on shoppers
- No or minimal street closures for new events

Goal 7

New Retailer Packets and Outreach

Action Points and Considerations

- Retail and restaurant ambassadors
- Peer connections and invitations
- Member benefits
- Committee information and purpose

Goal 8

Increased DTSF Website Presence

Action Points and Considerations:

- Higher visibility for retail and restaurants
- More information and pictures for each establishment
- Business controlled content

Goal 9

Informational/Educational Portion of Retail Meetings

Action Points and Considerations:

- Topic solicitation from committee members
- Marketing
- Financial seminars
- Human Resources





Eastbank Retail Committee

This committee's mission statement is to be a premier retail, dining and office location in an artistic and historic setting offering original and unique dining and shopping experiences to visitors and residents of Sioux Falls. Goals of this group include: to heighten the awareness of this downtown neighborhood to the general public, residents and businesses by clarifying the concept of the Eastbank neighborhood as it relates to Phillips Avenue, Uptown and other downtown neighborhoods, Eastbank Block Parties, First Fridays, downtown Holidays and more.

The committee meets the third Thursday of each month at 8:30 a.m.

Terri Schuver, Chair

Sanaa Abourezk

Tove Bormes

Linda Dill

Cindy Evans

Julie Hager

Jerry Hauck

Mitchell Jackson

Lisa Jones

Cena Keller

Jo Kelling

Penny Klindedinst

Kristina Kuehn

Marianne Larsen

Mary Luce

Leslee Lund

Jessica Meinerts

Sharon Nelson

Barbara Riley

Jo Schallenkamp

Al Schoeneman

Steve Tinklenberg

Jae Woo

Carol Wright





Eastbank Retail Committee

Goal 1

Quarterly Retail Meetings Downtown Wide

Action Points and Considerations:

- Revolving location
- Related issues
 - Hours
 - Promotions
 - First Fridays
 - Advertising
 - Crazy Days

Goal 2

Information Sharing and Dissemination

Action Points and Considerations:

- Progressive tours
- Cross promotion of retail, restaurant and tourist attractions
- More communication from DTSF
 - Website
 - Emails
 - Weekly newsletters
 - Issue management

Goal 3

More Downtown Advertising and Coop Opportunities

Action Points and Considerations:

DTSF facilitate advertising opportunities:

- Emphasis on print and radio
- DTSF to focus brand marketing on TV
- Cost effective, rate negotiation

Goal 4

Sioux Falls Focused Outreach

Action Points and Considerations:

- Marketing plan to focus on Sioux Falls
- Hotel and tourist attractions not downtown
- Car rental information

Goal 5

Increased Committee Participation

Action Points and Considerations:

- Neighborly reminders
- Retail and restaurants
- Concise agendas





Eastbank Retail Committee

Goal 6

Retail Centered Events and Promotions

Action Points and Considerations:

- Increase awareness and participation in First Fridays
- Events that focus on shoppers
- No or minimal street closures for new events

Goal 7

New Retailer Packets and Outreach

Action Points and Considerations:

- Retail and restaurant ambassadors
- Peer connections and invitations

Goal 8

Increased DTSF Website Presence

Action Points and Considerations:

- Higher visibility for retail and restaurants
- More information and pictures for each establishment
- Business controlled content

Updates from other committees and staff on other high priority topics, including:

- Trolley route (Staff)
- Way finding and Signage (Design Committee)
- Beautification projects (Design Committee)





Communications and Marketing Committee

The Marketing and Communications Committee works to build a public awareness image for downtown Sioux Falls and its businesses through a number of marketing activities. The committee plans and implements a two-part marketing plan. The External Marketing Plan focuses on promoting downtown and downtown businesses and attractions, with separate strategies for two distinct groups: residents (regional/local) and visitors (tourism). The Internal Marketing Plan is focused on promoting the DTSF organization and brand to supporters, potential supporters, downtown businesses and prospective downtown businesses.

Meets the second Monday of every month at 4:00 pm.

Kenyon Gleason

Deana Larson

Eric Raasch

Paul TenHaken

Goal 1

New DTSF Website

Action Points and Considerations:

- Higher degree of staff control
- Other organizations ability to update
- More news and information sharing
- Cost effective micro sites for members
- High visibility for retail and restaurants
- Relationship to brand marketing
- Prominent retail and dining sections

Goal 2

Comprehensive Downtown Marketing Plan

Action Points and Considerations:

- Long and short term goals
- Downtown wide inclusion
- Louder voice on downtown issues
- Greater information sharing
- Immediate focus on Sioux Falls
- DTSF logo inclusion into multiple media outlets

Goal 3

Create More Coop Opportunities

Action Points and Considerations:

- Focus on print and radio
- Cost effective
- Increased downtown brand





Communications and Marketing Committee

Goal 4

Strategically Increase Size of the Committee

Action Points and Considerations:

- Approximately 6-7 members
- Increase spectrum of knowledge

Goal 5

Self Funding Marketing Opportunities

Action Points and Considerations:

- Creating marketing opportunities that are self sustaining
- Build strategic relationships with media outlets

Goal 6

Mobile and Electronic Marketing

Action Points and Considerations:

- Be aware of new technology based marketing mediums
- Phone
- Email
- Web

- Facebook
- MySpace

Goal 7

Relationship with an Advertising Agency

Action Points and Considerations:

- Build a closer relationship for brand consistency

Goal 8

Consider a Subcommittee of all Interested Media Outlets

Action Points and Considerations:

- Base of support and ideas
- Decision making component lies with the smaller committee
- Outlet for information
- Solicitation of proposals





Design Committee

This committee is made up of architects, designers, artists, etc. who are dedicated to creating an attractive, coordinated and quality visual image of downtown by capitalizing on its unique assets and heritage. They protect the historic beauty of downtown and work to further position downtown Sioux Falls as the regional center for the arts.

Meets the third Tuesday of every month at noon.

