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Ten Missouri Main Street® Communities win Achievement Awards

Missouri Main Street Connection presented awards to ten communities honoring achievements in downtown revitalization during the Missouri Main Street state conference July 25th 2013 in Kansas City.

Cape Girardeau, Blue Springs, Excelsior Springs, Warrensburg, Pleasant Hill, Chillicothe, Clinton, Washington, Lee's Summit and Peculiar all claimed awards.

"With these awards, we are proud to honor the dedication and investment that communities across Missouri are putting into their downtown revitalization programs," said Steven Hoffman, professor of history at Southeast Missouri State University and president of Missouri Main Street Connection Inc. "Their efforts reveal the most cherished values of citizens who choose to preserve the historic elements of their downtowns and improve the quality of life for everyone in their communities."

Old Town Cape

Cape Girardeau accepted the award for **Greatest Achievement**. The award recognizes an exceptional downtown Main Street® organization that provides financial stability to the revitalization effort, exhibits exceptional leadership skills, generates design improvements that incorporate historic preservation, creates promotions and events that highlight the area's culture and history, generates economic growth for the downtown, and works with the city and other public partners to accomplish downtown goals.



Formed in 1999, Old Town Cape was declared an official Main Street Community in 2000 and has been accredited every year since 2005. The Main Street district covers 131 blocks, including almost 400 retail, business, service or organizational offices and 4,500 residents. Strong leadership throughout the years has guided its development, consistently maintaining a strong Board and committees with representation from the downtown and community. Old Town Cape has significantly advanced its impact, is respected in the community and valued by community partners.

Impressive numbers from Old Town Cape during the past year - April 2012 to March 2013:

- Old Town Cape managed over 4,000 volunteer hours.
- Nearly 5 million dollars in public improvements
- Nearly 2 million in private improvements
- 10 new businesses, producing 22 net new jobs

A few of the recent successes, events and project Old Town Cape has developed or been part of:
The Broadway Corridor Project - A nine-block, \$4.5 million streetscape project that replaced sidewalks and improved Broadway, the major artery in downtown.

Wayfinding - Nine new information kiosks were installed in the district.

Building Rehabilitations - Old town Cape was part of the team that restored the historic Julius Vasterling Building in downtown.

Old Town Cape has launched many other projects that support its revitalization program, including a new blog and other web-based promotions, the Cape Riverfront Market, Tunes at Twilight, the Downtown Historic Homes and Garden Tour, the Welcome Back Project for university students, and a partnership with the Douglas C. Greene Center for consultations with businesses during the corridor construction project.

The Award for **Best Streetscape and Public Improvement** also went to **Old Town Cape**. The award recognizes streetscape and public space improvements that include landscaping, street furniture, interpretive signage, way –finding signage and lighting.



The project began in April 2012 and was finished in six months, making the Old Town Cape district more pedestrian friendly, creating a sense of place and enhancing the downtown environment. The \$4.5 million project covered 3,605 feet, nine blocks, used over 5,100 cubic feet of concrete, included infrastructure improvements of 88 new street lights, 129 trees, 5,973 live plants and a 15-foot wide pedestrian promenade with wayfinding kiosks. Every section of Broadway temporarily closed for construction was reopened within 21 days.

Knowing that a major street project could dampen business activity, a partnership was formed to take preventive measures before the work began. Old Town Cape, The Cape Chamber of Commerce, and the City, along with local media partners built a marketing campaign to raise awareness in the community of the benefits of the project and that businesses would remain open during construction. The

hard work and persistence of the construction companies to keep on schedule paid off, as the new Broadway corridor is now a vibrant pedestrian paradise, and many of the businesses are praising the dedication of those involved.

Public enthusiasm and support for the project, even during the construction phase, was evident in the appearance of six new businesses within the construction zone, and other businesses opening in adjacent areas. The project was also a catalyst for both minor and major building improvements along

the route with more than 10 projects starting or completed during or shortly after completion of the project.

Old Town Cape also won the **Special Project/Promotional Event** award for the **Cape Riverfront Market** (tied with Lee's Summit). This category recognizes successful events that have attracted new visitors to downtown and involves families, with emphasis on downtown as the centerpiece of the community.

