

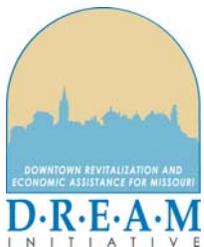
Historic Hermann, Missouri



DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI



MARKETING ACTION
POINTS



ACKNOWLEDGMENTS



DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI (DREAM) PROGRAM SPONSORS:



PLANNING CONSULTANT



DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

MARKETING ACTION
POINTS

This Page Intentionally Left Blank



HERMANN, MISSOURI MARKETING ACTION POINTS

Prepared by
5-Star Public Relations & Marketing, Inc.

This Page Intentionally Left Blank

Table of Contents

MARKETING PRIMER FOR MUNICIPALITIES..... 5
EXECUTIVE SUMMARY 10
MARKETING ACTION POINTS 11

APPENDIX

Attachment 1 – SWOT Analysis

This Page Intentionally Left Blank

MARKETING PRIMER FOR MUNICIPALITIES

In years past, consumers had fewer choices than they do today. Today, with the Internet, the whole world is literally at their fingertips. Today's consumers have been courted and wooed by corporate giants from infancy. They've had their wants, needs, habits, and interests analyzed by experts and then told exactly how product XYZ will make them happier, stronger, sexier, healthier, or any thing else they might desire. Everyday another opportunity or option presents itself. As a result, consumers have become dependent on marketing messages to ferret through all the options and help them find the best products or services to meet their needs.

A strategic marketing plan is needed to cut through all the noise and reach the most profitable target market with the most effective message. You can build a better mouse trap, but the world will no longer beat a path to your door if you don't get the message out about what you've built and how it is better. You're also wasting your time if you try to sell your mousetrap to someone who has a house full of cats. You need to get the right message to the right market. That is what a marketing plan helps you do.

Although the "product" the DREAM municipalities are selling is their downtown, many of the basic rules of marketing still apply. The following are some basic marketing concepts and rules. Understanding and applying these concepts can help DREAM cities achieve better success from their marketing efforts.

SIX CARDINAL RULES OF MARKETING:

- **Do an honest and accurate assessment of your product.**
This can be accomplished through a SWOT analysis, focus group studies, surveys, and other research methods. It's important that your assessment is realistic. You may see your product through rose-colored glasses, but the consumer won't. Also, since this assessment will provide the foundation for your marketing plan, it imperative that it reflect the true aspects of your product—your downtown. For this reason, it is often more effective to use a consultant from outside the area to help with the assessment. A non-local consultant will see things from a different perspective, and won't be inhibited by community relationships and connections.
- **Know your objectives and goals and state them clearly.**
What do you want to accomplish? If you can't put it into words, you can't achieve it. Also, your goals must be specific enough that they will mean the same thing to whoever reads them. For instance, a goal of "Improving your downtown" is too vague because its meaning is totally subjective. Define what improving your downtown looks like. Does it have more shoppers in it? How many more? Does it have fewer empty buildings? How many fewer? Once you've clearly identified what you want to accomplish, you'll have a better idea of how to go about accomplishing it.
- **Identify your target markets and what connects your product to their needs and desires.**
Identification of your target markets will be based on your goals and objectives, which is why your goals and objectives must be determined first. After you've done an accurate assessment of your product and determined your goals and objectives, consider which target market would be most likely to find your product appealing and would provide you the best return on investment (ROI) for your marketing efforts and dollars. This will be your

primary target market. Ask yourself, “What about my product connects me to this target market?” The answer or answers to that question will tell you the messages you want to communicate to that target market. Find out as much as you can about the wants, needs, habits and attitudes of this target market, then tailor your messages and communication channels accordingly.

Most likely there will be aspects of your product that will appeal to other target markets as well. Don’t ignore these secondary and tertiary markets. You won’t want to spend the majority of your time and money on them, but they can fill in gaps. In addition, as the market climate changes, some of these second- and third-level target markets and could eventually develop into primary markets.

- **It’s all about them, not you.**

Target markets are selfish—they want to know, “What’s in it for me?” You can’t just say, “Shop downtown” without telling them why it benefits them to do so. You have to sell your product to them by showing them how you can make their lives easier or more secure, save them money, provide them enjoyment, or give them a sense of achievement toward a goal they perceive as worthy. Communicate that message to the target market in ways that will appeal to that market. You have to fit the message and communication channel to the target market. To effectively reach a target market, put their desires and convenience above your own. Don’t just tell them what you want them to know and in the way you want to tell them. Find the connection between what they want to hear and what you have to offer, and communicate that in ways they prefer to receive messages.

- **Get feedback from the plan and monitor its progress.**

To know what parts of the marketing plan is working and what needs to be adjusted, set up a regular schedule and method of monitoring the results the plan achieves. Questions to ask include: did you achieve your stated goals; if so, to what degree; what problems emerged and how were they addressed or should have been addressed; could the problems have been avoided and if so, how? Monitoring the results of the marketing plan will also help you keep an eye on changes happening in the marketplace. Where are new opportunities emerging for new markets or expanding secondary markets into primary markets? What markets are waning and why? Are there corrective measures that can be taken to put target markets back on track with your goals?

- **Make adjustments.**

The marketplace is constantly evolving. When conditions and market attitudes change, you have to change your marketing strategies along with them. If you’ve been monitoring the achievement progress of your plan, you’ll be aware of changes and be able to make strategic adjustments. These adjustments can help you keep pace with the changes needed to keep your product viable. Without monitoring and adjustments, your marketing plan will eventually become obsolete and ineffective.

COMMON MARKETING MISTAKES:

- Shotgun approach—trying to be everything to all people. Lack of market segmentation
- Unrealistic assessment of the product and what it offers the target market
- Fuzzy or unrealistic goals
- Incorrect identification of primary target market and missed opportunities with potential target markets
- Not putting the consumer's wants and needs first
- Failure to monitor and adjust the marketing plan

BRANDING:

The term "branding" has become a buzz word in marketing, but exactly what it is, how to do it and why it is important is somewhat nebulous. Below are points that attempt to provide a clearer perspective on branding and how it fits within a marketing plan.

- **What it is.**

Branding originally related to burning a significant, identifying mark on something. In marketing, branding connotes burning an image into the minds of your target market. That image identifies your product with set qualities, characteristics, and emotions. Branding is based on the relationship you build with your target market.

There are two aspects of branding—the experiential and the psychological. The experiential is the sum of all contacts your market has with your brand—the market's brand experience. The psychological, which is also known as the brand image, is the expectations and information your target market associates with your product. It is the brand image that sets your product apart and makes it unique in the minds of your target market. When your target market encounters your product or the name of your product, these characteristics and attributes immediately come to mind.

- **Why it is important.**

Once you have established a brand image in the minds of your target market, you have a springboard from which to launch promotions of the product. An established brand image provides a shortcut into your target market's positive emotions and experiences. It makes your product familiar and therefore more readily accepted.

- **How to do it.**

To achieve brand image, you have to know your target market and what your target market wants, values and needs. Determine how your product connects with those wants, values and needs. Then make that connection obvious in every way possible.

- **Consistency and frequency are key ingredients.**

You can't be everything to everyone. What is your core message? Determine it and repeat it, repeat it, and repeat it again. If one time you're the capital of widget production and the next time you're the utopia of outdoor recreation, your target market won't know what to think of you. You might be both, but you can't effectively promote yourself as both to the same target market. It goes back to who is your target market and how do you want to be perceived by that target market.

- **Achieve momentum.**

Branding provides momentum. It takes more gas to go 100 miles if you're starting and stopping every 5 miles. It takes a lot less if you cruise the entire way. Branding helps you build momentum, which is why you want to be careful that you build the correct brand with the correct target market. Know your target market, build your brand with them, and then continue to ride on the momentum it generates.

BROCHURE DEVELOPMENT WORKSHEET

To maximize the effectiveness of a promotional piece, it's important to first define things like the purpose; target market; core message; distribution method and frequency; shelf life; if it is part of a series; existence of text/graphics that can be used and what needs to be created/revised; and budget for the piece. Below is a list of questions that need to be answered before even starting on the promotional piece. By answering these questions before you begin, you are more likely to end up with a piece that achieves your desired results.

- **Purpose:**

What do you want the piece to accomplish? For instance, do you want it to increase the number of local visitors to the downtown or visitors from surrounding communities? Do you want to promote an overall list of events for the year, or the downtown as a whole? Or do you want to interest investors in the downtown? A single promotional piece needs to have a basic focus on purpose and from that you will move to the appropriate target market. Pieces that attempt to be everything to everyone lose their effectiveness on all target markets.

- **Target Market:**

Based on your purpose, what is your primary target market for the piece? You can have secondary target markets that the piece may be useful for, but you need to define the primary target market since the piece will be designed to specifically address their needs, desires, and motivators. You'll also look at the demographic factors for this target market—income level, education level, and technological-sophistication level.

- **Core Message:**

What is the core message you want to deliver? Once you have identified your purpose and target market, you need to look at what that market's needs and desires and what you can offer that market that ties their needs and desires to you. You need to identify their key motivators and concerns. You are going to develop your core message to address these things.

- **Distribution Method/s:**

How will the piece be distributed? Based on the information you've developed for what your purpose is, who you're trying to reach, and what their needs are, you can then decide on the most effective method or methods of distribution. If you want to be able to mail the piece as a stand-alone piece, you'll need to have a mailing panel designed on it or plan on enclosing it in an envelope. If you're using a printed piece with an interactive CD included, it will need an envelope, but you'll also need to be sure your target market is computer savvy enough to use the CD. Most of the time you'll want to design the piece to do double duty—can be mailed, but can also be placed in strategic places. In the case of the latter, a piece that is only designed to bring new people to downtown is ineffective when its primary distribution location is downtown. It can be an effective rack-distribution piece, however, if it is placed in areas outside the community where travelers frequent.

- **Distribution Frequency and Timing:**

How often and when would be the optimum times to distribute the piece? For instance, if you want to bring people to your downtown, when is the most likely time they will be thinking about trips? For non-local people, that would probably be in late spring or early summer. If your piece is promoting Christmas events, you'll want the piece to reach them in mid to late November. These things could affect how you will want your piece designed and the text content. You also need to decide if the piece is something you will distribute once a year, more often, or less often.
- **Shelf Life:**

How long do you expect to use the piece? One year? Two to five years? Longer than five years? The longer the shelf life, the more generic the content should be. For instance, if you want to use the piece for up to five years and are mentioning different events, you'll want to only make general references to times. (i.e. summer, winter, fall, spring) You'll also want to be careful not to list specific businesses, elected officials, committee members, etc., because those things can change and make the whole piece obsolete. There are a couple ways around this problem, however. One is to have a special Web site for the downtown. The printed piece can remain fairly general but reference people to the Web site for "more and up-to-date" information. The Web site then becomes your dynamic part of the marketing mix. Another approach is to only print as many pieces as you would use in about a year's time, and never more than two-year's worth. Then, if things change, you can go back to the original files for the piece, just make minor revisions to them for future printings, and you don't have several thousand wasted brochures that you need to discard.
- **Series Piece:**

Is the piece going to serve as part of a series? For instance, you might want one piece that would be the initial piece sent to a target market, and then have several others that would be sent later at specific intervals. In that case, all pieces would build on a core message, but each might present a different aspect of the message. (i.e. one piece feature beauty of area, another convenience, another unique aspects, etc.) Even if it's not part of an actual series, the piece still should reinforce the city's branding/marketing message.
- **Existing Text, Graphics, etc.:**

What other printed pieces, Web content, etc., already exist that can either be used or adapted to the new piece? Also, what photographs and other graphics exist that can be used? Using parts of existing pieces not only saves money on the project, it helps with continuity of the city's marketing. Even if text can't be used as it is, it generally can provide an outline of information. Photographs and graphics need to be clear and of high quality. Digital files that are suitable for Web-site use usually aren't high enough quality to use for printed information. Actual photographs can be scanned, but must be scanned at a high dpi and saved as a high-quality JPEG.

- **Budget:**

How much can you spend to have the piece created and distributed? Budget will include the graphic design, concept and content development, printing, envelopes/packaging if needed, and postage or other distribution costs. Things to consider when setting the budget will be the shelf life of the piece, the target market you are trying to reach, and how many pieces will be needed. A highly sophisticated target market with a potential high return on investment of development of the piece will warrant a higher budget. A long shelf life will also warrant more for development of the piece. Get a rough idea of what you think the budget should be for the piece, develop a preliminary idea for the layout design specs you want (i.e. size of piece, paper weight, full color, ink coverage to edge of piece, etc.), then get some estimates on printing and postage. You can always adjust either your budget or the development of the piece from there.

EXECUTIVE SUMMARY

The following marketing action points are based on the SWOT analysis provided to downtown Hermann as part of the DREAM Initiative. In addition to action points/strategies taken from Hermann’s SWOT analysis, there are additional strategies that in the course of marketing work done for the DREAM Initiative, the consultant has found to be fairly universal with other DREAM communities.

For that reason, these additional action points have been included and are worth consideration for downtown Hermann as well.

These action points will provide downtown Hermann with strategies that can be incorporated into current and future marketing plans. In order to provide better long-range planning, more strategies have been included than can be reasonably implemented right away. With limited resources, it is important to identify which of these



strategies are the most feasible for immediate implementation. The list should then be reviewed annually to consider pursuance and implementation of additional strategies.

An important point to remember is that as new special events and initiatives are implemented, they may not be

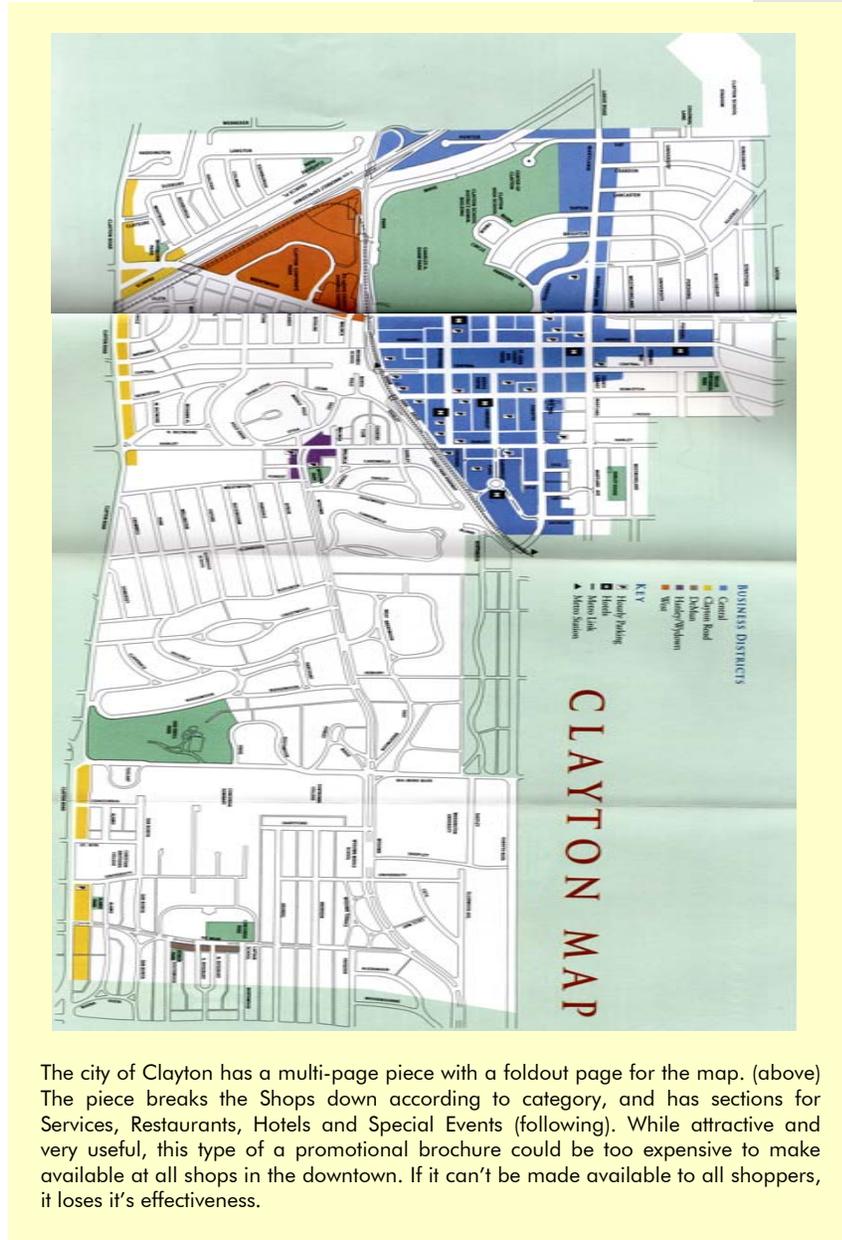
particularly successful the first time they are tried. Time is needed for the target market to discover and accept something new. Time is also needed to refine and make adjustments to the new strategies. If an idea or event is thrown away too quickly, you could be throwing away some of your best chances of revitalization.

**MARKETING ACTION POINTS FOR DOWNTOWN
HERMANN**

- Create a printed brochure for downtown that is concise, easily scanned, and includes a list of shops organized by interest areas and a map with the shops noted—very similar to the types of maps you see at large shopping centers/complexes. (see example to right and following pages) To keep the shop listings current, it will be necessary to print the brochure once a year, or every two years at the very least. Producing the brochure in only one or two colors will probably reduce the printing costs. The difference in cost, however, from a 4-color may not be as significant as you might imagine, so it would be advisable to check on the price difference every so often. If color production is chosen, the map color coding can be used to identify different types of shops/businesses.

Make the brochure available at most/all of the shops in town and at the Amtrak station. Work with shop owners to ensure the brochure is prominently displayed. It's ineffective if visitors have to ask for it. That way, even if visitors don't stop by the Welcome Center, they will have an easy-to-use piece acquainting them what Hermann has to offer.

- Ensure that the above promotional brochure is at all of the wineries at Hermann, the living history farm, and any other location that attracts visitors. This can help channel the visitors from these locations into the downtown. If possible, also place it at gas stations, convenience stores, and fast-food establishments at the edges of town, where



The city of Clayton has a multi-page piece with a foldout page for the map. (above) The piece breaks the Shops down according to category, and has sections for Services, Restaurants, Hotels and Special Events (following). While attractive and very useful, this type of a promotional brochure could be too expensive to make available at all shops in the downtown. If it can't be made available to all shoppers, it loses its effectiveness.

