



# DOWNTOWN STRATEGIC PLAN

CITY OF HERMANN, MISSOURI

MAY, 2010



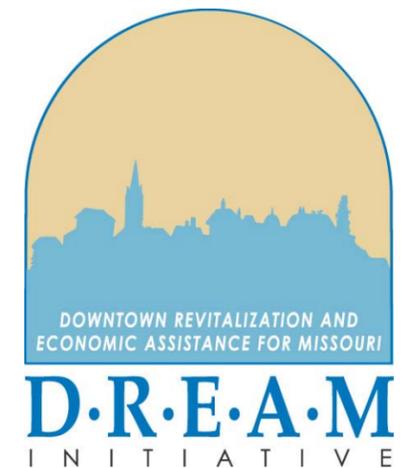
CITY OF HERMANN



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



PLANNING CONSULTANT



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## DREAM Initiative • Downtown Strategic Plan

One objective of the Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative is to develop and create a strategic vision for Downtown Hermann.

The DREAM Initiative planning process addressed numerous issues regarding the function, structure and image of Downtown Hermann. The goal of the DREAM Initiative was to identify the opportunities and constraints existing in Downtown and develop a revitalization strategy.

The DREAM Initiative began with a comprehensive assessment of the existing conditions and functionality of Downtown Hermann. These assessments were the foundation for the many analyses and recommendations, which are summarized in this report.

The Strategic Plan serves as an implementation resource for DREAM Initiative recommendations and general improvements in Downtown Hermann. The Strategic Plan provides a five year vision promoting creative, positive and attainable change to Downtown. The many participants of the planning process, including numerous citizens and civic leaders, expect the Strategic Plan to be the blueprint for transforming Downtown Hermann into a dynamic center in which to live, play and work.

The Strategic Plan describes the goals developed through the DREAM Initiative and the strategy to achieve those goals. The goals are described in each of the respective chapters of this report. A summary of the priority goals are listed as follows:

### **Goal One: *Develop Community-Wide Wayfinding***—

Develop a comprehensive wayfinding plan and signage system (with specific design standards) that guides vehicular and pedestrian traffic into and around

Downtown. An effective system should direct the movement of the visitor, as well as, provide useful information making Downtown more user friendly and enjoyable.

**Goal Two: *Beautify Downtown Buildings, Parking Lots, Streetscape, and Businesses***—Utilize state and local incentives to encourage beautification of the public realm in Downtown. Ensure quality and consistency of improvements by following the Building and Streetscape Design Guidelines developed through the DREAM Initiative. Encourage business storefront improvements and fill vacant storefront windows with local downtown promotions.

**Goal Three: *Establish Downtown Hermann Coalition***—The Downtown Hermann Coalition will provide the leadership and resources necessary to implement the Strategic Plan. Therefore, it is imperative that this organization be formed quickly and accurately. The organization must have broad public support and involvement, as well as sustainable funding in order to be effective.

**Goal Four: *Clarify Brand and Improve Visitors Center Visibility*** - Continue to clarify and promote the new brand for Downtown. Through effective use of the brand define the area with unifying elements: wayfinding signage, streetscapes, landscaping, site furniture, public art and pedestrian lighting. Utilize the branding throughout all downtown activities and materials. Create additional support marketing materials for retail attraction, residential development, event promotion, retail maps, etc., following the chosen branding. Improve the visitors center visibility

## City of Hermann



Downtown Bed & Breakfast



Aerial View of the Hofgarten

and consider relocation to the former City Hall location.

**Goal Five: *Establish Downtown Hermann Business and Economic Development Committee*** - The Downtown Business and Economic Development Committee should be formed to address the retail development needs of Downtown. This committee will be responsible for business and retail development, the most pressing need for Downtown Hermann. Ultimately the goal will be to create the desired retail mix in Downtown, however, it is first important to create the critical mass of retail. Filling first floor vacancies and eventually replacing service uses on first floors will help greatly. Then build on Hermann's niche of activities and the arts to build the unique retail mix necessary to improve its status as a retail destination.

**Goal Six: *Package Trips and Bundle Experiences*** - Utilize pricing and packaging strategies to promote trips and excursions, which helps to market the overall value of Hermann. These strategies make the trip planning process easier for visitors. Potential package trips can include a stay at a local B&B with a visit to a winery, visit to a health spa, museum, horse back riding, art lessons, craft-making, etc. The benefits of packaging include increased visitor spending, length of stay, and greater exposure to Hermann's offerings. The activities of the destinations, B&B's, retailers, and attractions should be integrated, to share information and capitalize on opportunities.

**Goal Seven: *Establish a Community Improvement District (CID) in Downtown Hermann*** - A community improvement district will provide a dedicated funding source for improvements in Downtown. The CID should be established as a political subdivision and be supported

by a property and sales tax in the district. A CID would also help to support Downtown Hermann Coalition as well as provide funding for public improvements. The CID, in addition to investor pledges and city financial support will provide a sustainable funding source for Downtown Hermann Coalition to expand operations and programming.

**Goal Eight: *Improve Visitor Experience*** - Make improvements to the visitor amenities in downtown to enhance the visitor experience. For example, by providing additional public restrooms and accessible information about Downtown and area destinations the visitor is more likely to enjoy or extend their stay and, as a result, spend more money. Additionally, investigate developing a public transportation system to promote a seamless experience, help solve parking and congestion problems at major events, and help extend visitor stays.

**Goal Nine: *Develop a Business Retention, Expansion, and Attraction Program***—Create a comprehensive Business Development Program that recruits new businesses to the area by utilizing the retail market information obtained through the DREAM Initiative and helps existing businesses succeed and grow through improving business operations and providing marketing opportunities.

**Goal Ten: *Increase and Enhance Downtown Promotion***—Increase promotions of Downtown, particularly those that complement retail activities. These efforts should include creation of; "Shop Hermann First" program, Downtown retail directory, additional shopping oriented events.



Lewis & Clark Camp



Downtown Hermann looking West on Fourth St.

## DREAM Initiative • Downtown Strategic Plan

The State of Missouri recognizes that a substantial investment already exists in Downtown Hermann. The purpose of the DREAM Initiative is to enhance that investment to sustain revitalization momentum. The DREAM Initiative is a three-year program providing designated Missouri communities with Downtown planning assistance. Through the coordination of the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides planning and financial assistance to enhance Downtown revitalization in Missouri. The DREAM Initiative capitalizes on priority access to existing state financial incentive programs for implementation of the strategic plan. For the planning component of the DREAM Initiative, the State of Missouri retained PGAV.

Hermann was designated as one of the first ten DREAM communities in 2006. Hermann has benefited from technical and financial assistance and has been given priority for various state grant and loan programs. Throughout the Initiative ongoing project-specific support was provided by the State Agencies and PGAV.

The goal of the DREAM Initiative is to revitalize Downtown districts and put them back into productive use. The beginning of the process provides technical planning assistance that culminates in a Strategic Plan detailing a Downtown revitalization effort. The planning assistance begins with a comprehensive assessment that serves as the foundation for creating the technical planning assistance.

The planning studies and analyses included in Hermann's DREAM Initiative are:

- Organizational Structure Review
- Land Use, Building & Infrastructure Survey
- Community & Consumer Survey
  - Focus Groups
  - Telephone Survey
  - Visitor Survey
- Retail Market Analysis
- Residential Demand Analysis
- Financial Assistance Review
- Destination Assessment
- Marketing Plan
- Building & Streetscape Design Guidelines
- Education Workshops
- Downtown Strategic Plan

## City of Hermann



Downtown Bed & Breakfast



Riverfront in Downtown Hermann

## DREAM Initiative • Downtown Strategic Plan

Effective urban planning engages the public in a meaningful way. The DREAM Initiative utilized a comprehensive approach to reach out to local citizens and civic leaders to identify issues that affect Downtown.

The planning process utilized public meetings, focus groups, and surveys for public outreach. The intent of the public outreach was to identify perceptions of Downtown Hermann and work towards creating a shared vision for an improved Downtown. The public outreach not only provided for public involvement but also provided an avenue to introduce and build support for Downtown revitalization and DREAM Initiative recommendations.

Results of the public outreach revealed enormous local pride and positive attitudes towards the future well being of Downtown. The DREAM Initiative utilized the public outreach process to generate ideas and feedback throughout the planning process and final strategic plan.

DREAM Initiative public outreach regarding Downtown Hermann included:

- **Focus Group Meetings**

In the Spring of 2007, two facilitated focus groups were held with; Downtown Business Owners and General Groups. Discussions centered around how Downtown is utilized, perceived, and what improvements are desirable.

- **Community Telephone Survey**

Surveys were used to identify and/or validate issues of importance to the community relative to Downtown. In August 2007, a telephone survey was conducted to solicit feedback about Downtown from local residents. It was a 300 person sample survey conducted by a

professional public opinion survey firm. This survey provided a scientific method for evaluating commonly held perceptions and beliefs about Downtown.

- **Visitor Survey**

Throughout the first two years of the DREAM Initiative visitors were surveyed at events to identify their opinions of Downtown and desires for improvements.

- **Public Engagement**

- Planning Activity Kick-Off Meetings

DREAM Initiative planning activities included a public kick-off meeting. The purpose of the kick-off meeting was to inform the public about the task that is starting in order to gather information relevant to the topic at hand and inform the public about opportunities to participate.

- Annual Review Meeting

A large public Annual Review Meeting was held at City Hall in May 2007. The meeting served as an opportunity to inform the public about the results of planning activities and remaining DREAM Initiative work. As a result of this meeting numerous volunteers came forward to assist and support DREAM Initiative activities.

- Strategic Plan Development

Throughout the development of the Strategic Plan there was extensive public engagement. In addition to public presentations, a volunteer committee met numerous times to review documents, make recommendations and ultimately guide the plan's development.

## City of Hermann



Old German Schoolhouse and Museum



Historic Building in Downtown Hermann

## DREAM Initiative • Downtown Strategic Plan

The City of Hermann was designated a DREAM Initiative community in the fall of 2006. The planning process commenced in the spring of 2007 with a scheduled completion in the spring of 2010. Through existing programs of the partnering state agencies, participation in the DREAM Initiative provided immediate benefits to Downtown Hermann. This project and funding assistance complemented the positive momentum of Downtown Hermann.

- **der Hermann Platz**—In order to properly welcome travelers arriving at the new Kit Bond Bridge an Entrance Plaza was designed and constructed. Generous local donations from residents and the City of Hermann complimented the Missouri Development Finance Board Tax Credit for Contribution program to complete the improvement. Visitors are now welcomed by a bronze statue of Hermann Arminius surrounded by a landscaped plaza. The project is the first of a number of proposed projects for that area, acting as a catalyst.
- **German School Museum**—The German School Museum is an integral part of Downtown Hermann and a major destination for the area. Long term plans for the Museum included much needed rehabilitation and expansion. Historic Hermann Inc. is spearheading the expansion and rehabilitation of the German School Museum and grounds with assistance from the Missouri Development Finance Board and Missouri Department of Economic Development.
- **Downtown Quiet Zone**—The City of Hermann was able to implement a Quiet Zone at the Downtown railroad crossing which helps to minimize train noise in Downtown. With assistance from the Missouri Department of Economic Development and Missouri Department of Transportation the City was able to

complete the necessary improvements. The Quiet Zone has greatly improved the quality of life for Downtown residents, as well as, enhance the experience for tourists.

- **Downtown Streetscape Improvements**—Streetscape improvements were completed throughout sections of the Downtown area. Improvements include new street pavement, sidewalks, and street trees. Funding for the Streetscape Improvements included Missouri Department of Economic Development and Missouri Development Finance Board.
- **Gasconade County Courthouse Study**—The Gasconade County Courthouse required restoration in order to continue meeting the needs of its citizens. The Missouri Development Finance Board assisted with financing an engineering study to identify the scope and cost associated with restoration. It was vital to the Downtown and Hermann to keep the Historic Courthouse operating.
- **Home Repair Opportunity (HeRO) Program**—The Missouri Housing Development Commission Home Repair Opportunity (HeRO) Program provided \$184,000 in home repair funds for numerous homes within the DREAM boundary of Downtown Hermann. These projects targeted limited funds to the areas that will have the greatest positive impact on Downtown.
- **Historic Rotunda**—The Historic Rotunda located next to Downtown Hermann in a City Park required much needed restoration. The Rotunda was designated one of Missouri's Ten Most Endangered Historic Places for 2005. The Brush and Palette Club took on the project with assistance from the Missouri Department of Economic Development's Neighborhood Assistance Program.

## City of Hermann



Entrance Plaza at Highway 100 & 19



Amphitheater on Gutenberg

The Organizational Structure Review is a comprehensive analysis of the organizations involved in revitalization of Downtown Hermann. The purpose of this task was to understand the roles, responsibilities, and capabilities of these organizations in order to recommend improvements in effectiveness, building capacity and sustainability. The ultimate goal of the Organizational Structure Review is to ensure that a sustainable revitalization structure is in place to implement the DREAM Initiative recommendations.

