

Hannibal, Missouri



DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

MARKETING PLAN
JANUARY 2010



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DOWNTOWN
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EXECUTIVE SUMMARY

Over the past several years, the Hannibal community has established a solid foundation for revitalization and growth, but to transform the area into a prime location for tourism, shopping, and business, a focused and ongoing marketing plan is needed. The adage “If you build it, they will come” represents an incomplete strategy. In addition to building it, you have to tell them it is there and why they want to come. Illustrating the benefits and options to the desired audience is a key component in marketing Downtown Hannibal.

This Marketing Plan identifies seven primary objectives, with goals and strategies for each objective and target audience for each of the goals. Taken together, these objectives promote one key message—Hannibal offers a unique, fun and convenient place to shop or visit.



Riverfront Welcoming

The seven primary marketing objectives for Hannibal are:

Objective 1: Rebrand Downtown Hannibal

Rebrand the target area to create a cohesive and exciting image that is both easily understood by, and motivates, the target audience.

Objective 2: Capitalize on Existing Assets

Focus on natural features, location, literary prominence and rich history. Market these assets to all target audiences.

Objective 3: Monitor Perceptions of Downtown Hannibal

Through the use of continued surveys and focus groups monitor resident and visitor attitudes about Downtown Hannibal.

Objective 4: Increase Downtown Sales Revenue

Increase the number of shoppers, diners and visitors to Downtown Hannibal.

Objective 5: Promote Positive Perception of Downtown Hannibal

Promote a positive perception of Downtown Hannibal in the minds of local and regional residents

Objective 6: Strengthen Downtown Business Environment

Strengthen the business and retail development in Downtown Hannibal and take steps to ensure longevity.

Objective 7: Increase Downtown Residential Population

Increase the residential population through promotion and development.

SITUATION ANALYSIS

Downtown Hannibal is situated in a diverse urban landscape with residential, commercial and industrial areas, a historic district, and parks. Visitors enjoy its friendliness, low crime rate, small town charm, and acceptance of diversity. Located close to St. Louis and within five hours of Kansas City and Chicago, Hannibal has a large auto industry, strong public school system, four-year private college, community college extension campus. Hannibal was described as “America’s Hometown” in a 2004 community survey and a good place to live.

Demographics

The 2007 ESRI demographic and income profile of the area within a 15-minute drive from Downtown Hannibal, the median household income was \$40,126, which compares to \$42,841 for 2006 in Missouri, per U.S. census data. The ESRI market profile also indicated Hannibal’s median housing values were significantly below state and national levels. (Hannibal 2007=\$96,743; Missouri 2006=\$131,900; U.S. 2006=\$167,500). With only a slightly lower median household income and significantly lower real estate prices, Hannibal offers residents an attractive lower cost of living.

Census Bureau statistics from the 2000 census, showed only 15.6 % of Marion County residents have a bachelor degree or higher as compared to 21.6% for the state of Missouri in 2000.

Parks

Hannibal has Missouri’s most extensive park system. Riverview Park has received formal recognition from the National Register of Historic Landscapes. In 1997 voters passed a half-cent sales tax to develop city parks, which increased the city’s parks budget to \$1.3 million. Voters have also renewed a half-cent sales tax for transportation improvement three times and supported the increase in bed tax from 3% to 6% in 2006; and approved by, an 80% margin, a bond issue to build a new \$8-million elementary school near Downtown.

Riverfront

An important feature of Downtown is its proximity to the Mississippi River. Recent waterfront improvements include new steps for the lighthouse and the installation of new docks at the Nipper Park Marina. Grain elevators on the riverfront have been removed to make way for an improved docking facility for large excursion boats. Hannibal currently offers a riverboat excursion service from April to November. The city owns much of the riverfront land and has potential to acquire more. The floodplain area restricts development, but does offer an opportunity for nature preserve and recreational uses.



Hannibal Park

Hannibal is located on part of the great River Road network. Two highways cross through Hannibal and plans call for the addition four lanes to Highways 61 and 72. The relocation of the Highway 72 bridge, has made it easier for motorists to by-pass Downtown.

Downtown

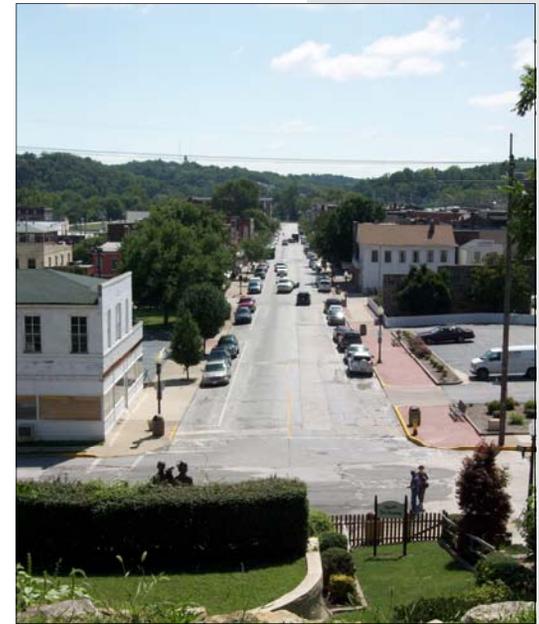
Through the backing of a strong coalition of different organizations, multiple Downtown revitalization projects have begun the reclamation of Hannibal’s Downtown. Included in this group of organizations are the City of Hannibal, the Hannibal Community Betterment Association, the Hannibal Convention and Visitors Bureau, the Hannibal Area Chamber of Commerce, the Hannibal Arts Council, and the Historic District Development Commission. Most notably, 60% of respondents in the 2007 DREAM Telephone Survey placed a high priority on revitalizing Hannibal’s Downtown.

Maintenance and beautification are important to a successful Downtown. The property surrounding the Mark Twain Home and Museum is well maintained but other areas of Downtown are in need of improvement. Primary entry routes to Downtown pass through deteriorating sections of town. Many Downtown buildings are more than 100 years old and architecturally significant, but many are empty with deteriorating facades and potential structural problems. Numerous Downtown sidewalks and streets are in disrepair, making pedestrian navigation difficult. Train noise and railroad-crossing safety are also perceived as problems.

In the 2007 DREAM Initiative Community Telephone Survey, 82 % of the participants indicated that they visit Downtown at least once a month or more, most of the time for business purposes. Hannibal holds many regular and annual events that draw visitors from all over the tri-state region and the world. According to the 2007 DREAM Telephone Survey, however, nearly 40% of the survey participants said they did not attend special events Downtown often or did not attend them at all.

Private Investment

Downtown has seen a steady increase of area investments since the 1993 flood, following the completion of the floodwall. Private business investments Downtown since 1993 have been estimated at \$1.2 to \$1.5 million. Art galleries, hair salons, Internet cafes, coffee shops, restaurants and bed-and-breakfast establishments have recently located Downtown, and the old Mark Twain Hotel was rehabilitated into 37 low-to-moderate-income senior apartments. In addition, the Marion County Courthouse has undergone \$1.2 million worth of restorations, and Cardiff Hill Overlook Park has had extensive renovations. The Hannibal Community Betterment Association has been significant to the success of existing renovations in the historic district.



View of Downtown Hannibal

Tourism

Tourism is a main source of income for Hannibal and the city's strong ties to Mark Twain attract the majority of its tourists. Hannibal attracts 450,000 to 500,000 tourists a year to attractions, such as Samuel Clemens' Boyhood Home, the Mark Twain Cave and Museum, and Molly Brown's home and birthplace. Spring and fall months are generally the most lucrative, with October visitors spending the most money. Baby boomers tend to be profitable visitors for Hannibal's businesses. Although Hannibal has made past efforts, it has yet to successfully market to the locals.

The Convention and Visitors Bureau has been very aggressive with its marketing and distributing information about Hannibal's Downtown businesses, activities and attractions. Information is distributed in St. Louis; Springfield, IL at the Lincoln Museum; and within 75 miles outside of Hannibal. Sixty percent of all Hannibal's visitors are from St. Louis with the next largest groups from Kansas City and Springfield, IL. Billboards have been extensively used to promote Hannibal, with 36 billboards promoting the Mark Twain Cave and 12 paid for by the Hannibal Convention and Visitors Bureau, promoting Hannibal in general. Hannibal has also begun to tap into recreational, historic, and hunting markets. Different organizations have unified to promote Hannibal and offer informative Web sites, but many of these Web sites are not updated regularly.

Business Climate

Although Downtown businesses are competing with a Super Wal-Mart, where shoppers pay 1% more in sales tax, Downtown business owners have expressed an unwillingness to support an additional "business district" tax for fear that higher taxes would drive away customers. In addition, there are limited family restaurants in Downtown and a large number of Downtown stores close by 5 p.m. Monday through Saturday, and are closed on Sundays. Quincy, Illinois with its larger variety of chain stores and restaurants has also pulled many local shoppers away from Hannibal.



Mark Twain Statue

In recent years, many artists have chosen to locate in Hannibal's Downtown, including one of the highest-quality jewelry makers in the state, who has won national awards. Downtown has attracted more resident artists due to the affordability of buildings and the success of 50-Miles of Art Corridor, which runs along Highway 79, from Clarksville, north through Louisiana, ending at Hannibal. Resident artists in Hannibal have purchased a number of Downtown buildings and developed them for studios, galleries and upper-level living space. Many of galleries are open during the week and year round. The 50-Miles of Art Corridor promotes spring and the fall tours of the artists' studios and galleries in these three river towns, but currently there is no overall-marketing body promoting the full scope of the tours.

Local Scoop

The City of Hannibal has a local newspaper, The Hannibal Courier, however they do not have a resident newsletter. Direct contact is limited to the local newspaper. There is no regular communication between the City and Downtown merchants. Residents and business owners report they get city information from radio, television, direct mail and the Chamber of Commerce, but much of the information about what is going on Downtown is spread by word of mouth.



View of the Riverfront

TARGET MARKET ANALYSIS

The Target Markets identified in this plan have been identified to assist Hannibal in efficiently influencing attitudes and behaviors. As the campaign develops and the strategies are implemented, it is important to understand how effective each initiative is at reaching the target markets. Consistent communication with these markets is crucial to building brand awareness.

Primary Market

An effective marketing plan for Downtown is in part targeted at its residents and local businesses, in addition to potential tourists and visitors. It is important to improve the perception of Downtown locally and recruit these markets as “salespeople”. It is also important for residents to feel proud and supportive of their community, that they have “ownership” of this dynamic Downtown.