Experiences these Souldard Establishments

| RESTAURANTS/BARS | | |
|---------------------------------|------------------------------|----------|
| 1. 1860 Hard Shell Cafe | 1860 S. 9 th St. | 231-1860 |
| 2. 9 th Street Abbey | 1808 S. 9 th St. | 621-9598 |
| 3. Big Daddy's | 1000 Sidney | 771-3066 |
| 4. Carnegie Cafe | 1705 7 th St. | 436-9106 |
| 5. Carson's | 1712 S. 9 th St. | 436-2707 |
| 6. Cat's Meow, Inc. | 2600 S. 11 th St. | 776-8617 |
| 7. Clementine's | 2001 Menard | 664-7869 |
| 8. D.B.'s Sports Bar | 1615 S. Broadway | 588-2141 |
| 9. Gladstone's | 1800 S. 10 th St. | 231-6339 |
| 10. Great Grizzly Bear | 1027 S. Geyer | 231-0444 |
| 11. Griffin's | 728 Lafayette | 436-7705 |
| 12. Hammerstone's | 2028 S. 9 th St. | 773-5565 |
| 13. Joanie's Pizzeria | 2101 Menard | 865-1994 |
| 14. John D. McGurks Pub | 1200 Russell | 776-8309 |
| 15. Johnny's | 1017 Russell | 865-0900 |
| 16. Lagniappe's | 2501 S. 9 th St. | 771-2090 |
| 17. Li'l Nikki's | 1551 S. 7 th St. | 621-2181 |
| 18. Lynch Street Bistro | 1031 Lynch St. | 772-5777 |
| 19. Mike & Min's | 925 Geyer | 421-1655 |
| 20. Molly's | 816 Geyer | 436-0921 |
| 21. Nadine's | 1931 S. 12 th St. | 436-3045 |
| 22. Norton's Cafe | 808 Geyer | 436-0828 |
| 23. Phelan's | 1730 S. 8 th St. | 241-8282 |
| 24. S. Broadway Athletic Club | 2301 S. 7 th St. | 776-4833 |
| 25. Souldard Ale House | 1731 S. 9 th St. | 436-7849 |
| 26. Souldard Bastille | 1027 Russell | 664-4408 |
| 27. Souldard Coffee Garden | 910 Geyer | 241-1464 |
| 28. Souldard's Restaurant | 1731 S. 7 th St. | 241-7956 |
| 29. The Shant | 825 Allen Ave. | 241-4772 |
| 30. Tucker's Place | 2117 S. 12 th St. | 772-5977 |
| SHOPPING | | |
| 31. Farmer's Market | 7 th & Lafayette | 622-4180 |
| 32. La Belle Histoire | 2501 S. 12 th St. | 865-4590 |
| 33. Remember Me Costume | 1021 Russell | 773-1930 |
| 34. The Framery | 2027 S. 11 th St. | 436-8889 |
| 35. The Porch | 1700 S. 9 th St. | 436-0282 |
| 36. Vincent's Market | 2402 S. 12th St. | 772-4710 |

The Souldard Market promotional brochure (above and right) is probably more similar to what would be appropriate for downtown Hermann. The piece is only 8.5" x 11" and doesn't include a listing for special events, however. By increasing the size to 8.5" x 14" it might be possible to have room for a list of special events.

Visit Historic Souldard

The spirited neighborhood known as Souldard is a must experience for St. Louis visitors and residents alike.

History
Named after Antoine Souldard, a native of France who surveyed the colonial St. Louis area for the King of Spain, Mr. Souldard was the original owner of this small tract of land located just minutes south of the Gateway Arch landmark.

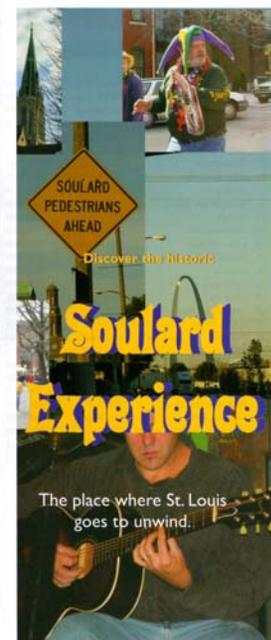
The historic neighborhood of Souldard features unique 19th century architecture found in Souldard's residences, businesses and many beautiful churches.

Shopping
The cornerstone of this neighborhood is the oldest Farmers Market west of the Mississippi. The historic Souldard Market keeps St. Louisans supplied with fresh produce, baked goods, exotic spices, fresh flowers, handmade soaps, and more. Visit Souldard's other distinctive specialty shops for a great shopping experience.

Breakfast, Lunch or Dinner
Numerous award-winning restaurants providing a wide-range of cuisine are located within this mainly residential neighborhood. Many restaurants offer charming outdoor courtyard dining.

Party Time
Souldard comes alive at it's many pubs and clubs. Music lovers can enjoy some of the best blues, jazz and folk music the city has to offer.

In celebration of its French heritage, the Souldard neighborhood plays host for its annual festivities such as Bastille Day in July and Mardi Gras carnival week in February. These popular events bring thousands of people into this lively diverse community for the unique Souldard Experience!



SHOPS

ANTIQUES/COLLECTIBLES
BRILLIANT ANTIQUES, 8107 Maryland, 725-2526, FAX 725-0818.
www.brilliantantiques.com, Mon-Sat 10-5. Antique English/Continental accessories: silver, brass, copper, porcelain, "blue and white," brilliant prints, picture frames.
CLARK GRAVES ANTIQUES, 132 N. Meramec, 725-2695, Tues-Sat 10-5. Fine 18th and early 19th Century furniture and accessories. Garden antiques and decorations.
DAVIS PLACE ANTIQUES & CONSIGNMENTS, 7731 Clayton Road, 727-9850, Mon-Sat 10:30-4:30. Antique furniture, porcelains, decorative estate accessories.
FINCHES CONSIGNMENTS GIFT SHOPPE, 7729 Clayton Road, 725-2622, Mon-Sat 10-5. An ever-changing selection of antiques, furniture, home accessories and special gifts.
IVEY-SELKIRK AUCTIONEERS, 7447 Forsyth, 726-5515, e-mail: iveyselkirk@iveyselkirk.com, Mon-Fri 9-5. International fine art auctions, appraisers. Quarterly gallery, specialty and monthly Jackson Room auctions.
JOINT VENTURE ANTIQUES, 740 DeMun, 862-6344, Mon-Sat 10-5. Fine and unusual 17th-19th Century Continental, English and American furniture, paintings, bronzes, accessories, antiques; Asian and African items.
REGENT PARADE CONSIGNMENT SHOP, 7721 Clayton Road, 727-4959, Mon noon-5, Tues-Sat 10:30-5. Vast array of collections, antiques, furniture at very attractive prices.
TIMEKEEPERS IN CLAYTON, 17 N. Meramec, 721-4548, Tues-Fri 10-5, Sat 10-4. Specializing in repair and restoration. Buying, selling estate jewelry, vintage watches, clocks and music boxes.

APPAREL
BYRD, 8117 Maryland, 721-0766, Mon-Fri 10-6, Sat 10-5. Classic clothing with a twist - for work and play for style-conscious women of any age.
DICKER & DICKER OF BEVERLY HILLS FACTORY OUTLET, 8029 Clayton, 725-3877, Oct-Feb, Mon-Sat 11-5, Mar-Sep by appointment. High quality furs selling at a fraction of retail.
LAURIE SOLET, 8228 N. Forsyth, 727-7467, Mon-Thu 10-7, Fri 10-5, Sat 11-5. St. Louis' premier shopping destination - featuring ladies clothing and accessories from N.Y. and L.A. Shop on line too.
MARGARET'S LINGERIE & SWIMWEAR, 8103 Maryland, 725-4033, Mon-Sat 10-5:30. Featured in *Travel & Leisure* as a great lingerie shop. Elegant swimsuits and cover-ups.
QUEEN BEE, 144 N. Meramec, 727-8484, Tue-Fri 10:5-30, Sat 10-5, Mon by appointment. Stylish and classy maternity clothing for the "hip" mom-to-be. We offer gift items for babies that will be the hit of the shower.
SCHOLARSHIP (Re-Sale Shop), 8211 Clayton Road, 725-3456, Mon-Thu 10-7, Fri-Sat 10-5. Men's, women's and children's clothing and accessories. Benefits the Scholarship Foundation of St. Louis which provides interest-free loans to area students of higher education.

STALLONE'S FORMAL WEAR, 922 S. Brentwood, 721-5750, FAX 725-6050, Mon-Fri 10-8, Sat 9-5. Sale and rental of men's formal wear and accessories. Entirely fitting since 1899. Stocked for same-day service or groups.

ST. LOUIS SUIT CO., INC., 7903 Forsyth, 727-2334, Mon-Fri 10-8, Sat 10-6. The one-stop suit shop! Fashionable designer suits and accessories at very affordable prices. Same-day alterations available.

SU-ELLEN, 8115 A Maryland, 862-5050, Mon-Sat 9:30-5. Classic women's clothing for day and evening. Sportswear to ballgowns, dresses, coats and accessories.

TAMI'S TROUSSEAU, 8109 Maryland, 721-0444, Wed-Fri 10-5, Sat 10-4. A unique boutique featuring special occasion dressing, sportswear and accessories.

ART GALLERIES
BARUCCI GALLERY, 8101 Maryland, 727-2020, Mon-Sat 9:30-5:30. Original paintings and contemporary art, glass, framing and jewelry. Nationally recognized as a Top 100 Gallery in the United States. Consulting services.

CLAYTON GALLERY, 25 N. Central, 863-8868, Mon-Thu 10-6, Fri 10-5, Sat 10-4. 19th and 20th Century American and European paintings, graphics and sculpture. Artists include: Thomas H. Benton, Grant Wood, Miro, etc.

GATEWAY GALLERY, 7921 Forsyth, 503-3880, Sun-Wed 11-3pm, Thu, Thurs, Sat 11-6pm, Fri 11-7pm. Original paintings, photography, ceramics, mixed media and sculpture by local award winning artists.

R. DUANE REED GALLERY, 7513 Forsyth, 862-2333, Tues-Fri 10-5, Sat 12-4. Nationally recognized artists in all media: paintings, glass, fiber and ceramics including Dale Chihuly.

ST. LOUIS ARTISTS' GUILD, Two Oak Knoll, 727-0589, FAX 727-0110, Tues-Sun noon-4. In Oak Knoll Park in national and regional exhibitions.

STEIN GALLERY, 21 N. Meramec, 721-4548, Tues-Fri 10-5, Sat 10-4. Exhibiting modern and contemporary art in conservation framing, rest.

ART/PICTURE FRAMING
ART & FRAME GALLERY, 8226 Forsyth, Sun 10-5. Quality framing for less artwork. Free consultation. Free pickup.

DICKER BICK ART MATERIALS, 8007 Forsyth, Sat 9-6, Sun noon-5. Art materials supplying fine artists and students.

THE GREAT FRAME-UP, 8131 Maryland, Wed-Thu 10-8. Custom framing canvas transfers and limited edition.

TOMSHIK FINE ART, 25 N. Central, Sat 9-5. 19th and 20th Century American regional paintings. Rep.

AUTOMOBILE
AUTOHAUS OF CLAYTON BMW/MINI, 727-8870, FAX 727-9345, Mon-Fri 9-5, Sat 10-5. Exclusive sales of new BMW's and pre-owned cars.

AVIS RENT-A-CAR, 216 S. Bemiston, 8-5, Fri 8-6, Sat 8-3, Sun 9-1, closed and weekly rates featuring GM cars.

HOTELS

CLAYTON ON THE PARK HOTEL & RESIDENCE, 8022 Brentwood, Clayton, Missouri, 63105, (314) 721-6454, FAX (314) 721-6455, www.claytononthepark.com. This top rated and award-winning property combines a 4-star boutique hotel, corporate/extended stay and resort amenities in a 2.5 million dollar apartment in one vertical neighborhood. Stay one night, one month or one year and be in Clayton's most desirable address in the city. Overlooking three parks and an extensive pool, bar, spa, tennis courts and beautifully landscaped park, guests can enjoy the complimentary 4000 square foot Neighborhood Fitness center and beautifully landscaped outdoor Tennis Club transportation within Clayton. They enjoy Java Plus, the lobby with live piano, 24-hour coffee and breakfast, fitness, snacks and evening wine and beer by the glass. On the 2nd floor, take in Fringe Music & Dining and spend your day for free at the fitness facility and fitness in one vertical neighborhood. Stay one night, one month or one year and be in Clayton's most desirable address in the city. Clayton only has one club. Make staying at a hotel fun again! A member of Preferred Hotels & Resorts and Boutique Hotels.

CROWNIE PLAZA ST. LOUIS CLAYTON, 7790 Commodore, Clayton, Missouri 63105, (314) 725-4000, (800) 999-0000, FAX (314) 729-1126, www.crownie.com. The Crownie Plaza St. Louis Clayton Hotel has recently completed a \$15.7 million renovation. Come and experience the Crownie Plaza difference. Pampers yourself with our "Step Advantage" program in the spacious and relaxing guest rooms featuring the most advanced and complimentary wireless high-speed internet access. The Crownie Plaza Suites offer 2100 square feet of living space including the top of the Crownie Club Balcony. The hotel provides complimentary business services and complimentary groups from 5-100 persons. All guest rooms include: television, hot desk service, internet access, in-room movies, Nespresso and in-room coffee bar. In addition, the hotel has a double service to and from the airport from 6am-10pm, complimentary daily breakfast, indoor swimming pool, fitness center and spa. Stay at the Crownie Plaza St. Louis Clayton Hotel and experience our flexible service and attention to detail. We deliver the Crownie Plaza experience.

THE DANIELLE, 216 N. Meramec, Clayton, Missouri 63105, (314) 721-4000, (800) 325-8332, FAX (314) 721-6009. Recently used by President and Letitia in one of the top five hotels in the St. Louis area. Spacious, beautifully appointed guest rooms and suites featuring fine, comfortable beds and cable TV. Conveniently located in the center with easy access to downtown Clayton, St. Louis and the airport.

DRY CLEANERS
ACE WYKOFF SHIRTSTEIN, 7620 Wideman, 721-2004
BANNER CLEANERS & LAUNDRY, 500 S. Brentwood, 225-4000
DEWEN DRY CLEANERS, 726 DeMun, 721-6000
GATFORD CLEANERS, 8007 Lakes, 725-7273
LARK JEWETT CLEANERS, 7719 Clayton Road, 727-6000
THE CLEANERS, 8200 Brentwood, 444-1800
TOP TOP CLEANERS, 7600 Wideman, 726-0939
WETWORK CLEANERS, 500 S. Hadley, 961-9666

FITNESS TRAINING
BELLAVOA, 5 S. Central, 621-6007
CENTER OF CLAYTON, THE, 901 Sun, 290-8900
CLAYTON PERSONAL TRAINING, 7900 Brentwood, 725-2639
CLAYTON PLAZA FITNESS, 8300 Forsyth, 721-8618
HERITAGE PERSONAL TRAINING, 7800 Brentwood, 530-1488
MUSCLE UP FITNESS, 7622 Wideman, 2nd Floor, 727-4689
NUTRIPERFORMANCE, 8025 Brentwood, 721-5333
ORANGE PLAZA FITNESS CENTER, 7701 Commodore, 726-5400
RETC CENTER, THE FITNESS CENTER, 100 Commodore, 863-8000
20 MINUTES TO FITNESS, 200 S. Hadley #100, 863-7830
UNDER PHYSIOLOGICAL SCIENCE, 8131 Maryland, 897-8038
WELLNESS ATHLETIC CENTER & SPA, 7620 Forsyth, 746-1500

LIBRARY
MID-CENTURY BRANCH, 7821 Maryland, 721-9008

MASSAGE/Wellness
BOTTLEDHEALING CENTER, 10 S. Brentwood #10, 725-8002
CENTRAL CLAYTON CHIROPRACTIC, 225 S. Meramec #306, 721-9390
CLAYTON CHIROPRACTIC, 781 Maryland, 727-3043
DR. CHOI Chul Park, 726-4040
YBCA COUNTY BRANCH DAY CARE, 140 N. Brentwood, 725-7283

CHILDREN
CLAYTON PLAYTERRACE CHILDREN, 7700 Doss, 727-2777
CLAYTON UNITED METHODIST, 101 N. Bemiston, 721-2282
FIRST CONGREGATIONAL CHURCH, 801 Wideman, 727-9568
HAMBEL BROTHERHOOD CHURCH, 7701 Maryland, 726-6939
TRINITY LUTHERAN CHURCH, 726-4959
WABOR UNITED METHODIST CHURCH, 520 N. Forsyth, 727-9540
ST. JOSEPH'S CHURCH, 100 N. Meramec, 726-1221
THE CHURCH OF ST. HELEN, 141 S. Central, 6345 Wideman, 721-1502

COFFEEING/RESTAURANTS
HERITAGE CAFE, 8111 Forsyth #316, 721-9041
MC CORMICK'S, 8111 Clayton Road #105, 863-1442
CLAYTON RESTAURANT, 8103 Maryland, 725-4033
TRINITY CAFE, 8103 Lakes, 727-4704
METROPOLITAN PIZZA, 210 S. Bemiston, 721-3244

PERSONAL GROOMING/SALONS
ALYSSA WYBARGER SHOP, 7533 Forsyth, 862-1585
BOUTIQUE DESIGN, 823 Lakes, 727-1423
CHRISTOPHER'S, INC., 4311 Clayton Road, 721-0337
DAVE'S OF CLAYTON SALON, 8103 Maryland, 862-4892
CLAYTON DRY BARBER SHOP, 230 S. Brentwood, 721-8848
CLAYTON BARBER SHOP, 35 S. Central, Clayton, 721-6006
CLAYTON MARIAGE BARBER SHOP, 215 N. Meramec, 721-6006
CREATIVES HAIR CARE, 3614 Wideman, 721-7172
EMPTYS DEVELOPMENT, 8123 Maryland, 725-9664
DOMINIC MICHAEL HAIR DESIGN, 8202 Forsyth, 725-4280
EMMA INTERNATIONAL, 825A Forsyth, 725-3039
ELECTROHAIR, ETC., 141 N. Meramec #23, 727-8833

THE RITZ-CARLTON, ST. LOUIS, 190 Commodore Plaza, Clayton, Missouri 63105, (314) 863-6000, (800) 242-5333, FAX (314) 863-7886. At the City's only Four-Star Four Diamond property, The Ritz-Carlton, St. Louis provides the finest personal service and facilities for business and leisure travelers. Located in the business section of Clayton, halfway between downtown St. Louis and Lambert International Airport, the hotel features 209 guest rooms and 32 suites. Standard accommodations in each guest room are: marble bathrooms, three televisions, carry cloth robes, extra-daily housekeeping service, and an in-room lounge bar. Other amenities include a fitness center with an indoor pool, a wine room, cigar club, sushi bar and the area's finest conference facilities. Specially priced weekend packages are available. Grand Luxe - Compl. Your Favorite.

