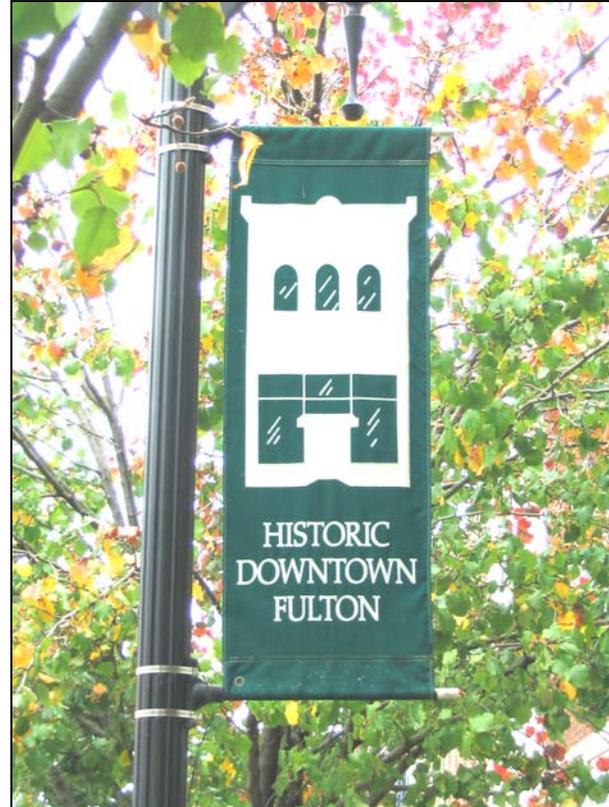


once you know...  
fulton missouri



DOWNTOWN  
REVITALIZATION &  
ECONOMIC  
ASSISTANCE FOR  
MISSOURI

DESTINATION  
ASSESSMENT

APRIL 2012





ACKNOWLEDGMENTS



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## EXECUTIVE SUMMARY

The Destination Assessment of the Missouri DREAM Initiative provides an assessment methodology that offers an unbiased point-of-view and applies this fresh perspective to a hierarchy of needs required by visitors for a fulfilling visit to Downtown. Fulton's market positioning is discussed as is the Destination Assessment Team's (Team) visit to the community. Specific recommendations in this report are grouped into the categories of marketing, Downtown improvements, events, and retail operations. Each recommendation provides activities that the City, Brick District Association (BDA) and the Chamber of Commerce can promote, encourage, or implement. An outline of specific recommendations follows:

### Marketing:

- Support and expand upon "Once You Know . . ." branding
- Capitalize on existing visitors

### Downtown Improvements:

- Develop "Feature Identification" signs
- Install gateway and directional signage
- Develop new/improve existing public parking lots
- Establish the Fulton Theater as an event venue and Downtown destination
- Develop a standard Downtown event
- Expand and further develop park amenities
- Improve building, housing, and vacant lot conditions

### Retail Operations:

- Improve customer service
- Encourage expanded business hours

While all of the recommendations within this report will help Downtown capitalize on its tourist trade, capitalizing on existing visitors will likely have the most immediate impact on Downtown businesses. All of the recommendations in the Downtown Improvements category should be priority issues for the City of Fulton, as visitors need to be able to find Downtown, navigate within it, locate attractive and welcoming parking areas, feel safe, and be encouraged to walk around. Without these aspects, other activities are ineffective.

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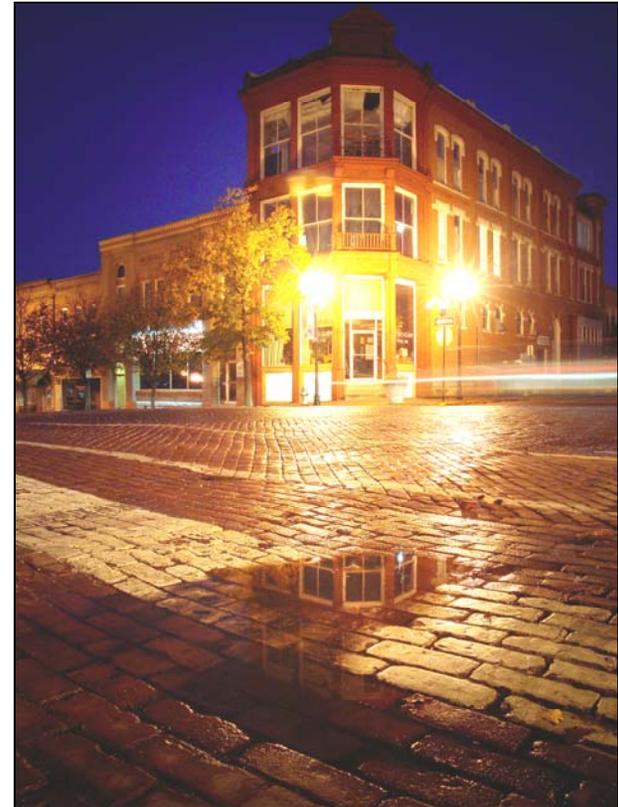
## INTRODUCTION

The DREAM Initiative concentrates efforts on downtown revitalization because the overall health of a community is greatly influenced by the vitality and viability of its downtown. Downtown reflects the human attributes of a community. While much of America becomes culturally homogenized, downtowns should retain their unique identity and reflect the incredible diversity contained within the American city. For visitors, downtowns embody the character of the community and represent treasures awaiting discovery in an atmosphere that does not exist at a large shopping center on the outskirts of town.

The DREAM Initiative recognizes that downtowns exist within the larger context of the region. Visitors may be attracted to destinations in a region, such as a natural or historic feature, but the nearest city's downtown should also be a part of their adventure. For today's downtowns to be viable destinations, they must offer something to attract existing regional visitors such as unique shopping, dining, and recreational opportunities.

The Destination Assessment component of the DREAM Initiative is designed to help a Missouri downtown better understand its potential to derive benefits from tourism. The assessment will formulate a realistic vision for improvements to the local tourist activities. Recommendations to address potential synergies among existing attractions are made to help the downtown capitalize on surrounding assets. Conditions are identified that downtown stakeholders need to address to improve the visitor experience. This task does not produce a marketing piece, nor will it portray only the positive aspects of the community. The elements of this report include a description of the rapid assessment process, a description of initial conditions observed, a review of visitor survey information gathered, and recommendations for improvements. A listing of visitor attractions and events considered in this assessment is included in the **Appendix**.

The findings and recommendations contained within this document, while primarily prepared by the Team, include anecdotal observations of the tourist experience from Fulton-area leaders, businesspeople, residents, and involved State agencies. It is anticipated that the Missouri Division of Tourism and the Missouri Arts Council will play an ongoing role in providing technical and financial resources, as applicable.



The Clapp Building and historic brick streets provide distinctive landmarks in Downtown Fulton.

## THE IMPORTANCE OF TOURISM

A vibrant tourism trade offers many potential benefits to a community. Tourism can help enhance the image of an area, increase local pride, and improve quality of life. Tourism is recognized as an important component of a diverse economy and provides economic benefits such as additional tax revenues, employment, and redevelopment and investment opportunities. Tourism can help build a distinctive, unique, and productive community.

The economic benefits of tourism include job creation, as well as increased retail sales generation, essentially bringing new money into the community. Potential new retail sales from tourism can help counter the inconsistent nature of the retail market. The attraction of new money to the community through an active tourism campaign is an effective economic development strategy. Additionally, existing retailers will benefit from a better understanding of their market area and how to use marketing techniques to communicate with targeted visitor profiles. As the tourism effort grows, merchants will realize the benefits of enhancing their operations to be more visitor friendly, such as expanding business hours and services.

Local residents will benefit from added visitor services. A thriving tourist trade will cause greater money circulation throughout the community. Improved services, infrastructure enhancements, and events will benefit visitors and residents alike. Increased economic activity provides new employment and entrepreneurial opportunities and enhanced shopping convenience, choice, and competitiveness. A balanced mix of accessible retail and related services is attractive to residents, visitors, and investors.

These positive effects of a successful tourism industry can resonate through many business sectors, including non-tourism related businesses. In light of the far reaching impacts of a successful tourism industry, and the size of the local industry, tourism should be viewed as a strategic sector. Any economic development strategy or long range planning effort should specifically address the tourism industry and its importance to the local economy.