The tools and messages used for residents and local businesses are similar to those for potential visitors; hassle-free transportation, distinct special events, safety, pleasant appearance, and unique experiences.

Successfully influencing the Primary Market will build a base of activity and a level of stable support to allow future marketing efforts to penetrate the secondary and tertiary markets. The following categories compose the Primary Market:

- Local Residents - residents that live in Downtown and the Hannibal Zip Code (63401)
- Area Residents - residents that live within 50 miles
- Downtown Business Owners
- Repeat Hannibal Area or Downtown Visitors

Secondary Market

As the marketing message spreads, and is proven effective in the Primary Market, expanding to the Secondary Market is the next step. The following categories compose the Secondary Market:

- Regional Residents - residents that live 50-100 miles away
- Local & Area Entrepreneurs—entrepreneurs may take advantage of business opportunities created through additional tourism
- Nearby metropolitan areas

Tertiary Market

The key message of Downtown Hannibal should reach potential tourists looking for longer visits, new residents, and potential investors. The typical definition of a “tourist” is a visitor from at least 50 miles away. This visitor is more likely to spend more and stay overnight due to the distance travelled. With rising fuel costs, a 50 mile round-trip can cost \$10—\$30 in fuel alone. These increasing costs underscore the importance of a compelling marketing campaign in an increasingly competitive market.

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

Communication Channels

The following avenues can be used to communicate with the primary, secondary and tertiary markets

- Website
- Newsletter
- Ads
- Special Event Brochures
- Top 10 Things to Do in Hannibal
- Newsprint/Press Releases
- Signage/Wayfinding
- Flyers/Brochures
- Community Meetings
- Radio
- Visitor Information Centers



Mark Twain Museum

OBJECTIVES, GOALS & STRATEGIES:

The following text outlines the specific Objectives, Goals and Strategies that must be followed to effectively market Downtown Hannibal:

OBJECTIVE 1: Rebrand Downtown Hannibal

Design a Logo to portray Downtown Hannibal that creates a cohesive and exciting image that is both easily understood by and captivates the target audience

- Logo should be based on Hannibal’s primary positive, unique attributes

Strategy: Hannibal is quintessential Americana, it is hub of our historical and cultural heritage and its brand should reinforce this perception. Hannibal is the birthplace of Mark Twain, its location along the Mississippi River are unique and inspirational attributes.

Define Downtown Hannibal in a tangible, physical way through:

- Wayfinding—Gateways, banners, etc.
- Streetscape
- Hannibal’s lighting, site furnishings, landscaping, art, gateway signage

OBJECTIVE 2: Capitalize on Existing Assets (natural features, location, literary prominence and rich history)

GOAL: Maximize benefits from tour groups already coming to Hannibal.

Target Audience: Tourists

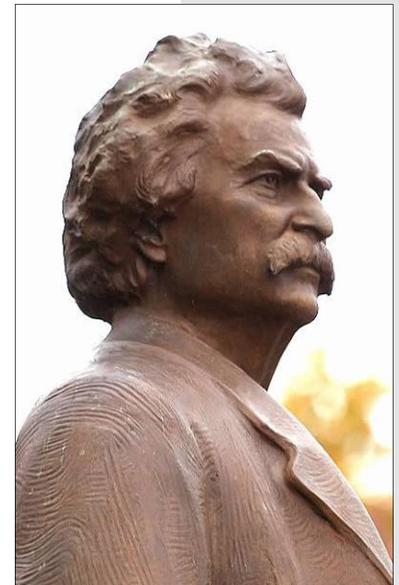
Strategy: Coordinate with shop owners to make them aware of riverboat and large tourism group schedules. When the riverboats come in and dock it’s usually in the night and they leave sometime between 7 a.m. and 9 a.m. Encourage these business owners to adjust business hours to accommodate tour groups.

Strategy: Capitalize on the literary prominence and history of Hannibal. Actively pursue educational tours from local schools as well as tour groups.

GOAL: Capitalize on the assets provided by the local artist and festivals and activities that focus on the arts.

Target Audience: All Markets

Strategy: Display local artist works in vacant window fronts, develop higher-end events featuring local arts, including; wine tastings, poetry readings, culinary arts. Expand the Mark Twain heritage to include a focus on Hannibal’s ability to influence and inspire artists of all types.



Strategy: Aggressively promote Hannibal’s 50-Miles-of-Art connection. There should be a prominent button on the Downtown Web site, linking to information about all the artists and artist shops and galleries in Hannibal. (currently the CVB site only lists about 7 artists) The information about each artist should be similar to what is found on the CVB site with name, phone number, address, shop/gallery hours, and a couple sentences about the artist’s work.

Strategy: Offer a “City Pass” that would include admission to multiple attractions for a flat rate and provide a savings to purchasing admissions individually.

Strategy: 2010 will be the 100th anniversary of Mark Twain’s death. This is a prime opportunity for the whole town to become involved in planning and presenting multiple events/celebrations throughout the year. Although multiple organizations will be involved managing their celebrations/events, a committee is needed to help develop, oversee and coordinate these activities to avoid redundancy. The committee should have representatives from the City, Downtown Development Corporation and other organizations that help promote Hannibal, such as the Chamber of Commerce, the Visitors and Convention Bureau, and the Arts Council.

Activities should be promoted through news contacts with both national and local media outlets, the State of Missouri’s Tourism Department, website, ads, public service announcements, and mailers. Since celebrations of this scale take a lot of work and a long time to coordinate and promote, it is important to begin this immediately.

Strategy: Create a fun, family-entertainment option for shopping Downtown around Christmas time with an Old Fashion Christmas theme. Every Friday and Saturday night between Thanksgiving and Christmas would be part of the celebration. It will be important that the majority of shops and restaurants be open on these nights. It would be advisable to also have the art galleries open. A Christmas-themed play in one of the Downtown theaters would add extra appeal to the event. During the evening hours, various caroling groups could be on Main Street, and character actors representing some of Hannibal’s most well known residents can also walk through the Downtown area and greet visitors.

Strategy: Add a storytelling event and tie it to Mark Twain’s reputation as a storyteller. Possibly, begin by introducing storytelling as part of another special event. Once popularity with it grows, it can become its own event. There are multiple resources that help you plan and set up a storytelling event.



Artists at Festival

GOAL: Capitalize on Hannibal’s parks, outdoor amenities, and proximity to the river to attract visitors.
Target Markets: All Audience

Strategy: Aggressively market Hannibal’s parks system and recreational opportunities through the resident newsletter (mentioned earlier), the Downtown Web site, and news releases about activities in and improvements to the city’s parks and recreation system. Another option would be a separate recreation newsletter sent to area residents or made available at various locations throughout Hannibal and nearby surrounding areas. Hannibal has one of the most extensive park systems of any city in Missouri.

Strategy: Work with Black Thunder Marina to see if they would be willing to help sponsor boating competitions in Hannibal on the Mississippi.

Strategy: Actively pursue obtaining designation for Hannibal as a scenic byway. Designation as a scenic byway would make river road money available and could help enhance development of more river-based attractions.



Black Thunder Marina

OBJECTIVE 3: Monitor Perceptions of Downtown Hannibal

GOAL: Develop a yearly community survey that builds on the DREAM Community Survey results .
Target Audience: Local residents, Regional Residents, & Local College Students

Strategy: Every year conduct, tabulate and evaluate a community survey that will measure the target market’s perceptions and behaviors of the following areas:

- Opinions of Downtown
- Awareness of Products & Services
- Plans for Downtown
- Obtain Information for Events and Attractions
- Number of Visits to Hannibal
- Visits to other cities to shop or dine
- Reasons for visiting Hannibal
- Reasons for not visiting Hannibal

GOAL: Develop a Downtown Hannibal website to be the central website for cultural, entertainment and hospitality information.
Target Audience: ALL

Strategy: Create categories for the Downtown Hannibal website that highlight and illustrate the following categories:

- Entertainment - Nightlife, Music Events & Special Attractions
- Dining - Restaurant/Bar Locations for Hannibal
- Shopping - Retail Locations
- Tourism - Includes lodging information

By developing the Downtown Hannibal website to serve as an “online concierge” where all tourism/visitor information can be centrally located, it will

provide residents and out of town visitors with information related to entertainment, festivals, special events and dining and shopping options.

Strategy: Coordinate all calendars from the City of Hannibal, Chamber of Commerce, Convention and Visitor’s Bureau and the Hannibal websites to ensure that all event information is centrally located. Creating a comprehensive list of activities through a “Downtown Hannibal Community Calendar” provides visitors and residents with comprehensive information.

Strategy: Enhance the layout and navigability of the current Hannibal website. Make the website as easy to use and navigate as possible.

Strategy: Provide downloadable versions of all of Hannibal’s brochures in PDF format.



New Movie Theatre Downtown

Strategy: Tag all possible keywords for internet search related queries.

- Hannibal
- Mark Twain
- Missouri
- Shopping
- Samuel Clemens
- Lovers Leap, etc.

Strategy: Utilize the Downtown Hannibal website and the Downtown Hannibal Community Calendar to create descriptors of the regular, annual events to allow both visitors and residents to learn more about special events in Hannibal.

Strategy: Publicize and promote special events and expand on the information that the *Hannibal Brochure* includes by providing pictures and descriptions of such special events as:

- Bluegrass Festival
- 50 Miles of Art Studio Tour
- Just Girls Getaway Weekend
- National Tom Sawyer Days



Downtown Hannibal

OBJECTIVE 4: Increase Downtown Sales Revenues

GOAL: Increase awareness of what products and services are available in Hannibal

Target Audience: *Hannibal residents & Regional residents*

Strategy: Residents must be kept aware of the new dining and shopping opportunities in Downtown Hannibal. Creating a Downtown Hannibal newsletter is a medium that can accomplish this goal. The newsletter should also include coupons, special promotions and ads to Hannibal businesses. Coordinate with businesses and restaurants to offer a discount with the proof of newsletter.

In addition to mailing the newsletter to residents, make it available at retail locations in Hannibal as well as providing it in the form of an e-newsletter. The newsletter should also be made available on the Downtown Hannibal and other Hannibal websites.

Create a listserv or e-mail listing in order to distribute the e-newsletter. This will also allow for updates of new restaurants, retail locations, upcoming events, etc., using the listserv ensures that a maximum number of individuals are reached in the most cost effective and environmentally friendly way.