The organizations reviewed included:

- Hermann Area Chamber of Commerce
- City of Hermann
- Schiller Street Merchants Association
- Dierberg Educational Foundation
- Historic Hermann, Inc.
- Landmarks Commission

The Organizational Structure Review resulted in recommendations for increasing collaboration of existing entities and the formation of new organizations to add capacity. The primary recommendations for improving the organizational structure of Downtown Hermann:

• **Form Downtown Hermann Coalition**

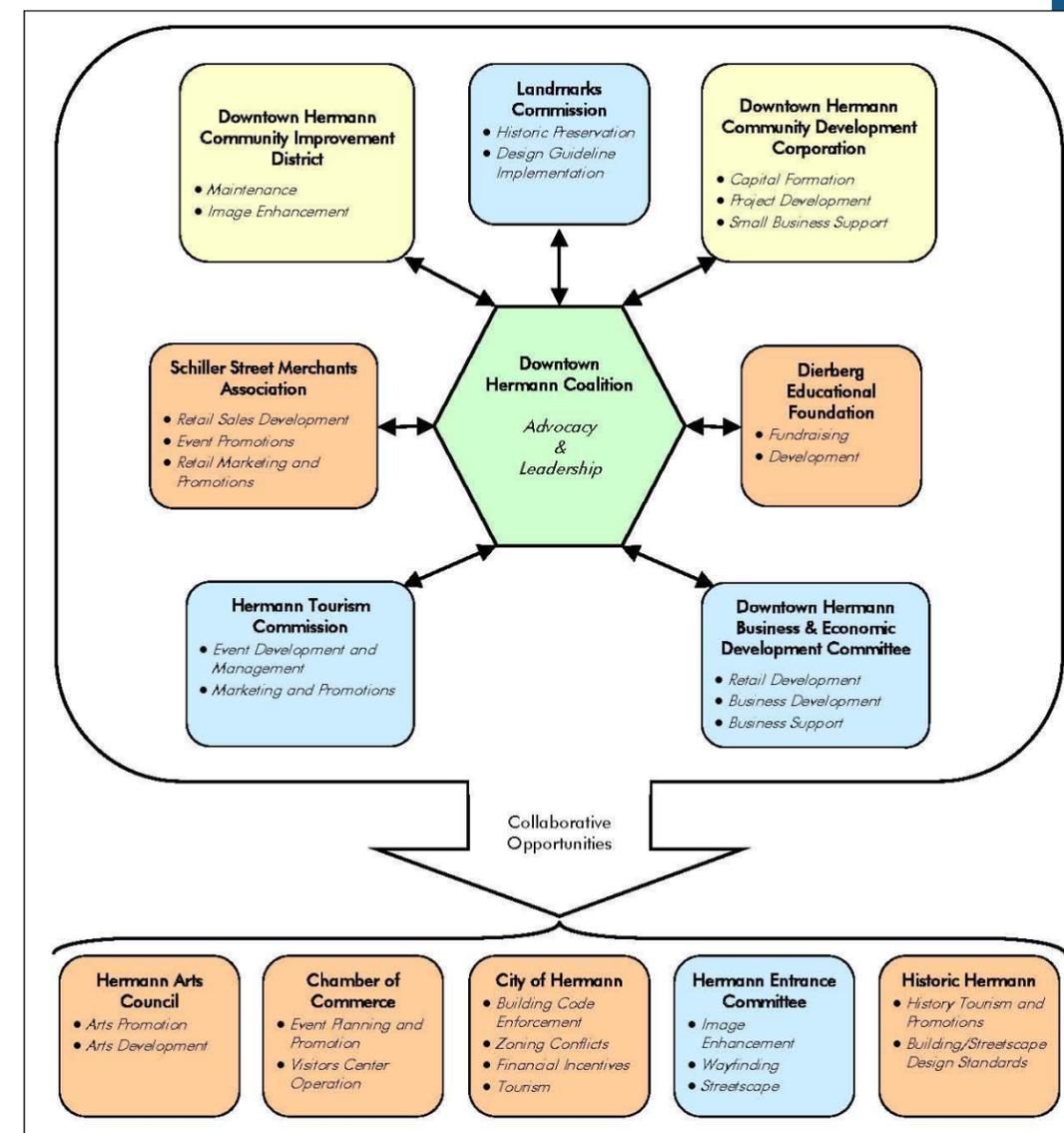
The Downtown Hermann Coalition (Coalition) should be formed to act as the lead agency, responsible for the advocacy and revitalization of Downtown. Membership should include business owners and residents (including businesses owners and residents of the City). The City will work with the Downtown Hermann Coalition to establish the Downtown Hermann Coalition as the lead organization in the Downtown Revitalization efforts.

It is important that the City of Hermann remains an active partner in the Downtown revitalization effort, however the effort must be driven by the private sector and the Downtown Hermann Coalition. A Community Improvement District (CID) will be a potentially vital source of funding for the Downtown Hermann Coalition and Downtown improvements.

The Downtown Hermann Coalition should also hire a Director for the Coalition. The Director would be responsible to oversee the activities of the Coalition. The Director of the Coalition will be instrumental to the revitalization of Downtown Hermann.

• **City of Hermann**

The City of Hermann has the jurisdiction for most public property in Downtown. The City should continue improving the public realm by directing public infrastructure projects in Downtown. Local, State and Federal funding sources should be pursued for these projects as well. The city has an important role in Downtown revitalization, but particularly: building code enforcement, zoning conflict resolution, financial assistance and implementation of buildings and streetscape design standards. The City should also actively participate in establishing a CID.



Recommended Downtown Organizational Structure

- **Establish Downtown Hermann Business & Economic Development Committee**

In order to have the capacity necessary to develop Downtown's retail market there must be a committee in charge of the effort. The Downtown Hermann Business & Economic Development Committee should be formed to address the retail development needs of Downtown. This committee will be responsible for business and retail development, the most pressing need for Downtown Hermann.

- **Establish a Community Improvement District**

The Downtown Hermann Coalition, with the support of the City, should lead the effort to establish a Community Improvement District (CID). The CID will provide a sustainable funding source for improvements in Downtown, which will complement the infrastructure improvements undertaken by the City. The CID for Downtown Hermann should be created as a political subdivision providing it the most funding options.

A Community Improvement District is a geographically defined area used to finance projects that benefit the public and the District. CIDs can fund a number of projects considered vital to the revitalization of Downtown. The CID is governed by a board of directors that may be appointed by the city or elected by the residents and property owners within the CID. It would be a separate political subdivision from the City of Hermann, but requires a municipal ordinance to organize. The City Council would also review the annual budget of the CID and submit it to the Missouri Department of Economic Development.

CID's are organized and goal-driven groups of

neighbors working together to make improvements and solve problems. If the Downtown Hermann community were to create a CID, it would have a sustainable organization capable of addressing problems important to Downtown. Forming a CID would create the opportunity to strategically address future needs. A CID can legally perform and fund functions and activities including, but not limited to:

- Beautify Downtown and maintain improvements,
- Work to ensure the Downtown's security,
- Represent the community's interests before outside service providers, and
- Work to prevent the loss of community assets.

A CID is essentially a contract between the district and its members. First, the CID is created through a petition signed by property owners with more than 50 percent of the assessed value of the real property, and more than 50 percent per capita of all owners of real property within the proposed CID. The petition will include all details of what the proposed CID will work on for the next five years. After a series of public hearings, the plan is voted on by the Hermann City Council. The CID plan includes;

- Purpose of the CID,
- Programs and services to be provided,
- Estimated costs of programs and services,
- Budget, including proposed revenue sources.

The actual funding mechanisms—sales taxes, property taxes, business license fees or other fees—must be approved by the residents of the proposed district in an official election, requiring a majority to pass. The CID formation process is long with many opportunities for public input.



Gasconade County Courthouse



Well Maintained & Landscaped Property

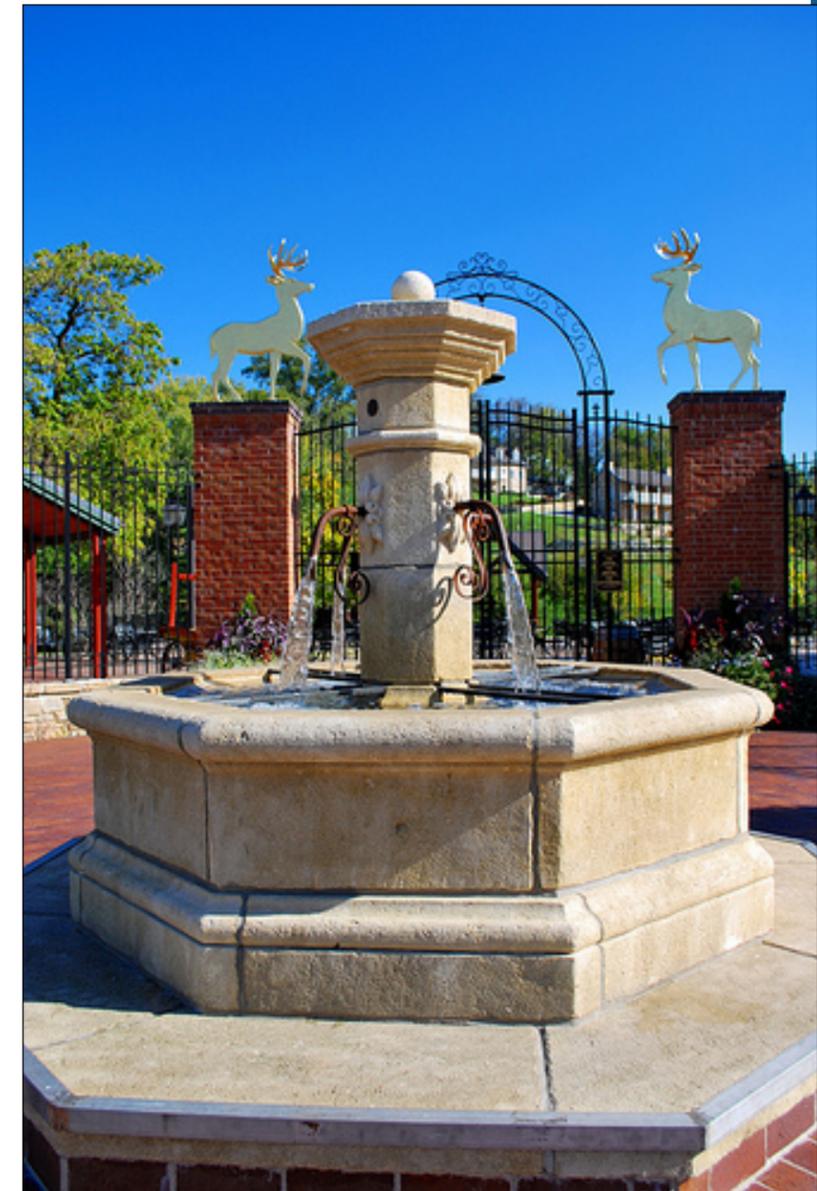
## DREAM Initiative • Downtown Strategic Plan

City of Hermann

CID's are managed by a Board of Directors comprised of at least five qualified property owners who are elected by residents of the District, except for the initial Board which is appointed by the Mayor.

The future success of Downtown Hermann will continue to be the collective responsibility of many organizations. A well suited organizational structure is critical for Downtown Hermann to grow into a more productive and vibrant Downtown center.

A full list of goals and objectives for the Organizational Structure can be found in the Implementation Section on page 34. For a full list of recommendations refer to the *Organizational Structure Review*, June 2009.



Downtown Fountain

## DREAM Initiative • Downtown Strategic Plan

The Land Use, Building and Infrastructure Survey is an inventory of Downtown Hermann’s existing land use, exterior building conditions and conditions of public infrastructure. Updating the current Map Reference Handbook will allow the Downtown Hermann Redevelopment Corporation and the City to monitor the progress of its Downtown revitalization efforts and identify new commercial, residential and recreational developments.

The DREAM Initiative recommends the City and Downtown Hermann Redevelopment Corporation pursue the following strategies:

- **Update Land Use & Zoning Data**

The Downtown Hermann Coalition should conduct a field study which inventories the land use, building conditions, infrastructure, available parking (on and off -street), residential units, and commercial vacancies. This inventory will prove beneficial in assessing the progress made in Downtown revitalization efforts.

The field survey should be conducted every two years, while the commercial vacancies should be updated every 6 months. The City should pursue the implementation of a Geographic Information System to support downtown development, update land use and commercial vacancies and to track public amenities.

- **Identify Location for Public Parking**

City of Hermann should create new public parking lots in strategic locations based on recommendations of the DREAM Initiative findings. The City should continue to monitor parking supply, demand, and parking management practices. All parking lots should benefit from design treatments in accordance with the Streetscape Design Guidelines. Consistent design elements will provide the user with visual cues as they seek out parking in Downtown Hermann. In addition to design elements, wayfinding parking signs should identify all public parking lots.

- **Develop Inventory Database for Downtown Infrastructure**

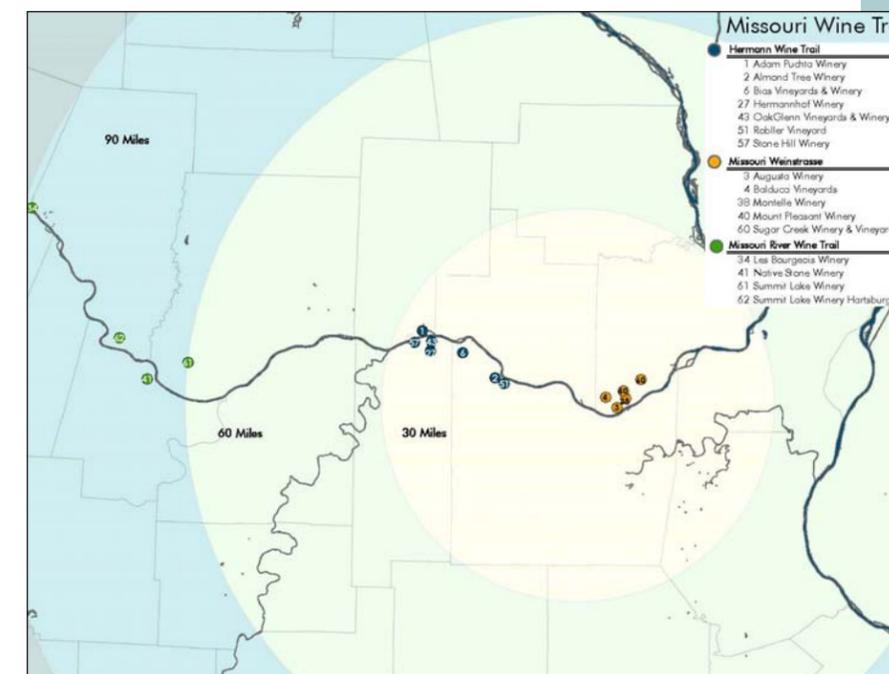
Working with the City of Hermann staff, the Coalition should develop and conduct a full inventory of downtown assets (fire hydrants, trees, benches, lighting and types, traffic signals and signs, etc.) This will become part of the GIS Database that will be developed for the Downtown and that will ultimately be available to assist the City, Downtown Hermann Coalition and developers in the implementation of the redevelopment and revitalization program for Downtown.

A full list of goals and objectives for Downtown Hermann can be found in Implementation Section on Page 34-35.

The full inventory of the Land Use, Building and Infrastructure can be found in the *Map Reference Handbook*, February 2009.



1st Floor Building Use



Missouri Wine Trail through Hermann

## DREAM Initiative • Downtown Strategic Plan

A comprehensive survey process was conducted to identify and evaluate commonly held perceptions and beliefs about Downtown. The information gathered was utilized throughout the DREAM Initiative planning process to validate issues of importance to the community relative to Downtown.

Community surveys began with focus groups to identify topics for further investigation. Those topics were then scientifically tested through a community telephone survey.