SEVEN GABLES INN, 26 N. Meramec, Clayton, Missouri 63105, (314) 863-8000, (800) 433-6300, FAX (314) 863-8046. The accommodations extended to you from the Seven Gables Inn include 24 charming European-style guest rooms and suites. Enjoy the attention to detail inherent in such amenities as elegant country French furnishings, plush comforters, thick and downy towels, carry cloth robes and hand-washed French soaps. Our charming dining room and seasonal European courtyard, featuring a delightful blend of European and American cuisine, pampers you with delectable service. Enjoy the Parlor Bar's comfortable seating while listening to our pianist's entrancing renditions. The Seven Gables Inn, a National Historical Landmark, will make your stay one you will never forget. Seven Gables Inn is a member of the prestigious Sterling Hotels, a group of the world's finest hotels and restaurants, and was recently ranked as one of the "Best Hotels" in St. Louis by Travel and Leisure Magazine, and one of America's most romantic, issue by Vacation Magazine. "Zagat rated 'had been in Missouri.'" Value parking available.

SHEARIN CLAYTON PLAZA HOTEL ST. LOUIS, 7790 Brentwood, Clayton, Missouri 63105, (314) 863-0000, (800) 337-1395, FAX (314) 863-2398, www.shearin.com/clayton. The 257 spacious and tastefully appointed guestrooms and suites at the Shearaton Clayton Plaza Hotel provide all the comforts of home in the heart of Clayton. Stay on the many new restaurants, bars and shops, all within walking distance of the hotel. Each room and suite features a color-coded, built-in, towelboard, 2-line phone, enhanced bulb lighting and room amenities. Enjoy dining at Alexander's, which features breakfast, lunch and dinner. All of our American favorites. There is a 25-screen indoor pool, fitness facility, beauty salon, Enterprise Rent-A-Car, business center and Lobby Lounge just waiting for you to use. Admission covered parking available.

The hotel provides complimentary shuttles to the airport and areas immediately surrounding Clayton. Make the Shearaton Clayton Plaza Hotel your home while you explore St. Louis.

EVENTS

CLAYTON FARMERS' MARKET
 A chef and local farmers' market with the most, including fresh produce, meats, breads, early produce, live animals and more. Early parking, live animals and more.

CLAYTON FARMERS' MARKET
 A chef and local farmers' market with the most, including fresh produce, meats, breads, early produce, live animals and more. Early parking, live animals and more.

MUSICAL NIGHTS IN OAK KNOLL PARK
 A vibrant night on the stage in Oak Knoll Park. Don't miss the opportunity to enjoy a night of live music in the heart of Clayton. Call 216-5914 or visit www.oakknollpark.com.

PARTIES IN THE PARK
 A vibrant night on the stage in Oak Knoll Park. Don't miss the opportunity to enjoy a night of live music in the heart of Clayton. Call 216-5914 or visit www.oakknollpark.com.

TASTE OF CLAYTON
 A celebration of Clayton's Best Baking Competition and restaurants. Taste the "best" of Clayton's best bakers and chefs. Call 216-5914 or visit www.oakknollpark.com.

US BANK SAINT LOUIS JAZZ FESTIVAL
 A festival of contemporary jazz music on the stage in Oak Knoll Park. Don't miss the opportunity to enjoy a night of live music in the heart of Clayton. Call 216-5914 or visit www.oakknollpark.com.

SAINT LOUIS ART FAIR
 A vibrant night on the stage in Oak Knoll Park. Don't miss the opportunity to enjoy a night of live music in the heart of Clayton. Call 216-5914 or visit www.oakknollpark.com.

CLAYTON GARDENS CLASSIC
 An event in Stone Park, St. Louis celebrating the 100th anniversary of the park. Call 216-5914 or visit www.oakknollpark.com.

ACTIVITIES
CLAYTON ART COMMISSION
 Call 216-5914 for more information about public art in Clayton.
CLAYTON PARK & RECREATION/7TH CENTER OF CLAYTON
 Call 216-5914 for more information about public art in Clayton.

Pages from Clayton promotional piece. (above)

General Information

Police/Fire/Medical Emergencies 911
 Disabled Accessibility Information
 (Voice) (314) 422-3686
 (TDD) (314) 422-3683
 Foreign Currency Exchange
 US Bank (314) 418-3803
 UMB Bank (314) 412-8170
 Highway Conditions
 (800) 222-4400
 Time, Temperature & Weather Line via XMIC
 (314) 331-2222
 Western Union
 (800) 325-4000

Train Stations

Amtrak (800) 872-7245
 Downtown (314) 331-3339

Airport & Airlines

Airport
 Lambert-St. Louis International Airport (314) 428-8000
 MidAmerica St. Louis Airport (618) 566-3200
 St. Louis Downtown Airport (618) 337-6000
 Spirit of St. Louis Airport (636) 532-2222

Airlines

| | |
|-----------------|----------------|
| Air Canada Jazz | (888) 247-2282 |
| American | (800) 433-7200 |
| America West | (800) 236-8000 |
| Comair | (800) 326-9822 |
| Continental | (800) 525-0283 |
| Delta | (800) 221-1212 |
| Frontier | (800) 452-2022 |
| Northwest | (800) 225-2526 |
| Southern | (800) 452-9792 |
| United | (800) 241-6522 |
| USA3000 | (877) 654-3000 |
| USAirways | (800) 428-4232 |

Relocation Services

Barry Upchurch Realty (314) 838-1900
 Coldwell Banker Gundaker (800) 226-1938
 Weller Realty (314) 298-6000

Visitor Services

St. Louis Visitor Information
 • 7th and Washington Ave. • 3039 Washington Ave.
 • Lambert Airport (Main & East Terminals) • Kiener Plaza
 • Forest Park (800) 516-0092
 St. Louis Convention & Visitors Commission
 One Metropolitan Sq., Ste. 1100, 63102
 Special Events Phone Recording (314) 421-9223 or (800) 511-0072
 Altan Regional Convention & Visitors Bureau (618) 465-6676
 (800) 258-6645
 Cherokee-Lemp Historic District (314) 276-4450
 Chesterfield Chamber of Commerce (636) 532-3399
 Downtown St. Louis Partnership (314) 772-4232
 Eureka Tourism Commission (618) 428-5000
 South Grand Community Improvement District (314) 472-5750
 Greater St. Charles Convention & Visitors Bureau (314) 944-7778
 (800) 386-2427
 The Hill Business Association (314) 647-6222
 International Institute (314) 773-8000
 Kinross Merchants Association (636) 464-4864
 Kirkwood-Des Peres Area Chamber of Commerce (314) 821-4811
 Ladelle's Landing (314) 741-5878
 The Loop Historic Neighborhood (618) 458-6600
 Maplewood Chamber of Commerce (314) 781-8568
 Maryland Heights Convention & Visitors Bureau (314) 275-9064
 (800) 368-2400
 MetroLife Service Center - buses and trolley
 17th and Washington (314) 962-1495
 Missouri Division of Tourism Information Center
 I-290 and River View (314) 889-7000
 Mt. Vernon Convention & Visitors Bureau (800) 232-5664
 St. Louis Center for International Relations (314) 963-6777
 St. Louis Visitors Center, Inc.
 308 Washington Ave. (314) 241-1764
 (314) 883-3800
 Scissors to the Rescue (314) 773-6167
 Social Business Association (314) 442-1488
 The Tourism Bureau Southwest Illinois (618) 337-1488
 Travelers Aid Society (314) 241-5820
 Webster Area Chamber of Commerce (888) 732-7446
 Washington Drivers Area Chamber of Commerce (314) 962-4142

Map 3: Central Corridor

Accommodations

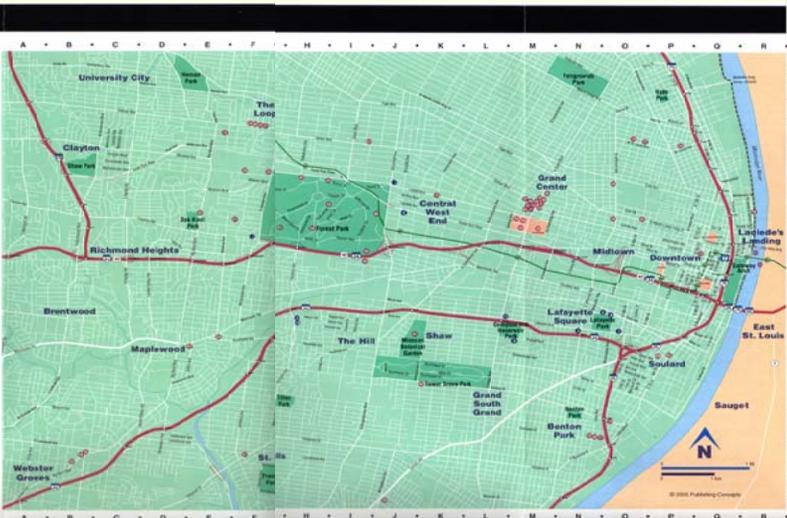
1. Chase Park Plaza Hotel, 3-1
2. Chouteau Lodge, 3-1
3. The Hearst Sanatorium, 3-9
4. Holiday Inn Express, 3-9
5. Holiday Inn Express, 3-9
6. Holiday Inn Express, 3-9
7. Holiday Inn Express, 3-9
8. Lorraine House Bed & Breakfast, 3-9
9. Napoleon's Retreat, 3-9
10. The Park Avenue Napoleon, 3-9
11. The Saint Louis Art Museum, 3-13
12. The St. Louis Marriott Hotel, 3-13
13. The St. Louis Marriott Hotel, 3-13
14. The St. Louis Marriott Hotel, 3-13
15. The St. Louis Marriott Hotel, 3-13
16. The St. Louis Marriott Hotel, 3-13
17. The St. Louis Marriott Hotel, 3-13
18. The St. Louis Marriott Hotel, 3-13
19. The St. Louis Marriott Hotel, 3-13
20. The St. Louis Marriott Hotel, 3-13
21. The St. Louis Marriott Hotel, 3-13
22. The St. Louis Marriott Hotel, 3-13
23. The St. Louis Marriott Hotel, 3-13
24. The St. Louis Marriott Hotel, 3-13
25. The St. Louis Marriott Hotel, 3-13
26. The St. Louis Marriott Hotel, 3-13
27. The St. Louis Marriott Hotel, 3-13
28. The St. Louis Marriott Hotel, 3-13
29. The St. Louis Marriott Hotel, 3-13
30. The St. Louis Marriott Hotel, 3-13
31. The St. Louis Marriott Hotel, 3-13
32. The St. Louis Marriott Hotel, 3-13
33. The St. Louis Marriott Hotel, 3-13
34. The St. Louis Marriott Hotel, 3-13
35. The St. Louis Marriott Hotel, 3-13
36. The St. Louis Marriott Hotel, 3-13
37. The St. Louis Marriott Hotel, 3-13
38. The St. Louis Marriott Hotel, 3-13
39. The St. Louis Marriott Hotel, 3-13
40. The St. Louis Marriott Hotel, 3-13
41. The St. Louis Marriott Hotel, 3-13
42. The St. Louis Marriott Hotel, 3-13
43. The St. Louis Marriott Hotel, 3-13
44. The St. Louis Marriott Hotel, 3-13
45. The St. Louis Marriott Hotel, 3-13
46. The St. Louis Marriott Hotel, 3-13
47. The St. Louis Marriott Hotel, 3-13
48. The St. Louis Marriott Hotel, 3-13
49. The St. Louis Marriott Hotel, 3-13
50. The St. Louis Marriott Hotel, 3-13
51. The St. Louis Marriott Hotel, 3-13
52. The St. Louis Marriott Hotel, 3-13
53. The St. Louis Marriott Hotel, 3-13
54. The St. Louis Marriott Hotel, 3-13
55. The St. Louis Marriott Hotel, 3-13
56. The St. Louis Marriott Hotel, 3-13
57. The St. Louis Marriott Hotel, 3-13
58. The St. Louis Marriott Hotel, 3-13
59. The St. Louis Marriott Hotel, 3-13
60. The St. Louis Marriott Hotel, 3-13
61. The St. Louis Marriott Hotel, 3-13
62. The St. Louis Marriott Hotel, 3-13
63. The St. Louis Marriott Hotel, 3-13
64. The St. Louis Marriott Hotel, 3-13
65. The St. Louis Marriott Hotel, 3-13
66. The St. Louis Marriott Hotel, 3-13
67. The St. Louis Marriott Hotel, 3-13
68. The St. Louis Marriott Hotel, 3-13
69. The St. Louis Marriott Hotel, 3-13
70. The St. Louis Marriott Hotel, 3-13
71. The St. Louis Marriott Hotel, 3-13
72. The St. Louis Marriott Hotel, 3-13
73. The St. Louis Marriott Hotel, 3-13
74. The St. Louis Marriott Hotel, 3-13
75. The St. Louis Marriott Hotel, 3-13
76. The St. Louis Marriott Hotel, 3-13
77. The St. Louis Marriott Hotel, 3-13
78. The St. Louis Marriott Hotel, 3-13
79. The St. Louis Marriott Hotel, 3-13
80. The St. Louis Marriott Hotel, 3-13
81. The St. Louis Marriott Hotel, 3-13
82. The St. Louis Marriott Hotel, 3-13
83. The St. Louis Marriott Hotel, 3-13
84. The St. Louis Marriott Hotel, 3-13
85. The St. Louis Marriott Hotel, 3-13
86. The St. Louis Marriott Hotel, 3-13
87. The St. Louis Marriott Hotel, 3-13
88. The St. Louis Marriott Hotel, 3-13
89. The St. Louis Marriott Hotel, 3-13
90. The St. Louis Marriott Hotel, 3-13
91. The St. Louis Marriott Hotel, 3-13
92. The St. Louis Marriott Hotel, 3-13
93. The St. Louis Marriott Hotel, 3-13
94. The St. Louis Marriott Hotel, 3-13
95. The St. Louis Marriott Hotel, 3-13
96. The St. Louis Marriott Hotel, 3-13
97. The St. Louis Marriott Hotel, 3-13
98. The St. Louis Marriott Hotel, 3-13
99. The St. Louis Marriott Hotel, 3-13
100. The St. Louis Marriott Hotel, 3-13

Attractions

1. Anheuser-Busch Brewery Tour and Gift Shop, 3-12
2. Art Saint Louis, 3-7
3. The Back Room History Museum, 3-9
4. The Back Room History Museum, 3-9
5. The Back Room History Museum, 3-9
6. The Back Room History Museum, 3-9
7. The Back Room History Museum, 3-9
8. The Back Room History Museum, 3-9
9. The Back Room History Museum, 3-9
10. The Back Room History Museum, 3-9
11. The Back Room History Museum, 3-9
12. The Back Room History Museum, 3-9
13. The Back Room History Museum, 3-9
14. The Back Room History Museum, 3-9
15. The Back Room History Museum, 3-9
16. The Back Room History Museum, 3-9
17. The Back Room History Museum, 3-9
18. The Back Room History Museum, 3-9
19. The Back Room History Museum, 3-9
20. The Back Room History Museum, 3-9
21. The Back Room History Museum, 3-9
22. The Back Room History Museum, 3-9
23. The Back Room History Museum, 3-9
24. The Back Room History Museum, 3-9
25. The Back Room History Museum, 3-9
26. The Back Room History Museum, 3-9
27. The Back Room History Museum, 3-9
28. The Back Room History Museum, 3-9
29. The Back Room History Museum, 3-9
30. The Back Room History Museum, 3-9
31. The Back Room History Museum, 3-9
32. The Back Room History Museum, 3-9
33. The Back Room History Museum, 3-9
34. The Back Room History Museum, 3-9
35. The Back Room History Museum, 3-9
36. The Back Room History Museum, 3-9
37. The Back Room History Museum, 3-9
38. The Back Room History Museum, 3-9
39. The Back Room History Museum, 3-9
40. The Back Room History Museum, 3-9
41. The Back Room History Museum, 3-9
42. The Back Room History Museum, 3-9
43. The Back Room History Museum, 3-9
44. The Back Room History Museum, 3-9
45. The Back Room History Museum, 3-9
46. The Back Room History Museum, 3-9
47. The Back Room History Museum, 3-9
48. The Back Room History Museum, 3-9
49. The Back Room History Museum, 3-9
50. The Back Room History Museum, 3-9
51. The Back Room History Museum, 3-9
52. The Back Room History Museum, 3-9
53. The Back Room History Museum, 3-9
54. The Back Room History Museum, 3-9
55. The Back Room History Museum, 3-9
56. The Back Room History Museum, 3-9
57. The Back Room History Museum, 3-9
58. The Back Room History Museum, 3-9
59. The Back Room History Museum, 3-9
60. The Back Room History Museum, 3-9
61. The Back Room History Museum, 3-9
62. The Back Room History Museum, 3-9
63. The Back Room History Museum, 3-9
64. The Back Room History Museum, 3-9
65. The Back Room History Museum, 3-9
66. The Back Room History Museum, 3-9
67. The Back Room History Museum, 3-9
68. The Back Room History Museum, 3-9
69. The Back Room History Museum, 3-9
70. The Back Room History Museum, 3-9
71. The Back Room History Museum, 3-9
72. The Back Room History Museum, 3-9
73. The Back Room History Museum, 3-9
74. The Back Room History Museum, 3-9
75. The Back Room History Museum, 3-9
76. The Back Room History Museum, 3-9
77. The Back Room History Museum, 3-9
78. The Back Room History Museum, 3-9
79. The Back Room History Museum, 3-9
80. The Back Room History Museum, 3-9
81. The Back Room History Museum, 3-9
82. The Back Room History Museum, 3-9
83. The Back Room History Museum, 3-9
84. The Back Room History Museum, 3-9
85. The Back Room History Museum, 3-9
86. The Back Room History Museum, 3-9
87. The Back Room History Museum, 3-9
88. The Back Room History Museum, 3-9
89. The Back Room History Museum, 3-9
90. The Back Room History Museum, 3-9
91. The Back Room History Museum, 3-9
92. The Back Room History Museum, 3-9
93. The Back Room History Museum, 3-9
94. The Back Room History Museum, 3-9
95. The Back Room History Museum, 3-9
96. The Back Room History Museum, 3-9
97. The Back Room History Museum, 3-9
98. The Back Room History Museum, 3-9
99. The Back Room History Museum, 3-9
100. The Back Room History Museum, 3-9

Map Legend

- Accommodations
- Attractions
- Day Trips
- Shopping Centers
- MetroLink Station
- Riverboat Casino
- Visitor Center
- Park



Metro
 Connecting people on the move!