Strategy: Increase outside advertising for Hannibal. Advertising should be consistent and each ad should build on impressions made by previous ads. Ad campaigns that coincide with planned newsletter delivery or a campaign that is coordinated with the special events of Hannibal will foster more recognition within the target audience.

To promote the annual Festivals in 2010, consider creative, highly visible opportunities, consider a impromptu acting on Hannibal Streets consisting of characters from Missouri literature. This type of marketing is also encouraged in the neighboring cities in the tri-state area. Taking such creative marketing efforts is a way to get instant and widespread recognition in regional and national markets. Consider different media alternatives to deliver the message.

Strategy: Build on previous successes. Marketing efforts should build on the success of previous events. When promoting these events consider using creative and new venues to inform the public.

Strategy: On the Downtown Hannibal Web site list the days and times exhibits and attractions will be open. It's advisable to also coordinate the exhibits so that at least one or two days of the week everything is available.



Downtown Retail Establishment

GOAL: Create a list of the “Top 10 Things to Do in Downtown Hannibal.” The Top 10 Things to Do should be updated annually.

Target Audience: All Markets

Strategy: Creating a guide to illustrate previous visitors’ and residents’ favorite things to do can provide a useful guide to see all of Hannibal. Include testimonials if possible. Not only will this allow tourists and visitors to identify with others who find Downtown Hannibal an appealing tourism destination, but this also encourages residents to be tourists in their own city.



Mississippi Riverfront

GOAL: Create Customer Appreciation for residents
Target Audience: Local residents

Strategy: Start a Resident Appreciation Week that offers specials and discounts to Hannibal residents. With a proof of residency within Hannibal, residents will receive discounts to Downtown Hannibal Restaurants and Retail Stores. Host special events such as Wine Tastings, discounts on Christmas Trees or Pumpkins (if held during Holidays), discounted tickets to local plays or music events, discounted admission to local attractions.

GOAL: Position Hannibal as a unique shopping experience in the minds of local and regional residents.
Target Audience: Hannibal residents, customers within a 60-mile radius of Hannibal, & visitors

Strategy: Reinforce the idea that Hannibal is an exciting place to visit and shop. Marketing the area as a place that has something for all target markets including blue and white collar workers, college students and families is important to enticing these groups to visit Downtown Hannibal.

Strategy: Promote Hannibal for what it is not - it is not like shopping at the mall, strip mall or chain store. Market Downtown Hannibal as a boutique and unique shopping experience. It is important to market the area by showing customers the special and unique experiences that are only available in the Hannibal.

Strategy: Allow licensed street vendors/performers in the Downtown; including clowns making balloon animals, face-painting, magicians, jugglers, caricature artists, musicians, and food vendors. Start with only allowing them on certain days, such as Friday evenings and Saturdays or during special events. Also, limit the number of vendors who are allowed on particular days,

and make sure they actually show up for the days and hours they are licensed to be there. The vendors can pay a set fee for the privilege of performing in Hannibal. There will need to be a set of guidelines governing their appearance, general conduct, and performances that are allowed. Everything should be acceptable for family audiences. The activity generated by street entertainers reinforces the concept of Hannibal as a place of excitement and energy.

GOAL: Extend shopping hours in Hannibal
Target Audience: *Hannibal business owners, local and regional residents & visitors*

Strategy: Hannibal should encourage businesses to extend store hours. Extending store hours enables shopping after work and promotes a perception of a more vibrant Downtown. Develop incentives to encourage businesses to stay open a certain number of evenings.

One incentive could be extra ads and promotions in the newsletter and on the website, featuring businesses that are open longer.

Strategy: Start with extending hours for special nights, such as First Fridays (throughout the summer). Discounts and specials should be offered by local businesses. The City (eventually Downtown Hannibal Alliance) could have local musicians perform in Downtown and portions of the streets could be closed off and area restaurants could offer seasonal outdoor dining. This can be extended into “First Friday Arts” placing emphasis on retail and restaurants in addition to art.

GOAL: Ensure that Downtown shoppers and visitors know what shops are in Hannibal that would be of particular interest to them.
Target Audience: *Visitors to Hannibal*

Strategy: This goal can be accomplished by promoting and marketing Hannibal with the resources currently in place as well as the enhanced website with retail and restaurant directories. The newsletter and e-newsletter are also ways to inform the public about new retail establishments, businesses, and extended hours.



Retail Strip in Downtown

GOAL: Increase the number of day-trip visitors to Downtown Hannibal.
Target Audience: *Regional residents*

Strategy: Use mailers, billboards and newspaper ads in markets within a 60-mile radius to convey the Hannibal experience. This would be a particularly good market to target for promotion of some of the smaller events.

Strategy: Build upon local events to draw parents, residents, and visitors to Hannibal before and after such events. Retailers and restaurants could offer discounts and special promotions.

GOAL: Increase the number of overnight visitors.
Target Audience: *Visitors from metro areas within a four-hour drive from Hannibal*

Strategy: Hannibal is located within easy driving distance of many major metropolitan areas. For major events, use promotional campaigns that target these cities. The campaigns should include press releases to newspapers in those cities and their suburbs. The releases should be pitched directly to travel and entertainment editors/reporters. The releases can also be sent to the managing editors and posted in the travel/entertainment section of the paper, in addition targeting specific individuals in those areas would also be successful.

Strategy: Create “suggested” or “recommended” two and three-day tour packages including approximate costs for all points of interest on the tour. Offer discounts on the packages. Make the purchase of these packages available around special events. These packages should be available from the Hannibal website.

Strategy: Create an interactive section on the Downtown Hannibal website that allows people to go in and “choose your tour.” The site would offer different activity options, point-of-interest options (broken into categories), different dining options (again broken into categories), varying distances, accommodations options, etc. The tour itinerary could then be printed out. This would be a good way to promote to both locals and tourists, the variety of activities that are available in Hannibal. Students and locals might also want to use this when they have visitors.

OBJECTIVE 5: *Promote a positive perception of Downtown Hannibal*

GOAL: Establish the identity of Downtown as Hannibal in the minds of local residents, and consequently increase its image as a vibrant and exciting neighborhood.

Target Audience: *Hannibal and area residents; Local College Students*

Strategy: Begin a communication campaign that consistently refers to Hannibal’s historic Downtown area as Downtown Hannibal. Stress the historic richness of the area. Use the newsletter, newspaper, ads, talk-radio interviews and billboards to promote Hannibal as a destination. Always referring to the area as Hannibal enables future promotions of the area to build on previously planted impressions.



Hotel Converted to Senior Living Apartments

GOAL: Increase the awareness of the positive progress and beautification accomplishments that have occurred. Also increase the awareness of improvements that are planned for Downtown Hannibal.

Target Audience: *Hannibal and area residents, Hannibal business owners*

Strategy: By creating a section on the Downtown Hannibal website that highlights plans and improvements for Hannibal, regular and ongoing communication can be achieved informing the public of completed projects, those that are under construction and projects that are in the early development stages. This section of the Hannibal website can also contain information on beautification and sustainable “green” efforts of Hannibal.

GOAL: Improve the appearance and appeal of Hannibal businesses and buildings.

Target Audience: *Hannibal business and building owners*

Strategy: Encourage businesses to add flower boxes, paint façades, and make window-display improvements. By implementing these minor improvements the area becomes more inviting to residents and consumers. Encourage businesses to decorate stores for the holiday season. Make business owners aware of façade improvement programs and other financial assistance available for building improvements.

Strategy: Work with shop owners to help them improve their presentation of merchandise in their shop windows and shops. Currently, the appearance of many Downtown shop windows ranges from cluttered to unkempt. It is also important to remind shop owners of the importance of maintaining an attractive presentation

of their merchandise if they are going to be competitive with other businesses. Ultimately, an attractive presentation can dramatically affect a business’ bottom line. It’s all about style.

Strategy: Maintain upper floor windows. Some second-story windows are unattractive, have broken windows or are boarded up. This gives the impression of an area that is in a stage of deterioration. The area appears more vital, healthier and safer when windows on the upper-floors are repaired and are well-decorated.



Well Maintained Upper-Floor Windows

Strategy: Fill vacant store fronts with local art, signage promoting Downtown or other stores window displays. If storefronts remain vacant make sure they are maintained. Using window displays allows for marketing of specials for stores in the Downtown area.

Strategy: Start contests for the most attractive shop window to encourage Hannibal businesses to improve window displays. These contests and judging could be kept strictly within the business community, or visitors to Hannibal could become involved in voting for their favorite shop window. The latter would be especially appropriate during the Christmas holidays. The contests could be based strictly on appearance, or they could also be theme based, which would be most appropriate around certain holidays and seasons.

OBJECTIVE 6: Strengthen Downtown Business Environment

GOAL: Increase education and available resources to current and new business owners.

Target Audience: *Hannibal businesses*

Strategy: An educational component for Downtown businesses owners would encourage development of business skills necessary for the establishment of successful businesses; designing a lecture series or series of seminars that provide the skills and knowledge for local business owners to streamline business processes, would be particularly beneficial for area businesses.

Strategy: Identify the current needs and desires of the customer base (visitors and local and regional residents and). Build upon community phone survey, focus groups and visitor surveys. Extending business hours is an easy way to accommodate more customers and the schedules of dual-income households. Coordinating business hours with special events will increase the foot traffic and flexibility for the store patrons.

Strategy: Create a cooperative effort to advertise and market the local businesses, retailers, and restaurants. This is a cost-effective approach that will both promote Hannibal and, at the same time, draw special attention to the businesses that comprise it. Clustering mailing promotions among a variety of stores located within a concentrated area will allow more businesses to capitalize on marketing efforts. Downtown retailers cooperating to advertise Downtown Hannibal as a special retail experience creates a unified effort that will increase awareness of the area.



Gift Shop & Coffee Shop in Downtown

OBJECTIVE 7: Increase Downtown Residential Population

GOAL: Increase awareness of housing opportunities in Hannibal.

Target Audience: *Hannibal and area residents, historic-homes enthusiasts*

Strategy: Produce articles and news releases about the conversion of Hannibal buildings to residential units. Also, prepare and publish articles about the renovations of some of the historic, single-family homes in Hannibal. Photos of these conversions should be included to visually support the articles. Pitch these stories to local papers, real estate magazines, radio talk shows, and local news programs. To reach people who may be interested in restoring historic buildings, distribute these stories to national magazines that appeal to that market.