The process and results of each method is summarized below:

- **Focus Group Meetings**

The focus groups facilitated open discussion regarding Downtown Hermann's past, present and future. Groups were formed from four (4) categories of stakeholders; Downtown Business Owners, Area Business Owners, Long-Time Residents, and New Residents. Discussion focused on the perceptions of Downtown and the past experiences. The groups were asked to identify opportunities, weaknesses and potential improvements for Downtown.

Collectively, the groups have a positive view of Downtown Hermann and high expectations for the future. The report revealed that the groups felt Downtown is largely defined by its natural beauty, scenic river, historic buildings and cultural heritage.

Important findings also included that Hermann needs more shopping with a wider variety, a well promoted art community, local businesses need expanded business hours, parking is perceived as limited, and there is a need for a cohesive identity.

Residents stated numerous reasons for visiting Downtown. Many reasons stated included shopping at

boutique retailers and the grocery store and attending shows at the new amphitheater.

Discussions revealed that Downtown has made significant progress in recent years but some areas still need improvement. These areas include; infrastructure, burying utility lines, user-friendliness and cohesive appearance, increasing need for public restrooms, building façade repair and improving wayfinding signage and lighting.

- **Telephone Survey**

In the fall of 2007, the DREAM Initiative conducted a random sample survey of 300 Hermann residents. Most respondents had a positive view of Downtown Hermann. Many of the survey respondents visit Downtown for special events, recreation, conduct business, use government services, and dining.

Survey respondents wanted more retail in Downtown, including; movie theater, clothing stores, dining (casual and upscale), lodging, specialty shops and art galleries and shops. Other priorities included adding public restrooms, improving handicap accessibility, improving lighting and signage, conversion of second-story space to residential uses, and making the area more pedestrian-friendly.

## City of Hermann



Canopies have Historic Significance and add Unique Character



Local Market

- **Visitor Survey**

The visitor survey was conducted through the summer and fall of 2007. The survey conducted interviews only with out-of-town visitors in Downtown Hermann. The intent of the survey was to learn the perceptions about Downtown from visitors. A summary of the visitor survey revealed the following:

- A majority of visitors are in Downtown to attend special events, dining and shopping.
- Visitors were also in Downtown Hermann for nightlife, outdoor recreation and visiting wineries.
- A majority of visitors stay in Hermann overnight in hotels and bread and breakfast accommodations.
- Visitors would like to see more retail establishments, movie theater, live music/concerts, art galleries and shops and specialty stores.
- Respondents stated that renovation of historic buildings, green space, infrastructures and signage would add to the overall visitor experience of Downtown Hermann.

A large number of visitors have visited Hermann previously and visit Hermann more than once a year.

A full list of goals and objectives regarding Community Survey Objectives can be found in the Implementation Section on page 35. A full listing of responses and comments can be found in the *Focus Group Survey Report*, April 2007, *Telephone Survey Report*, August 2007 and the *Visitor Survey Report*, February 2008.



Musicians at Downtown Festival



Aerial of Gutenberg

The Building and Streetscape Design task creates design guidelines for development or redevelopment of Downtown structures. The intent is to preserve the character and unique sense of place that exists in Downtown by ensuring that future development will be based upon the appropriate standards and guidelines.

The guidelines provide recommendations for appropriate maintenance and rehabilitation of commercial buildings and property, and public improvements within Downtown. Also, the guidelines recognize the importance of Downtown Hermann's Historic District and the need to strengthen their identity and importance through education, marketing, effective signage, and code enforcement.

The guidelines provide standards for new construction, historic rehabilitation and improving the appearance of Downtown Hermann. The guidelines address building facades, building materials, signage, outdoor cafes, parking, wayfinding, site furnishing, and other elements that add to the aesthetic appearance of Downtown. The primary recommendations from the Building and Streetscape Design Guidelines include:

- **Establish Gateways to Downtown**

Design and construct gateway monument signs at entrances to Downtown Hermann. The gateway signs should be located at a minimum near the major intersections of town. Location and design of signs should reinforce Downtown Hermann's character and streetscape amenity design.

- **Market Façade Rehabilitation Incentives**

Create promotional campaign and corresponding materials with information about Façade Rehabilitation Loan Programs. Request presentations and information from State Historic Preservation Office and Department

of Economic Development about Rehabilitation Tax Incentives. Additional information from the Missouri Development Finance Board about the Revolving Loan Fund should also be requested. A revolving loan program should be developed with either CDC funds, MDFB MIDOC, TIF or CID monies.

- **Create Educational Historic District Information Packet**

Create a Historic District Information Packet for current and prospective property owners to increase understanding of appropriate rehabilitation of Downtown properties. Utilize the adopted Building & Streetscape Design Guidelines and National Register District information to develop a comprehensive Historic District Information Packet.

- **Improve Appearance of Parking Lots in Downtown**

Continue beautification of public and private surface parking lots to encourage and expand usage and enhance Downtown. Building code enforcement and input from the Landmarks Commission should be emphasized relative to the maintenance and cleanliness of all parking lots in Downtown. Work with local lending institutions to encourage funding for business/property owners who wish to make parking lot improvements.

- **Review Downtown Zoning Ordinances**

Review and amend the Zoning Ordinances and development regulations to encourage more development activity in Downtown. This can be accomplished through land-use planning and community design. Zoning amendments should take into consideration Historic District and land use



Existing Streetscape Lighting in Downtown

## DREAM Initiative • Downtown Strategic Plan

planning maps for potential changes and updates.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to the following:

- State & Federal Historic Tax Credits
- Neighborhood Preservation Act Tax Credits
- Brownfield Tax Credits
- Community Development Block Grants
- MIDOC Loan Program/Revolving Loan Fund
- Neighborhood Assistance Program Tax Credits
- Contribution for Tax Credits
- MoDOT/TFF
- Transportation Development District
- Community Improvement District
- DNR/Grants Management Section

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to [www.ded.mo.gov](http://www.ded.mo.gov) for full report details.

A full list of goals and objectives for the Building Design Guidelines can be found in the Implementation Section on page 35-36.

Hermann's historic architecture helps to define its identity. It provides a structure around which a successful and marketable Downtown can be created. An organized plan to guide that creation will strengthen the identity and add value and

commerce to Downtown Hermann. A full listing of building design guidelines can be located in the *Building & Streetscape Design Guidelines*, May 2009.

## City of Hermann



Downtown Hermann and Kit Bond Bridge



Historic Fire House

## DREAM Initiative • Downtown Strategic Plan

The Retail Market Analysis prepared under the DREAM Initiative was a comprehensive market analysis of Downtown and the trade areas it serves. The report detailed demographic and economic conditions, trade areas, competing retail markets and identified strengths and weaknesses. The purpose of the report was to provide relevant information in order to develop strategies that will create successful retail environments in Downtown Hermann.

The Retail Market Analysis for Downtown Hermann identified an opportunity for real and sustainable growth. It is important to establish a critical mass of retail stores, in addition to beautification of streetscape and building facades. Creating an attractive and unique destination for shopping and entertainment in Downtown Hermann will position the area for retail success well into the future.

The report utilized information from the Missouri Department of Revenue, the Land Use, Building and Infrastructure survey and demographic analysis to establish a baseline assessment of Downtown's economic activity. At the time of the Retail Market Analysis Downtown Hermann had approximately 45 retail shops that generated over \$9.8 million in sales revenue. Currently there is about 50,000 square feet of vacant first floor space in Downtown Hermann, a portion of which can be used as retail space. This space has the potential to generate an additional \$5 million in annual sales. Relative to the surrounding retail market, Downtown Hermann captures approximately 39% of the \$25 million in City-wide sales (exclusive of automobile and gasoline sales) which is a significant ratio relative to other DREAM Initiative communities.

The report analyzed demographic and economic trends relative to Downtown trade areas to identify retail sectors with unmet demand. A significant finding of the report was that Downtown Hermann draws shoppers in from outside the City limits. However, there are many retail shoppers that leave

Downtown and the City in order to find the goods they desire. This means there is an unmet demand for certain retail services and presents an opportunity for Downtown Hermann to capture more retail spending and add to the already significant pull of Downtown.

Re-energizing Downtown retail is a long, challenging, and often complicated process. Traditional downtowns have changed dramatically in the past decades due to changes in lifestyles, spending patterns, merchandising and heightened competition for retail and restaurant spending. To achieve long-term success, merchants in Downtown Hermann need to make adjustments to retail practices and respond to changes in consumer behavior. These improvements will help build the success of existing retail businesses.

The market analysis focused on consumer spending activity across several retail sectors as classified by the North American Industry Classification System (NAICS). Retail sectors identified with unmet demand that would add to a beneficial mix of Downtown Stores include:

- Furniture, Electronic and Appliance Stores
- Home Furnishing Stores
- Building Material & Supply Stores
- Lawn & Garden
- Health & Personal Care
- Shoe Stores
- Jewelry, Luggage & Leather Goods
- Sporting Good & Hobby Stores
- Book, Periodical, & Music Places
- Florists
- Full & Limited Service Restaurants



Downtown Retail Establishment



Downtown Restaurant

## DREAM Initiative • Downtown Strategic Plan

Specific recommendations to strengthen the Downtown retail environment include:

- **Create a Downtown Economic Development Committee**  
Formation and responsibilities of the committee were detailed in the previous Organizational Structure Review section.
- **Create a Downtown Business Development Program**  
Encourage retail uses on the ground floor of all mixed-use and commercial buildings. In the short term, it is important for the committee to focus on filling Downtown vacancies with retail stores. In the long term the committee should focus on creating the right mix of retail stores, becoming more selective in its recruitment. The Downtown Economic Development Committee should lead the effort in recruiting new businesses to the area by utilizing retail market information and developing a Business Development Program. The Program should;
  - Develop goals for attracting targeted retail stores and filling vacant first floor spaces,
  - Create financial incentives to assist start-up of new businesses,
  - Work with the City to streamline the business permitting process,
  - Work with landlords to encourage filling first floor spaces with the targeted retailers, and
  - Create and maintain information about the Downtown retail market.

The Business Development Program should also help existing businesses succeed and grow, mainly through improving business operations. The Program should educate and inform retail business owners about

product differentiation, product presentation, window displays, the importance of hours and days of operation, and how service and quality of product differentiate them from big box or franchise stores. Community Improvement District funds can be used to fund local training and consultation.

- **Develop a Marketing Campaign for Downtown Retail**  
Increase marketing and promotional programs for Downtown retailers and events. These promotional efforts should target residents of the Secondary Trade Area as defined in the Retail Market Analysis. Additionally, a cooperative advertising campaign for Downtown retailers and events should be developed using CID funds and merchant participation fees.

Create brochures that highlight the unique experience and retail stores in Downtown. These brochures should be distributed to residents and visitors and inform the public about existing stores, new stores, hours of operation and special events.

Work with local newspapers and magazines, websites, radio, television ads and flyers to effectively promote Downtown Hermann. The Downtown Hermann Coalition should consider retaining a professional advertising service to ensure the broadest and most effective coverage. CID funds could be used as a potential funding source.

## City of Hermann



Downtown Restaurant Building Signage



Stone Hill Winery



Local Shop during the Holiday Season

## DREAM Initiative • Downtown Strategic Plan

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to:

- Missouri Division of Tourism
- Missouri Arts Council

Generally State agencies are restricted from giving incentives to retail development, but if other businesses are included in the plan, the following are programs that may be applicable:

- Establishment of an Enhanced Enterprise Zone
- Rebuilding Communities Development Tax Credits
- Community Development Block Grants

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to [www.ded.mo.gov](http://www.ded.mo.gov) for full report details.

A full set of goals and objectives for the Retail Market Analysis can be found in the Implementation Section on page 37. All strategies and recommendations, as well as the gap analysis can be located in the *Retail Market Analysis*, January 2010.



Retailer at Local Festival

## DREAM Initiative • Downtown Strategic Plan

The DREAM Initiative Housing Market Analysis provides insight about the supply and demand for housing in the Hermann Area. The purpose of the analysis was to identify types of housing and potential development locations within Downtown Hermann.

The Housing Market Analysis estimated potential housing market demand and identifies general strategies to respond and meet that demand. The analysis identified that a large majority of the residential units throughout Downtown Hermann are at full capacity, indicating a vibrant Downtown residential market. Also, the report noted that development of additional housing would complement other revitalization efforts by increasing the 24-hour population.

Downtown Hermann will have demand for additional residential units over the next 5 years including opportunities for condos, lofts, townhomes, market rate rentals and affordable senior living. Downtown Hermann should develop additional owner occupied and market rate rental units. To achieve the goals outlined in the Housing Market Analysis the DREAM Initiative recommends the City and the Downtown Hermann Redevelopment Corporation pursue the following objectives:

- **Encourage Property Owners to Improve & Maintain Properties**

The City and Downtown Hermann Redevelopment Coalition should encourage all property owners to properly maintain and upgrade current buildings. This can be accomplished by creating Neighborhood Home Repair Programs involving local charities and/or Community Development Corporations. The Home Repair Opportunity Program (HeRO) should be applied throughout Downtown Hermann.

