



DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

JULY, 2009
MARKETING PLAN



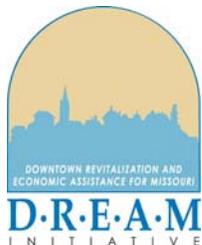
ACKNOWLEDGMENTS



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



PLANNING CONSULTANT



DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

MARKETING PLAN

This Page Intentionally Left Blank



KENNETT DREAM PROGRAM

MARKETING PLAN

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

This Page Intentionally Left Blank

Table of Contents

MARKETING PRIMER FOR MUNICIPALITIES.....	1
EXECUTIVE SUMMARY	4
Suggested First-Year Strategies List	6
SITUATIONAL ANALYSIS.....	7
TARGET MARKET ANALYSIS	9
Communication Channels.....	10
OBJECTIVES, GOALS, & STRATEGIES	12
Objective 1	12
Monitor Residents and Market	
Objective 2	14
Attract More Downtown Retail Activity	
Objective 3	25
Promote a Positive Perception of Downtown	
Objective 4	27
Build the Downtown Kennett Brand	
Objective 5	30
Improve Business Climate	
Appendix.....	31
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 marketing plan is needed to cut through all the noise and reach the most profitable target market with the most effective message.

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 product (Downtown) assessment.**
This can be accomplished through a SWOT analysis, focus group studies, surveys, and other research methods. The assessment must be realistic, as it will become the foundation for the marketing plan. Often an outside consultant can be more effective to develop an unbiased assessment that will present viewpoints from various perspectives, exclusive of influence by community relationships and connections.
- **Define goals and state them clearly.**
Goals must be written and specific. For instance, a goal of "Improving Downtown" is too vague because its meaning is subjective. Define what improvements are to occur and how success is to be measured.
- **Identify target markets and connections between the target market needs with the product (Downtown).**
Identification of target markets will be based on marketing goals and information obtained from the product assessment. Target markets will then be identified and assessed for their ability to provide a return on marketing efforts and expenses. It is likely there will be aspects of the product that will appeal to other markets. These secondary and tertiary markets can become important as the market climate changes. Some of these markets may eventually develop into primary target markets.
- **Communicate marketing messages to the target market.**
Tailored marketing messages should be delivered through communication channels on a regular basis to keep the program cost effective. The campaign should constantly deliver the message of the product's benefits and the product should always live up to its marketing. If the product comes up short, trust and integrity will be lost with the target market. Communicate with the target market in ways that appeal to that market.
- **Get feedback from the plan and monitor its progress.**
Regular review and monitoring of marketing results is important. Monitoring the results of the campaign will also help identify changes, new opportunities, trends, or obstacles occurring in the marketplace.

- **Make adjustments.**

After proper consideration and planning, adjustments to marketing plans may be required. Strategic adjustments can help keep pace with the changes needed to keep the product viable and needed by the target market. Without monitoring and adjustments, marketing plans eventually become obsolete and ineffective.

COMMON MARKETING MISTAKES:

- Using a “Shotgun approach” or trying to be everything to all people
- Relying on an unrealistic assessment of the product and what it offers the target market
- Developing vague, unrealistic, or unwritten goals
- Incorrect identification of primary target market and missed opportunities with potential target markets
- No understanding of the consumer’s wants and needs
- Failure to monitor and adjust the marketing plan

BRANDING:

Below are points that attempt to provide a clearer understanding of branding and how it fits within a marketing plan.

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

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

- Once a brand image has been established in the minds of the target market, promotions of the product can be launched. An established brand image provides a shortcut into the target market’s emotions and experiences.
- To achieve brand image, an understanding of the target market wants, values, and needs is required. Then the determination of how the product connects with those wants, values and needs must be made obvious in every way possible to the target market.
- Consistency and frequency are key ingredients. Once the core marketing message is determined, it should be repeated regularly through preferred communication channels.
- Branding provides marketing momentum with accurately targeted markets.

BROCHURE DEVELOPMENT CONSIDERATIONS

To maximize the effectiveness of a promotional piece the following aspects will need to be defined:

- **Purpose:**
What are the outcomes that the marketing piece should accomplish? A single promotional piece should have a basic focus. Pieces that attempt to be everything to everyone lose their effectiveness on all target markets.
- **Target Market:**
Based on the desired purpose, who is the target market for the piece? Secondary markets to which the piece may appeal can be useful, but the demographics of the target market should drive the development of the piece.
- **Core Message:**
What is the core message? Determine how the product can meet the target market's needs and clearly distill that benefit into a compelling message.
- **Distribution Method/s:**
How will the piece be distributed? Will the piece be part of a series? Based on information developed for purpose, target market, and core message, a decision can be made concerning effective method or methods of distribution. It is also important that the distribution method match the brand of the product. For example, a cheap postcard promoting a high-end luxury car dealership sends conflicting messages. Electronic methods must also be considered and may be redistributed by the target market.
- **Distribution Frequency and Timing:**
How often and when would be the optimum times to distribute the piece to the target market? Consideration should also be given for upcoming events and seasonal distribution.
- **Shelf Life:**
How long do is the piece expected to be effective? A generic piece will have a longer shelf life, but may not be as compelling to the target market. The shelf life of electronic pieces may be able to be extended at minimal cost with minor changes. Any obsolete pieces should be retired immediately.
- **Existing Text, Graphics, etc.:**
What other pieces, electronic content, etc., already exist? What photography and graphics exist? Using parts of existing pieces can be cost effective and maintain continuity of past marketing plans.
- **Budget:**
Budget should include the graphic design, concept and content development, printing, and distribution costs.

EXECUTIVE SUMMARY

To enhance Downtown Kennett as a choice for tourism, shopping, and business, a focused and ongoing marketing plan is needed. The benefits and advantages of the Downtown need to be constantly promoted and connected to the desired and interested target markets. Communication with target markets is crucial and will require proper funding. Ultimately it is more costly to neglect this communication than to implement a regular, focused communication campaign that will build understanding, trust, and interest. A key component to the revitalization of Downtown is marketing.

This Marketing Plan identifies five primary marketing objectives for Downtown Kennett, each with goals, strategies and target markets. Taken together, these five objectives promote one key message—**Kennett offers a unique, fun place to shop or visit.**

The five primary marketing objectives follow.

Objective 1: Monitor Residents and Market. Measure the attitudes, needs, and habits of Downtown’s target markets. Periodic measurement of target markets is necessary to determine the most efficient expenditure of effort and finances. These measurements make it clear where changes are occurring, where marketing efforts are successful, and where more or less effort is warranted.

Objective 2: Attract More Downtown Retail Activity. Related goals and strategies focus on making area residents and visitors more aware of what is in Downtown, increasing overall Downtown use, and improving the hours

of operation of Downtown businesses.

Objective 3: Promote a Positive Perception of Downtown. Related goals and strategies focus on increasing pride and support for Downtown, increasing awareness of positive activity, and downplaying negative aspects.

Objective 4: Build the Downtown Kennett Brand. These goals and strategies focus on the unique features of Kennett and help identify ways to increase Downtown’s appeal to visitors. Successful implementation of these goals can help set Kennett apart from other small towns competing for visitors.

Objective 5: Improve Business Climate. These goals and strategies focus on ways to improve the competitiveness of Downtown businesses, thereby strengthening the entire business climate of Kennett.

All five of the objectives are vital to the successful marketing and revitalization of Downtown and necessary to maximize Downtown Kennett’s potential. While each objective provides a benefit singularly, the synergy created when implemented together produces the greatest return to the residents, businesses, and property owners.

It is imperative that some of the goals and strategies associated with each of the five objectives are implemented from the start of the Plan. A Suggested First-year Strategies List is included on page 7.

In addition to the five objectives, there are four key strategies identified in the Plan that are interrelated and provide a foundation for many of the other strategies. These four Key Strategies are:

- **The development of a Downtown Kennett website**
- **The development of a primary promotional brochure for Kennett**
- **The development of a special events brochure**
- **The development of a Downtown specific newsletter to communicate with area residents**

Under Objective 1, the website reference serves as a basis for tracking and measuring the attitudes, habits and needs of Kennett's target markets. A dynamic site that focuses on Downtown and the opportunities for tourism, entertainment, shopping, business, and real estate investment is important and many strategies in this Plan are contingent on the existence of such a website.

The development of a primary promotional brochure for Kennett that includes shops, points of interest, and a map of Downtown is foundational and is discussed in the second objective. The special events calendar brochure is also discussed in the second objective.

Initially it might be possible to combine the primary brochure with the special events brochure, but as more events are added, the events brochure should be developed separately.

The newsletter will provide a key communication tool to connect with the target market and provide information to local residents. Both a printed newsletter and an electronic version are recommended. This key strategy discussed in the third objective.

With limited resources, it is important to identify which goals and strategies are the most feasible for immediate implementation. The Plan should then be reviewed annually to consider pursuance and implementation of additional goals and strategies.

Special events and new initiatives 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.

With all the strategies noted, it is important to maintain the momentum. Adherence to this Marketing Plan is important for this to happen.

Suggested First-Year Strategies List:

- **KEY STRATEGY:** Downtown Kennett website
- **KEY STRATEGY:** Primary promotional brochure to include Downtown shops, points of interest, and a map
- **KEY STRATEGY:** Special events brochure to include brief descriptions of events (might be able to combine with promotional brochure)
- **KEY STRATEGY:** Newsletter distributed to area residents on a regular basis
- Multifaceted advertising campaign
- Identification of Visitor Information Centers in Downtown
- Addition of one new special event
- Launch a “Shop Kennett First” campaign
- Launch a “Kennett Pride” campaign
- Begin development of a new City slogan and related logo

SITUATIONAL ANALYSIS

Kennett is the County Seat of Dunklin County and is located within a six-hour drive from several metropolitan areas and five states. Kennett has a number of strong attractions and possesses the potential to entice a higher volume of visitors. The expansion of Highway 412 also opens more opportunities to direct travelers to Downtown.



Currently many Downtown building storefronts are vacant or showcase unsightly clutter instead of well maintained shops. Active businesses are located Downtown, but some merchants are not caring for the presentation of their stores adequately.

There is also a shortage of stores open during the evenings or on weekends. Many of the existing stores keep irregular hours during weekdays. These factors combine with litter, limited parking, poor lighting, and aging infrastructure combine to discourage visitors and retail activity.

Downtown Kennett has many appealing features. The Dunklin County Museum, which resides within the former City Hall, provides cultural information, regional history, and a collection of Native American artifacts. Due to a lack of display cases, only small amounts of the collection can be on display at a given time. Southeast Missouri University has deemed the Museum’s pictorial collection as one of the best in the region. A small number of



volunteers operate the Museum during limited operating hours; Wednesdays from 1 to 4 p.m. or by appointment. These limitations result in under exposure for one of the true gems of Downtown.

The Dunklin County Library is located in Downtown Kennett and is a state-of-the-art facility providing high-tech video-conferencing and a superior genealogy department.

The SEMO Little Theater is housed in a recently renovated Downtown building and offers live theatre performances to thousands of patrons annually.

The Sheryl Crow Aquatic Center was opened in 2005 by Kennett native Sheryl Crow and draws many visitors to Downtown. The Center has garnered nationwide attention through various media channels such as *People*, *Rolling Stone*, *MSN Entertainment*, *Good Morning America*, *20/20*, and *Oprah*. In addition to national attention, the Center is well-known in the region. Downtown merchants sell t-shirts sporting the slogan “I Soaked Up the Sun in

Kennett" and other Sheryl Crow memorabilia. There is minimal signage directing visitors to the Aquatic Center.

Across the street from the Aquatic Center is the historic Ely Walker shirt factory building where Ely Walker & Company Dry Goods was formed in 1880. The 70,000 square foot building has recently been purchased by Carlson Gardner, Inc., and renovated into apartments for moderate income families. This \$12 million project will help the Downtown revitalization effort by increasing property values and residential population.

Kennett offers potential residents a low cost of living, inexpensive home values, and small town charm. New home construction has dropped recently. Kennett also has a lower percentage of owner-occupied housing, lower median household and per capita income, and a higher unemployment rate than state and national levels.

In 2004 the results of a resident survey showed a strong support of Downtown revitalization. This survey ensued the formation of the Kennett Community Development Corporation.

A feature that the City has yet to fully promote is its relationship with cotton production. Cotton has been a major resource for the Kennett area, and Dunklin County is the top cotton-producing county in Missouri.

Other features that are not located in Downtown Kennett, but nearby, include acres of parkland and a new airport terminal.



TARGET MARKET ANALYSIS

Target Markets have been identified to assist Downtown Kennett in directing marketing efforts. As the marketing campaign develops and strategies are implemented, it is important to understand how effective each initiative is at reaching the intended markets. Consistent communication with these markets is crucial to maintaining visibility.