GOAL: Increase the 24 hour population.

Target Audience: *Baby Boomers , Retirees; Young Professionals; University Staff*

Strategy: Increase the number of available housing units in the Downtown area. Many baby boomers and young professionals are looking for alternative housing that provides an urban lifestyle. These housing options are located within the Downtown and are within walking distance of shopping, dining and entertainment opportunities.



Mixed –Use Building

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APPENDIX

SWOT Analysis Notes

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Hannibal Strengths

Per a 2004 survey, residents think Hannibal is good place to live and raise a family. They are pleased with the small town feel of Hannibal, the cost of living, and the healthcare available. They view Hannibal's tourism industry as an asset for the community. A large percentage also felt the slogan of "America's Hometown" was an appropriate description of Hannibal.

According to a demographics survey by the U.S. Census Bureau, the retail sales per capita in Hannibal is \$12,179, which is slightly higher than for the state of Missouri (state \$10,891). This healthy expenditure level is good for local businesses if locals can be enticed into more shopping and dining Downtown.

Hannibal has a large tourism industry, the most extensive park system in the state of Missouri, two highways crossing through it, a thriving art community, a very strong public school system, a 4-year private college, an extension campus of the community college, good healthcare and variety of different industries. All of these things provide a good foundation for attracting visitors, and new residents to Hannibal.

Hannibal is located close to St. Louis and within five hours from Kansas City and Chicago. This makes Hannibal a convenient distance for tourists from these large urban areas and an enviable population pool to draw from for tourism. The close distance will become increasingly significant as gasoline prices continue to climb.

Hannibal is looking at two major highway developments—four lanes for Highways 61 and 72. These developments will make Hannibal a more attractive place to relocate, especially since the median housing value in Hannibal is significantly below the state and national levels. (2007 Hannibal: 96,743; 2005 Missouri: 123,100; US: 167,500) Local residents are very optimistic about these changes and feel Hannibal is at the brink of expanding. (however, per ESRI and the U.S. census data, low population growth has been forecasted for Hannibal between 2007 and 2012)

Hannibal residents enjoy a low cost of living due to lower real-estate prices.

According to focus group comments, residents feel Hannibal is moving in the right direction to beautify, diversify, and improve the Downtown area. The Downtown revitalization in the past few years has been beyond what people expected.

There has been a recent movement for all of the different organizations that promote Hannibal to pull together. There is a growing sense of cooperation, which will make Hannibal as a whole a stronger competitor for tourism and consumer dollars.

Visitors like that Hannibal is friendly, easy to get around, there is not much traffic, there is low crime, and people are helpful and accepting of diversity.

A half-cent sales tax initiative was passed in late 1990's, which increased the budget to 1.2 million.

Hannibal has quite a few interesting shops Downtown for tourists. Most shops are specialty shops, however. Not a lot for daily shopping that locals would need.

The square in front of the Mark Twain home and museum is nice. The Mark Twain Museum does \$70,000 in business annually. Mark Twain Cave is also a big attraction.

Hannibal has an extremely rich historic background. A lot of famous people are associated with Hannibal—Molly Brown, Mark Twain (Hannibal's biggest draw), and the Rockcliffe Mansion. It would be nice to have character actors portraying these people at special events.

Hannibal has riverboat excursion service from April to November. None, however between December and March.

Combination tickets are available at the Mark Twain Museum, which offer a slight discount on regular priced tickets. These tickets are good for seven days and to three historic homes: Mark Twain, Molly Brown, Rockcliffe Mansion. Offering tickets in this way helps make Hannibal a better multi-day destination.

Hannibal also has a live performance by a Mark-Twain impersonator and several music shows. There is also a renovated theater on Main Street (Star Theater).

Hannibal has quite a few regular events—several annual events, some of which have been taking place for many years. Moneywise, the spring and fall are the best times— spring and fall weekends have two-day events. October is the best month and brings in the most money.

- The River Arts Festival is in May.
- The Juneteenth Festival is in June but doesn't do as well as Mark Twain days. It attracts local people, is promoted in St. Louis and Springfield, on local TV and radio (interviews), and with press releases.
- Tom Sawyer Days in July, which is a four- to five-day event.
- The Folk Life Festival in October, which brings in more visitors than other festivals.
- Blues Festival is growing.
- An annual Bluegrass Festival, but it is not held in Downtown. Does occupy a lot of hotel rooms during this event.
- "Just Girls Getaway Weekend" is relatively new and brought over 400 women to the community from a 250- to 300-mile radius.

Hannibal has one of the highest quality jewelry makers in the state located in Downtown – the store has won national awards. Need to highlight this and other notable artists. Possibly with the Just Girls Getaway Weekend a brochure/newsletter can be distributed to women who come. The brochure/newsletter would contain highlights about shops and services that would particularly appeal to women, such as this one.

There are special-interest groups, such as the Hannibal Arts Council, which promotes some of the events. Groups include the Jaycees, which promotes National Tom Sawyer Days, the Hannibal Regional Hospital, which sponsors Hannibal Cannibal Run/Walk, and the Convention and Visitors Bureau.

Hannibal Arts Council is one of the oldest and most well recognized arts council in the state.

(per focus group comments) Hannibal is well known statewide and worldwide, and attracts tourist from different countries. The town draws 450,000 to 500,000 tourists a year, many to the Cave.

The natural beauty of Hannibal is a unique feature, with parks, the Mississippi river, landscape, etc.

River View park is a 400-acre park overlooking the river, and is on the national historic registry because of its landscaping. This park has been written up in several national publications.

Current efforts to build a walking and biking trail are positive steps to support the walking culture. There is a very active local biking group. Hannibal just got funded for recreation trails. It will be a continuation of bike trails. This will put Hannibal in a good position to appeal to visitors who enjoy biking, since currently there are very few towns where you can ride your bike along the Mississippi.

The Parks and Recreation department is starting up activities for kids.

Hannibal's YMCA has recently had a two-million-dollar expansion, and now has over 6,000 members.

Hannibal has a series of nice boat docks along the river.

The city is holding 5 to 10 free concerts for locals at Mark Twain Home Mall this summer.

Hannibal's most outstanding natural, man-made, or historic features include many buildings that are over 100 years old, the riverfront, and caves.

The Convention and Visitors Bureau is located in the Downtown area. They have been very aggressive with marketing and distributing information about Hannibal's Downtown businesses, activities and attractions. Information is distributed in St. Louis; Springfield, IL at the Lincoln Museum; and within 75 miles outside of Hannibal. The Bureau does a lot of promotion including radio, television, and newspaper ads. It promotes special events such as the Just Girls Getaway Weekend, which is regionally promoted. It also advertises various festivals. The Visitors Bureau does about \$300,000 worth of direct promotion. Approximately 350,000 visitors' guides are produced and distributed annually along interstates, and in St. Louis, Chicago and Kansas City hotels.

Events and news about Hannibal generally get coverage in local papers. Local papers have a renewed focus on community news—Courier Post good and had a good write up about one of area parks in its magazine. Use mostly newspaper ads in local papers, some ads on Websites, in the Get-Out magazine. Also use press releases, radio PSAs, and are listed in State of Missouri's annual events magazine as quality events.

The Cave has 36 billboards and the Visitors Bureau has 12. Lots of advertising is done. Have been able to increase the marketing budget through the bed tax.

Sixty percent of Hannibal's visitors are from St. Louis. The next largest groups are from Kansas City and Springfield, IL. Are doing radio ads on St. Louis's NPR station. Have done surveys on how visitors hear about Hannibal and the leading ways are by brochure or word of mouth.

Hannibal has been featured nationally on the Travel Channel, in the L.A. Times and in the Washington Post because it is birthplace of Mark Twain. Also on the TV show Whistle Stop.

Have created a Historic Hannibal Marketing Group. They are working on finding monthly events to bring more business Downtown and are looking at cooperative advertising.

There is a Tourism Center located on Highway 161, just outside of town. It would be good, however, to have Hannibal information in its own location and not mixed in. Didn't seem to be a lot of push to get people to go into Hannibal.

Local residents report they get information about Hannibal from radio, television, direct mail and the Chamber of Commerce.

Chamber of Commerce has a full information guide it gives to anyone interested in moving to or locating a business in Hannibal. Businesses use it when recruiting workers.

Hannibal has been able to attract a lot more artisans who really bring people to Hannibal. Artists are coming because of the affordability of the buildings. The 50-Miles of Art corridor is getting more recognition and has brought in visitors and is responsible for many of the buildings in the historic Downtown area being purchased and occupied by artists. Many of these buildings house galleries that are open year round and during the week. In the spring and again in the fall, the 50-Miles-of-Art corridor features an art studio tour with studios/galleries open to visitors in Hannibal, Louisiana and Clarksville.

Major businesses in Hannibal are tourism and the auto industry. Hannibal does have a diversified workplace. Work is available at any level of education, from high school education to master's degree.

Although not many locals do daily shopping Downtown, residents do their general household shopping within Hannibal. The city has ample grocery stores

Locals are good about patronizing restaurants

Quincy residents do come to shop in Hannibal for the antique stores and smaller local shops. Quincy residents come to Hannibal for dining options as well.

Business owners located their businesses Downtown because of the history, beauty of the buildings and the affordability of property.

There is a nice coffee shop Downtown. Would be nice if there could be tables set up outside where people could relax and have coffee. Outdoor dining opportunities encourage visitors to spontaneously stop and have refreshments.

People shop at Super Wal-Mart where they have to pay one cent more tax on the dollar. This indicates shoppers generally don't shop tax, they shop product and convenience.

Downtown is still the city and county seat for government. This draws many area residents for business purposes. According to the 2007 survey, 82% of local residents visit Downtown once a month or more, and 68% of them said their visits were government/post office related trips.

Zoning in the Downtown is set up where buildings can be used for a combination of residential and commercial purposes—store on bottom with a residence upstairs.

Hannibal Strengths

According to demographics study from U.S. Census Bureau, only 15.6% of Marion County residents had a bachelor degree or higher. (State=21.6%) This might hinder local interest in attractions since a survey conducted by the Mark Twain museum indicated a large percentage of their visitors had bachelor degrees or higher. However, since the median income in Hannibal is below the state level, it's also possible that the lack of higher education in the population is more reflective of income than interests. In any case, it would be good to keep in mind that events designed to draw locals into the Downtown need to appeal to the demographics of the locals and not the typical tourists to the area.