Many people contributed their skills and time to produce the first farmers market in downtown Cape Girardeau. Emily and Ross Scifers, local farmers who produce organic foods, approached Old Town Cape with the idea of starting a farmers market. A short time later, Levi Olson approached the organization also wanting to start a farmers market. The Scifers and Olson began research to see if support for a farmers market was present in the community. They received an overwhelmingly positive response, and took the next step of contacting Charlie Hopper, a marketing specialist with the Missouri Department of Agriculture. His advice added encouragement and helped the project along a path to success.

The Market opened in spring 2012, each Saturday from May through October. All products must be grown or produced within 100 miles, and vendors must submit an application to the market manager for consideration to sell at the market. To enhance the visitor and vendor experience, demonstrations during the event include cooking, roller derby demonstrations, jewelry making, ice sculpting and more. Riverfront Market is now defined as a "powerhouse" because it has accomplished several of Old Town Cape's goals: 66% of nearby businesses reported an increase in foot traffic and many businesses are opening earlier to accommodate the early shoppers at the market.



Blue Springs

Blue Springs Downtown Alive! accepted the award for **Outstanding Affiliate Community**. One of 15 communities in Missouri participating in the Affiliate Matching Grant, Blue Springs is new to the program, adopting the Main Street Approach® just two years ago.

As a first step the Blue Springs revitalization group prepared an action plan around the teamwork concept. Following their plan and keeping the team pulling together proved to be keys to their success, with the four standing committees adopting the Four-Point Approach® and focusing their work on providing benefits to the entire community.

The Organization Team's successful approach to the City, requesting a commitment of \$5,000 in each of its first two years of operation to support the new organization, resulted in a sound financial base, matched by gifts of \$9,165 from private donors

during the past two years. The team also has developed a strong volunteer group and produces a monthly newsletter.

The Design Team obtained matching Community Development Block Grant (CDBG) funds up to \$100,000 for a facade renovation program on one of the largest buildings downtown. Partnering with various civic and educational organizations, the team developed four free libraries in downtown, created a student art display, resolved a parking shortage downtown, and started a beautification program.

The Economic Restructuring Team provided input to the City on the tax abatement policy, resulting in lowered thresholds for improvement investment, as an incentive for renovations.

The Promotions Team has produced downtown events that generate awareness, bring people downtown, and develop funding for the operation of the organization.

“Blue Springs has made remarkable progress in a *very short time*, developing all committees to embrace the Four Point Approach®,” said Gayla Roten, Missouri Main Street Connection's State Director. “Their success is a result of a dedicated Board of Directors and many enthusiastic volunteers. For all these reasons we are proud to give the Outstanding Affiliate Community Award to Blue Springs.”

Excelsior Springs

Downtown Excelsior Partnership accepted the Award for **Best Large-Scale Project** for restoration of the Elms Hotel and Spa.

New owners recently took over the century-old Elms Hotel and Spa in June, 2011 and soon began an \$18 million renovation project that has brought back the glory of the Gilded Age, while providing all the comforts 21st century guests expect from a luxury hotel and spa. The architect, Susan Richards Johnson, and interior designer Sherri Cline ensured that the interior and exterior rehabilitation work was in keeping with the original design and complied with federal guidelines for buildings on the National Register of Historic Places.



The architectural style is similar to English Tudor, mediated by late 19th century Victorian tastes and the America’s Gilded Age. The challenge was not only in removing aluminum-framed windows

from a previous restoration and installing new windows in the original muntin style, having the same size as the original and also allow for insulated panes. The exterior renovations included a new paint scheme. Previously a monotone yellow, the hotel is now a more neutral golden tone on the stucco and background material, with dark brown on the batten details.

Inside, a new palette is based on the three main colors in the original mosaic floor in the lobby – red, rust, green and gold with some ivory. Restoration in the large, curved banquet hall was launched after some old postcards were discovered – at one time there were large window that curved around diners

in the banquet space. These were covered during an earlier renovation, but are back in place now, transforming the feel of the room with natural light.

The spa also saw an extensive transformation. New features of the Grotto are a modern take on the traditional Roman bath, with a collection of soothing chambers for relaxing in richly appointed surrounding. The Elms is vital to the success and future of downtown Excelsior Springs as an economic engine that brings in over 40,000 guests to the community each year.

Excelsior Springs also won the **Outstanding Public Partner Award** for the Villas Downtown. Private developer Gardner Capital - specializing historic restoration – collaborated with the Downtown Excelsior Partnership, the City of Excelsior Springs, and the Missouri housing Development Corporation to redevelop a blighted residential area which resulted in capturing the historic character and history of the neighborhood. The project evolved into the construction of 30 single family homes and restoration of four historic apartment buildings. The new homes were designed with an appearance much like the homes built in the early 1900s. Four historic boarding houses were saved and added to the project's total of 42 units, now called the Villas Downtown.