Chad Kucker, Chair

Erica Beck

Dick Dempster

Jeff Hazard

Ryan Kranz

Merideth Larson

Leane Liddiard

Bob Natz

Keith Neuharth

Elizabeth Obaka

Brent O'Neil

Kyle Raph

Chris Schiltz

Ward Whitwam





Design Committee

Goal 1

Updated Design Guidelines

Action Points and Considerations:

- Relationship to master planning and 2015 update
- Anticipate future issues
- Formalize updates

Goal 2

Project Review Formality

Action Points and Considerations:

- Formal City relationship
- Ability to do more than make recommendations
- Application process

Goal 3

Signage Review

Action Points and Considerations:

- Formal process
- Packet of information to requesting businesses
- Packet of information for sign companies
- Parameters of internal staff approval (City Planning/DTSF)

Goal 4

Façade Easement Applications

Action Points and Considerations:

Formal recommendations from the committee

Goal 5

Support Master Planning and 2015 Updates

Goal 6

Additional Liaisons

Action Points and Considerations:

- City staff
- Planning Commission
- Historic Preservation Committee





Downtown Development Committee

Sioux Falls' downtown is a visible indicator of the city's economic and social health. It is a valuable asset in the effort to recruit and retain business and industry, sustain residential growth, and expand tourism. The Development Committee will work to ensure a stable and growing Sioux Falls by monitoring developments, facilitating cohesive and sustainable growth, evaluating needs, and proposing actions in the downtown area that further the physical, economic and social development of all Sioux Falls. This committee works to position downtown as an exciting and attractive place to locate a business. They implement strategies to recruit new businesses to downtown and retain those businesses already here. The committee also takes a leadership or participatory role in focused downtown economic development initiatives and projects.

Meets the first Thursday of every month at 8:30 a.m.

Bill Peterson, Chair

Bill Baker

Dave Bangasser

Erica Beck

Dean Buckneberg

Mike Cooper

Mike Crane

Jim Dunham

Don Dunham

Tom Everist

Jeff Hazard

John Henkhaus

Joe Henkin

Dan Hindbjorgen

Sarah Jennings

Phil Johnson

Laurie Knutson

Kelby Krabbenhoft

Mark Lee

Craig Lloyd

Mark Meierhenry

Steve Metli

Ron Moquist

Doug Morrison

Evan Nolte

Bob O'Connell

Brent O'Neil

Darrel Posegate

Dave Rosenboom

Jeff Scherschligt

Fred Slunecka

Ken Stork

Gene Uher





Downtown Development Committee

Goal 1

Update and create a comprehensive downtown development plan

Action Points and Considerations:

- Utilize Existing Plans
 - River Greenway Plan
 - Parking Study
 - 2015 Plan
- Consultants and management
- Stakeholder support
- Community participation
- Development policies and incentives

Goal 2

Increase Residential Growth

Action Points and Considerations:

- Varying income levels
- Type of residential properties
- Ownership options
- Pace of development
- Incentives

Goal 3

River Greenway Development

Action Points and Considerations:

- Appropriate adjacent development
- Greenway funding
- Permitting and timelines
- Design
- River ramp removal

Goal 4

Parking

Action Points and Considerations:

- Locations
- Funding
- Management
- Public vs. Private
- Cost and Incentives
- River ramp removal

Goal 5

Railroad Switching Station Relocation

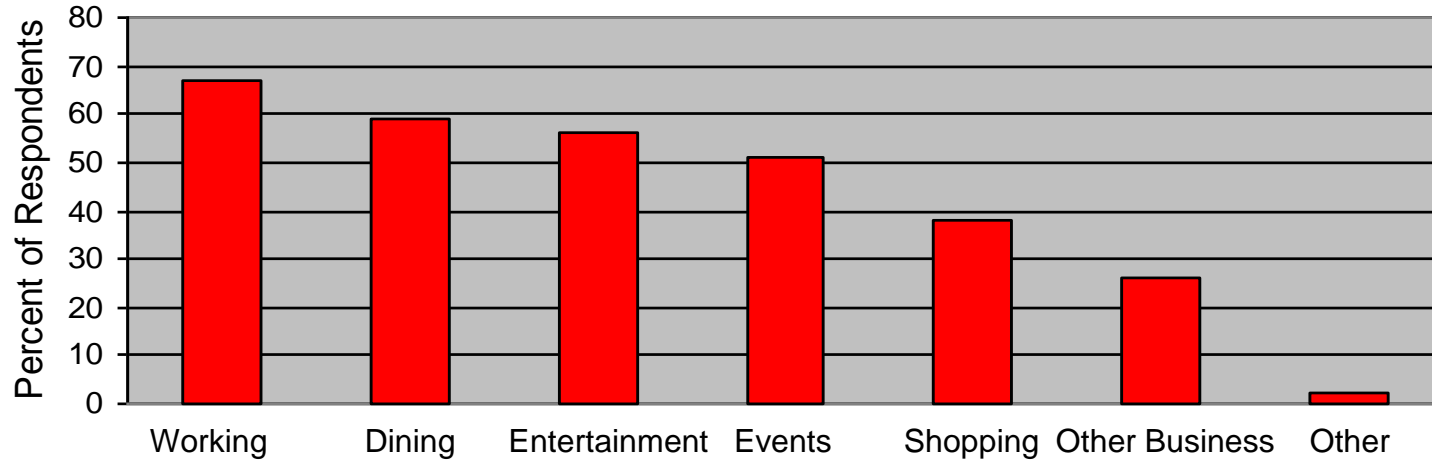
Action Points and Considerations:

- Timelines
- Design
- Property acquisition and dissemination

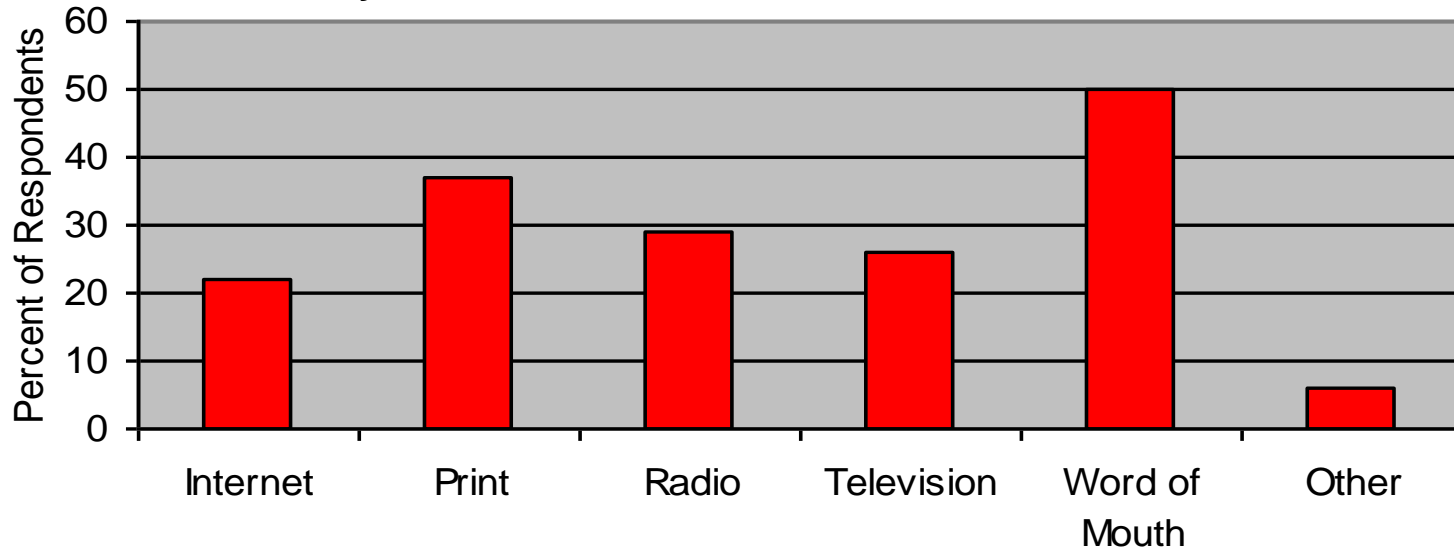


Strategic Planning Survey Results

What brings you Downtown?

