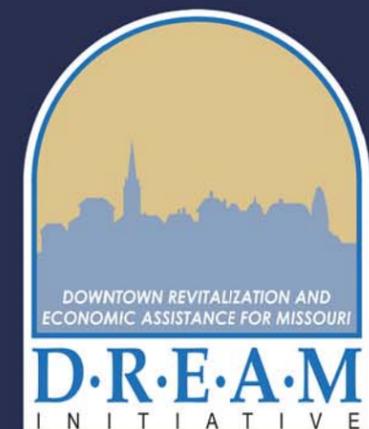




DOWNTOWN STRATEGIC PLAN

CITY OF HANNIBAL, MISSOURI

MAY 2010



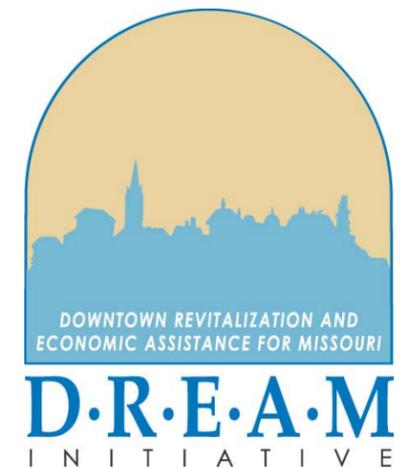
CITY OF HANNIBAL



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



PLANNING CONSULTANT



- Executive Summary 1
- Introduction 4
- Public Outreach 5
- Accomplishments..... 6
- TASK SUMMARY**
- Organizational Structure 7
- Land Use, Buildings, & Infrastructure 10
- Community Surveys 11
- Building & Streetscape Design 13
- Retail Market..... 15
- Housing Market 18
- Financial Mechanisms..... 20
- Destination Assessment 22
- Marketing..... 23
- Special Projects 24
- Implementation 25
 - Implementation Schedule 32
 - Downtown Strategic Plan Timeline..... 39

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 Hannibal.

The DREAM Initiative planning process addressed numerous issues regarding the function, structure and image of Downtown Hannibal. 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 Hannibal. 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 Hannibal. 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 Hannibal 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: Establish a Community Improvement District (CID) in Downtown Hannibal - A community improvement district will provide a dedicated funding source for improvements and business development programs in the 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 Hannibal Development Corporation (DHDC). The CID, in addition to investor pledges and City financial support will provide a sustainable funding source for DHDC to expand operations and programming.

Goal Two: Attract Large Restaurant Development to Former Dealership - The large dealership at the north end of Main Street presents an ideal opportunity for a large restaurant or micro-brewery development. This site is significant due to its proximity to the Mark Twain Boyhood Home museum properties and position as an anchor opposite the movie theater. DHDC should develop a list of micro-breweries to market the site and utilize incentives to attract the best development possible.

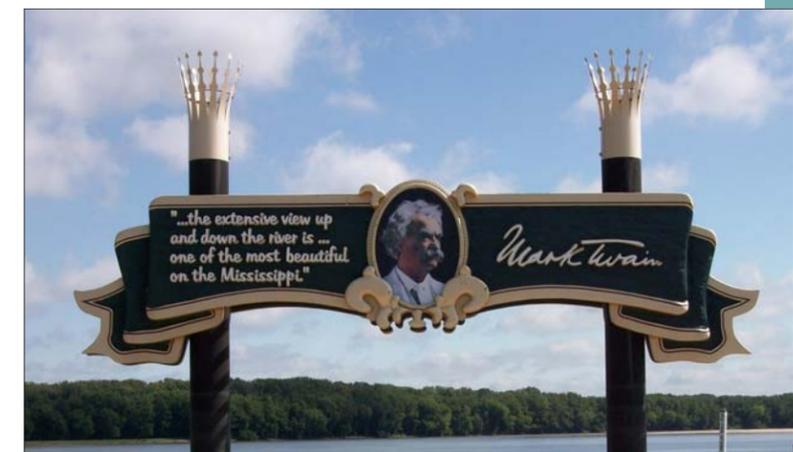
Goal Three: Develop a Quiet Zone in Downtown - Creating a quiet zone in Downtown will greatly improve the quality of life for Downtown residents and enhance the experience of visitors. Working with the Department of Economic Development's Transportation Specialist and the Department of Transportation, the City of Hannibal should engage the railroads about quiet zone creation. Creation of a quiet zone is a long process, but will greatly enhance Downtown's position as a destination for tourism, residential development, and businesses.



Historic Downtown Hannibal on Broadway



Gazebo in Central Park



Mark Twain Sign at Mississippi River

Goal Four: Direct the Improvement of Buildings in Downtown Hannibal - Three important aspects of this goal include effective use of building design guidelines, enforcing building and maintenance codes, and establishing a façade improvement revolving loan fund. Pockets of existing buildings show signs of deferred maintenance, especially on rear façades; enforcing building and maintenance codes are critical to protecting and improving these structures. A façade improvement revolving loan fund will incentivize appropriate improvements to Downtown buildings.

By marketing the loan program, maintenance requirements and the overall beautification efforts to the Downtown property owners, the City of Hannibal will begin to demonstrate an emphasis on the aesthetics of private property.

Goal Five: Implement Streetscape Improvements- Pursue all potential funding avenues to complete the streetscape beautification and improvements along Broadway. It is vital to the revitalization effort that the streetscape improvements are made. A consistent theme among revitalized Downtowns is “Great Streets = Great Retail”. Plan construction phasing carefully, aiming to minimize the negative impact on affected retailers.

Goal Six: Increase Downtown Marketing - Create a distinct Downtown brand that reflects the unique character and history of the area. Utilize the brand consistently throughout all marketing activities. Continue to promote the Downtown website and expand its ability to market Downtown to existing and prospective residents, businesses, and visitors. Create additional support

marketing materials for retail attraction, residential development, event promotion, retail maps, etc. following the chosen branding.

Goal Seven: Increase Literary Focus of Tourism- Hannibal has developed a very successful tourism industry around the life and works of Mark Twain. Build upon this success by expanding into different literary components. Conduct more writing seminars and conferences, filling a gap in that type of event on this side of the State. Additionally, this puts Hannibal back into the position of inspiring new stories and works to build a future of new literary successes.

Goal Eight: Create a Downtown Business Incubator - A business incubator in Downtown will provide benefits to the area by developing a “pipeline” of potential new businesses. Additionally the incubator will be an anchor for Downtown, attracting customers and additional workers. The focus of the incubator should be to complement existing businesses and fill the gaps in Downtown’s existing community oriented retail.

Goal Nine: Create Distinct Downtown Brand - The prevailing perception is that downtown caters more to tourists than to residents. It is imperative to a successful Downtown revitalization effort that this perception is changed. Create a Downtown brand that is more than Mark Twain and invokes the locally dependent commercial activity that traditionally took place on Broadway.



Hannibal Marina



Sidewalk Seating in Downtown Hannibal

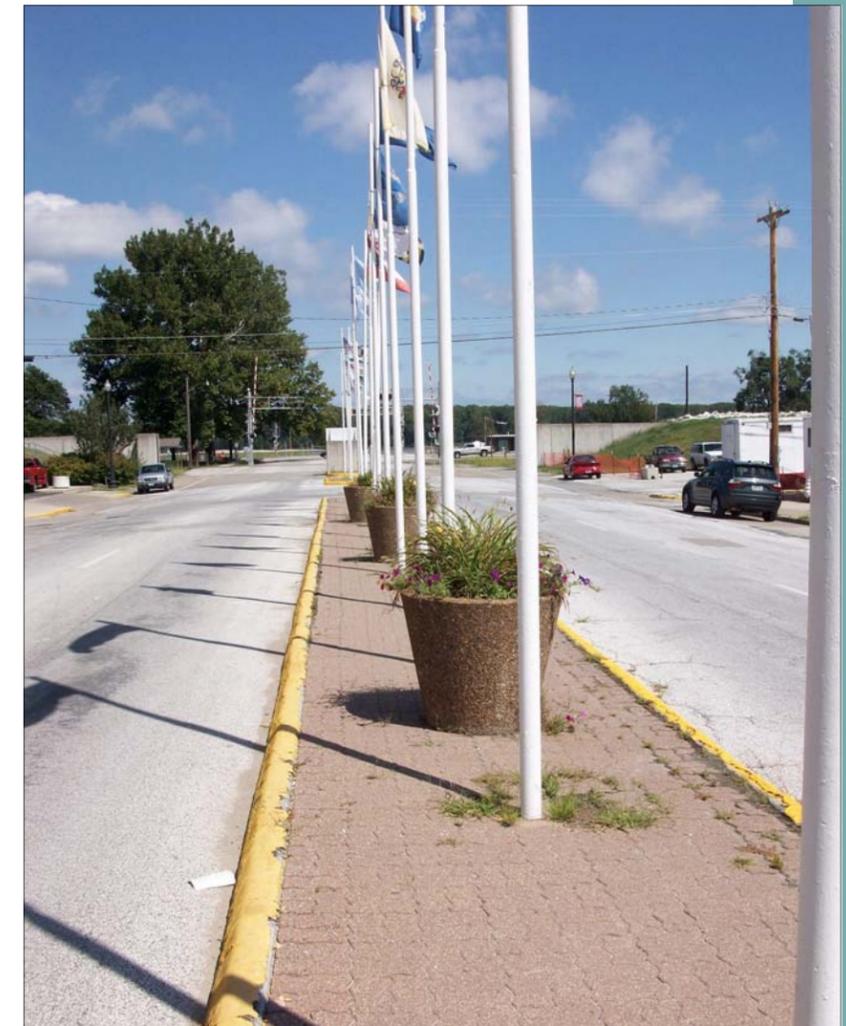
DREAM Initiative • Downtown Strategic Plan

Goal Ten: Expand Retail Development - It is important to develop incentives to attract new retail to Downtown and assist existing businesses to expand and improve. Create the Downtown Economic Development Committee to spearhead the retail development effort. 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 Hannibal's niche of outdoor activities and the arts to establish the unique retail mix necessary to become a retail destination.