Primary Market - An effective marketing plan for a community is targeted, in larger part, at its residents and local businesses. By recruiting this market as “salespeople”, not only will other plan objectives be more successful, but other revitalization efforts will be enhanced. It is important for residents to feel proud and supportive of their community enough to tell other people.

It is important to build support in the Primary Market for Downtown and this bas of support can be expanded to the Secondary and Tertiary Markets.

The following categories compose the Primary Market:

- Local Residents: People residing Downtown and in the Kennett zip code
- Area Residents: Includes people who live within 50 miles of the Kennett zip code
- Downtown workforce
- Downtown business owners

Secondary Market - As the marketing message spreads through the Primary Market, it will be important expand the campaign to reach more people. The definition of a “tourist” is a visitor from at least 50 miles away. This visitor will generally spend more money than other types of visitors.

The Secondary Market includes:

- Regional residents: those who live 50-100 miles away from the Kennett zip code
- Local & Area Entrepreneurs

Tertiary Market - Downtown Kennett should ultimately reach potential tourists looking to escape for even longer visits, potential permanent residents, and development investors. This Tertiary Market includes:

- Tourists within a 350 mile radius
- Retirees & Baby Boomers
- Real Estate Investors

The communication channels recommended for contacting each market are shown in the table on the following pages.

COMMUNICATION CHANNELS

	Target Markets	Communication Channels
Primary	Local Residents	website Newsletter Ads Primary promotional brochure Special event brochure Special interest brochures Cable channel Top 10/50 Things to Do brochure/booklet Discount coupon booklet/brochure Downtown Shoppers Guide News articles resulting from releases Radio/TV interviews resulting from releases Signs and flyers in Downtown Community meetings
	Area Residents	website Primary promotional brochure Special event brochure Special interest brochures Ads Cable channel Downtown Shoppers Guide News articles resulting from releases Signs and flyers in Downtown Radio/TV interviews resulting from releases
	Visitors in Kennett or Downtown	Visitor information Centers Primary promotional brochure Special event brochure Special interest brochures Directional signs in Downtown Downtown Shoppers Guide Signs and flyers in Downtown
	Downtown Business Owners	website Special Downtown Business Newsletter News articles resulting from releases Community meetings

COMMUNICATION CHANNELS (CONTINUED)

Target Markets		Communication Channels
Secondary	Regional Residents	website Ads Primary promotional brochure Special event brochure News articles resulting from releases
	Local and Area Entrepreneurs	website Ads Cable channel News articles resulting from releases Radio/TV interviews resulting from releases Community meetings
Tertiary	Tourists	website Ads Primary promotional brochure Special event brochure News articles resulting from releases
	Retirees	website News articles resulting from releases
	Real Estate Investors	website News articles resulting from releases

OBJECTIVES, GOALS, & STRATEGIES

OBJECTIVE 1: Monitor Residents and Market

Through continued use of informational tools such as a Downtown website, surveys and focus groups, monitor residents and visitors attitudes.

GOAL: Develop, adapt, and adjust marketing techniques and tools to changing conditions to keep Downtown's marketing efficient, fresh, and effective.

Target Markets: Local residents, Regional Residents, Visitors.

Strategy: Conduct regular community attitude surveys via phone, mail, or in person, of the various target markets to measure perceptions and behaviors in areas including:

- Opinions of Downtown
- Awareness of products and services
- Awareness of Downtown plans
- Information sources
- Frequency of visits to Downtown
- Shopping patterns
- Reasons for visiting, or not visiting, Downtown
- Likelihood a respondent would recommend Downtown
- Ideas for improvement

KEY Strategy: Develop a Downtown website to be the central source for information concerning Downtown activities. The site should include the ability to track visits, link to business sites, and provide

up to date information. A dedicated KCDC or Downtown Kennett Coalition staff member should maintain the site. The website will require constant revision and promotion. Browsing habits of visitors to the site are indicative of information that should be developed for Downtown. This site should serve as a monitoring device and a key promotional tool. Development of a high-quality website is a key strategy and should be a top priority for Downtown Kennett. Suggested categories on the site include:

- Entertainment & Special Attractions
- Dining—Restaurant/Bar Locations
- Shopping—Retail Locations
- Tourism and Lodging Information
- Aquatic Center Events
- Information about Downtown Plans and Projects
- Links to City and Chamber Websites
- A Central Calendar with Special Events, Descriptions, and Contact Information

Information of specific interest to residents and current and potential business owners could be on the website in a page appropriate to those interests. Information on operating a business, economic development incentives, new resident packets, utilities, historic preservation, City codes, and City services should be available via links directing people to the official City website or City Hall.

The website should be promoted with other marketing materials to build site traffic.

Strategy: Develop and conduct opinion surveys relative to Downtown that are available on the Downtown website and other existing sites. This is an inexpensive way to solicit feedback and responses can be collected and reviewed through the website. The questions should be changed often to keep Kennett's "virtual visitors" interested in Downtown.

Strategy: Establish an organized Marketing Committee for Downtown. Currently several efforts exist and the Downtown Kennett organization can emerge as a coordinator of efforts that focus on Downtown. The Kennett Community Development Corporation (KCDC) and the Chamber of Commerce should be involved, but understand that Downtown must have its own focus.

GOAL: Assist Downtown merchants in adapting their own marketing techniques to support existing campaigns and better attract customers.

Target Markets: Downtown businesses, Visitors.

Strategy: Provide educational meetings where data collected from tools such as the attitude surveys and the website, are shared. This information can be extremely helpful to the merchants as well as the Downtown leadership.

Strategy: Encourage business owners to promote the Downtown website and provide links to their own websites. Merchants can also survey customers and this information can be compared to the information gathered from the Downtown site for additional insight.

OBJECTIVE 2: Attract More Downtown Retail Activity.

Increase sales tax revenue in Downtown by increasing the volume of visitors and shoppers, their spending habits, and length of stay of their visit to Downtown Kennett.

GOAL: Increase the awareness of what products and services are available in Downtown Kennett.

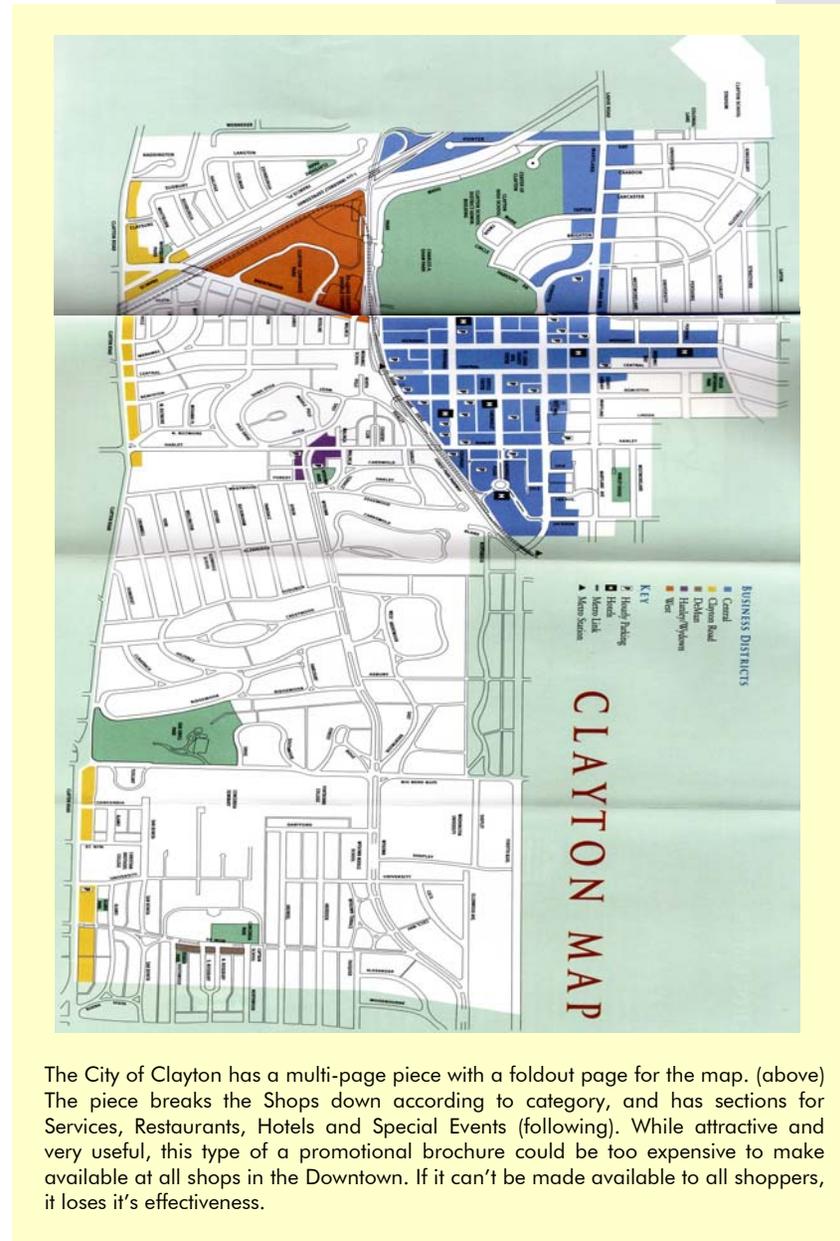
Target Markets: Residents, shoppers, and visitors.

KEY Strategy: Create a primary promotional brochure that lists shops and services grouped by categories and points of interest. A location map should be included as well as a list of annual events. The brochure should be prominently displayed and made available at Downtown shops and business locations. The brochure should also be distributed to locations throughout Kennett that attract a considerable amount of visitor foot traffic. This piece should be Downtown Kennett specific, not regional.

These brochures should also be placed in outside-literature racks at City Hall and the Chamber of Commerce office so visitors can pick them up after hours. They should also be available at locations such as the public library.

When the separate special events brochure is created, it should also be prominently displayed and made available in the same locations as well as the primary brochure.

The pages that follow and to the right show various brochure examples. A steady, constant advertising campaign, centered around the



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 it's effectiveness.

Experience 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. LiFiNikki'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 (left and below) is probably more similar to what would be appropriate for Downtown Kennett. 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!

General Information

Police/Fire/Medical Emergencies 911
 Disabled Accessibility Information
 (Voice) (314) 622-3800
 (TDD) (314) 622-3803
 Foreign Currency Exchange
 US Bank (314) 418-2033
 UMB Bank (314) 612-8170
 Highway Conditions
 (800) 222-6400
 Time, Temperature and
 Weather Line by NOAA (314) 331-2222
 Western Union (800) 325-6000

Train Stations

Amtrak (800) 672-7345
 Downtown (314) 331-3309

Airport & Airlines

Airport

Lambert-St. Louis International Airport (314) 426-8000
 MidAmerica St. Louis Airport (618) 366-5000
 St. Louis Downtown Airport (618) 337-6060
 Spirit of St. Louis Airport (636) 632-2222

Airlines Serving St. Louis

Air Canada Jazz (888) 247-2262
 American (800) 431-7000
 America West (800) 235-9292
 Comair (800) 354-9822
 Continental (800) 435-9292
 Delta (800) 221-1212
 Frontier (800) 423-3559
 Midwest Connect (800) 452-2022
 Northwest (800) 225-2525
 Southwest (800) 435-7972
 United (800) 241-5522
 USA3000 (877) USA-3000
 USAirways (800) 426-4322

Relocation Services

Berry Upholstery Services (314) 878-1900
 Caldwell Banker Gundacker (800) 328-1978
 CW (314) 296-9030

Visitor Services

St. Louis Visitor Information

- 7th and Washington Ave. • 3038 Washington Ave.
- Lambert Airport (Main & East Terminals) • Geneer Plaza
- Fairfax Park
- St. Louis Convention & Visitors Commission
 One Metropolitan Sq., Ste. 1100, 63102

