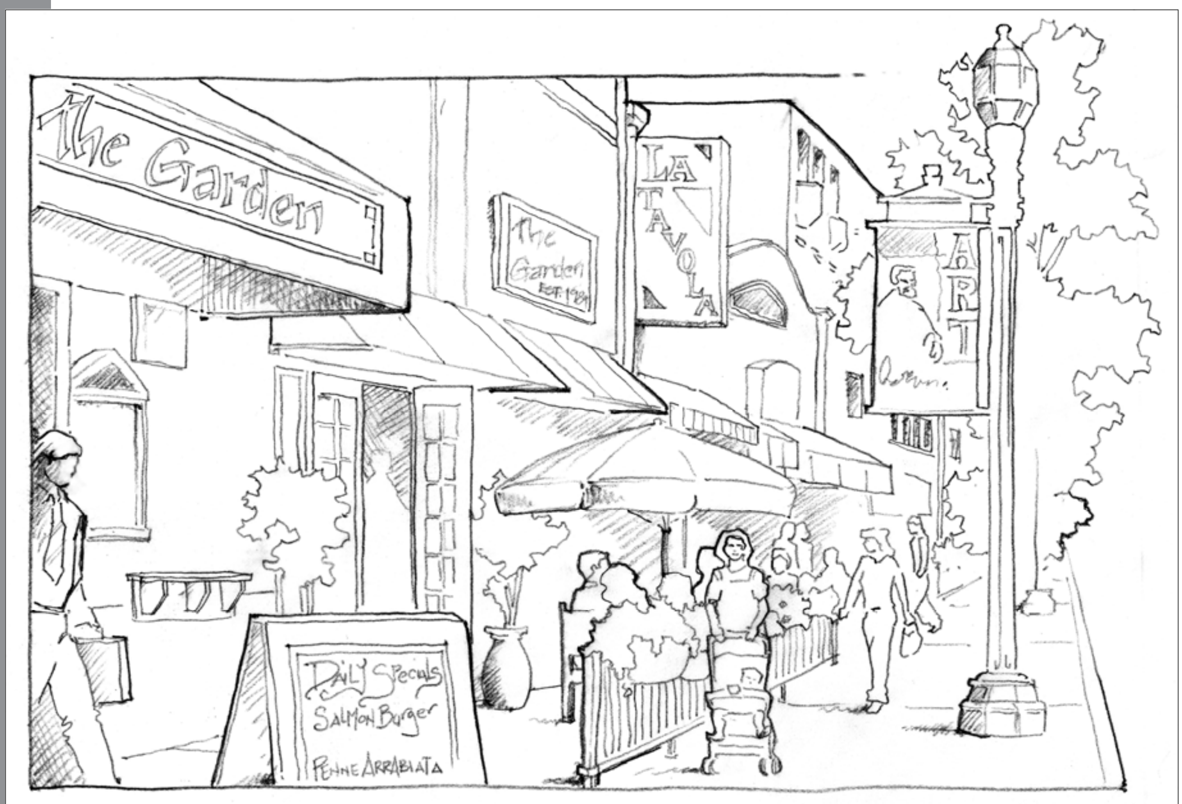
Kennett, Missouri

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

RETAIL MARKET ANALYSIS



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PGAVURBANCONSULTING

Kennett, Missouri

Downtown Revitalization and Economic Assistance for Missouri (DREAM) Program Sponsors:

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DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI
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Executive Summary

The City of Kennett (the "City") is participating in the Downtown Revitalization and Economic Assistance for Missouri ("DREAM") Initiative, a three-year planning process. The DREAM planning process includes a retail market research component that defines Downtown's trade areas, analyzes demographic and employment data, and compares retail supply and demand in the context of the local retail market. This Retail Market Analysis presents the market research and proposes goals and strategies for strengthening existing retail businesses, increasing available prime retail space, and improving the retail business mix.

To achieve these results, the DREAM initiative recommends Downtown Kennett employ various retail development strategies. All of the strategies found on **pages 19 to 25** are important, but the following are key strategies:

1) Develop a merchant education program to address issues such as marketing, customer service, business and building maintenance, retail promotions, and shopping trends. The Downtown Kennett Coalition should seek to make Downtown businesses more competitive and aware of the information gathered during the DREAM process.

2) Develop cooperative marketing programs for existing businesses that target Downtown residents, workers, and visitors. These three markets require different techniques. Large groupings of residents, such as those at Ely Walker Apartments, can be reached efficiently. Visitors of the Sheryl Crow Aquatic Center can also be reached easily.

3) Increase the availability of prime Downtown retail spaces. The City should review its zoning codes to ensure offices and services are located on upper floors or side streets. Additionally a revolved loan fund for façade improvements can incentivize retail uses to locate in the prime Downtown spots. About 80% of Downtown Kennett's first-floor space is occupied by a non-retail use.

4) Create a Retail Recruitment Team. A team focused on the areas of unmet demand as listed on **page 14** can be effective in encouraging new start-ups, expansions, and relocations of regional retail stores.

The strategies noted above comprise the core of a sound retail enhancement plan that places an emphasis on existing businesses and includes residents, visitors, and potential investors. The remaining strategies found in this report support and enhance these initiatives.

INTRODUCTION

In most cities born of traditional origins, Downtown was the center of social and commercial exchange. It is, or once was, the place to find the shops and restaurants, employment, and entertainment. The Downtown is, or once was, the pre-eminent center of social and commercial life; where the city hung its hat.

In many instances, modern development trends have diminished the function of the typical American Downtown. Shopping habits have shifted to the big-box stores on the outskirts of town. Shopping centers and major retailers have located along highways. The mobility of the consumer has increased, partly due to increased reliance on the automobile. Auto-oriented retail centers have generally located outside of the traditional Downtown and resulted in a loss of commercial activity for Downtowns. Smaller businesses have struggled to maintain their traditional Downtown locations, as residents, visitors, and fellow businesses have followed retail development to the City's outskirts.

Kennett has felt the effects of these development trends, but is fortunate to still have a Downtown Square. The City Government and other Kennett leaders need to reestablish that Downtown is the civic and social center of the City. Downtown has local government facilities, professional offices, churches, performance venues, the Sheryl Crow Aquatic Center, shops, offices, and restaurants.

Today, American downtowns contain a mix of retail uses that contribute to a diverse environment. Destination-oriented retailers offering products such as clothing, furniture, jewelry and other specialty items are commonly found. People no longer shop downtown for their general merchandise, but rather because downtown provides an experience not found at larger retailers.

This report presents information and recommended strategies for strengthening Downtown Kennett's retail base. The first part of this report focuses on the "Retail Supply" side of the retail market by considering the current inventory of retail space and existing retail businesses. This is followed by an examination of the "Retail Demand" side of the retail market, which reviews demographic trends and consumer spending patterns in the greater Kennett area. These two halves of the retail marketplace are then compared in a "Market Analysis" to identify the types of retail services that could likely be supported by existing unmet consumer demand. Finally the report will conclude with recommended "Goals and Strategies" for encouraging retail development in Downtown and attracting the retail services identified in the market analysis and recent surveys of residents.

Existing conditions in Kennett combine to create an atmosphere where Downtown is underutilized and not compelling enough to attract visitors. High amounts of vehicle traffic travel east-west directly through the Courthouse Square on highway 84, but most of that traffic doesn't stop in the Downtown area. City Hall is Downtown, a block to the North of the Square, but the Chamber of Commerce is located on the outskirts of the City as is most of the City's retail businesses. A few banks, some retail, the Dunklin County Courthouse, and numerous service & legal support businesses create the daytime working population. In the evening there are few attractions. Again, most people seem to be interested in getting through the Square, rather than stopping to experience the businesses located around the square.