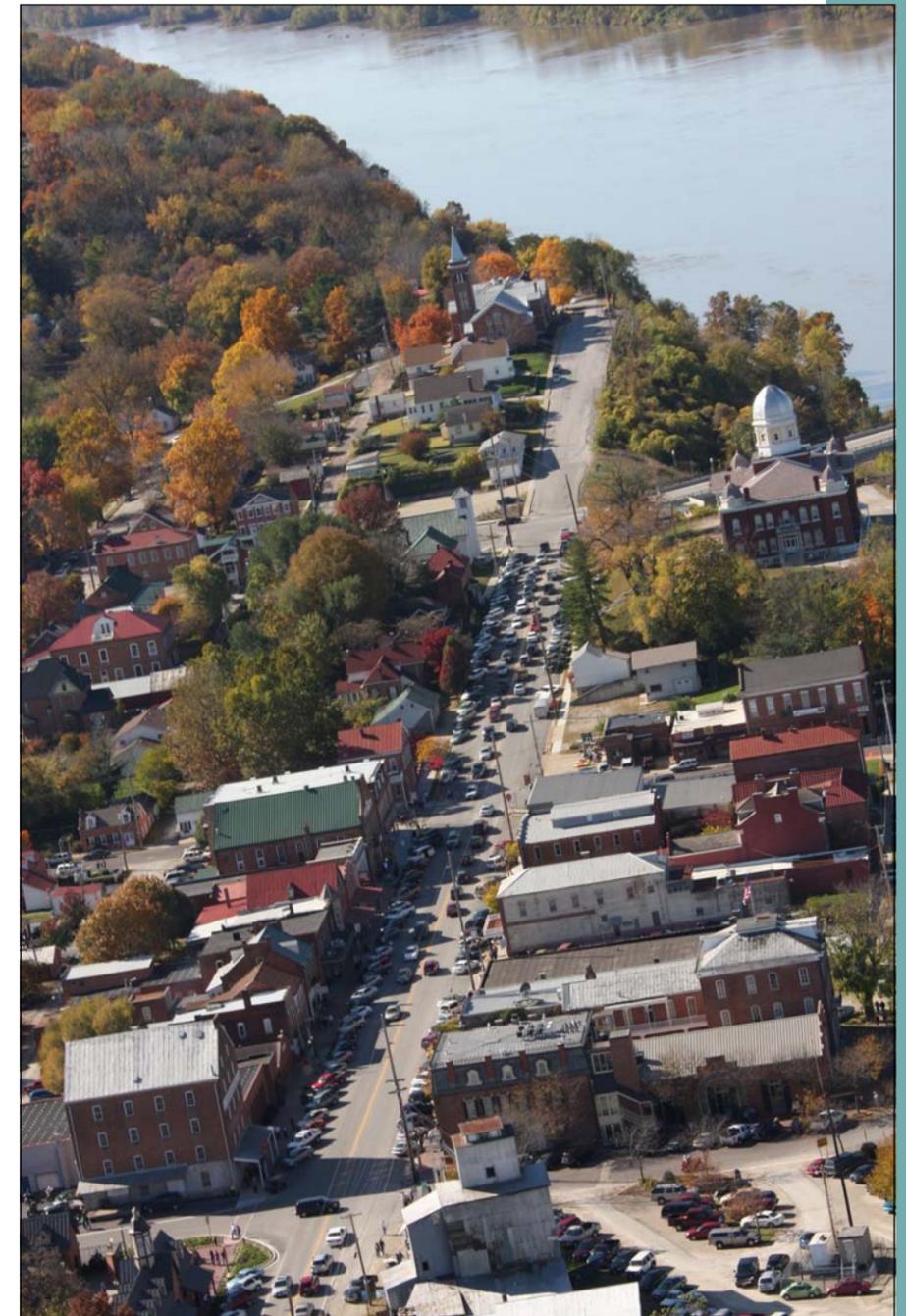
The City should continue to focus on enforcing property maintenance codes in order to address maintenance issues. The City's Code Enforcement Division should try and suggest solutions and provide options to encourage compliance with existing City codes.

- **Develop Downtown Housing Marketing Campaign**

Downtown Hermann Coalition and the Hermann Chamber of Commerce should develop materials to promote living in Downtown Hermann. Downtown should be promoted to current and prospective residents and developers. Information about Downtown should include a variety of development financing available from banks, the City, and the Downtown Hermann Coalition. The Downtown Hermann Coalition should conduct a promotional Downtown Housing Tour each spring.

- **Develop Upper-Floor Residential Space**

Downtown Hermann Coalition and the City should identify unused or under utilized second story space throughout Downtown Hermann. Adapting vacant and underutilized buildings and second story space will maintain the historic character of the Downtown Historic District. The targeted spaces should be marketed to developers for conversion to residential units. Converting second floor spaces into residential units will help reach the goal of creating new residential units.



Downtown Hermann

## DREAM Initiative • Downtown Strategic Plan

City of Hermann

Housing Market

- **Provide Window Treatments on Upper Floor Windows**

Downtown Hermann Coalition and the City should encourage property owners to place window treatments in upper-floor windows. This minor adjustment will give the appearance of an occupied space and eliminate the detrimental “vacant unit look.”

In many cases redevelopment or new development of residential property will require financial incentives. The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to:

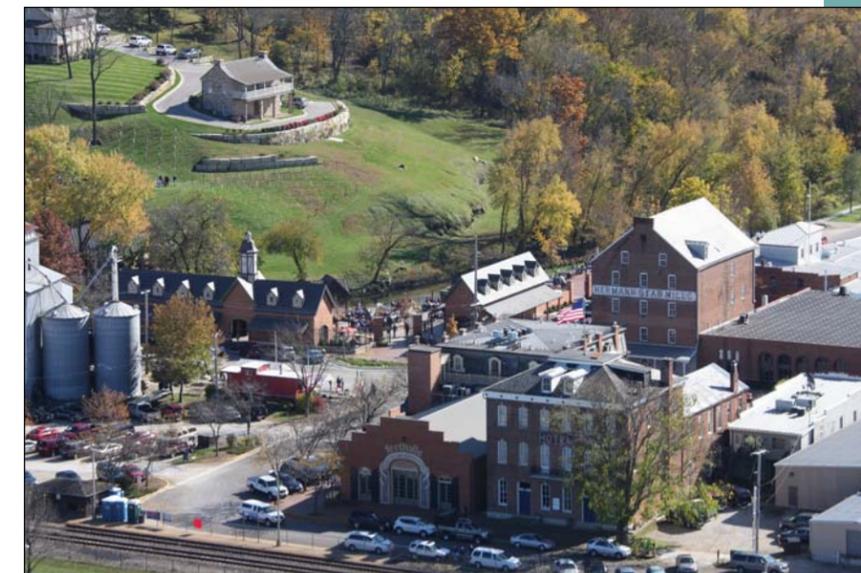
- Low Income Housing Tax Credits
- State & Federal Historic Tax Credits
- HeRO Home Repair Program
- Affordable Housing Assistance Program
- Community Development Block Grant

The state of Missouri financing programs are discussed in detail in *Missouri’s Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to [www.ded.mo.gov](http://www.ded.mo.gov) for full report details.

A full list of goals and objectives for Downtown Hermann can be found in Implementation Section on page 38. The full analysis of the Downtown Hermann housing market can be found in the *Residential Demand Analysis*, April 2008.



Downtown Residential Unit



Downtown Hermann

## DREAM Initiative • Downtown Strategic Plan

An essential component of any successful Downtown revitalization program is the identification of potential funding sources to support redevelopment activities. The Financial Assistance Review evaluated the most commonly utilized redevelopment mechanisms available for use in Downtown Hermann. The review looked at potential funding sources, statutory mechanisms, local revenue streams, and development opportunities to develop a Downtown “pro-forma”. The analysis makes recommendations for the appropriate funding mechanisms for Downtown revitalization. The Downtown Hermann Coalition should pursue establishing the financial mechanisms identified in the report within the first few years following the adoption of the plan. They are as follows:

- **Implement Tax Increment Financing District (TIF)**

The City of Hermann should use Tax Increment Financing (TIF) in the Downtown area as a development incentive for major projects. The use of this tool should follow TIF procedures established by the City. The use of TIF to leverage private investment provides the most incentive and revenue for Downtown revitalization. Successful private projects will produce greater TIF revenues that can be used for public improvements in the future.

A Downtown TIF District has the potential to generate \$35,253 in 2012 which can increase if the amount of redevelopment activity increases. For comparison purposes, if redevelopment assumptions are met (derived from financial modeling forecasts, see page 18 of Financial Assistance Review) the annual TIF Revenue is estimated to be at \$82,495 in 2015. This revenue could be channeled into infrastructure improvements such as streetscape, sidewalks, or serve as matching

funds for major projects such as burying utilities. Please refer to Table TIF-1 - Summary or Projected TIF Revenues (PILOTS) in the Financial Assistance Review for the estimated funds generated.

- **Establish Façade Rehabilitation Revolving Loan Fund**

Utilize the MDFB/MIDOC Infrastructure loan program to complement the existing Revolving Loan Fund. Increasing the capacity of the existing Revolving Loan Fund will help to provide gap loan financing for more rehabilitation projects throughout Downtown Hermann. CID or TIF funds can also be used as the matching component to MDFB and DED tax credits programs.

- **Establish a Community Improvement District (CID)**

A Community Improvement District has the potential to have the most impact for revitalization of Downtown Hermann. The creation of a CID, already discussed in the Organizational Structure Review section, is one of the highest priorities and should be one of the first strategies implemented. The breadth and variety of activities that can be funded by a CID provides opportunity for significant advancement of Downtown Hermann.

A CID plan including a sales tax option could generate varying amounts contingent on the rate set in the CID planning process. The Financial Assistance Review analyzed potential sales tax revenue that could be generated by Downtown Hermann.

If a half-cent (0.50%) sales tax was imposed a CID could potentially generate \$47,032 in 2012, and \$51,451 in 2015. If redevelopment activity increases



The Concert Hall



Performers on Gutenberg

## DREAM Initiative • Downtown Strategic Plan

the funds generated also increase (see page 22 in the Financial Assistance Review for Table CID-1 for further detail).

A CID funded by sales tax has the possibility of funding a range of projects and activities downtown, such as seasonal banners, cross promotional events for businesses, trash pickup, security, parking improvements, and general beautification. CID revenues could also be used to assist with additional feasibility studies for additional economic development projects.

A full set of goals and objectives for the Retail Market Analysis can be found in the Implementation Section on page 38. A full breakdown of all financial mechanism can be located in the *Financial Assistance Review*, January 2010.

City of Hermann



Bed & Breakfast Signage



Oak Glenn Vineyards

## DREAM Initiative • Downtown Strategic Plan

The Destination Assessment identified the existing assets and growth opportunities for tourism in Hermann. Hermann possesses many historic sites, unique attractions and recreational areas creating substantial potential for tourism. Enhancing these existing attractions and adding new destinations, will clearly establish the City and Downtown Hermann as the cultural and entertainment hub of the region.

Civic leaders in Hermann should continue to support existing destinations, as well as, promote the development of new attractions. The report recommends the following priorities for turning Downtown Hermann into a successful destination:

- **Promote & Develop Katy Trail Connection**

The new bridge and train connections increase the access to the Katy Trail. Downtown should promote cyclist culture, educate residents and add a bicycle lane throughout Downtown. The connection can be improved by new wayfinding signage, trail demarcation and identification of available amenities. The Department of Natural Resources (DNR) allows trailhead signs using symbols that will allow Hermann to illustrate information about businesses and events.

- **Develop a Trolley System**

The City of Herman and the Downtown Hermann Coalition should develop a Public Transportation System for Downtown Hermann. Increasing the transportation options for Downtown will help alleviate parking and congestion problems during major events and festivals. Public Transportation Systems will serve those arriving by bus, shuttle, train and those who park for the day. Transportation service would greatly improve the visitor experience. CID and TIF should be explored to establish

a Trolley System.

- **Improve Visitors Center**

The Tourism Commission should focus on improving the visibility of the current Visitors Center in Downtown. The Visitor Center should include all marketing materials available for Herman and be easily located by visitors and residents. Relocation of the Visitor Center to the historic fire house located at the intersection of Highway 100 and Highway 19 should be considered and investigated. This facility should also include public restrooms. This location is central to the Katy Trail, historic sites, wineries, bed and breakfasts' and Downtown.

- **Integrate Activities of Wineries, Retailers, Bed & Breakfasts and Special Events**

Hermann has a diverse mix of attractions that make it a unique destination. The Tourism Commission should lead the effort (in accordance with the Downtown Hermann Coalition, City of Herman, and the Hermann Chamber of Commerce) to increase coordination between these groups. Increased coordination will ultimately lead to a better experience for visitors and residents.

Conducting regular meetings and developing lines of communication among the various visitor related groups. Evaluate the products that are offered Downtown and encourage retailers to fill unmet gaps for tourists through product differentiation.

## City of Hermann



View of Downtown Hermann



Local Festival & Retail Location

## DREAM Initiative • Downtown Strategic Plan

- **Focus on European Character and Charm**

The history and German heritage of Hermann is an asset and important component of the overall tourism draw. Moreover, events, festivals, and wine-making have strong ties to German traditions and heritage. It is important, however, to remember that German traditions and heritage alone will not draw most people to Hermann. Also, perceptions of German food and politics are not always positive.

The opportunity exists for Hermann to focus on its European character and charm, which is also reflected through its German heritage and the surrounding wineries. Hermann should focus on European character, including its German, French and Italian roots. This adds character, charm and authenticity to the visitor experience in Hermann. The European roots are all tied to wine-making, and a broader European character creates more opportunities for food, music and crafts. Finally, the European setting supports romance and the experience of a romantic get-away.

- **Build the Wedding Industry**

Hermann should strive to offer a “one-stop-shop” for weddings. When considering the improvement of retail offerings, additional focus should include those that compliment the needs of weddings. Websites and stores can offer “Wedding Guides” that include store listings that cater to weddings, a checklist of wedding needs, a schedule for planning a wedding, wedding law requirements, information about renewing vows, etc. The guide can serve as an aid to planning a wedding, in general, and market the opportunities to meet wedding needs in Hermann specifically.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to:

- Missouri Arts Council
- Community Development Block Grant
- MoDOT
- Contributions for Tax Credits

The state of Missouri financing programs are discussed in detail in *Missouri’s Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to [www.ded.mo.gov](http://www.ded.mo.gov) for full report details.

A full set of goals and objectives for the Retail Market Analysis can be found in the Implementation Section on page 39. A full listing of strategies and recommendations are located in the *Destination Assessment*, May 2009.



Hermann Winery



4th Street in Downtown Hermann

## DREAM Initiative • Downtown Strategic Plan

The purpose of the Marketing Plan is to enable Downtown to build an image that attracts customers, investors, and businesses. The overall goal of the marketing plan is to transform the perception of Downtown Hermann to an exciting place to live, work and visit.

The marketing plan of the DREAM Initiative identified specific actions necessary to achieve the goal of transforming Downtown Hermann. The objectives are listed as follows:

- **Clarify Downtown Brand**

Continue to clarify Downtown's Brand to create a consistent and exciting image. Through effective use of the brand define Downtown Hermann as a physical, geographical area through the use of unifying elements: wayfinding signage, streetscapes, landscaping, site furniture, public art, and pedestrian lighting. Utilize the branding throughout all Downtown activities and materials.

- **Enhance Promotional Activities by Downtown Hermann Coalition**

Establish the Downtown Hermann Coalition as the lead organization for Downtown Hermann. Use various media outlets to promote the visibility of the Downtown Hermann Coalition and its mission. Marketing efforts should focus on supporting existing businesses, attracting new businesses and promoting the organization to developers for development projects. A potential funding source for marketing and organization stability is the CID.