Customer Service
 314.231.2145 Missouri
 817.271.2345 Illinois
 TTY ASSISTANCE
 314.873.1555 Missouri
 314.873.1300 Illinois

Ride Free Zone
 Anyday

- Lambert Main
- Lambert East
- North Hanley
- UMTS North
- Rock South
- Rock Road
- Weldon
- Dolans Loop
- Forest Park/O'Fallon
- Central West End
- Grand
- Union Station
- Civic Center
- Stadium
- Rth & Pine
- Convention Center
- Arch-Ladelle's Landing
- East Riverfront
- 18th & Missouri
- Emerson Park
- Jackie Joyner-Kersey
- Washington Park
- Fairview Heights
- Memorial Hospital
- Deweenaw
- Bellevue
- College
- Shiloh-Scott
- Park-Place Lot
- Pike Free Zone

Map 4: Downtown St. Louis

Accommodations

1. Courtyard by Marriott Downtown, 3-1
2. Courtyard by Marriott Downtown, 3-1
3. Courtyard by Marriott Downtown, 3-1
4. Courtyard by Marriott Downtown, 3-1
5. Courtyard by Marriott Downtown, 3-1
6. Courtyard by Marriott Downtown, 3-1
7. Courtyard by Marriott Downtown, 3-1
8. Courtyard by Marriott Downtown, 3-1
9. Courtyard by Marriott Downtown, 3-1
10. Courtyard by Marriott Downtown, 3-1
11. Courtyard by Marriott Downtown, 3-1
12. Courtyard by Marriott Downtown, 3-1
13. Courtyard by Marriott Downtown, 3-1
14. Courtyard by Marriott Downtown, 3-1
15. Courtyard by Marriott Downtown, 3-1
16. Courtyard by Marriott Downtown, 3-1
17. Courtyard by Marriott Downtown, 3-1
18. Courtyard by Marriott Downtown, 3-1
19. Courtyard by Marriott Downtown, 3-1
20. Courtyard by Marriott Downtown, 3-1
21. Courtyard by Marriott Downtown, 3-1
22. Courtyard by Marriott Downtown, 3-1
23. Courtyard by Marriott Downtown, 3-1
24. Courtyard by Marriott Downtown, 3-1
25. Courtyard by Marriott Downtown, 3-1
26. Courtyard by Marriott Downtown, 3-1
27. Courtyard by Marriott Downtown, 3-1
28. Courtyard by Marriott Downtown, 3-1
29. Courtyard by Marriott Downtown, 3-1
30. Courtyard by Marriott Downtown, 3-1
31. Courtyard by Marriott Downtown, 3-1
32. Courtyard by Marriott Downtown, 3-1
33. Courtyard by Marriott Downtown, 3-1
34. Courtyard by Marriott Downtown, 3-1
35. Courtyard by Marriott Downtown, 3-1
36. Courtyard by Marriott Downtown, 3-1
37. Courtyard by Marriott Downtown, 3-1
38. Courtyard by Marriott Downtown, 3-1
39. Courtyard by Marriott Downtown, 3-1
40. Courtyard by Marriott Downtown, 3-1
41. Courtyard by Marriott Downtown, 3-1
42. Courtyard by Marriott Downtown, 3-1
43. Courtyard by Marriott Downtown, 3-1
44. Courtyard by Marriott Downtown, 3-1
45. Courtyard by Marriott Downtown, 3-1
46. Courtyard by Marriott Downtown, 3-1
47. Courtyard by Marriott Downtown, 3-1
48. Courtyard by Marriott Downtown, 3-1
49. Courtyard by Marriott Downtown, 3-1
50. Courtyard by Marriott Downtown, 3-1
51. Courtyard by Marriott Downtown, 3-1
52. Courtyard by Marriott Downtown, 3-1
53. Courtyard by Marriott Downtown, 3-1
54. Courtyard by Marriott Downtown, 3-1
55. Courtyard by Marriott Downtown, 3-1
56. Courtyard by Marriott Downtown, 3-1
57. Courtyard by Marriott Downtown, 3-1
58. Courtyard by Marriott Downtown, 3-1
59. Courtyard by Marriott Downtown, 3-1
60. Courtyard by Marriott Downtown, 3-1
61. Courtyard by Marriott Downtown, 3-1
62. Courtyard by Marriott Downtown, 3-1
63. Courtyard by Marriott Downtown, 3-1
64. Courtyard by Marriott Downtown, 3-1
65. Courtyard by Marriott Downtown, 3-1
66. Courtyard by Marriott Downtown, 3-1
67. Courtyard by Marriott Downtown, 3-1
68. Courtyard by Marriott Downtown, 3-1
69. Courtyard by Marriott Downtown, 3-1
70. Courtyard by Marriott Downtown, 3-1
71. Courtyard by Marriott Downtown, 3-1
72. Courtyard by Marriott Downtown, 3-1
73. Courtyard by Marriott Downtown, 3-1
74. Courtyard by Marriott Downtown, 3-1
75. Courtyard by Marriott Downtown, 3-1
76. Courtyard by Marriott Downtown, 3-1
77. Courtyard by Marriott Downtown, 3-1
78. Courtyard by Marriott Downtown, 3-1
79. Courtyard by Marriott Downtown, 3-1
80. Courtyard by Marriott Downtown, 3-1
81. Courtyard by Marriott Downtown, 3-1
82. Courtyard by Marriott Downtown, 3-1
83. Courtyard by Marriott Downtown, 3-1
84. Courtyard by Marriott Downtown, 3-1
85. Courtyard by Marriott Downtown, 3-1
86. Courtyard by Marriott Downtown, 3-1
87. Courtyard by Marriott Downtown, 3-1
88. Courtyard by Marriott Downtown, 3-1
89. Courtyard by Marriott Downtown, 3-1
90. Courtyard by Marriott Downtown, 3-1
91. Courtyard by Marriott Downtown, 3-1
92. Courtyard by Marriott Downtown, 3-1
93. Courtyard by Marriott Downtown, 3-1
94. Courtyard by Marriott Downtown, 3-1
95. Courtyard by Marriott Downtown, 3-1
96. Courtyard by Marriott Downtown, 3-1
97. Courtyard by Marriott Downtown, 3-1
98. Courtyard by Marriott Downtown, 3-1
99. Courtyard by Marriott Downtown, 3-1
100. Courtyard by Marriott Downtown, 3-1

Attractions

1. Anheuser-Busch Brewery, 3-12
2. Anheuser-Busch Brewery, 3-12
3. Anheuser-Busch Brewery, 3-12
4. Anheuser-Busch Brewery, 3-12
5. Anheuser-Busch Brewery, 3-12
6. Anheuser-Busch Brewery, 3-12
7. Anheuser-Busch Brewery, 3-12
8. Anheuser-Busch Brewery, 3-12
9. Anheuser-Busch Brewery, 3-12
10. Anheuser-Busch Brewery, 3-12
11. Anheuser-Busch Brewery, 3-12
12. Anheuser-Busch Brewery, 3-12
13. Anheuser-Busch Brewery, 3-12
14. Anheuser-Busch Brewery, 3-12
15. Anheuser-Busch Brewery, 3-12
16. Anheuser-Busch Brewery, 3-12
17. Anheuser-Busch Brewery, 3-12
18. Anheuser-Busch Brewery, 3-12
19. Anheuser-Busch Brewery, 3-12
20. Anheuser-Busch Brewery, 3-12
21. Anheuser-Busch Brewery, 3-12
22. Anheuser-Busch Brewery, 3-12
23. Anheuser-Busch Brewery, 3-12
24. Anheuser-Busch Brewery, 3-12
25. Anheuser-Busch Brewery, 3-12
26. Anheuser-Busch Brewery, 3-12
27. Anheuser-Busch Brewery, 3-12
28. Anheuser-Busch Brewery, 3-12
29. Anheuser-Busch Brewery, 3-12
30. Anheuser-Busch Brewery, 3-12
31. Anheuser-Busch Brewery, 3-12
32. Anheuser-Busch Brewery, 3-12
33. Anheuser-Busch Brewery, 3-12
34. Anheuser-Busch Brewery, 3-12
35. Anheuser-Busch Brewery, 3-12
36. Anheuser-Busch Brewery, 3-12
37. Anheuser-Busch Brewery, 3-12
38. Anheuser-Busch Brewery, 3-12
39. Anheuser-Busch Brewery, 3-12
40. Anheuser-Busch Brewery, 3-12
41. Anheuser-Busch Brewery, 3-12
42. Anheuser-Busch Brewery, 3-12
43. Anheuser-Busch Brewery, 3-12
44. Anheuser-Busch Brewery, 3-12
45. Anheuser-Busch Brewery, 3-12
46. Anheuser-Busch Brewery, 3-12
47. Anheuser-Busch Brewery, 3-12
48. Anheuser-Busch Brewery, 3-12
49. Anheuser-Busch Brewery, 3-12
50. Anheuser-Busch Brewery, 3-12
51. Anheuser-Busch Brewery, 3-12
52. Anheuser-Busch Brewery, 3-12
53. Anheuser-Busch Brewery, 3-12
54. Anheuser-Busch Brewery, 3-12
55. Anheuser-Busch Brewery, 3-12
56. Anheuser-Busch Brewery, 3-12
57. Anheuser-Busch Brewery, 3-12
58. Anheuser-Busch Brewery, 3-12
59. Anheuser-Busch Brewery, 3-12
60. Anheuser-Busch Brewery, 3-12
61. Anheuser-Busch Brewery, 3-12
62. Anheuser-Busch Brewery, 3-12
63. Anheuser-Busch Brewery, 3-12
64. Anheuser-Busch Brewery, 3-12
65. Anheuser-Busch Brewery, 3-12
66. Anheuser-Busch Brewery, 3-12
67. Anheuser-Busch Brewery, 3-12
68. Anheuser-Busch Brewery, 3-12
69. Anheuser-Busch Brewery, 3-12
70. Anheuser-Busch Brewery, 3-12
71. Anheuser-Busch Brewery, 3-12
72. Anheuser-Busch Brewery, 3-12
73. Anheuser-Busch Brewery, 3-12
74. Anheuser-Busch Brewery, 3-12
75. Anheuser-Busch Brewery, 3-12
76. Anheuser-Busch Brewery, 3-12
77. Anheuser-Busch Brewery, 3-12
78. Anheuser-Busch Brewery, 3-12
79. Anheuser-Busch Brewery, 3-12
80. Anheuser-Busch Brewery, 3-12
81. Anheuser-Busch Brewery, 3-12
82. Anheuser-Busch Brewery, 3-12
83. Anheuser-Busch Brewery, 3-12
84. Anheuser-Busch Brewery, 3-12
85. Anheuser-Busch Brewery, 3-12
86. Anheuser-Busch Brewery, 3-12
87. Anheuser-Busch Brewery, 3-12
88. Anheuser-Busch Brewery, 3-12
89. Anheuser-Busch Brewery, 3-12
90. Anheuser-Busch Brewery, 3-12
91. Anheuser-Busch Brewery, 3-12
92. Anheuser-Busch Brewery, 3-12
93. Anheuser-Busch Brewery, 3-12
94. Anheuser-Busch Brewery, 3-12
95. Anheuser-Busch Brewery, 3-12
96. Anheuser-Busch Brewery, 3-12
97. Anheuser-Busch Brewery, 3-12
98. Anheuser-Busch Brewery, 3-12
99. Anheuser-Busch Brewery, 3-12
100. Anheuser-Busch Brewery, 3-12

Specialty Shops

1. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
2. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
3. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
4. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
5. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
6. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
7. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
8. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
9. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
10. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
11. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
12. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
13. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
14. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
15. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
16. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
17. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
18. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
19. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
20. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
21. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
22. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
23. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
24. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
25. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
26. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
27. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
28. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
29. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
30. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
31. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
32. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
33. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
34. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
35. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
36. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
37. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
38. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
39. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
40. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
41. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
42. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
43. Case St. Louis Gift Basket, 10114 Manchester St., (314) 652-6555
44. Case St. Louis Gift Basket,

While the full foldout is more encompassing than what is needed for downtown Hermann, the Downtown St. Louis portion of the St. Louis brochure (right) offers a good example of how a downtown map and listing can be handled.

Map 4: Downtown St. Louis

Accommodations

1. Adam's Mark Hotel, D-10
2. Courtyard by Marriott Downtown, C-1
3. Drury Inn & Suites St. Louis Convention Center, F-9
4. Drury Inn Union Station, C-3
5. Drury Plaza Hotel, C-10
6. Embassy Suites Hotel St. Louis Downtown, F-10
7. The Gentry's Landing, E-10
8. Hampton Inn St. Louis Downtown (at the Gateway Arch), E-10
9. Hampton Inn Union Station, D-2
10. Hilton St. Louis Downtown (open early 2005), D-9
11. Holiday Inn Select/Downtown Convention Center, F-7
12. Hyatt Regency St. Louis, C-3
13. Mansion House Furnished Suites, D-10
14. Millennium Hotel St. Louis, B-10
15. The Omni Majestic Hotel, D-7
16. Radisson Hotel and Suites St. Louis Downtown, D-10
- 17a. Renaissance Grand Hotel St. Louis, E-8
- 17b. Renaissance St. Louis Suites Hotel, E-8
18. The Roberts Mayfair, A Wyndham Historic Hotel, E-8
19. St. Louis Marriott Downtown, C-9
20. St. Louis RV Park, F-1
21. Sheraton St. Louis City Center Hotel and Suites, B-5
22. The Westin St. Louis, B-8
23. WS Hotel and Spa, E-9

Attractions

24. America's Center®, F-8
25. Busch Stadium (Cardinals Baseball), C-8
26. Campbell House, E-5
27. Casino Queen, E-12
28. Christ Church Cathedral, E-6
29. City Museum, F-4
30. Eads Bridge, E-12
31. everydaycircus, F-4
32. Ferrara Theatre at America's Center®, F-8
33. The Eugene Field House and St. Louis Toy Museum, A-9
34. Gateway Arch/Museum of Westward Expansion, D-11
35. Gateway Arch Riverboats, D-11
36. International Bowling Museum and Hall of Fame, Home of the St. Louis Cardinals Hall of Fame Museum, C-8
37. Edward Jones Dome (Rams Football), G-8
38. Laclede's Landing, F-10
39. Des Lee Gallery, E-4
40. Old Cathedral (Basilica of St. Louis), C-10
41. Old Courthouse, D-9
42. The Roberts Orpheum Theater, E-8
43. President Casino, F-11
44. RiverBarge Excursions, C-11
45. St. Louis Public Library, E-5
46. St. Louis Union Station, C-3
47. Savvis Center (Blues Hockey, Billikens Basketball, Missouri Valley Conference Basketball), C-5
48. Shrine of St. Joseph, G-7
49. Soldiers Memorial Military Museum, D-5
50. Upper Limits Rock Climbing Gym, B-2
51. World Aquarium at City Museum, F-4

www.explorestlouis.com
© 2005 Publishing Concepts

visitors are likely to stop before they get into Hermann. Especially place it along highways 19, 100, and 94.

- Create a brochure that lists the regular special events that Hermann has throughout the year. It should not only list the event, but also include a couple sentences describing each event. Also, include the month or particular week-end/week of the year when the event is held. If there is room, thumbnail pictures of events add interest to the brochure. A brochure of this type provides an excellent opportunity to encourage visitors to come back to Hermann. (see example to right and following page) This brochure should be prominently displayed and made available at most if not all of the shops or business locations in the downtown along with the primary promotional brochure. It should also be placed at the wineries, the living history farm and other locations throughout Hermann that attract a considerable amount of foot traffic.
- Take steps to ensure street-side, second-story windows in the downtown don't give the impression vacancy. All street-side windows should have appropriate window coverings/dressing. Curtains, blinds or shades that are in good condition make the area seem more vital and give a better impression of the area than dark empty windows or windows covered with tattered shades, paper, or boards. Some businesses may opt for promotional signs in their upper-story windows. Visitors feel more comfortable when upper floors don't look vacant.
- Fill vacant street-level store windows with large, colorful posters promoting the downtown. Another possibility would be to rent out the window space in vacant stores as ad space for other downtown businesses to place displays.

The special events panel in Clayton's Visitors Guide (on right) is a good example of the kind of description and information needed with an event list. Visitors can easily see if there is an event coming up of interest.

enjoy
EVENTS

CLAYTON FARMERS' MARKET
- A chef-run local farmers' market with live music, cooking tours and demonstrations in downtown Clayton
- Saturdays, May-September, 8:00am-noon
- Call 645-5807 or visit www.saucecafe.com

MUSICAL NIGHTS IN OAK KNOLL PARK
- A concert series on the terrace in Oak Knoll Park
- Fourth Sunday, May-September, 4:00 - 6:00pm
- Call 290-8544 or visit www.ci.clayton.mo.us

PARTIES IN THE PARK
- After-work party in Shaw Park with live music, food and refreshments
- Second Wednesday of the month, May-September, 5:00-8:00pm
- Call the Clayton Chamber of Commerce at 726-3033 for information
- Visit www.partiesinthepark.org

TASTE OF CLAYTON
- A celebration of culinary arts featuring Clayton's top restaurants, TASTE Jr. the "everything-for-kids-area," desserts at TASTE-too and a fireworks extravaganza in Shaw Park.
- Sunday, June 4, 2006, 1:00 - 9:00pm
- Call 290-8508 or visit www.ci.clayton.mo.us

ST. LOUIS SAINT LOUIS JAZZ FESTIVAL
- A festival of contemporary jazz music on three stages in Shaw Park produced by Cultural Festivals
- June 23 and 24, 2006
- Call 863-0278 or visit www.saintlouisjazzfest.com

SAINT LOUIS ART FAIR
- Annual fine arts festival featuring 165 visual artists, culinary arts, live performances. Held in Clayton's central business district and produced by Cultural Festivals.
- September 8, 9, and 10, 2006
- Call 863-0278 or visit www.saintlouisartfair.com

CLAYTON CANINE CLASSIC
- An event in Shaw Park that features everything from a canine costume contest to pet photography and silhouette art.
- Sunday, October 15, 2006, 11:00am - 2:00pm
- Call 290-8508 or visit www.ci.clayton.mo.us

ACTIVITIES

CLAYTON ART COMMISSION
- Collaborating with the City of Clayton to establish public art throughout the community
- Call 290-8501 for more information about public art tours

CLAYTON PARKS & RECREATION/THE CENTER OF CLAYTON
- Call 290-8500 for current events and activities

19

festivals and events 2007 CALENDAR

Visit www.historicstcharles.com for up-to-date information.