Special Events Fun Phases Recording (314) 421-1023 or (800) 911-0072
 Action Regional Convention & Visitors Bureau (618) 465-6676
 Chesler-Lemp Historic District (314) 776-4410
 Chesterfield Chamber of Commerce (636) 532-3399
 Downtown St. Louis Partnership (314) 242-4232
 Eureka Tourism Commission (314) 436-6500
 South Grand Community Improvement District (314) 772-5770
 Greater St. Charles Convention & Visitors Bureau (314) 946-7776
 The Hill Business Association (314) 647-2222
 International Institute (314) 773-9000
 Kennett Merchants Association (636) 464-6464
 Kirkwood-Des Peres Area Chamber of Commerce (314) 821-4161
 Laclede's Landing (314) 781-8568
 Historic Maplewood (618) 458-6600
 Maplewood Chamber of Commerce (314) 781-8568
 Maryland Heights Convention & Visitors Bureau (314) 273-9984
 Metropolitan Service Center - buses and light rail
 7th and Washington (314) 982-1495
 Missouri Division of Tourism Information Center
 1-20 and Riverview (314) 868-7100
 Mt. Vernon Convention & Visitors Bureau (800) 252-5464
 St. Louis Center for International Relations (314) 862-6777
 St. Louis Visitors Center (314) 241-1764
 308 Washington Ave. (314) 773-6767
 Sifters to the Rescue (314) 773-8000
 Southland Business Association (618) 397-1488
 The Tourism Bureau Southwest Illinois (314) 241-5820
 Transfers Aid Society (314) 241-5820
 Washington Area Chamber of Commerce (888) 732-7466
 Webster Groves Area Chamber of Commerce (314) 962-4744

Map 3: Central Corridor

Accommodations

1. Chase Park Plaza Hotel, 3-5
2. Chester Lodge, 7-8
3. The Flor-de-la-Maison, 1-9
4. Holiday Inn Express, 9-8
5. Holiday Inn Resort Park, 3-8
6. LeMans House Bed & Breakfast, 8-8
7. Napoleon's Retreat, 0-9
8. The Park Hotel, 8-9
9. The Parkway Hotel, 3-5
10. Red Roof Inn, 9-8
11. St. Louis Four Seasons Inn, 1-8
12. The St. Louis Hotel, 1-8
13. Art Saint Louis, 0-7
14. The Bank World History Museum, 0-3
15. Cathedral Basilica of Saint Louis (New Cathedral), 8-4
16. Center of Contemporary Arts (COCA), 8-3
17. Chailion-Graham Mansion (COCA), 8-12
18. Chesler-Lemp Historic District, 8-12
19. Circus Ring, 8-5
20. Compagnon Gallery of Art & Fashion, 9-3
21. Contemporary Art Museum, 8-12
22. Contemporary Art Museum, 8-12
23. Contemporary Art Museum, 8-12
24. The Sheldon Concert Hall, Baltimore St. Art Galleries, 8-5
25. Suedel Farmers Market, 7-10
26. St. Louis Art Museum, 8-5
27. St. Louis Botanical Garden, 8-5
28. St. Louis Botanical Garden, 8-5
29. St. Louis Botanical Garden, 8-5
30. St. Louis Botanical Garden, 8-5
31. St. Louis Botanical Garden, 8-5
32. St. Louis Botanical Garden, 8-5
33. St. Louis Botanical Garden, 8-5
34. St. Louis Botanical Garden, 8-5
35. St. Louis Botanical Garden, 8-5
36. St. Louis Botanical Garden, 8-5
37. St. Louis Botanical Garden, 8-5
38. St. Louis Botanical Garden, 8-5
39. St. Louis Botanical Garden, 8-5
40. St. Louis Botanical Garden, 8-5
41. St. Louis Botanical Garden, 8-5
42. St. Louis Botanical Garden, 8-5
43. St. Louis Botanical Garden, 8-5
44. St. Louis Botanical Garden, 8-5
45. St. Louis Botanical Garden, 8-5
46. St. Louis Botanical Garden, 8-5
47. St. Louis Botanical Garden, 8-5
48. St. Louis Botanical Garden, 8-5
49. St. Louis Botanical Garden, 8-5
50. St. Louis Botanical Garden, 8-5
51. St. Louis Botanical Garden, 8-5
52. St. Louis Botanical Garden, 8-5
53. St. Louis Botanical Garden, 8-5
54. St. Louis Botanical Garden, 8-5
55. St. Louis Botanical Garden, 8-5
56. St. Louis Botanical Garden, 8-5
57. St. Louis Botanical Garden, 8-5
58. St. Louis Botanical Garden, 8-5
59. St. Louis Botanical Garden, 8-5
60. St. Louis Botanical Garden, 8-5
61. St. Louis Botanical Garden, 8-5
62. St. Louis Botanical Garden, 8-5
63. St. Louis Botanical Garden, 8-5
64. St. Louis Botanical Garden, 8-5
65. St. Louis Botanical Garden, 8-5
66. St. Louis Botanical Garden, 8-5
67. St. Louis Botanical Garden, 8-5
68. St. Louis Botanical Garden, 8-5
69. St. Louis Botanical Garden, 8-5
70. St. Louis Botanical Garden, 8-5
71. St. Louis Botanical Garden, 8-5
72. St. Louis Botanical Garden, 8-5
73. St. Louis Botanical Garden, 8-5
74. St. Louis Botanical Garden, 8-5
75. St. Louis Botanical Garden, 8-5
76. St. Louis Botanical Garden, 8-5
77. St. Louis Botanical Garden, 8-5
78. St. Louis Botanical Garden, 8-5
79. St. Louis Botanical Garden, 8-5
80. St. Louis Botanical Garden, 8-5
81. St. Louis Botanical Garden, 8-5
82. St. Louis Botanical Garden, 8-5
83. St. Louis Botanical Garden, 8-5
84. St. Louis Botanical Garden, 8-5
85. St. Louis Botanical Garden, 8-5
86. St. Louis Botanical Garden, 8-5
87. St. Louis Botanical Garden, 8-5
88. St. Louis Botanical Garden, 8-5
89. St. Louis Botanical Garden, 8-5
90. St. Louis Botanical Garden, 8-5
91. St. Louis Botanical Garden, 8-5
92. St. Louis Botanical Garden, 8-5
93. St. Louis Botanical Garden, 8-5
94. St. Louis Botanical Garden, 8-5
95. St. Louis Botanical Garden, 8-5
96. St. Louis Botanical Garden, 8-5
97. St. Louis Botanical Garden, 8-5
98. St. Louis Botanical Garden, 8-5
99. St. Louis Botanical Garden, 8-5
100. St. Louis Botanical Garden, 8-5

Customer Service
 7 a.m. to 7 p.m. weekdays
 314-231-2345 Missouri
 TTY assistance
 314-982-1555 Missouri
 314-875-1200 Missouri

Ride Free Zone
 Anytime

Map 4: Lambert-St. Louis

Accommodations

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

Map 5: Shopping

Shopping Centers

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

Map 6: Food Park

Attractions

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

Map 7: Clayton

Attractions

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

The City of St. Louis uses a large (24" x 18.5") promotional piece (shown above) that folds down to a 4.25" x 9.5" brochure. The brochure includes multiple maps, lists of services, shopping area, dining options, attractions, etc.

While the full foldout is more encompassing than what is needed for Downtown Kennett, 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

1 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

primary brochure, should be developed. This advertising should use a variety of media channels including:

- City cable channel
- Radio
- Newsprint
- Internet
- Direct Mail

Strategy: Place a Visitor Information kiosk on the Downtown square. The kiosk should have a stationary “you-are-here” style map and weather -proof racks to hold brochures. A community section should be available for businesses to post flyers about coming events.

Strategy: Designate the Chamber of Commerce and City Hall as “Visitor Information Centers” with signs denoting them as such. Also, if the Dunklin County Museum hours can be extended, it should also receive this designation.

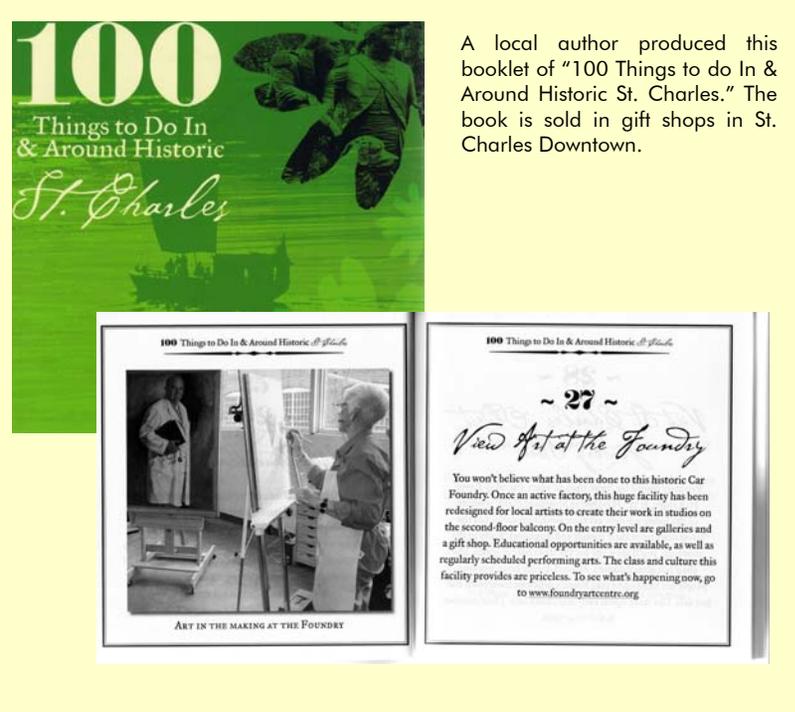
All Visitor Information Centers should have prominently displayed literature racks with the primary brochure and event calendars available. Other informational pieces should be made available at these outlets as they are developed.

Strategy: Create a “Top 10 Things to Do in Kennett” brochure (see picture at right). This piece should include a location map and full descriptions of these items. Ideally, many of the “Top 10” will be located Downtown. The piece should be available at all designated Visitor Centers and on the website as a downloadable document. This effort can eventually be expanded to include other activities in the region.

Strategy: Create a discount coupon book/brochure for participating Downtown shops and restaurants. Distribution should occur at the Visitor Centers and the Aquatic Center.

Strategy: Improve wayfinding Downtown, particularly around high-traffic areas such as the Sheryl Crow Aquatic Center and public parking lots.

Strategy: Improve signage along Highway 412 to direct motorists into Downtown Kennett. Existing signage directing motorist to Downtown is inadequate. Improvements would make Downtown more visible as a shopping option.



GOAL: Increase the percentage of Downtown workers, local residents, and area visitors who use Downtown for dining, shopping, entertainment, or special events.

Target Markets: Local and area residents, Downtown workers, visitors.

KEY Strategy: Develop a brochure that lists and describes the regular annual events. The calendar brochure should be distributed along with the primary brochure at Downtown businesses, Visitor Centers, and high-traffic areas in Kennett. This brochure should also be available at regional attractions. This brochure will alert area visitors to future events and encourage repeat visits. (See picture at right and on page 23).

Strategy: Encourage Downtown merchants and restaurants to develop discount cards for loyal customers. Additionally, small gifts or gift certificates could be distributed with the cards. These types of promotions can be very appealing to local shoppers and residents. As more Downtown businesses participate, the program will become more effective.

Strategy: Kennett currently holds a number of special events outside of Downtown, such as the BBQ State Championship. It's important to create ways to encourage visitors to also visit Downtown during these events. This can be done by either placing some of the event's activities in the Downtown or holding complementary activities Downtown. Also, when events are not held in the Downtown, promotional materials for the Downtown should be placed at the event venues.

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 BANK 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 fun

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 tours 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.mostatereparks.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.atlenfaire.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, folk & bluegrass music in 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 sites, 6 days, 1 State. www.tourinmissouri.com

14-18 : MOSAICS - FESTIVAL FOR THE ARTS
North Main - Artists from across the state sell & display art which include painting, sculpture, clay & pottery; also food, music, kids village & Mouse Mia.
www.stcharlesmosaics.org

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

19 : BLUES FESTIVAL
North Main - Local musicians/pubs will feature various blues bands after 8pm; visit different locations all evening long.

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.irishstcharles.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.

31 : TRICK OR TREAT ON MAIN
Enjoy a safe afternoon of trick or treating at various businesses for costumed children 12 yrs & younger, from 3-5pm.

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, deep carvings & wood carvings, a duck blind decorating competition and other outdoor sporting events. 11am-7pm on Saturday and 10am-5pm on Sunday. For more information call 1-800-975-2322 or email conf@wildlifeart.com

NOV. 23 - DEC. 23 : CHRISTMAS TRADITIONS
Festivities include carolers, costumed Santas from around the world, choirs and more. Old-fashioned holiday shopping on Wednesday, Friday & Saturday until 5pm. www.historicstcharles.com

NOV. 23 - DEC. 23 : CHRISTMAS & MORE
Holiday happenings include holiday lights along Main Street and Frontier Park, concerts/venues at the Foundry Art Center, Frenchtown activities, dinner & events in the surrounding area, 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 animatronic figures (weekends).

DECEMBER 1 : LAS POSADAS
Mary & Joseph seeking shelter at the "inn" starts 5pm at Prouse's Lick & Main and ends in Frontier Park with new lighting & carols.