Also, a downtown Excelsior Springs business won the **Stick-Your-Neck-Out Award**. Excelsior Springs had just started to consider revitalization in February 2002 when sisters Jill Rickart and Wendy Baldwin opened their restaurant, Ventana Grill. Of the businesses that opened that year, Ventana is the only one still in operation today, 11 years later. An ice storm during the week they opened was just one of the first obstacles to overcome, with the next being a streetscape project that started in 2004. Then development on the west side of town brought in a chain and three fast food restaurants. Through it all, the sisters have focused on customers and developing their business while maintaining their involvement in the community.

Giving back to the community has always been part of their business plan, whether it is serving on a board or giving to a cause or charity, Jill and Wendy have given their time and resources. Jill currently sits on the board of the Downtown Excelsior Partnership. Promotional events that are held in the restaurant - with a portion of the proceeds going to the organization - include the Christmas Committee's Pancake Breakfast, feeding the KC Chiefs that attend the annual Waterfest and hosting events by the Community Theater. The sisters also lead by example, mentoring newly opened businesses, encouraging existing businesses, and helping recruit new businesses to downtown.

Pleasant Hill

The City of Pleasant Hill accepted the Award for **Best Façade (over \$10,000) Rehabilitation Project** on the historic Peoples Theater. Innovative strategies produced a new façade for the theatre. Since 1909 this movie theatre was an important part of downtown Pleasant Hill. Time and weather had deteriorated the marquee and the iconic sign "Peoples Theater." By 2012, both were becoming a hazard to passersby, and a concern to the owner of the theater. Many people in the community were beginning

to feel that restoration of the façade was essential to the success of revitalization efforts in downtown Pleasant Hill.

The City and the theater owner, the Crowell-Dittemore family, created a public/private partnership for bringing the theater back to life. A grant program operated by the city provided \$10,310 for the purchase of a new sign, based on the original design and approved by the city's Historic Preservation Commission. A more elaborate process was needed to fund the nearly \$14,245 replacement of the marquee.



The solution created a “façade easement” to the city by the owner. Granting the easement made it possible to develop a new Neighborhood Improvement District (NID) to fund the improvement. By using the NID process, the city was assured of getting its money back, as NID obligations are collected annually as part of the property tax bill. In addition, NID obligations are tied to the property, and transfer with any subsequent change in ownership. The marquee design was based on the historic original and also was approved by the Historic Preservation Commission.

The restored façade quickly became an iconic image of the downtown, and is a tangible symbol of progress while preserving the historic structure. A provision in the program requires the theater owners to light up the “Peoples” sign each evening for at least two hours. The vibrant neon sign and marquee have attracted additional visitors to downtown, something that has greatly pleased the downtown business owners and other advocates of downtown. Theater owners have also been pleased to note an increased attendance at the weekly live-performance of Big Creek, a country music show which has performed there for 30 years. The theater has also shown potential for bringing back movies, since a project last Christmas by the Parks & Recreation Board brought in the movie “Elf”, to a sold-out crowd seeing the first film at the theater since 1982.

Chillicothe

Chillicothe Main Street, with the Healthy Living Store, accepted the Award for **Best Façade (under \$10,000) Rehabilitation Project**. A crowd –pleasing event launched this project, and many weeks of planning. One Sunday afternoon, residents of Chillicothe and some downtown business owners gathered in front of the Healthy Living Store to watch the metal slipcover come off the façade. The store had been part of the downtown since the mid 2000s. This newer addition to the community had grown and adapted to the ever-changing economy and needs of residents. With these changes came an exterior face-lift of epic proportions.

Once the metal was removed, a beautiful brick façade was revealed. Although it needed some minimal cleaning, the brick itself was in pristine condition except for a few spots where the brick had been chipped away from securing the faux metal façade.



Most downtowns have at least one section of buildings covered with the ever-so-popular trend of metal coverings during the 1960s and 70s.

Over time, people began to think that the metal served a useful purpose of hiding an ugly façade or protecting damaged brick, when truly that was not the case, more often than not. Whatever the condition of the original façade, the process of uncovering the surface is daunting, especially when the building owners don't know what may be underneath.