Median household income in Hannibal is \$33,645 (State=\$40,870). Per capita income is \$16,964 (State=\$19,936) Hannibal has a third of the community living under the poverty level (less than \$25,000). This means there is probably less discretionary income available with local residents.

Hannibal is a town of fewer than 18,000 people so it leaves a small population base to support everyday-type businesses. Much of its income depends on tourism and the types of businesses that appeal to tourists. In addition, the population has been static. Outlying counties, however, have attracted new subdivisions, so it would be possible to draw consumers from these areas if the right shops and services are offered.

Very low population growth projected is in Hannibal—0.15% forecasted for 2007 to 2012, compared to 0.81% for the state and 1.22% nationally during same period. (per ESRI and based on U.S. census statistics)

There are big areas of Hannibal that have no interest in Downtown and almost never come to the Downtown area. Although the city has made efforts to attract local visitors, Hannibal has not successfully directed marketing to the immediate surrounding area without pulling from St. Louis. Since tourism is seasonal, it is important for the year-round stability of local businesses to continue making serious efforts at attracting nearby consumers.

Hannibal is located on a great river road, but has not specifically been designated a scenic byway. A community has to be voted as a scenic byway in order to get river road money. It would be pursuing this designation if possible.

At the Missouri Tourism Center on Hwy 61 there was nothing to indicate where Hannibal information was located. It seemed to be mixed in with everything else in that "region". It would be nice if it had a special place and was clearly marked. Since people are already at Hannibal, they would be more likely to detour off the highway if attractions for city were prominently displayed.

There's not enough clear signage coming from the highway to direct visitors to Downtown. It is difficult for tourists and visitors to find what they are looking for, including major attractions such as the Mark Twain home, museums or shops. Current signs are small and hard to read.

(per focus group comments) Much of Hannibal's population doesn't really care about Downtown. Many of the misconceptions, ignorance and negative attitudes could be addressed through a regular communications format, such as a newsletter. A city-produced newsletter would be extremely valuable in generating local interest and keeping residents aware of everything going on in the Downtown. It would also be an essential tool for any public-education campaign the city would undertake. Possibly the city could start with a quarterly citizen newsletter that would promote the city to residents. Ads from Downtown/local merchants could be used to offset the cost of newsletter. (giving preference to Downtown merchants) This approach would reduce the cost to the city, remind the public what is Downtown, and give merchants another connection to their target market. Below are some of the attitudes many Hannibal residents have about Downtown:

- o Some think of it as a dirty Downtown.
- o See it only as a tourist attraction – locals only come for festivals. More people, however, are coming as Hannibal introduces new events.
- o Much of the population feels like Downtown merchants are making money and it doesn't affect the regular residents.
- o Used to have street festivals through Downtown but also had stores Downtown.

Locals started buying away from Downtown. Need stores people can shop at Downtown.

Train noise and railroad-crossing safety is perceived as a problem.

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(per focus group comments) Some of the city's "historic codes" makes it difficult to place signage that would make it easier for visitors to find tourist attractions, parking and their way around Downtown. It might be good to revisit the codes to see if they are inhibitive for way-finding signs.

(per focus group comments) MODOT said it had previously given Hannibal a grant for signage, but the money wasn't spent so Hannibal didn't qualify for another grant from MODOT. *(don't know how accurate this statement is)*

When you enter the town off of Hwy 72 it's easy to miss seeing the Hannibal Visitors Bureau. More prominent signage would help.

Visitor's Center on 3rd street is hard to get to and there's no parking there.

Without a map and list of shops/restaurants, it's hard to know what shops and attractions are located Downtown. It would be nice if maps and city information were available at shops. (consultant wasn't there when Clopper, Trolley and Train were running—those tours would help orient visitors to the town, but do cost money so some people might not use them)

Fifty-Miles-of-Art is an important part of marketing Hannibal, but the flag outside the gallery is small. It's easy to pass up and doesn't give the proper indication of the importance of the gallery. Also, the gallery is closed on Tuesdays and has short hours the rest of the week. This makes it hard for tourists to visit.

Communication with Downtown merchants is not well established. Different groups communicate with their own members, but this is generally all word of mouth.

There doesn't seem to be an organized procedure to help new merchants understand what they need to do to open. It would help if there was a checklist/brochure of what new merchants need to do, and someone whose role is informing merchants of things they need to know for their business.

(comment from merchant) Merchants used to get information in the mail about when the boat would come in and when events were going to be held. Now that information is only online, but many shop owners don't have time to check online for that information, so they aren't able to take the most advantage of these opportunities. A mailed monthly or quarterly newsletter/flyer for merchants outlining these types of things and suggestions on things merchants can do to take the most advantage of these opportunities could be a useful economic development tool.

(comment from merchant) Believes there are problems with late publicity of some events. For Mark Twain Days, booklets were passed out at a Cardinal game on July 3rd, but it was very close to the date of the event. Merchant said she thinks that was the only publicity that was done. *(not sure of accuracy of statement)*

No city newsletter is published so there is little direct and consistent contact with local residents. Any information residents receive is filtered through and at the mercy of the editors and reporters from the local papers and radio stations. This makes it extremely difficult to launch and sustain a successful communications campaign to change residents' image of Downtown, or let them know about the importance of patronizing businesses in their city and how that affects them and the quality of life in Hannibal. Newspapers are always in search of new news, but a sustained information campaign requires presenting and repeating a consistent message over a period of time. Consequently, it is highly unlikely a city can depend on newspapers as its primary communication tool for reaching residents if its goal is to change perceptions and habits. A city newsletter could also promote the event in advance and hopefully bring more people out for it. Newspapers generally like to cover events as they occur because that yields more photo opportunities.

A number of residents say they don't get the Hannibal paper, which is a problem since there is no city newsletter. In addition, comments in the focus group study indicated there was a feeling that the newspaper could do a better job of notifying the community of events.

(per focus group comments) People hear there was crime focused Downtown and are reacting in accordance to that information. During the focus group study, participants mentioned that South Main was a bad part of town and still today has reputation for being bad. A campaign to inform residents of changes is needed so you can educate the public on changes that have taken place and correct their perception.

Parks department doesn't send out information except on request basis. This is a serious missed opportunity. Parks events and programs will draw local families. Currently, many local residents aren't coming Downtown and many are going outside Hannibal for entertainment. Families tend to be heavy consumers. It's important to reacquaint them with what Downtown Hannibal has to offer them.

City doesn't do a lot of external marketing with media. This is a significant problem since at this time the city is depending on the media as its primary communication source with residents. In addition, according to the community survey conducted in 2007, the majority of area residents rely on newspapers for their information about the city.

There are multiple Websites relating to down town, but many are not kept up to date. It would be good if there could be an up-to-date central Website that covered activities, events, and entertainment opportunities in Hannibal. Other businesses, organizations, etc. could then link to that site. This way the information only needs to be updated in one place, not over a number of different Websites.

According to a past survey, billboards and the media only accounted for 1% each of how visitors heard about Hannibal.

There seems to be quite a few vacancies and closed shops Downtown. It is depressing for visitors to walk through Downtown and see empty storefront windows. If displays with city promos or signs are put in the windows of empty stores, it makes the vacancies less noticeable. (similar to what malls do when a store moves out) Another way to utilize the empty window spaces would be if other stores could rent window space to put displays in windows along with a sign indicating where visitors can find their store.

There are obvious vacancies in second stories of buildings. The area would look more alive and vital if businesses/buildings were required to have curtains/blinds on windows in upper stories if they aren't using them to display products.

Not visitor-friendly hours for many shops – most businesses hold regular weekday business hours and close at 5 pm on weekdays. Also, there is not much open on the weekends. These kinds of business hours make it difficult for local people to patronize shops and restaurants. Also, there's not a lot to do in the evenings or on Sundays. Most people in town are blue-collar workers and can't get Downtown before everything closes. According to focus group comments, many shop owners have been in Hannibal for years and their primary goal isn't to make more money. This will make it hard to initiate change with them.

At this time things Downtown seem to be geared towards visitors, not locals. Mostly very niche shopping in Downtown—retail doesn't serve daily household needs; lacking a lot of basic retail trade areas. This mix makes it harder to bring locals into the Downtown. Without local patronage, there is the continual up and down of the tourist season and many small businesses can't survive that. Some services that would appeal to both locals and visitors would be specialty bakeries, a farmer's market, candy shops, and outdoor dining opportunities.

Hannibal relies heavily on tourism and there is a "season" for tourism – not consistent throughout the year. According to statements made by local business owners, the last 3 years have been the worst for tourism.

Difficult for small businesses Downtown to stay open late and make a profit year-round.

Participants in the focus groups indicated they do not visit Downtown very often and believe many locals aren't even aware of what Downtown has to offer. The community attitude survey conducted in 2007 as part of the DREAM initiative indicated that 39.1% of the residents surveyed go Downtown to shop. Only 14.7% indicated they go Downtown for dining purposes. Since often people combine dining out with a shopping trip, the loss of diners in the Downtown can carry a double economic loss.

Downtown business owner groups indicated they would not be willing to support an additional tax for the "business district." One of their worries is that higher taxes Downtown will drive away customers. Studies have indicated, however, that people don't shop based on tax except for larger items. In addition, most commerce Downtown at this time is from tourists.

Hannibal straddles two counties and has to make laws that apply across both counties.

According to focus group comments, ordinances relating to Downtown are restrictive and don't allow for any kiosks, carts that could sell flowers, ice cream, etc. Special permit allowances for these types of small businesses during the tourist season could help fill some of the gaps in the amenities Downtown offers and make a trip Downtown more of an "experience."

According to focus group comments, attractions are not being kept up. The staircase to the lighthouse is filled with mud. It is important to keep main tourist attractions in Hannibal appealing and in good repair.

When the consultant visited Hannibal, many buildings on Main had deteriorating facades, peeling paint and broken windows.

Hannibal lost a lot of buildings to flooding in 1993, which left vacant lots. Infilling projects are needed to get some density in the buildings back. Flood plain, however, restricts development.

There is a large underdeveloped area of flood plain between Downtown and the river. This presents a problem because of the restraints on use for flood plain. A lot of the park area the city owns is on the wrong side of the flood wall—the city doesn't want to invest too much money into something that will flood.

Downtown parking is major concern for many people. Could some of the flood plain area be used for parking lots?

Hannibal has historic buildings, but streetscape doesn't match.