APRIL

14 : HISTORICAL CHILDREN'S FESTIVAL
First MO State Capitol, call 636-940-3322

27-29 : SPRING ARTWALK
Downtown Saint Charles - Over 75 artists exhibiting on Main & in the Foundry Art Centre, enjoy music & flowers.
www.saintcharlesriverfrontarts.com

MAY

13 : FRENCHTOWN HOUSE TOUR
Frenchtown - Tickets at Frenchtown Museum or Vivian's Vineyard

19 : ST. CHARLES IN BLOOM
Local garden center booths and shops featuring their plant and garden related merchandise. Come enjoy the colorful spring flowers.

19-20 : LEWIS & CLARK HERITAGE DAYS
Frontier Park - Authentic reenactment of Lewis & Clark's encampment in 1804, including a parade with the Fifé & Drum Corps. Walk through encampments, demonstrations of weapons, boat replicas, museum and 19th century crafts.
www.lewisandclark.net



JUNE

9 : FLEUR-DE-LIS FRENCH MARKET
North Second St. - Local artisans, food & drinks, bands and car show.
www.HistoricFrenchtown.com

16 : DOG DAYS OF SUMMER
North Main - Vendors, contests, prizes and other events for you & your 4-legged friend.

18-22 : KATY TRAIL RIDE
Route runs from Clinton to Saint Charles.
www.moststeparks.com

JULY

3-4 : RIVERFEST 2007
Frontier Park - This Independence Day celebration includes fireworks, food & beverage booths, beer garden, live music, a parade, carnival rides & more.
www.stcharlescity.com

AUGUST

17-19 : FESTIVAL OF THE LITTLE HILLS
Frontier Park & Main Street - Friday 4pm-10pm, Saturday 9:30am-10pm, Sunday 9:30am-5pm. Largest festival of the year, draws over 300,000 visitors and includes over 300+ craft booths; also food and beverage booths, live music & other entertainment.
www.festivalofthelittlehills.com

RECURRING EVENTS

GREATER ST. LOUIS RENAISSANCE FAIRE
mid-May - mid-June (Saturdays, Sundays, & Memorial Day) Wentzville, MO - Rotary Park
Be swept into the 16th century with knights, village shops, and villagers, nobles & peasants, from 10-6pm daily. \$12 www.strenfaire.com

FRIDAY NIGHT FLICKS
May - August (4th Friday of Month)
1800 Block of N. 2nd - Family movie shown outdoors at 8pm. www.HistoricFrenchtown.com

MUSIC ON MAIN
May - September (3rd Wednesday of Month)
North Main - Join us from 5-7:30pm for food, drink & a different band each month, bring lawn chairs - It's a party!

SAINT CHARLES MUNICIPAL BAND CONCERTS
June - August (Every Thursday at 8pm)
Frontier Park - 636-949-2590

SAINT CHARLES COMMUNITY BIG (JAZZ) BAND
June - September (2nd Sunday of Month)
Frontier Park - Music begins at 7:30pm. 314-878-5296

HOT SUMMER NIGHTS
May - September (4th Saturday of Month) & October 13, North Main - Each month a band is featured & restaurants serve menu & featured cuisine at tables along sidewalks & street from 5-11pm. Music begins at 7pm.
www.stcharlescity.com

FRIDAYS IN FRONTIER PARK
June - August (First Friday of Month)

FOURTH FRIDAY ARTWALK
September - November (4th Friday of Month)
North Main - Meet the artists and view art on display at businesses along Main.
www.saintcharlesriverfrontarts.com

CALENDAR OF EVENTS CONTINUED...

SEPTEMBER

8-9 : CIVIL WAR LIVING HISTORY REENACTMENT
Frontier Park - Step back to 1860 with encampments of drill & camp life and battle reenactments, with over 400 re-enactors, and drilling demonstrations.

8 : BLUEGRASS FESTIVAL
Frontier Park - Bluegrass, fiddle & banjo music is the focus for this evening event. www.BluegrassAmerica.com

8 : QUILTS ON MAIN
Main Street - Hundreds of quilts displayed in businesses along Main.

11-16 : TOUR OF MISSOURI
600 miles, 120 world-class rides, 6 days, 1 State. www.tourofmissouri.com

14-16 : MOSAICS - FESTIVAL FOR THE ARTS
North Main - Artists from across the state sell & display art which include painting, sculpture, clay & jewelry; also food, music, kids village & Mentor Me. www.stcharlesmosaics.org

16 : LEWIS & CLARK MARATHON AND HALF MARATHON
www.lcfest.com/lewisandclark.htm

19 : BLUES FESTIVAL
North Main - Local restaurants/pubs will feature various blues bands after 8pm; view different locations all evening long. www.festivalstcharles.com

22-23 : IRISH HERITAGE DAYS
Main Street/Frontier Park - Come enjoy our Irish heritage celebration with music, storytelling, athletics, food, traditional crafts, and live Irish music in the evening. www.festivalstcharles.com

28-30 : OKTOBERFEST
Frontier Park - Celebration of our German heritage includes a parade, German bands, food, beer, car show, & crafts. www.stcharlesoktoberfest.com



OCTOBER

19-20 : STORYTELLING & GHOST STORIES
For children of all ages - 2 days of storytelling including children & ghost stories at the Katy Depot.

NOVEMBER/DECEMBER

3-4 : 3RD ANNUAL MISSOURI WILDLIFE ART FESTIVAL
Foundry Arts Center - Includes indoor and outdoor activities such as a children's art exhibit, donny carriage & wood carriage, a duck blind decorating competition and other outdoor sporting events. 11am-7pm on Saturday and 10am-5pm on Sunday. For more information call 1-800-575-2322 or email confedns@wacker.net

NOV 23 - DEC 23 : CHRISTMAS & MORE
Festivities include carolers, costumed Santa from around the world, chessmen and more. Old-fashioned holiday shopping on Wednesday, Friday & Saturday until 9pm. www.stcharleschristmas.com

NOV 23 - DEC 23 : CHRISTMAS & MORE
Holiday happenings include holiday lights along Main Street and Frontier Park, concerts/entertainment at the Foundry Arts Center, Frenchtown activities, dinners & events in the surrounding areas, and more. www.historicstcharles.com

NOV 23 - DEC 23 : TRAINS ON MAIN
100-200 block of N. Main - Interactive 0-27 model train display with animated figures (weekends).

DECEMBER 1 : LAS POSADAS
May & Joseph seeking shelter at the "inn" from 5pm to 8:00pm on Main & Main and ends in Frontier Park with tree lighting & carols.

Check online at www.historicstcharles.com in early 2008 for dates for our annual events like *Fete de la Gloire* Ice Festival, the Family-friendly Mardi Gras Parade, and the annual heritage festival, *Minuet Turned Day*.



This would make the area seem more vital, even if there are several vacant shops. When there are a considerable number of vacant store fronts in an area, it's difficult to draw visitors down the street to shops that are open. This makes it more difficult for the remaining shops to stay in business. Displays in the windows of vacant stores can help draw people along the street and give less of a deserted atmosphere to the area.

- Create a "history" tour of Hermann. It can be set up as a self-directed tour with a map that includes pictures and information about the historic buildings/houses and points of interest. A good addition would be to have CDs and portable CD players available for rent. The CDs could tell a bit more about the history than what is included in the pamphlet/booklet. On the CDs, have local actors and actresses do the voice-overs, portraying the people connected with the different points of interest. On weekends and during special events there could also be a guided version of the tour. If some of the points of interest along the tour require an admission fee, such as the Deutsenheim House or the German School Museum, these admissions can be added as part of the tour package. The map by itself could be free, or have a very minimal cost. The tour can be broken into one- and two-day tours, with map and directions. This kind of a tour leads visitors throughout all of Hermann. Also, include suggested places to eat, relax, etc. along the route. Placing the tour booklet on the Web site in PDF format so people can download and print it would be a good way to entice people to visit Hermann.
- Create a bullet list of talk points on different aspects of Hermann. The talk points should be divided into different topics: e.g. historic, downtown, arts, recreation, etc. If the bullet points are collected and kept in a notebook, volun-



teers at the Visitors Center can refer to it whenever visitors ask questions about what there is to do in Hermann. Also distribute the list to all B&B owners, shopkeepers, restaurants, etc. in Hermann. In this

way you can increase the number of people who can help visitors find out what there is to do in Hermann and hopefully extend their visit.

- Have volunteers at the Welcome Center make more of a push to have visitors fill out the visitor survey. (shown below) Also, make it more apparent that the surveys are drawn once a month and a prize awarded. Enter the survey results into a database at least once a month. Results should be reviewed every six months, or once a year at the very minimum. Track changes in demographics, likes, dislikes, suggestions, etc. Use the information to structure future marketing strategies. Also, share this information with downtown merchants, restaurants and businesses.
- Use the video that has already been shot in Hermann for video vignettes on the Web site, promotional DVDs for developers, and a DVD loop to play at the Welcome Center. The video might also be used for short promos with a "Discover Hermann" campaign on the city's cable channel, targeting area residents. Possibly an arrangement can be worked out with the communications department at a

local college to create a historical documentary of Hermann. If so, a DVD of the documentary can be sold at the Visitors Center, the German School Museum, and various gift shops in the downtown.

- Create a system to ensure B&B owners always have a good supply of informative, user-friendly pieces about the city that they can distribute to their guests. Work with owners to help them understand the importance of providing all their guests this information, not just ones who are assertive enough to ask for it.
- Encourage downtown merchants to use discount cards that entitle the bearer to either a free product or a percentage discount once they reach a certain cumulative expenditure level. If the discount card can be made a cooperative effort between several merchants, it will make it more ap-

pealing for shopping in the downtown as a whole. Accumulating discounts of this type is a good way to build customer loyalty, especially among shoppers who live relatively close to downtown. It becomes more effective as more merchants participate in the program. It would be especially beneficial if downtown restaurants could also be included.

- Another version of the above strategy would be to provide small gifts (i.e. tote bags, special stuffed animals, etc.) or gift certificates for shoppers who spend a set amount at participating downtown merchants and present their receipts at a Visitor’s Center or another designated location. This is similar to what many shopping malls do. Purchases could be required to be made on the same day, or over a set period.
- Create a printed city/downtown newsletter that goes out to residents at least three to four times a year. This can be supplemented with an e-newsletter, but a printed newsletter is important because it places information directly into the hands of local residents. Use the newsletter to keep residents informed on what is happening in downtown, encourage them to shop and dine in Hermann and promote upcoming events to local residents. It can also provide a familiar, trusted source of information on city budget and ballot issues. (if the newsletter is financed with city funds, be careful not to advocate voting one way or another on ballot issues)

Possibly the newsletter could include coupons and ads for downtown/local businesses. This would reduce costs to the city, remind the public what is downtown, and give merchants another connection to their target market. The cou-

Hermann Visitor Survey

We value your opinion!
One survey card will be drawn quarterly to win a weekend getaway to Hermann or a gift basket. Please include your name and address if you wish to be entered in the prize drawing.

Name _____ Age _____
Today's Date _____
Address _____
City _____
State _____ Zip _____
Phone Number _____
Email Address _____
Would you like to receive e-mail updates about Hermann events?
 Yes No

Hermann Welcome Center
800-932-8687 • www.hermannmo.info

Please check the box next to the most appropriate answer, except where otherwise directed.

1. What is/was your main purpose for visiting Hermann, MO?
 Special Activity/Festival Historic Districts/Museums Antique Shopping B&B/Inns Wineries Family/Friends
2. Where did you hear/read about Hermann? (Please check all that apply)
 Hermann web site VisitMO Other web sites Television ads AAA publications Missouri Life Magazine
 Newspaper Ad Rural Missouri Magazine Story in newspaper, magazine, TV Billboard
 Stone Hill Winery-Branson Friend Other _____
3. Is this your first visit to Hermann? Yes No
If you have been here before, approximately how many times have you previously visited Hermann? _____ Please enter your 5 digit zip code _____
4. How many nights will/did you spend in Hermann? One night 2 nights 3 or more None
5. Including yourself, how many people are/were on this trip? Just me 1-2 3-5 6-9 10+
6. Approximately how much do you expect to spend during your visit to Hermann on each of the following areas?
Food \$ _____ Lodging \$ _____ Wineries \$ _____ Shopping \$ _____ Attractions \$ _____ Other \$ _____
7. What was the most enjoyable part of your visit to Hermann? _____
8. What can we do to improve the experience for visitors to Hermann? _____

pons should be prominently displayed on the outside, or there should be a prominent message on the outside directing users to look inside for “valuable money-saving coupons.” If the newsletter is financed by the city, it’s advisable to work with the city’s attorney to develop appropriate criteria on the type of ads that can be placed in the newsletter, ads that won’t be accepted, and know the city’s rights concerning ad refusal and placement.

In addition to mailing the newsletter to residents, make it available at special news stands at different locations in Hermann, especially areas that attract heavy foot traffic. The newsletter can also be used to direct people to a downtown Hermann Web site. The Web site would then provide more dynamic information. The current and past newsletters should also be available for downloading as PDF files from the Web site.

- Launch a “Shop Hermann First” campaign. To change attitudes and behaviors, however, it needs to be ongoing and will require more than a few news releases and posters. The campaign should utilize newsletter articles, posters, ads, Web site, and cable programming. One point that should be stressed is the actual cost of purchases made in other towns. With gas prices heading for the \$4-a-gallon level, travel expenses add a significant amount. At \$4 per gallon, and assuming a vehicle gets 20 miles per gallon of gasoline, the round-trip cost of going to Washington would be about \$11. Jefferson City would cost \$20 and a trip to St. Louis would cost about \$33. Shoppers often neglect to include this amount when traveling for better sales or a wider selection. If they are regularly reminded to figure in these costs and also made

aware of shopping, dining and entertainment options available in Hermann, they may decide to forego some of these out-of-town trips.

Use articles in the city newsletter to remind area residents that tax money collected in other cities goes to repair their roads and provide services for their residents. Most people don’t take that aspect into consideration when they shop in neighboring communities rather than their own. The correlation should be drawn that needlessly shopping in another community is like going next door and fixing your neighbor’s house with your money.

In addition to the above messages, a general “pro Hermann” message should be part of the campaign. Communicate these messages to local and area residents strongly and consistently.

- Encourage outdoor dining in downtown. When visitors see others outside enjoying something to eat or drink, they are much more likely to make an impulse decision to stop and have something also.
- Clearly mark public parking lots with signs and place signs throughout downtown, directing motorists to these parking lots. The signs need to be prominently enough for visitors to easily spot them. If the lots are not directly accessible for the primary routes (Hwys 100 and 19), signs should be placed along these routes, directing motorists to “More Public Parking.”

In addition to marking the parking lots more clearly, beautification of the parking lots will make them more appeal-

ing for people to use. Work with businesses and offices located in downtown to encourage their workers to park at the lots rather than taking up street-side parking spaces.

Place signs in the downtown indicating where public parking lots are located.

- Create a discount coupon book/brochure for participating downtown shops and restaurants. (similar to what is found at outlet malls) Make the booklets/brochures available at the Visitor Center.
- Create a “Top 10 Things to Do in Hermann” brochure. The brochure should include a map that shows the locations of the points of interest listed, pictures of the sug-

Save Money
Shop Hermann First

gested places to visit, and several sentences about each place. It should be available at the Visitor Center, B&Bs as well as online as a PDF. A full booklet version of the “Top 50 Things to Do in Hermann” would also be desirable and could be sold at shops in the downtown. While the things to do can take visitors outside of Hermann for short excursions, be careful not to send them far away. Always promote Hermann as the “home base” for the trips. This type of information is also good to place in the hands of area residents, so as to encourage them to “be a tourist in their own town” and also know local entertainment op-

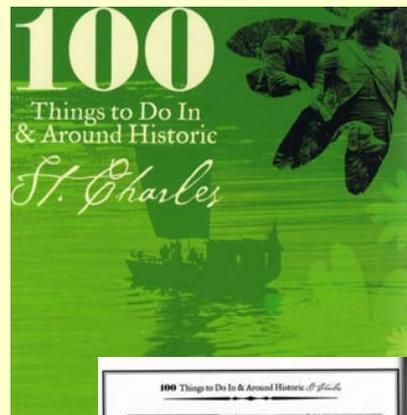
tions when they have guests come for a visit. Once a sufficient number of things to do have been developed, it would be good to run them as a regular feature in the city newsletter. The newsletter could highlight one thing with each newsletter issue.

- Build family appeal into all special events to bring more area families into downtown. This can be attained through providing inflatable slides, moon-bounces, clowns, magicians, balloon sculptures, and other types of activities and entertainment that would appeal to children. Collaborating with youth and school organizations are also ways to provide a better family draw for events. Adding performances by youth theater groups, dance studios, vocal ensembles, or gymnastic groups can provide family appeal, and these groups bring their own built-in audiences.
- Make Christmas Time in Herman into an experience visitors would want to visit and recommend to friends by playing on a historic German and European theme. Use appropriate decorations, and an old fashioned, German-style Santa Clause. Music, food, activities, everything should give visitors the impression they are experiencing Christmas in Germany/Europe a hundred years ago. Possibly special “passports” could be purchased by visitors, which would entitle them to particular German holiday treats, meals or desserts at restaurants, or admission to concerts/plays. It would be important that the majority of the shops are open on specific evenings—particularly Friday and Saturday.