## ASSESSMENT METHODOLOGY

The Destination Assessment provides a snapshot of the tourism industry operating in Fulton, with a focus on Downtown. This “rapid assessment” process consists of reviewing data and marketing materials, visiting the community and its key features, and meeting with community tourism stakeholders. The recommendations contained in this report provide strategic direction as the City, BDA and Chamber implement planning and design efforts to help local destinations succeed. Understanding the framework used to evaluate Fulton’s destinations will provide context for the recommendations.

Development of a tourism strategy, just as any business or product development strategy, begins with an evaluation of the relationship between product and the customer in a competitive marketplace. The analysis of this relationship results in the development or identification of an aspect of the product that will make it a more attractive choice over other, similar products. This feature is called a “competitive advantage” and will give a community an edge over its rivals and an ability to generate greater success. The City should strive for a competitive advantage for its product in areas such as cost, operating efficiency, or service. The competitors in this scenario are other communities attempting to attract the same market.

### Product

The product is Downtown and all of its amenities. Businesses, restaurants, infrastructure, people, streets, sidewalks, architecture, parks, events, and other attractions create the product. Specific attractions within the Fulton DREAM Study Area include the Kingdom of Callaway Historical Society Museum, Chamber of Commerce Visitor Center, and several restaurants and retail shops. Other elements include historic buildings and homes, brick streets, and nearby locations such as Westminster College and the Winston Churchill Memorial and Library, William Woods University, Auto World Museum and Tanglewood Golf Course. Additionally, Downtown Fulton provides a few large events that can also be included as its tourism product. These include the Fulton Street Fair, Pride Day, and the Jaycees Christmas Parade.

### Customers

Visitors to various attractions in Downtown Fulton are its customers. Visitors include residents, commuters, and travelers, as well as traditional tourists. Downtown Fulton must understand these existing visitors and their associated trends. Visitors can be categorized by the reason for their visit, such as:

#### Business Travelers:

Most likely to travel during the week, driven by businesses, primarily basic needs of lodging, restaurants, services, gift shopping, and evening entertainment. There is potential to impress these travelers and gain return visits for pleasure.

#### Family Travelers:

Most likely to travel during the weekend, driven by relatives, less likely to need lodging, primary needs tend to be shops, services, and restaurants.

Ethnic and Cultural Seekers:

Looking for exposure to new experiences, development, and education. Interested in the area's way of life and people. Adventurous and looking for more than basic needs, such as museums, galleries, concerts, festivals, and performances. They are likely to shop for unique items.

Heritage and Passive Recreation Enthusiasts:

This visitor enjoys the scenery and feel of the area more than the interaction with the people. They are more inwardly focused and reflective. Their needs are similar to the culture seeker, but they are just as likely to enjoy a drive through town to look at architecture or a walk in the local parks.

Active Outdoor Adventurers:

Intense enjoyers of the parks and natural areas. These sportsmen enjoy a wide variety of recreational opportunities. They tend to be outdoorsmen, boaters, hikers, or golfers and they are always on the move. They are devoted and spend significant money on their chosen sport.

Urban Entertainment:

The shoppers, team sport spectators, college visitors, night owls, or amusement park attendees. They tend to travel in groups and have a higher expendable income. Internet connectivity and cell phone access is important to them.

## Market Positioning and Brand

With an enhanced product and clearly identified customers, the focus turns to identifying how the product is viewed by the overall marketplace, or positioning. Effective positioning is an important component of competitive advantage. Downtown Fulton must determine a distinct market position that draws on its unique strengths that will set it apart from other destinations. It is essential to understand how customers currently perceive Downtown. Strategies that reposition the product in a market take time, patience, and persistence as long held preconceptions are modified.

The preconceptions a visitor has is called the image or brand. A brand is a promise that a product will deliver a particular service or activity in a consistent way. Fulton must craft marketing strategies that build on existing positive aspects of Downtown and reposition its brand to align with these strengths. It is critical that Downtown is able to deliver on the advertised brand or repositioning will fail. Worse yet, the brand of Downtown Fulton may become untrustworthy.

If marketing strategies are successful in reaching the intended market and the product is compelling enough to draw visitors, they will carry with them the desired preconceived idea of Downtown's brand. Marketing strategies are discussed and considered in the Fulton DREAM Marketing task.

Destination brands produce a distinct image in the mind of the customer. Each of the “realms” listed below represents an opportunity to differentiate from the competition and offer a unique consumer benefit. Destinations reach their maximum potential when they leverage all four realms. A description of these four realms (excerpted from the October 2007 edition of *Destinology* as published by PGAV) follows:

**REALM ONE—PLACE:**

If you visit the Empire State Building, you go to a building with the city surrounding it. Up at the observation tower, the **place** becomes an oasis high above bustling Manhattan. What benefits does the place provide for the guest? Some people like the high energy feeling of being in the city, but they may also like taking a break from the intensity. People go to a destination. It exists in a physical place. A destination should try to get the most out of the power of its place.

**REALM TWO—EXPERIENCE:**

Hike in the canyon. Ride the coaster. Attend a show. People want to do something at a destination—something unique, something to brag about, or something to share. The experience of a destination can provide key benefits to guests and a fundamental part of its brand. A destination can reach its full potential when it promotes the benefits of a unique experience and delivers.

**REALM THREE—MINDSET:**

Sometimes a destination epitomizes or evokes an attitude, value, or mindset that has meaning beyond the physical limits of the site. Colonial Williamsburg set out to “own” the concept of Colonial America, and people might feel more patriotic just thinking about it. When a destination can symbolize an aspirational concept, it can form a powerful connection with its guests. The destination becomes a touchstone for the concept and people return to renew their connection with it.

**REALM FOUR—ORGANIZATION:**

What role does the organization behind the destination play in the brand? The Niagara Parks emblem conveys tremendous trust among regional guests who want to spend their money with the organization that helps preserve the nature and heritage of Niagara Falls. The organizational dimension of a destination may also make a big difference to future employees, donors, business partners, granting agencies, or other organizations. People want to associate with a cause or organization they feel good about, one that expresses their own values and aspirations.

When people think of Fulton as a destination, do they long to be in the place, get excited by the experience, aspire to the values represented, and trust the organization behind it? When the answer is “yes” to all four, people will attribute a high value to visiting Fulton, which relates directly to attendance and financial success.

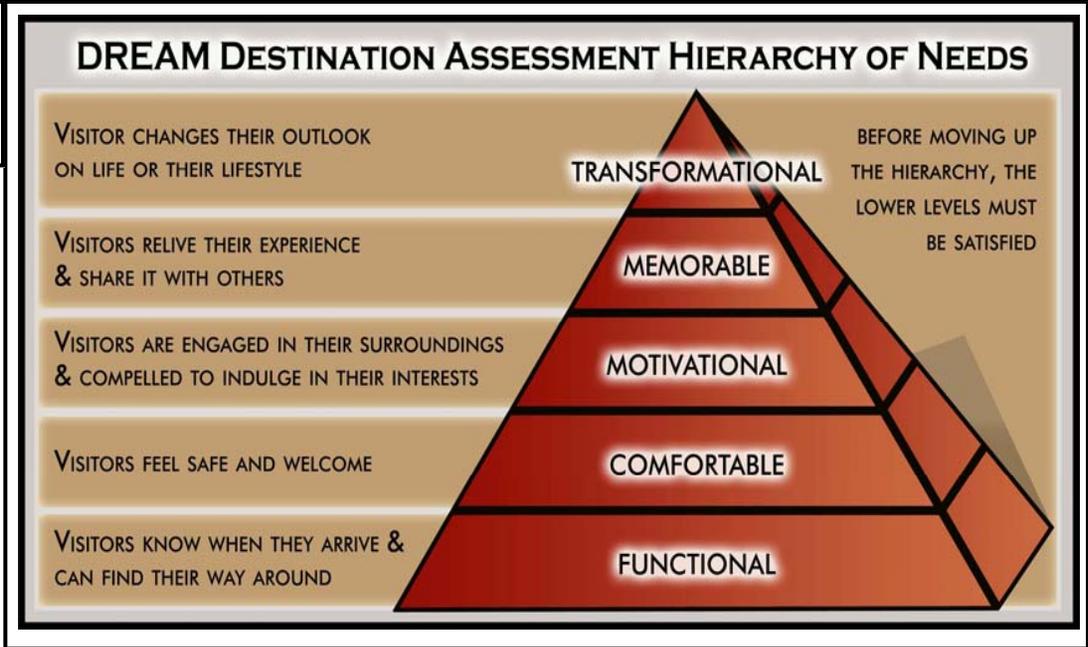
### HIERARCHY OF NEEDS

Destinations, and in a larger sense downtowns, are customer-oriented businesses and any product development or marketing decisions should consider the customer’s wants and needs. During the Destination Assessment Kick-Off Meeting, the Team introduced the concept of a destination consumer “Hierarchy of Needs.” This hierarchy illustrates that customers must have their most basic needs met before they can attain higher levels of fulfillment from the destination. This customer focused theme will recur throughout the recommendations for Downtown Fulton.