Positive actions lately to create a more vibrant Downtown include the continued activities at the Sheryl Crow Aquatic Center and the rejuvenation of the Ely-Walker building into 46 Family affordable apartments. These activities will begin to attract other retail businesses and the apartment dwellers will add to the 24 hour population of the Downtown.

This report provides analysis for three geographic areas. First, Downtown Kennett (Downtown is defined as the DREAM Study Boundary. Downtown's Primary Trade Area (PTA) is defined as the Kennett City limits. The Secondary Trade Area (STA) is any point within a 30-minute drive of Downtown. Exhibits showing each area are included in Appendix A and trade areas are discussed later in this section.

A review of key demographic and employment data shows that Downtown's PTA, the City, has an estimated 2008 population of 11,032 people in 4,472 households. With a population of 31,030, the STA is roughly triple that of the City. A total of 12,736 households are located in the STA. Approximately 5,500 jobs are located throughout the PTA, with 567 of those located in Downtown at 86 establishments. Approximately 50% of Downtown employees reside within the PTA.

Determining the retail supply of Downtown Kennett includes a review of the DREAM Land Use, Building, and Infrastructure Survey conducted by Kennett volunteers. The survey information shows that, at the time of the survey, Downtown had about 980,000 square feet of first-floor commercial space. About 120,000 square feet of first-floor space was used as retail or restaurant space and an additional 70,000 square feet was vacant. The 120,000 square feet of Retail/Restaurant Space is generating about $2.5 million in sales annually, or about $21 per square foot. The 70,000 square feet of vacant space represents the potential for an additional $1.5 million in annual sales. Using the North American Industry Classification System (NAICS), most of Downtown Kennett's retail establishments are classified as "miscellaneous retail".

Information concerning retail demand was obtained using proprietary retail spending data from ESRI (a leading provider of demographic information). Spending patterns of consumers residing in Downtown Kennett's Primary and Secondary Trade Areas are analyzed. Consumers residing in the PTA spend an estimated $82 million per year, and the roughly 12,700 households within the STA spend approximately $116 million per year on retail and restaurants. This expenditure data is essential for understanding the potential for retail expansion in Downtown Kennett. Household income date and disposable income profiles are also analyzed to assess retail demand within the trade areas. Information obtained from ESRI may not match the existing conditions as observed by PGAV.

Comparing consumer demand to actual sales, or supply, within Downtown Kennett and the trade areas provides insight to the performance of the local retail market. By analyzing this data for each retail category, unmet retail demand can be identified. This unmet demand is a prime target for either existing or new retail businesses to increase Downtown sales.

Using this methodology, unmet demand was identified in the following retail areas:

- Food Services & Drinking Places, Limited Eating Places
- Department Stores
- Building Materials, Garden Equipment & Supplies
- Electronics & Appliance Stores
- Beer, Wine, & Liquor Stores
- Clothing, Accessories, and Shoe Stores
- Book, Periodical, & Music Stores
- Furniture and Home Furnishings Stores

Using assumptions about sales per square foot and date on unmet retail demand, it is possible to estimate approximately how much new retail floor area in each of these categories could be absorbed in Downtown Kennett.

The DREAM Initiative includes a Community/Consumer Survey task that conducted focus groups, a telephone survey, and a visitor survey. The results from this task helps to identify retail opportunities.

Some key points of the focus groups relevant to retail development include:

- All groups felt Downtown was not as user friendly as it could be
- All groups wanted to see improvements to streets and sidewalks and signage
- Groups said that Downtown could be beautified by removing the metal awnings and adding landscaping and gathering plazas
- Participants indicated a preference for a larger variety of restaurants, outdoor dining, a clothing store, and a sporting goods store
- Groups also noted building conditions as a concern and felt the City could be stricter concerning building code enforcement

Phone survey respondents prioritized business types. The following list indicates the highest priority listed first:

- Casual dining
- Clothing store
- Upscale dining
- Bookstores
- Coffee shop
- Ice cream shop
- Specialty shop
- Lodging
- Art galleries / Antique shops

Participants of the visitor survey were asked what additional businesses would make them more likely to visit Downtown Kennett. The tops responses are listed in priority order:

- More and better restaurants
- Clothing stores
- More shops in general
- Ice cream shop

Based on the retail market data and the unique assets of Downtown Kennett, retail development goals and strategies were then developed. These goals and strategies are found on page 19.

UNDERSTANDING RETAIL TRADE AREAS

The term "Trade area" refers to the geographic area from which a majority of a given business's customers originate. Different categories of retail businesses have different trade areas. The trade area for a convenience store or hair salon might be quite small, whereas a specialty electronics retailer or a car dealership would have a much larger trade area. To determine the trade area of a shopping center or entire retail district, an average must be used to even out differences between each type of business. The concept of trade areas is an important part of evaluating the performance of a retail district and determining the potential to expand retail activity.

Retail market analysis evaluates two different geographic trade areas: a Primary Trade Area (PTA) and a Secondary Trade Area (STA). For this study, the PTA is identified as the Kennett City limits. The STA is any point within a 30-minute drive of Downtown. The 30-minute drive boundary presents a catch-basin of consumers likely to make a shopping trip to Downtown. The 30-minute drive time also indicates a typical commute time for the PTA's labor pool. A map of each area is included in Appendix A and the three geographic areas of analysis are summarized below.

- Downtown Kennett (Downtown): The focus of the analysis is to determine the current level of retail activity captured by Downtown Kennett and the amount, if any, of additional retail activity that could be captured by addressing areas of unmet demand. Downtown Kennett is defined as the DREAM Study Boundary, which is illustrated in the maps in Appendix A, Exhibit 1.

- Primary Trade Area (PTA): The City Limits. PGAV has classified the City of Kennett as the PTA because Downtown Kennett draws many of its shoppers from the City. This PTA classification will also show the relationship between retail activity Downtown and Citywide.

- Secondary Trade Area (STA): PGAV has defined the STA as a 30-minute drive-time "catch-basin" around Downtown Kennett. The City attracts an estimated ninety to ninety-five percent (90%-95%) of all retail dollars from this area.

DEMOGRAPHIC PROFILE

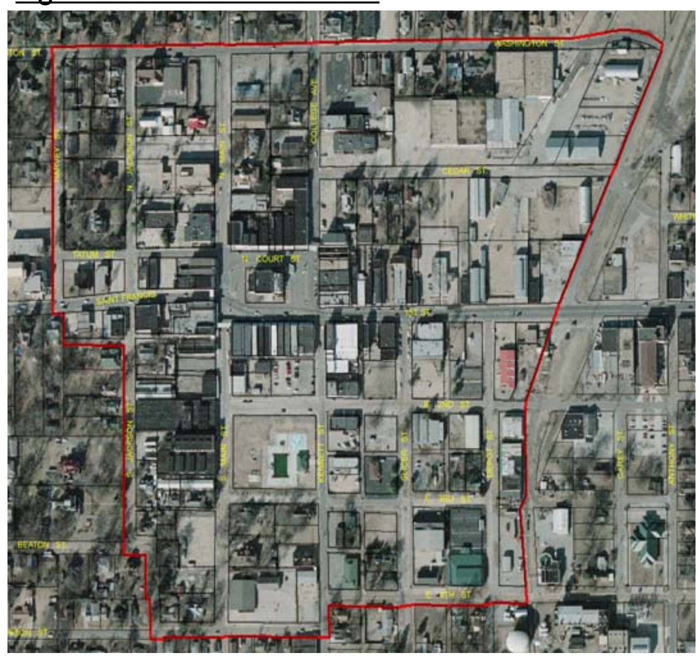
In order to understand the potential for retail development in Downtown Kennett, it is important to study the population and households in the respective trade areas. Key information includes household incomes and average annual expenditures of the households in the area. These statistics provide the number of consumers and an idea of the demand, or available spending dollars, for retail in each of the trade areas.