For Downtown, however, it is first important to create the critical mass of retail. Filling first store vacancies and replacing service uses on first floors will help greatly. Then build on Hannibal's niche of outdoor activities and the arts to assemble the unique retail mix necessary to become a retail destination.



Example of Appropriate Façade Restoration on Broadway



Existing Flag Poles and Streetscape at Broadway and Riverfront

DREAM Initiative • Downtown Strategic Plan

The State of Missouri recognizes that a substantial investment already exists in Downtown Hannibal. 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.

Hannibal was designated as one of the first ten DREAM communities in 2006. Hannibal 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 program begins with a comprehensive assessment that serves as the foundation for creating the technical planning assistance.

The planning studies and analyses included in Hannibal'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



Commercial Business in Art Deco Building



Existing Streetscape Furnishings

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 Hannibal 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 Hannibal included:

- **Focus Group Meetings**

In the Spring of 2007, four 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 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 public kick-off meetings for the DREAM tasks. The purpose of the kick-off meetings were to inform the public about the task of planning for Downtown that was starting in order to gather information relevant to the topic at hand and inform the public about opportunities to participate.

- Annual Review Meeting

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

The Strategic Plan, this document, is the culmination of the many studies and guidance documents that were identified in the introduction. Throughout the development of those preceding documents and 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.



Retail Corner on Main Street



Example of Appropriate Building Restoration

DREAM Initiative • Downtown Strategic Plan

The City of Hannibal 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 Hannibal. This project and funding assistance complemented the positive momentum that was already in place in Downtown Hannibal. Included among Downtown's accomplishment since the designation as a DREAM Initiative community include:

- **Mark Twain Apartments**—Restoration of the historic Mark Twain Hotel into senior living apartments was assisted by numerous state programs including; MHDC Fund Balance Loan, Federal & State Rental Housing Tax Credits; Federal & State Historic Tax Credits. The property is a fantastic example of historically sensitive restoration and increases the residential population of Downtown.
- **Mark Twain Boyhood Home Foundation**—The Mark Twain Boyhood home is a major demand generator for Downtown and creator of events. The Department of Economic Development assisted programming through Neighborhood Assistance Program Tax Credits.
- **Farmers & Merchants Bank**—Restoration activities at the Farmers & Merchants Bank were assisted through the Department of Economic Development's State Historic Tax Credit program.

- **New Downtown Organization & Downtown Development Director**— The Downtown Hannibal Development Corporation (DHDC), as well as, the funding for a Downtown Development Director for two years was enabled through Department of Economic Development Community Development Block Grants. The most important aspect to Downtown Revitalization is the creation of a sustainable organization to lead the effort, that organization is the DHDC.
- **Development of the Downtown Movie Theatre**— Many local and state agencies participated in the successful development of a new Downtown movie theatre at a significant corner in Downtown Hannibal. A combination of local financial incentives ensured the attractive and state-of-the-art facility was located Downtown. The Hannibal Cine 8 will serve as an anchor, generating activity and traffic Downtown in the most sought after evening hours.
- **Clemens Field Restoration**—Restoration of Clemens Field was assisted by the Department of Economic Development through the Downtown Preservation Act (often referred to as MODESA Light), Historic Tax Credits, and the City of Hannibal through a grant for lighting. Clemens Field is utilized as a minor league baseball team and is a catalyst for future development on the south side of Downtown.
- **Hannibal Arts Council**— The Hannibal Arts Council is restoring a building Downtown for use as a center for Arts and related activity. The project was assisted by the Department of Economic Development through Neighborhood Assistance Program Tax Credits.



New Movie Theatre Development



Restored Mark Twain Hotel

DREAM Initiative • Downtown Strategic Plan

The Organizational Structure Review provided a comprehensive analysis of the organizations involved in revitalization of Downtown Hannibal. 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 was to ensure that a sustainable revitalization structure would be in place to implement the DREAM Initiative recommendations.

The organizations reviewed included:

- Hannibal Chamber of Commerce
- City of Hannibal
- Historic Hannibal Marketing Council
- Hannibal Convention & Visitors Bureau

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 Hannibal are listed as follows:

- **Organize Downtown Hannibal Redevelopment Corporation**

The Redevelopment Corporation will be a tool for stimulating construction of new housing and commercial development within Downtown. The facilitation of private investment in Downtown, particularly retail and/or mixed-use development projects, may require an organization capable of acquiring and possibly completing the redevelopment or rehabilitation of targeted buildings within the Downtown area.

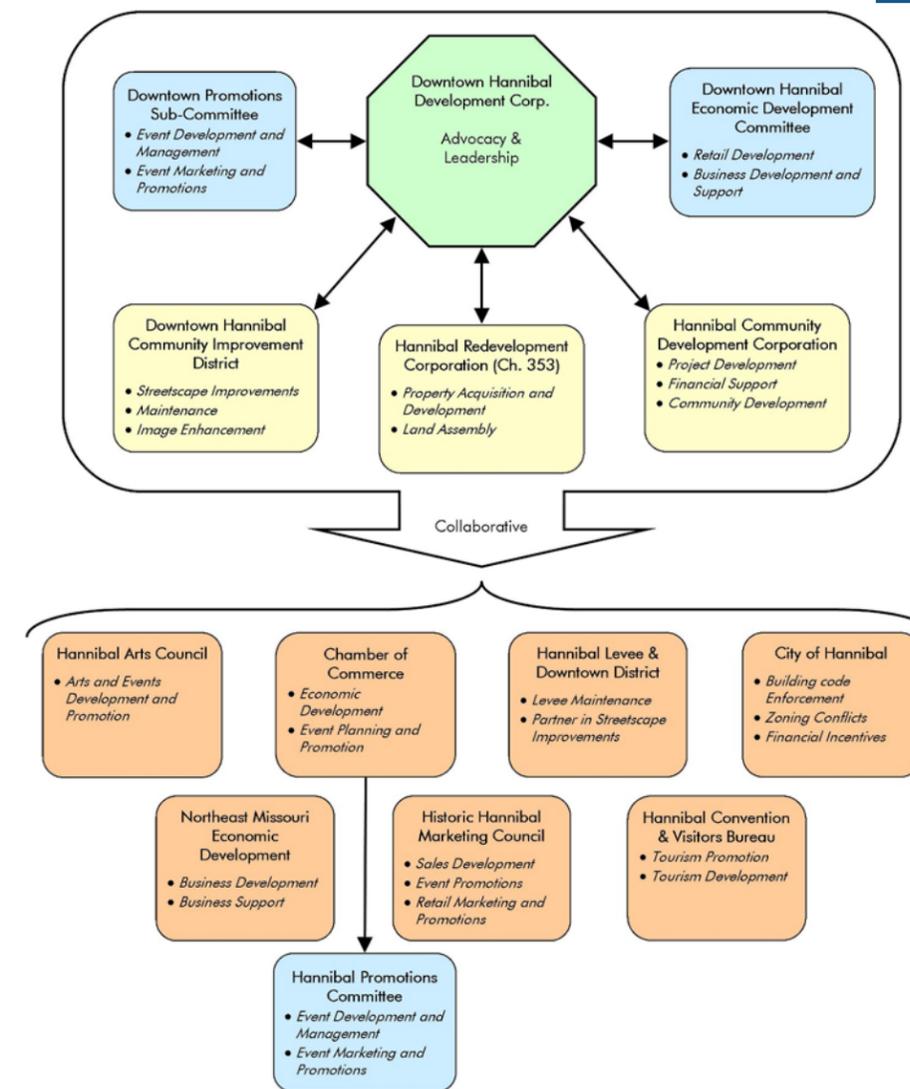
Often, complex redevelopment or “early” development projects within a revitalization timeline require a collaboration of private interests willing to share the risk of land acquisition (to possibly hold for future opportunities or to direct redevelopment) with a “public purpose” of eliminating blighting conditions, accelerating revitalization and coordinating private investment. It is recommended that the Downtown Corporation be organized as a not-for-profit entity under Chapter 353 for the purpose of facilitating redevelopment in Downtown.

- **City of Hannibal**

The City of Hannibal 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 in the areas of: building code enforcement, zoning conflict resolution, financial assistance and implementation of building and streetscape design standards. The City should also actively participate in establishing a CID.

- **Establish Downtown Economic Development Committee**

The Downtown 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 Hannibal.



Recommended Downtown Organizational Structure

- **Establish a Community Improvement District**

The Downtown Hannibal Development Corporation, 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 Hannibal should be created as a political subdivision providing it the most funding options.

A CID is a geographically defined area used to finance projects that benefit the public and the District. CID's 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 Hannibal, 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 Hannibal 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 Hannibal 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.

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 through the petition by the Mayor.