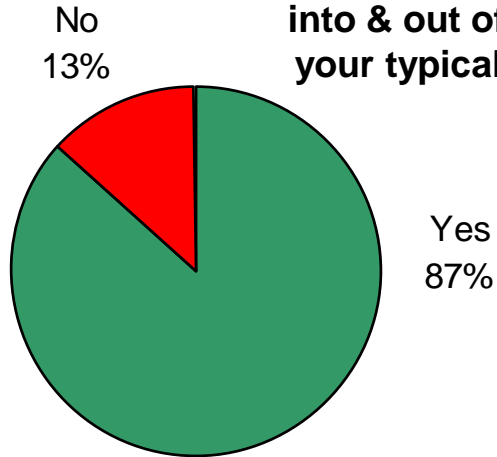


How do you access information about Downtown Sioux Falls?

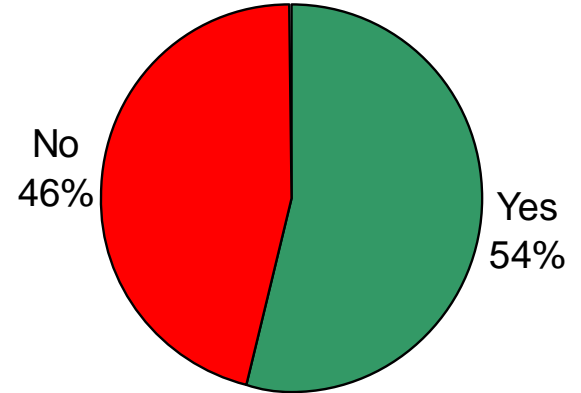


Strategic Planning Survey Results

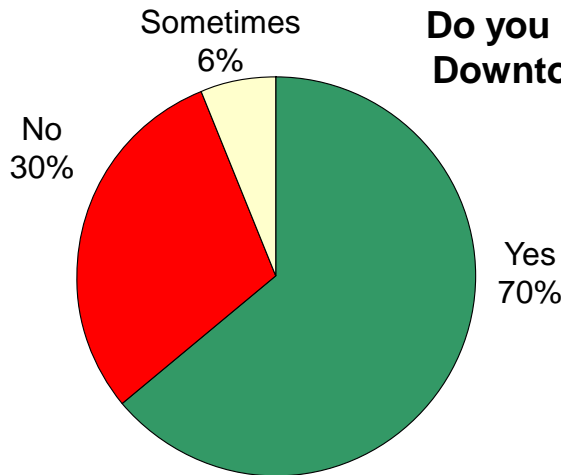
Is it easy/convenient to get into & out of Downtown for your typical daily routine?



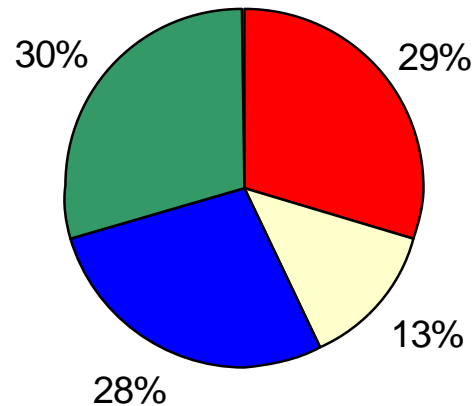
Is it easy/convenient to get into & out of Downtown for events?



Do you work Downtown?



Where do you park Downtown?