Check online at www.historicstcharles.com in early 2008 for dates for our annual events like *Fest de la Glace Ice Festival*, the family friendly *Maell-Gee Parade*, and the annual heritage festival, *Missouri Tercentary Day*.



Strategy: Build family appeal into Downtown events by providing activities that will appeal to children. By collaborating with youth and school groups, Downtown leaders can develop events with a built-in family appeal. Activities such as youth group performances, dance recitals, vocal ensembles, or gymnastic groups provide a high-quality appeal.

DREAM focus group comments note: *“Kennett is very family-oriented and social life revolves around children’s activities”* and in the DREAM Visitor’s Survey, 40% of respondents said more family events would encourage them to visit Downtown more often.

Strategy: Launch a “Shop Kennett First” campaign to encourage support of local residents. Often the actual cost of purchases made in other towns is higher due to transportation costs. Shoppers also tend to neglect that tax money collected in another city helps provide services for that city, not Kennett. The correlation should be drawn that needlessly shopping in another community is like going next door and fixing up the neighbor’s house.

Strategy: Provide information about Downtown in lobby areas of the Ely Walker building. This development brings a larger influx of residents into Downtown. The single address makes this a unique opportunity for a cohesive marketing effort for the Downtown merchants. Promotion of Downtown special events through flyers, mailers, or posters is also important.

Strategy: Encourage Downtown shops and restaurants to offer workers special discounts or unique services. Business specials or a 20-minute lunch guarantee can appeal to the daytime labor force and build business among the larger places of employment, such as the Dunklin County Courthouse or the Post Office.

GOAL: Increase the percentage of Downtown businesses that are open in the evenings and on weekends, especially during special events.

Target Markets: Downtown Business Owners and visitors.

Strategy: Provide incentives for business owners to stay open in the evenings. Incentives such as cooperative advertising and website promotions can encourage businesses to try extended hours. Testimonials from fellow business owners should be obtained and promoted to every shop owner. Coordinating one regular night a week or month can be the start of extended Downtown business hours. Even seasonally, “Summer Shopping Nights” or a Christmas promotion, can be the springboard into a more permanent change for Downtown.

This is an important effort to encourage the working crowd to view Downtown as a place to play as well as work. A significant number of merchants need to agree to stay open.

Strategy: Encourage outdoor dining opportunities. Open businesses and outdoor activity builds a vibrant exciting atmosphere that will draw visitors and shoppers. City codes should be considered for revision to properly regulate outdoor cafés.

Strategy: Develop regular entertainment in Downtown Kennett that will bring evening activity upon which merchants can capitalize. Mini events, special sales, or a music series can promote Downtown businesses and encourage the daytime population to linger after work.

Many communities are successful with regular Summer programs. St. Charles, Missouri has such an event from late May until early October, called "Hot Summer Nights". The event has live music and sections of streets are closed so area restaurants can move tables outside for dinner. (See flyer at right).

The DREAM Visitor Survey conducted indicated music-based events held high appeal for Kennett visitors.

Strategy: Encourage retailers to have special sales and promotions on all special event days. Encourage an "open arms" type of attitude.

Strategy: Allow licensed street vendors and performers during the evening hours or weekends for special events. Entertainers can provide a free activity that restaurants and shops can promote to increase evening traffic. The City should consider the regulatory requirements for vendors and performers, and the applicable fees. All performers should be acceptable for family audiences. The entertainment should be publicized aggressively.



GOAL: Increase the number of visitors to Kennett's historic sites.

Target Markets: Tourists and residents.

Strategy: Include historic locations on the website to help raise their visibility. Geocaching is an emerging pastime whereby visitors attempt to locate specific coordinates using GPS devices. Coordinates are also obtained through sites such as www.geocaching.com. Often a cache is near a landmark and has a small gift or information about the area inside. Historic sites make ideal locations for caches.

GOAL: Increase the number of tourists and visitors that come Downtown to the Dunklin County Museum.

Target Markets: Tourists and residents.

Strategy: Expand the hours at the museum. The museum has a 4,000-piece Native-American artifact collection but lacks personnel and display space. The museum could become a venue for special events. With more interest, expanded hours, and proper displays, the Museum could be designated as a visitor center and receive dramatically increased promotion and visibility.



OBJECTIVE 3: Promote A Positive Perception of Downtown.

Develop a positive identity for Downtown Kennett in the minds of target markets. Build residents and businesses pride in their City and Downtown.

GOAL: Increase business and community pride and support for Downtown revitalization.

Target Markets: Residents and Downtown business owners.

KEY Strategy: Develop and send a regular Downtown Kennett newsletter to area residents on a regular basis. Newsletter topics should focus on new dining and shopping opportunities, current businesses, upcoming events, and new redevelopment plans and projects. A mailed newsletter has a greater chance of being read than an emailed newsletter, but an emailed newsletter has a potentially wider distribution. The recent version of the newsletter should be downloadable from the Downtown website and the City and Chamber websites. Extra printed copies should be available at high-traffic locations throughout Kennett.

Although Downtown Kennett leadership should make the determination of the specifics, a quarterly newsletter would be timely enough to promote upcoming special events, but still allow for enough news to be gathered for a complete issue. The newsletter should also include an insert of coupons and ads for Downtown businesses.

Strategy: Maintain an ongoing communication campaign to inform residents and businesses about positive developments in Downtown Kennett. This should include new businesses, beautification efforts, infrastructure enhancements, individual renovation projects, and future plans. Calls for volunteers and ways that citizens can get involved in the community should also be communicated.

The newsletter will be a central medium of this campaign, but other methods should be considered. Through planned and deliberate communication of these aspects, enthusiasm for the Downtown revitalization effort will build and the community members will become salesmen for the Downtown.

Strategy: Communicate success stories of similar revitalization efforts in other communities. These stories should be included in newsletter articles and posted on the Downtown Kennett website. Comparisons should be drawn to Kennett's own efforts and successes.

DREAM focus group comments note that many people in Kennett are impressed with renovations that have taken place in Jonesboro, Arkansas. The parallels between what Kennett is doing and what Jonesboro did need to be clearly communicated.

Strategy: Create a multi-faceted community pride campaign that promotes residents and business owners taking positive action to beautify, cleanup, and improve their properties.

DREAM focus group participants felt that there was a problem with trash and weeds in Downtown, run-down buildings, and the general overall appearance. There has been some improvement, but there has not been a coordinated effort to address these issues.

A “Kennett Pride” campaign should include aspects concerning litter removal, landscaping, façade improvements, and general clean-up. Volunteers could be obtained to help paint façades, plant shrubs, and clear away trash along streets or in parks. Properties that are benefitted by the campaign will receive signs to put in their windows to help stimulate peer pressure on others to join the campaign. It will be important that the residents and businesses see City officials and public property getting improved.

Another aspect can be an adopt-a-street program, where organizations, businesses or individuals adopt a street and pick up trash along it on a regular basis. The organization or person is recognized with a sign posted in the area they maintain. This can be an ongoing program throughout the City.

Volunteers in all of these efforts should be frequently mentioned in newsletters, on websites, and at recognition events.

GOAL: Decrease the negative impact created by vacant and deteriorated storefronts in Downtown Kennett.

Target Markets: Local residents and Downtown business owners.

Strategy: The City should practice firm and fair enforcement of its nuisance and building maintenance codes. City staff should follow appropriate procedure and officials should support these personnel and codes. Building owners must be continually convinced of the importance of maintaining the appearance of their buildings.

Strategy: Fill vacant storefront windows with posters promoting Downtown, events, plans, and projects. This will make Downtown feel more vibrant and remove unfriendly gaps that deter pedestrian movement. Businesses could also purchase this space from the property owner to advertise.

OBJECTIVE 4: Build the Downtown Kennett Brand

By capitalizing on Kennett's unique features, develop an image (the Brand) in the minds of the target markets.

GOAL: Assist the branding of Downtown Kennett through the development of tools such as a slogan or logo.

Target Markets: ALL.

Strategy: Kennett's three most distinctive aspects are its Southern feel, connection to cotton production, and location in the Missouri Bootheel.



These aspects give a simplified picture of Kennett and will allow for the development of a brand with support from distinctive events and activities.

Potential slogans include:

- **Where the South Begins and Cotton Blooms**
- **A Touch of the South in Missouri's Bootheel**
- **Boots and Blooms**

A potential logo should be distinctive, yet simplistic enough that it can be reproduced on shirts and lapel pins without losing the essence of the logo.

Strategy: Highlight the "fun" aspect of shopping in Downtown Kennett in the brand. Marketing pieces and advertising should have an underlying message that "shopping in Downtown Kennett isn't going to be a trip to a boring strip mall."

Downtown should be promoted as to how it is different from the usual shopping experience. This effort should focus on aspects such as unique shops, exceptional customer service, appealing restaurants, and events.

GOAL: Achieve greater awareness of the "Sheryl Crow Connection".

Target Markets: Tourists.

Strategy: Make Sheryl Crow memorabilia more accessible to the public. The library has an exhibit in a room, but the room is frequently locked. The exhibit should be in lit cases on public display.



There is an antique shop that sells clothes Sheryl Crow donates and the proceeds from the sales go to charity. The clothing should be concentrated in one display in the store.

Sheryl Crow music, books, pictures, and other gifts should be available at Downtown stores. If space allows, a gift shop at the Sheryl Crow Aquatic Center should be created.

GOAL: Develop a regional tourism promotion of the area's connection to cotton production.

Target Markets: Tourists and residents.

Strategy: One of Kennett's strongest distinctions from other communities is that it has the most contiguous acres of cotton in the United States. Dunklin County is one of the top counties in the nation for cotton production. An educational tour of the area's Cotton crops that starts from Downtown could leverage this distinctive aspect.



Additionally, a Downtown event that focuses on cotton could also be developed. The event should correspond to notable periods in the cotton production cycle, such as seeding, blooming, or picking.

For example, if held when it is time to pick cotton, cotton-picking contests can be part of the festival. Other contests and activities might include spinning cotton, quilt contests, all-cotton fashion shows, and baling demonstrations.

GOAL: Add other events, to be held in Downtown, that draw on Kennett's unique characteristics.

Target Markets: Tourists and residents.

Strategy: There is a "Southern" feel to the community and residents in Kennett exhibit a lot of Southern hospitality. Develop events that promote Downtown Kennett with this Southern aspect.

Potential events might include a Southern Belle Ball, Southern Gospel Festival, or a Southern Cooking Competition.

During these events, merchants should be encouraged to adopt a "Southern-hospitality" attitude and help find ways to demonstrate classic Southern hospitality to shoppers.

Strategy: Kennett is located in the Missouri Bootheel, the only Bootheel in the nation, halfway between Nashville, TN and Branson, MO. This geography provides a unique setting for festivals built around themes such as country music, barbecue, and western heritage.



Activities at these events could include country-western music and dancing, square dancing, rodeos, leatherworking demonstrations.

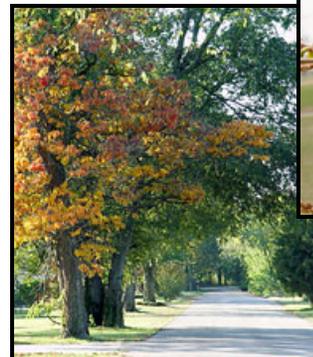
Strategy: The area is also heavily populated with dogwood trees and azalea bushes. A festival held during the peak of color could highlight these spring blooms.

Strategy: Melons are also a big part of the Kennett economy. A melon festival with contests for the biggest melons, sweetest melons, most unusual shaped melons, melon-eating, etc. could be developed. There could also be a local melon king and queen crowned.

Strategy: A Heritage Days event can celebrate the City's history and involve local schoolchildren. Activities such as essay contests and skits can focus on Kennett history. The event could feature character actors positioned around Downtown portraying past citizens. Past business owners can be recreated by current shop owners. The library should feature the genealogy section during this event.

Strategy: An event based on Kennett's Native American history could include the Dunklin County Museum display and Native American storytelling, dance, and music.

Strategy: Kennett is a popular location for duck-hunting and bird-watching. An event that appealed to area sportsmen might be successful. Activities could include skeet shooting, bird-calling, bird carving, and retrieving competitions in addition to gun shows and meat shoots.



OBJECTIVE 5: Improve Business Climate

Improve the overall visibility and economic health of Downtown Kennett.

GOAL: Increase the number of businesses locating in Downtown Kennett.

Target Markets: Entrepreneurs

Strategy: Create frequent news releases on new and unique businesses, special opportunities, assistance, and other positive Downtown activities. This information can assist the KCDC and Chamber of Commerce with Economic Development efforts. All news releases should be placed on the Downtown Kennett website and worked into feature articles when possible.