Mark Twain Museum on Main Street



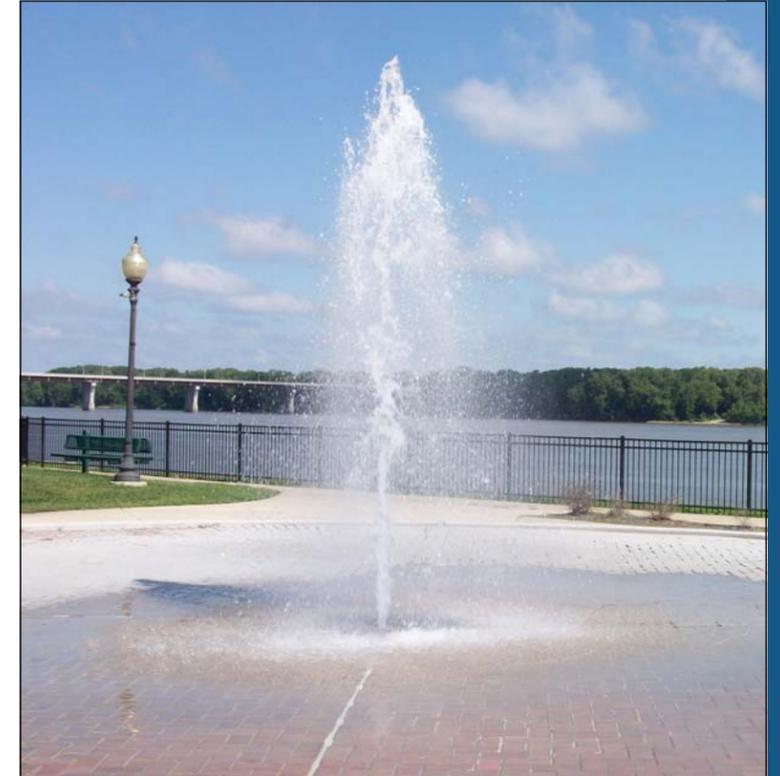
Existing Retail & Streetscape in Downtown Hannibal

DREAM Initiative • Downtown Strategic Plan

The future success of Downtown Hannibal will continue to be the collective responsibility of many organizations. A well suited organizational structure is critical for Downtown Hannibal 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 33. For a full list of recommendations refer to the *Organizational Structure Review, August 2007*.

City of Hannibal



Fountain at Riverfront Park



Closed Brick Street at Mark Twain Museum

DREAM Initiative • Downtown Strategic Plan

The Land Use, Building and Infrastructure Survey is an inventory of Downtown Hannibal's existing land use, exterior building conditions and conditions of public infrastructure. Updating the current Map Reference Handbook will allow the Downtown Hannibal Development 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 DHDC pursue the following strategies:

- **Update Land Use & Zoning Geographic Information Systems (GIS) Data**

The DHDC 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 (GIS) to support downtown development, update land use and commercial vacancies and to track public amenities.

- **Identify Location for Additional Public Parking**

The City of Hannibal 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 be built with design treatments in accordance with the Streetscape Design Guidelines. Consistent design elements will provide the user with visual cues as they seek out Downtown parking. In addition to design elements wayfinding parking signs should identify all public parking lots.

- **Develop Inventory Database for Downtown Infrastructure**

Working with the Department of Public Works develop and conduct 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 for to assist the City, DHDC and developers in the implementation of the redevelopment and revitalization program for Downtown.

A full list of goals and objectives for Downtown Hannibal can be found in Implementation Section on page 33.

The full inventory of the Land Use, Building and Infrastructure can be found in the *Map Reference Handbook*, April 2008.



Downtown Hannibal 1st Floor Land Use



Historic District & Contributing Structures

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 Hannibal's past, present and future. Groups were formed from two categories of stakeholders; Downtown Businesses and General Groups. 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, both groups have a positive view of Downtown Hannibal and high expectations for the future. The report revealed that the groups felt Downtown is largely defined by its cultural heritage, including the boyhood home of Mark Twain, the natural beauty and landscape of the area, and tourism.

Important findings also included attitudes related to: a need for expanded business hours, the user-friendliness of downtown and the need for additional signage, review regulations for retail signage, additional businesses, outdoor dining and the need for additional parking. Residents visit Downtown for

antique shopping, dining, showing visitors Downtown and walking around.

Discussions revealed that Downtown has made significant progress in recent years but some areas still need improvement. These areas include; streetscape design, Downtown aesthetics (sidewalks, parking lots, landscaping and trees), building façade repair, capitalizing on Mark Twain and improving wayfinding signage.

- **Telephone Survey**

In the Summer of 2007, the DREAM Initiative conducted a random sample survey of 300 Hannibal residents. Most respondents had a positive view of Downtown Hannibal. Many of the survey respondents visit Downtown for government services, special events, entertainment, to conduct business, recreation and shopping.

Survey respondents wanted more retail in Downtown, including; restaurants (casual and fine dining), clothing stores, movie theater, grocery store, ice cream/soda fountain and specialty stores. Other priorities included improving building facades and lighting, new parking spaces or lots and making the area more pedestrian-friendly.



Local Restaurant In Downtown Hannibal



Existing Wayfinding Signage

- **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 Hannibal. 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, Mark Twain Boyhood Home and Museum, dining and shopping.
- Visitors were also in Downtown Hermann for nightlife and entertainment, parks and outdoor recreation and visiting area attractions.
- A majority of visitors felt it was very easy to navigate Downtown Hannibal and that store hours are only somewhat convenient.
- Visitors would like to see more retail establishments, art galleries and shops, live music/concerts, restaurants, family events and a movie theater.
- Respondents stated that renovation of historic buildings, maintenance of buildings, green space, infrastructure (especially sidewalks) and signage would add to the overall visitor experience of Downtown Hannibal.

A large number of visitors have visited Hannibal previously.

A full list of goals and objectives regarding Community Survey Objectives can be found in the Implementation Section on page 34.

A full listing of responses and comments can be found in the *Telephone Survey Report, August 2007*, the *Focus Group Survey Report, June 2007* and the *Visitor Survey Report, February 2008*.



Streetscape view of Main Street in Downtown



Well Maintained Building in Downtown

DREAM Initiative • Downtown Strategic Plan

The Building and Streetscape Design task created design guidelines for development or redevelopment of Downtown structures. The intent is to preserve the character and unique sense of place that exists Downtown by ensuring that future development will be based upon 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 Hannibal's Historic Districts 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 Hannibal. 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 monuments/signs at entrances to Downtown Hannibal. The gateway signs should be located at a minimum near the following intersections; North & Third Streets, Fifth & Broadway Streets and at Broadway & the Levy. Location and design of signs should reinforce Downtown Hannibal's character and streetscape amenity design.

- **Develop Façade Rehabilitation Incentives**

Create a Façade Rehabilitation Loan Program that will encourage beautification and improvements of Downtown properties. Market the program and

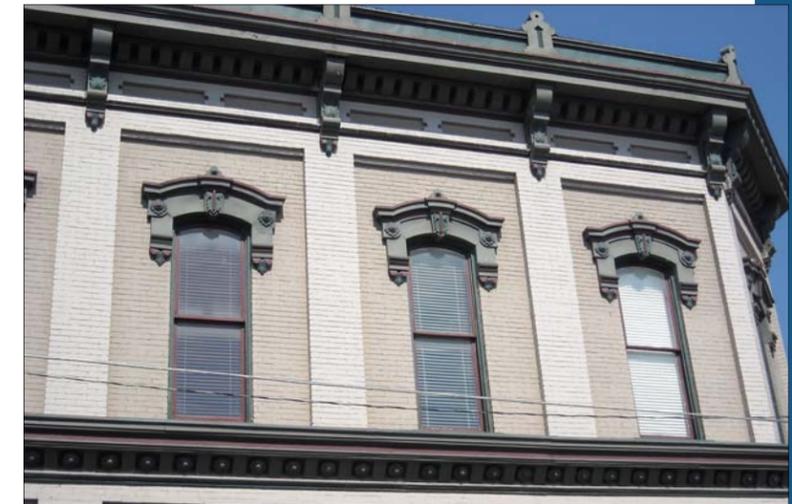
requirements to current and prospective property owners and developers. Request presentations and information from State Historic Preservation Office and Department of Economic Development about Rehabilitation Tax Incentives that can complement local funding sources. Additional information from the Missouri 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 Historic Preservation 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 improvements to their parking lots.



Preserved Historic Upper Floor Windows



Well Maintained Architectural Detail and Cornices



Preserved Bulkhead

DREAM Initiative • Downtown Strategic Plan

- **Review Downtown Zoning Ordinance**

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

A full list of goals and objectives for the Building Design Guidelines can be found in the Implementation Section on pages 34-35.

Hannibal'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 Hannibal. A full listing of building design guidelines can be located in the *Building & Streetscape Design Guidelines*, May 2009.

City of Hannibal



Ornamental Cornice Preserved During Rehabilitation



Streetscape & Signage Along Main Street

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 the strengths and weaknesses of the Downtown Market. The purpose of the report was to provide relevant information in order to develop strategies that will create a successful retail environment in Downtown Hannibal.

The Retail Market Analysis for Downtown Hannibal 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 Hannibal 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 data to establish a baseline assessment of Downtown's economic activity. At the time of the Retail Market Analysis Downtown Hannibal had approximately 58 retail and restaurant establishments that generated nearly \$4.9 million in sales revenue in 2009. Downtown has the potential to capture an estimated \$6.2 million in unmet demand.

Currently there is about 63,000 square feet of vacant first floor space in Downtown Hannibal, a portion of which can be used as retail space. This space has the potential to generate an additional \$2.52 million in annual sales. Relative to the surrounding retail market, Downtown Hannibal captures approximately 4.4% of the \$112 million in City-wide sales and should try to grow 10% by 2015.