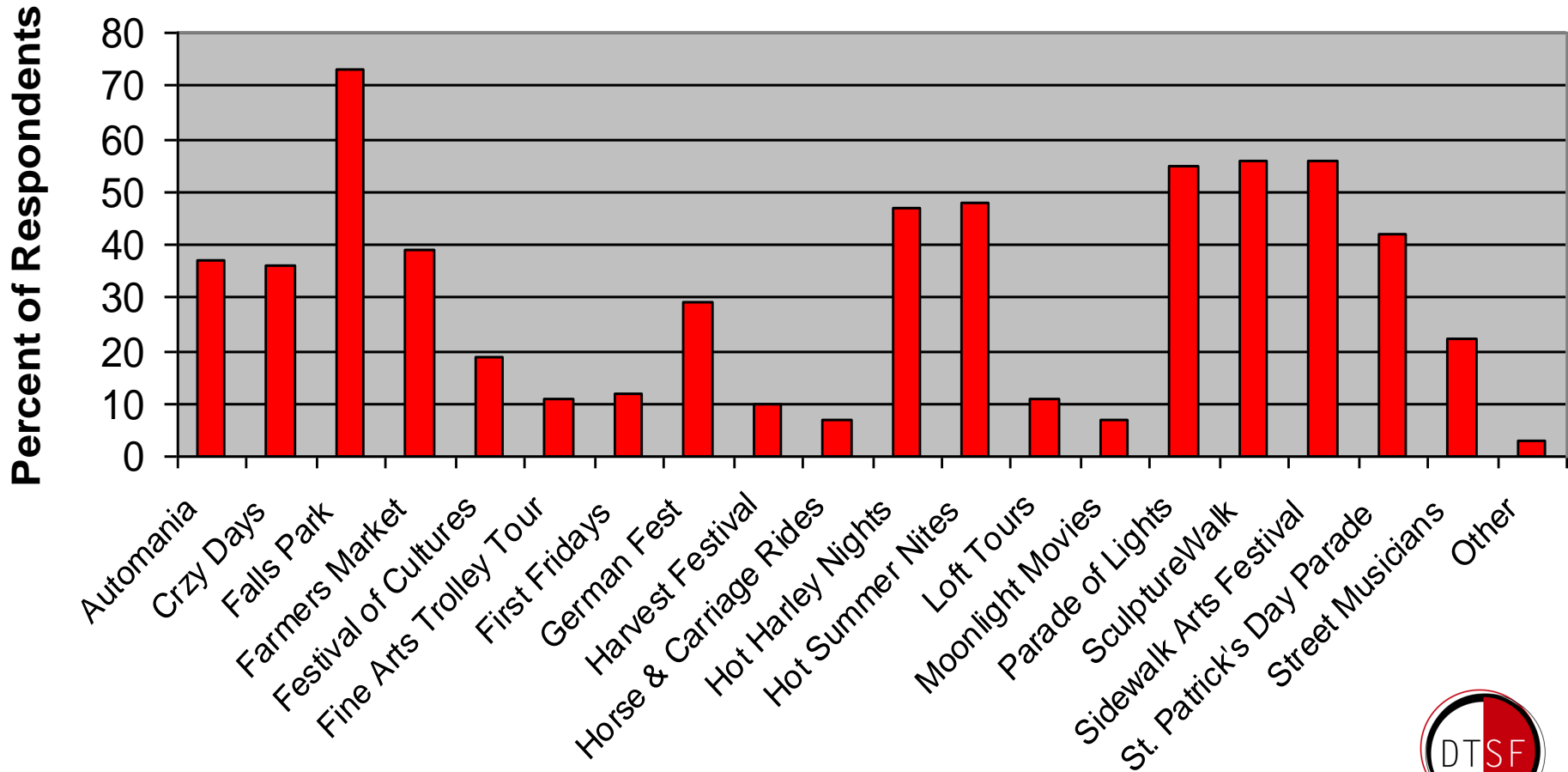


- Phillips Ave. meter
- other meter
- public ramp/lot
- private lot



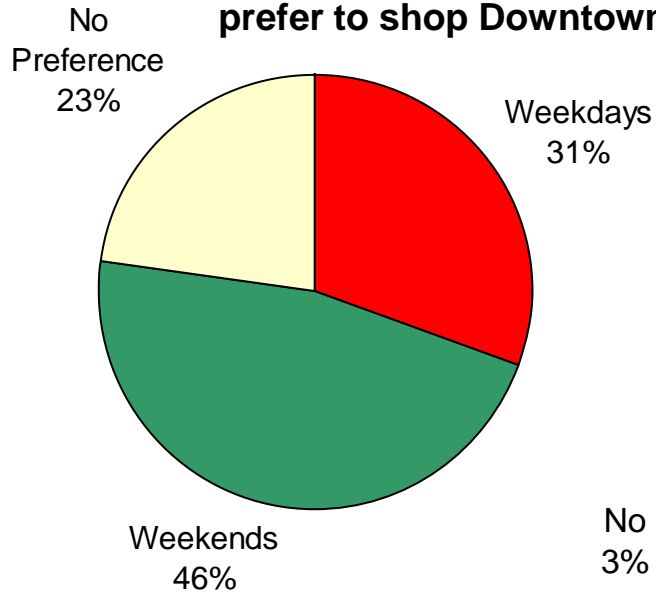
Strategic Planning Survey Results

What Downtown events and attractions have you attended?

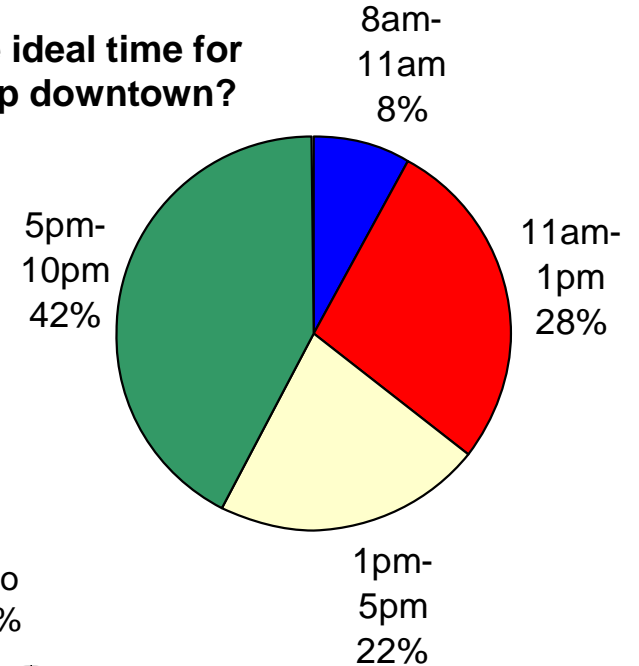


Strategic Planning Survey Results

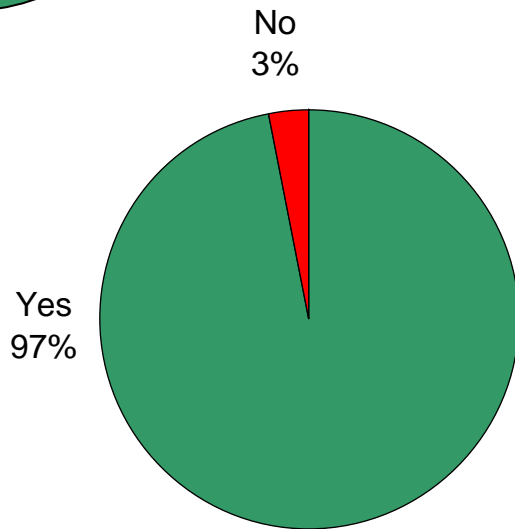
What days of the week do you prefer to shop Downtown?



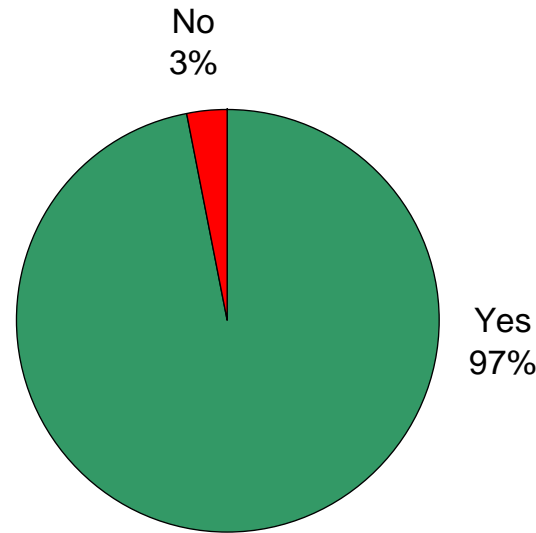
What is the ideal time for you to shop downtown?



Have streetscape beautification projects been effective in attracting Downtown pedestrian activity?