The most current official population data is estimated based on the last decennial national census, conducted in 2000.

Downtown Kennett Statistics

Downtown Kennett (**Figure 1**; the DREAM Study Boundary) is situated roughly in the center of the City and consists of approximately 231 buildings on 23 city blocks. Before presenting data on the City as whole, some discussion of Downtown Kennett is useful.

Figure 1: Downtown Kennett



As of 2008 the population of Downtown was 181 people living in 46 households for an average of 3.9 people per household. The average household income was $41,978 and the median age was 37.1 years. Approximately 27% of the population were age 19 or younger; 33% between 20 and 44; and 39% were age 45 or older.

Table 1 illustrates current demographics and future demographic trends for Downtown.

Table 1: Downtown Kennett Demographic Trends

Downtown Kennett Demographic Trends					
Year	2000	2008	2013	Percent Change 2000-2008	Percent Change 2008-2013
Total Population	193	181	176	-6.22%	-2.76%
Total Households	50	46	45	-8.00%	-2.17%
19 and Under	55	50	45	-9.20%	-9.26%
20-44	70	60	57	-14.27%	-4.57%
45 and Over	69	71	74	3.79%	3.77%
Median Age	35.9	37.1	38.4	3.34%	3.50%
Average Household Income	$30,536	$41,978	$48,483	37.47%	15.50%

Primary Trade Area Statistics

As described in the previous section, the Primary Trade Area (PTA) is identified as the City limits of Kennett (Shown in **Figure 2**).

The City of Kennett is located in Southeast Missouri in the "Bootheel" region of the State.

As of 2008, the population of the City was 11,032 people living in 4,472 households for an average of 2.5 people per household. The average household income was $44,132 and the median age of residents was 37.3 years. Approximately 29% of the population were age 19 or younger; 31% between 20 and 44; and 40% were age 45 or older.

Table 2 illustrates current demographics and future demographic trends for the Primary Trade Area.

Figure 2: Primary Trade Area

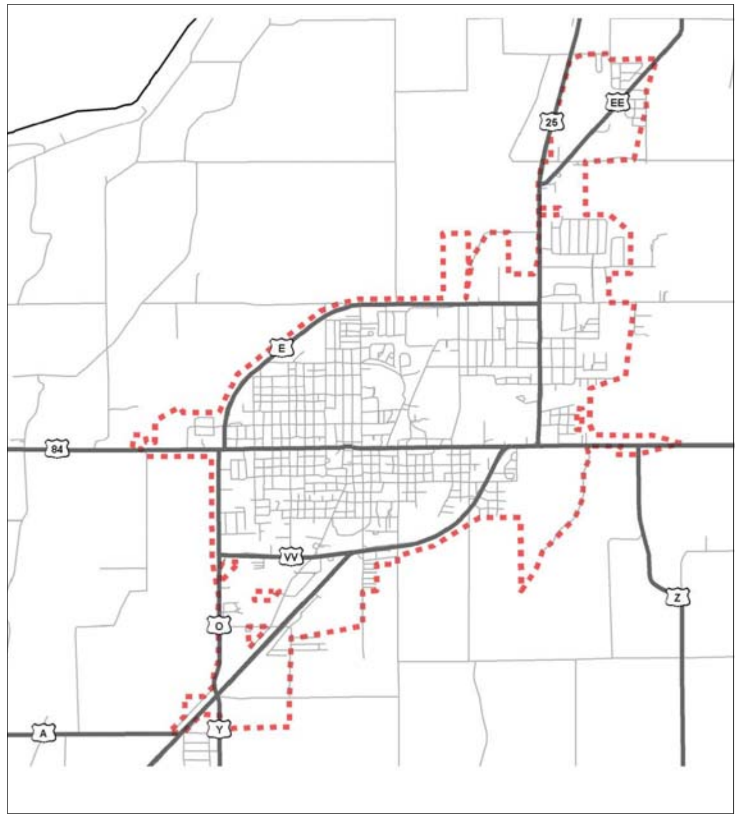


Table 2: Primary Trade Area Demographic Trends

Primary Trade Area Demographic Trends					
Year	2000	2008	2013	Percent Change 2000-2008	Percent Change 2008-2013
Total Population	11,260	11,032	10,905	-2.02%	-1.15%
Total Households	4,540	4,472	4,432	-1.50%	-0.89%
19 and Under	3,277	3,199	3,148	-2.36%	-98.59%
20-44	3,581	3,365	3,180	-6.03%	-98.31%
45 and Over	4,403	4,468	4,577	1.48%	-98.34%
Median Age	35.9	37.3	38.3	3.90%	2.68%
Average Household Income	$30,533	$44,132	$50,169	44.54%	13.68%

Secondary Trade Area Statistics

As described in the previous section, the Secondary Trade Area (STA) is identified as an area within a 30-minute drive time of Downtown Kennett (Shown in **Figure 3**).

As of 2008, the population of the STA was 29,561 people living in 12,148 households for an average of 2.4 people per household. The average household income was $40,705 and the median age was 39.3 years. About 27% of the population were age 19 or younger; 29% between 20 and 44; and 44% were age 45 or older.

Table 3 illustrates current demographics and future demographic trends for the Secondary Trade Area:

Figure 3: Secondary Trade Area

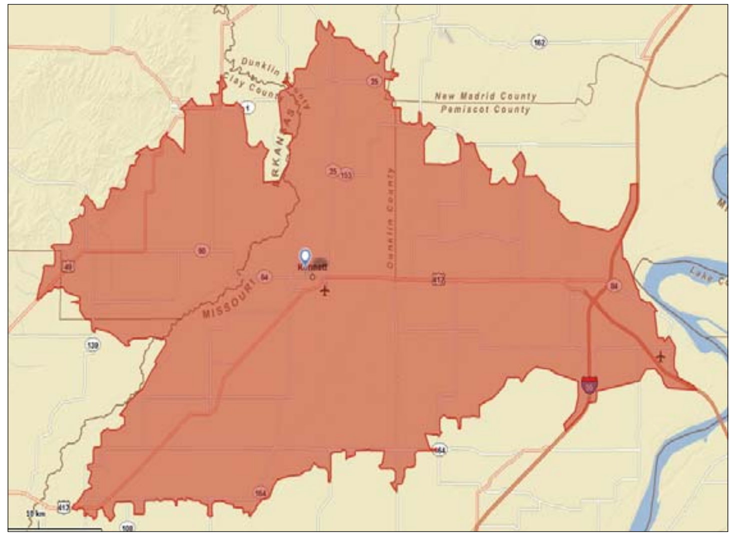


Table 3: Secondary Trade Area Demographic Trends

Secondary Trade Area Demographic Trends					
Year	2000	2008	2013	Percent Change 2000-2008	Percent Change 2008-2013
Total Population	30,632	29,561	28,971	-3.50%	-2.00%
Total Households	12,492	12,148	11,942	-2.75%	-1.70%
19 and Under	8,791	8,129	7,909	-7.53%	-2.71%
20-44	9,527	8,780	8,140	-7.84%	-7.29%
45 and Over	12,345	12,623	12,920	2.25%	2.36%
Median Age	37.7	39.3	40.6	4.24%	3.31%
Average Household Income	$33,204	$40,705	$45,999	22.59%	13.01%

Employment

As of 2008, there were about 5,500 jobs in the PTA, 567 (10%) of which were located in 86 establishments in Downtown of 6.6 jobs per establishment. The retail sector employed 75 jobs (13%) of the total Downtown workforce, and 4 (1%) jobs were in the Food & Service Industry.