Strategy: Create a cooperative advertising campaign for Downtown businesses. Participants can receive advertising space in pieces such as newspaper ads under a Downtown banner, coupon books, or radio spots. The Downtown website would also be an opportunity to promote the cooperative advertising.

It will be important that the merchants feel they have input into the advertising, not that it is being directed for them. A board comprised of merchant representatives and Downtown leaders could provide guidance and decisions.

Strategy: Provide Downtown business owners individualized help with developing better business-management skills and product diversity. Making a business coach available to Downtown businesses for free or at a significantly reduced cost could give them an edge and also provide an added incentive for new businesses to locate in Downtown.

Strategy: Provide an educational seminar series for Downtown businesses. Topics should include sound business practices, marketing and advertising, understanding consumer needs, sales promotions, effective window displays, building maintenance, and product placement and pricing. A DVD of the seminars could be effective for busy owners.

A key topic is the benefit of improving the appearance of the business. Owners need to be encouraged to think like a first-time visitor to their shop and make improvements where necessary.

Also, and financial assistance that might be available for façade improvements needs to be clearly provided.

In the DREAM Retail Market Analysis, information was provided on the types of businesses that are experiencing unmet demand in Downtown. These types of businesses should be shared with existing merchants as potentially new product lines.

APPENDIX

This Page Intentionally Left Blank

SWOT Analysis

This Page Intentionally Left Blank

**Downtown SWOT Analysis
for
Kennett, Missouri**

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

SWOT Analysis Preface

The overarching objective of the marketing assistance portion of the D.R.E.A.M. Initiative is to present Kennett's downtown as a center of activity and an appealing option for shopping, tourism, and real estate investments. The role of the SWOT analysis in achieving that objective is to identify existing conditions and attitudes that are helpful to achieving that objective (strengths), or are harmful to achieving the objective (weaknesses). The SWOT analysis also examines conditions that if acted upon correctly will help achieve the objective (opportunities), and conditions that could either undermine or significantly impede Kennett's downtown from achieving the objective (threats).

Unlike most SWOT analyses, which generally stop with identifying the existing SWOTs, this SWOT analysis also includes some preliminary strategy suggestions relating to specific SWOT conditions identified in the analysis. This extra step has been taken in order to immediately provide stakeholders ideas on actions they may want to pursue or further investigate. This extra step should not be confused with the creation of a marketing plan, which includes identification of target markets, goals and objectives for the target markets, and strategies for achieving the goals and objectives.

The SWOT analysis will later be used as a basis for creating the full marketing plan.

INDEX

Strengths.....	A4
Weaknesses	A9
Opportunities.....	A13
Threats.....	A21

Kennett Strengths

- The people of Kennett are friendly and generous and have a history of getting behind just causes.

Examples:

- Raised about \$80,000 for the Delta Children’s home.
- All of the property for Indian park was donated by one family.
- Have raised nearly a million dollars over the past several years for other projects.
-

(If a good job is done conveying the importance of activities and initiatives involved in the downtown revitalization, the community should support the downtown effort. Effective communication will be the key.)

- Kennett has a small town feel where people know each other and work together to address their needs.
(With this kind of a community atmosphere, effectively communicating the downtowns needs will help move the revitalization forward. However, people must be shown how the revitalization of the downtown will help their neighbors and themselves, not just how it will help business owners.)

- Kennett characteristics:

- Safe, friendly, family-oriented community
- Has one of the lowest costs of living in the Country
- Has reasonable utility and tax rates
- Has all the advantages of access to metro areas without having the daily hassle of a metro lifestyle
- There has been a lot of new construction of nice, new homes

(The characteristics and facts/stats that support these opinions about Kennett should be used in promotional pieces and on the Web site. Although not the only important factors, these are some of the characteristics people look for when considering relocating.)

- Most of the shop owners are very friendly. This encourages visitors to return.
- The square has several businesses that would appeal to local shoppers and visitors, including a furniture store, jewelry store, fabric store, financial advisor, hair salon, doctor office, insurance, and a shoe store. Downtown also has a few antique and gift shops.
(One antique shop sold Sheryl Crow’s used clothing for charity, but the clothing wasn’t indicated by a sign and pretty much blended in with other items—real missed opportunity there.)
- Kennett is the County seat of Dunklin County and, as such, has a courthouse, license bureau and other governmental offices. Residents regularly visit downtown for these services and business purposes. This means potential customers are in the downtown on a regular basis.
(It will be important to create an atmosphere downtown that is appealing and encourages people to linger in the area, rather than quickly accomplishing their business errands and leaving.)

- **According to focus-group comments**, groups said that currently the downtown square does not have many vacancies. *(Many of these buildings are filled with service businesses, however. These types of businesses do not leave much room for retail or restaurants which are needed in the downtown to make it an appealing destination for shopping or dining.)*
- Existing and future revitalization projects around and near the square will expand available space for a more appropriate mix of businesses. *(An especially promising area will be near the apartment complex going into the old Ely Walker manufacturing building. That complex will not only be near residential density, but also near the Sheryl Crow Aquatic Center and convenient shopping.)*
- **According to focus-group comments**, Kennett’s restaurants, which include mom-and-pop type restaurants, seem to be busy. Kennett residents take their visitors to these restaurants. *(With the success of current non-chain restaurants, it should be easier to attract other restaurant entrepreneurs. As Kennett residents have a wider variety of restaurants to choose from, it’s less likely they will travel considerable distances to other communities for dining options.)*
- Residents already do their grocery and some other shopping downtown, such as shopping at a clothing store or drugstore.
- The downtown shopping area is fairly compact and concentrated around the square making it easy to navigate on foot.
- A Karate exercise place moved into the downtown and has been successful in bringing more people to the downtown.
- Kennett already has a successful bakery that has been in business for 50 years, Cosby’s.
- Dawn’s Clothing Store just recently moved back to downtown and Dr. Adam’s just opened an office on the south side of the Square.
- The Chamber office has some information about the city that visitors can pick up or request. *(Since the sign is not easy to spot, however, it’s unlikely many visitors would go there to get information. It would be better if there was a prominent sign saying “Visitor Information” that directed visitors to the Chamber office.)*
- One of the pieces the Chamber provides visitors is a map of the city. This is a good piece to help visitors find their way around Kennett. *(The map, however, doesn’t show points of interest, shops, etc. It would be helpful to have a single piece that included a map of the downtown that listed points of interest and indicated their location on the map, listed shops and services grouped by categories, and included a list of regular special events with a sentence or two describing the event.)*
- **According to focus-group comments**, Kennett newspapers and radio stations are quick to pick up news releases issued by the city or Chamber of Commerce. City has a cable channel and a local cable show with Kennett information. In addition, the Chamber has a quarterly e-newsletter it sends to members. Local residents state that they get information by word of mouth, the newspaper, the radio, or the local cable channel. They felt they were well informed about downtown events and entertainment.

(The city doesn't have a newsletter or Web site, however. These are two important tools that would be extremely beneficial components for any communication/marketing campaign the city might undertake. Serious consideration should be given to ways these tools can be added. In addition, the cable channel should be used as much as possible as a tool with any communication/marketing campaigns that are developed.)

- Kennett currently holds several regular events during the year. At least once per quarter there is some large event within a one-mile radius of downtown. *(When these events are held outside of downtown it will be important to create ways to encourage visitors to visit downtown. This can be done by either placing some of the event's activities in the downtown or holding complementary activities downtown. Also, promotional materials for the downtown should be placed at the event venues when they are not in the downtown.)*
- Huge farm sale in January
- Farmer's Market at Presbyterian Church in downtown, from Memorial Day to Labor Day
- Street Beat—a one-night, back-to-school event held around the square
- Sheryl Crow Aquatic Center swim meets and tournaments
- Craft Fair and Delta Fair and parade, 1st weekend in December; well attended
- Show-Me State Championship BBQ Cook-Off
(Cypress Fest—done in the past, but has been discontinued. Since this was one of Kennett's more popular events, it would be good to try and revive this event. One of the problems was it was held a week after the county fair, and suffered from being held so close to the other major event. Moving Cypress Fest to a weekend that wasn't so close to another major event could help.)
- A Kennett Image Committee was formed and given the task to find ways to improve the local image of Kennett. One of their goals was to create more community pride. The committee participated with the Missouri Department of Tourism and used co-op grants from some of its promotional efforts. Some of their efforts included a series of postcards that focused on well-known persons from Kennett. The postcard series has been very popular and were sent to travel centers around the state. Other efforts included Kennett Day at the state capital, the development of a tradeshow booth, and the creation of brochures that were distributed in Jefferson City and at various tradeshow and festivals.
(The committee has been less active in 2007 than in previous years and should be reactivated. This group would be good to use in implementing and promoting some of the new events/festivals contained in the Opportunities section of the SWOT analysis. Also, Kennett has a problem with property owners taking pride in the appearance of their property and a revitalization of a community pride campaign that targeted improving the appearance of Kennett would be good.)
- Kennett has a Community Development Corporation that receives funds for promotion of Kennett and distributes Sheryl Crow items such as t-shirts and cup cozies.
- Kennett has very good, strong civic clubs, and a lot of churches. The Azalea Garden Club is a very active civic organization that keeps flowers in the boxes around the courthouse.
(Civic clubs are rich sources for community-minded volunteers. It's important to tap into the community strength these clubs provide and include them and their members in downtown revitalization efforts.)

- There is a regional tourism committee that does day trips to take people to different points of interest. *(Currently there are no organized bus tours to Kennett, but the Chamber is working on developing such tours. Also, there is work being done with GPS marking historic and tourism sites in Kennett. These will be put on the regional Web site.)*
- The SEMO Little Theatre has recently purchased a building about a block away from the downtown.
- The Sheryl Crow Aquatic Center is a good place for events, and is located at the edge of Kennett's downtown. Currently a lot of swim events are held there, which brings a lot of visitors to Kennett. Business owners say they see more customers on the day of a swim meet. *(Promotional pieces placed at the Aquatic Center should be used to encourage more visitors at the Aquatic Center to visit the downtown.)*
- Currently, the city is expanding streetscape improvements that developed around the Sheryl Crow Aquatic Center. *(It would also be good to add convenient pedestrian trails/walkways that connect the Aquatic Center more directly to the downtown square.)*
- Kennett has almost 100 acres of public park land within the city limits. **According to focus-group comments**, a number of these parks were described as excellent. There is one park on the south end of town that has a fenced wooded area and gets a lot of overnight camping with the Boy Scouts or Girl Scouts. Indian Park is a complex of ball fields and recently land has been secured to build a soccer complex. *(Ample parkland is an important relocation consideration for families as well as large industries that are thinking about relocating. This is an aspect that needs to be highlighted in relocation promotions.)*
- Kennett has a lot of outdoor recreation options at the parks, the high school, and the country club. Recreation options include softball fields, baseball fields, soccer fields, a football field, a track, tennis courts, a golf course, camping grounds, and the new Sheryl Crow Aquatic Center. The high school has an excellent football stadium and a track around the football field. There is also a library for children who prefer books to sports.
- **According to focus-group comments**, various recreation options exist downtown as well, including a movie theatre, a bowling alley, and the SEMO Little Theatre. The SEMO Little Theatre provides a performance quarterly and has recently bought and rehabilitated a building in the downtown area. The group has strong regional participation and draws a wide audience. Over the course of a year it generates a considerable number visits to downtown Kennett.
- **According to focus-group comments**, some participants were overwhelmingly positive about the direction Kennett is moving, stating that downtown revitalization and planning efforts are moving in the right direction. Specific projects noted as positive evidence were the Highway 412 expansion and the Sheryl Crow Aquatics Center. Participants stated that the progress is happening slowly, but realized that change cannot happen overnight. They are also optimistic about the potential of Downtown Kennett. *(It will be critical to develop and implement a communication plan that keeps residents, business owners, and other key stake holders informed on the progress being made in the downtown revitalization effort. As people see and know of the progress made, enthusiasm and momentum for the revitalization will build. Without planned and deliberate communication of the progress, there is the risk that people will lose enthusiasm because they are unaware of the progress occurring. Not all progress is visual in its early stages.)*

- The expansion of Highway 412 is positive, and will draw more people through town and provide drivers improved access to Kennett from Interstates 55 and 155. This highway access opens up a lot of transportation options for industries and businesses that might want to locate in Kennett, since 55 is a major corridor through Tennessee and Arkansas.
(More noticeable signage is needed along 412 to direct motorists into downtown Kennett. In particular, there is a need for signage directing motorists to the Sheryl Crow Aquatics Center.)
- A new factory is moving into Kennett. Kennett has an industrial park and is in position to accommodate industries looking to relocate.
- Kennett is in the process of providing fiber optics citywide, which opens possibilities for Internet-based businesses to relocate to Kennett. It also opens relocation possibilities for businesses that market heavily on the Internet, but still want a storefront. Low building costs and lower wage levels make Kennett a good option for these businesses. In addition, with Kennett's central location, shipping wouldn't be as expensive as it can be for businesses located on the coasts or the extreme northern or southern borders of the nation.
- The old Ely Walker manufacturing building is being developed into 46 loft-type apartments and will be complete in 2008. The building is on the edge of downtown, across from the Aquatic Center. Adding this many families to downtown would help support cafés and other stores that sell products families need on a regular basis, such as grocery and drug stores.
- Kennett has three long-term health care facilities
- A home-health-care business, Pyramid Home Health Services, recently located downtown.