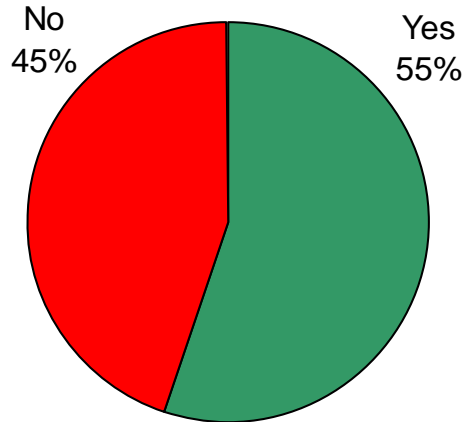


Do the flower planters and hanging flower baskets enhance Downtown?

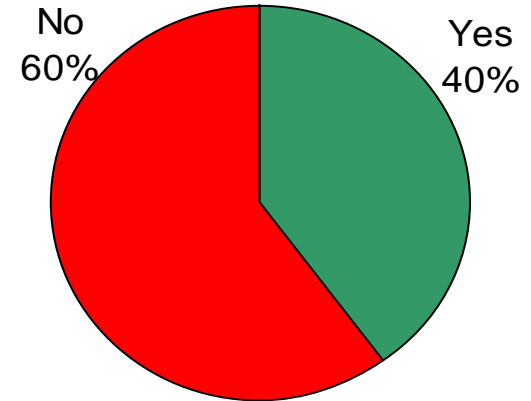


Strategic Planning Survey Results

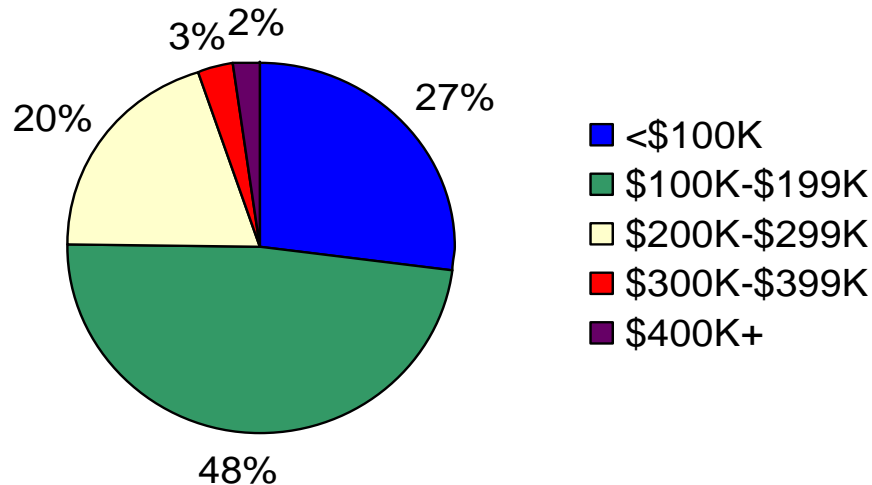
Would you ever consider living Downtown?



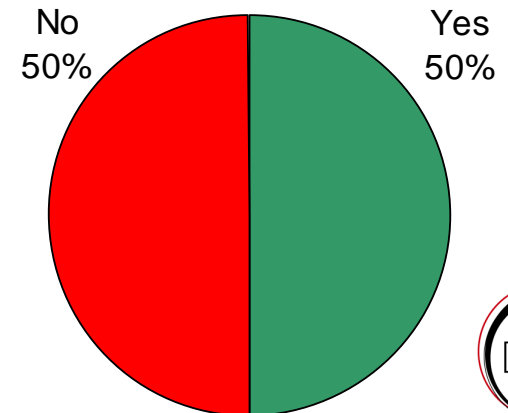
Would you be more likely to live Downtown if you could purchase a condo?



What price range would you consider for a condo?