For the purposes of this Destination Assessment, PGAV uses the hierarchical scheme shown here, listed from bottom to top, to illustrate and describe the motivations of the typical, “downtown” Missouri tourist.

There are a number of reasons that drive an individual consumer’s decision to travel and a number of desires that influence their choice of destination. A typical visitor must have very basic needs met before progressing to another level of fulfillment in their experience. For example, if the visitor does not feel safe, they will not engage in their surroundings.

Downtown Fulton should review if its destination assets are adequately meeting visitor’s needs. Questions to consider for each hierarchy category include:



1. **Functional:** Does the City provide adequate wayfinding to make travel throughout the area easy and somewhat intuitive? Do visitors know when they have arrived in Downtown? Does the City adequately provide basic comforts, such as parking, bathrooms, and a place to rest? Is information about destinations and events easily obtainable?
2. **Comfortable:** Is Downtown Fulton pedestrian friendly and well lit? Are building facades and streetscapes aesthetically pleasing? Are there numerous lodging and dining options present in the City? Does Downtown provide adequate comforts so that the visitor can relax while away from home?

3. Motivational: Does Downtown Fulton provide visitors with activities in which to participate? What will motivate the visitor to get out of their car and act? Does Downtown provide a chance to learn, interact, and explore? Is there an opportunity for adventure or escape from their normal lives?
4. Memorable: Does Downtown leave the visitor with positive memories? Do visitors often return to Downtown? Do visitors recommend Downtown to others? Is there positive word-of-mouth about Downtown?
5. Transformational: Are all of the aforementioned needs met? If so, Fulton has created a fulfilling experience that will imbue the visitor with a valuable new outlook. The visitor will want to return to and reconnect with the destination to relive that positive experience. The visitor will also seek to bring others to Fulton and share the experience.

In the case of a visit to a large destination like a resort, zoo, or theme park, a single organization manages the visitor experience. This technique ensures a seamless experience that flows smoothly and consistently from parking and restrooms to attractions, food, and shopping. The brand of the attraction is maintained throughout. People have come to expect this level of product and service. Downtown Fulton can benefit from emulating this model by considering the complexity of Downtown and developing strategies to marketing the area as one destination, albeit with multiple tourism product owners and interests. For example, Downtown can support a coordinated aesthetic presentation, manage a consistent and unified marketing campaign, administer and coordinate special events, and guide businesses toward uniform business hours.

Although Destination Assessment focuses on tourism, many of the report recommendations promote improved quality of life for existing residents and businesses. Many of recommendations of other DREAM Initiative components, such as streetscape improvements, will provide essential infrastructure to support the visitor industry. This synergy of benefits demonstrates the DREAM Initiative's integrated approach to planning that will achieve the best results for Downtown Fulton.

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## CURRENT ENVIRONMENT AND ASSESSMENT EXPERIENCE

### ASSESSMENT VISIT EXPERIENCE

From 2009 to 2011, the Team visited Fulton on several occasions. On the initial visit, the Team toured the area, visited various attractions, and discussed Downtown with several business owners. The Team enjoyed meals at local restaurants and shopping in local stores. Other area attractions visited included the Winston Churchill Memorial and Library on the campus of Westminster College. The initial impressions of Downtown Fulton were free of influence and without any local representative or City input.

At a Destination Assessment Kick-off meeting held in July of 2011 at the nearby Sir Winston's Pub and Restaurant, local opinions were solicited from representatives of attractions throughout Callaway County. Additional research was conducted on several other DREAM Initiative trips and an inventory of area attractions and events was compiled over time. This inventory can be found in the **Appendix**.

Fulton is located in central Missouri, just south of Interstate Highway 70 approximately 140 miles east of Kansas City and 100 miles west of St. Louis. The region is full of natural beauty and agricultural in nature, however Fulton enjoys a richly built environment with a colorful heritage rooted in pioneering and westward expansion. Downtown enjoys a fairly active business corridor along Business 54 (Market Street) and is directly connected to State Highway 54 which runs north-south along the western edge of the city. Fulton hosts some large events in Downtown, including the Fulton Street Fair, Pride Day, and the Jaycees Christmas Parade. Other popular events are held at William Woods University and Westminster College throughout the year.

The Team approached Fulton from Highway 54 (originally via Interstate Highway 70) noting numerous billboard advertisements for the City of Fulton, Westminster College, the Churchill Museum & Library, and William Woods University. The Team reviewed each of the four exits leading into town on Highway 54. At least two featured some form of directional signage for Downtown and three of the four connect directly with Downtown Fulton.



Sir Winston's, site of the Destination Assessment Kickoff Meeting in July 2011.



Fulton branding efforts on a city water tower.

The northernmost exit is for Business Route 54 and is the first exit for Fulton for drivers traveling south from Interstate 70. Prior to this exit, Highway 54 includes signage for Historic Downtown Fulton. This exit offers a slightly indirect route to Downtown. It begins as N. Bluff Street. Visitors must follow the signs to stay on Business 54 as they turn right off of N. Bluff Street onto St. Louis Avenue, then left onto Market Street and through Downtown. This route also takes the visitor past homes, small offices, an entrance to William Woods, a Wal-Mart, and other retail centers.

The second exit is for State Route HH and does not include signage for Downtown. It also is the most indirect route to Downtown as Route HH becomes William Woods Avenue and then eventually Westminster Avenue. This route contains directional signage for the colleges of William Woods and Westminster and appears to be mostly used for college access.

The third exit is for State Route F, which becomes Martin Luther King Jr. Boulevard and then 4th Street. The exit includes directional signage for Westminster and Historic Downtown Fulton. This route includes a mix of business and residential property and is also the shortest and most direct access to Downtown. The road runs adjacent to Westminster College before arriving in the heart of Downtown Fulton at the intersections of 4th & Court Streets and 4th & Market Streets. The Callaway County Courthouse and the Fulton City Hall are located on each side of 4th Street between these intersections.

The southernmost exit is for State Route H or Business Route 54. This approach is the first exit for visitors driving north from Jefferson City and there is no directional signage for Downtown or anything else. A mix of uses, including a trailer park, old gas station, and vacant buildings greet the Team almost immediately. Retail centers, restaurants and other commercial uses are interspersed along the route as a visitor drives north toward Downtown. The Missouri Department of Transportation and the City of Fulton recently completed a round-a-bout on this roadway at the intersection of 2nd Street and Market Street. This location is the southern entrance to Downtown.



Views from the different approaches: William Woods entrance from N. Bluff St. (top left), Westminster entrance from 4th St. (top right), and the Fulton City Hall grounds and Callaway County Courthouse from Market St. (bottom).

The Team noted that at least three of the highway exits are adequate to approach Downtown, but more directional and wayfinding signage is needed along all these routes, especially at key intersections. These are critical decision points where the Downtown visitor must be reassured they are on the right path to reach Downtown.

Business Route 54 to, and through, Downtown is heavily traveled and developed. For the most part, the roadway is a multi-lane, bidirectional thoroughfare and requires some lane shifting north of Downtown at the intersections with Market Street, St. Louis Avenue, and N. Bluff Street. There is a large “Welcome to Fulton” sign along Highway 54, but very little directional signage at the exits, and there is no gateway signage to let a visitor know they have arrived in Downtown. Attractive lighting and some streetscape elements are installed along Court and Nichols Streets between 2nd and 7th Streets; the core of the Downtown business area.

On the initial visit, the Team found the one-way streets to be somewhat inconvenient, but eventually parked on Court Street and walked to several businesses, including the Chamber of Commerce, Historical Society, and Bek’s. There was some directional signage within Downtown, mainly for the Chamber of Commerce and Westminster College. The Team searched for other clear indicators of public parking lots beyond the Market and Nichols Street lots, and found additional parking north of 7th Street as part of the church lot, and a public (although not inviting) lot across Market Street. Again there was no directional signage to guide visitors to these parking locations.