- **Establish a Downtown Website**

Develop a website to reflect the image of the Downtown Hermann Coalition and Downtown's brand. Include information about festivals, special events, businesses, shops and entertainment. The website should also include information regarding redevelopment opportunities, retail development opportunities, the Historic District and Design Guidelines, and economic development activities. Downtown residential information should also be included both as a service to existing residents and to attract new residents. The website should have a link to social websites including YouTube, My Space, Twitter and Facebook. These communication venues will provide access to a younger population.

To see a full listing of the goals and objectives outlined in the Marketing Strategy report please refer to the Implementation Schedule on page 40. A full list of marketing objectives and goals are located in the *Marketing Plan*, January 2010.



Banner for Kristkindl Markt



New Hermann Tourism logo and tag line

## DREAM Initiative • Downtown Strategic Plan

The following sheets illustrate the recommendations resulting from the planning process for Downtown Hermann. The plans are conceptual and will need further study, refinement, additional public engagement, market studies, and technical assistance.

The opportunities exist in both public and private property. The Downtown Strategic Plan proposes a strategy to capitalize on the many opportunities and improve any areas of poor condition in Downtown Hermann. The strategies focus on implementation mechanisms for the many projects in Downtown Hermann.

City of Hermann

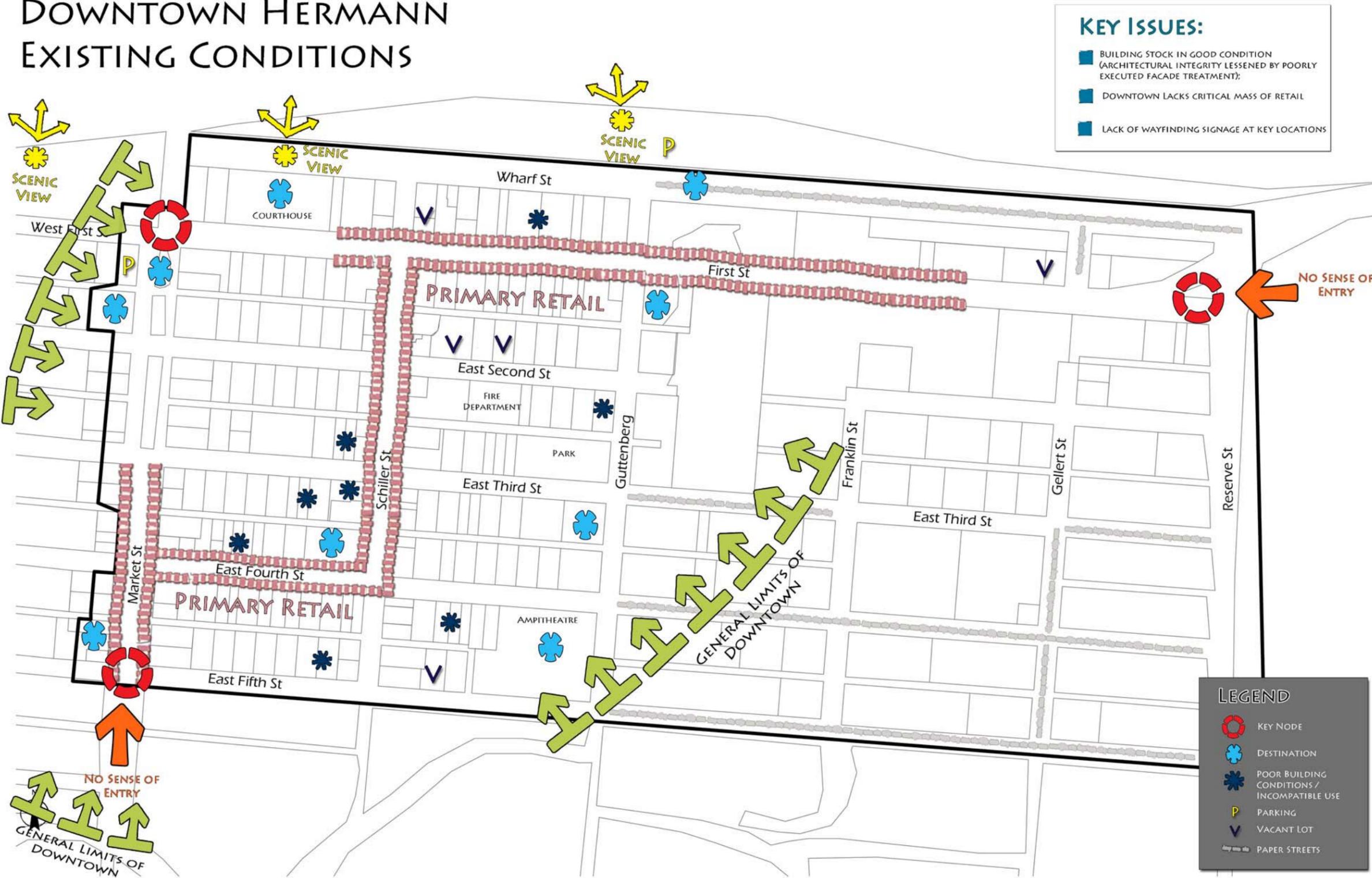


Armenuis New Stature for der Hermann Platz

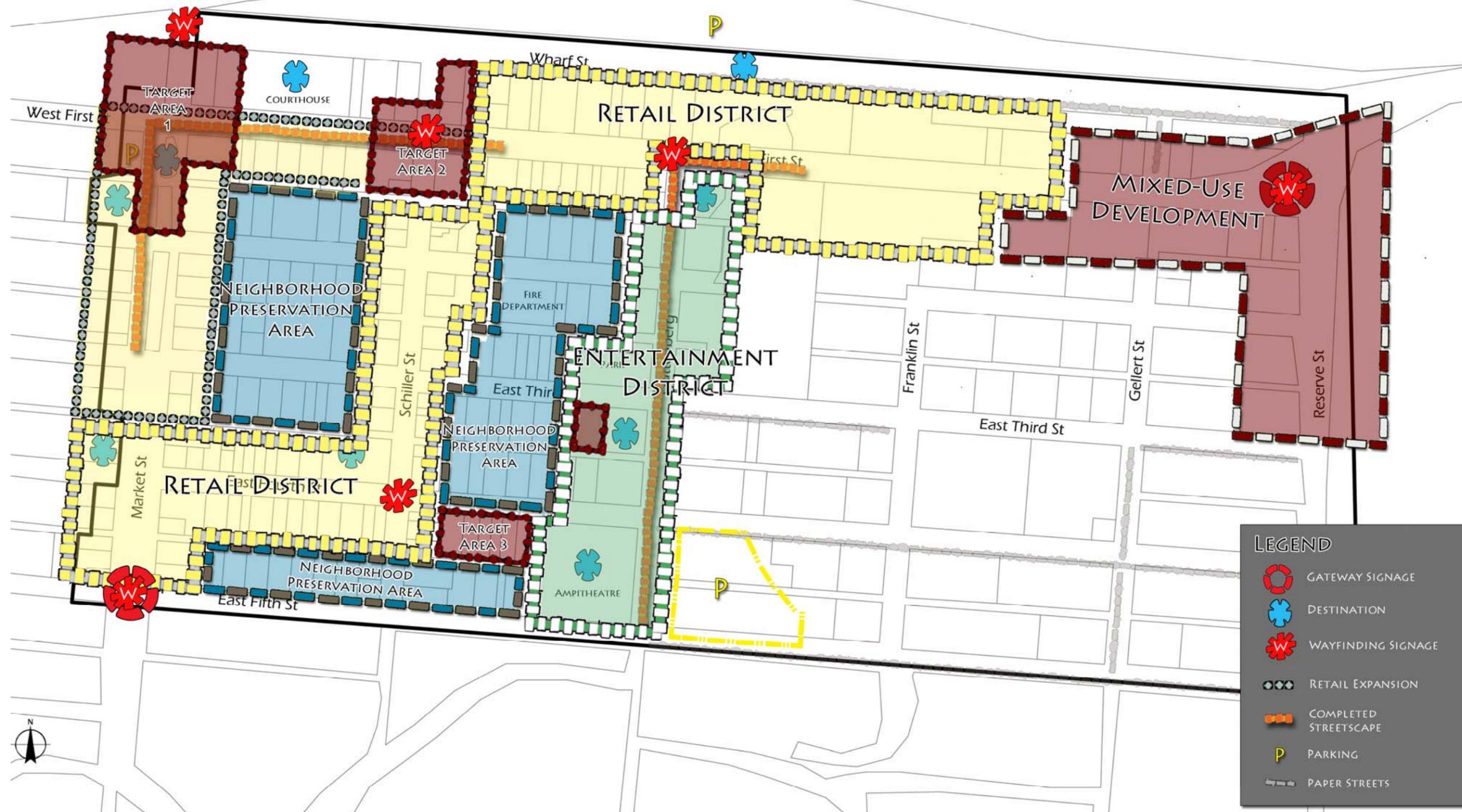
Implementation

Existing Conditions Downtown Hermann

# DOWNTOWN HERMANN EXISTING CONDITIONS



# DOWNTOWN HERMANN CONCEPT MAP



Implementation

## DREAM Initiative • Downtown Strategic Plan

The Downtown Hermann Concept map is a graphic representation of the findings from DREAM Initiative analyses. The map identifies significant Gateways, Destinations, and Entry Corridors to Downtown. These are important areas to focus improvements and prioritize spending due to their high level of visibility and economic activity.

The Retail District contains the majority of the unique retail and restaurant establishments in the area. The Retail District serves both residents and visitors and should continue to focus on this existing niche. The Retail District should focus on improving the number and quality of retail, restaurants, and amenities in the area. Expanding the retail offerings, as well as, streetscape improvements will help to create a seamless retail experience in Downtown.

The Entertainment District contains a large number of entertainment venues. The area is an important demand generator for Downtown. Its focus should be on improving the number and depth of entertainment offerings thereby extending the use beyond special events.

The Mixed Use Opportunity Development is an opportunity for future expansion of Downtown to the south. The area is targeted for use as an artisans neighborhood and additional wine industry focused businesses.

The Neighborhood Preservation Area contains a mix of single-family, multi-family, and B&B's in mostly historic residential structures. The area provides the majority of available lodging for Downtown. Additionally, it contains a large number of historic residences important to the aesthetic appeal of Downtown.

Target Area 1 provides an opportunity for improving the most significant intersection to Downtown. Home to der Hermann Platz, the potential future visitor's center, a visitor parking lot

and proposed Heckman Memorial, the area will be the focus of much future development.

Target Area 2 is the most significant retail and pedestrian intersection Downtown. The intersection helps guide the flow of customers from First Street to Schiller Street. Currently the intersection lacks significant retail at all four corners, attention should be paid to increasing the retail presence.

Target Area 3 is an important connection between the Entertainment District and the Retail District. An evaluation of the Area should be completed to better understand potential improvements, such as restoring the residential properties, adaptive re-use, or new development.

# DOWNTOWN HERMANN CONCEPT MAP



Implementation

## DREAM Initiative • Downtown Strategic Plan

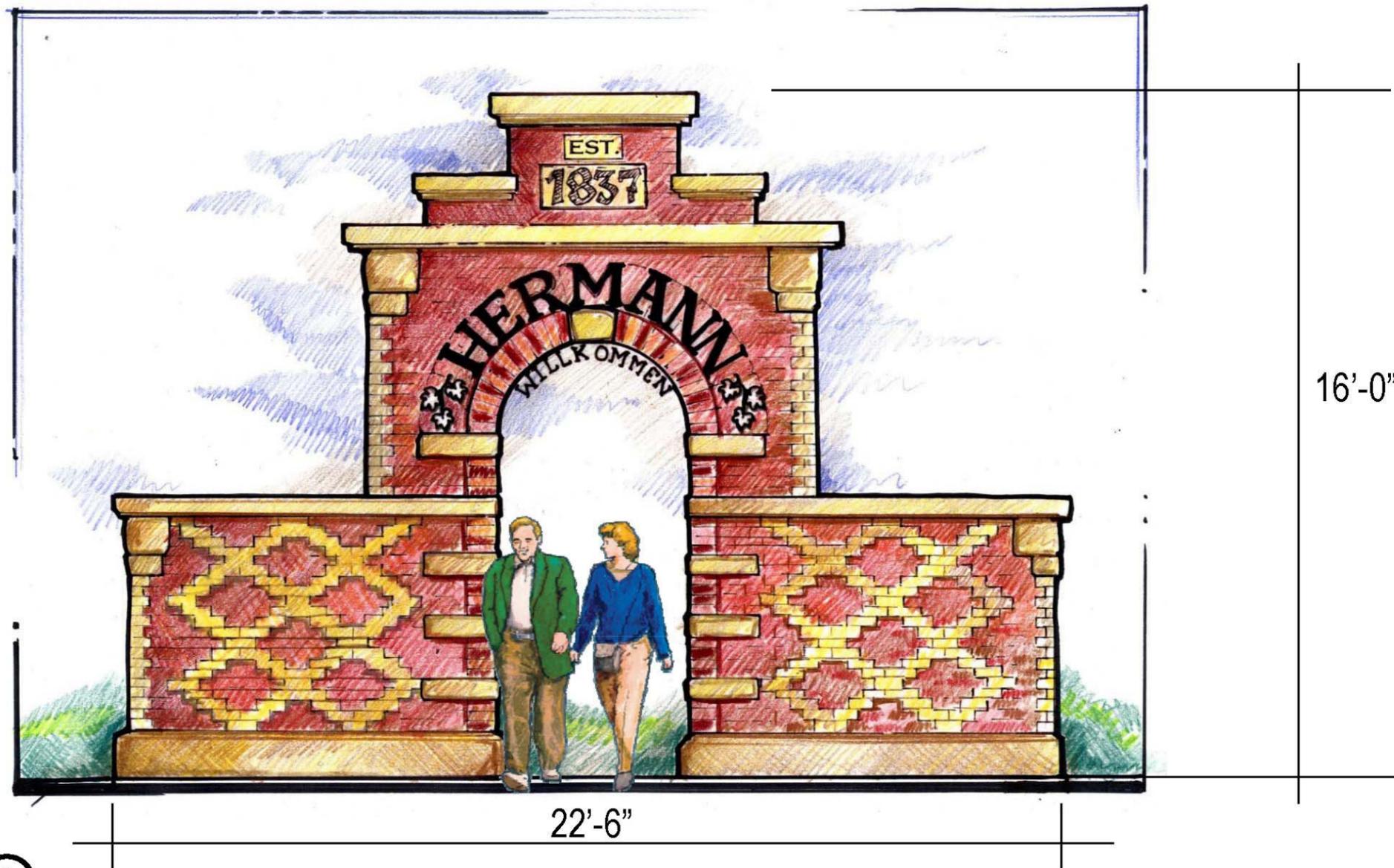
Wayfinding systems have been used for many years in institutions such as colleges and corporate headquarters. As it is commonly recognized today wayfinding helps travelers *find* their way to the destination, in this case Downtown. Wayfinding systems are made up of components that create an arrival sequence to the Downtown. The system consists of common themed signs, of various types that direct travelers to attractions.