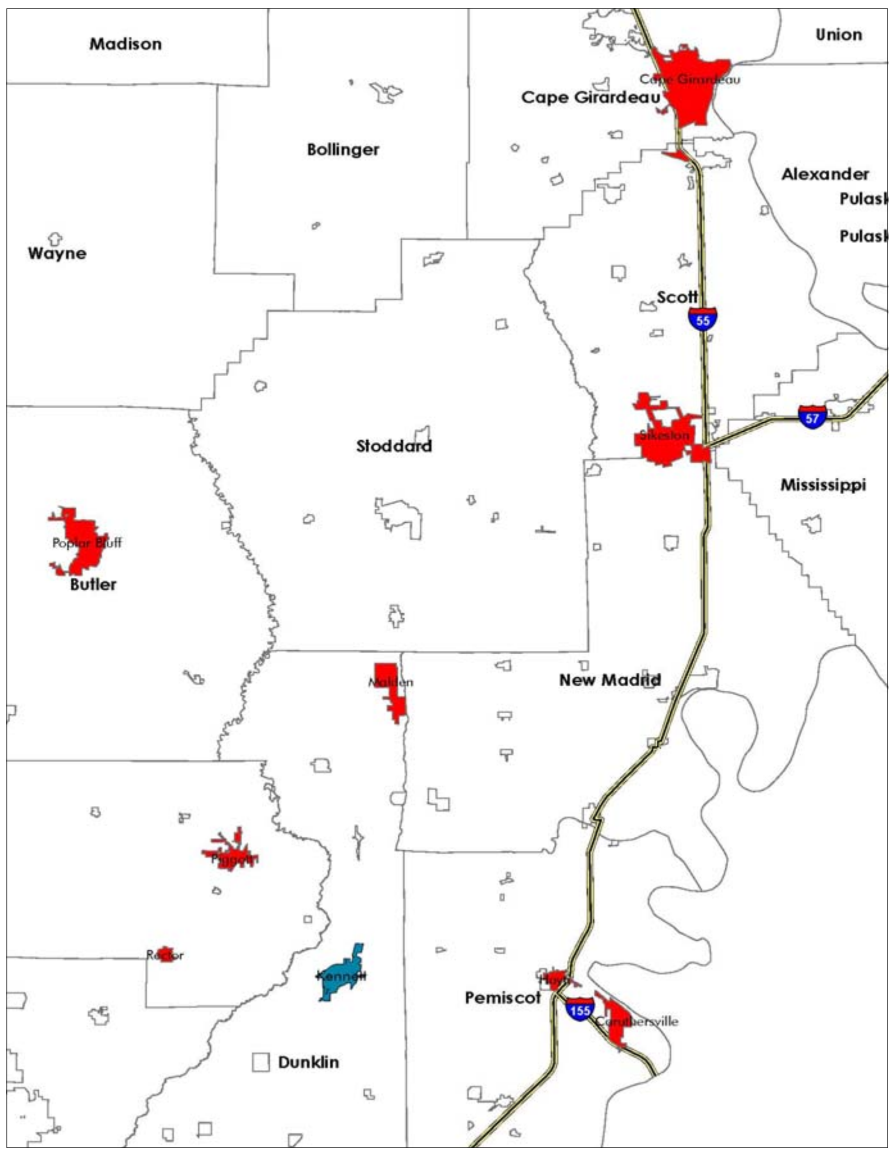
Of Downtown's 86 employer establishments, 15 were classified as retail and food and service industry. One of those establishments was classified as an eating and drinking place. Most of the retail jobs located in Downtown were in the miscellaneous retailer category.

In the PTA, there were 1,302 retail and food and service industry jobs (24% of all jobs) and 160 establishments.

Approximately 50% of the Downtown employees reside in the City and about 70% reside within Dunklin County.

A majority of Downtown Kennett's employees travel from the surrounding area, including the cities of Hayti, Caruthersville, Sikeston, Cape Girardeau, Malden And Rector and Piggott, Arkansas. The location of these cities are illustrated in **Figure 4**.

Figure 4: Surrounding Communities



RETAIL SUPPLY

The Downtown Trade Area consists of 79 acres with 980,000 square feet of existing first-floor commercial/retail space. In reviewing the DREAM Land Use, Building, and Infrastructure Survey results, PGAV estimates 120,000 square feet of this first-floor space is used as retail/ restaurant space and another 70,000 square feet is vacant. The remaining 790,000 square feet of space is a non-retail commercial use. This is a significant amount of non-retail space. The 120,000 square feet of retail/restaurant space is generating about $2.5 million in sales annually or about $21 per square foot. The 70,000 square feet of vacant space represents the potential for an additional $1.47 million in annual sales to the City.

Table 4, below, indicates the number of retail establishments in Downtown Kennett, the City of Kennett, and Dunklin County and shows most retail establishments in Downtown are categorized as "Miscellaneous Retail." A map of the retail establishments is located in **Appendix E**.

Table 4: Retail Establishments

Retail Establishments						
	Downtown Kennett		City of Kennett		Dunklin County	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail Trade Summary	15	75	160	1,302	335	2,277
Home Improvement	1	1	6	16	17	45
General Merchandise Stores	1	2	7	399	12	501
Food Stores	2	6	18	136	53	360
Auto Dealers, Gas Stations, Auto Aftermarket	1	4	31	124	72	367
Apparel & Accessory Stores	1	3	7	20	10	26
Furniture & Home Furnishings	1	0	13	22	23	37
Eating & Drinking Places	1	4	32	403	73	622
Miscellaneous Retail	7	55	46	182	75	319
Total Businesses	86		681		1,468	
Total Employees	567		5,533		10,278	
Total Residential Population	191		11,056		32,491	
Daytime (Employee)/Nighttime (Population) Ratio	2.97		0.50		0.32	

At various times during the Land Use, Building, and Infrastructure Survey, PGAV surveyed retail operations in Downtown Kennett. Because the businesses cycle of Downtown is quite complex and dynamic, a sample of recent retail services is listed in **Table 5** on the following page. This listing is organized according to the North American Industry Classification System ("NAICS"). Using the NAICS system allows this 2008 "snapshot" to compare retail activity by categories. This report recommends retail establishments to fit gaps identified in retail service.

Downtown Kennett's primary retail competition comes from the Wal-Mart Supercenter-anchored retail area east of Downtown along the Highway 7/13 Bypass.

Table 5: Existing Retail Supply

Industry Group	Store Name
Lawn and Garden Equipment and Supplies Stores	Farden Sanctuary
	Stone Mercantile
Health & Personal Care Stores	Bryon Ketih Mitchell
Clothing and Clothing Accessories Stores	Dollins Clothing Store
	Doyne's Mens Ware
Miscellaneous Store Retailers	Family Dollor Store
Used Merchandise Stores	Banque of Antiques
	Downtown Flea Market
Food Services & Drinking Places	Causbie's Bakery
	Seasonal Refreshments
	Cici's
Auto Parts, Accessories, and Tire Stores	Fire Stone Store
	Body Mechanics
	Napa Auto Parts

RETAIL DEMAND

The spending habits of consumers in the three trade areas are important to this analysis because they provide the basis for the determination of demand. How much each household spends on average per retail sector provides an idea of the demand for particular retail services within a given trade area. **Table 6** provides per-household annual consumer expenditures for eight main categories and several sub-categories of retail expenditures.