After removing the tin slipcover, the building owner worked with Main Street Chillicothe's Design Committee to choose a fitting historic color scheme for the exterior that matched the store design, along with new second-story windows to replace the old ones. The cost was minimal, but the result was one that had the town talking.

Chillicothe Main Street also won the award for the **Best Heritage Travel Project**. Chillicothe's outdoor murals mounted on buildings throughout the commercial district tell a story around every corner of this historic downtown. They transport the viewer into a by-gone era and celebrate an important part of the town's rich history and heritage.

Over 20 larger-than-life, breath-taking murals tell the visual story of trains, automobiles, a brick factory, a business college, a retailer, a bank, a fire brigade and many streetscapes. The Murals Tour can be conducted by professional tour guides or self-guided. Tours take place almost daily throughout the year, sometimes on foot, sometimes in cars or motor coaches.



The murals are a vital part of Chillicothe's tourism mix, and one of the city's top attractions. Chillicothe Main Street Inc. promotes the Murals Tour through printed pieces and the website to attract visitors and media attention. The Murals Tour brochure is available at tourist information centers and hotels and retailers throughout downtown. Tourists can walk or drive around the downtown, taking in each piece of art at their leisure. The murals brochure and website both have full-color photos of each mural, the address, a map, and a little history about the story depicted in each mural. Also in the brochure is information about the mural artist, Kelly Poling, a resident of Chillicothe and business owner. He has painted all the murals in downtown Chillicothe, and has created murals for other communities and produces other works of art also. Chillicothe Main Street also won the award for the **Best Economic Restructuring Project**, with the "Black and Red Friday" event. This award category honors outstanding achievements in planning and

implementation by an Economic Restructuring Committee, in cooperation with a local development organization. The idea began with Chillicothe's Economic Restructuring Committee considering the impact of Black Friday advertising campaigns. Downtown retailers have a hard time competing for sales during what many say is the largest shopping day of the holiday season.

To beat the big box retailers to the punch, Main Street Chillicothe and Chillicothe Area Chamber of Commerce teamed up to offer an alternative, calling it "Black and Red Friday" in honor of the local high school's spirit colors. It is part of a wider plan to promote local shopping throughout the year, called "Local First: Think Local, Buy Local, Be Local."

Shopping Guides were available in downtown locations and on Facebook, and throughout the event social media was used to spread enthusiasm. Examples of success were reported by a local baker who had to remove large sliding glass doors on her display case to serve throngs of waiting customers more quickly. A jeweler had a line of customers waiting outside his shop door for an extra early 6:00 a.m. special discount, and remained busy the rest of the day.

Clinton

Clinton Main Street accepted the award for **Outstanding Adaptive Re-Use/Preservation Project**. The buildings at 114 - 116 W. Jefferson in downtown Clinton were destined for demolition, but were saved through a preservation project of the far-sighted Clinton Main Street board of directors.

The law firm that owned the buildings reported when they listed the property for sale that it had many problems, the greatest need being a new roof. There had been so much water damage that the front half of the building was uninhabitable and the tenants had been asked to vacate. A buyer or two were interested, but in the end they decided against it because of the extensive work needed. The owners indicated they might be willing to donate the property to a 501c3 organization; if there were no takers, the owners would demolish the structure. They had decided the property was more valuable if it was leveled.

After suffering the loss of six buildings on the square in 2006, more losses were not what anyone wanted. The Clinton Main Street board of directors agreed to accept the property as a gift. A vacant lot next door also was available, and Clinton Main Street arranged for that to be donated also.

Financial support for renovation included use of some Neighborhood Assistance Program funds. Adapting the former law offices included creating a community meeting room that could double as a board meeting place, ADA restrooms, kitchenette, rental space for a community non-profit, and storage space for Clinton Main Street. The first order of work was a new roof. Work began by tearing off all the old walls and the first floor ceiling.

The back half of the building was cleaned. The front half was completely stripped and rebuilt with new drywall, new wiring and plumbing for two new bathrooms, heating and air-conditioning, dropped



ceiling, lighting and subfloor. The front of the building is now ideal for a new business, having an incentive plan in place to entice a retail occupant. The vacant lot has become green space, with a side entrance to the community meeting room.

Warrensburg

Warrensburg Main Street accepted the award for **Outstanding Special Project** for The Day of Caring, dedicated to revitalizing MoPac Alley, a railroad track right-of-way that intersected the downtown. The project focused the work of volunteers, who in only one day painting the backsides of buildings in a historic color pallet, installed fences, sidewalks and awnings, covered old in-filled windows, and installed over 175 live plants in the depot area.