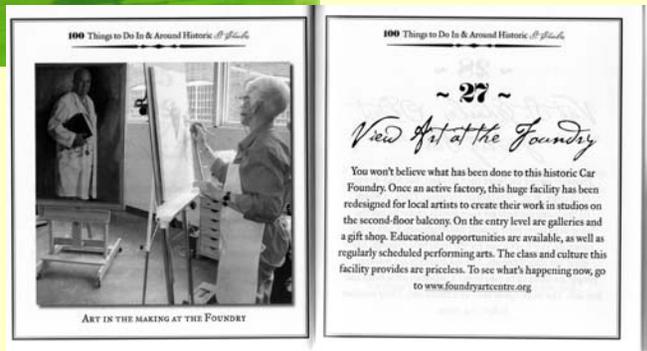
Also, set a theme that tells a story relating to Christmas (i.e. A Christmas Carol, Gift of the Magi, The Little Match

Girl, etc.), and then position character actors from the story at different locations around downtown. Create a flyer with a map to show where the different characters are located. Have the characters each tell their part of the story through interaction with visitors. Visitors can collect “trading cards” from the different characters at each location or have their pictures made with them.

Visitors could also be given a card that must be stamped at different shops or locations around the square. Once shoppers have collected all the stamps, they would be eligible to drop the card into a drawing for a prize.



A local author produced this booklet of “100 Things to do In & Around Historic St. Charles.” The book is sold in gift shops in St. Charles downtown.



- Take advantage of every opportunity during special events to inform visitors about other events and amenities the city offers. Accomplish this through flyers, brochures, Kiosks, etc. Also, provide teasers to upcoming events. For instance, during Oktoberfest there can be an old-fashioned, German Santa Klaus inviting people back for the Christmas celebrations at Hermann. Banners could also be used to promote upcoming events.
- Before adding new events, expend maximum efforts on broadening the appeal of current events. Because these events are already established, chances are you’ll see a better return on investments with these events. It is important to keep in mind that when developing a new special event, it may take several attempts before they are very successful. Time is needed for the target market to discover and accept them. Time is also needed to refine and make adjustments to them. If you throw away an event too quickly, you could be throwing away a valuable tool for downtown revitalization.
- Market Hermann to leisure bicyclists from the Katy Trail. Place a visitor information kiosk at the trail. The kiosk should have the basic promotional brochure mentioned earlier, which contains a map of downtown and a list of the different shops and points of interest. It would be advisable to also create a special “bike tour” brochure for placement at this kiosk. While a stationary “You are here” map can be helpful at the kiosk, there has to be pieces visitors can take away with them to help them know what is in Hermann once they get into the downtown. It’s also important to mark clear and safe access routes into downtown for bicyclists, and provide bike racks for them to lock

up their bikes while they stroll through town. Also place ads on Web sites, such as www.pedaling.com, that promote bicycle routes. Articles about Hermann and the bicycling opportunities it presents would be good to promote to magazines that are read by leisure cyclists.

- Promote Hermann's outdoor recreation opportunities more to area residents and the mid-thirty, athletic, upwardly mobile tourist market. Promote this aspect through the Web site, newsletter articles, news releases, and the suggested "Things to Do in Hermann" brochure.
- Hermann is already seeing more visitors who are in their mid thirties and upwardly mobile. These consumers are looking for a place to relax. An upper-class winery atmosphere appeals to them. Promote the beauty and relaxed atmosphere of Hermann. Ads placed on TV or in print should all portray that type of an image. Good places to advertise would be cable channels, such as HDTV, DIY, and TLC, ESPN, etc. that appeal to that age group; radio stations that feature music from the 80s and 90s; also, Web sites and publications that appeal to that age and types of consumers. Be sure to check the demographics of the typical audience for the media outlet to ensure it fits the market you are trying to reach. (advertising sales executives should be able to readily supply you with the demographics of their audience)
- Promote the relaxed-atmosphere and beauty of Hermann to the post-50 and retirement-age market. Promotion should include ads and articles featuring these aspects, and placed in periodicals that target that age group. Cable channels and radio stations that attract the same target market would also be appropriate for ad placement.

(suggested cable channels would be AMC and the History Channel; easy-listening, soft-rock, and oldies radio stations would be good choices for radio)

- Work with downtown shops, the German school, and B&B owners to gather zip code information about their customers/visitors. Collect the zip codes during a couple months out of the year when more visitors typically come to Hermann—possibly once in summer and once in fall. Track which zip codes are yielding the most visitors and research the demographics of those zip codes. Use this information to do more promotion in these areas, and determine the type of promotions that would appeal to these demographics. In addition, find out what other zip codes within a 90-minute drive of Hermann have similar demographics. These will be good areas to start mining for new visitors. It is important to understand where your market is coming from so you can better target marketing dollars.
- Until more restaurants begin to stay open on Mondays, several B&Bs might want to join together to have a banquet hall available where a special dinner would be served by a local caterer/chef; or have a chef/caterer come to their establishments to prepare special meals. Another option would be to negotiate with a local restaurant to make its facilities available and provide a limited menu exclusively for B&B guests on certain Monday evenings.
- Provide incentives for business owners to stay open some evenings and on all weekdays. Two incentives could be extra ads and promotions in the newsletter and on the Web site, featuring businesses that stay open some eve-

nings. Possibly the city could offer some kind of a break on business license fees or other incentive.

- Coordinate with retailers to specify at least one night per week when visitors can find most of the shops and restaurants open downtown. A good start would be to have “Hot Summer Nights” or “Downtown Nights” on either Friday or Saturday nights, from May through September.

Also, during the summer months, if there could be music in the downtown or other entertainment options on these nights, it would make a trip downtown more of an entertainment activity and draw more people. Friday or Saturday evenings might be good evenings to start this practice, especially if there will be entertainment options included.

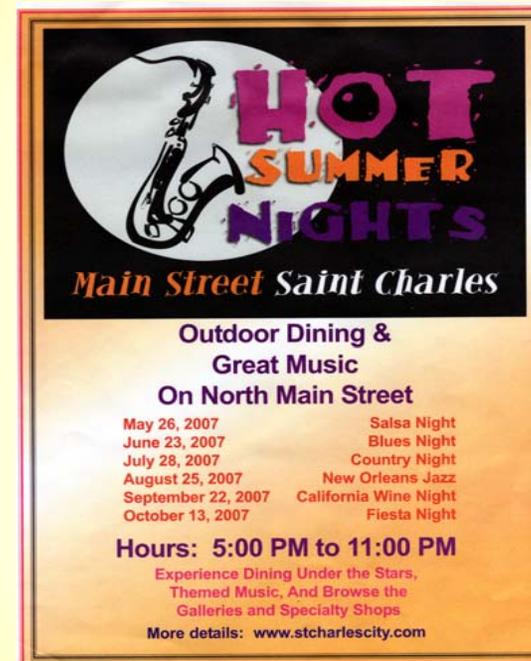
On these nights, retailers can offer special sales or promotions to further lure shoppers into downtown. Once retailers and shoppers have caught on, the special downtown night can be extended throughout the year, rather than just in the summer. Later, when shoppers begin to catch onto visiting downtown in the evening, the evening hours could be expanded to a second evening of the week.

- Position signs at the main entrances to town from Hwy 100 and Hwy 19, directing motorist/visitors to where they can obtain “Visitor Information.” This is especially significant from Hwy 100, because that is the route from Washington, MO and part of the Wine Trail. Even though the Welcome Center is located on Hwy 19, visitors entering the town for the first time via Hwy 19 don’t know the Welcome Center with visitor information is straight ahead of them. Also place signs in the downtown directing visitors to where they can find “Visitor Information.”

- Make the sign at the Welcome Center more prominent by increasing its size and possibly changing the colors used so that they stand out more. Also, it would be good if the words “Visitor Information” were used, to make it completely clear to visitors that they can obtain information about Hermann at that location.
- Increase the visibility of the box in front of the Welcome Center that holds visitor information. There should be a prominent sign over the box indicating that it holds visitor information. It might help if the sign is a different color than the building or at least the box is painted a brighter color. The box should contain a good supply of the primary promotional brochure (discussed earlier), and a special events brochure (discussed earlier). The sign above the box can also note there is “More information inside” so if visitors are there during office hours and want additional information, they will know they can find it inside.
- Organize the information at the Welcome Center into interest areas—i.e. restaurants, historic attractions, antique shops, art, etc. This makes it easier for visitors to browse and find exactly what will be of most interest to them.
- Make better use of the city cable channel for promoting Hermann. New equipment that runs programs off of computer hard drives would make automated loading and running of programming possible. Thirty-second promotions and short video vignettes can be run on the cable channel to promote “Be a tourist in your hometown” to local residents. Also, a tourism component that would appeal to guests at Hermann’s B&B establishments would be

- a good utilization of the channel. Work with university/college communications departments to see if it is possible to have students create documentaries about Hermann as class projects.
- Develop an employee newsletter to keep employees up to date on what is happening in Hermann, especially in the downtown. The city has 50 employees, which includes gas and electric. Residents often trust information from employees more readily than other sources. Well-informed employees can be an excellent communication tool with the local public.
 - Add features to special events that will appeal to local and area residents and bring them into downtown. A good focus would be German heritage, since it is important to local residents. Also, since local residents do seem to attend summer concerts at the amphitheater, possibly a "Dinner & Dancing Under the Stars" event would appeal to them. A platform could be set up in one of the streets that has several restaurants located on it, and the street can be closed off for the evening. The restaurants could then provide outdoor dining, with space set aside for couples who would like to dance.
 - In addition to its German heritage, there are over 20 countries represented by early and later settlers of Hermann. Use this aspect as an opportunity to showcase Hermann's heritage as a microcosm of Europe. An International Festival that features music, food, art, etc. of the different cultures that helped shape Hermann would hold appeal for both area residents and tourists.

- Place signs in the downtown, directing visitors to the locations of public restrooms. Although there are a few public restrooms in downtown, there are no signs directing visitors to them.
- Put up signs throughout the town that direct people to where the shops are located. Since the shopping areas are spread out, it is difficult for visitors to know where to go next. It would be nice if the signs looked somewhat European/German.



- Place a kiosk or two at strategic locations throughout the downtown. The kiosks should have a “You Are Here” map on them as well as a place to stock one or two printed pieces about Hermann, such as a map with a list of shops and the special events brochure. It is important that visitors have access to a take-away piece at the kiosks. Otherwise, they will only be able to remember one or two points of interest once they leave the kiosk. If they have something to take with them, it is more likely that they will visit other locations and remain longer in the downtown.
- During special events, provide carriage rides or trolley tours of the historic buildings and attractions in Hermann. This would be especially beneficial if there are off-and-on privileges with the trolley. That way people could park once, ride the trolley around to the different sites and get off and on to shop, dine, etc. The trolley tours could be offered in tiers, with some of them taking the visitor to wineries a little farther out of town, or to the living history farm that is planned. There could even be a tour of all seven of Hermann’s wineries.

With tiered tour packages, there could be enough planned for visitors to spend a couple or so days in Hermann. The tour packages could also include dinner at a particular restaurant or even at a location exclusively for the use of the tour groups. In that case, the meal could be catered by either a local caterer or a restaurant.

- Develop a Web site for downtown Hermann that is dynamic and provides information target audiences (i.e.

visitors, current and potential residents, current and potential investors) would seek. All ads, printed materials, and promotions of any kind should include the Web site address and promote visiting the site. To provide information for downtown’s multiple target markets, the Web site needs to have several levels so specialized information can be presented in easy-to-access ways.

For local and area residents, there should be information specific to the plans for downtown and what revitalization projects are currently underway or have been completed. There should also be tourism-type information for people interested in coming to Hermann as well as to provide area residents with suggestions on things they can do or places to take visitors. Special-event information with pictures and descriptions as well as entertainment and cultural arts highlights would also be useful information for both local and area residents, and for regional tourists considering a visit to Hermann. An up-to-date and comprehensive calendar of events is also an essential part of the Web site.

It is important that the Web site contains the address of all the major points of interest in and around Hermann including parks, trails, and outdoor recreation amenities. It would also be advisable to include the GPS coordinates of these points of interest, since so many travelers today depend on those systems when they are visiting areas unfamiliar to them. To give a quick snapshot of the points of interest through downtown, the Web site could include an Interactive Google Map that pinpoints the locations of points of interest and has a link from each pinpoint to a PDF brochure with information about

that specific location.

For current and potential business owners, there should be an area with information about operating a business in a historic downtown and suggestions on ways to make businesses in these areas more profitable. There should also be information on financial assistance available for façade and building revitalizations. It might also be advisable to list businesses that the community has identified it would like to see opened in the downtown (i.e. a coffee and pastry shop).

Articles on historic home and building renovations would provide a good draw for potential developers and historic-home enthusiasts. The Web site should also include a list of available properties in downtown Hermann.

Coordinate with downtown businesses so that certain days and evenings of the week everyone would be open, allowing the downtown Web site to post the best days to visit. For potential shoppers in downtown there should be a list of businesses and shops located in downtown, hours of operation, and links to the Web sites of these businesses, if they have one. The site should also be linked to the city Web site, the Chamber of Commerce and any other site that would typically attract one of downtown's target audiences.

In order to track what information is of primary interest to target markets as well as changes in the attitudes and habits of target markets, the Web site should provide the ability to track hits and usage of the site and ongoing surveys.

- Since the Gasconade County Courthouse is located downtown, many visitors to downtown are going there on business. It would be advisable to place promotional information about downtown businesses at or near the courthouse. Possibly news stands could be placed there that would hold a publication that carried sale and advertising information about the different downtown businesses. The publication could be a Hermann Downtown Shoppers Guide and be published at least once a month. Keep in mind that these visitors are generally from Gasconade County and offer the potential of more frequent return visits than tourists. It's worth working to gain their interest.
- Create an advertising cooperative with downtown small-businesses to cut the advertising cost for small shops and broaden the appeal of the downtown. Members of the cooperative would receive special banner ads on a Downtown Hermann Web site. They could also be part of a coupon booklet that would be made available online and at different locations in the downtown area. It will be important that the merchants feel they are directing the cooperative, not that it is being directed for them. If merchants don't feel that they are in control, fewer of them are likely to buy in. A board made up of merchant representatives and officials or staff from the city and Chamber of Commerce will be needed.

APPENDIX

Attachment 1 SWOT Analysis

HERMANN STRENGTHS

HERMAN STRENGTHS

- There are nice awnings in front of the shops through most of downtown. There are also quite a few benches in front of the shops along Hwy 100. Although there were benches here and there through other parts of downtown, more benches would be nice. Benches provide visitors a good place to linger and stay longer in the downtown.
- Overall the facades of the buildings look good. Some problems, however, in a few areas.
- Window displays at the street level are generally attractive. Encourages visitors to come into shops.
- Sidewalks in front of stores along Hwy 100 are wide and easy to navigate.
- Distinctive characteristics of Hermann that can be built on include the Missouri River, Steamboats, Railroad, Wineries, and German heritage.
- Hermann's downtown is primarily made up of historic buildings, and is an integral portion of the Hermann Wine Trail. It reflects the city's historic German heritage.
- There are actually many places to eat in Hermann, with a lot of variety of types of food. The only problem is with short hours of restaurants and the fact many are closed on Mondays, it can leave visitors with no place to eat at times.
- There are several historic sites in the area, including the German School Museum. A lot of the advertising has been focused on the history aspect of Herman. Might want to do a "history" tour of the town. Could be set up as a self-directed tour with a map that included pictures and information about the historic points of interest. If some of the points of interest along the tour require an admission fee, such as the Deutschheim House or the German School Museum, that could be an add-on to the cost of the tour. The map could be free, or have a very minimal cost. The advantage is it would take visitors throughout Hermann.
- Have some jobs coming to Herman with bank, apparel manufacturer and the industrial park
- Herman is the County seat for Gasconade County. This regularly brings people into Hermann on business. Effort is needed to encourage people to extend their business trips to Hermann to include shopping, dining, and entertainment. This promotion would be centered on residents of Gasconade County.

HERMAN STRENGTHS

- Hermann is conveniently located to both remote, rural areas and metropolitan centers. In addition, emerging commerce opportunities provide conveniences close to home. This positions Hermann for “country living in town.”
- Natural beauty of the area. Herman was named the most beautiful town in Missouri.
- Entertainment options Hermann offers are wineries, downtown amphitheater, festivals, biking and hiking, and walking down to the river. Locals, however, don’t frequent the festivals.
- The city has begun an arts and entertainment district called the Gutenberg Corridor, which includes an outdoor amphitheater. It will offer concerts and performances throughout the summer. Amphitheater brings residents downtown on Friday nights for shows.
- The friendliness of the merchants was fair overall. Many were very friendly once they were engaged in a conversation, others were very aloof.
- People have good work ethic and high expectations of themselves and the community.
- The median home value in Hermann is slightly below the state level and significantly below the national level. This makes Hermann an attractive place for people who want to relocate and are not tied to a specific area due to employment. (i.e. entrepreneurs who use the Internet to conduct their business, retirees, etc.) Also, in 2007, the median home value in Hermann was more than \$10,000 lower than communities that were 60-minutes driving time from Hermann. This makes Hermann attractive to homebuyers who could still commute to their places of employment.
- Locals come to downtown for some of the specialty shops, the amphitheater, and the one grocery store located there.
- Residents take a lot of pride in their German heritage & history. Can become a problem, however, if it results in tunnel vision concerning what visitors find appealing about Hermann.
- Overall the community’s feelings about the downtown area are favorable. Residents feel Hermann is moving slowly in the right directions.

HERMAN STRENGTHS

- It seems like a large percentage of the population has access to the Internet. There are already quite a few people working from home via the Internet.
- Hermann is perceived by its residents as beautiful, friendly, safe, and a great place to raise a family. These attributes all need to be promoted to potential residents. It is also important to ensure these are the attributes that readily come to mind when current residents describe Hermann to friends and family. Current residents who are excited and enthusiastic about where they live can be your most effective sales tool for the city. Problem might be that there doesn't seem to be anything for families/youth to do in Hermann. Will make it hard to keep growing families there and shopping there.
- Welcome Center is open 7 days a week, and open until 5 p.m. Mon.-Sat. On Sun., the Center is open from 11 a.m. to 4 p.m.
- There is a box in front of the Welcome Center with the *Visitor Guide*, special event list, MO Wine Trail brochure, and city map of the downtown in it. This makes it good for people who arrive after hours or who would rather just get information on their own and look at it, without going inside.
- The lady working in the Welcome Center is very friendly, knowledgeable and helpful. She readily suggested things to see and asked about the visitor's interests. However, it would be a problem if she is not the one working the Center and another person is less knowledgeable or proactive with suggesting opportunities to visitors. It would be good to create a bullet list of talk points on different aspects of Hermann. The bullet points should be divided into different topics: i.e. historic, downtown, arts, recreation, etc. If the bullet points are collected and kept in a notebook, volunteers can then refer to it whenever visitors ask questions about what there is to do in Hermann.
- There is a visitor survey distributed at the Welcome Center. This would be a very useful tool if it is used. At this time, however, there doesn't seem to be much of a push to have visitors fill it out or an analysis of the information obtained from the surveys.
- Antique dealers in downtown had a brochure with a list of the antique shops in Herman, addresses, owners, phone numbers, some listed hours, and a little bit about the type of items they stocked. The brochure also had a map of the town with shops and points of interest noted. This is a very good piece for visitors to use.
- The Hermann Advertiser Courier is a local paper that is widely read by locals, and is very supportive of the city.