The report analyzed demographic and economic trends relative to Downtown trade areas in order to identify retail sectors with unmet demand. A significant finding of the report

was that Downtown Hannibal draws shoppers in from outside the City limits. However, there are many retail shoppers that leave Downtown and the City to find the products they desire. This means there is an unmet demand for certain retail services and presents an opportunity for Downtown Hannibal 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 Hannibal 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 retail market analysis detailed strategies to help achieve retail development success; primary goals and strategies are fully outlined there.

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 Equipment & Supply Stores
- Health & Personal Care
- Grocery & Specialty Food Stores
- Shoe Stores
- Jewelry, Luggage & Leather Goods
- Sporting Good & Hobby Stores

City of Hannibal



Local Coffee Shop in Downtown Hannibal



Sidewalk Sign & Local Trolley

DREAM Initiative • Downtown Strategic Plan

- Book, Periodical, & Music Places
- Florists
- Office Supplies, Stationery & Gift Stores
- Full & Limited Service Restaurants

Specific recommendations to strengthen the Downtown retail environment include:

- **Create a Downtown 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. Formation and responsibilities of the committee were detailed in the previous Organizational Structure Review section.

- **Create a Downtown Business Attraction 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 Retail Attraction 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.

- **Develop Existing Business Assistance Program**

Develop a program to help existing businesses succeed and grow, mainly through improving business operations. The Business Assistance 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 products differentiate Downtown retailers from big box or franchise stores. CID 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. Develop a cooperative advertising campaign for Downtown retailers and events 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 Hannibal. The DHDC should consider

City of Hannibal



Retail Establishments in Downtown Hannibal



Restaurant in Downtown Hannibal

DREAM Initiative • Downtown Strategic Plan

retaining a professional advertising service to ensure the broadest and most effective coverage. Again CID funds could be used as a potential funding source.

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

- 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 programs 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 for full report details.

A full set of goals and objectives for the Retail Market Analysis can be found in the Implementation Section on pages 35-36. All strategies and recommendations, as well as, the gap analysis can be located in the *Retail Market Analysis*, April 2010.

City of Hannibal



Retail Signage in Downtown Hannibal

DREAM Initiative • Downtown Strategic Plan

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

The Housing Market Analysis estimated potential housing market demand and identifies general strategies to respond meet that demand. The analysis identified that a large majority of the residential units throughout Downtown Hannibal 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 Hannibal 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 Hannibal 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 Hannibal Development Corporation pursue the following objectives:

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

The City and Downtown Hannibal Development Corporation should encourage all property owners to properly maintain and upgrade current buildings. The City and Downtown Hannibal Development Corporation should explore creating Neighborhood Home Repair Programs involving local charities and/or Community Development Corporations. The Home Repair Opportunity Program (HeRO) should be applied

throughout Downtown Hannibal.

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 Hannibal Development Corporation and the Hannibal Chamber of Commerce should develop materials to promote living in Downtown Hannibal. 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 Hannibal Development Corporation. The Downtown Hannibal Development Corporation should conduct a promotional Downtown Housing Tour each spring.

- **Develop Quiet Zone in Downtown**

Continue development of Quiet Zone Downtown. Utilize Department of Economic Development transportation consultant to extent possible for Quiet Zone Completion.

- **Develop Second Floor Residential Space**

Downtown Hannibal Development Corporation and the City should identify unused or under utilized second story space throughout Downtown Hannibal. 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



Single-Family Building in Italianate Style in Downtown



View from Cardiff Hill Looking South on Main Street

DREAM Initiative • Downtown Strategic Plan

- **Encourage Conversion to Residential Space**

The DHDC and the City should develop a program to encourage the conversion and rehabilitation of second story space to residential use. The program should include;

- Creation of a low-interest loan available to property owners,
- Information about requirements regarding City Building Codes, ADA accessibility, and Historic District restrictions, and
- Marketing assistance to help fill the space post-conversion.

Adapting vacant and underutilized space will maintain the historic character of the Downtown Historic District while also adding to the residential base and meeting unmet residential demand for Downtown living.

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 for full report details.

A full list of goals and objectives for Downtown Hannibal can be found in Implementation Section on pages 36-37. The full analysis of the Downtown Hannibal housing market can be found in the *Residential Demand Analysis*, March 2008.

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



Multi-Family Building in National Vernacular Style



Existing Residential Four Square in Downtown Hannibal

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, conducted as part of the DREAM Initiative, evaluated the most commonly utilized redevelopment mechanisms available for use in Downtown Hannibal.

The review looked at potential funding sources and statutory mechanisms and 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 Hannibal Development Corporation should pursue establishing the financial mechanisms identified in the report within the first few years following the adoption of the plan. They are:

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

The City of Hannibal has several options when considering the use of Tax Increment Financing (TIF) in the Downtown area. One course of action could be the use of TIF as a development incentive for major projects. The use of this tool should follow TIF procedures established by the City. Another option would be for the City of Hannibal to establish a TIF District with a primary emphasis on infrastructure improvements for the downtown area. However, the most effective use of TIF is to leverage private investment to provide 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 over \$650,000 in gross revenues which can increase if the amount of redevelopment activity increases. 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 provide gap loan financing for more rehabilitation projects throughout Downtown. 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 Hannibal. 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 Hannibal.



New Movie Theatre Downtown



Apartment Building adjacent to Downtown

DREAM Initiative • Downtown Strategic Plan

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 Hannibal.

If a half-cent (0.50%) sales tax was imposed on Downtown Hannibal a CID could potentially generate \$61,860 in 2010, and \$64,528 in 2012. If redevelopment activity increases the funds generated also increase (see page 21 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 37. A full breakdown of all financial mechanisms are located in the *Financial Assistance Review*, January 2010.



Grant's Pharmacy part of Mark Twain Boyhood Home Museum



Retail Streetscape on Main Street

The Destination Assessment identified the existing assets and growth opportunities for tourism in Hannibal. Hannibal 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 Hannibal as the cultural and entertainment hub of the region.

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

- **Create a Literary Focus for Tourism**

Hannibal's history provides it the opportunity to inspire artists and writers to create a new literary and artistic tradition, thus re-establish its prominence as a literary focus for tourism. This would provide Hannibal with an additional avenue to attract visitors and investment in addition to its already established and successful Mark Twain focus. The opportunity exists to create writing workshops, seminars, and writing oriented events lead by outstanding writers all hosted in Hannibal. Partnerships with local colleges and universities offer a fast start. Hannibal's most notable works have been set in the past, therefore the town's identity has been characterized by Hannibal's past. It is time for authors to find inspiration in the present and future Hannibal. Literature can be used to spur excitement about Hannibal's literary past and its future.

- **Develop South Flood Buyout Area Into a Fairgrounds**

Develop vacant land south of Downtown as a permanent part of Hannibal's attractions and event space. The additional space can be utilized to enhance the Mark Twain experience and as a multi-purpose

space. It can be focused around the arts, performances and cultural activities. TIF funds should be used to develop this space.

- **Create Park Connections throughout Downtown**

Hannibal owes its heritage to the Mississippi River. While the riverfront park and various events are located on the river, greater use of this natural resource should be encouraged. Respectful of the river's dynamic natural systems, the City should promote the river as a recreational, educational and eco-tourism destination.

The City should continue to develop trails and greenways along the river, connecting the City's parks and attracting active recreation visitors. Enhanced and continued use of the Mississippi River will foster a greater appreciation of the river as a recreation and education destination.

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 for full report details. A full set of goals and objectives for the Destination Assessment can be found in the Implementation Section on page 37. A full listing of strategies and recommendations are located in the *Destination Assessment*, January 2010.



Riverfront Park Welcome Sign



Cardiff Hill

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 Hannibal 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 Hannibal. The objectives of the Marketing Plan are:

- **Establish a Distinct Downtown Brand**

Develop a distinct brand for Downtown Hannibal to create a consistent image that invokes community pride. Downtown's brand should promote the Downtown as more than Mark Twain's boyhood home, but it should also educate the local community about Downtown's importance. Through effective use of the brand define Downtown Hannibal 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.

- **Establish a Shop Hannibal First Program**

Many communities across the nation have found success in promoting the many advantages of shopping local. Shopping locally supports small businesses, keeps tax dollars in the community, and creates a sense of community. The Chamber of Commerce, working with merchants, the City of Hannibal, and Downtown Hannibal Development Corporation, should create a marketing campaign educating the community about the advantages of shopping locally and the many types of retail goods available in the City.

- **Enhance Promotional Activities by Downtown Hannibal Development Corporation**

Continue to promote and establish the DHDC as the lead organization for Downtown Hannibal. Use various media outlets to promote the visibility of the DHD 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 organizational stability is the CID.

- **Continue Monitoring Special Events**

Continue to develop special events Downtown and develop a strategy to monitor the effectiveness of Downtown events. Identify slow periods and gaps in activities and event types for future event development. The Calendar of Events should be featured on Downtown Hannibal's and the City's Website.

To see a full listing of the goals and objectives outlined in the Marketing Strategy report please refer to the Implementation Schedule on page 38. A full list of marketing objectives and goals are located in the *Marketing Plan*, January 2010.



Historic Downtown Broadway



Historic Star Theatre on South Main Street



Example of Appropriate Building Restoration on Broadway

DREAM Initiative • Downtown Strategic Plan

Hannibal has the opportunity to spearhead a special development project. However, they require broad based volunteer support to be successful.

- **Attract Large Restaurant Development**

The former auto dealership on the north end of Broadway presents a significant opportunity to attract a large restaurant or micro-brewery development. This site is strategically located to provide a destination that can compliment the Mark Twain Boyhood Home properties with commercial activity. Additionally, its position opposite to the recently constructed Hannibal Cine 8 movie theatre provides a counterweight promoting pedestrian travel between the two, benefitting the commercial in between. The Downtown Hannibal Development Corporation and City should prepare a package of potential incentives to attract such a development and prepare a list of interested parties to solicit.