Kennett Weaknesses

- Shops generally are only open from 9-5. Some are closed on Sunday and Monday and open only short hours on Saturday. This makes it difficult for people who work to patronize downtown shops. Closing on Monday and short hours on Saturday also discourages shopping by people who may be visiting the Sheryl Crow Aquatic Center for swimming competitions. In Paducah, Kentucky, a nearby competing market, many of the shops will be open until noon on Saturday, and then close until the evening hours. One of the worst examples of poor customer accommodation of shop hours in Kennett was a shop about a half a block off the Square. It didn't open until 1 p.m. and closed at 5 p.m. It was also closed several days of the week, and other days were listed as "open by chance" or "open by appointment."

(Store owners need to be educated on the benefit of regular and more convenient store hours. If there were even one advertised night when all of the businesses stayed open late it would be a good start. Possibly the city could offer some kind of a break on business license fees or other incentive for downtown businesses that are open a certain number of evenings. Until a number of shop owners can be convinced to keep their shops open late at least on certain days, it will be hard for individual shops here and there to make staying open late profitable.)

According to focus-group comments, some of the store owners' park right in front of their stores and that is how people know the store is open.

(Visitors won't recognize this signal, and without regular store hours, even local residents are less likely to detour into the downtown to shop at a store that might or might not be open.)

- There are not really any shops around the square that would encourage impromptu lingering—i.e. tea or coffee shops, outdoor cafés, etc. The consultant did find one sandwich shop on the Square, but the shop had a sign on the window saying "Closed today". The hours posted also noted it was closed on Mondays. The consultant was there on a Thursday. At a meeting on the evening of the consultant's visit, the group complained that you could no longer even buy a cup of coffee downtown.

(These types of shops and services make a downtown a more enjoyable place to visit and linger. Without them, visitors are more likely to stay in downtown only as long as it takes them to complete an errand and then leave. It might be worth considering creating a virtual business incubator to help specific businesses of this type get started in the downtown. This is discussed in more depth in the "Opportunities" portion of this analysis.)

- **According to focus-group comments**, residents and visitors have complained about the lack of parking space available in the downtown square. There are some off-street parking lots, but they aren't well marked and visitors would have difficulty finding them.

(Easy-to-spot signs are needed to direct visitors to these parking lots.)

Also, focus group participants stated that they felt a lot of the parking problem is due to business owners, business employees and courthouse employees taking all of the street parking.

(Setting time limits on parking around the Square would discourage the practice of employees taking up prime parking spots for 8 or more hours of the day.)

- **According to focus-group comments**, there is a serious lack of restaurants in downtown Kennett, especially in light of the location of the SEMO Little Theatre in downtown. The SEMO Little Theatre has regional participation in its productions and draws a regional audience. This means there are people coming to downtown Kennett who would probably like to have someplace to eat either before or after the theater productions.

(Again, possibly a virtual incubator could be used to encourage the opening of restaurants in the downtown area.)

- The Dunklin County Museum is only open on Wednesdays, from 1-4 p.m. and by appointment. This makes it almost impossible for people to visit the museum, which is unfortunate because it has a large collection of Native American artifacts. Also, the museum is listed on at least two different regional brochures as the primary attraction in Kennett.
(It would be good to expand the hours at the museum, even if a small admission price must be charged to view the museum. Currently, there is no admission charge.)
- The consultant only saw one bench on the Square. There were no places around the Square that invited visitors/shoppers to linger.
(More green space, benches, and things of that nature would help turn a trip downtown into a relaxing experience and make it more fun.)
- A large percentage of the shop fronts around the Square are in a state of disrepair. The facades of buildings in the downtown are poorly maintained, with a lot of peeling paint. Sign posts around the square and the poles holding the awnings have a lot of flaking and peeling paint. **According to focus-group comments**, business owners and residents have complained about the overall image of the downtown.
(If the facades of the shops are in disrepair, visitors will assume there's not much in the shops that they will find of interest either. With so many visitors coming to Kennett for events at the Aquatic Center, it is important visitors get the impression that what they will find inside the shops will be as attractive and interesting as what they find outside. A general would help make it a more appealing place to visit and shop.)
- The window displays in the shops ranged from okay to very unkempt. There was a general disarray of merchandise presentation, which spilled over into the shops. This makes it more difficult for shoppers to see and comprehend what a shop has to offer, which is unfortunate for both the shopper and the shop owner. It also makes it less enjoyable to browse and linger in those areas.
(A neater presentation of merchandise in windows and in shops would help a lot.)
- The upper-story windows in the downtown showed obvious vacancies.
(It would give a better presentation of the area if upper-story windows had blinds, curtains, or shades that were in good repair. The second-story window appearance, however, is a minor consideration until the disrepair of the street-level appearance has been addressed.)
- There was a considerable concentration of vacant storefronts in some areas of the downtown. Most vacant shops are in poor condition with no positive utilization of store windows. Windows left vacant show clutter left behind in the shop or are covered over with paper that often is in poor condition. One large vacant store on the Square actually had junk and boxes stored in the display windows. This gives a very poor impression of the whole area and makes it less likely visitors would want to linger and shop there.
(It would be better if vacant store windows were filled with a large, colorful poster promoting the downtown. One possibility could be to rent out the window space in vacant stores as ad space for other downtown businesses. This would make the area seem more vital, even if there are several vacant stores.)
- There seems to be façade and general cleanup problems even in residential areas in city's core.

(It might be a good idea to begin with a program to build community pride so people begin to care more about how their city looks. Once some people start fixing up and beautifying their homes and yards, others will follow if for no other reason than peer pressure.)

- The sidewalks around the town square are fairly good, but there is some disrepair that could cause a problem for seniors who may have limited mobility, and for people pushing strollers or using wheelchairs. Downtown is also not handicapped accessible. This eliminates or hinders visits from a large portion of downtown's target market. The uneven streets and sidewalks downtown also make it difficult for anyone who might want to ride a bicycle into the downtown.

(Making downtown more user friendly for bikes, wheelchairs, strollers, and seniors will encourage patronage from these market segments. With the added apartments for low- to moderate-income families going in at the Ely Walker building, more young families might consider the convenience of shopping at the downtown if they can easily use strollers in that area.)

- **According to focus-group comments**, the awnings that are currently up throughout downtown make it difficult for people to find what businesses they are looking for. Awnings extend to the edge of the sidewalk and have supports so it is difficult to do any sidewalk work. *(note: it's the understanding of the consultant that all the awnings are being removed from the downtown square)*
- Litter is a severe problem in Kennett. At the time of the consultant's visit, the city had no trash hauling service under contract, there were five independent trash haulers, and dumping was a problem. Plans were being made, however, for the city to put out a bid on trash hauling services to address these issues. Although there has been an increase in prosecution for littering, there has never been a coordinated reduction campaign to educate Kennett's residents.
(There are several trash bins around the square to discourage littering, but possibly, more are needed. A multi-faceted public education campaign is also needed to raise public awareness on the issue and publicize the increased enforcement.)
- The consultant saw no signs directing visitors to the downtown as she approached Kennett from Hwy 412, which is a primary route into town. The consultant also didn't notice a sign saying, "Welcome to Kennett." She found out later, however, that there is a welcome sign, but it is out of the city limits and easy to miss.
- There are no signs directing visitors to the Sheryl Crow Aquatic Center, which draws a lot of visitors for swimming competitions. Also, the consultant couldn't find an address or street listing for the Aquatic Center online or in any of the publications about the city.
(With so many visitors coming to the Aquatic Center for swimming competitions, it's important to make sure they can find it easily. There also should be information at the Aquatic Center directing visitors to shops and restaurants in Kennett.)
- Consultant didn't see signs directing visitors to where they can obtain information about the city. The Chamber of Commerce building sits behind the American Legion building and it is easy to miss the Chamber's sign since it also sits a distance from the road.
("Visitor Information" signs are needed to direct visitors to where they can find information.)
- The consultant didn't see any handouts or publications about Kennett in the downtown shops.
(It would be good to have at least one piece that included a map and event list available at most of the shops.)

- Consultant didn't see any place where information about the city was accessible after business hours. Information in off hours can't only be available online. Access to online information requires a computer and printer, which discourages spontaneous visits or extending a visit because a visitor discovers additional points of interest.
(Possibly a kiosk downtown or an outside brochure rack at the Chamber of Commerce could be put in place.)
- At one time the city had a website, but since it was not well maintained it was eventually dropped. This leaves a significant gap in the city's arsenal of tools it can use for public education and communication campaigns. This is especially critical since more people are using the Internet to obtain information.
(It would be advisable to at least add a website that will highlight and keep people informed on the downtown revitalization.)
- **According to focus-group comments**, participants commented that more visual improvements were needed because if people haven't been involved in the planning process they can't quite get the vision of what downtown could be.
(A comprehensive public education/communication plan is needed to ensure most people in the community understand what has been planned for downtown and how it will benefit the entire community.)
- **According to focus-group comments**, participants in the 'Downtown Building Owners' focus group stated that they would not be willing to support an additional sales tax for the "business district" because they fear it would drive away potential customers, especially Kennett residents. It will be hard to realize timely improvements in Kennett's downtown without an adequate funding source.
(An educational campaign with both business owners and residents could be beneficial. Most people shop convenience and product more than tax rate, especially when you're only talking a small amount of difference. Also, traveling to another town to shop because it might have a cheaper tax rate is counter productive due to high gas prices.)
- There are few places visitors can stay when they come to Kennett. When trying to book a hotel for her visit to Kennett, the consultant only found two hotels listed online, and no B&Bs listed.
(This could be a problem if large events are held that would appeal to people who might travel a distance to attend them, and will need to be considered as Kennett works to develop more events for its downtown.)
- Kennett currently doesn't have a lot of regular events held, and quite a few of the events that are held in Kennett are not held in the downtown. While those events bring visitors and business to the city, it's questionable whether they bring more visitors and business to the downtown.
(More downtown events need to be developed. Also, ways need to be explored that will move visitors downtown when special events are held in other parts of the city.)

Kennett Opportunities

- There are a number of organizations and individuals that are in a position to help expedite Kennett's downtown revitalization. This list includes, but is not limited to, the Mayor, City Administrator, Planning Commission, Chamber of Commerce, Image Committee, Kennett Community Development Corporation, and the Azalea Garden club.
(From these groups, it would be good to create a downtown revitalization committee that can work together to identify goals and priorities and ensure all groups are working toward the downtown revitalization as a cohesive unit. Without this type of collaboration, too often there are duplication of efforts, conflicting agendas, territorial boundaries, and other factors that will impede progress.)

- Economic and health-care factors in Kennett make it a prime place to market as a retirement community. It has a low cost of living, low housing costs, a good hospital, a senior center with a senior's meals program, and other senior-activity programs.
(Good places to market these aspects of Kennett would be in publications that have high readership in the 50-65 age range.)

- The city owns the building that houses the Dunklin County Museum, which has an impressive 4,000-piece Native-American collection on display. The contents of the museum have been furnished by private donations and the museum is run by volunteers. The museum, however, is only open on Wednesdays, from 1-4 p.m. and by appointment. This makes it almost impossible for people to visit the museum, which is unfortunate because there are probably quite a few people who would want to view the collection. Also, the museum is listed on at least two different regional brochures as the primary attraction in Kennett.
(It would be good to expand the hours at the museum, even if a small admission price must be charged to view the museum. Currently, there is no admission charge.)

Another issue with bringing in larger numbers of visitors is that a lot of the items on display are not in cases, so large crowds could result in theft of items.

(Possibly a grant or donations could be acquired to purchase more display cases for the collection to make it possible for more people to view the collection while still keeping the artifacts safe.)

There have been discussions about locating a gift shop in the museum.

(If this can be accomplished, it would be good to sell Sheryl Crow memorabilia out of the gift shop.)