The Team walked throughout Downtown and visited several establishments and attractions. Walking Downtown was pleasant and easy except when crossing Market Street. The amount of moving traffic and short timing of the stoplight make crossing the street a bit perilous. More importantly, pedestrians are hesitant to walk farther east because there is nothing really of interest to draw them. The Team found no signage or other indicator that any type of destination lies on the east side of Market Street.



This large monument sign is visible from Highway 54 and includes the city’s trademark light standard.



Examples of existing Downtown Fulton wayfinding.

The feel of the Downtown center is strongest around Court Street and 4th Street; the location of the Callaway County Courthouse, Fulton City Hall, and nearby the Chamber of Commerce. Although this intersection feels like the center of Downtown, the other intersections along Court Street also contribute significantly. Downtown is home to parks, monuments, benches, attractive landscaping, and numerous displays of historic architecture for the pedestrian’s pleasure.

Overall, the Team’s impression of Downtown Fulton was of a healthy and active community. Some poorly maintained buildings were observed, but the Team members were very complimentary of the commercial district. The brick streets, period-style lighting, and Victorian building facades made the Team think of “historic charm” and reminded them of other historic communities, such as St. Charles, MO, or Williamsburg, VA.

Most shopkeepers with which the Team spoke were very friendly, however few stores were open in the evening. On one occasion, the Team was in town for the weekend and found the selection of merchants open was again very limited. Restaurants appear moderately busy in the evenings, most especially Bek’s which provides a good activity center but needs to be supported by surrounding merchants with similar business hours. The Team did not get an opportunity to visit Downtown during a festival or special event and therefore did not view the interaction between businesses and special activities.

The Team also noted the numerous historic houses found in the surrounding residential area. Some housing, especially in the neighborhoods east of Market Street, were found to be in poor condition. However, the area north of 7th Street provides a pleasant walk amongst some large historic homes. Although mostly residential in nature, this area presents an opportunity to provide a better visual connection between Downtown and the Westminster College campus, especially for pedestrians. The streets between 4th and 7th tie directly into the campus, with 7th Street running adjacent to the Winston Churchill Museum and Library. Improving the sidewalks along these routes and including streetscape elements from Downtown would further enhance this area for pedestrians.



Christmas in Historic Downtown Fulton.



Historic house on Court Street in Downtown Fulton.

## DESTINATION ASSESSMENT KICKOFF MEETING

The Destination Assessment Kickoff Meeting was held at the conclusion of one of the Team's visits and was well-attended by representatives from various attractions, mostly around the City of Fulton. The group had many questions and comments and provided information regarding their attractions, communities, or events. The list of attendees include:

- Kingdom of Callaway Chamber of Commerce
- City of Fulton
- Downtown Fulton Brick District Association
- Auto World
- Callaway County Tourism Board
- Loganberry Inn Bed & Breakfast
- Romancing the Past Bed & Breakfast
- Gladys Woods Kemper Art Gallery
- Kingdom of Callaway Historical Society
- Callaway Arts Council
- Hollrah Enterprises

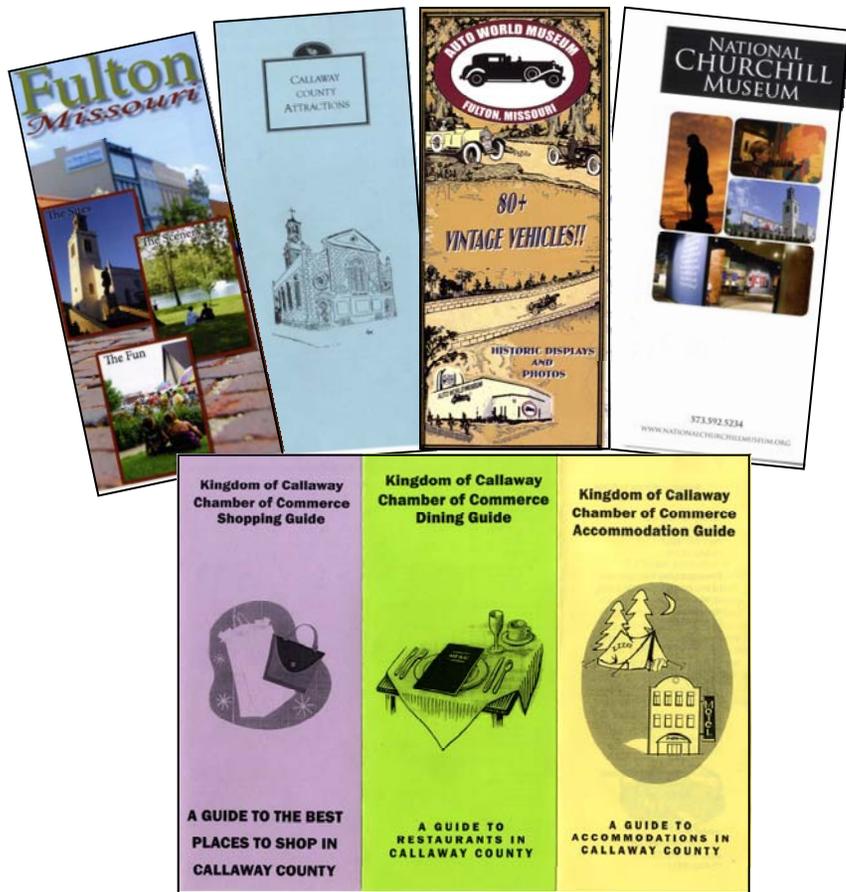
Although Westminster and William Woods were not in attendance, it was clear that they, and more specifically, the Churchill Museum and Library, and Fulton festivals account for a large amount of visitors to the area. The meeting participants reported they felt that visitors to the area tend to be day-trippers from out-of-state or at least 75 miles away, they typically arrive via Interstate 70 and then Highway 54, and are drawn to the area by its connections to Jefferson City, Lake of the Ozarks, natural beauty in general, historic tourism, and other community activities. The meeting participants also noted that their visitors complain about the limited local business hours.

In addition to the schools and Churchill Museum, the group identified other attractions who were not represented at the meeting worthy of a destination designation or with the potential to be. These included:

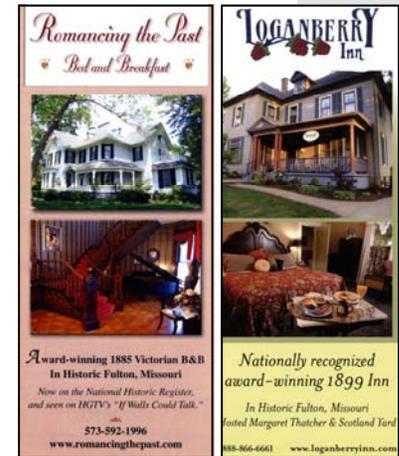
- Callaway County Racetrack
- Farmer's Market
- Hazel Kinders Theatre - Millersberg
- Prison
- School for the Deaf Museum
- State Hospital
- Tanglewood Golf Course

Concerning Downtown, the group felt improvements should include more emphasis on pedestrians, more events, better coordination of events, better wayfinding, and more shops and restaurants. They listed the need for historical/architectural tours, building plaques/signs, and to capitalize on civil war heritage and Grey Ghost tours.

The group indicated there is some marketing of the City as a whole provided by the Callaway County Tourism Board, Kingdom of Callaway Chamber of Commerce, and the City of Fulton. These efforts include advertisements in Missouri Life, Coop Missouri, and other regional periodicals. The same groups also work to provide brochures, mailers, walking tour maps, and other marketing materials for use in different venues. In addition, the schools provide marketing as part of their recruitment efforts which highlight many strengths of Downtown and the City of Fulton area from a visitor's viewpoint.



Selected brochures found at the Chamber of Commerce Visitor Center in Downtown Fulton.



Brochures for two local Bed & Breakfast establishments.



Marketing materials for the schools, including Westminster, MSD, and William Woods.