Sidewalks and streets in the Downtown are not in good repair. This makes it difficult to walk in some places, which would be a significant deterrent to older people who might otherwise browse the shops. Since older adults tend to have more disposable income and account for a significant percentage of leisure travel, efforts need to be made to make Downtown more pedestrian friendly for this age group.

Some of the main routes into Downtown go past badly deteriorating sections of town. This discourages visitors before they ever get to the Downtown. It will be important at some time to address the building conditions along the main routes into Downtown. This will probably involve more strict enforcement of building maintenance codes.

(per focus group comments) There are often quite a few exhibits closed, leaving visitors with not a lot to do. With the cost of gas increasing, it is important that visitors don't go away feeling that their visit to Hannibal wasn't worth the trip. It is more important that they don't tell their friends not to bother coming to Hannibal because they found too many things closed. It could help if a central Website listed the days exhibits are open. It would also be good if there could be coordination of exhibits so that at least one or two days of the week everything is available. In that way, visitors can plan their trips according to the schedule.

According to focus group comments, there is a lack of entertainment places open in the evenings for people not wanting to drink or sit in a smoke-filled bar.

There's not a lot of family entertainment in Downtown area and not much in family-appealing restaurants. This is especially concerning since many people report that they come to Hannibal as a result of a past school trip. Enhancing Downtown's family appeal would help not only broaden Hannibal's market appeal, but could also help bring local families into Downtown on a more regular basis.

Hannibal Opportunities

TOURISM

An impressive number of visitors already come to Hannibal's Downtown to see the Mark Twain home, museum and cave. These visitors need to be enticed to see and experience more of Hannibal through informational tools and Downtown amenities that will lead the visitors farther into Downtown and turn their visit into an experience.

First, since the Mark Twain attractions are currently the primary draw for Hannibal and attract large numbers of visitors, directional signs to shops and other places of interest should be located within view of the plaza in front of the Mark Twain home and near the museum.

Second, an information campaign with the tag line, "Mark Twain is Just the Beginning" can be promoted through a visitor-friendly brochure that includes a map of the Downtown and lists shops, artist galleries, restaurants, points of interest, etc. The brochure should be placed at the Mark Twain buildings, if possible; otherwise, they should be placed in news stands within view of the buildings. The news stands need to be painted a bright color with the tagline easily visible. These news stands could possibly hold several different promotional pieces, such as special events list, a self-guided walking tour, etc. All pieces, however, should promote Downtown Hannibal as a whole and not individual businesses or attractions.

Third, an easily identified path should lead visitors out of the Mark Twain plaza and into Downtown. It can be brick, a brick-looking type of pavement, or something else, but it needs stand out and be easily identified. (think of the yellow brick road in Wizard of Oz) It might be nice to emboss the city logo into the path at regular intervals. Once in the Downtown, visitors should find benches to sit on and relax, and there should be attractively landscaped green spaces with benches. At some point, the path should lead visitors to a close view of the river, with benches along a walking trail near the river's edge.

Since Mark Twain already draws many visitors to specific locations in Hannibal, it would be nice to have some kind of a visitor's information center within view of the Mark Twain home and museum. If visitors are already at the Mark Twain home and can easily obtain more information about what else there is to do and see in Hannibal, they will be more likely to extend their visit.

ENTERTAINMENT

More things are needed to bring locals back into the Downtown. One thing that could be done would be to have music and street dances one evening a month during the summer. It could be a "Hot Summer Nights" series. Close off a section of Main Street that is close to several restaurants, set up a stage and invite local bands to play. The restaurants can put tables out in the street and people can experience a summer evening of dining and dancing outdoors.

With talk of a multiplex movie theater coming to Downtown Hannibal, there will be increased need and opportunities for family-friendly places to eat before and after the movies. In addition to regular restaurants, one possible option could be a place that specializes in deserts and coffee.

There is talk of putting together a children's museum in Hannibal. This would enhance Hannibal's appeal to families. Good places to promote the museum would be through grade schools for field trips. Other entertainment/attraction options that would add to the family appeal would include a Magic House, a Science Museum, or a transportation museum with a locomotive. These attractions would be good because they are all based indoors, so they would be less seasonal. More families coming to Hannibal would open the opportunities and increase the need for family-friendly shops and restaurants.

EVENTS/FESTIVALS

2010 will be the 100th anniversary of Mark Twain's death. This is a prime opportunity for the whole town to become involved in planning and presenting multiple events/celebrations throughout the year. Although multiple organizations will probably be involved and manage their own aspects of the celebration/events, an overall committee is needed to help develop, oversee and coordinate the activities. The committee should have representatives from the city and other organizations that help promote Hannibal, such as the Chamber of Commerce, the Visitors and Convention Bureau, and the Arts Council. Activities should be promoted through news contacts with both national and local media outlets, the State of Missouri's tourism department, Website, ads, PSAs, and mailers. Since celebrations of this scale take a lot of work and a long time to coordinate and promote, it is important to begin on this right away.

It is important to include a list of Hannibal's special events on a Website. Currently, there is no overall annual list of events on the Web. (at least none that the consultant could find) While a special event list is available, that won't help potential visitors who are browsing the site to see if there is something coming up during the year that they would like to attend. This list should be similar to what appears in the Visitor's Guide, and include pictures and descriptions of the events. It would be nice if video vignettes could be made of the events and made available via the Website.

The Christmas season would be a good time to promote visiting Downtown to area residents with an Old Fashion Christmas theme. Every Friday and Saturday night between Thanksgiving and Christmas would be part of the celebration. It will be important that the majority of shops and restaurants be open on these nights. It would be good to also have the art galleries open. It would be nice if there could be a Christmas-themed play in one of the Downtown theaters. During the evening hours, various caroling groups could be on Main Street, and character actors representing some of Hannibal's most well known residents can also walk through the Downtown area and greet visitors. (it is very important that character actors interact with visitors as their characters, not just wander about—that makes it more of an experience for the visitors) It would also be good if some street vendors could sell hot chocolate, wassail, roasted nuts, etc. Possibly not-for-profit groups would be interested in doing this to raise money. All vendors should be in period costume. There could also be street performances at different times, and it would be nice if several of the characters could tell stories. (especially Samuel Clemons) Molly Brown could tell about surviving the sinking of the Titanic. Local drama groups or drama departments at local colleges or high schools would provide a good source for character actors who like to ham it up in front of an audience. To encourage visitors to visit different shops throughout the Downtown, visitors could be given cards that need to be stamped by different vendors in different areas of the Downtown. (i.e. identify three basic geographic areas and give the visitors the option of having their card stamped by listed vendors in each of the areas) Once

visitors have all the required stamps, they can fill out an information portion of the card and drop it into a box for a prize drawing. If a different prize is drawn for each night, it will encourage more return visits. This would also provide mailing/contact information for later marketing and visitor-information evaluations.

Since many of Hannibal's visitors come because of Mark Twain, it is likely a significant percentage of those visitors would be interested in other aspects of history. It would be good to look at what all the historic points of interest are with Hannibal, including shops that cater to historic interests. Then create a special brochure that would direct visitors to those locations.

The two biggest festivals for locals are Tom Sawyer Days and the Folk Life festival. During these events it's important that the city takes advantage of every opportunity to inform visitors about other events and amenities the city offers. This can be through flyers, brochures, Kiosks, etc. You can even provide "teasers" to upcoming events. For instance, if you want to promote an upcoming event that is historical, you might have a historical "character" at the current event, inviting people to come back for the historical event. In addition, at popular events you can hand out some freebies that promote future events.

Currently, tourist season for Hannibal runs from March through October. It would be good if it could be extended through the winter months. Because the weather in Missouri is unpredictable from November through February, special events held on specific dates during those months are at the mercy of the weather on that particular day. A better option during those times would be month-long, weekend events, such as the one described above concerning the Old Fashion Christmas. For instance, since February is black history month, that would be a good month to focus on contributions African Americans have made to Hannibal. To date, Hannibal hasn't told the story of African Americans who have played an important part in the history of Hannibal.

ATTRACTIONS

According to conversations with two different merchants, visitors often complain that with so many admission fees at different attractions, Hannibal is a very expensive place for families to visit. One approach to this problem would be to offer a city pass that would include admission to multiple attractions for a flat rate and provide a savings to purchasing admissions individually. The passes could be sold at different levels, with each level offering a different combination and number of attractions, and covering multiple price points. This would also address one of the suggestions visitors made in a 2006 survey, which was to have a central location where passes can be purchased for all/most of the attractions.

HISTORIC FIGURES/ PERIOD ACTORS

There's a lot of interesting history behind many of the historic buildings in the Downtown. It would be nice to create a pamphlet/booklet with a self-guided walking tour of the Downtown. The booklet would include pictures of historic buildings/houses and a little information and history about each one. The tour could suggest places to eat, relax, etc. It would be nice to put that on the Website also.

DEMOGRAPHIC MARKETING

One merchant mentioned that in the past year she has had a lot more people come from out of state and they are primarily seniors. Her comment was that these shoppers had money and were interested in nice things, but didn't buy. According to statistics, adults in the age 50+ category represent over 50% of the discretionary spending power in the US and spend 74% more on a typical vacation than 18-49 year olds. While many consumers in this age group are downsizing and don't want to buy a lot of things they will have to make room for at home, they do spend money on things that are experiences, consumables, and they buy for their children and grandchildren. In addition, this age group travels during the school year rather than just during the summer. Heavy marketing to this demographic group could help boost Hannibal's off season during the winter months. It would be good to work with merchants to help them understand products/services that would appeal to this age group. If this age group isn't buying, they aren't seeing the types of products that appeal to them.

Legacy RV (a national business) purchased the Mark Twain's Landing at Hannibal. They are putting a big write up on Hannibal in their publication. Many of the people who travel the country in an RV are older adults with money. It would be good to promote the RV opportunities at Hannibal and place ads in media sources that RV owners read.

Many older adults are looking to relocate once they retire. Often they are looking for a simpler lifestyle, slower pace, lower cost of living, etc. Hannibal can offer all of those things along with outdoor recreation opportunities and a convenient location. It would be good to promote Hannibal as a relocation option with this age group.

Museum study showed typical visitor is more affluent, better educated, and are older adults. Good businesses to appeal to this group would include art, coffee shops, and bookstores. Need to heavily target baby boomers.

The Mormon community still comes through Hannibal since the temple was built. It would be good to do some target marketing to the Mormon community.