As stated earlier, a successful wayfinding system is made up of many components, including but not limited to these categories of signage:

- Civic Monument Sign—Serves as the “Welcome” to a visitor, creating the first impression of the community. The sign should be significant, serving as a landmark.
- Wayfinding Sign—Utilitarian purpose combined with unique branding and design elements. Attractions to consider as destinations on Trailblazer Signs include; Downtown, Historic Districts, museums, event areas, government offices, parking, colleges/universities, and visitor centers. Signs should be located at or near a key transportation node.
- Historic District Gateway Sign—Creates a boundary for the Historic District, should be used within the Historic District Corridor. These signs should reflect the size, scale and character of the architecture within the district.
- Information Kiosks - Information kiosks are an easy-to-spot element of the downtown pedestrian system that contains a wealth of information about Downtown businesses and events.



A - Civic Monument Sign

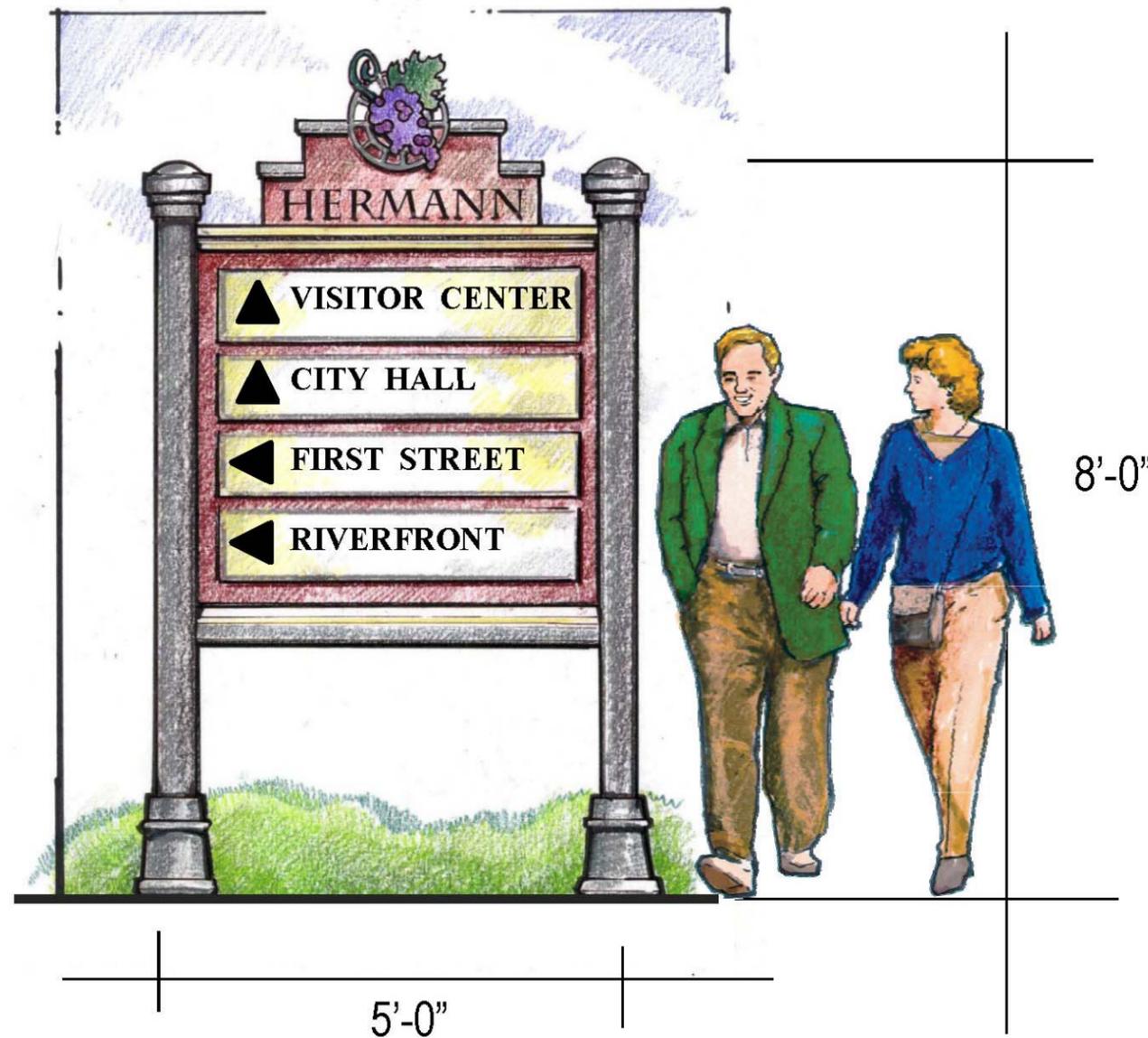


Ⓐ Civic Monument Sign

Notes:

- Reflects historic brick masonry architecture of Hermann.
- Grand in scale to have visibility and presence from major roadways.
- Lettering and grape vines of ornamental metalwork.

B - Wayfinding Sign

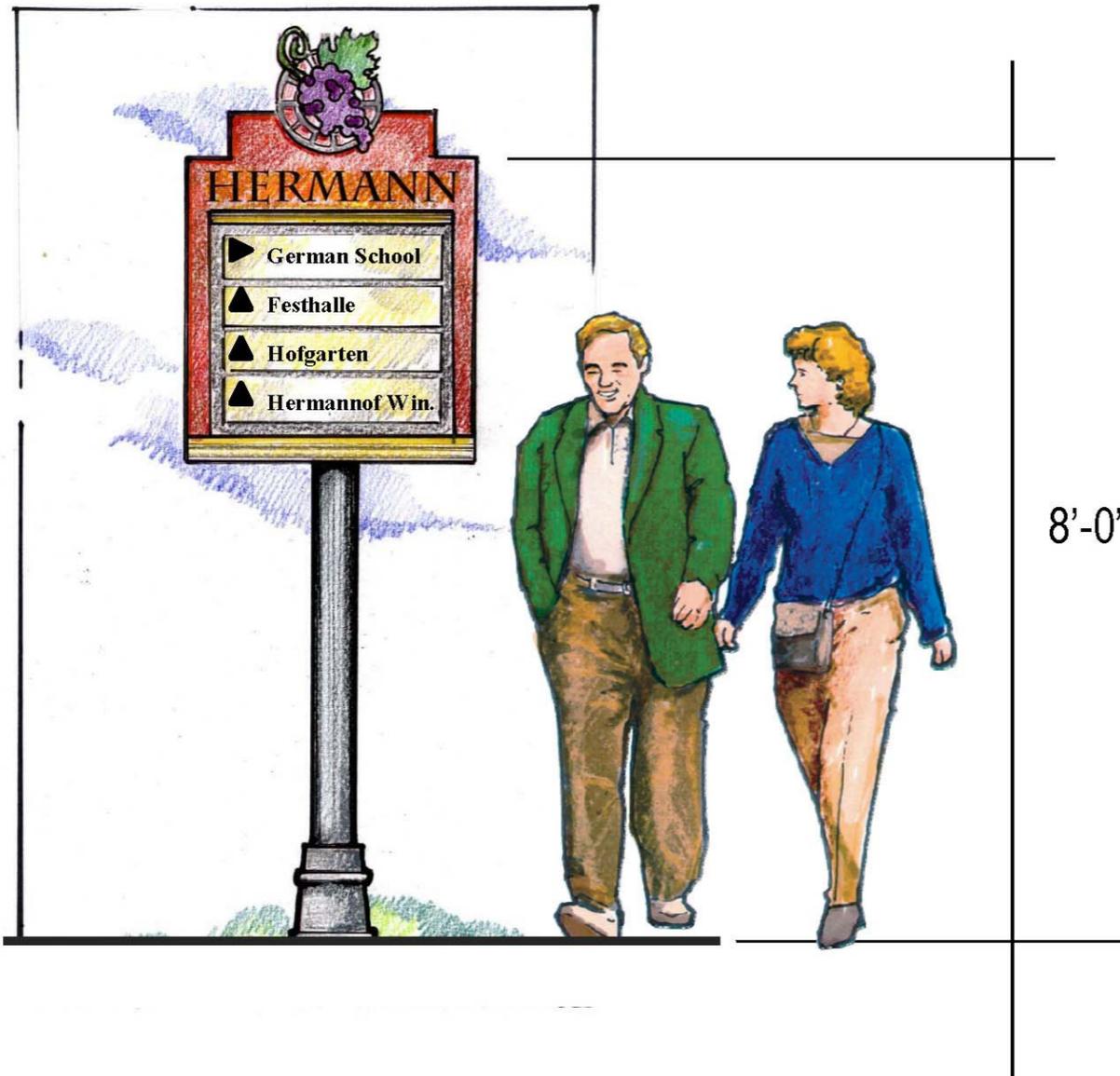


Ⓑ Wayfinding Sign

Notes:

- Metal post and panel assembly.
- Visible from automobiles on roadway.
- Directions to civic destinations.

C - District Sign

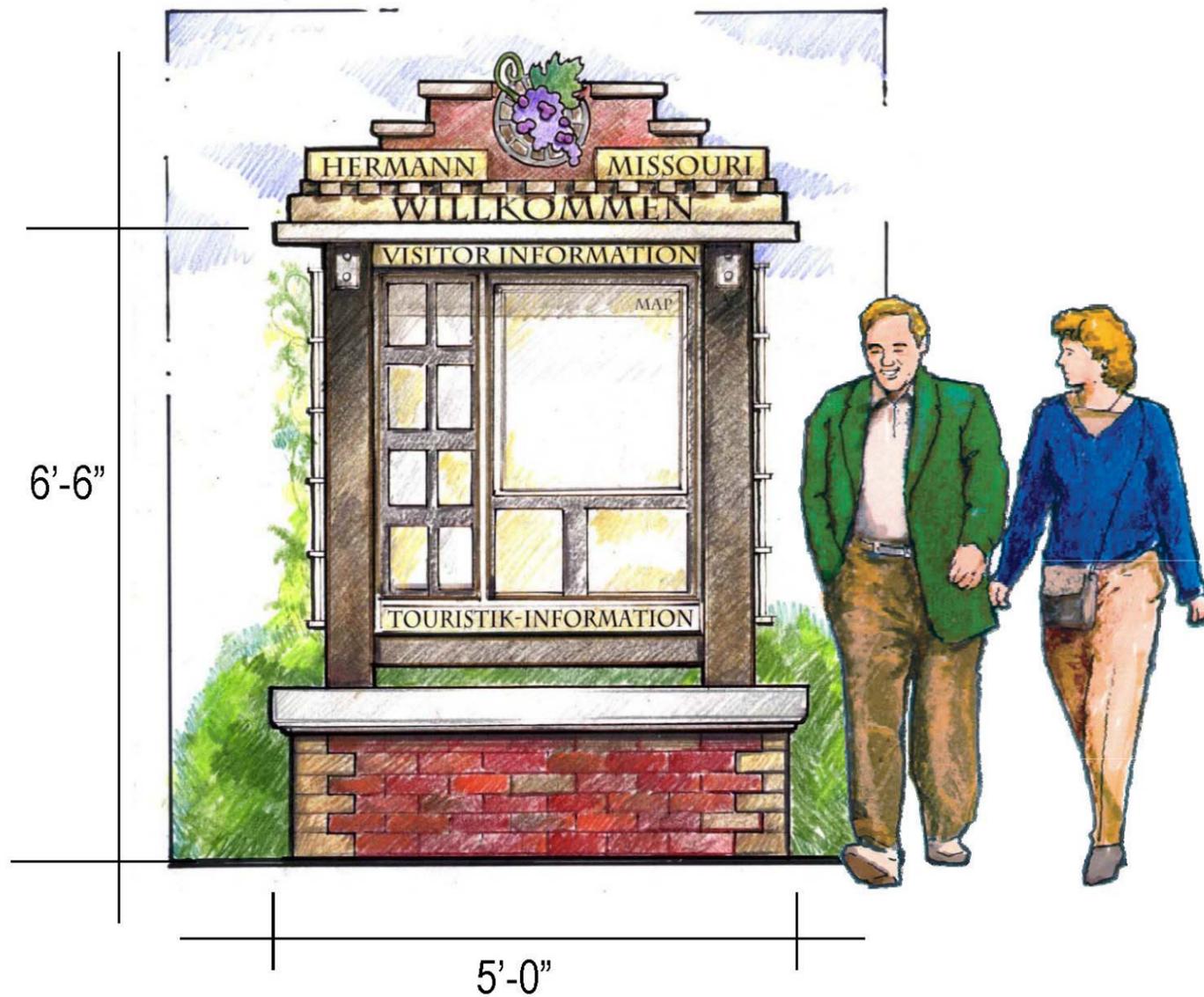


© District Sign

Notes:

- Metal post and panel assembly.
- Visible from automobiles on roadway, but located on sidewalks for pedestrians.
- Directions to destinations within neighborhood district.