HERMAN STRENGTHS

- The city sends out news releases on all events, most are related to tourism. Business wire is used for national distribution of releases. Wineries do a lot of releases and public relations.
- There is already a lot of video that has been shot in the town and can be used for various promotions. Possibilities include video vignettes on the Web site, promotional DVDs for developers, and DVDs for the Welcome Center.
- Have done some targeted cable advertising. Have also done pay-per-click on the web.
- People go to the lodging page the most often from the web site. Need to work with B&Bs to ensure they have an informative, user-friendly piece about the city that they can distribute.
- Hermannmo.info is the official visitors' web site. Hermannmo.com is the city site with city information. Both sites link back and forth. The calendar generally only has what would interest visitors. .info also has web reservations for B&Bs.
- City has an e-newsletter with a 60% open rate on it. However, citywide email use is not high. Need to place information directly into the hands of local residents to encourage them to shop and dine in Hermann.
- The Official Visitors Guide publication has list of events, restaurants, shops, B&Bs and hotels. It also has a map, but unfortunately the map doesn't show the shops on it. It does show several points of interest and tells a bit about each of the special events. Attractive piece and good for visitors with a little more time to peruse the contents. Not as user friendly for visitors who have less time or are less inclined to read much information.
- There was also a seasonal publication, the "Hermann Area Visitor". Appears to be primarily an advertising piece, with articles about different events, shops, attractions. Not easily scanned at all. Good for visitors with quite a bit of time to peruse the piece, or to take home with them. Could be good to generate return visits. It has a map with several points of interest marked on it, but does not have shops listed or noted on the map. Interesting fact is there was an ad for the city of Washington, MO and a list of their events in the publication.
- Direct mail has been the most successful means of advertising for some local businesses, with others relying on the Internet. Some businesses place ads in national publications, which gives Hermann national exposure. The Chamber of Commerce site has good pages with shop and attractions listings.

HERMAN STRENGTHS

- There was an eat-in bakery close to the Welcome Center and a restaurant that served coffee and pastries/pie near the German School Museum. Both are good locations for those types of shops and encourages impromptu lingering. It would be even better if a few tables could be moved outside at these locations. These types of food purchases are often impulse purchases and are more likely to occur when visitors see other people enjoying these things outside.
- There is a fair mix of shops and services downtown that would appeal to locals—grocery store, drug store, auto parts, hair salon, etc. Need more promotion to local residents about the convenience of shopping in Hermann. Local residents currently don't shop downtown much, and they can provide a stable base for local businesses. Currently, it seems more effort is being expended to bring visitors to Hermann than to keep locals shopping in Hermann.
- Hermann is a hub for smaller towns in a 30-mile radius. People come to Hermann from these towns to shop. It has a fairly strong business base with 3 banks, 2-3 auto dealers, 3 grocery stores, small shopping centers, 2 pharmacies & 2 clinics.
- Hermann is centrally located for St. Louis & Rolla. This not only makes it appealing for a weekend getaway, but also for the vacation home market. Reporter from New York Times is coming to Hermann to do an article on the second-home market.
- Have seven wineries in and near Hermann, which provide a major draw for visitors. Hermann Wine Trail now collects a voluntary fund for its own promotion. (comes from wine sales at the 7 wineries in the area) In addition, the Wine Trail has its own set logo. The wineries are always having events and are pushing them. The Taste of Arts Festival is going to be big and the wineries are bankrolling it. It is important to have a good promotional brochure about Hermann at all of the wineries. This could help channel the visitors from the wineries into the downtown.
- Visitors to Hermann tend to be relatively affluent, with discretionary dollars to spend. In general, they are in their mid 30s and 40s; white middle class, dual family income—95-120K; well educated. This has opened up a market for more upscale lodging, such as the Hermann Hill Village and Inn, with rates ranging in the area of \$300 per night.
- Hermann has a lot of tourist appeal with more than 50 B&Bs, wineries, and a number of specialty shops for antiques, German items, gift shops, restaurants and bars, and a micro brewery. Tourism industry is strong spring through beginning of fall. From spring through the fall, there is generally some kind of entertainment every weekend—bands, poetry readings, etc.

HERMAN STRENGTHS

- Hermann seems to have good name recognition in Missouri and is receiving more recognition nationally and even internationally. In addition, Amtrak provides service to Hermann from quite a few cities in Missouri. The St. Louis metro area is huge market pool for Herman. Kansas City, mid Missouri (i.e. Jefferson City & Columbia), Springfield, IL & MO are also big draw areas. Have added directions from Ft. Leonard Wood & Springfield, MO on the Chamber's web site map & directions page.
- Repeat business is huge for B&Bs. Many B&B owners are past customers.
- Hermann has a good school system, which services four counties. This provides an opportunity to bring parents of students into downtown for youth-oriented events. Efforts should be made to provide events that will appeal to local families. Currently, local residents generally don't attend downtown events, and there are very few events with family appeal.
- Hermann hosts lots of events. All wine trail events are doing well—Chocolate wine trail sells out, BBQ & Brats, Oktoberfest, Christmas events. Events are marketed to within a 200-mile radius. St. Louis metro is a huge draw. Since these events already have a large measure of success and bring thousands of people into the city, it's important that the city takes advantage of every opportunity during those events to inform visitors about other events and amenities the city offers. This can be through flyers, brochures, Kiosks, etc. In addition, because these events yield the highest return in terms of bringing visitors to the city, maximum efforts should be expended on them to make them as appealing as possible.
- There are a number of amenities that have outdoor appeal. For instance, Hermann is two miles from Katy Trail and there will be a protected bicycle path across the new Highway 19 Bridge. Once the bridge access is available it will be important to market Hermann to visitors from Katy Trail. It will also be important to mark clear and safe access routes into downtown for bicyclists, and provide bike racks for them to lock up their bikes while they stroll through town. Other outdoor amenities include Riverfront Park, kayak races, and the city's RV and tent camping area. The outdoor recreation appeal of Hermann needs to be promoted. That will provide more family-oriented appeal.
- Parks are nice, well-maintained and provide an entertainment option for families. Good places for family reunions.
- The city already has hired a Director of Tourism and Economic Development. This will help focus the marketing efforts and implementation of strategies. In addition, a tourism marketing plan has already been developed

HERMAN STRENGTHS

- The city's tourism commission has provided leadership and direction. The result is everyone interested in promoting tourism seems to be on the same page. Also, the different groups have begun to share advertising.
- Funding for tourism marketing has already been established thorough a lodging tax, which brings in about \$75,000 per year. In addition, the Chamber of Commerce provides approximately \$150,000 per year for tourism. The Hermann Wine Trail has a surcharge it can use for marketing.
- The city has a good mix of organizations that work to promote the city, including 3 historical & preservation societies, Arts council, Chamber committee

This Page Intentionally Left Blank

HERMANN WEAKNESSES

HERMANN WEAKNESSES

- They do some tracking, but not a lot. Need to understand where the market is coming from so can better target marketing dollars.
- Have developed a bad image due to bad press 10-15 years ago about drunkenness during Oktoberfest. The negative perception still exists with some people. Have tried to address that problem. During Oktoberfest there are a lot of different groups coming to Hermann. Police meet the buses and explain the expectations of behavior while visiting the city. Have instituted an open container ordinance. Need to be very proactive and aggressive in getting the message to the public that Hermann is a place to go and relax and enjoy the atmosphere of the town, not a place to party hardy. Since the negative image exists most predominantly in nearby markets such as St. Louis and Columbia, those would be good markets to target first with the image change.
- Not lot of family attraction destination orientation. Most overnight lodging establishments in Hermann don't take kids. Not family friendly. Local residents complained there are not bowling alleys, movie theaters or other entertainment options kids and teenagers enjoy, so they often go to Washington for entertainment. Are losing a lot of local and close-by potential consumers.
- There is a local theater, but it doesn't allow children. It would be good if some of its productions could be something that would appeal to children and families, especially around the holidays. It would be even better if a youth community theater group could use the theater at times, or obtain a theater. Any youth-oriented event is well attended in Hermann, and youth productions always come with built-in audiences—parents, grandparents, relatives, etc.
- Shops generally close around 4:00-5:00 p.m. Most open on Saturday. Without evening hours, market draw is limited to people who are available for browsing through shops during day and aren't looking for entertainment in the evenings. Makes Hermann a poor choice to hold business gatherings. Also are losing local business because people can't get to the shops during the day. Is fair mix of shops & services that would appeal to locals—grocery store, drug store, auto parts, hair salons, etc. Would provide good local draw, but have generally short hours. B&B owners report that Sunday is their 3rd busiest day for stay-over guests, but on Sunday evening there is no place for them to shop or eat.
- Hard to find a restaurant open on Mon. Want to bring in traffic and get business open more hours. Until can get more restaurants open on Mondays, B&Bs might want to look at having a local caterer/chef come to their establishments to prepare special meals. Another option would be for several B&Bs to go together to have a banquet hall available where a special dinner would be served. They might also be able to negotiate with a local restaurant to make its facilities available for rent on certain Monday evenings.

HERMANN WEAKNESSES

- Are some restaurants that close before their posted business hours if they don't have any customers at the time.
- Didn't see any outdoor cafes. That would make going downtown more of an experience.
- There is a lack of places for people to sit and relax in the downtown. The few places that exist aren't promoted. This is a missed opportunity to get people to linger longer in the downtown.
- Is some peeling paint and missing mortar on some shops along Hwy 100 and immediately off Hwy 100. Problem seems to exist more at eastern end of Hwy 100. As you enter Hermann on Hwy 100, from the east, the grain elevator (across from Hermannhof Winery) looks run down. Gives a bad 1st impression of the town. This is a particular problem since Hermann is promoted as part of the Wine Trail in Washington, and Hwy 100 would be one of the main routes a visitor would take to get to Hermann.
- Some second-story windows show obvious vacancies. Others okay with curtains/blinds or shades in good condition. Gives better impression, makes area seem more vital, and visitors feel more comfortable when upper floors don't look vacant.
- Are quite a few vacant store fronts. Largest concentration seems to be along 4th street. Some of the windows in these store fronts have paper covering them, others are just vacant. Would make those areas appear more vital if vacant store windows had large promotional poster ads for the city, or other such displays. Also, the considerable number of vacant store fronts makes it more difficult to draw visitors down the street to shops that are open. In turn, it becomes more difficult for the remaining shops to stay in business. Displays in the windows of vacant stores might help draw people along the street.
- Notable deterioration of sidewalks near the Deutschheim State Historic Site. Is not good when have visitors to that site. According to guide at the Site, sidewalk maintenance is the responsibility of the property owner, not the city. Creates a problem to make sure sidewalks surrounding all the areas of interest in the city are in good repair.
- Overhead electric lines in historic district
- Lighting in the downtown at night is described as very dim. This will become more significant as shops begin to stay open later.

HERMANN WEAKNESSES

- Saw no signs directing visitors to the Welcome Center and visitor information as you enter the town from Hwy 100 or from Hwy 19. Most significant from 100, because that is the route from Washington, MO and part of the “Wine Trail”. Even though the Welcome Center is located on Hwy 19, visitors entering the town for the first time via Hwy 19 don’t know the Welcome Center with visitor information is straight ahead of them.
- The Welcome Center sign is very small and easy to miss. Would be nice if it were more prominent, and if the words “Visitor Information” were there also.
- Although there is a box in front of the Welcome Center with information available after hours, the sign on the box is small and easy to miss.
- Information at the Welcome Center would be easier to browse if it was divided into interest area—i.e. restaurants, historic attractions, antique shops, art, etc.
- Although most shops had copies of the “Hermann Area Visitor” displayed and available for visitors to take, it’s probably not the best piece to encourage visitors to go to another shop or “see one more thing”. That would be better accomplished with a piece that is concise, easily scanned, and included a list of shops organized by interest areas and a map with the shops noted—very similar to the types of maps you see at large shopping centers/complexes. Would be nice to have that type of a brochure available at most/all of the shops in town. That way, even if a visitor didn’t stop by the Welcome Center, they would have an easy-to-use piece acquainting them what the town has to offer.
- Didn’t find any shops with promotional handouts that encouraged return visits. (i.e. discount/free gift after a certain number of purchase or upon reaching a set dollar amount) Possibly there were some, but I didn’t happen to find them.
- It’s questionable how much the B&Bs encourage visitors to go to the Welcome Center. When in Hermann I talked to a couple staying at a B&B and who were unaware of some of the attractions I knew of because I had visited the Welcome Center. When I mentioned the Welcome Center to them, they said they didn’t think they needed to because the owner of the B&B had provided them a lot of suggestions. They also weren’t aware of where the Welcome Center was, even though they were just a couple blocks away from it at the time. Maybe there could be a small souvenir offered at the Welcome Center, but to get it you need a coupon from the B&B. That would encourage the B&B to send guests to the Welcome Center. It’s also important that hotel/B&Bs are supplied with a good promotional piece that highlights all that Hermann has to offer. Visitors rely on the hotel/B&B to give them information on what there is to see and do in a city.

HERMANN WEAKNESSES

- Many of the people who manage or work in the shops in Hermann don't know how to direct visitors to other points of interest in town, or what there is to do. A good promotional piece that included a map, and placed in all shops would help alleviate this problem.
- Parking can be difficult, especially if it is a weekend or a special event is going on in town. It would be good to encourage shop owners and their employees to use the off-street parking lots in order to save the street parking spaces for customers. Also, the additional off-street parking areas are not marked prominently enough for a visitor to find them and it's questionable if there are enough of them to accommodate parking needs during festivals. Possibly the city could convert some other properties to parking. It would be important, however, not to destroy historic properties to do so. That would not only be a loss to part of Hermann's biggest appeal, but would also cause problems with residents who are very proud of the town's historic heritage.
- Shopping area and attractions are spread out and would most likely require people to park several times if they stay in town for more than an hour or so. The more people have to get into their cars and move them from place to place, the less likely they are to extend their visit—they finally decide to just leave rather than getting in and out again. It would be nice if a trolley or tram could run along a route that covered different points of interest. The trolley/tram should have on-off privileges, and maybe make it so the pass would be good for several days. That would encourage longer stays.
- Problem with using city cable channel for promotions. Is a scheduling problem because someone must physically be in the building to start a program.
- No newsletter at this time –looking at inserts in utility bills. Email is not a good option at this time because citywide email use is not high. A city newsletter would be a good tool to remind locals of everything there is to do in Hermann. It is important to bring the locals back downtown.
- Washington, Owensville, Columbia, etc. stations will come on occasion. Not routinely covered.
- City has 50 employees which includes gas & electric. No employee newsletter. Residents, however, trust information from employees more readily than from probably most other sources. A well-informed staff of employees can be an excellent communication tools with the local public.
- Public is generally not aware of any advertising or marketing campaign for downtown as a whole.

HERMANN WEAKNESSES

- Locals don't shop Hermann.
- Locals don't generally attend festivals. Need to look for festivals that appeal to the locals in order to bring them back downtown. Focus on German heritage and other things that are very important to locals. Also, some locals say they stay out of downtown during festivals because the police don't control the crowds. If that is the perception of locals, it is probably the perception of visitors also. Since Hermann is trying to correct the perception that its festivals are full of rowdy, unmanageable crowds, it will be important to increase the police presence during festivals. This could mean bringing in extra help during these times if the current size of the police force can't handle the larger crowds during festivals.
- According to the focus group discussion, a business owner stated Hermann had a tendency to shun outsiders coming to the community, especially at the business level. This tendency can discourage outside investors from coming to Hermann. There has also been a past tendency to be closed to new residents in the community until they proved themselves. Although that attitude is beginning to fade, it can still creep into the way visitors and new comers are treated. It is important that people in the community be educated on the benefits of visitors and new infusions into the community.
- There is a lack of adequate handicapped access in the downtown. Would not only service visitors with disabilities, but also young families with strollers.
- No public restrooms throughout most of the town. Although there are public restrooms by the river, there are no signs directing visitors to them. There are also plans to put in more public restrooms in places like the brewery, but without signs directing visitors to them, they won't help the situation very much.
- It's hard to generate a living income, especially for a family, from a small shop in a small town like Hermann. More shops are needed, however, to make Hermann a more appealing place to shop and to boost the viability of the downtown overall.
- Antique shops seem to be having a problem with people only going in to look at items, but not buying anything. This can be a significant issue if the clientele is predominantly older, because those clients are often in a downsizing phase of their life. Younger shoppers that might be more inclined to buy, however, have different tastes than older shoppers and many antique dealers don't stock the items that appeal to Gen Xs & Gen Ys. It will be important for antique dealers to adjust their stock to include items that appeal to the younger generations. Often, antique dealers don't like to stock those items, however, because in their mind those things are "junk".
- High utility rates in the downtown are making it hard for businesses to stay there.