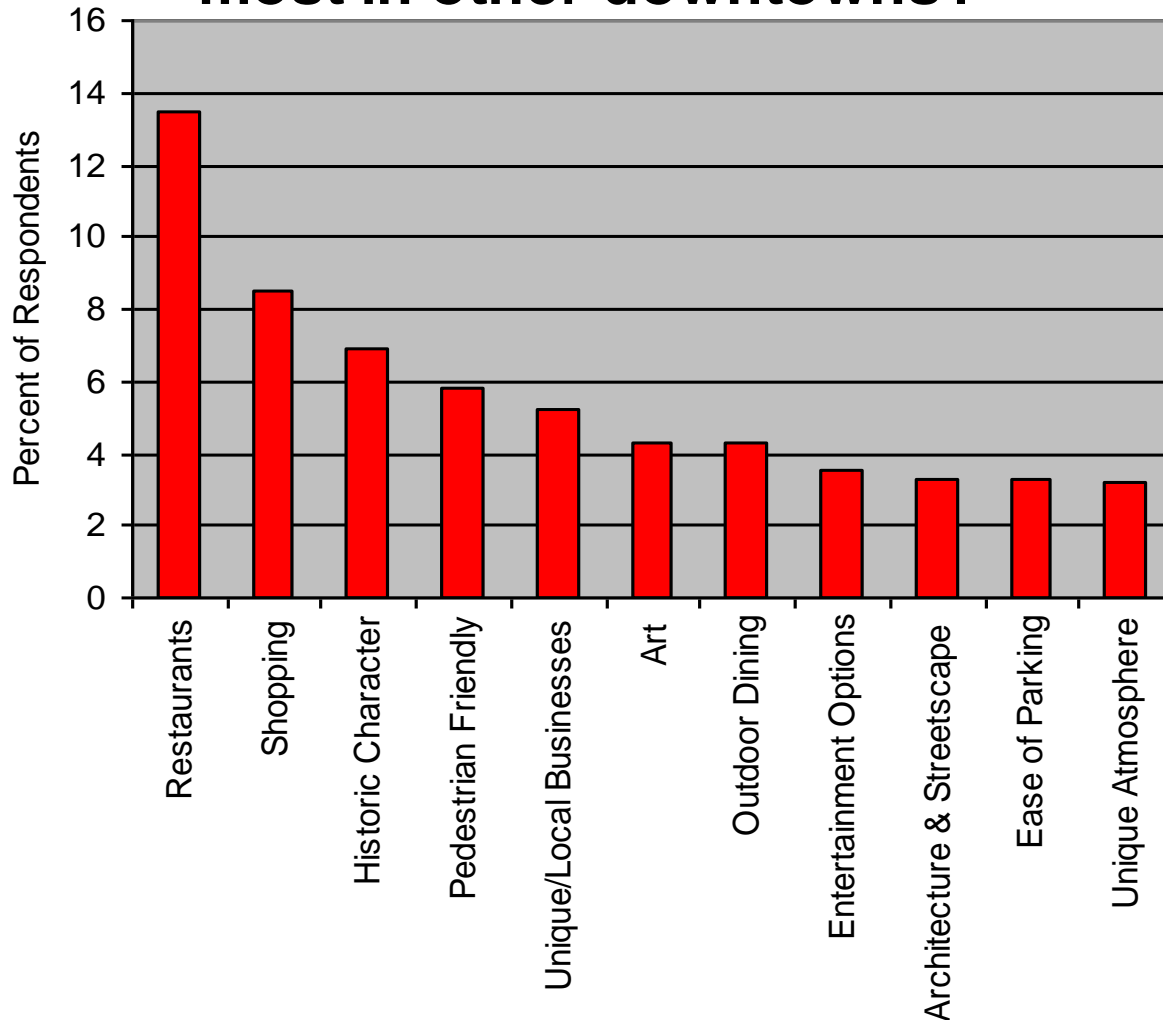


Did you know that DTSF offers a Downtown gift card program?



Strategic Planning Survey Results

What features do you favor the most in other downtowns?



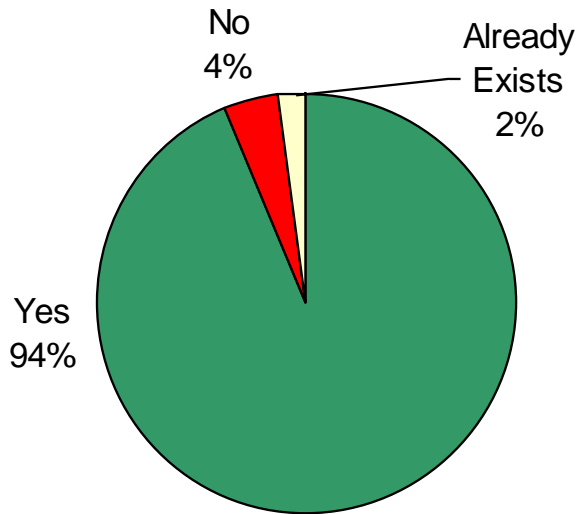
Other Popular Choices:

- Lots of activity
- Safety
- Cleanliness
- Easy access / traffic
- Bars
- Lodging
- Mixed uses / variety
- Flowers / trees



Strategic Planning Survey Results

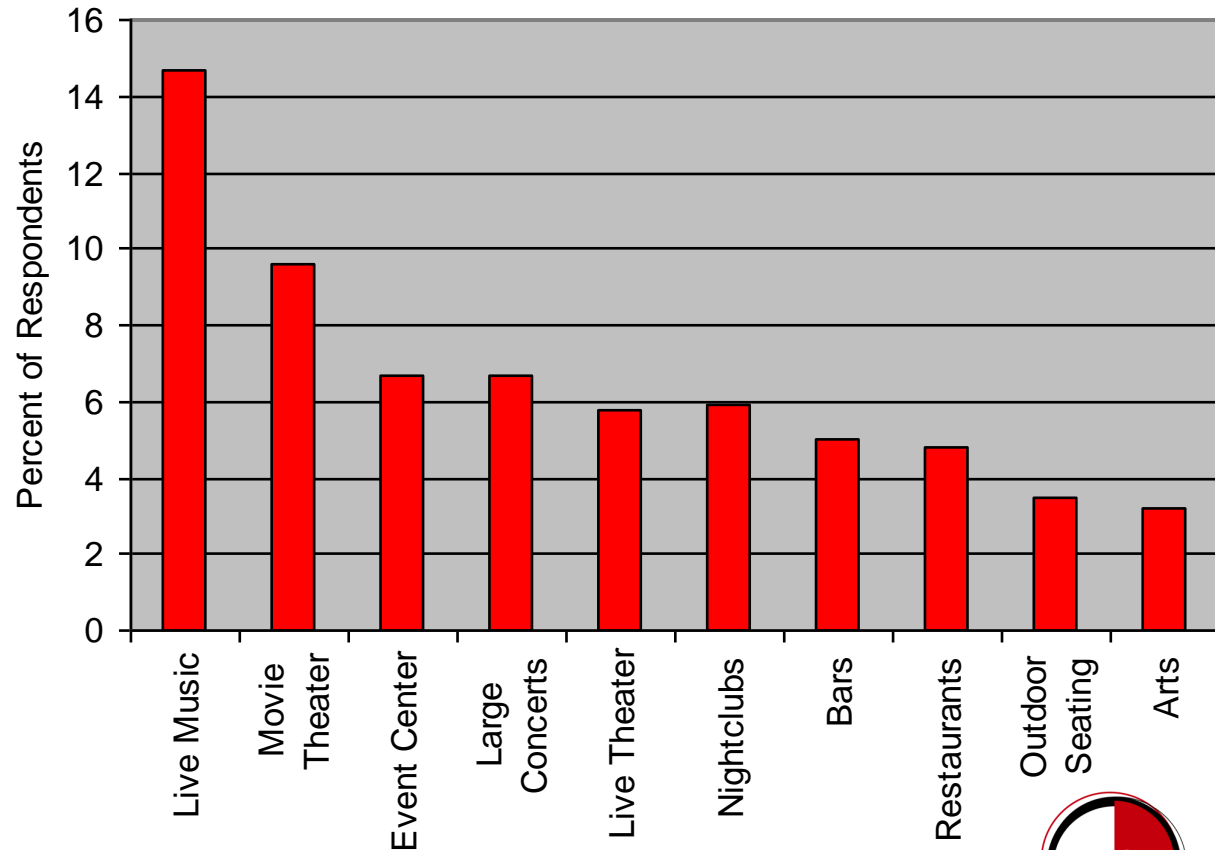
Should DTSF promote the development of an entertainment district?