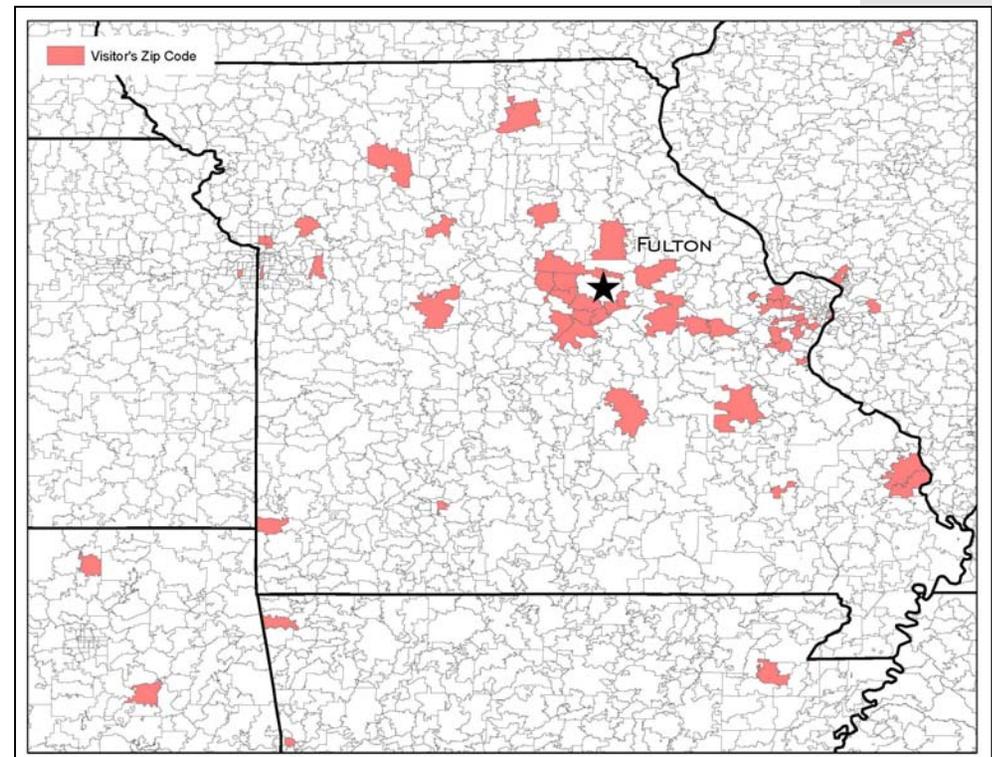
## VISITOR PROFILE

In the latter half of 2009 UNICOM·ARC coordinated with the City of Fulton to conduct a visitor's survey using local volunteers. The full results of this survey are found in the September 2010 Fulton Visitor Survey Report.

Two hundred and sixteen (216) interviews were completed by visitors from various zip codes surrounding Fulton. Residents living in the Fulton zip code of 65251 were excluded from taking the survey as this was a visitor's survey. **Figure 1** demonstrates the geographic location of the respondents and the following overview provides some of the survey information to help identify Fulton visitor trends.

- About 42% of the respondents indicated they were staying overnight in Fulton. Responses were ranked:
  - ◊ 34% were staying in a hotel/motel/bed & breakfast in Downtown Fulton
  - ◊ 34% were staying with family or friends
  - ◊ 22% were staying in a hotel/motel/bed & breakfast in Fulton area (not Downtown)
- Just over 67% indicated they had visited Downtown Fulton before.
- Only about 14% of respondents indicated they visit Downtown Fulton at least once a month.
- Respondents were asked why they most often visit Downtown. The top responses include:
  - ◊ About 47% said dining
  - ◊ 43% said shopping
  - ◊ 21% indicated a special event
  - ◊ 20% said this was their first visit to Downtown Fulton
- About 57% of respondents found it easy to find their way around Downtown Fulton.

Figure 1: Visitor Survey Respondent Zip Codes



- About 73% indicated that parking was convenient in Downtown.
- Only 59% of respondents felt Downtown business hours were convenient.
- Respondents were asked what kinds of restaurants or entertainment opportunities would make them more likely to visit Downtown. Interviewers recorded respondents' first two answers, with the top responses including:
  - ◊ About 48% chose family restaurants
  - ◊ 30% chose fine dining
  - ◊ 21% picked microbrewery
  - ◊ 19% chose outdoor dining
- Respondents were then asked what specific businesses might make them more likely to visit Downtown. Top responses include:
  - ◊ About 27% chose more shops in general
  - ◊ 25% cited women's clothing stores
  - ◊ 19% chose antique shops
  - ◊ 18% said specialty/upscale shops
  - ◊ 17% picked men's clothing shops
- Respondents were asked what physical improvements would make Downtown more appealing to them. Top responses include:
  - ◊ Just under 37% indicated renovation of historic buildings
  - ◊ 25% said changing parallel parking to angled parking
  - ◊ Just under 25% said benches/more green space
  - ◊ 18% indicated more landscaping such as trees or plantings
- 30% of respondents expected to spend between \$100 and \$199, exclusive of lodging, on their visit.
- Respondents were asked about their hobbies. Top responses include:
  - ◊ 65% selected walking/hiking
  - ◊ 62% indicated both antique shopping and retail/boutique shopping
  - ◊ Just under 61% chose fine dining
  - ◊ 56% selected theater
  - ◊ Just under 56% indicated hunting/fishing

## REACHING DESTINATION POTENTIAL

Fulton faces many challenges, but it also has many assets in its favor, as it seeks to enhance its tourism industry. The region is rich with attractions that draw visitors from a wide geographic area that includes St. Louis and Kansas City, Missouri. The City should be able to leverage activity centers such as William Woods University and Westminster College, especially the Winston Churchill Museum and Library, to serve the region as a tourism hub. Other intrinsic features such as the historic charm of Downtown with its Victorian buildings, brick streets, and period style lighting help to support tourism in Fulton. By becoming the launching point for regional attractions, the City will serve as a center for entertainment, dining, and shopping.

The fundamental strategy of this report lies in improving Downtown by transforming it into a vibrant commercial district that is relevant to the City as a whole. A successful Downtown will combine shopping, dining, and entertainment to serve visitors and residents alike. Other essential elements for success include improved streetscape, wayfinding, adjustments to the retail mix or operations, added events and promotions, and a proactive attitude by local leaders and property owners.

Fulton can reach its destination potential by implementing recommendations focused on the upper levels of the “Hierarchy of Needs”. Having met the basic levels (Functional and Comfortable), Downtown Fulton is well-situated to offer more to its visitors. Effective tourism strategies will include the coordination and efficient use of existing resources to engage and inspire visitors. Compelling attractions are critical to draw visitors from far enough away that they stay overnight in the community. The overnight visitor typically travels more than 50 miles and will generally spend more money than other types of visitors. The recommendations noted below were developed through the contemplation of an overnight visitor’s point-of-view and in the context of the “Hierarchy of Needs.” These recommendations fall into the categories of marketing, physical improvements, events, and retail operations.

## MARKETING

### SUPPORT AND EXPAND UPON “ONCE YOU KNOW . . .” BRANDING

This branding statement can serve the community well and is adjustable to fit many circumstances. The City has installed a billboard along Interstate 70 using the slogan and the emerging Downtown organization (Brick District Association, or BDA) should apply an adjusted statement to banners and other materials for Downtown by stating “Once You Know . . . the Brick District.”



Additional branding efforts have the potential of playing on the “Once You Know” theme.

Downtown Fulton has much to offer and merchants should be encouraged to use some variation of the branding statement in their advertising and promotions. Several of the following recommendations support this branding, however the BDA should also work to provide coordinated advertising and integration with regional tourism efforts. The City will need to continue investments in Downtown elements such as the streetscape, parking, and wayfinding and develop a supportive organizational structure. Downtown property owners must maintain their buildings or remove dilapidated structures. Downtown must be a vibrant place that visitors are made to feel they have discovered. The City, Chamber, and BDA should also work with existing events to consider how they might be adjusted to support the brand.

#### CAPITALIZE ON EXISTING VISITORS

Fulton enjoys a significant tourism draw from its existing attractions. Visitors of regional activity centers should be interested in what Downtown Fulton has to offer. The goal should be that patrons to the major city attractions such as the Winston Churchill Museum and Library, William Woods University, and Auto World, are also patronizing Downtown destinations.

The Winston Churchill Museum and Library advertises along Interstate 70 and draws an estimated 30,000 visitors annually, with many overnight stays, to the City. With this many patrons, the BDA, in concert with the Chamber and Tourism Board, needs to make a special effort to connect Downtown businesses and events with these area visitors. The Chamber of Commerce Visitor Center provides a large amount of community and tourism information distributed through a brochure rack. However, it was not apparent if all Downtown businesses and area attractions are using this rack. The BDA and the Chamber of Commerce can help maintain the information provided to City and Downtown visitors. As the City implements the physical improvements found in this assessment, area visitors will be encouraged to explore Fulton and Downtown will become more of a primary destination.



Billboards for City of Fulton and the National Churchill Museum on Interstate 70.