- There is a pavilion by the Sheryl Crow Aquatics Center and the city is getting ready to build a trail and do some landscaping in that area. This will make it an inviting place for people to relax and linger.
(Directional signs and a well-marked pedestrian pathway between the downtown square and the Aquatics Center would encourage visitors to the Aquatics Center to explore more of what downtown Kennett offers.)

In addition, since the Center attracts hundreds of guests every year through swimming competitions, maximum effort should be put forward to turn these visitors into customers at downtown businesses. The pool has already helped downtown a lot, and businesses report they see more customers on swim-meet days.

(Efforts should include literature racks at the center that would hold both promotional information about downtown as a whole as well as special sale and promotional flyers for individual businesses. It would also be good if the businesses could run special sales and sale offers on swim-meet days. Possibly the participants and their families could receive a discount. This would encourage participants' family members to visit downtown between meets.)

- Better pedestrian access into downtown from several nearby locations would facilitate more downtown visits. **According to focus-group comments**, there is a middle school, several involved churches with activity centers, South Elementary school, and Cotton Bowl Commons senior housing complex all within a few blocks of the downtown area.
(Improved access from these areas through enhanced sidewalks and trails would encourage more visits to downtown.)
- Kennett is located at the fringe of the Crowley's Ridge Scenic by-ways. Crowley's Ridge was created by the New Madrid earthquake and is well-known for rock hunting and bird watching.
(A suggested route from Kennett to see the ridge would be a good thing to include in a "Things-to-do" informational piece about Kennett.)
- When visiting Kennett, the consultant did not find anything that listed the special events that occur throughout the year. This is a missed opportunity to bring visitors back to Kennett.
(It would be good to create a brochure that lists the regular special events that Kennett 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 weekend/week of the year when the event is held.)
- It would be easier for visitors to browse the information at the Chamber office if it were grouped according to areas of interests, such as art, antiques and gifts, dining, recreation, etc. Also, much of the information was from other areas in the region, which could actually send visitors away from Kennett.
(This could possibly be because at this time there aren't a lot of visitor-oriented pieces specific to Kennett. More is needed.)
- It would be nice if merchants had promotional handouts that encourage return visits. (i.e. discount/free gift after reach certain expenditure level) These types of promotions help encourage repeat business and return visits to the downtown by locals and people who don't live too far from Kennett. It's possible, however, that the consultant just didn't notice any such pieces at the time of her visit.
- **According to focus-group comments**, people who were skeptical about the direction of Kennett admitted that if some of the changes that were promised, such as removing awnings, repairing sidewalks, and addressing the parking, were carried out, then Kennett would begin to move in the right direction. It seems apparent that people in Kennett are willing to change their opinions once progress is demonstrated. It will be important that all progress in these matters be communicated to the public on a regular basis.
(Attitude changing efforts of this nature can best be accomplished through a newsletter and up-to-date Web site. Currently, the city doesn't have either. Even if the newsletter is only a 8.5"x11" front-and-back sheet included with utility bills, it will ensure residents get the information. News releases will need to be used also, but since many people don't read newspapers any more, they can't be the only source used to distribute information. Also, the information needs to be more ongoing and consistent than can be accomplished when you are dependent on a newspaper editor deciding whether and how to cover the information.)

- An education component for downtown businesses could be helpful.
(Since most of these small-businesses owners must also do the hands-on work with their business, some kind of an online or DVD business series would be more useful than a class the business owner had to attend. The series could focus on small-business marketing and business management strategies.)
- At 73% of the National Average, Kennett’s cost of living is one of the lowest in the country. In addition, the median home cost in Kennett is lower than the state and national median. This makes Kennett a good location for retirees and people whose livelihood is not location dependent, such as artists, writers, and entrepreneurs who primarily work via the Internet.
(It would be good to do a cost-of-living comparison in a news release, on the city’s Web site, in brochures, and hopefully in a city newsletter. Once this information is in the hands of the public, they will be instrumental in disseminating it to friends and family members living in other states. It’s referred to as the “friends and family” effect, and has been influential in the influx of people from southern California moving to the Springfield, Missouri area.)
- There has been resistance to a special sales tax added to improve Kennett’s downtown, however, at the same time a lot of residents are driving considerable distances to shop in other communities. **According to focus-group comments**, people will travel 45 miles to go to Jonesboro for dining and other shopping.
(A “Shop Kennett First” campaign is needed, but to change attitudes and behaviors more than a few news releases and posters will be needed. A campaign of this nature will be more effective when it utilizes newsletters, posters, ads, web site, and cable. With gas prices bouncing around the \$3-a-gallon level, travel expenses add a significant amount to the actual cost of purchases made in these other towns. In addition, 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. It’s like going next door and fixing up your neighbor’s house with your money. These messages need to be communicated to residents strongly and consistently.)
- Cotton is still a huge factor in Kennett, but the city has never promoted that connection to attract visitors. One of Kennett’s strongest distinctions from other communities is that it has the most contiguous acres of cotton in the United States; and Dunklin County is one of the top counties in the nation for cotton production.
(This distinction needs to be promoted more through events and festivals that are themed around the importance of cotton to Kennett’s past and current economy.)

The Kennett Chamber of Commerce Tourism Marketing Plan included a reference to a “Cotton Pickin’” tour, which to date hasn’t been developed.
(Developing that tour would be a good start. In addition, other event slogans could play off the “Cotton Pickin’” slang term, such as the Best Cotton Pickin’ Festival in Southeast Missouri. Memphis, Tennessee just opened a new cotton museum. Might be something Kennett can link onto.)

- Create events with themes based on some of the primary characteristics of Kennett. It will be important that the main venue for these events is located in downtown. Some characteristics of Kennett include the following:
 1. There is a “Southern” feel to the community and residents there exhibit a lot of Southern hospitality.
(Possibilities include a Southern Belle Ball, Southern Gospel Festival, Southern Cooking Competition, etc.)

2. Kennett is located in the Missouri Boot Heel, the only Boot Heel in the nation, and it is located halfway between two of the country's largest country music centers—Nashville, TN and Branson, MO.
(The city could do a “Celebrating the Boot Heel” event that highlighted country-western music and dancing, square dancing, and other things of that nature. Possibly there could be a best cowboy boot contest, rodeos, mule-jumping competitions, etc. Another possibility would be to invite craftsmen who make custom cowboy boots. Anything that would tie with cowboys and cowboy boots would work.)
 3. In spring, the area is beautiful with a lot of dogwoods and azalea bushes in bloom throughout the city. **According to focus-group comments**, this aspect of Kennett is often overlooked and taken for granted by local residents. Many people who are not used to these types of plants and beauty would enjoy seeing it.
(A Dogwood or Azalea Festival would be a possibility during the spring. In addition, there are a lot of historic homes in Kennett and adding a historic homes tour as a component of the festival would be good. It could be a driving or walking tour with a map and information about the different homes on the tour. While the tour could be a special component of the festival, the maps could be used year round and can become part of the marketing of Kennett.)
 4. BBQ is big business in Kennett. There is already a State Championship BBQ Cook-off in Kennett.
(Possibly other events could be added, or the Championship could be expanded to include venues and activities in the downtown.)
 5. In addition to cotton, melons are also a big part of the Kennett economy.
(There could be a melon festival with contest for biggest melons, sweetest melons, most unusual shaped melons, melon-eating, a local melon king & queen crowned, etc.)
- Paducah, Kentucky has a “Downtown after Dinner” event where one night a month there live music is performed in the city’s downtown. St. Charles, Missouri has similar events from late May until early October, called “Hot Summer Nights” where not only is there live music performed in the downtown, but also portions of the streets are closed off and area restaurants move tables outside and serve dinner outdoors.
(Possibly Kennett could do something similar to these events. It would bring locals back into the downtown for something fun. It will be important to encourage downtown shops to stay open on these evenings so people will be able to browse the shops while they are downtown.)
 - Kennett has a number of well-known people who are a part of the town’s history.
(A Heritage Days event would be a good event possibility. An event of this sort could include involvement from area schools in the form of essay contests or other such activities. Also, there could be character actors positioned around the square portraying some of Kennett’s past leading citizens, like Buster Brown. It might also be fun to do some research on past business owners who were located in the downtown and have character actors representing these business people located in their respective buildings. People would be able to go around the downtown and interact with these characters. Part of the event could include something at the library, featuring the genealogy section. Maybe people could be shown how to research their own genealogy. In addition, it would be good if visitors had a card or something they would have stamped or punched at each of designated locations and then turn the card in to enter for a prize drawing.)

- Kennett has a lot of Native American history.
(An event based on this connection would be good.)
- At one time, Kennett was a big duck-hunting area, and the city has several champion duck-call carvers in town. In addition, bird watching is very popular in Kennett, since it is a major flyway for birds, and is the home of Asian doves. Asian doves are actually indigenous to Florida and California, but some have begun roosting in Kennett.
(Possibly a Boot Heel Bird Fest would be good. It could be done in conjunction with duck-calling competitions that are held in early November. It could also include turkey-calling competitions.)
- Kennett is within a six-hour drive from many major metropolitan areas in five states; Missouri, Kentucky, Tennessee, Illinois, Arkansas.
(Major events can be marketed to these areas. Lesser events can be promoted in markets within 90 minutes of Kennett.)
- **According to focus-group comments**, Kennett is very family-oriented. Social life revolves around the children's activities.
(Downtown events that appeal to families with children would tap this leisure tourism market for attendance. In addition, if school or church involvement can be incorporated into an event, it will ensure a built-in draw for the event.)
- The Azalea Garden Club is a federated club and grants are available for these types of organizations. The club focuses on beautification work and would be a good source to tap into for an Azalea/Dogwood Festival. They would also be good to get involved with some downtown beautification efforts such as adding greenery, flowers and trees.
- Parking downtown is perceived as a problem by local residents. Several things can be done to address both the parking issue and the perception. Suggestions to improve the parking have included having business and the courthouse require employees to park in lots rather than on the streets. (bank employees used to park in the parking lot behind the bank that holds about 35 vehicles; they did not park right in front of the door because that was reserved for customers) It would also help to have public parking lots clearly marked with signs and have signs around the square directing motorists to these parking lots. In addition to marking the parking lots more clearly, beautification of the parking lots would make them more appealing for people to use. Another thing that could be done is making street parking 2-hour parking.
(It is also likely the parking problem is more of a perceived problem than an actual one, because people don't get to park right at the front door of shops around the square. They probably don't park much if any farther away when they park at Wal-Mart, but because they can see the front door, it seems like they are closer. An educational campaign is needed to change people's perception of this issue. A newsletter and Web site would be invaluable tools to achieve this change.)

According to focus-group comments, renovations, upgrades, repairs, and beautification were an overwhelming concern for the groups; and in fact, were brought up as being the highest priority. Participants suggested that repairs and beautification would make downtown more enticing to businesses considering a move to the Square, and would make more customers want to come downtown. Also, the groups felt that street and sidewalk repairs should be among the first things the city addresses.

(Possibly a revolving loan fund could be used to help building owners repair and renovate their buildings.)

- **According to focus-group comments**, beautification, adding greenery and cleaning up the downtown area was mentioned several times by groups. They felt that downtown should have more greenery, flowers, and trees, as well as places for people to sit outside. These changes to the downtown would make it a more appealing place for people to come and linger.
(There are several places in Kennett's downtown that would readily lend themselves to the beautification and the addition of green space. According to focus-group comments, across from Riggs there is an alley beside the museum and there is some space back there that could be turned into a park. There was a suggestion that a mural created by kids be painted on the walls of the alley. Also, it was mentioned that outdoor movies used to be shown in that area. Reviving that practice would be a good way to bring local families back into the downtown.)
- **According to focus-group comments**, downtown Jonesboro, Arkansas cleaned up a lot of their buildings and beautified their downtown area and new businesses moved into the downtown. People in Kennett are impressed with Jonesboro for all the brick crosswalks, public chairs and public places that have been developed there and see a need for benches and places for people to sit in Kennett's downtown. Once people start seeing improvements and activity in Kennett that parallels the improvements in Jonesboro, it could provide initiative for some business owners to buy or lease properties in Kennett and buy into Kennett's revitalization.
(The progress in the Kennett revitalization and its parallels to Jonesboro will need to be clearly communicated via a variety of tools, including news releases, newsletters, web site, and city cable channel.)
- There is a shortage of rental properties and moderate-priced housing in Kennett. Both categories would fit well in the downtown redevelopment area.
(It would be good if a developer could be interested in redeveloping blocks of housing in that area rather than approaching the redevelopment on a building-by-building basis. It might be good to pitch this idea to developers who have already been involved with new urbanism developments in other areas of the country. If these developers could also benefit from special tax credits or other types of financial incentives, it could make the project more appealing)
- There are different types of shops, restaurants and businesses that serve as destination points. Currently, Kennett is missing many of these types of shops in its downtown. Since these types of businesses provide a draw to the downtown and thus serve as economic generators themselves, it would be advantageous to facilitate their opening and success in the downtown.
(There are many ways to accomplish this, but one possibility would be a virtual small business incubator that provides special assistance to businesses that fill a predefined service need and open in the downtown. Assistance can be in the form of special loans, rent subsidy based on sales, marketing and advertising assistance, etc. The assistance would only be for a designated period of time (i.e. 3-5 years), with the amount of assistance gradually diminishing each year. A virtual business incubator of this sort also would not compete with local small businesses wanting to rent out business space, which was a concern expressed by business owners. Also, it would be wise to place stipulations on receiving the assistance, such as the business must be open a set number of hours per week, with some of those hours falling on the weekend and in the evening.)