GEOGRAPHIC MARKETING

According to a 2006 survey, St. Louis overwhelmingly provided the largest percentage of visitors (21.4%), and quite a bit of the promotion for Hannibal was targeted to the St. Louis market. St. Charles County, which is adjacent to St. Louis and actually closer to Hannibal, might be another good place to focus some marketing. According to 2006 U.S. census data, St. Charles County has a higher median household income than St. Louis County. It does, however, have a smaller percentage of its population ages 65 and up.

Hannibal's proximity to several large urban population centers combined with lower-than-average median housing prices makes Hannibal an ideal vacation/second-home location. This will be especially true if more riverfront recreation can be developed and second-story units in the Downtown can be converted into lofts or condo units. A campaign to position Hannibal as a viable option for vacation homes should include promotions in the following urban areas: St. Louis and Kansas City, Missouri; Springfield and Chicago, Illinois; Davenport and Des Moines, Iowa.

COMMUNICATION/MARKETING AVENUES

According to the 2006 visitor survey, most visitors heard about Hannibal from family and friends (25%), from the author “Mark Twain” (22%), and from a prior visit (15%) which included past school trips. Since word of mouth from friends and family represents a significant percentage, more things should be done to encourage people to share their trip with others. One possibility could be a “share-a-picture” location where visitors can e-mail pictures of themselves in Hannibal to friends and family. There could be photographers who take digital pictures of the visitors at events, and then the pictures would be available at a specific location where visitors could purchase printouts of them, or could e-mail to friends either the pictures or a link where the pictures can be viewed. (the e-mailed pictures would be smaller and lower megapixels than the print version) If a link is used, it would be good to have it connected to a primary Hannibal Website that promotes what the city has to offer.

Also, since school trips seem to be triggering a significant number of return trips, it would be good to do more marketing to schools, scouting groups, youth groups, etc. With the growth in the arts culture in Hannibal, it might also be good to target high school, community college and four-year college art departments. Possibly there could be a one-day artist workshop with students.

The Hannibal visitors guide has a map in it, but since it has so much other information, it might not be the best piece for visitors who don’t want to read a lot, but want to know what kind of shops and things are located Downtown. For those type of visitors, a more convenient and less expensive piece would be a stand-alone map with a list of businesses and possibly color coded dots to indicate the locations and types of shops. (i.e. antiques, restaurants, etc.) Each business Downtown should have maps available to give to people, so even if visitors don’t go to the visitor center they will have the information they need.

Kiosks throughout Downtown that hold maps, brochures and information would be a good way to get information into the hands of visitors.

Many people use the Internet to plan trips and research communities for relocation. It would be good to have a general Downtown Website with info about the community and provide links to others sites. Links should include the Convention and Visitor’s Bureau, 50-Miles-of-Art, Chamber of Commerce, the city, etc. Other groups would also be able to link to this site.

A new monthly magazine for Hannibal is coming out. It is a free publication, with over 16,000 addresses on its mailing list, and also has location distribution. It will be important to send regular news releases about upcoming events, new businesses moving into Downtown, city programs, and so forth to this magazine. The goal will be to provide another way to inform local residents of what is going on Downtown and interest them in coming. Once the magazine has been established, if it has good local readership (which is different from distribution), it might be a good source for ad placement for local events.

People are getting destination plans through the Website. It would be nice to offer several-day plans that base visitors in Hannibal and takes side trips during the day.

RIVER

Hannibal is associated with the river and could be voted as a scenic byway. If that happens, the city would get river road money, and would get support from Washington when flooding occurs. This designation would probably be worth pursuing.

Part of the big appeal of Hannibal to visitors is the river. It would be good to develop more green space, trails, and places to sit and relax along the river. In addition, it would be good if water-recreation activities can be developed. Options include raft, canoe and Jet Ski rentals, boat docks, and fishing piers. If trails along the river are lighted, they would also provide a nice place for visitors to walk in the evenings. Boat docks would also provide a place for people who come up the river from St. Louis to dock and spend the weekend in Hannibal.

When the riverboats come in and dock it's usually in the night and they leave sometime between 7 a.m. and 9 a.m. Unfortunately, nothing is open on Main Street when they are docked. It would be good to let shop owners know when the boats would be docked so they could remain open later and/or open earlier those days. Shops that would appeal to these visitors would include coffee shops and pastry shops where they can eat before they leave.

Black Thunder Powerboats is located in Hannibal. Possibly they would be willing to work with the city to build a Black Thunder Marina. In addition, they might be willing to sponsor boating competitions in Hannibal on the Mississippi.

RELOCATION/RENTAL

A significantly lower median home value than state and national figures makes Hannibal a good relocation option—\$63,208 for Hannibal, \$89,900 for Missouri, and \$119,600 for the U.S. per the U.S. 2000 census data. Hannibal would be particularly appealing to retirees and entrepreneurs who can work from any location. In addition, it is at the crossroads of two major four-lane highways, 61 and 36 (I-72), which will be completed from the east coast to the west coast and from New Orleans to Canada by 2009. Its central location in the U.S. also makes it ideal for business persons who must travel throughout the continental United States. Hannibal needs to be promoted as an ideal relocation option to these groups.

Significantly lower growth is forecasted for owner-occupied housing units in Hannibal when compared to state and national averages: 0.25% for Hannibal, 0.89% for Missouri, and 1.29% for the U.S. More people wanting to rent housing could open the door for loft apartments in the Downtown. It will be important, however, that maintenance codes on rental units are established and enforced to inhibit deterioration of Hannibal's Downtown housing stock. This will be especially important if out-of-town investors begin developing rental units in the city's Downtown.

The Mark Twain hotel is now being transformed into apartments – 34 apartments for low- and moderate-income seniors. These seniors are going to need a pharmacy and drugstore nearby, which opens opportunities for these businesses near the apartments. They will also need transportation to the grocery store. It will be important to ensure transportation, such as an OATS bus, is available to them. In addition, these seniors will have visitors and their visitors provide potential customers for Downtown shops,

hotels, and area attractions. Promotional brochures should be placed in a common area at the apartment building, such as the lobby. If possible, it might be a good idea to place a kiosk in the lobby. In addition, if the visitors are closely related to one of the renters, they could be looking for property so they can relocate to be nearer their relative. It would be good to be sure real estate information is also located at the apartment building.

ART/MUSIC

The 50-Miles-of-Art Studio Tours held in the spring and fall are going well in that an increasing number of artists are participating, with significantly more artists participating in Hannibal than in Louisiana and Clarksville. According to a representative at the Hannibal Arts Council, however, there is no one group in charge of coordinating this event, which stretches 50 miles along Hwy 79, and includes three cities. This lack of centralized coordination of the event has resulted in no organized effort to capture the contact information of the visitors who come for this event or even an estimate of how many visitors it draws. Consequently, there's no way to do follow-up promotions to this market segment. (it's possible individual artists capture information of people who come to their galleries, but without overall coordination, that is even unknown) A council/marketing group with representatives from each of the three cities would help maximize the potential of these two events. These events offer a perfect foundation from which to build additional venues and art-related activities that would encourage people to stay overnight.

Could put together a well-programmed package with an artist talk on Friday evening, art workshops Saturday in the day and performances in the evening. Could be a high-end thing. Could get Bed and Breakfasts involved. Offer brunch Sunday morning.

There is an Annual Bluegrass Festival held outside of Downtown. It would be good to tie this festival to venues Downtown. In addition, there are discussions about bringing a Gospel Music Festival to Hannibal. With the addition of music festivals, Hannibal could develop a reputation for music.

REHAB/FAÇADE

If the second stories of Downtown buildings are converted into loft apartments or condos, it would put more people living in the Downtown to patronize the shops and restaurants there. Meeting current codes for converting old buildings into living space, however, is very cost prohibitive. Possibly financial incentives could be provided to encourage building owners to do so. Possibly a low interest loan that forgives a percentage of the loan for every year the apartment area is rented would encourage more owners to build.

Infilling is needed in areas where buildings have been torn down due to flooding or neglect, but it is more expensive to build a building with a historic look that would fit into the Downtown ambience than to build one with more modern features. Financial incentives for new construction that fits the historic look of Downtown might encourage more developers in the Downtown.

Hannibal already has many unique, historic buildings in its Downtown. Unfortunately, many are in poor condition, but with rehabilitation of these buildings, Hannibal's Downtown would really shine. Many of the buildings are being rehabilitated for shops and residential space above. One thing that seems to be slowing the development is the cost of rehabbing a building in a historic district. Possibly some tax abatements, low-interest or zero interest loans, or other financial incentives would help speed up the rehabilitation of the Downtown. If such opportunities exist or are created, it will also be important to work with building owners to help them understand what is available to them and how to take advantage of it.

Hannibal already has rich, historic architecture. To complete the ambience and appeal of the Downtown, it will be important to improve the aesthetics of the sidewalks, streets, and lighting so as to complete the historic theme of the Downtown, and visually transport visitors back in time. This will make a trip to the Downtown more of an experience and more appealing than shopping at modern strip malls or large retailers, such as Wal-Mart.

TRANSPORTATION/PARKING

Additional parking Downtown could be achieved by implementing angled parking on at least one side of the street. In some instances, the streets are wide enough that both sides of the street could be 45-degree parking. In addition, some of the empty areas along Main Street could be turned into attractive parking areas. It will be important that the areas are well marked and attractive, with sidewalks leading from them into Downtown. Otherwise, visitors won't know where to find them, or they will find them unappealing to use.

Downtown could be made more pedestrian friendly by improving sidewalks and crosswalks. It would be nice if both the sidewalks and crosswalks were of the same materials and blended together, so pedestrians and motorists can easily see where they are. (i.e. all out of a stamped, red-toned concrete) A trolley system that runs along the main business routes through the Downtown would also be nice, but its fare will need to be inexpensive since one complaint about Downtown has been that everything costs too much.

BUSINESS OPPORTUNITIES

The Wal-Mart and strip centers in Hannibal attract many people from neighboring towns. If information brochures on Downtown attractions and events are available at Wal-Mart, visitors can be directed to the Downtown. (many of the Wal-Marts in Branson have brochures on area attractions located on a wall display when you enter the store)

Dining options that provide an experience would be good additions. People like outdoor dining options, and right now there aren't any in Hannibal's Downtown. Other good options would include an old ice cream parlor, a Mexican restaurant with a Mariachi Band on certain evenings, a bistro/tea room with live harp/piano music, etc.