## DOWNTOWN IMPROVEMENTS

### DEVELOP “FEATURE IDENTIFICATION” SIGNS

Downtown Fulton will benefit from signage along Highway 54 that lists community features. This well-designed signage will help the traveler understand that there is more to see in Fulton than the schools. This signage should consist of a “Welcome to Fulton” panel with generic feature listings below. Feature sign panels might include:

- Art Galleries
- Bed and Breakfasts
- Civil War Sites/Grey Ghosts Trail
- Colleges
- Dozens of Restaurants
- Dozens of Shops
- Events and Concerts
- Historic Downtown
- Museums
- Parks

The feature panels should consist of simple, easy-to-read text. The sign structures can be located on property near the highway, but these are not billboards. Southbound on Highway 54, the sign should be placed within one mile of the N. Bluff Street exit, and northbound the sign should be placed within one mile south of the Route H exit, and south of the Route F exit. In the case where these locations are not in the City, they will have to be secured through negotiations with the property owners.

### INSTALL GATEWAY AND DIRECTIONAL SIGNAGE

It is important that Downtown Fulton define its boundaries and encourage visitors with simple, clear direction to, from, and around Downtown. A wayfinding system can accomplish these goals and address basic functional needs for visitors. Elements of this system should include Gateway signs to let the visitor know they have arrived in Downtown Fulton and directional signage for key destinations and attractions.



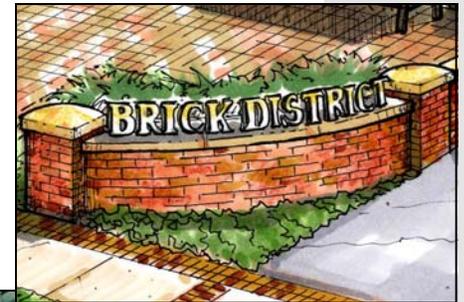
View along Market Street as drivers enter Downtown from the north, with potential site for gateway signage and entry plaza.

These can include Chamber of Commerce Visitor Center, Historical Society Museum, and the Fulton Theatre (once remodeling is completed). Such a coordinated system can improve communication and eliminate confusing visual clutter of non-coordinated signs.

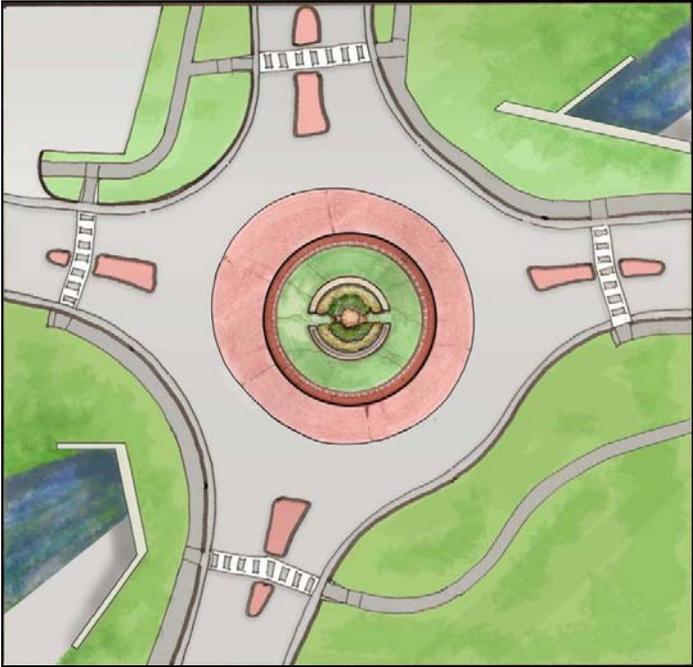
The map at right suggests two locations for Gateway signage, such as is illustrated below. The north location is proposed for just north of the intersection of Market Street and 7th Street. Southbound traffic on Market has a view of the west side of the street along this stretch, approximately where the Library parking lot is located. This location is currently under-utilized with several Sky-Go parking spaces and owned by the City of Fulton. The opportunity exists to provide a small Gateway Plaza to accompany the gateway signage. Traffic coming from the north can be welcomed to Downtown by this plaza and signage with streetscape and aesthetic improvements.

The same opportunity exists for the southern point of entry into Downtown, at the intersection of Market and 2nd Street. This intersection was recently reconstructed as a round-a-bout by the Missouri Department of Transportation. The middle of the circle is grass, but through the DREAM Initiative, a concept for signage and landscaping was introduced. This signage is constructed as part of an ornamental wall in the middle of the circle and proposes to welcome traffic traveling north on Business 54.

A third opportunity should be explored for the western entry point along 4th Street. As the shortest and most direct route into Downtown from Highway 54 and its proximity to Westminster College, gateway signage for Downtown along this roadway will assist travelers to know that Downtown is a block or two further.



Proposed gateway sign locations indicated in yellow.



Site plan and perspective renderings of the potential north and south gateway locations for Downtown Fulton.

Within the DREAM Initiative, concept designs were provided for directional and other types of wayfinding signs. The intent of these designs is to provide an overall theme which ties in Downtown's distinction with specific branding elements and unifies signage within the unique district. This signage should be installed as necessary to assist with visitors navigating to Downtown attractions. The proposed signage and landscaping is illustrated as follows:



Wayfinding signage proposals attempt to play on a link with Robert Fulton by incorporating steamboat smokestacks as part of the design.

### DEVELOP NEW/IMPROVE EXISTING PUBLIC PARKING LOTS

Downtown Fulton has several public parking lots and affords a visitor many opportunities to park their vehicle and walk around the historic district. However, only the Market Street lot (between 5th and 6th Streets) and the Nichols Plaza lot offer easy access to Court Street, the core of the shopping and dining district. In addition, the Market lot is large, but in need of maintenance and upgrades. Conversely, the Nichols Plaza lot is well-maintained with nice landscaping, lighting, and wall screening, however it is much smaller. Both of these lots are also metered, which restricts the freedom of visitors to explore Downtown beyond a two hour limit. Additional parking is provided at the City Hall lot, about two blocks south of the central Court Street area, and north of 7th Street there is a large lot which is owned by the First Christian Church. There is no official arrangement for public parking here, although it does occur, mostly during the week. Further across Market Street is a small public lot which looks to be underutilized. This lot is barely identified for public parking and has no other treatments to encourage visitors and other Downtown patrons to park their vehicles there. Any other public parking is difficult to find without signage to direct people. There appears to be adequate parking along Court Street, although as Downtown revitalization continues on a positive path the on-street parking will need to be bolstered.



The Nichols Plaza public parking lot located west of Court Street is an example for other parking lots in Downtown.

Downtown should seek to make improvements to the Market Street lots along similar lines of the Nichols Plaza lot. The City should also look to add a public lot wherever an opportunity arises, especially around the central Court Street area. Attractive lots in these areas, within a block of the core area will serve Downtown traffic well. The lots should include directional signage to encourage the pedestrian to walk once their vehicle is parked.

The following are suggested principles with regard to parking for Downtown Fulton:

1. Understand the proper role of parking in Downtown Fulton.
  - Develop solutions that focus on keeping the Downtown setting compact, walkable, and interesting.
    - In-fill development with safe, clean sidewalks and curbing
    - Parking accessibility has the potential to set the tone for the rest of the Downtown experience for visitors
2. Strategically Locate Parking Facilities.
  - Back lot parking behind the main street buildings, when possible.
  - Clearly mark parking so people can find it through good directional signage and/or wayfinding system.

- Avoid locating parking facilities in heavy pedestrian corridors.
  - Self-contained parking should be avoided for a traditional downtown because it discourages visitors from passing by other downtown businesses.
3. Value the utility of on-street parking.
- Maintain on-street parking as much as possible.
  - On-street parallel & angled parking provide perceived advantages of visibility, accessibility, and safety.
  - Regulate on-street parking to prevent parking nesters
    - Time limits (current two hour limit is typical)
    - Consider use of fee/meters for on-street parking and free public lots to encourage more lot use and greater pedestrian activity
    - Explore the concept of an employee parking program (window stickers, hang tags) to encourage Downtown employees to park in designated areas and provide visitors more opportunity to park near their destination
4. Emphasize quality design.
- Parking Areas should be generously landscaped and well maintained.
  - Landscaping should be designed to include a visual buffer between the parking area and adjacent sidewalk.
  - Include visual amenities to help make the transition from driver to pedestrian a positive experience.
5. Make better use of existing spaces.
- Develop a parking educational campaign to inform the public of the whereabouts of typically unused parking spaces.
  - Encourage shared parking facilities for users that experience peak parking demands at different times.
  - Ways to get the message out include directional signs, publicizing parking locations on websites, brochures, newspaper advertisements, and through individual downtown businesses to distribute information to employees and customers.
6. Plan for parking comprehensively.
- Any parking solution should be evaluated for its impacts on:
- Traffic Patterns & Flow (conversion of One-Way to Two-Way)
  - Pedestrian Experience
  - Density Levels
  - Parking Coverage Rates
  - Activity Patterns
  - Aesthetic & Historical Qualities
  - Sense of Place



The Market Street public parking lot, located east of Court Street, should be improved similarly to the Nichols Plaza lot.