Table 6: Household Income and Consumer Expenditures

Retail Sector	Downtown Kennett	Secondary Trade Area
Average Household Income	$43,178	$40,352
Total Households	49	12,184
Average Annual Counsumer Expenditures Per Household		
General Merchandise	$1,184.53	$1,143.24
Food	$5,208.51	$4,928.41
Food at Home	$3,370.55	$3,283.00
Food Away from Home	$1,837.96	$1,645.42
Apparel and Services	$1,506.02	$1,358.22
Household Merchandise	$1,162.52	$1,042.37
Electronics	$464.89	$392.17
Household Goods	$697.63	$650.20
Household Care	$247.04	$287.79
Transportation	$1,891.18	$1,911.24
Miscellaneous Merchandise	$1,362.61	$1,331.38
Health Care	$546.67	$559.52
Miscellaneous Goods	$815.94	$771.86
Entertainment & Recreation	$2,016.82	$1,922.29

Further analysis of **Table 6** compares the total of Downtown expenditures for the selected categories ($14,579) with that of the STA ($13,925). Comparing each category only shows small differences between household expenditures of Downtown and STA residents.

The tables on the following page depict Kennett's potential purchasing power.

Table 7-A: Household by Income, shows the number of households at regular income thresholds, representing the purchasing power in Downtown Kennett, the City of Kennett, and Dunklin County.

Table 7-B: Disposable Income Profiles, shows the amount of disposable income, per household, for Downtown Kennett and the STA. This table represents the volume of demand available within Downtown and the STA.

Table 7-A: Households by Income

Households by Income Level for Kennett			
Income Level	Downtown	Citywide	County
Total Households	27	3,068	9,166
$ 0 - $14,999	8	862	2,493
$ 15,000 - $24,999	3	460	1,494
$ 25,000 - $34,999	3	310	1,182
$ 35,000 - $49,999	4	436	1,412
$ 50,000 - $74,999	5	525	1,439
$ 75,000 - $99,999	2	224	614
$ 100,000 - $149,999	2	184	376
$ 150,000 - $199,999	1	28	73
$ 200,000 +	0	40	73

Table 7-B: Disposable Income Profiles

Disposable Income Profile for Kennett		
Income Level	Downtown Trade Area	Secondary Trade Area
Less than $15,000	15	3,961
$15,000-$24,999	7	2,313
$25,000-$34,999	6	1,825
$35,000-$49,999	8	2,128
$50,000-$74,999	7	1,730
$75,000-$99,999	1	355
$100,000-$149,999	1	257
$150,000-$199,999	0	70
$200,000+	0	96
Total	45	12,735
Median Disposable Income	$25,619	$25,372
Average Disposable Income	$31,611	$34,478

In determining the strengths and weaknesses of Downtown Kennett's retail market, this report uses data from ESRI to estimate the amount of retail demand captured by Downtown Kennett. This proprietary data provides the total amount that all households in the respective trade areas spend on retail and restaurants (demand). This figure is then compared to the amount of retail spending that actually occurs in the trade area or in Downtown Kennett (supply). ESRI data may not match U.S. Census Bureau data, but is within an acceptable margin.

According to 2008 data provided in **Table 8**, all households in the STA spent an estimated $121 million on retail and food and drink. An estimated $116 million in sales took place in the STA, indicating that some households from the STA boundary make purchases elsewhere.

For the PTA, resident households spent about $43 million, but more than $81 million (excluding auto sales, gasoline sales or non-store retail transactions) was spent within the PTA. This suggests the PTA attracts some households from outside the PTA to make purchases.

Table 8: Retail Demand & Sales

Industry Group	Secondary Trade Area (STA)		Primary Trade Area (PTA)		Downtown
	Retail Demand	Retail Sales	Retail Demand	Retail Sales	Retail Sales
Food & Drink	$24,687,165	$10,689,066	$9,639,662	$17,072,832	$154,490
Total Retail Trade	$96,667,189	$104,938,251	$32,905,868	$64,530,725	$2,348,132
Total Retail Trade and Food & Drink	$121,354,324	$115,627,317	$42,545,530	$81,603,557	$2,502,622

Of the $81 million spent in the City limits, Downtown captured about 3% of expenditures ($2.5 million), which also represents almost 6% of PTA household retail demand. Much of the remaining retail demand may still be spent within the City limits, but may be spent elsewhere, such as at the Wal-Mart Supercenter. **Table 8** summarizes the retail demand and sales for each trade area, and **Appendix B** provides a detailed table with these figures broken down by retail categories.

RETAIL MARKET ANALYSIS

The fact that retail spending within the City is greater than the retail demand of City's households indicates that the City draws shoppers from the surrounding region.

Unmet Demand

While, on the whole, the City draws shoppers from outside the City limits, there are retail services for which shoppers leave the STA. The fact that some shoppers leave the STA for certain types of retail services indicates demand for goods that cannot be met in either trade area. Understanding this unmet demand reveals an opportunity for Downtown Kennett to capture more retail spending and add to the pull of Kennett's retail sector.

In **Table 9** unmet demand (the difference between retail demand and actual sales) is listed for the retail categories having the greatest opportunity. Given the total unmet retail demand within the Secondary Trade Area and the average sales per square foot ($21) in Downtown Kennett, PGAV estimates that Downtown Kennett could support an additional 443,800 square feet of retail by capturing the STA's unmet demand in the specified retail sectors. Existing retailers could capture this unmet demand by expanding floor area, or new retailers could enter the marketplace.

Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[2]
Furniture Stores	$ 24,074	1,100
Home Furnishing Stores	$ 311,832	14,800
Electronics & Appliance Stores	$ 848,071	40,400
Building Material	$ 4,874,538	232,100
Lawn and Garden Equipment and Supplies	$ 5,061,599	241,000
Specialty Food Stores	$ 221,649	10,600
Clothing and Clothing Accessories Stores	$ 431,499	20,500
Shoe Stores	$ 194,371	9,300
Florist	$ 77,102	3,700
Book, Periodical, and Music Stores	$ 390,088	18,600
Full-Service Restaurants[3]	$ 3,207,523	32,100
Limited-Service Eating Places[3]	$ 9,649,622	96,500
Special Food Services	$ 635,949	6,400
Drinking Places	$ 505,005	5,100
TOTAL	**$ 20,374,407**	**443,800**

[1] Indicates unmet consumer demand within the Secondary Trade Area.

[2] Based on $21 in sales per square foot in Downtown Kennett, based on existing retail inventory and activity.

[3] Based on $100 per square foot in Restaurants Sales

Available Retail Space Inventory

In reviewing the results of the Land Use, Building, and Infrastructure Survey task as conducted by City of Kennett volunteers, PGAV noted the following vacancies in **Table 10**:

Table 10: Vacancies

ID	Address	Available Sq. Ft.
1	219 S Main	700
2	211 S Main	1,000
3	209 N Jackson	1,000
4	105 S Main	1,500
5	100 N Jackson	1,516
6	100-102 St Francis	2,410
7	107 S Side of Square	2,800
8	205 St Francis	2,862
9	104 College	3,500
10	100 College	2,100
11	101 S Side of Square	3,500
12	213-17 S Main	3,500
13	208 S Main	3,800
14	117 Francis St	4,000
15	212 S Main	4,500
16	201-203 St Francis	6,500
17	212 N Main	7,000
18	121 Francis	8,000
19	100-116 N Court House Square	9,500
Total		**69,688**

The above-listed locations were observed in February, 2008. The total available vacant square footage in Downtown Kennett is significantly less than the amount of additional, supportable retail square footage of unmet demand as described on the previous page. This indicates a need not only for Downtown leaders to work diligently to fill the exiting vacancies, but to develop planning initiatives and incentives and adjust zoning codes to encourage the conversion of existing office or service space to retail use.