- **Create Downtown Business Incubator**

A business incubator in Downtown will provide benefits to the area by developing a “pipeline” of potential new businesses. Additionally the incubator will be an anchor for Downtown, attracting customers and additional workers. The focus of the incubator should be to complement existing businesses and fill the gaps in Downtown’s existing community oriented retail.

- **Implement Streetscape Improvements**

The proposed streetscape improvements on Broadway are vital to that areas revitalization. To attract new private investment additional public investment is necessary. The streetscape improvements focus on creating a more pedestrian friendly environment that will support retail, service and government uses. Funding for these improvements can come from a mix of funding sources (TIF, CID, ISTE, etc.) , with the City leading the improvements with assistance from DHDC.



Hannibal Riverfront Park



Mark Twain Museum Closed Brick Street



Nipper Park

DREAM Initiative • Downtown Strategic Plan

The following sheets illustrate the recommendations resulting from the planning process for Downtown Hannibal. 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 opportunities and improve any areas of poor condition in Downtown. The strategies focus on implementation mechanisms for the many projects in Downtown Hannibal.

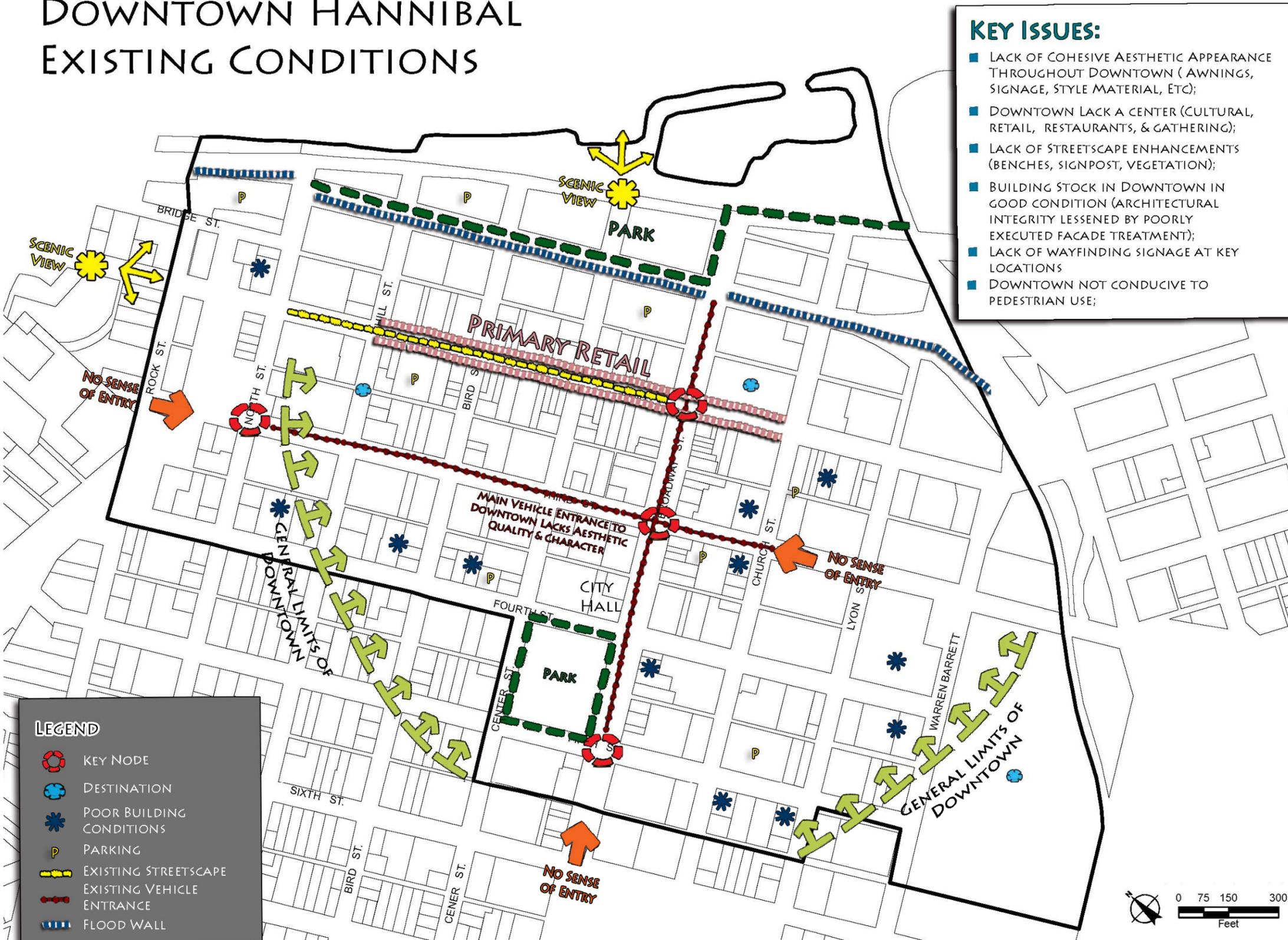


Downtown Streetscape Furnishings



Historic Downtown Hannibal

DOWNTOWN HANNIBAL EXISTING CONDITIONS



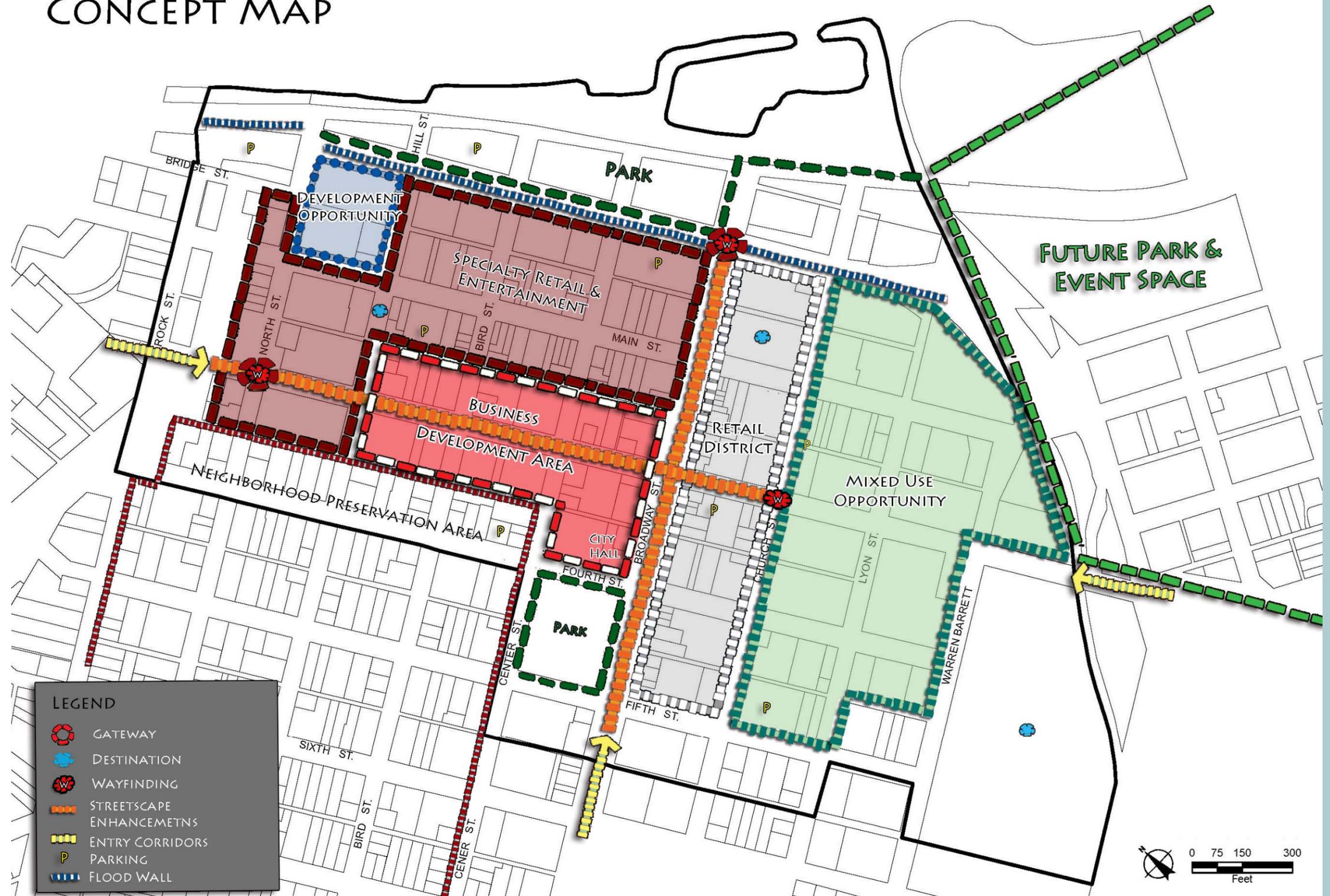
The Downtown Hannibal Concept map is a graphic representation of the findings from DREAM Initiative analyses. The map identifies significant Gateways, Destinations, and Entry Corridors to Downtown. These are important areas to focus improvements and prioritize spending due to their high level of visibility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

The Specialty Retail & Entertainment District contains the majority of unique retail and restaurants in the area. The area is known for its number of Mark Twain themed businesses and destinations. The area should continue to focus on this existing niche with an eye towards improving the quality of retail, restaurants, and amenities.