Other popular entertainment choices:

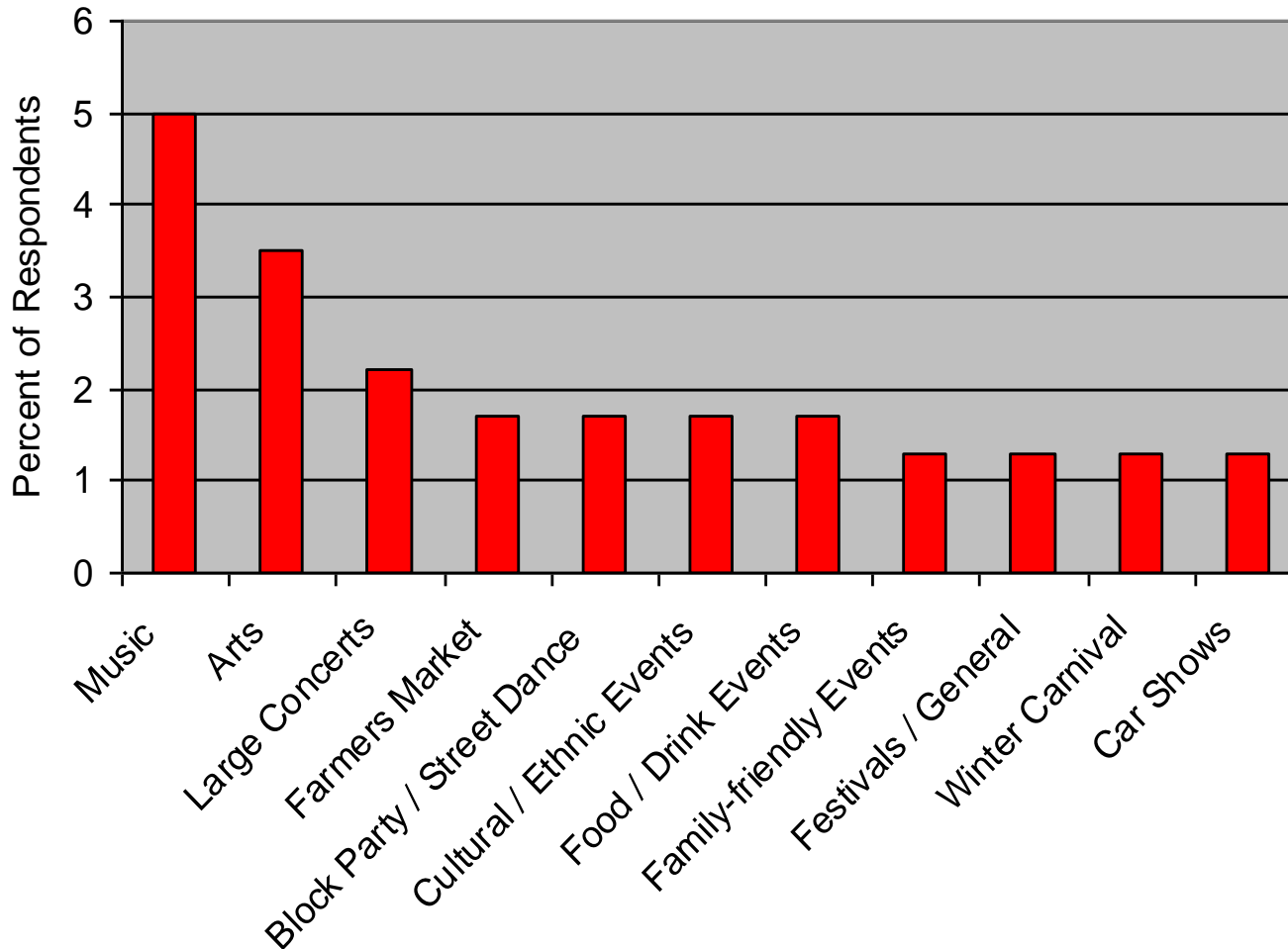
- Family activities
- Comedy
- State Theatre
- Dinner theatre

What should be included in a Downtown entertainment district?



Strategic Planning Survey Results

What types of events should be promoted by DTSF?



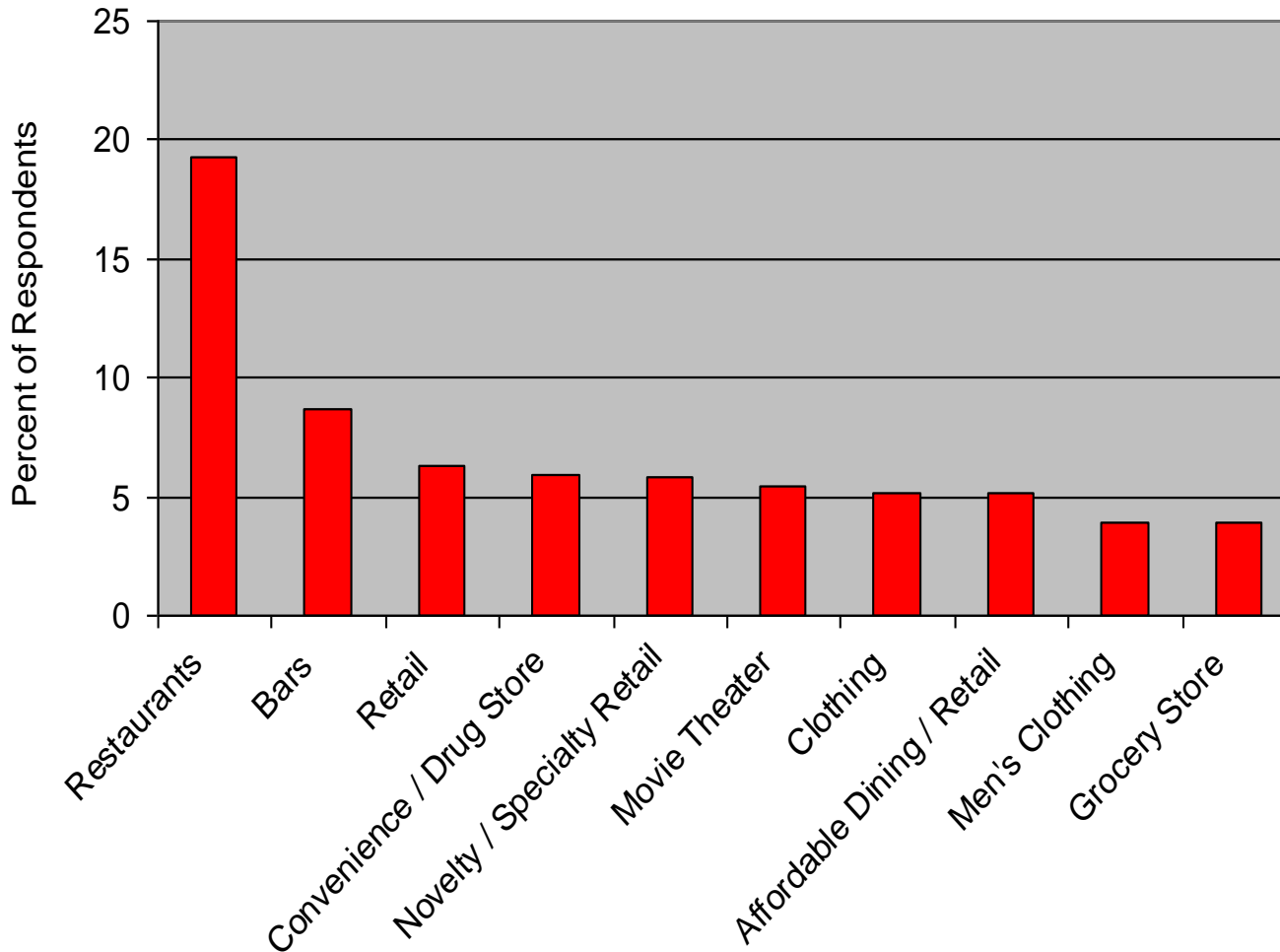
Other popular event choices:

- Outdoor music
- Parades
- Octoberfest
- Carnival
- Running & Cycling Races
- Ice Skating



Strategic Planning Survey Results

What types of businesses would you like to see Downtown?