Focus Groups, Telephone, and Visitor Survey Highlights

The DREAM Community/Consumer Survey task included conducting focus groups, a telephone survey, and a visitor survey. Findings relevant to retail development are summarized below. These results offer another important source of data about local consumer behavior and measures the desire for additional retail, restaurant and entertainment in Downtown Kennett.

Focus Group Overview

- Many residents try to do their shopping in Kennett, but have trouble finding certain specialty or high-end items in town, or have trouble finding adequate selection in town; they seek these out in Kansas City, Springfield, or online.
- Downtown Kennett should focus on independently owned specialty type shops and restaurants rather than large chains; the participants felt that Downtown's purpose is not to compete with large chains, but to offer a unique experience to customers.
- Additional apparel businesses (men's, women's and children's clothing), shoe stores, and jewelry stores would be welcome additions.
- The community would welcome additional restaurants, including fine dining, Italian food, a wine lounge or beer garden, and a variety of casual dining options, all with later business hours and possibly outdoor seating.
- In other types of businesses, the community would welcome a bookstore, a coffee shop, a meat shop (market), a small grocery store, a sporting goods store, and any other specialty shops.

Telephone Survey Overview

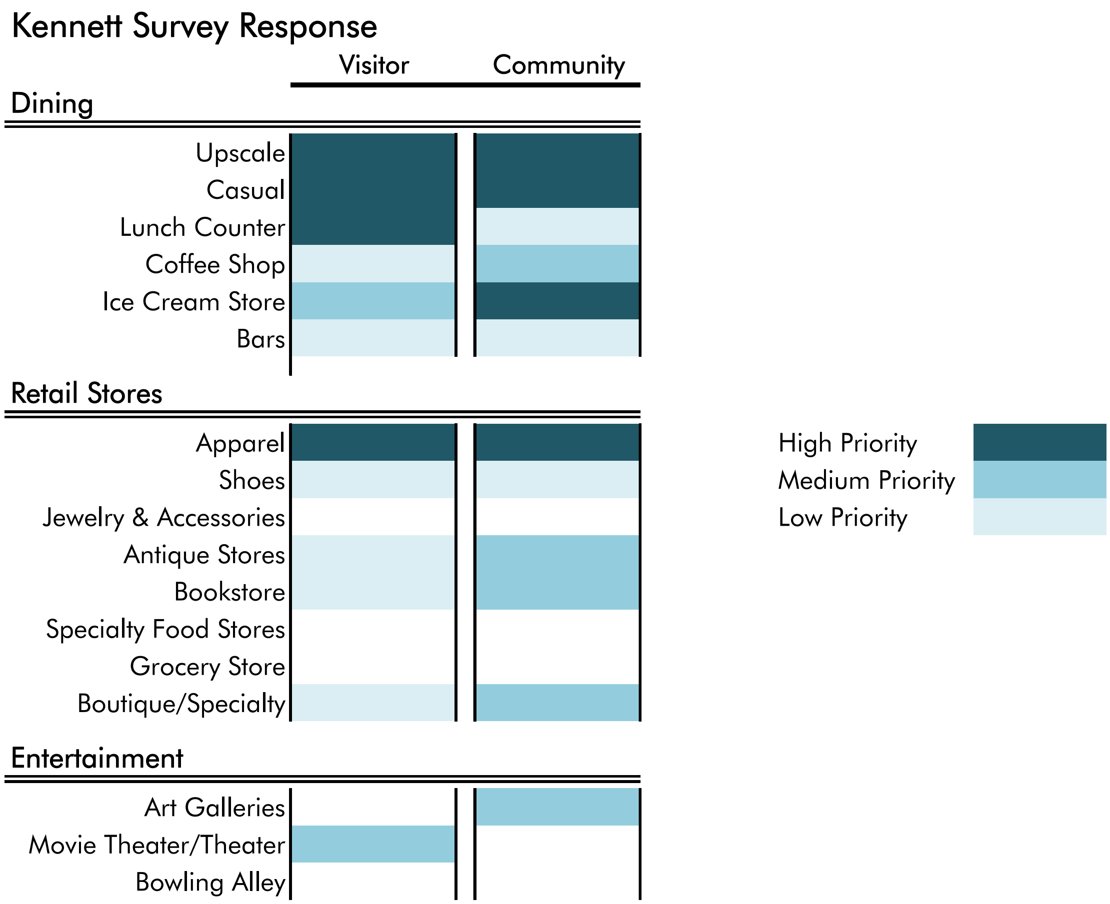
- Downtown Visits
  - More than 60% of residents in Kennett visit Downtown more than five times a month
  - Another 18% visit Downtown one to five times a month
- Activities when Visiting Downtown
  - A majority of visits to Downtown are focused around conducting business (23%) and trips to the post office and local government (39%)
  - Approximately 20% of visits are centered around shopping while another 5% are focused on dining

Visitor Survey Overview

- Top Reasons for Visiting Downtown
  - Special Events, Aquatic Center, Dining, Shopping and Nightlife
- Visitor Composition
  - More than 57% of visitors are between the ages of 35 and 64
  - Visitors generally do not bring children
  - Most visitors are women (78%)

Figure 5 illustrates survey and focus group participant preferences for various categories of new retail, restaurant and entertainment businesses in Downtown (white spaces indicate that the category was not identified as a priority by that group).

Figure 5: Retail Priorities



Kennett Residents placed varying degrees of importance on several categories within the retail sector. The highest priority from the visitor and community phone survey was casual and upscale dining, apparel stores, and an ice cream shop. The community also indicated that attracting a bookstore, shoe store, coffee shop, boutique and specialty stores should be a top priority. The focus groups felt the highest priority should be placed on specialty food stores and art galleries. The community also places a high priority on activities and attractions aimed at teenagers.

In summary, visitors and residents were both very much interested in a wider variety of retail establishments, with extended business hours and an environment that focuses on the customer and their experience.

Key Consumer Segments

All aspects of a retail development program should consider the needs and desires of the customers, either existing or prospective. Several groups of consumers for Downtown Kennett businesses should be given special attention because of they represent the most likely consumers and represent significant purchasing power.

Downtown Workers

- Consumer segment contains 567 employees at 86 businesses
- A key issue is understanding the potential spending capacity of office workers
- An estimate of this potential: 567 workers x $25 estimated weekly (x 52) spending = $737,100 in annual retail sales

Local Residents

- Local residents visit Downtown for a variety of reasons
- Diverse buying demands of these residents can be partially served with a unique approach to retail demands
- Key issues for this segment will be to inspire community loyalty through effective marketing and to create Downtown as a shopping destination

Tourists - Out of Town Visitors

- Families traveling as tourists, patrons of the Sheryl Crow Aquatic Center, and out of town business travelers
- Some of these travelers are overnight visitors while others are day trippers
- Existing hotels are located in the Primary Trade Area, not Downtown
- This segment can be quite lucrative based on expectation of increased patronage and their potential for expendable income

Downtown Kennett Goals and Strategies

The purpose of the DREAM Retail Market Analysis is to establish a retail development strategy for Downtown Kennett based on market realities. By understanding both how much residents spend in the various retail categories and how much of this spending is captured Downtown, local leaders can better focus retail development efforts. This analysis will also help potential retailers understand their likelihood of success in Downtown Kennett.

There are opportunities for both existing and potential new retail businesses to attract more spending to Downtown Kennett. A coordinated retail development strategy should be employed that will complement Downtown Kennett's existing assets (the presence of government and service employees, an intact Courthouse Square, the Sheryl Crow Aquatic Center, several long-established retailers with loyal customers, etc.), and reflect other unique local characteristics.