The Business Development Area contains a large number of commercial, and service oriented businesses, and government offices. The area, located on a main thoroughfare, should continue to focus on this niche. Restaurant and retail businesses are also in this area, and can be successful due to the high traffic volume and day-time employment.

The Retail District is the targeted area for fostering retail that may not fit into the niche theme of the Specialty and Entertainment District. The Retail District

DOWNTOWN HANNIBAL CONCEPT MAP



has traditionally been known as the part of downtown that catered to residents, it is recommended to encourage retail and restaurant growth in that manner.

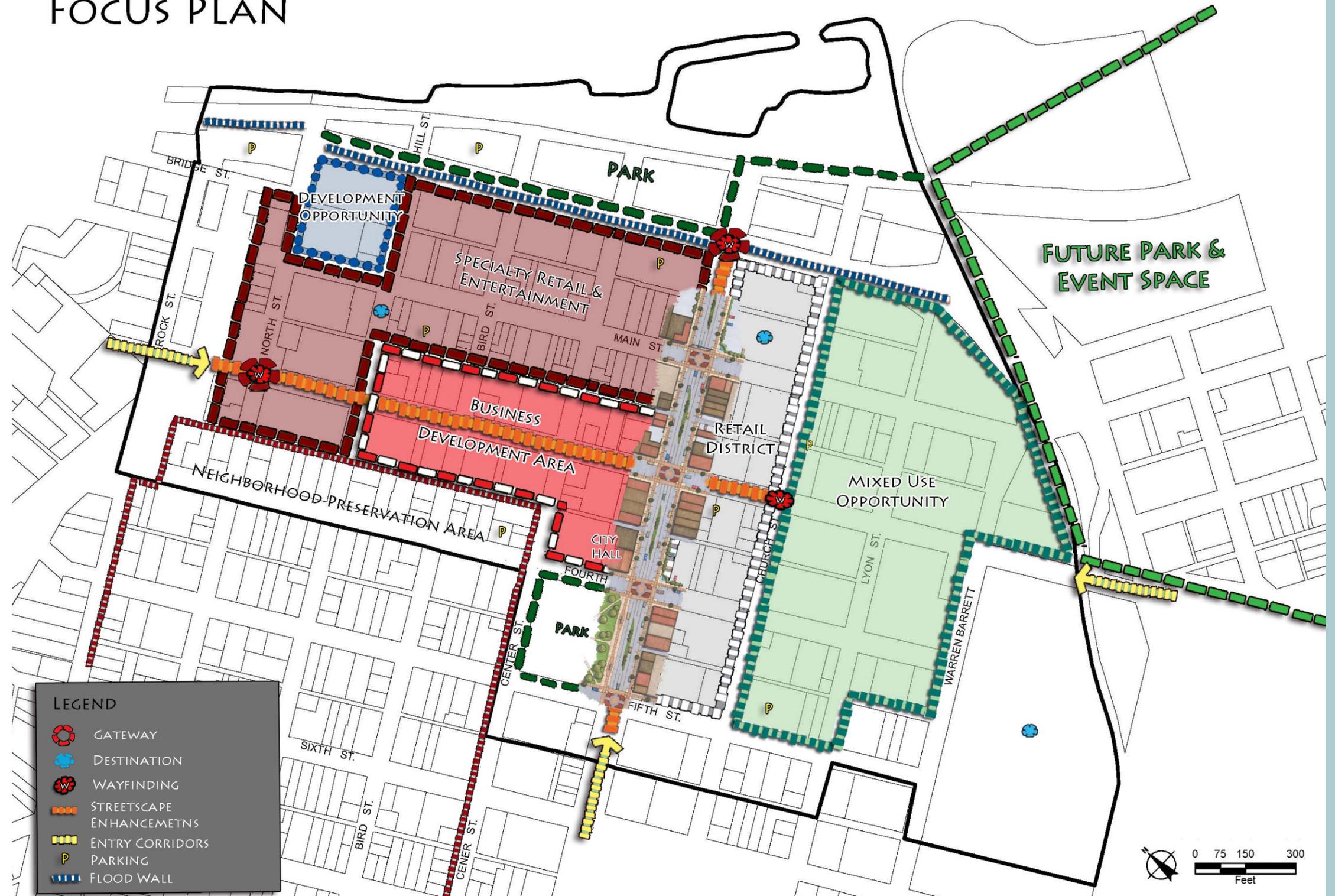
The Mixed Use Opportunity District contains a mix of commercial and retail businesses as well as underutilized or vacant property. This District is targeted for a potential large-scale or multiple medium-scale mixed-use developments that will connect Downtown with the future park and event space, as well as, the Samuel Clemens Baseball Field.

The Neighborhood Preservation Area contains a mix of single-family, multi-family, and B&B's in mostly historic residential structures. The area is very important to Downtown, by providing a large number of households within walking distance and containing a large number of historic structures.

The Development Opportunity is an opportunity for a large-scale restaurant destination. The proposed concept is described in detail on page 32.

The Downtown Hannibal Focus Plan includes the proposed Broadway Streetscape Concept Plan which is described in detail on pages 30-31

DOWNTOWN HANNIBAL FOCUS PLAN



Broadway Streetscape Concept Plan



Riverside Block—Between Front St. and Main St.

- Remove flag poles and replace center median with landscaped median
- Add entrance gate to riverfront, design inspired by historic entrance gate on Broadway
- Add water feature and landscape screening to theater parking lot at Main St. and Broadway St.

General Streetscape Concept Improvements

- Beautify and improve safety features at intersections; install curb bump-outs, install brick pavers or stamped pavement in intersections
- Install stamped or brick inserts in sidewalk along street, continue treatment through intersections
- Follow City Street Tree plan and add trees accordingly

Broadway Streetscape Concept Plan



Walk of Fame—Between Main St. and Fourth St.

- Add a sculptured landscape median
- Develop a Hannibal “Walk of Fame” to honor notable citizens
- Paint all utility/traffic signal poles to match historic streetlight poles
- Screen off-street parking and alleys to create linear street front
- Improve public parking lot with landscaping and water feature

Central Park Block—Between Fourth St. and Fifth St.

- Add a sculptured landscape median
- Expand sidewalk to add Public Art/Sculpture area along park
- Restore Park Fountain to tie into additional water features added throughout the streetscape improvements

Development Opportunity Concept



The intersection of North St. and Main St. provides a unique development opportunity for Downtown Hannibal. The area, already home to the Mark Twain Boyhood Home Museum, can provide an anchor for the northern portion of Main St. balancing the new Main Street Cinema at Main St. and Broadway St. Included in the concept is an adaptive re-use of the former car dealership to a restaurant, micro-brewery, or similar dining destination. The size of the building and on-site parking provide a number of opportunities for a large-scale development. Additionally, the concept proposes additional streetscape improvements that capitalize on the scenic view and statues on Cardiff Hill and Museum across the street. Taken together the development and improvements will create a critical mass of activity encouraging visitors to visit the destination anchors at each end of Main St. and most importantly the businesses in between.

DREAM Initiative • Downtown Strategic Plan

The accompanying schedule of activities located on the following six pages breaks down 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, Housing Market, Financial Mechanism, Destination Assessment, Marketing and Special Projects.

Each project and program is listed by title, description, responsible party, support groups, timeframe, tools, financial mechanisms and resources. The timeline which follows the schedule of activities is based on the prioritization of the projects and their importance to Downtown Hannibal.

City of Hannibal



Hannibal Library



Historic Downtown Hannibal

Organizational Structure Strategies

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
1	Organize Redevelopment Corporation	Create redevelopment organizations to focus on the Mixed Use Opportunity Areas Downtown.	City	Chamber/NMEDC	Q1 2011	Utilize Ch. 353 legislation to encourage the development of underutilized properties into mixed-use developments.
2	Establish Downtown Hannibal Community Improvement District Committee	Establish a Committee to develop a CID utilizing the marketing materials and implementation schedule developed through DREAM. A CID will provide Downtown Hannibal with additional funding to achieve improvements for the district. The CID includes members from civic groups and public agencies.	DHDC	City/Chamber/NMEDC	Q1 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. DHDC should take lead with help from the City.
3	Identify Funding Sources for Downtown Hannibal Development Corporation	Develop reliable an sustainable funding for DHDC Programs and Administration.	DHDC	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 Hannibal Economic Development Committee	This committee should be formed to specifically address the economic development needs of Downtown Hannibal.	DHDC	City/Chamber/NMEDC	Q4 2010	Utilize marketing materials developed for Downtown and Retail Market Analysis for targeting companies for attraction. Use traditional economic development methods to encourage business retention and expansion.
5	Expand Downtown Promotions Committee	Expand the Downtown promotions committee to include newly formed organizations.	DHDC	City/Chamber	Q2 2010	Utilize marketing materials and destination assessment findings to create additional events.

Land Use & Building Survey

	Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
6	Identify Locations for Public Parking	City should identify areas to create new public parking lots and acquire property to convert into public parking.	DHDC	City	On Going	The City should continue to monitor demand of and 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.
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.	City	DHDC	On Going	The DHDC 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 updated 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 Hannibal should be updated every 6 months.
8	Develop Downtown Parking Map/ Brochure	Develop parking map of public lots and on street parking.	DHDC	City	Q2 2010	Parking maps should be prepared to clearly illustrate all parking downtown. Maps should use the same graphic elements as the Downtown signage system.
9	Develop Inventory Database for Downtown Infrastructure	Working with City staff, the DHDC should develop and conduct inventory of downtown assets (trees, benches, lighting & types, traffic signals & signs, etc.).	City	DHDC	Q4 2011	As previously mentioned a GIS data base has been 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. DHDC should use volunteers and any available City resources to accomplish this task.
10	Produce/Procure new Aerial Photography	Aerial Photography is available from Missouri Spatial Data Information; photography should be acquired every other year.	City	State	Q2 2012	The City's GIS staff should continue to maintain the current aerial photography.

Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
11 Continue Visitor Surveys	During major events continue to monitor attitudes and effectiveness of Downtown Revitalization Efforts, quality of events, etc.	DHDC	City	Ongoing	Follow format/procedures developed for the DREAM Initiative including announcements by the local media about the results and value of such surveys.	
12 Re-convene Focus Groups	Focus Groups should be held every 5 years to monitor progress throughout the community and gather new ideas and information.	DHDC	City	Q3 2013	Follow format/procedures developed for the DREAM Initiative.	
13 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.	DHDC	City	Q1 2015	The DHDC should enter into a professional services agreement with a qualified public survey firm to assist in development, collection and analysis of surveys.	
Building & Streetscape Design Guidelines						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
14 Create Educational Historic District Information Packet	Create Historic District information packet for current and potential property owners to educate and encourage appropriate decisions.	HPC	City/DHDC	Q1 2010	Utilize Design Guidelines and National Register District Information to develop a Historic District Information packet to benefit existing and potential property owners.	
15 Review Downtown Zoning Ordinances	Every five years review and amend, if necessary, the Zoning Ordinance and development regulations to encourage more development activity through land-use planning and community design.	City	DHDC	Q2 2011	Review the City's zoning ordinance against the Historic District and land use planning maps for potential changes and updates to zoning.	
16 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.	HPC	City/DHDC	On Going	Conduct public meetings to review design guidelines and use an architect to continue development of renderings.	
17 Integrate Streetscape Design Guidelines	Adopt streetscape design guidelines to ensure that design concepts and standards are used consistently throughout Downtown.	HPC	DHDC	Q2 2012	Integrate the engineering design components of the Broadway Streetscape Improvements into the Downtown Building Design Guidelines.	
18 Market Façade Rehabilitation Incentives	Create promotional campaign and corresponding materials with information about façade rehabilitation loan programs.	DHDC	HPC	Q3 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.	
19 Develop Signage System for Public Parking	Develop signage system for public parking lots downtown for better identification.	City	DHDC	Q2 2010	City should contract with local sign company to develop signs that are consistent with existing wayfinding system. CID can assist in financing.	
20 Establish Gateways to Downtown	Design and construct gateway monument signs at Downtown entrances.	DHDC	City/HPC	Q1 2010	Location and design of signs should reinforce Downtown Hannibal brand. Utilize CID, TIF or state funding sources to develop gateway signs at entrances to Downtown.	
21 Maintenance of Beautification Projects	Manage the maintenance of the downtown district beautification projects.	DHDC	City	On Going	Maintenance of Downtown beautification projects should be financed primarily from Community Improvement District (CID) funds. Projects will include banners, landscaping, public art and seasonal decorations. High level of maintenance during festivals is critical.	
22 Develop a Community Wide Wayfinding Signage System	Develop a signage plan that makes recommendations for the placement of signs to provide direction and information for motorists and pedestrians in Downtown Hannibal. Utilize the wayfinding recommendations to improve connections to Downtown from the surrounding area.	City	DHDC	Q1 2010	The DHDC 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 a sign company. Implement signage as indicated in DREAM Streetscape Plans.	

Building & Streetscape Design Guidelines

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
23 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.	DHDC	City	Q4 2009	Incorporate shared parking standards into zoning requirements for Downtown and surrounding areas. Use all available resources to make employee off-street parking feasible such as security escorts, bad weather shuttles, lighting, etc.
24 Develop Public Area Master Plan	Prepare a Plan that deals with all public areas in the immediate and adjacent Downtown area.	City	DHDC	Q3 2013	As a master planning process, this effort should include a complete inventory of potential areas, implementation of a public engagement process to solicit public input, concept development, cost estimates, and project scheduling.
25 Improve Appearance of Parking Lots in Downtown.	Produce design guidelines and maintenance strategies for public and private parking lots.	City	DHDC	Q1 2012	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.
26 Continue to Encourage Rehabilitation of Downtown Buildings	Encourage rehabilitation of underused building space in downtown, including upper floors to accommodate residential & office use.	DHDC	City	Ongoing	The DHDC 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.
27 Create Resident and Business Sponsorship Program	DHDC should work with the City and Chamber to develop a sponsorship program whereby individuals or businesses can "sponsor" specific site furnishings for public use.	DHDC	City/Chamber	Q4 2010	The sponsorship should be acknowledged through placement of a plaque on the site furniture.
28 Upper Floor Development	Establish financial assistance & incentive programs to encourage upper-story development.	DHDC	City	Ongoing	Identify buildings and owners with ambition to develop 2nd & 3rd story office, service and housing units.

Retail Market Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
29 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.	DHDC	City/Chamber	On Going	Target retail sectors identified through the DREAM analysis and develop an attraction program. 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. Marketing and attraction efforts can be funded by a CID.
30 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.	DHDC	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 Hannibal. DHDC and the Chamber should lead the effort in recruiting new businesses to the area.
31 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. Utilize program to educate and inform business owners about product differentiation, product presentation, window displays, and standards for hours and days of operation.	DHDC	City/Chamber	Q1 2011	Establish a business visitation program 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 DHDC current on the status of the business community. Establish business operation improvement and education programs.
32 Create Business Development Loan Program	Create a business development revolving loan fund available to existing downtown businesses and for business attraction.	DHDC	City/Chamber	Q4 2009	Create a revolving loan fund utilizing CID seed money or tax credits. The loan should target appropriate existing businesses or new businesses. Use the Downtown website, and brochures to market the Business Development Loan Program.

Retail Market Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
33 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.	DHDC	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 DHDC to provide benefits to its businesses.
34 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.	DHDC	City	Q2 2010	Local newspapers, websites, radio and television ads, as well as flyers and ads in local magazines will be effective in promoting Downtown. DHDC and the CVB should consider retaining professional advertising services to ensure the broadest and most effective coverage.
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.	DHDC	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 Create Shopping Oriented Downtown Events	Create events such as sidewalk sales, weekly evening shopping nights, storefront display contests, etc. that are focused on shopping.	DHDC	City/Chamber	On Going	Develop and market events with CID seed funds.
37 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 towards the recommended store mix.	DHDC	City/Chamber	On Going	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 businesses considering a Downtown location. This listing should be made available on the Hannibal and DHDC website.
38 Develop a Downtown Directory	Develop a directory or brochure detailing the retailers and type of merchandise offered of all Downtown stores.	DHDC	City/Chamber	Q1 2010	Use DHDC and City mapping to create a Downtown Directory and map.

Housing Market Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
39 Encourage Residential Development of Upper-Floor Spaces	Identify unused and under-utilized second story space and market to local/national developers for conversion to living space.	DHDC	City	Q4 2014	DHDC should work to develop financial incentives encouraging conversion of such properties. City should work to simplify the process of converting properties.
40 Develop Quiet Zone in Downtown	Continue development of Quiet Zone Downtown.	City	DHDC	Q1 2010	Utilize DED DREAM transportation consultant to extent possible for Quiet Zone completion.
41 Develop Downtown Housing Marketing Campaign	Develop appropriate materials that can be distributed to the public to help promote Downtown living in Hannibal.	DHDC	City	Q3 2010	DHDC should also prepare a series of informational packages that identify a variety of financing mechanisms that would be available from participating banks. Conduct a Downtown Housing Tour each spring. Provide realtor packages and rental opportunities.
42 Increase the Residential Population in Downtown Hannibal	Identify buildings for conversion and building lots for infill opportunity.	DHDC	City	On Going	Promoting Downtown Hannibal 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.
43 Enforce Building Codes	City must enforce current building codes in Downtown, on consistent basis for all structures.	City		On Going	Building codes with supplemental building code regulations should be consistently enforced for Downtown Hannibal. 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.

City: City of Hannibal
 DHDC: Downtown Hannibal Development Corp.
 Chamber: Hannibal Chamber of Commerce
 CVB: Convention & Visitors Bureau

HPC: Historic Preservation Commission
 NMEDEC: Northeast Missouri Economic Development Council
 DED: Missouri Department of Economic Development
 MERIC: Missouri Economic Research and Information Center

Housing Market Analysis

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
44 Encourage Property Owners to Improve & Maintain Properties	Provide incentives for home owners and landlords to improve the physical appearance and curb appeal of properties.	City	DHDC	Ongoing	Continued maintenance and improvements will increase the values of neighboring areas and create an aesthetically appealing atmosphere.

Financial Assistance

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
45 Establish Tax Increment Financing District for the Downtown Area	The City should create a TIF District 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	DHDC	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 DHDC, should coordinate a series of public relations meetings with the public, Downtown property owners and business owners to promote the benefits of a TIF.
46 Establish a Community Improvement District for the Downtown Area.	Establish a CID to act as a funding mechanism for Downtown improvements as well as fund the services of the Downtown Hannibal Development Corp.	DHDC	City	Q3 2010	Use DREAM Initiative Financial Assistance Report and Strategic Plan information to support development of a Downtown CID.
47 Establish Façade Rehabilitation Revolving Loan Fund	Create a Façade Rehabilitation Revolving Loan Fund to incentivize appropriate Downtown rehabilitation and beautification improvements. Utilize the MDFB Façade Revolving Loan Fund or CID seed money as funding.	City	DHDC	Q4 2010	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.
48 Develop Ongoing Funding Identification Mechanism	Consistently evaluate the available private, local, State and Federal funding sources to support public and private projects and programs.	DHDC	City	On Going	Establish DHDC as contact with funding agencies and keep informed and trained in grant writing.