D - Information Kiosk

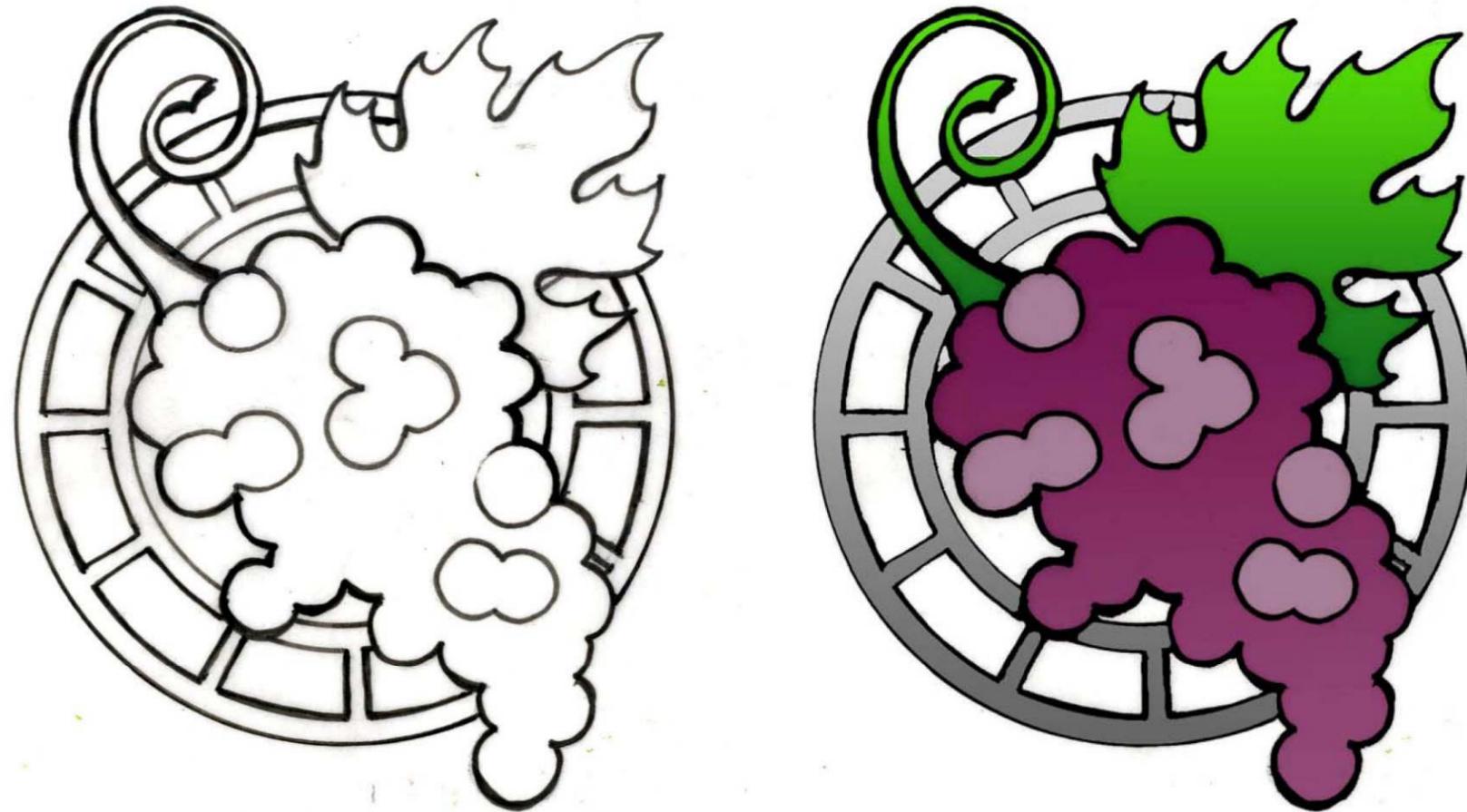


Ⓓ Information Kiosk

Notes:

- Open/close panel with piano hinge for brochures (left side)
- Enclosed panel with lock for map and flyers (right side)
- Metal post and panel assembly (Brick masonry base is optional)

Sign Icon



**Sign Icon**

Notes:

- Simple grape bunch composition reflects local viticulture heritage and tourism.
- Color and black/white versions

## DREAM Initiative • Downtown Strategic Plan

The accompanying schedule, located on the following pages compartmentalizes the projects and programs in categories that relate to the DREAM Initiative Tasks.

These include: Organizational Structure; Land Use; Building & infrastructure; Community Surveys; Building and Streetscape Design; Retail Market Analysis; Housing Market Analysis; Financial Mechanism; Destination Assessment; Marketing and Special Projects. Each project and program is listed by title; description; responsible party, support groups, timeframe, tools, and resources. The timeline is based on the prioritization of the projects and their importance to Downtown Hermann.

City of Hermann



Downtown Streetscape & Buildings



Downtown Shoppers

**Organizational Structure Strategies**

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
1 Establish Downtown Hermann Coalition	The Downtown Hermann Coalition (Coalition) would be the lead organization for Downtown Revitalization. Promote the Coalition as the lead organization among all the partners in Downtown Revitalization.	City	Chamber/ Tourism Commission	Q1 2010	Coalition should be structured as the "umbrella organization" for all groups involved in Downtown Revitalization. The organization should be a private, non-profit corporation designed to encourage community support and lead the revitalization. This organization will be responsible for rallying volunteers, gathering resources, and progressing Downtown improvements. This organization should include a wide variety of partners including residents, businesses and public and private entities.
2 Hire a Director for the Coalition	The Director would be responsible to oversee operation and duties of the organization. This would provide a single point of contact for all activities related to Downtown.	Coalition/City	Chamber	Q2 2010	The Director is instrumental to the continuation of revitalization in Downtown Hermann. The Director will be the point person and community liaison for Downtown.
3 Identify Funding Sources for Downtown Hermann Coalition	Develop reliable an sustainable funding for Downtown Hermann Coalition Programs and Administration.	Coalition	City/Chamber	Ongoing	Prepare and negotiate funding agreements with the City and develop other investors. City should continue DREAM funding for implementation during pursuit of additional resources, such as the CID.
4 Establish Downtown Hermann Community Improvement District	Establish a Committee to develop a CID utilizing the marketing materials and implementation schedule developed through DREAM. A CID will provide Downtown Hermann with additional funding mechanism to achieve improvements for the district. The CID includes members from civic groups and public agencies.	Coalition	City/Tourism Commission	Q2 2010	Hold public meetings and/or planning charette to gather input from the target audience in an effort to formulate a popular, cohesive "vision" for CID Improvements, and demonstrate to stakeholders the benefits of CID. Downtown stakeholders should be informed of the CID's goals. The Coalition should take the lead with help from the City and Tourism Commission.
5 Create Downtown Hermann Community Development Corporation (DHCDC)	The DHCDC will be a multi-bank community development corporation that can fill funding gaps for small businesses, real estate developers, and property owners in Downtown.	Coalition	City	Q2 2011	The multi-bank community development corporation will provide financial assistance and incentives for revitalization that includes housing development, commercial real estate development, economic development, and small business development. The DHCDC should be made up of local banks and businesses and should be funded by donations, grants and selling ownership stock.
6 Establish Downtown Hermann Business & Economic Development Committee	This committee should be formed to specifically address the economic development needs of Downtown Hermann.	Coalition	City/Chamber	Q4 2010	This committees should include DHCDC, Coalition, Chamber of Commerce, City of Hermann, and the Schiller Street Merchants Association. They will be charged with retail development, retention, expansion and recruitment utilizing traditional economic development methods and materials developed as a result of the DREAM Initiative.

**Land Use & Building Survey**

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
7 Maintain Land Use & Zoning Data	Continually update Downtown building and infrastructure information as projects are completed and conditions change. Update existing land use and zoning maps produced as part of the DREAM Initiative.	Coalition	City	Ongoing	The Coalition should conduct a field study which inventories the land use, building conditions, infrastructure, available parking, residential units, and commercial vacancies. Zoning maps should also be update regularly. The City will be provided with digital copies and data used to produce maps for the DREAM Initiative and should develop an automatic process of updating these maps as City records are modified. Every two years the field survey should be repeated. The commercial vacancies for Downtown Hermann should be updated every 6 months.
8 Parking Study	Gather ongoing parking data to determine usage and identify need for new parking or redistribution of parking areas in Downtown to correspond with revitalization activities. Evaluate new parking proposals for appropriate size and scale.	Coalition	City	Ongoing	Utilize the parking maps produced for the DREAM Initiative and continue to update and evaluate.

City: City of Hermann  
 Coalition: Downtown Hermann Coalition  
 Chamber: Hermann Chamber of Commerce  
 Tourism Commission: Hermann Tourism Commission  
 Landmarks Commission: Hermann Landmarks Commission  
 Entrance Committee: Hermann Entrance Committee

SSMA: Schiller Street Merchants Association  
 DHCDC: Downtown Hermann Community Development Corporation  
 MDFB: Missouri Development Finance Board  
 DED: Missouri Department of Economic Development  
 MERIC: Missouri Economic Research and Information Center  
 State: State of Missouri

Land Use & Building Survey						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
9 Develop Downtown Parking Map/ Brochure	Develop parking map of public lots and on street parking.	City	Tourism Commission/ Coalition	Q2 2010	Parking maps should be developed to clearly define all parking downtown. Maps should use the same graphic elements as signage system.	
10 Identify Locations for Public Parking	City should identify areas to create new public parking lots and acquire property to convert into public parking.	City	Tourism Commission/ Coalition	Q4 2010	The City should continue to monitor plans for additional parking. Additional public parking lots should be identified. Use common design treatments on the perimeter of all public parking lots. This will improve the appearance of the lots and give users visual cues as they seek out parking Downtown.	
12 Produce/Procure new Aerial Photography	Aerial Photography is available from Missouri Spatial Data Information; photography should be acquired every other year.	City	State	Q2 2010	The City's GIS staff should continue to maintain the aerial photography.	
11 Develop Inventory Database for Downtown Infrastructure	Working with City staff, the Coalition should develop and conduct inventory of downtown assets (trees, benches, lighting & types, traffic signals & signs, etc.).	City	Coalition	Q4 2011	A GIS data base will be developed for Downtown. This data base will be available to assist the City and developers in the implementation of the redevelopment and revitalization program for Downtown. Downtown Hermann Coalition should use Downtown Hermann Coalition Volunteers and any available City resources to accomplish this task.	

Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
13 Continue Visitor Surveys	During major events continue to monitor attitudes and effectiveness of Downtown Revitalization Efforts.	Coalition	Tourism Commission	Ongoing	Follow format/procedures developed for the DREAM Initiative including announcements by the local media about the results and value of such surveys.	
14 Re-convene Focus Groups	Focus Groups should be held every 5 years to monitor progress throughout the community and gather new ideas and information.	Coalition	City/Chamber	Q3 2014	Follow format/procedures developed for the DREAM Initiative.	
15 Conduct Telephone/Mail Survey	Statistically valid telephone/mail surveys should be conducted every 5 years as a means of measuring the effectiveness of Downtown revitalization efforts.	Coalition	Chamber	Q1 2015	The Coalition should enter into a professional services agreement with a qualified public survey firm.	

Building & Streetscape Design Guidelines						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
16 Create Educational Historic District Information Packet	Create Historic District information packet for current and potential property owners to educate and encourage appropriate decisions.	Coalition	City/Landmarks Commission	Q4 2101	Utilize Design Guidelines and National Register District Information to develop a Historic District Information packet to benefit existing and potential property owners.	
17 Review Downtown Zoning Ordinance	Review and amend the Zoning Ordinance and development regulations to encourage more development activity through land-use planning and community design.	Coalition	City/Landmarks Commission	Q2 2011	Review zoning ordinance against the Historic District and land use planning maps for potential changes and updates to zoning.	
18 Update or Supplement Design Guidelines as needed	Conduct semi-annual review of Design Guidelines for Downtown to ensure they are effective and reflect the objectives of the City.	Coalition	City/Landmarks Commission	Ongoing	Conduct public meetings to review design guidelines and use an architect to continue development of renderings.	
19 Integrate the Streetscape Design Guidelines	Adopt streetscape design guidelines to ensure that design concepts and standards are used consistently throughout Downtown.	Coalition	City/Landmarks Commission	Q1 2011	Integrate the engineering design components of existing streetscape enhancements into Design Guidelines.	

City: City of Hermann  
 Coalition: Downtown Hermann Coalition  
 Chamber: Hermann Chamber of Commerce  
 Tourism Commission: Hermann Tourism Commission  
 Landmarks Commission: Hermann Landmarks Commission  
 Entrance Committee: Hermann Entrance Committee

SSMA: Schiller Street Merchants Association  
 DHDC: Downtown Hermann Community Development Corporation  
 MDFB: Missouri Development Finance Board  
 DED: Missouri Department of Economic Development  
 MERIC: Missouri Economic Research and Information Center  
 State: State of Missouri

**Building & Streetscape Design Guidelines**

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
20 Encourage & Facilitate Sidewalk Cafes & Outdoor Seating	Where space is available on public sidewalks create sidewalk cafes that make the streets appear more active.	Coalition	City/Landmarks Commission	Ongoing	An open-air eating environment can create a magnetic appeal Downtown. Locate on sidewalks that are large enough to accommodate pedestrian traffic and outdoor dining areas. Other important considerations are determination of local regulations, City approval, health department reviews, identification of feasible locations, and assistance in providing design standards for appropriate furniture types.
21 Develop a Community Wide Wayfinding Signage System	Develop a signage system that makes recommendations for the placement of signs to provide direction and information for motorists and pedestrians in Downtown Hermann. Utilize the wayfinding recommendations to improve connections to Downtown from the surrounding area.	Coalition	City/Entrance Committee	Q2 2010	The Coalition and the City should consult with business owners, retailers, tourism officials, and government officials to discuss signage system. Solicit proposals for wayfinding system from design firms or sign company. Implement signage as indicated in DREAM Streetscape Plans.
22 Establish Gateways to Downtown	Design and construct gateway monument signs at Downtown entrances.	Coalition	Entrance Committee/City	Q3 2010	Secure funding for design and construction of gateway signs for Downtown. Location and design of signs should reinforce Downtown Hermann brand. Utilize CID, TIF or state funding sources to develop gateway signs at entrances to Downtown.
23 Develop Signage System for Public Parking	Develop Signage system for public parking lots downtown for better identification.	City	Coalition/ Tourism Commission	Q1 2012	City staff to develop sign design concepts and construction and placement of signage.
24 Develop Façade Rehabilitation Incentives	Create low interest loan or grant program for encouraging façade rehabilitation. Develop promotional campaign and corresponding materials with information about Façade rehabilitation programs.	Coalition	City/DHCDC	Q4 2010	Request presentations and information from State Historic Preservation Office and Department of Economic Development about Rehabilitation Tax Incentives. Develop Revolving Loan Program with either CDC funds, MDFB MIDOC, TIF, or CID seed money.
25 Continue to Encourage Rehabilitation of Downtown Buildings	Encourage rehabilitation of underused building space in the downtown, including upper floors to accommodate residential & office use.	Coalition	City	Ongoing	The Coalition should showcase successful rehabilitation efforts. They should also monitor database of vacant floor space. Streamline City processes for redevelopment and continue a business friendly atmosphere.
26 Upper Floor Development	Establish financial assistance & incentive programs to encourage upper-story development.	Coalition	City/DHCDC	Ongoing	Identify buildings and owners with ambition to develop 2nd & 3rd story office, service and housing units.
27 Maintenance of Beautification Projects	Manage the maintenance of the downtown beautification projects.	Coalition	City	Ongoing	Maintenance of Downtown beautification projects should be financed primarily from CID funds. Projects will include maintenance of banners, landscaping, public art and seasonal decorations. High levels of maintenance during festivals is critical.
28 Encourage Shared Parking Downtown	Encourage shared parking arrangements as a part of mixed-use redevelopment in the Downtown Core. Market the advantages of shared parking to developers and property owners.	Coalition	City	Ongoing	Incorporate shared parking standards into zoning requirements for Downtown and surrounding areas.
29 Create Resident and Business Sponsorship Program	Downtown Hermann Coalition should work with the City and Chamber to develop a sponsorship program whereby individuals or businesses can “sponsor” specific site furnishings for public use.	Coalition	City/Landmarks Commission	Q4 2010	The sponsorship should be acknowledged through placement of a plaque on the site furniture.
30 Improve Aesthetics of Existing Parking Lots	Produce design guidelines and maintenance strategies for public and private parking lots.	City	Coalition/ Landmarks Commission	Ongoing	Code enforcement should be emphasized relative to the maintenance and cleanliness of all parking lots in Downtown. Encourage business/property owners to make improvements to their parking lots that reflect the guidelines.