Some of the recommended strategies are ongoing activities that can be strengthened or reaffirmed to local business owners and customers. Other strategies will present new ideas that will require discussion and additional planning. Some strategies are long-term projects that will not be realized immediately while others are short-term. Public and private sectors will need to partner to create an environment in which retail can thrive. This means municipal officials and staff need to demonstrate the City's commitment to Downtown to get private businesses and property owners thinking in innovative ways for the good of Downtown Kennett.

Goals

The retail development strategy for Downtown Kennett is presented within the framework of four general goals:

1. Strengthen Existing Retail Businesses
2. Develop Downtown Kennett's "brand" as a shopping & dining destination
3. Fill vacant spaces
4. Gradually adjust business mix to increase proportion of retail

Strategies

Strategies to achieve these goals are described in detail in the following pages. These strategies are realistic and based on an understanding of Downtown Kennett's current retail market, its primary customers, and the spending potential of the key customer segments identified earlier in this analysis. The goals and their respective strategies are listed on the following pages.

Strengthen Existing Retail Businesses

Re-energizing Downtown retail can be a difficult, lengthy, and complicated process. Downtowns have changed dramatically in past decades due to changes in lifestyles, consumer spending patterns, merchandising, and heightened competition for retail and restaurant spending. To achieve long-term success Downtown Kennett stakeholders must understand these changes and embrace new approaches to retail development. All businesses can improve their profitability and draw more customers, which will benefit Downtown collectively.

Many Downtown Kennett businesses are small family-owned businesses and would likely benefit from assistance in learning more effective ways to increase sales and profit. Despite the prevalence of highway-oriented "big box" chain retailers and strip centers in today's retail world, independent Downtown retailers have certain advantages. Downtown merchants and community leaders need to understand the psychology behind the consumer appeal of the local "Mom & Pop" store as opposed to the "Big Box" experience.

Big Boxes offer a homogenous shopping experience that emphasizes the efficient purchase of necessities. Everything from the perception of parking availability to the availability of snacks is designed to meet the customer's every need and to keep them in the store. These factors allow Big Boxes to operate as stand-alone locations on the outskirts of town.

Unique local shops thrive when they can work together and become a destination as a group. City leadership needs to understand that the consumer will have to perceive the entire area as safe, clean, and friendly. Local shop owners need to understand that they will have to embrace visitors and make them feel comfortable. The consumer going to the local shop is there for the experience of the shop, not the efficiency of buying everyday items.

Some general ways that unique local shops can capitalize on their strengths include:

- Carry unique or higher-end items that can't be found elsewhere
- Learn to attract the dissatisfied customers from the larger retailers
- Offer expert, personalized assistance and extraordinary customer service
- Consider shopping amenities such as gift wrapping, free shipping, convenient return and exchange policies, recommendations to other local shops and restaurants, and special orders
- Work smarter by using technology and eliminating wasteful overhead
- Regularly strive to improve the customer satisfaction experience through a review in the context of a first-time visitor
- Advertise your unique qualities and services
- Individual retailers should require employees park away from the storefront, reserving the most convenient on-street parking for customers

The following retail strategies should be developed for Downtown, but will require cooperation from individual businesses.

- **Develop seminars for Downtown business owner education.**

  The Downtown Kennett Coalition, along with the Chamber or KCDC should launch this effort to establish regular training meetings of Downtown business owners. These seminars should address issues such as marketing, customer service, promotions, maintenance, retail opportunities, and trends. Downtown business owners must recognize their individual roles in the collective success of Downtown Kennett. The Chamber or KCDC should take a leadership role in encouraging this point-of-view and maintaining cooperation among the business owners. Merchants should be aware of the merits of having extended hours, attractive storefronts, exciting product displays, and friendly faces. Seminars held at the Ely Walker complex along with a business expo to introduce residents to businesses can be an effective way to involve residents and encourage the merchants. Information concerning retail opportunities as shown in **Table 9** on **page 14** should also be shared with the merchants at these seminars. The Downtown Kennett Coalition should conduct visits to stores to encourage businesses to adapt and expand their product lines to fulfill unmet demand. Business owners may realize increased sales by adding items to their inventories that address areas of unmet demand.

- **Provide assistance with cooperative marketing and business promotions.**

  The Ely Walker apartments consist of 46 affordable, 1 and 2 bedroom units currently in lease-up. Based on an average of 2.4 persons per household in Downtown, the Ely Walker project generates 110 residents and consumers. This is a 60% increase over the current population of 181, and they will all be located at the same address. Downtown businesses should target, serve, and capitalize on this market. Marketing and promotions for Ely Walker residents can take many forms such as a welcoming service, regular consumer surveys, and special discounts or coupons to encourage repeat business. Downtown businesses should consider longer hours or delivery service for Downtown residents.

- **Enhance Downtown aesthetics.**

  The public sector, the City, must bolster its support of Downtown and the private sector. A partnership must be nurtured to preserve and enhance an environment in which retail can thrive. This will require the City leading by example and demonstrating to private investors that Downtown Kennett is a stable environment in which to operate. Cooperation must occur among elected and appointed municipal officials, City staff, and private business and property owners to maximize the impact of their individual efforts. New public sector mechanisms such as a Tax Increment Financing or Community Improvement District may be needed to spur additional streetscape improvements and infrastructure projects. Public sector activity should be aimed at inducing private investment that adheres to building design guidelines.

The City should begin demonstrating public investment by the development of new parks and gathering plazas, as well as expansion of the existing streetscape, both geographically and with richer elements. With these public areas as examples, code enforcement on private lots and buildings should be improved. Matching grants or loans and access to technical assistance for architectural design may be required.

The City's code enforcement efforts should be continued and strengthened to ensure that Downtown buildings and sites are properly maintained. Building code issues in the context of historic building rehabilitation can be difficult, as property owners can view code compliance as a costly impediment to renovation. The Coalition or KCDC can also assist the City with building or property maintenance issues by working with property owners before the City takes formal enforcement action. By requiring City review of building plans prior to any major remodeling or new construction in Downtown, the City could protect Downtown's character and appearance, an important community asset.

Reestablishment of the façade revolving loan fund can assist with aesthetic improvements. The City, in cooperation with the DKC, must actively promote the loan fund in tandem with code enforcement and building inspections. Property owners may not be sophisticated enough to understand the benefits of the fund or to complete the application. The City must be prepared to provide assistance.

Improvements to the public and the private aspects of Downtown will encourage residents to be active in Downtown. Incoming residents and visitors will be more likely to utilize Downtown businesses as a retail option if they see vibrant and thriving businesses among well-maintained City improvements.

Develop Downtown Kennett's "Brand" as a Destination for Shopping and Dining

Downtown Kennett has an opportunity to increase the draw of the number of people from the STA (and beyond) who shop or dine Downtown. To draw more of these potential visitors, Downtown stakeholders should work to improve public awareness of shopping and dining opportunities and gradually build a "brand" or image of Downtown Kennett as an attractive and authentic place to spend time browsing shops, enjoying a meal, getting personal attention from retailers, and finding unique items. To be most effective, marketing and promotional activities should focus on the specific consumer segments identified in the market analysis.

- Develop cooperative advertising for Downtown merchants.

  Shared advertising (e.g. newspaper ads promoting multiple businesses) can be beneficial for Downtown businesses for several reasons. Whether print or electronic media, shared ads promoting multiple businesses help build an image of Downtown as a place with multiple shopping opportunities, leading to multiple-store shopping visits. It can also make advertising more affordable and allow smaller businesses to use advertising media they would not otherwise use. The DKC along with the KCDC should launch this effort and encourage participation and buy-in from the Downtown businesses. The more participants, the more economical the advertising.