The volunteer team included professional painters and carpenters, college students and the maintenance staff from University of Central Missouri, the city manager, mayor and city council members. They logged over 650 hours of labor that day. Warrensburg Main Street arranged for the funding to cover the costs of the project, securing more than 30 partners who donated over \$30,000, both monetary and in-kind.

The Day of Caring received mention during the National Main Street Conference last spring in New Orleans, by Stephanie Meeks, President of the National Trust for Historic Preservation, in her opening remarks. "This project is a fine example of how community pride plus enthusiastic volunteers can make a positive impact on a distressed area to create an inviting public space. MOPac Alley is now an inspiration to citizens and visitors as well as those train travelers who are "just passing by."



A downtown Warrensburg business won the award for **Business Excellence**. **Old Drum Gallery & Trading Company**, owned by Jo Henning, is a leader among downtown businesses, organizing promotional events that benefit all downtown businesses' serving as a "hub" for people coming downtown where they engage in community dialogue while they visit the gallery; scheduling live music on a regular basis with performances on the front porch; participating in the development and ongoing efforts of many downtown festivals; bringing local and regional artists to downtown Warrensburg along with their products to sell and demonstrate their art; staying open late to provide an example for increasing business activity.

Jo Henning is an artist and entrepreneur, but is much more, according to Julie Turnipseed, Executive Director of Warrensburg Main Street. "Over the years her love for art, the entire Downtown Warrensburg Revitalization effort, the Main Street mission and purpose and all small business ventures

have caused her to reach beyond the gallery front door. Jo is a civic leader, activist and downtown champion,” Julie said.

Warrensburg’s honors include the **Volunteer of the Year Award** for **Rhonda Gelbach**. Warrensburg Main Street has benefitted from Rhonda’s services as a consistent volunteer. She is also a board member, committee member and merchant in downtown Warrensburg.

“Her leadership skills are a huge asset to every downtown event she is involved in,” said Julie Turnipseed, Executive Director of Warrensburg Main Street. “She is a pleasure to work with and she has the ability to make volunteering fun. She always works hard and will do anything for a cause. She is a people person who enlists others and has great ideas at all hours of the day. She is a team player who is willing to work early mornings and late nights. We are lucky to have Rhonda as a member of this community and cannot thank her enough for all of her time she has given to our downtown. She does it all out of the goodness of her heart and passion for the betterment of our community.”

Washington



Downtown Washington won the **Heritage Travel Award** (tied with Chillicothe) for **Slava Bowman’s Blog, “Rediscover Washington.”** Creating fun and informative blogs, Ms. Bowman has rekindled interest in forgotten parts of the downtown district and endorsed new and upcoming businesses. Through her introspective essays and photography skills, she has renewed and redefined what Washington means to many residents. The

blog material she has generated in the last year has reinvigorated the public’s connection to the downtown district.

Slava’s ability to easily connect and communicate with community members and business owners has allowed her to capture unique images and record genuine portraits of the heart of Washington. Her posts cover several subject areas, including the inner workings of downtown businesses and light-hearted coverage of the many pets residing in them, plus reviews of local festivals and events. No matter what the focus of her posts, the content always includes photographs that encapsulate the warm feeling of local businesses and detailed descriptions that encourage readers to search for similar experiences hidden in their own downtown.

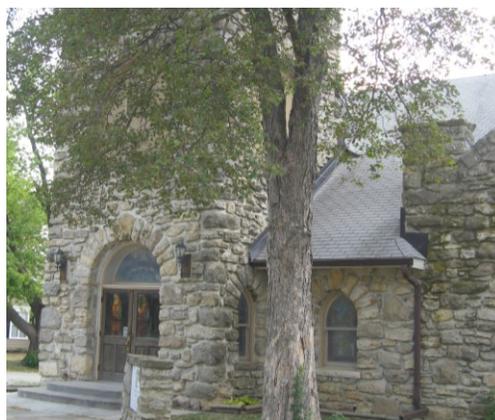
The “Re-Discover Washington” blogs have a unique perspective that many in Washington find appealing. Coming from a European background, Slava’s blog is based on a new perspective that often lends insight to citizens who have taken for granted several treasurable aspects of the community.