ESTABLISH THE FULTON THEATER AS AN EVENT VENUE AND DOWNTOWN DESTINATION

Fulton has potential to expand upon events such as the Street Fair in Downtown, or any of the significant events held at the nearby colleges. Many of these events are well attended, however the Downtown can take better advantage by drawing more people in on a regular basis through the re-establishment of the Fulton Theater as an event venue and true destination. While this recommendation is a private improvement and will impact more than just events, the BDA and City should work to develop the area as a vibrant location for visitors and a meeting place for residents.

The Theater is currently owned by the Callaway Arts Council, and this group is attempting to rehab the historic building. Built in 1927, the structure has served as a vaudeville theater, cinema, movie house, and playhouse. CAC is attempting to bring the historic theater up to date without losing its charm and history. With these ambitious improvements events held at the Fulton Theater can improve the visitor drawing power of Downtown tremendously. The promotion of an arts and entertainment venue and the restoration of this important piece of Fulton history will help to serve as an anchor for the Downtown retail and restaurant uses.



The Fulton Theater is slowly being rehabbed. Once completed and in use, this venue can provide a true destination within Downtown Fulton.

DEVELOP A STANDARD DOWNTOWN EVENT

Events tend to be resource intensive, however Downtown Fulton has several venues and elements that make events successful. With a picturesque setting, high traffic count, and numerous supporting businesses and restaurants, event-oriented tourism can play a significant role for Downtown. Additionally, holidays are an impulsive time for travelers. With it's connection to Westminster College and Highway 54, Downtown should be prepared to welcome impulsive visitors on all major holidays.

The Downtown should be able to organize merchants for a sidewalk sale-type promotion and provide a venue for music relatively easily. This type of event could be prearranged or "canned" to minimize the effort needed, while at the same time ensuring that visitors to Downtown have activities to attend. Such events can also be used during other large events elsewhere in the community.

EXPAND AND FURTHER DEVELOP PARK AMENITIES

Recreational opportunities are an integral part of the typical visitor’s expectations as they seek to do more than the typical shopping, restaurants, and museums. In addition, park amenities such as playgrounds, ball fields, and trails provide a destination for residents. In Fulton, Memorial Park forms a large portion of the southern boundary of Downtown. The park offers a lighted ball field with parking, restrooms, and a playground, as well as a trail system which connects Downtown to other parts of the community. Access to the park is available on 2nd Street which forms the southern boundary of the DREAM Study Area. Therefore, residents and visitors to Fulton have the opportunity to add leisure to their Downtown experience.

Further developing the park should begin with updating the amenities and adding new signage to better identify the park and its entrances. Upgrading the design can be achieved through uniformity of design features, such as lighting, signage, fencing, and building materials. In addition there is the opportunity for fountains and other water features to further beautify the space. Expanding the park and improving the connections will provide a vital link and help make the park a major destination in addition to the shopping, restaurants, and other sites of interest within Downtown.



View of Memorial Park where Court Street terminates at 2nd Street. The park offers another Downtown anchor possibility.

IMPROVE BUILDING, HOUSING, AND VACANT LOT CONDITIONS

First impressions make for lasting impressions, and the first impression of Downtown Fulton will be the streetscape and buildings. Private investment will follow public investment, but property owners need encouragement by the City that their investments will retain value. Proper maintenance of publicly owned facilities sends this signal to private owners. Downtown infrastructure projects will provide visitors and residents with a positive first impression and a more pleasant experience. It is important that the City focus on maintenance of the existing infrastructure, parking conditions, and other streetscape elements, while enforcing standards for private property. It is critical that City maintenance of public Downtown properties is a top priority to encourage private property maintenance.

With high quality public improvements, the City can insist on high quality private improvements. Storefront rehabilitation should occur according to historic district guidelines and the City should insist that new construction is complementary to historic buildings. The Downtown and City should work toward adoption of design guidelines for all construction in the Brick District.

Downtown Fulton has an important asset in its architecture and should leverage this unique character to improve its overall aesthetic quality and raise property values. The City will also need to bolster code enforcement in relation to unsafe buildings and nuisance issues to ensure private property maintenance. Non-historic buildings, particularly the residential properties east of Market Street, require maintenance as well.

## RETAIL OPERATIONS

### IMPROVE CUSTOMER SERVICE

Fulton has the beginnings of a healthy and diverse mix of attractions and businesses. However, it is critical that existing businesses are visitor and customer oriented. The Team visited several shops, but were greeted in only a few. Merchants should also have Fulton gifts prepared in advance. Additionally, it is important that businesses in Downtown Fulton work together to provide visitors with a positive experience. Cross promotional efforts and knowledgeable clerks can keep visitors in town longer, with the potential to spend more money that all Downtown businesses can tap into. Retailers could also modify or expand their product offerings to address the needs of visitors, taking into account both basic and higher needs. Collaborative advertising, attractive displays, and coordinating themes will help create a positive shopping experience which visitors will seek to repeat. The Brick District Association, working with the Chamber and Tourism Board, should strengthen ties with the owners and operators of Downtown entertainment, events, shops, and restaurants to help cultivate an atmosphere that improves the visitor's experience. The BDA should provide customer service seminars and keep businesses informed regarding upcoming events. These seminars should maintain a Downtown focus. A Retail Market Analysis is provided as part of the DREAM process, and contains additional survey work and details regarding Downtown Fulton's retail market. This information should be provided to merchants.

### ENCOURAGE EXPANDED BUSINESS HOURS

As previously noted, Downtown Fulton merchants offer the visitor very little to do in the evenings and have limited hours on the weekends. By only having 9-5 hours during the week, a business is catering to local and unemployed residents. Weekend hours are critical to capture tourism dollars. Downtown can develop a monthly evening shopping promotion by coordinating several stores that would be of interest to visitors. This type of promotion would be most effective during the Christmas shopping season, but may also be an attractive activity for summer months when combined with other events.



Example of limited store hours found in Downtown Fulton.

Such a promotion could lead to merchants developing an evening customer base. The BDA can also encourage merchants to provide a notepad for visitors to let the store owner know that they tried to visit them but the store was closed. Effective use of social networking tools such as Facebook and Twitter can also help inform a shop owner of missed connections with customers. These mechanisms can help demonstrate the customers on which a store owner is missing out.

## CONCLUSIONS, IMPLEMENTATION AND FUTURE WORK

Fulton possesses the foundation for historic and entertainment attractions that can draw residents and regional tourists to Downtown and the historic area schools. However, the community – in particular Downtown – needs to improve the critical mass of attractions to attract more visitors solely as a destination. Furthermore, the integration of business operations, improving wayfinding and signage and furnishing visitors’ “basic needs” will provide good customer services. Ultimately, the addition of more shops and restaurants and further development of the Fulton Theater will complement the attractions and provide that critical mass needed to draw more tourists to Fulton as a destination.

Overall, Fulton will be able to reap the benefits of a “quick win” by addressing the recommendations that focus on the “basic needs” and “social experiences” of the visitors’ Hierarchy of Needs. Specifically, offering conveniences and amenities will provide all visitors with a level of comfort and sense of place that will encourage them to visit and stay in Downtown.

Addressing these basic needs will significantly improve the “get-away” and “small town” feel of Fulton, and will allow visitors to look beyond their comfort and safety needs, and explore the attractions which deliver that “personal” and “enriching” experience tourists hope to find in a destination. For Fulton, visitors will be able to really enjoy the richness and variety of Downtown and the Fulton area, and firmly establish the community as a relaxing get-away for people in both Missouri and neighboring states.