Hannibal has excellent medical facilities, including a cancer center that offers state-of-the-art cancer treatment. When people come to the cancer center from out of town for treatment, they are often with family members who might have long hours to wait.

It would be good to make sure maps and brochures are at the cancer center so family members would know what there is to do in Hannibal while they wait. The cancer center has a concierge who works with patients and their families and gives them discount coupons for hotels and restaurants. She would be the person to coordinate with to make sure visitors got the brochures about Downtown.

Allowing certain types of street vendors in the Downtown area could add to the ambience of the Downtown and make a trip Downtown more of an experience. Examples of the types of street vendors that would be good would be ice cream, hot dogs, or flower stands. Currently ordinances restrict vendors on the streets Downtown. The city might want to revisit these ordinances to see if specific types of vendors can be allowed. Also, there should be requirements on the types of carts/stands they can have. Ideally, both the appearance of the carts and dress of the vendors should go along with the historic ambience of the Downtown. Theme-specific street vendors of this type would add a lot of appeal to the Downtown.

EDUCATION

Some of the shop owners could offer their products online, which would open larger markets for them and help smooth out the ups and downs of tourist seasons. It might be a good idea to work with these types of business owners to help them set up online components for their businesses.

Many shop owners may be unaware of how much business they lose by not being open on Sundays or at least a few evenings a week. This is especially true if they close early during the summer tourist season. During the summer, it would be good to have special evenings during the week when shoppers can depend on most of the shops being open. It could be a “Shop Summer Nights” promotional. To convince more of the shop owners to participate, it would be good to work with some of them and educate them on how changes in certain business practices can result bigger profits for them. Possibly, a business consultant could be contracted at a reduced rate to work one-on-one with some of the business owners.

At this time, tourist-friendly shops are most likely to succeed. Need to do some market research on Hannibal’s typical tourists and what they like to buy when on vacation. Then need to have regular communication with merchants and educate them on the purchasing habits of Hannibal’s typical visitors so they can provide appropriate goods and services.

OUTDOOR RECREATION

The city owns many areas in the Downtown that are not developed. These areas should be attractively landscaped and benches added to provide appealing green space where visitors can relax and linger in the Downtown. Some of these places might provide an ideal place to build a permanent stage for concerts and entertainment, and picnic tables where families can eat and enjoy the outdoors.

Many recreation opportunities are associated with Hannibal’s parks. The city has one of the most extensive park systems of any city in Missouri. The city also has a master plan to interconnect all of the eight or nine parks in Hannibal at some point in time.

River View park, a 400 acre park overlooking the river is on national historic registry because of landscaping; this park has been written up in several national publications. Aggressive marketing of Hannibal's parks system and recreational opportunities will help bring in local residents as well as attractive prospective residents. Also, if local residents know of all the great recreational opportunities they have in Hannibal, they will become the city's most convincing sales agents.

Hannibal just got funded for recreation trails, which includes a continuation of bike trails. Currently there are very few towns where you can ride your bike along the Mississippi. Once these bike trails are established, they should be marketed to biking enthusiasts through news releases and ads. In addition, bike trails should also go into the Downtown, so cyclists can ride their bikes into Downtown to shop or eat. It will also be important to have bike racks available Downtown so cyclists are able to park their bikes while they shop or dine. Developing bike trails that lead into Downtown will also bring more families into Downtown, and open more opportunities for family-oriented shops and restaurants. In addition, adding more and unique biking opportunities will open business opportunities for bicycle rentals, a bike shop and a bike repair shop.

A city-sponsored marathon or race that takes people through Downtown and along the riverfront would be a good way to bring people into Downtown Hannibal and generate news stories about the city.

LOCALS

As gas prices continue to rise, it will be more appealing to local residents to stay in Hannibal for their shopping needs, however, they have to first be informed of what is available and shown the benefit of shopping locally. That type of a campaign can best be accomplished through a city newsletter. Even if the newsletter starts out just a two-page flyer sheet that goes out with utility bills, it would go a long way to enabling the city to get its message across to residents. Ads in local papers can also be used.

Frequent shopper discount cards at Downtown shops and restaurants will encourage locals to shop Downtown more. The cards could be punch-style cards that give a discount or set dollar amount off after so many punches, or they can just provide a percentage off. If the city provides resident cards for parks and recreation programs, possibly it could negotiate special discounts for residents with participating local businesses.

Offering free outdoor movies will be a good way to get local residents back into Downtown.

There are some high-end professionals from General Mills, hospitals etc. who live in Quincy but drive to work in Hannibal. Need to make an effort to market Downtown to workers at Hannibal's largest employers. This could be done through special discount promotions to employees at a particular organization. Also, if possible, be sure promotional information, flyers, etc. are placed in employee lounges. It would also be good to target these employees with real-estate information, since they might like to move closer to their place of employment once they know about all the amenities Hannibal can offer. Promoting Hannibal's parks system will be an important part of this.

Hannibal Threats

(Comment from merchant)

- Has owned a shop in Hannibal for several decades, but has seen visitor traffic go down terribly and spending by visitors who do visit Hannibal has also dropped.
- Clopper used to be loaded, but not anymore. Train & trolley aren't full anymore.
- Admission fees at each of the attractions makes it expensive for a family to come to Hannibal. If family goes to two or three attractions, can easily spend \$50 per person. No money left to buy things. Families can go to 6-Flags cheaper. Thinks Hannibal has priced itself out of its market niche. Markets itself to young families, but is expensive for family to visit the different attractions—cheaper to go to amusement park and pay one admission price
- Molly Brown Theatre closed and bus tours stopped coming. No longer get many bus tours.
- Managers at Cave said this year was first time they had to go to schools to get the schools to come.

Tourism business has been declining for many years.

Quincy Herald has not given Hannibal as favorable of coverage in local newspapers.

Many historical buildings deteriorating due to neglect. Gives a poor impression of the Downtown.

Much of local residents' regular shopping is done at Wal-Mart Supercenter and two other Hannibal strip centers. Small mom-and-pop type places are going out of business because they can't compete on a price level. *(note: The only way small businesses will be able to compete will be through niche marketing and marketing a different ambience than what shoppers can find at larger stores and Wal-Mart. Also, small-business owners need to be educated to understand the importance of being more responsive to consumers' needs and desires when it comes to hours. Currently, Wal-Mart is open when shoppers want to shop, but Downtown shops aren't.)*

When Penney's moved out of the Downtown, it was a major blow. Specialty stores also moved out to shopping centers to be with the big stores. A large destination store would help draw local shoppers and anchor the Downtown, but it will be hard to attract one until more traffic is generated Downtown.

The reconfiguration of the Highway 36 (I-72) bridge seems to have had an effect on the number of people coming into Downtown. People are less inclined to get off the Interstate.

Many residents do a great deal of shopping across the river in Quincy, IL due to the larger variety of chain stores and restaurants. The proximity of these chain locations also takes away visitors from Hannibal for their shopping needs.

Chain restaurants in Quincy hold a strong draw for Hannibal residents.

(per focus group discussion) Residents have mixed feelings about the direction of Downtown. They feel Hannibal's direction needs to be defined more clearly—decide whether to improve with a Mark-Twain based focus or give Hannibal an old, small-town look and feel. *(note: Mark Twain is Hannibal's primary unique feature. It should always be part of the marketing mix, even if it is not the central theme)*

There are a number of things people used to be able to do Downtown that are no longer available. High-end clothing stores, shoe stores, dining variety and drugstores are now gone.

Locals think of Downtown as touristy – don't think about it for shopping and don't go there a lot.

(per focus group comments) Artisans don't really make their living from sales in Hannibal. It is a catch 22—not enough people buy their stuff in Hannibal, so they can't afford to keep their gallery shops open many hours. Then people aren't able to see the big artists in Hannibal because the stores aren't open, and the artists become less of a draw for tourists. *(note: Possibly a co-op type gallery would enable more art to be on display for visitors. Several artists could display in a single gallery and wouldn't have the expense of staffing and keeping their individual galleries open many hours.)*

Some craftspeople moved Downtown simply because they could afford the building but never intended to open up shop. This leaves unavailable shops for visitors to browse and explore.

A decrease in the number of families is forecasted for Hannibal between 2007 and 2012. (per ESRI and based on U.S. census statistics) Since families tend to be heavier consumers, this could translate into less year-round business for local merchants.

Several industries in Hannibal are dependent on the auto industry and are having some difficulty right now.

People who have grown up in Hannibal, if asked where to shop will refer visitors to Quincy. More education of locals on what Hannibal has to offer is needed.

Hannibal lost a Holiday Inn and a Ramada – couldn't bring in enough groups. Hannibal Inn also closed. Two hundred and forty rooms are now gone.

(per focus group discussion) Many people in Hannibal don't like change and have a "We're happy with things the way they are" mentality. They think if something has been a certain way for 50 years, then there's no reason to change it now. These people don't think Hannibal needs new taxes for roads and don't want to spend money on things they perceive as fine. *(note: Although you will always have a percentage of the population with this attitude, too many people feeling this way will inhibit progress in the city. An education campaign is needed to show people why change is needed and in the best interest of everyone.)*

(per focus group discussion) People feel you can come up with good ideas but then the city says "It won't work." *(note: Better communication between the city and residents/business owners is needed.)*

(per focus group discussion) People hear a lot of “you can’t do this anymore, you can’t have concerts Downtown, etc.” This indicates an attitude problem that will hold back change and progress. *(note: Attitudes won’t be changed without a concerted information campaign that involves more than word-of-mouth strategies.)*

As you bring more people into Downtown to live, there will be more complaints about things like noise created by the bars Downtown. *(note: The city government will have to address these issues and become stricter on some nuisance-related ordinances.)*

Parking is a problem Downtown and as you bring more people to live Downtown it will get more complicated.

(per focus group discussion) City ordinances concerning connected buildings results in attachable buildings getting swallowed up by condemnation procedures. Ends with the whole block being condemned because of one building. *(note: This needs to be addressed to preserve buildings.)*

(per focus group discussion) Kids are drag racing on Broadway and the perception is that local police aren’t enforcing against it. Visitors who see this behavior are sent the wrong message about Hannibal.

(per focus group discussion) The city hasn’t done much for the infrastructure in years.

(per focus group discussion) Things Downtown seem to be geared towards visitors coming in, not to long-time residents. Downtown is nothing like they remember and nothing seems to be geared toward them. *(note: An education campaign is needed to inform local residents (especially long-time residents) ways Downtown is still a good place for locals to shop and dine.)*