Peculiar Downtown Arts & Culture District

The Peculiar Downtown Arts and Culture District (PDACD) accepted the **Stick-Your-Neck-Out Award** (tied with Excelsior Springs) **for the Peculiar Charitable Foundation**. To preserve a beautiful 1908 stone church and parsonage in downtown Peculiar, DPACD and the Peculiar Charitable Foundation partnered to acquire the vacant building and put it back into use for arts, crafts and small business classes. The parsonage next door, built in the 1940s, is now targeted to become a visitors' center.

Volunteers from the Methodist congregation built the church, with help from professional masons. Hundreds of wagonloads of stone came from a nearby farm and quarry. The beautiful stained glass windows are thought to be from Germany. The pinks, reds and orange shades are hand-hammered glass made with real gold. Many of the pieces called "jewels" are no longer made and could not be replaced. The traditional images seen on the glass were hand painted. The brass bell in the north tower appears to have been moved from an earlier Methodist church in Yankee Hill, originated in the 1880s.



The city owned the parsonage, and the Foundation owned the church. Both wanted to put the properties in the hands of a group that would preserve and make use of the buildings. They approached DPACD with their proposal. A relatively young organization with very little money, DPACD has a team of amazing volunteers and appreciation for this wonderful piece of the town's history. The DPACD board of directors was willing to undertake the project, but the cost to repair and maintain the building was beyond their reach, so the more financially flush Foundation stuck their necks out – "giraffesque" – and pledged to dedicate \$80,000 to help with those expenses. DPACD now owns the church and parsonage and is leading the renovation efforts.

Lee's Summit

Downtown Lee's Summit Main Street (DLSMS) accepted the **Special Project/Promotional Event** award (tied with Cape Girardeau) for **Cellular Cenes**. A play written specifically for Downtown Lee's Summit by former theatre teacher Ben Martin, Cellular Cenes uses public sidewalks as a stage. Actors also go into various businesses while they walk through the script. It is a short romance told in five scenes, but much more than that. During the one-hour play, the audience literally follows the story of two young people and their quirky budding relationship. Each scene is set in a different downtown location. The audience keeps their cell phones on, and at the end of each scene they will receive a text message telling them where to walk for the next episode.

Ben worked with the downtown merchants whose businesses would serve as the settings for the play. After casting two actors and serving as the director, Ben and Cellular Cenes hit the streets on the Fourth Friday in August 2012.



The performances are part of a cultural arts initiative launched by the new Main Street Cultural Arts Committee, an arm of DLSMS. The goal is to promote the arts and culture in downtown and engage residents and visitors the cultural arts experience and draw new visitors and residents to downtown.

When the first performance opened, it was sold out, and because there was a great deal of positive word of mouth buzz about the play after the first performances, DLSMS brought back the performances in April 2013.

Lee's Summit's **Mayor Randy Rhoads** was honored with the **Outstanding Public Official** award. Mayor Rhoads has been described as "a positive, leveling influence in a dynamic, diverse community with sometimes complex politics," according to Smart Growth America. He has an affable, low-key manner and isn't inclined to tout himself. Instead, he brags about the City of Lee's Summit and often mentions his pride in Downtown Lee's Summit and the revitalization efforts of Main Street.

He attends events in downtown summer and winter, whether he's helping flip the switch during the Mayor's Tree Lighting ceremony, passing out candy bars at the Chocolate Crawl, riding in the Emerald Isle Parade, talking with children at the Downtown Bunny Hop or supporting Fourth Fridays and the cultural arts.

Last year Mayor Rhoads volunteered to be part of a Downtown Lee's Summit Main Street Fundraising Advisory Board, to help brainstorm ideas for the organization's sustainability. His contributions were valued and many are being implemented as part of a three-month task force plan. He encourages partnerships and cooperative efforts among various civic organizations such as the Chamber, Downtown Lee's Summit Main Street, and the Economic Development Council to strengthen business retention and recruitment efforts in downtown. He has taken an active role during presentations and meetings with the Missouri Main Street Resource Team during its two-day visit to downtown Lee's Summit. He is always engaged and always at the table when he is asked to help with Downtown Lee's Summit Main Street efforts.

Missouri Main Street Connection's State Director Gayla Roten said when presenting the award to Mayor Rhoads, "Downtown Lee's Summit is proud to brag about him – even if he neglects to do so himself. He helps ensure the success of the downtown revitalization program, while he works alongside volunteers, city council members, the Downtown Lee's Summit board of directors and its committees."

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