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**Retail Market Analysis**

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
31 Encourage Targeted Retail Uses	Encourage targeted retail uses and appropriate pedestrian generating activities on the ground floor of all mixed-use and commercial buildings. Establish & implement a business retention program.	Coalition	City/ Chamber	Ongoing	Target retail sectors provided through the DREAM analysis and develop an attraction program. Marketing and attraction efforts can be funded by CID. Work with property owners to match available space to desired retail sector. Integrate with marketing and promotion strategies; improve communications with property owners (through meetings and marketing materials); develop inventory of properties; provide incentives for mixed use development; provide educational workshops for business owners.
32 Business Recruitment Program & Package	Establish & implement a business recruitment program and package. Integrate with marketing and promotion strategies. The Recruitment Package should contain all available data on downtown and services.	Coalition	City/ Chamber/ D.E.D./ MERIC	Q1 2011	The Retail Market Analysis provided as part of the DREAM Initiative will provide guidance relative to the types of businesses that should be pursued for Downtown Hermann. Downtown Hermann Coalition and the Chamber should lead the effort in recruiting new businesses to the area.
33 Business Retention & Expansion	Establish & implement a business retention program. Integrate with marketing and promotion strategies; improve communications with property owners (through meetings and marketing materials); develop inventory of properties; provide incentives for mixed use development; provide educational workshops for business owners.	Coalition	City/Chamber	Q1 2011	For the first five years, on an annual basis, survey by mail and follow-up with phone calls, all business within Downtown. The purpose of the survey is to gather information about each business, to identify problems or issues, and to offer assistance, if necessary. A survey instrument should be prepared and reviewed by the City and DED for input. Information should be tabulated and compared from year to year. Surveys of this type reassure local businesses and keep the City and The Coalition current on the status of the business community.
34 Develop Seminars for Existing Businesses	Develop a merchant education program to address issues of marketing, customer service, business and building maintenance, retail opportunities, trends, etc.	Coalition	Chamber	Ongoing	General business issues such as marketing, customer service, store hours and store display and design should be provided as well as more detailed assistance. Clusters of similar Downtown businesses such as restaurants should be brought together to present specific topics. This is a critical outreach step for Coalition to provide benefits to its businesses.
35 Increase Available Retail Space	Increase available retail space in existing buildings through the reconstruction of internal common walls in order to expand building footprints. Where feasible relocate service uses from first floor to second floor.	Coalition	City/ Chamber	Q2 2013	Develop an educational campaign to increase understanding of the value of additional first floor retail space and develop a low interest loan program to incent this type of rehabilitation.
36 Increase Marketing for Downtown Retailers	This promotional effort should primarily target all residents within the secondary trade area defined in the Retail Market Analysis. Marketing for these retailers should be increased during special events and holidays.	Coalition	City/Tourism Commission/ SSMA	Q2 2010	Local newspapers, websites, radio and television ads, as well as flyers and ads in local magazines will be effective in promoting Downtown. Downtown Hermann Coalition and the Tourism Commission should consider retaining professional advertising services to ensure the broadest and most effective coverage.
37 Develop a Downtown Directory	Develop a directory or brochure detailing the retailers and type of merchandise offered of all Downtown stores.	Coalition	City/ Chamber	Q2 210	Use Downtown Hermann Coalition and City mapping to create a Downtown Directory and map.
38 Create Shopping Oriented Downtown Events	Create events such as weekly evening shopping nights, storefront display contests, etc. that are focused on shopping.	Coalition	City/ Chamber/SSMA	Q1 2011	Develop, coordinate and market events with CID funds.
39 Create a Brochure for New Businesses	This brochure would outline the process to open a new business in Hermann.	Chamber	Coalition/ City	Q1 2011	Create an outline for prospective business owner on how to start a business in Hermann. Should also include steps that businesses need to do with the City, County and State. Include listing incentives and programs available to businesses. City should work to streamline business start-up process.
40 Verify & Update Commercial Vacancies & Store Mix	Track the vacancies and store mix in Downtown. Actively market vacancies and try to fill with stores from the targeted list, working toward the recommended store mix.	Coalition	City	Ongoing	Maintaining a listing of readily available properties and space within Downtown is critical to the timely reuse of the buildings. These properties/spaces should be marketed to existing business owners. Also, this listing will be beneficial for inquiries from business considering a Downtown location. This listing should be made available on the Hermann and Downtown Hermann Coalition website.

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<b>Housing Market Analysis</b>						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
41	Encourage Development of Upper-Floor Residential Spaces	Identify unused and under-used second story space that could be marketed to local/national developers for conversion to living space.	Coalition	City/DHCDC	Q1 2013	Coalition should work to develop financial incentives encouraging conversion of such properties. City should work to simplify the process of converting properties.
42	Develop Additional Residential Units in the Next 5 Years	There is an unmet demand for residential units of all types and price ranges.	City	Coalition	Q4 2015	Identify sites and work with developers who are interested in developing for sale condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals throughout Downtown Hermann. These units should target young professionals, empty nesters, and families.
43	Develop Downtown Housing Marketing Campaign	Develop appropriate materials that can be distributed to the public and promote Downtown living in Hermann.	Coalition	City/Landmarks Commission	Q4 2010	Downtown Hermann Coalition should also prepare a series of informational packages that identify a variety of financing mechanism that would be available from participating banks. Conduct a Downtown Housing Tour each spring. Provide realtor packages and rental opportunities.
44	Provide Window Treatments on Upper Floor Windows	The Coalition and City should encourage property owners to place window treatments in upper floor windows.	Coalition	City/Landmarks Commission	Ongoing	This minor adjustment will give the appearance of an occupied space and eliminate the detrimental "vacant unit look."
45	Enforce Building Codes	City must enforce current building codes in Downtown, on consistent basis for all structures.	City	Coalition	Q4 2010	Building codes with supplemental building code regulations should be consistently enforced for Downtown Hermann. The code should be enforced by the City and supported by the City Council. Permit process and opportunity to file for waivers should also be clearly defined and communicated.
46	Increase the Residential Population in Downtown Hermann	Identify buildings for conversion and building lots for infill opportunity.	Coalition	City	Ongoing	Promoting Downtown Hermann as a 24 hour Downtown will help cultivate the people presence needed for continuing development. Promote the use of state and federal tax credits and programs offered by MHDC for affordable or senior housing assistance.
47	Rental Occupancy Permit	Develop rental occupancy permit and enforcement program.	City	Coalition	Q1 2011	City staff should devise an effective and feasible program for inspecting rental property to ensure quality of housing and to maintain property values.

<b>Financial Assistance</b>						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
48	Establish Tax Increment Financing District for the Downtown Area	The City should examine the possibility of creating an additional TIF District(s) in Downtown as a means of supporting/promoting redevelopment efforts. Revenues generated could be used for variety of purposes including public infrastructure improvements, acquisition of property, etc.	City	Coalition	Q2 2011	As with the creation of a CID(s) in Downtown, the City must identify areas that might reasonably be designated for TIF. The City and the Coalition, should coordinate a series of public relations meetings with the public, Downtown property owners and business owners to promote the benefits of a TIF.
49	Develop Ongoing Funding Identification Mechanism	Consistently evaluate the available private, local, State and Federal funding sources to support public and private projects and programs.	City	Coalition	Ongoing	Establish the Coalition as main point of contact with relevant funding agencies. Provide training in grant writing to Coalition.
50	Establish Façade Rehabilitation Revolving Loan Fund	Utilize the MDFB Façade Revolving Loan Fund to provide gap loan financing for rehabilitation projects.	City	Coalition/ M.D.F.B./ DHCDC	Q2 2011	Create and market the Façade Rehabilitation Revolving Loan Program for Downtown. Working with MDFB, local banks and other potential funding sources, identify ways to expand the existing program and begin promoting it to Downtown business and property owners. Potential users should be involved in the process of developing the program. Utilize existing Loan Fund or CID/TIF funds as matching component to MDFB funds.

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**Destination Assessment**

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
51 Position Hermann as a Romantic Getaway	Hermann has a wide variety of assets, including small town charm, historic character, a wide variety of wineries, German heritage and European charm, variety of B&B's, and utilization of the river. All of these combine to make Hermann uniquely positioned as a Romantic Getaway.	Tourism Commission	City/Coalition/Chamber	Q3 2010	Hermann should reinforce its competitive advantage as the "Romantic Getaway" for the state of Missouri. The wine country setting and elegant Bed and Breakfast choices make Hermann an ideal place for weddings and weekend get-always for couples.
52 Provide Public Amenities	Access to public restrooms is a basic need and important component to creating a seamless experience.	Tourism Commission	City/Coalition/Chamber	Q2 2011	Hermann hosts a variety of special events and festivals in Downtown. Public Restrooms can be located in conjunction with the Visitor's Center. This facility has the potential to provide shelter, rest and potentially the opportunity to purchase simple conveniences.
53 Promote & Develop Katy Trail Connection	The new bridge and trail connections increase the access to the Katy Trail. Downtown should promote cyclist culture, educate residents and potentially add a bicycle lane throughout Downtown.	Tourism Commission	City/Coalition/Chamber	Ongoing	Improving the connection can be accomplished by signage, trail demarcation and available amenities that Hermann has to offer. DNR allows trailhead signs using symbols the community can post about businesses and events.
54 Build the Wedding Industry	Hermann should continue to capitalize on the existing wedding industry business.	Tourism Commission	City/Coalition/Chamber	Ongoing	Develop a "Wedding Guide" that helps couples organize their wedding in Hermann, including listing stores that cater to weddings. When considering additional retail operations attention should be given to those that compliment the needs of weddings.
55 Develop a Transportation System	Create a committee to investigate creation of a public transportation system. Increase the transportation options for those who arrive by bus, shuttle or train, as well as, those who wish to park their car for the day.	Tourism Commission	City/Coalition/Chamber	Q4 2014	Developing a Trolley system will help alleviate parking and congestion problems during major events, special events and festivals. This service can greatly improve the visitor experience. Explore the use of the CID or TIF to fund this type of development.
56 Integrate Activities of Wineries, Retailers, Attractions and Bed & Breakfasts	Hermann has a diverse mix of attractions that make it a unique destination. Increasing the coordination between these groups will lead to a better experience for visitors and residents.	Tourism Commission	City/Coalition/Chamber	Q2 2010	Conducting regular meetings and developing lines of communication among the various visitor related groups will lead to increased coordination. Evaluate the products that are offered Downtown and encourage retailers to fill gaps of unmet need for tourists through product differentiation.
57 Build on B&B's and Increase Options	Continue to increase number of and quality of the B&B's in Hermann, also work to attract/develop a traditional hotel to expand options. Create an educational/promotional campaign about B&B's in Hermann.	Tourism Commission	City/Coalition/Chamber	Ongoing	Tourism commission and the City should encourage establishment of a quality control for B&B's to assure continued improvement. Also, financial incentives should be developed to assist in developing new B&B's and improving operations at existing B&B's. The City should work to attract a boutique hotel development to Downtown, providing assistance in land assemblage and financial incentives.
58 Package Trips and Bundle Experiences	Develop different "Hermann Experience" packages to simplify trips to Hermann and encourage longer stays.	Tourism Commission	City/Coalition/Chamber	Q1 2011	The Tourism Commission should work with wineries, retailers, various attractions and lodging establishments to develop different packages of the "Hermann Experience". The packages should be varied to include different price points and focus of experiences.
59 Clarify Brand and Improve Visitors Center Visibility	Develop a clear brand for Hermann and Downtown. Improving visibility of the current Visitor Center in Hermann should be a top priority. The Visitor Center should include all marketing materials available for Hermann and be easily located.	Tourism Commission	City/Coalition/Chamber	Q2 2015	Relocation of the Visitor Center to the historic fire house at the intersection of Highway 100 and Highway 19 should be investigated. This location is central to the Katy Trail, historic sites and Downtown.

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**Marketing Strategies**

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
60	Enhance Promotional Activities through the Downtown Hermann Coalition	Increase resources to promote the visibility of Downtown Hermann Coalition.	Coalition	City	Ongoing	Marketing efforts should focus on supporting existing businesses, attracting new businesses and promoting the organization to developers for major projects. Funding should be through a CID.
61	Establish a Distinct Downtown Brand	Develop a brand unique to Downtown and the Downtown Hermann Coalition.	Coalition	City	Q4 2010	Use CID funds to develop a brand.
62	Develop a Downtown Website	Develop a website dedicated to Downtown that can house various marketing materials and promotional efforts for Downtown. Should reinforce Downtown's brand.	Coalition	City	Q4 2010	Produce a Downtown website utilizing CID funds.
63	Fill Vacant Storefronts with Local Art and Signage Promoting Downtown	Use empty storefronts to market and promote Downtown Hermann and to promote local artists.	Coalition	City	Q2 2010	Make vacant storefronts visually appealing with displays from local retailers, art and signage promoting events or other retailers in Downtown.
64	Create Downtown Newsletter	Develop a short monthly newsletter of upcoming meetings, events, and revitalization progress.	Coalition	City	Q2 2011	Utilize CID funds to pay for the district newsletter and keep Downtown property owners, business owners, and residents informed of CID activities and Downtown progress.
65	Launch "Shop Hermann First" Program	Develop a marketing effort to encourage residents to shop in Hermann instead of leaving the City.	Chamber	City	Q3 2010	The Chamber of Commerce should spearhead the effort with funds from the City and merchants.

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# Top Ten Priorities