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APPENDIX  
INVENTORY OF ATTRACTIONS

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<b>Inventory of Attractions—CITY OF FULTON</b>		
<b>Type of Attraction</b>	<b>Name of Attraction</b>	<b>Comments</b>
<b>Historic Sites/ Points of Interest</b>	<b>Auto World Museum</b>	An 18,000 square foot facility housing the foundation’s collections of rare, unique and vintage cars, as well as exhibits, memorabilia and attractions depicting the history of the automobile.
	<b>Helen Stephens Olympic Display</b>	Display filled with memorabilia and the two 1936 Olympic Gold Medals of Helen Stephens, aka “the Fulton Flash”, a Fulton native and William Woods University alum.
	<b>Jefferson Davis Panel – Gray Ghosts Trail</b>	Located in Hockaday Park, site of Jefferson Davis speech in 1875 in which 10,000 people attended. The Gray Ghost Trail attempts to commemorate people and events from the Civil War, in and around the Fulton area.
	<b>Kingdom of Callaway Chamber of Commerce and Visitor’s Center</b>	The Chamber houses a large collection of pamphlets, handouts, and other marketing materials for most of the visitor destinations in and around the City of Fulton and Callaway County. The Chamber also has a King’s Row Display from the movie, including the suit worn by Ronald Reagan. The title of Reagan’s autobiography “Where’s the Rest of Me” comes from this movie.
	<b>Kingdom of Callaway Historical Society</b>	This museum showcases a variety of historical displays dating back to the early 1800’s and also features books on the history of Callaway County. Genealogy research is also available.
	<b>Missouri School for the Deaf</b>	Built in 1857, this is the oldest school of its kind west of the Mississippi River. Includes the Burney L. Fishback Museum which contains an extensive history of the school’s campus.
	<b>Winston Churchill Memorial and Library</b>	Located on the campus of Westminster College, the memorial includes a historic Christopher Wren church which was relocated from London, England. A museum, library and gift shop are located below the church.

Inventory of Attractions—CITY OF FULTON		
Type of Attraction	Name of Attraction	Comments
Parks and Recreation	Backer Sports Complex	Home to three softball/baseball fields and is the home to William Woods University baseball and softball teams. The fields are also utilized by adult and youth Parks and Recreation programs during the summer months.
	Carver Park	Houses two shelters, one baseball field, playground equipment, a concession area, restrooms, and three basketball courts.
	Fulton Dog Park	One of Fulton’s newest recreation amenities, constructed in the summer of 2010, this facility consists of a 2 acre “Large Dog” area and a separate 1/2 acre area for the smaller dogs to run and play.
	Memorial Park	Divided by Business 54. The east side of the park, also known as Hockaday Hill or Indian Park, houses one shelter, restrooms and playground equipment, as well as easy access Stinson Creek Trail. The west side of the park is home to Memorial & Hensley baseball fields and the old Covered Bridge, which is part of the Stinson Creek Trail.
	Morgan Soccer Complex	Contains five lighted playing fields, a playground, restrooms, concession area, and one shelter. This complex is used for youth soccer and flag football.
	Morningside Park	Totaling 52 acres, the park consists of a fishing lake with a boat ramp, picnic tables, a nature trail and access to the Stinson Creek Trail.
	Smith Branch Park	Roadside park, 1 acre in size, located on Business 54.
	Tennyson Road Park	55 acres of mostly undeveloped land.
	Truman Park and Lake	Home to 3-4 acre lake with fishing and several picnic spots.
	Veterans Park	Home to five shelters, baseball field, fishing lake, skate park, 12 horseshoe pits, three sets of playground equipment, two lighted basketball and sand volleyball courts, concession stand, amphitheatre, 18-hole disc golf course and historic Scout Cabin.
	Wallace Backer Park	5 ½ acre hilltop park, undeveloped at this time.
	Katy Trail	A "Rails to Trails" linear park where the whole family can hike, bike and study nature. The nearest trailhead is 14 miles from Fulton in Mokane.

Inventory of Attractions—CITY OF FULTON/CALLAWAY COUNTY		
Type of Attraction	Name of Attraction	Comments
Golf Courses	Tanglewood Golf & Country Club	18-hole; public.
	Meadowlake Acres County Club (New Bloomfield)	18-hole; private.
	Railwood Golf Club (Holts Summit)	18-hole; public.
Arts & Entertainment	Fulton Bowling Center	Offers state-of-the-art equipment, 16 lanes, a bar and grill, and a video arcade.
	Fulton Cinema	Eight screen movie theater.
	Hazel Kinder’s Lighthouse Theater (Millersburg)	Showcases a wide variety of national, regional, and local musical groups, comedy, and magic shows for audiences of all ages.
	Mildred Cox Art Gallery	Free to the public, offering 2,500 square feet of floor space and 200 running linear feet of wall space, and located on the campus of William Woods University.
	Serenity Valley Winery (Millersburg)	
	Summit Lake Winery (Holts Summit)	
	Treasure Hill Dollhouse Miniatures (Millersburg)	Offering a wide collection of dollhouse miniatures for sale as well as many dollhouse treasures in their museum.

Inventory of Attractions—CITY OF FULTON/CALLAWAY COUNTY		
Type of Attraction	Name of Attraction	Comments
Shopping/Antiques	Apple Wagon Antiques (Williamsburg)	
	Artichoke Annie’s Antique Mall (Millersburg)	
	Cornerstone Antiques	Offers two floors of antique furniture, knick-knacks, dishes, and toys.
	Crane’s Store, Museum and Marlene’s (Williamsburg)	
	Smockingbirds	Selection includes costume jewelry, specialty food items, greeting cards, bath and kitchen items.
	RCW Gifts of New England	Unique gifts and equestrian tack.
	Treasure Hunt Lane	Antiques, especially furniture.
	Jinx Books	Bookstore.
	Saults	Classic style drug store, complete with old fashioned malts/ice cream bar.
	Accommodations	Hotels/ Motels
Bed & Breakfast Inns		The Loganberry Inn B & B
Campgrounds and Cabins		Hanson Hills Campground

Inventory of Attractions—CITY OF FULTON/SURROUNDING REGION		
Type of Attraction	Name of Attraction	Comments
Colleges and Universities	Columbia College (Columbia, MO)	A private, non-profit, coeducational liberal arts and sciences college offering associate and bachelor's degrees, the college also offers master's degrees at the home campus in Columbia, Mo., and at selected extended campuses, as well as online. More than 1,200 students attend the Day Campus, and nearly 3,000 working adults attend the Evening Campus both located in Columbia, Mo. More than 10,000 students attend the 34 nationwide campuses around the country. The Online Campus offers more than 600 classes and 19 online degrees.
	Lincoln University (Jefferson City, MO)	Lincoln University of Missouri is a historically black, 1890 land-grant, public, comprehensive institution that offers 50 learner centered undergraduate degree programs, Master's degree programs in education, business and the social sciences.
	Stephens College (Columbia, MO)	A private, 4-year college, Stephens offers a variety of programs at the undergraduate level for women, as well as distance-learning and on-campus programs in the Graduate and Continuing Studies division for both men and women.
	University of Missouri- Columbia	Flagship campus of the University of Missouri System, Mizzou has a reputation for excellence in teaching and research. MU offers more that 286 degree programs-including 40 online degree options. Current enrollment is approximately 30,200.
	Westminster College (Fulton, MO)	Beginning as Fulton College in 1851, this historic and world renown campus operated as a private men's institution until 1979 when it became co-ed. The student enrollment is just under 1,100 with a student/faculty ratio of 15:1.
	William Woods University (Fulton, MO)	A private, coeducational university that provides graduate and under-graduate degree-completion programs in more than 60 locations throughout Missouri. Established in 1870, relocated to Fulton in 1890, the school was originally a women's junior college but changed to a four-year program in 1962, then to university status in 1993, and became co-ed in 1997.
	Central Methodist University (Fayette, MO)	A private institution, with liberal arts and pre-professional programs. Its offerings range from high-school dual credit to graduate studies. Total enrollment is more than 3,500.

Inventory of Attractions—CITY OF FULTON		
Type of Attraction	Name of Attraction	Comments
Annual Events		
	Murder Mystery (Loganberry Inn)	January
	Chocolate Lovers Weekend	February
	Watercolor Missouri National	April
	Callaway Art and Jazz Festival	June
	Fulton Street Fair	June
	Bluegrass & BBQ	September
	Black Dress Wine Tasting	September
	Kettledrum Tea	November
	Holiday Open House	November
	Christmas House Tour	December
	Fulton Jaycees Christmas Parade	December
	Spa Weekend	December