This Page Intentionally Left Blank

HERMANN OPPORTUNITIES

This Page Intentionally Left Blank

HERMANN OPPORTUNITIES

- Ad idea is “Germany on ½ tank of gas Considering “Most beautiful town in Missouri” tag.
- Missouri Press runs most of the small daily papers in the state—around 1K. Want to get into the Katy Trail. Already put ads in German Life & Preservation magazine. Will put something in the Get Out section of the Post. Also putting ad in Missouri Life.
- Looking at advertising in the Missouri Meetings & Events Magazine. Are working on a list of where meetings can be held in town.
- Thinking about doing some cooperative marketing with smaller-market cities.
- Looking at doing a news release on the different businesses in the town so can get exposure in the St. Louis market
- Tourism side use Katy Charles to do e-newsletter and Hermann wine trail. Have lots email addresses. Gives potential to do online surveys. Maybe open to suggestions to add functions and reaching select group developers.
- Create a cohesive identity and advertise downtown as a whole. Would cut the advertising cost for small shops and broaden the appeal of the downtown.
- There is a living history farm coming to Hermann. Living history farm will bring a little more appeal for families. Need more family-friendly activities and shops to keep people in Hermann. Ice-cream shops would be good to draw families.
- Lot of people make last-minute decisions to come to Hermann.
- Want to tap into the senior citizen market. Looking at retirement communities.
- Want people to stay overnight. It’s a challenge since it takes such a short time to get there.
- Want to promote Hermann as destination for bus tours, meetings, and other events. Challenge is positioning Hermann as a week-long and year-long destination site

HERMANN OPPORTUNITIES

- Wide age; higher income to history and wineries; well educated. Market within 200-mile radius. St. Louis metro huge draw. Mid 30s & 40s. dual family income. 95-120K White middle class With Hermann hill village and inn have upscale. \$300 per night. Area that's picking up. Owners do marketing.
- Promote the low-stress, relaxed atmosphere of Hermann.
- With more affluent visitors coming to Hermann, it's possible the downtown could support a few shops with higher-end products, such as hand-made clothing, accessories, etc. These shops would have to be open hours convenient to visitors, however, and would most likely be dependent on tourist trade since the median income of locals wouldn't support shops with higher prices.
- The wedding market is growing. Will be a wedding chapel at Hermann Hill. Stone Hill also offers weddings.
- A new bridge over Hwy 19 is near completion, and will include pedestrian/bicycle lanes. This will make the entrance to Hermann more attractive and accessible from the Katy Trail path. It will make it easier for bike riders to take a detour into Hermann. Once new Hwy 19 bridge has opened, it's important to be sure directions to the Visitor's Center are clearly marked as motorist and cyclists approach Herman via the bridge. If a Visitor's Center can be placed so that it is more accessible and visible from the bridge, that would be better. The historic firehouse that sits in the median immediately to the south of the bridge would provide an easily visible Visitor's Center if parking and safe access to and from it can be engineered.
- If more bike riders from the Katy Trail are encouraged to visit/tour Hermann, it will be important to provide safe biking lanes for them and bike racks at different locations around the city so they can lock up their bikes while they shop. It might even be good to have a special bike tour map of Hermann.
- If parks were connected to downtown, it would make it easier for tourists to access the parks and open more activity opportunities for tourists. It would also make it more convenient for locals to visit downtown shops and restaurants when they go to the parks. According to focus-group discussions, locals use the city's park system for recreational entertainment, but go out of town for other types of entertainment. Making it appealing and convenient to do both in Hermann could help encourage locals to spend their entertainment dollars in Hermann. There have been past discussion and plans to connect the parks to downtown, but the project was never funded.
- Hermann is already seeing more visitors who are in their mid thirties and upwardly mobile. Many are coming as a result of the Katy Trail. Once access to Hermann from the Katy Trail becomes more convenient, this would be a good market to pursue.

HERMANN OPPORTUNITIES

These consumers are athletic, healthy, and looking for a place to relax. An upper-class winery atmosphere would appeal to them. Ads placed on TV or in print should all portray that type of an image. Good places to advertise would be travel and history channels on cable, easy-listening/soft rock radio stations, publications that appeal to those types of consumers.

- Need to check on the kind of festivals that are held in Napa Valley. Would be similar to what might work well in Hermann.
- Festivals draw a lot of people into town. Chamber is trying to back out of the festivals and events. Maifest is coming back. The first & second weekends in December they are marketing as Christmas Time in Hermann. Need to be sure to promote upcoming events during earlier events. (i.e. in Oct. promote Christmas events) Banners could also be used to promote upcoming events
- Christmas Time in Herman can be created into an experience visitors would want to visit. Play on the historic German and European theme. Use decorations appropriate to that theme. Use old fashioned, German-style Santa Clause. Music, food, events, everything should give visitors the impression they are experiencing Christmas in Germany/Europe a hundred years ago. Possibly special “passports” could be purchased by visitors, which would entitle them to particular German holiday treats, meals or desserts at restaurants, or admission to concerts/plays. It would be important that the majority of the shops participate on specific evenings—particularly Friday and Saturday.
- Have 3 weekend events per year
- Some businesses becoming more flexible to accommodate crowd with special events.
 - Moving toward having special events where merchants open longer.
 - Had discussions with restaurants and shops to try and get stay open longer. If demand increases will solve problem. Could maybe stagger opening days with shops.
 - Would be good to have some restaurants in the downtown offer outdoor dining during nice weather. It makes it more of an experience to go downtown, and encourages spontaneity for people deciding to stay and dine in the downtown.
- Need to get merchants/businesses to recognize that when there is a festival or event, visitors can do everything there is to do and still have time on their hands. Need to get other businesses to have activities and keep people in the area and spend the night

HERMANN OPPORTUNITIES

- Looking at “be a tourist in your hometown”; museums, tours, train merchants and convenience store clerks to provide tourist information. Lot of potential to work with employees of shops to be ambassadors. See where Amtrak service is easy and target those areas. Maybe work with Amtrak for promotions.
- Hermann is a hub for smaller towns in a 30-mile radius. People come to Hermann from these towns to shop.
- Encourage locals to come to downtown through events that create entertainment for them. Locals do seem to attend summer concerts at the amphitheater. Possibly a “Dinner & Dancing Under the Stars” event would appeal to them. A platform could be set up in one of the streets that has several restaurants located on it, and the street can be closed off for the evening. Restaurants could then provide outdoor dining and there could even be space set aside for couples who would like to dance.
- The most frequently requested shops were clothing stores. At this time it would be hard for one to be successful and compete with the variety of shops in St. Louis County. One way to fill that need and still compete could be with an upscale women’s clothing consignment shop. These types of shops for both women and children’s clothing are becoming more popular in urban areas. They typically won’t accept clothing that is more than a couple years old and anything that shows any amount of wear. The appeal is high-quality clothing at dramatically reduced prices. They also offer women a place to sell something that they’ve decided just doesn’t work for them. With children’s clothing, children often outgrow their clothes before they’ve been able to wear them very much, especially dress clothing.
- In 2000 the median age in Hermann was 41.8, which is significantly higher than the median age in Missouri and the U.S., which were at that time 36.1 and 35.3, respectively. In 2007 the median age in Hermann was 43.7, and by 2012 it is forecasted to be 45.1. An aging population will necessitate a change in the types of products local businesses need to offer their customers. Today’s 50-plus adults account for more than 2.5 times the average per capita discretionary spending power and represent 80% of all luxury travel. Businesses that cater to the spending patterns and desires of older adults are more likely to be successful in the changing environment. However, many older adults don’t want to buy more things, since they either have or are getting ready to downsize their housing. They tend to spend more readily on entertainment and consumables. They are looking for experiences. Restaurants, bakeries, hand-made candy’s, spas, carriage rides, river cruises, and theaters are good options for that age group, as well as appealing to younger visitors.
- Hermann has roots beyond German heritage. There are over 20 countries represented by early and later settlers of Hermann. Gives opportunity to showcase its heritage as a microcosm of Europe.

HERMANN OPPORTUNITIES

- Lot of loft opportunities in Hermann
- Have lot of people working from home with I-Net commute
- Making wireless Internet available throughout the downtown would appeal to visitors as well as people who might be considering locating in loft apartments in the downtown. Two markets that would be good to target for these type of apartments are Baby Boomers who have retired and are considering second careers, and young urban professionals who can work from anywhere.
- Put together a brochure that is concise, easily scanned, and includes a list of shops organized by interest areas and a map with the shops noted—very similar to the types of maps you see at large shopping centers/complexes. The piece should be at most/all of the shops in town and at the Amtrak station. That way, even if a visitor didn't stop by the Welcome Center, they would have an easy-to-use piece acquainting them what the town has to offer. The map could be color coded to quickly identify different types of shops. Also, it should identify where public restrooms are in Hermann.
- It would be nice if at the Welcome Center there was a self-guided tour of Hermann printed that had pictures of historic buildings/houses and told a little bit about each one. Each historic building should have a picture in the tour pamphlet/booklet along with a paragraph about it. The tour could be broken into 1- & 2-day tours, with map and directions. Also, include suggested places to eat, relax, etc. Would be nice to put that on the Web site also. It might also be nice to have CDs available and portable CD players for rent. The CDs could tell a bit more about the history than what is included in the pamphlet/booklet.
- Put up signs throughout the town that direct people to where the shops are. Since the shopping areas are spread out, it is difficult for visitors to know where to go next. It would be nice if the signs looked somewhat European/German.
- A kiosk or two at strategic locations throughout the downtown would be good. The kiosks should have a place to stock one or two printed pieces about Hermann, such as a map and listing of shops and events. Also, the kiosks should have a "You Are Here" map on them.
- A trolley/tram with on-off privileges and maybe a multiple-day pass would encourage longer stays. It would be nice if a trolley or tram could run along a route that covered different points of interest. The shopping area and attractions are pretty spread out and require people to park several times if they stay in town for more than an hour or so. The more people have to get into their cars and move them from place to place, the less likely they are to extend their visit—they finally decide to just leave rather than getting in and out again.

HERMANN OPPORTUNITIES

- Carriage ride tours and trolley tours of the historic buildings and attractions in Hermann would be good. Especially if there were of-and-on privileges with the trolley. That way people could park once, ride the trolley around to the different sites and get off and on to shop, dine, etc. The trolley tours could be offered in tiers, with some of them taking the visitor to wineries a little farther out of town, or to the living history farm that is planned. There could even be a tour of all 7 of Hermann's wineries. With tiered tour packages, there could be enough planned for visitors to spend a couple or so days in Hermann. The tour packages could also include dinner at a particular restaurant or even at a location exclusively for the use of the tour groups. In that case, the meal could be catered by either a local caterer or a restaurant. To add variety, it could rotate which caterer/restaurant serves on different days. That way the visitors would be sure to have a place to eat and the restaurant would know how many customers to prepare for and when to expect them.
- Have cable channel; city council meetings carried on PEG channel. Can be more done with it. Maybe 30-second promotions. Is a scheduling problem because someone must physically be in the building to start a program. Currently have the agenda running. Could have a tourism component with the bed & breakfast establishments.
 - Have historic presentation can be run on cable—maybe partnerships with colleges
- In a good position to build on an arts component of the community. Already have a few art galleries and a potter. Currently have several different artists in town, artist workshops are held, the Gutenberg Corridor, Clara Messmer Fine Arts Pavilion, and Showboat Theater are good venues for performing arts, and the Hermann Arts Council is very active in bringing arts to the community. Possibilities include bringing in art galleries and other art-related stores. (i.e. glass, sculptures, etc) If there are a number of empty stores near each other (such as on 4th Street), it might be a good idea to create something of a mini "art district" by steering art-related stores into the same general area. Artist supplies might be another good possible business to bring in once the area has attracted attention as an art hub.
- Web site development—already have developer and need help with content, or need help with development and content?
 - City web is hermannmo.com.
 - Primary service is to residents.
 - Main visitor site is chamber site. Hermannmo.info.
 - Hermannmissouri.com is run by impersonator.
 - Hermann wine trail has hermannwinetrail.com.
 - Interested in taking look at city site overall. Tourism site upgraded.
 - Most important relating to dream initiative opportunities is to list buildings in historic district to see what uses and potential uses are.

HERMANN OPPORTUNITIES

- Promote historic district to developers. Is a priority need.
 - Wanting specialty pages to make it more complete maybe in other sites.
 - City of St. Joseph has good place where can go to find properties, also Liberty, MO
 - If someone had a historic building need info on what can and can't do in historic district in rehabbing building
 - Living history farm not really begun yet.
 - Would be good to include all 10 components of Hermann tourism as sections on the web site: German History, Wineries, B&BS, Natural Beauty, festivals, arts, restaurants, shops, quality of life, people in the town.
 - City currently doesn't have video streaming on web site. Would be good to add
- City currently doesn't have video streaming on web site
 - Hermannmo.info is the official visitors' web site. Hermannmo.com is the city site with city information. Both sites link back and forth. The calendar generally only has what would interest visitors. .info also has web reservations for B&Bs.
 - There is a question as to how functional tourism site is—downtown promotions, maybe need to look at pages for the city site that are for economic development and investors. Might want to do a 30-second video stream on the site.
 - Might want to do different addresses that apply to that kind of information
 - Have a lot of video ads can place on the site. Maybe have different video options available on the site.

This Page Intentionally Left Blank

HERMANN THREATS

HERMANN THREATS

- In 2000 the median age in Hermann was 41.8, which is significantly higher than the median age in Missouri and the U.S., which were at that time 36.1 and 35.3, respectively. In 2007 the median age in Hermann was 43.7, and by 2012 it is forecasted to be 45.1. While a slightly higher median age can be beneficial to Hermann due to the fact that much of Hermann's goods and services appeal more to mature adults, if this trend continues there could be a point where a large percentage of Hermann's population will be on fixed incomes and tend to consume less. If that happens, it will become more difficult for local businesses to remain viable.
- A significant difference is forecasted for Hermann in the percentage of family units. Since families tend to be heavier consumers than one- and two-person households, fewer family units will make it harder for local businesses and restaurants to survive. Currently there are few things for young families to do in Hermann, which could possibly account for the current and predicted decrease in family units.
- The 2007 to 2012 trend forecast for Hermann is that it will lag behind state and national averages for owner occupied households. While an aging population and a need for more rental units may provide an opportunity for the development of loft apartments in the downtown area, it will be imperative that housing codes be implemented and enforced to ensure the stability of Hermann's housing stock. Occupancy inspections can help ensure the interior of rental housing doesn't deteriorate.
- 70% of the 3-5 year olds in a local preschool meet high-risk criteria in one way or another—low-income, single parent, health issue, etc.
- Had bad press 10-15 years ago about drunkenness during Oktoberfest. Have tried to address that problem. During Oktoberfest there are a lot of different groups coming to Hermann. Police meet the buses and explain the expectations of behavior while visiting the city. Have instituted an open container ordinance.
- A prominent resident in south Gasconade County is working to keep the county seat in Hermann. The courthouse fits into the whole downtown. It has a unique history in that it was built completely from donated funds. It's the only privately-built courthouse in Missouri, maybe in the United States.
- Gas prices seem to be hitting Hermann's tourist market. Need to increase focus on the close-by market. Also, show locals the benefit of staying in Hermann for shopping and entertainment.
- Hermann residents go outside of Hermann for much of their shopping to Washington or St. Louis. Patronize large chains such as Lowe's, Macy's and Wal-Mart. Many of the newer residents feel the appeal of Hermann is its close proximity to these towns and admit to going there for shopping and entertainment at least once a week. It is important to educate the population on the

HERMANN THREATS

cost to them of shopping in other towns—gas prices, time lost, city revenue lost. When they realize that the dollars they spend in Washington or other neighboring communities is enhancing other towns' downtowns and paving other city's roads, they might make more of an effort to shop at Hermann. It will require an ongoing educational campaign, however, and that can't be effective if the city is dependent on having the paper pick up stories. A regular communication avenue with residents is needed.

- Residents go outside of Hermann fairly regularly to entertain guests.
- Farmers who used to come into town to buy supplies are now going out of town for those commodities. This has decreased the activity in the town.
- Some residents have said Hermann is too sleepy of a town.
- A number of important services have been moved out of the downtown, including city hall and the post office. Sets a negative example for businesses the city wishes to keep in the downtown.
- Stores have begun moving out of the downtown area within the past few years. One that had general appeal was Dollar General. As stores of this type move out, what is left are specialty and tourist-focused shops and some "low-end" shops residents perceive as undesirable. Result has been locals don't patronize downtown as much now as they did just a few years ago.
- Higher traffic rates and lower utility rates are causing some businesses to decide to locate outside of downtown.
- Most of the stores that carry basic necessities have moved away from the downtown. Currently there is one grocery store in the downtown. It will be a major blow if it also moves away from the downtown area.
- Many antique shops have closed down. There currently are about 6, but there used to be 2-3 times that many. It could, however, be that many of the independent dealers have moved into antique mall settings. Since a large number of antique shops can provide destination appeal for many people, a loss of antique shops is a trend that needs to be watched.
- There was a disagreement earlier between the antique dealers, the tourism group and the Chamber of Commerce, which resulted in the term "antique shops" being dropped and covered under "specialty shops" in much of the promotional pieces about Hermann. Since antique shops offer a particular draw for many tourists, it would be good to put "antique" back into the promotional pieces. It could be covered under "antique and specialty shops" or "antique shops" set apart on their own.

HERMANN THREATS

- Many Hermann residents are extremely proud of the town's self-sufficiency. While that encourages Hermann to find its own solutions to its problems, it can also lead to a lack of understanding of the dependency a tourism-based economy has on people outside the community and the importance of meeting the needs and desires of "outsiders." It is important that local business owners and even residents are continually educated on the benefits tourists bring to the community.
- Some of the focus-group participants said residents of Hermann like the status-quo and also described them as self sufficient and able to make do with what they have. While this can create a certain amount of stability, it can also foster stagnation and make change difficult to introduce.
- There were several statements made during the focus group study of Hermann's downtown not having anything to promote. It will be important that Hermann is seen and promoted as a whole, not as a collection of small downtown businesses. Hermann as a whole already has a lot of tourist appeal. To capitalize on Hermann's popularity with tourists, it will be important for downtown businesses to collectively take whatever steps are necessary to meet the desires and expectations of visitors who come to Hermann.
- There have been discussions about not allowing a left from Hwy 19 at the bridge onto Hwy 100. This would create a hardship on businesses located along Hwy 100 since visitors who approach Herman from the north via Hwy 19 would be forced to weave their way through town to get to shops on Hwy 100.
- Firehouse sits in the median on Hwy 19, immediately to the south of the Hwy 19 bridge. It blocks a clear entrance into town and creates a traffic hazard for motorists entering from north Hwy 19.
- There are few jobs in Hermann that pay well. If this trend continues, fewer of Hermann's residents will have discretionary dollars to spend.
- It appears property owners are not required by maintenance codes to keep up their buildings. Since most of the population in the past were self motivated to maintain high standards for their property, this may not have been a significant problem before. As new people continue to move into the community, it could become more of a problem and the city could end up losing some of its appeal if historic buildings are torn down due to neglect.
- Need to be careful with discounts so don't cheapen the product. Have a military and mid-week discounts.