Other Popular Responses:

- Entertainment
- Event Center
- Nightclubs
- Outdoor Dining
- Ice Cream Shop
- Independent / Local Businesses
- Arts / Galleries
- Coffee Shops
- Fast Food





Strategic Planning Survey Results

Over the next decade, how can DTSF partner with the city of Sioux Falls to implement the goals as identified within the 2015 Downtown Plan?

Most Popular Responses:

- Build Event Center Downtown
- Historic Preservation
- Parking
- River Greenway Development

Other Responses:

- Affordable housing
- Alter DT tax structure
- Eliminate one-way streets
- Expand trolley routes and times
- Fawick Park improvements
- Housing incentives
- Improved communication
- Involve DTSF in CIP
- Redevelopment in North End
- Removal of River Ramp
- Streamline City approval & permits
- Streetscape beautification
- Sustainability
- Tax abatements

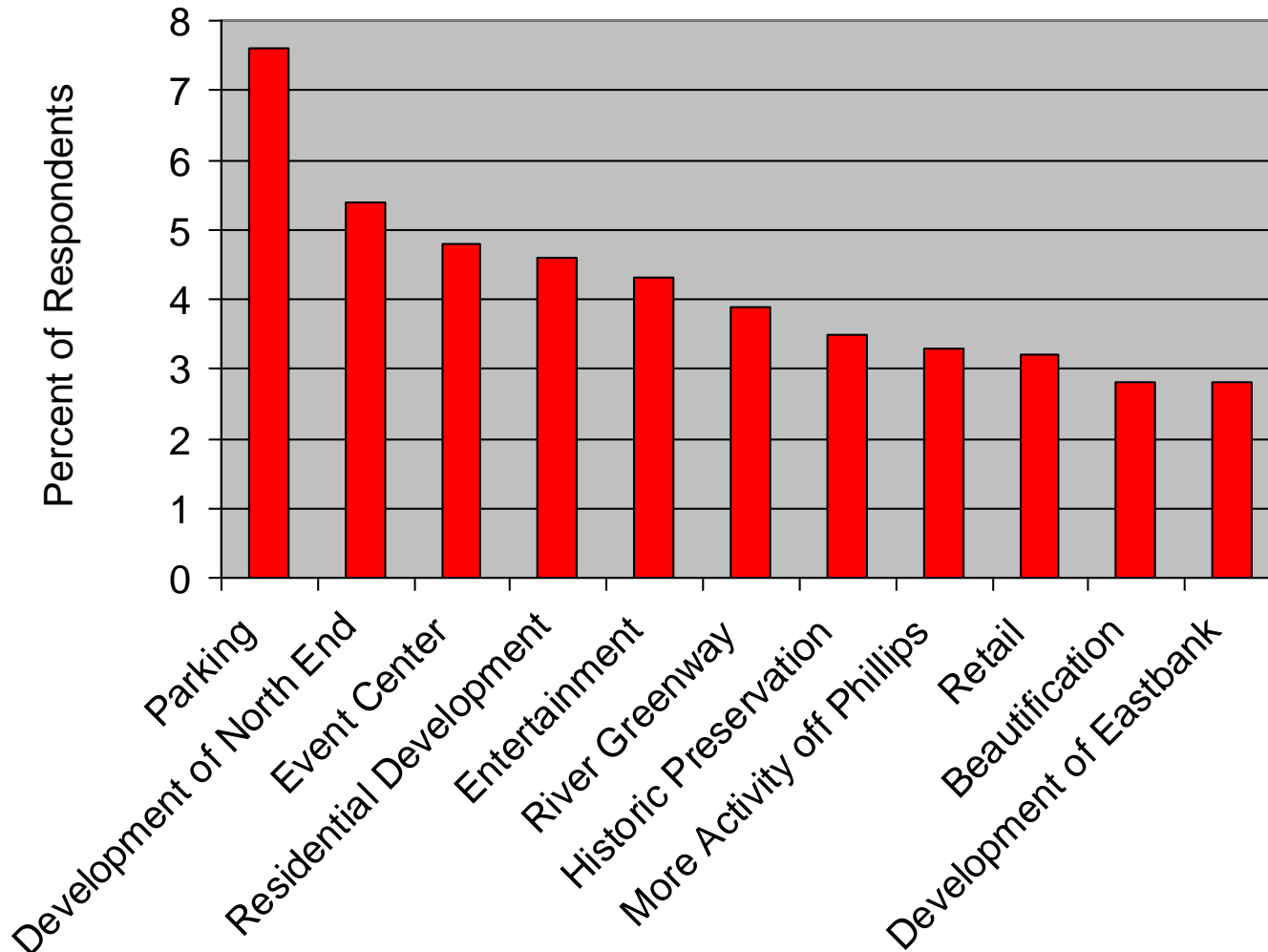
What types of information would you like find on the DTSF website?

- arts page
- available space inventory
- business hours
- construction updates
- downtown forum
- downtown magazine
- downtown history
- employment opportunities
- event center status
- general city events and tourism information
- improved event calendar
- inks to CVB, City sites
- links to downtown merchant pages
- list of committees, members, goals
- lodging & transportation
- Map
- musician/entertainment schedule
- new businesses
- Old Courthouse and Pavilion information
- parking information
- parks information
- photos
- planning strategy
- restaurant/bar specials and menus
- SculptureWalk guide
- shopping specials
- street closures
- texting/mailling list for events
- traffic
- trolley schedule
- upcoming development projects
- virtual loft tours
- volunteer opportunities
- weather



Strategic Planning Survey Results

What focus areas should be incorporated as part of the DTSF mission for the next 10 years?



Other Popular Responses:

- Cleanliness
- Maintenance
- Attract younger crowd
- Traffic issues
- More restaurants