Several of these types of businesses were mentioned during focus-group discussions as things residents would like to see in the downtown. Suggestions included:

- More restaurants, especially ones with outdoor dining available and an Italian restaurant.
- An ice cream stand.

- A bookstore that incorporated ice cream or a coffee shop. Currently people drive to Barnes and Noble at Jonesboro. Focus-group participants commented that Wal-Mart does not have a good selection of books. They also suggested trying to get author signings at the bookstore like they do in Blytheville.
 - Multi-purposes type stores to pull people in, such as the bookstore and coffee shop combination. Another possibility would be an antique store and tea room combination.
 - A sporting goods store, which could fill a gap left since the local Wal-Mart has cut back on the sporting equipment it carries.
 - Antique stores.
 - More recreational options for families and children, such as a skating rink, paintball, laser tag, or a rock-climbing wall.
- People have to go to the Square because that is where the courthouse, license bureau, post office and library are located. In addition to the traffic these services generate, they each employ potential customers for the downtown. This means every day there are a considerable number of people who must be in the downtown area. Since there are so many shopping choices outside of downtown, however, downtown merchants must work to attract and hold these customers who routinely come to downtown.
(To capture more business from downtown workers, downtown shops and restaurants can offer downtown workers special discounts. (i.e. a percentage off when the customer shows his/her employee id) The shops can also target downtown workers for special sales and send the announcements to their places of employment, such as the county court house. Another promotional tool would be sign up downtown workers for special email sale announcements.)

An overall effort to hold visitors who must come downtown on business errands includes general cleanup and maintenance of store fronts. Merchants need to develop attractive window displays that would entice downtown visitors to come inside their shops. (currently, window and outside displays ranged from okay to very jumbled looking and unkempt) Inside shops, merchandise needs to be displayed attractively.

Inconvenient and inconsistent business hours also discourage people from trying to shop downtown. Shoppers want to know that if they take the time to get out of their car and go to the door of a shop, the shop will be open. When shoppers are greeted at the door with a long list of business days the shop is closed or a sign that says the shop is closed on a day it's posted to be open, they won't be back. They will go somewhere that has more dependable shop hours.

- **According to focus-group comments**, the Palace Café used to be the biggest landmark because it was a mom-and-pop place where you could go to get sandwiches or homemade pies. It was full all day. Charlie's Pizza was another downtown restaurant that stayed busy all the time until it burned down in 2003. Because both of these restaurants were successful in downtown, there's a good chance similar restaurants with consistently good food and that keep their doors open would be successful in that location.
- Kennett is in a good position to market itself nationally to corporations and industry. The city just finished a new airport terminal, which has a 5,010-foot runway that provides access for larger planes. This would be a good selling point for corporate travel. In addition, Kennett has an industrial park and wages in Kennett are lower than the state and national median levels. Its proximity to Arkansas provides an employment pool from Arkansas workers. In 2006, the state of Arkansas ranked second lowest in the nation for the median earnings for male full-time, year-round workers. (per U.S. census data)

- Internet service is available in Kennett, and currently an effort is underway to cover the city with citywide fiber optics. This is a good selling point, both for resident and business relocation.
- A previous attempt to pass a 1/8-cent sales tax that would fund the demolition of some buildings failed, but only by a small margin. The proposal had a five-year sunset clause in it. Since failure of this tax issue was by a small margin, it would be advisable to submit it again to voters. *(Before putting it on the ballot, however, it will be important to find out what the primary objections were to the proposal, look at what the voter turnout was (i.e. was it unusually low), and look at how the different precincts in the city voted (i.e. was it supported in some areas and not in others). Also, look at what kind of voter education was done prior to the election to ensure voters understood the issue, and try to improve on it by developing and implementing a comprehensive communication plan for the next election.)*
- Business owners need to understand how improving the appearance of their business can improve sales, and ultimately their bottom line. Most small businesses, however, will need assistance to make substantial improvements to their buildings' facades and interiors, and business owners aren't aware of what opportunities for assistance exist at the local, state and national level. There have been discussions about finding someone whose job would be to help businesses find and work through the application process for these types of assistance. One person, however, would be stretched to work one-on-one with everyone. *(Printed information would help lessen the load and answer basic questions. A downtown business newsletter could communicate all that type of information to business owners. A printed newsletter is preferable to an e-newsletter, since many small business owners say they don't have time to check e-mail, open, print, and then read e-mailed newsletters. Since the number of businesses in downtown is relatively small, only small runs and mailings of the newsletter would be needed.)*
- TIFs, CIDs and other tax incentive tools could help provide funds for some of the improvements needed in Kennett's downtown. According to focus-group comments, however, the city of Kennett has never explored these possibilities. Consequently, residents and downtown business and property owners probably are not too familiar with how these tools work and what they can do for Kennett. *(Unfamiliarity with a concept breeds resistance to it. A communication plan that utilizes newsletters, web site, news releases and the city's cable channel would help educate the public on these tools and increase the possibility of public acceptance of using some of them to assist with Kennett's downtown revitalization.)*
- **According to focus-group comments**, the new housing project has tax incentives associated with it, but the residents of Kennett are not used to utilizing tax incentives. It would be good to set up assistance for business owners who want to take advantage of these tax incentives. *(The assistance could include written information. Possibly the state has an easy-to-understand publication that could be made readily available. It could also possibly include some direct assistance by an accountant who could walk the business owner through the process.)*

Kennett Threats

- Based on an ESRI 2007 report and 2006 figures from U.S. census data, Kennett has a lower percentage of owner-occupied housing, lower median household and per capita income levels and a higher unemployment rate than state and national levels. In addition, Kennett and its neighboring communities have experienced a slight population decrease. A higher percentage of rental units makes it important to ensure landlords don't allow their rental properties to deteriorate. Also, the lower income levels and higher unemployment level will make it more difficult for viable commercial growth in Kennett.
 - Based on ESRI 2007 report for Kennett:
 - Owner occupied housing 58.3% (2006 U.S. 66% & MO 70.6%)
 - \$32,378 median household income (2006 U.S. \$48,451 & MO \$42,841)
 - \$18,083 per capita income (2006 U.S. \$25,267 & MO \$22,916)
 - 10.7% unemployment rate (2006 U.S. 6.4% & MO 6.3%)
- There has been a significant increase in unemployment since 2000—from 3.4% in 2000 to 10.7% in 2007. *According to focus-group comments*, Kennett has had factories close and a lot of people now drive to Blytheville to work. As the cost of gas increases, this could lead to a further population reduction, and possibly a drop in housing prices.
- *According to focus-group comments*, the people who did not feel Kennett was moving in right direction were skeptical because they have not seen as much progress as they hoped. They compared Kennett to its past, 40 or more years ago, and felt it has gone in the wrong direction. *(An educational component is important to ensure people are aware of the progress that is taking place, and to mitigate the impact of the naysayers who want to compare downtown Kennett to where it was 40 years ago. Comparisons need to be made to where it was just before the revitalization efforts began. A comprehensive communication plan that utilizes multi media avenues is needed ensure residents and business owners receive appropriate messages.)*
- *According to focus-group comments*, people used to be able to get upscale clothes from New York in the square; now they have to drive into Memphis or Jones for these things. When most people think of going shopping, they automatically think that means going out of town. *(While at this time there is probably not sufficient demand in Kennett to support an upscale clothing shop, people in Kennett need to be educated on the variety they can find downtown, and the importance of shopping Kennett first. It's likely people are purchasing things in other cities that they can find in Kennett. Also, people often don't consider how the cost of gasoline adds to the actual price of things they purchase on these out-of-town trips. A public information/communication plan is needed to address these issues.)*
- *According to focus-group comments*, "People need to agree to improve downtown...some people don't want to do anything down there." While 100% agreement with anything is unlikely, it is possible to gain approval and cooperation from a larger percentage when people first understand what is being attempted, why it is important, and what is in it for them. *(This requires planned communication efforts using several communication avenues—word of mouth is seldom an effective primary communication tool for something of this nature. Once people understand the "what, why, and what's in it for me," you should be able to build enough momentum to start working on the "how.")*

- **According to focus-group comments**, people have been hearing about renovations for years now but are still waiting for something to happen – if they have to wait too long they won't be interested. People need to know there is a plan with a beginning and an end – need to feel that it's all going to be done and that everyone is going to work together to do it.
(It will be important to keep residents and businesses well informed on what the plan is for downtown and what progress is being made on the plan. Also, the public needs to understand there is never an “end” when you are dealing with the viability of a downtown or any other commercial area. Education and a comprehensive communication plan will be keys to gaining and maintaining community support.)
- **According to focus-group comments**, Wal-Mart has caused many problems for the Downtown Square. Residents do a lot of their shopping at the Wal-Mart and strip centers on the edge of town. Wal-Mart is where people go because they sell absolutely everything and due to their volume purchasing power, they can sell cheaper than smaller businesses. This practice has put a lot of small businesses out of business.
(Downtown businesses will never be able to compete with Wal-Mart for price and variety, so they will need to compete by offering niche shopping and a different shopping experience than Wal-Mart and its surrounding strip malls. Things like convenient green space, flower boxes and other beautification amenities, benches, adjacent trails, and outdoor dining all add to change shopping in the downtown from an errand to a fun activity. When community events and activity venues are added to the downtown, they further enhance the appeal.)
- **According to focus-group comments**, participants stated that in instances where Kennett wanted specific types of businesses to move into its downtown, such as a nice restaurant, they were going to have to solicit it and maybe offer some tax incentives. The feeling, however, was that offering tax incentives to new businesses would upset established businesses because they didn't receive tax incentives when they started.
(It will be difficult to achieve buy-in from existing businesses on these types of revitalization efforts as long as their owners feel this way. It will be important to educate established business owners on what kind of assistance is out there for them, and also how bringing certain identified niche businesses and services into the downtown will help their own business.)
- **According to focus-group comments**, participants said that the Square does not have a lot of vacancies and that there are some vacancies on side streets that may never be occupied in their current condition. To make an impact, the downtown revitalization can't stop at the Square. Residents and business owners need to understand it won't be enough to clean up the square, but just give up on the streets leading away from the square.
(Once revitalization of the Square is well underway, it would be good to pick a specific area adjacent to the square where efforts can next be focused. The area surrounding the Aquatic Center and Ely Walker building would be a good place to start since it will have considerable traffic in that area right away.)
- **According to focus-group comments**, participants complained that there were no enforceable codes downtown and they felt that there should be a mandatory way to ensure people kept their buildings presentable and in good repair. The end result is the downtown loses its appeal to visitors, businesses can no longer remain viable in that location, and buildings in the area lose value. Unfortunately, not all building owners and merchants take pride in the appearance of their buildings and shops. With the density one finds in a downtown area, the deterioration of one or two buildings begins to spread. Other shop owners begin to question why they should spend money and time to keep up the appearance of their buildings when neighboring buildings are deteriorating. Until building owners are either convinced or forced to clean up the appearance of their buildings, there will always be the holdouts that retard the revitalization of the downtown.

- **According to focus-group comments**, participants felt that there was a problem with trash and weeds along the streets in the downtown. It will be difficult to convince building owners they must clean up if the streets and public areas are not kept up. Cleaning up trash and ensuring tall weeds aren't allowed to grow up in the downtown area are also needed to make downtown an appealing place to visit.
(If the trash is a result of poor disposal practices of businesses in the downtown, that issue will need to be addressed directly with the businesses—through code enforcement if necessary. If it is a result of litter from visitors to the downtown area, possibly more trash container place throughout the downtown would help along with an anti-littering campaign. It may also be necessary to step up enforcing littering fines in certain areas and to do an information campaign to let the public know enforcement is taking place. Also, an adopt-a-street program where organizations, businesses or even individuals can adopt a street and pick up trash along it on a regular basis might be an option.)
- Empty buildings in downtown are a major problem. Energy costs to heat or cool old buildings, however, are high. Possibly there are programs available that would help finance making old buildings more energy efficient.