Destination Assessment

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
49 Capitalize on "America's Hometown" and Literary History	Capitalize on existing tourism focused around Mark Twain and the inspiration for the "Great American Novel."	DHDC	City/Chamber	On Going	Mark Twain has been the driving forces for a majority of visitors to Hannibal. Visitors travel from all across the world. Continue marketing Mark Twain and continue to improve the amenities and visitor experience.
50 Create Park Connections Throughout Downtown	Prepare a plan to connect the various existing parks and features in and around Downtown through a system of trails.	City	DHDC	Q1 2013	Conduct a study of park connections and unique public features and destinations.
51 Develop & Implement a Wayfinding & Signage Program	Develop recommendations for sign design standards and placement. Allocate financial resources to support objectives. Identify Downtown and regional locations, construct and maintain wayfinding system.	City	Chamber/DHDC	Q4 2010	Use wayfinding system suggestions from Streetscape Design Guidelines and issue RFP.
52 Coordinate Downtown Business Activity	Work towards creating a seamless Downtown experience for visitors through coordination of businesses and services within the local tourism industry.	City	Chamber/DHDC	On Going	Through cooperative agreements or business license requirements create coordinated store hours. Through retail development create coordinated retail and services.
53 Develop Fairgrounds as an Attraction	Develop vacant land south of Downtown as a permanent part of Hannibal's attractions and event space.	City/DHDC	Chamber	Q2 2014	This additional space can be utilized to enhance the Mark Twain experience and provide a multi-purpose space. It can be focused around the arts, performances and cultural activities. Use TIF funds to further develop this space.

Marketing Strategies						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
54 Establish a Distinct Downtown Brand	Develop a brand unique to Downtown and the Downtown Hannibal Development Corporation.	DHDC	City	Q4 2009	Use CID funds to assist in developing a distinct downtown brand and utilize throughout all activities.	
55 Special Events/Evaluate Calendar of Events	Continue development of annual special events Downtown and develop a strategy to monitor the effectiveness of downtown events.	DHDC	City/Chamber	Q2 2010	Utilize Events Committee to identify shoulder periods and gaps in event types for future event development.	
56 Launch "Shop Hannibal First" Program	Develop a marketing effort to encourage residents to shop in Hannibal instead of leaving the City.	Chamber	DHDC/City	Q3 2010	The Chamber of Commerce should spearhead the effort with funds from the City and merchants.	
57 Expand Store Hours	Encourage downtown businesses to maintain hours that respond to customers' needs.	DHDC	City/Chamber	Q1 2010	This must be done in a cooperative approach among shop owners and notices of change must be well publicized.	
58 Fill Vacant Storefronts with Local Art and Signage Promoting Downtown	Use empty storefronts to market and promote Downtown Hannibal and to promote local artists.	DHDC	City/Chamber	Q1 2010	Make vacant storefronts visually appealing with displays from local retailers, art and signage promoting events or other retailers in Downtown.	
59 Enhance Promotional Activities by DHDC	Increase staff resources and continue to promote the visibility of Downtown Hannibal Development Corporation.	DHDC	Chamber	On Going	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.	

Special Projects						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources	
60 Implement Streetscape Improvements	Pursue all potential funding avenues to complete the streetscape beautification and improvements along Broadway.	City	-	Q1 2011	It is vital to the revitalization effort that the streetscape improvements are made. A consistent theme among revitalized Downtowns is "Great Streets = Great Retail". Plan construction phasing carefully, aiming to minimize the negative impact on affected retailers.	
61 Create Downtown Business Incubator	A business incubator in Downtown will provide benefits to the area by developing a "pipeline" of potential new businesses.	DHDC	Chamber	Q2 2011	Additionally the incubator will be an anchor for Downtown, attracting customers and workers. The focus of the incubator should be to complement existing businesses and filling the gaps in Downtown's existing community oriented retail.	
62 Attract Large Restaurant Development	The large dealership at the north end of Main Street presents an ideal opportunity for a large restaurant or micro-brewery development.	DHDC	City	Q1 2010	This site is significant due to its proximity to the Mark Twain Boyhood Home museum properties and position as an anchor opposite the movie theater. DHDC should develop a list of micro-breweries to market the site and utilize incentives to attract the best development possible.	

TASK

2010

2011

2012

2013

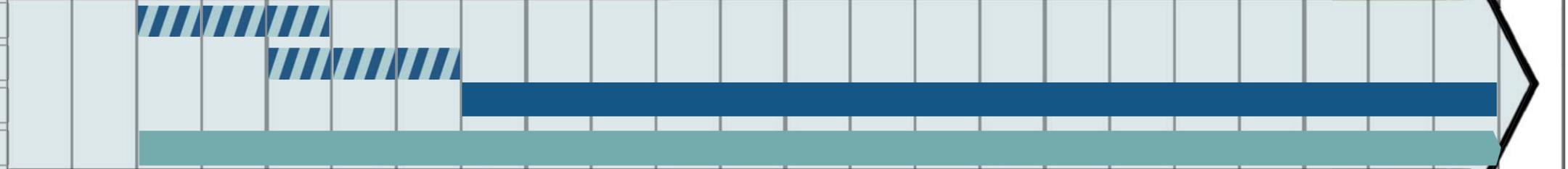
2014

2015

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

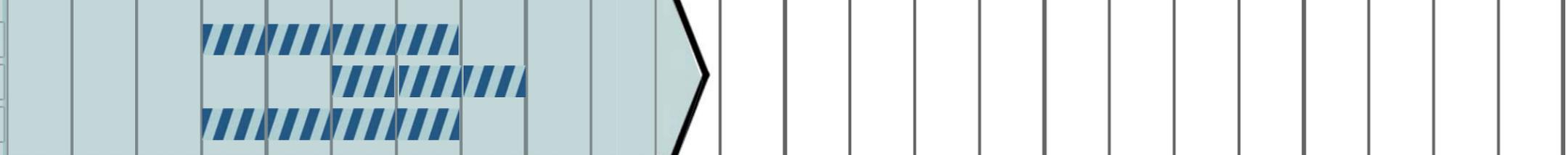
HOUSING MARKET

- DEVELOP QUIET ZONE IN DOWNTOWN
- DEVELOP DOWNTOWN HOUSING MARKETING CAMPAIGN
- ENCOURAGE RESIDENTIAL DEVELOPMENT ON UPPER-FLOORS
- ENCOURAGE IMPROVEMENTS & MAINTENANCE OF PROPERTY



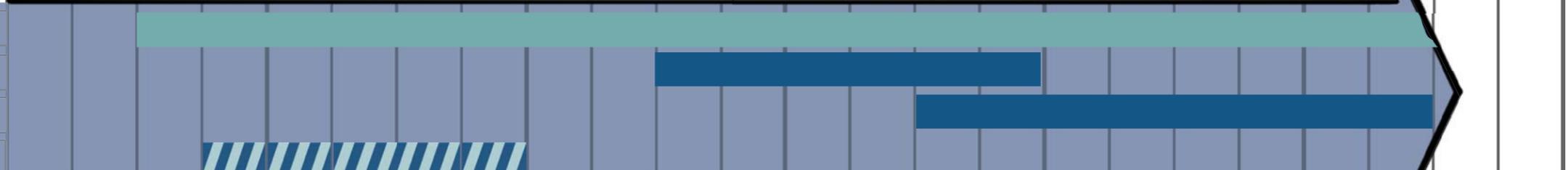
FINANCIAL MECHANISMS

- ESTABLISH A TAX INCREMENT FINANCING DISTRICT
- ESTABLISH FACADE REHABILITATION REVOLVING LOAN FUND
- ESTABLISH A COMMUNITY IMPROVEMENT DISTRICT



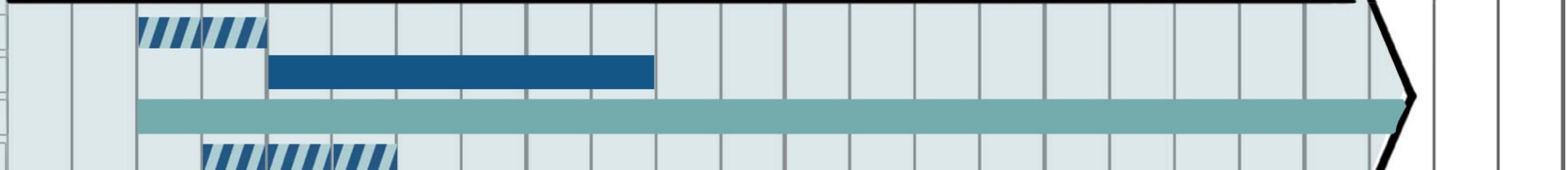
DESTINATION ASSESSMENT

- CAPITALIZE ON AMERICA'S HOMETOWN WITH LITERARY FACETS
- CREATE PARK CONNECTIONS THROUGHOUT DOWNTOWN
- DEVELOP FAIRGROUNDS AS AN ATTRACTION
- DEVELOP AND IMPLEMENT WAYFINDING & SIGNAGE PROGRAM



MARKETING

- ESTABLISH A DISTINCT DOWNTOWN BRAND
- CID COMMUNICATION
- INCREASE PROMOTIONAL ACTIVITIES BY DHDC
- SHOP HANNIBAL FIRST



SPECIAL PROJECTS

- IMPLEMENT STREETScape IMPROVEMENTS
- CREATE DOWNTOWN BUSINESS INCUBATOR
- ATTRACT LARGE RESTAURANT DEVELOPMENT