- Cooperatively cross-market Downtown merchants.

  Some businesses and attractions draw customers from a wider geographic area than others. Those shops and restaurants that draw from farther away represent an opportunity for Downtown to capture more retail spending. Particularly, Sheryl Crow Aquatic Center visitors can be communicated to through flyers, coupons, or email. Visitors of merchants and stores can also receive casual word-of-mouth recommendations and encouragement from employees to visit other Downtown shops. Some customers will not be aware of the other opportunities to shop or dine Downtown. For this reason, Downtown business directories should always be on hand at check-out counters and waiting areas in businesses. The DKC can maintain and distribute physical advertising to Downtown merchants. Previously mentioned education seminars are the ideal training vehicle for encouraging merchants to cross -promote each other.

- Add a recurring special event or promotion series.

  Special events and promotions attract various types of visitors and expand awareness of Downtown's retail environment. Special events do not necessarily translate immediately into more business for Downtown merchants, but do raise their visibility. New ideas for events and promotions should continually be evaluated. An event such as a sidewalk sale or farmer's market could be hosted in the Downtown Square on a weekly or bi-weekly basis. Evening or weekend events also give retailers an incentive to extend business hours.

  Some events may be more explicitly related to business promotion. Having an event specifically geared to promote restaurants, such as "A Taste of Downtown Kennett", can help promote the Downtown as a destination for dining. An event such as a "Home Improvement Expo" can promote Downtown paint, home décor, and furniture retailers. Regardless of the event, broad participation is needed and the target retailers must be involved in the planning process to ensure that retail attraction and business development is a major part of the event's purpose.

Fill Vacant Spaces

There are opportunities for additional retailers in Downtown Kennett. In order to capture more retail spending and make Downtown a more vibrant place, additional retail business should be encouraged. Several buildings have vacancies, and retail or restaurant uses are usually the primary target for filling vacant spaces. The following strategies will assist in this effort:

- **Create a Retail Recruitment Team.**

  The Downtown Kennett Coalition should work with the City and KCDC to lead an effort to form a retail recruitment team. This team will consider the specific retail types to be attracted and improve the search network for appropriate businesses looking to relocate, expand, or start-up in Downtown. This is a critical step for Downtown as the City does not provide economic development services and the Chamber's efforts are not focus solely on Downtown. A potential source for the team to mine can be successful businesses in nearby towns that may be interested in expanding to Kennett. Tools that should be used by the recruitment team include:

  - An available space inventory including building sizes, exterior photos, listed rental rates, contact information, and amenities.
  - A listing of local bankers, real estate agents, and representatives to ensure up-to-date property listings and to communicate accurate promotional information about Downtown.
  - A brief description of any available incentives (e.g. grants, forgivable loans) for tenant improvements, rent subsidies, or other start-up costs.
  - An effective promotional program including profiles of successful projects implemented by public/private partnerships and testimonials from successful Downtown businesses.
  - A listing of target retail stores and businesses to contact.

  By focusing on the categories of unmet demand as noted on **page 14**, Downtown Kennett can begin to build a well-rounded retail base that addresses needs of area residents. While many factors contribute to the success or failure of a business, stores addressing unmet retail demand should have a greater chance for success.

- **Develop a vacant window display program.**

  Vacant windows are unsightly, uninviting, detrimental to pedestrian activity, depressing to property values, and discourage private investment. Vacant windows also present an opportunity to communicate with residents, businesses, and visitors.

  The DKC should create and monitor a program to keep vacant windows filled with displays and appropriate real estate information. A display contest prior to large City events can build friendly competition between property and business owners and advertise other businesses in Downtown. "Retail Opportunity" signs should be maintained in all windows so potential investors and businesses can easily obtain information about the building. It is important for the DKC to gain the trust of property owners and access to vacant buildings.

Gradually adjust business mix to increase proportion of retail

Office and service uses are an important part of the business mix in any downtown. However, having too much office space or other non-retail uses in prime ground-floor locations hinders pedestrian traffic, restricts growth of sales tax revenue, and can make it difficult for retailers to draw evening or weekend customers. Ideally, more ground-floor space on the Square and adjacent blocks should be dedicated to retailers than office uses. Office and service uses should be encouraged to locate in upper floors or on side streets; or, alternatively, in rear tenant spaces with poor visibility.

Out of Downtown Kennett's 980,000 square feet of first floor space, 120,000 is currently retail/restaurant space and 70,000 is vacant. This means 790,000 square feet, over 80%, is a non-retail use such as an office. Adding in the vacant space, almost 88% of first-floor space in Downtown Kennett is non-retail, non-pedestrian activity generating space. The following strategies will help the City alter the proportion of retail uses in Downtown over time:

- Review zoning codes and policies that effect Downtown business uses.

  The City of Kennett should critically review its Downtown zoning classification to ensure that prime retail spaces remain as activity generating businesses. Regulations such as parking requirements, outdoor seating, and signage should be encouraging to high traffic retailers and more restrictive for office and service uses. Through attrition and diligent enforcement, the service space should adjust to activity generating retail.

  The reestablishment of the façade revolving loan fund and other incentives will help this transition, but only if the City's guiding policies for the incentives are effective. Maximum incentives should be considered only for spaces that will attract a retail end user. Once the City establishes these policies, it is critical that staff and officials are unwavering in their adherence. The DKC can assist the City by promoting the overall Strategic Plan for Downtown Kennett, issuing press releases in support of City actions, and constantly promoting the benefits of Downtown as a visitor destination.

- Attract businesses that are complementary to existing Downtown retail.

  There are non-retail businesses or services that can complement existing retailers and contribute to positive pedestrian activity. Businesses that provide services to shoppers and attractions for visitors could be considered for attraction to Downtown.

  The City and the DKC, through the Retail Recruitment Team, should identify a locations for lodging options in Downtown and seek to attract a lodging operator, as well as support the further development of the Dunklin County Heritage Museum. These are two examples of uses that will positively contribute to Downtown and complement existing retail.

Conclusions

The retail market for Downtown Kennett has both opportunities and challenges. Perhaps Downtown's greatest opportunity lies in its potential to energize existing businesses, leaders, and residents to reinvent itself. The critical mass of offices and institutions, along with the Sheryl Crow Aquatic Center brings a steady source of customers to Downtown. Capitalizing on, and growing, this existing consumer base will be challenging, yet very possible. Downtown has the pedestrian environment of sidewalks, buildings with architectural character, the beginnings of a streetscape, and a variety of shops that juxtapose for an effective "shopping experience". Such characteristics, generally referred to as "new urbanism" or "lifestyle centers" are currently a major development trend in new shopping center designs all across the country. Kennett should promote Downtown as an experience and a shopping and dining destination similar to the new retail developments mentioned above.

The significant amount of non-retail first floor use is a critical issue. The City, Downtown Kennett Coalition, Kennett Community Development Corporation, and Chamber of Commerce need to address this concern as soon as possible. As any solution arrived at will take several years to implement, it is imperative that Kennett elected officials and City staff understand the plan to convert this space into retail use that generates positive pedestrian activity.

Another challenge confronting Downtown Kennett in developing its retail market is competition from large national retailers in auto-oriented areas. With energized and more savvy retailers, a compelling and consistent brand as a shopping and dining destination, and an active organization working to fill storefronts and beautify the area, Downtown can return to being a relevant component of the Kennett economy.

APPENDIX

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Appendix A-1
Downtown Trade Area

Downtown Study Area
City of Kennett, Missouri

Legend

Study Area

N

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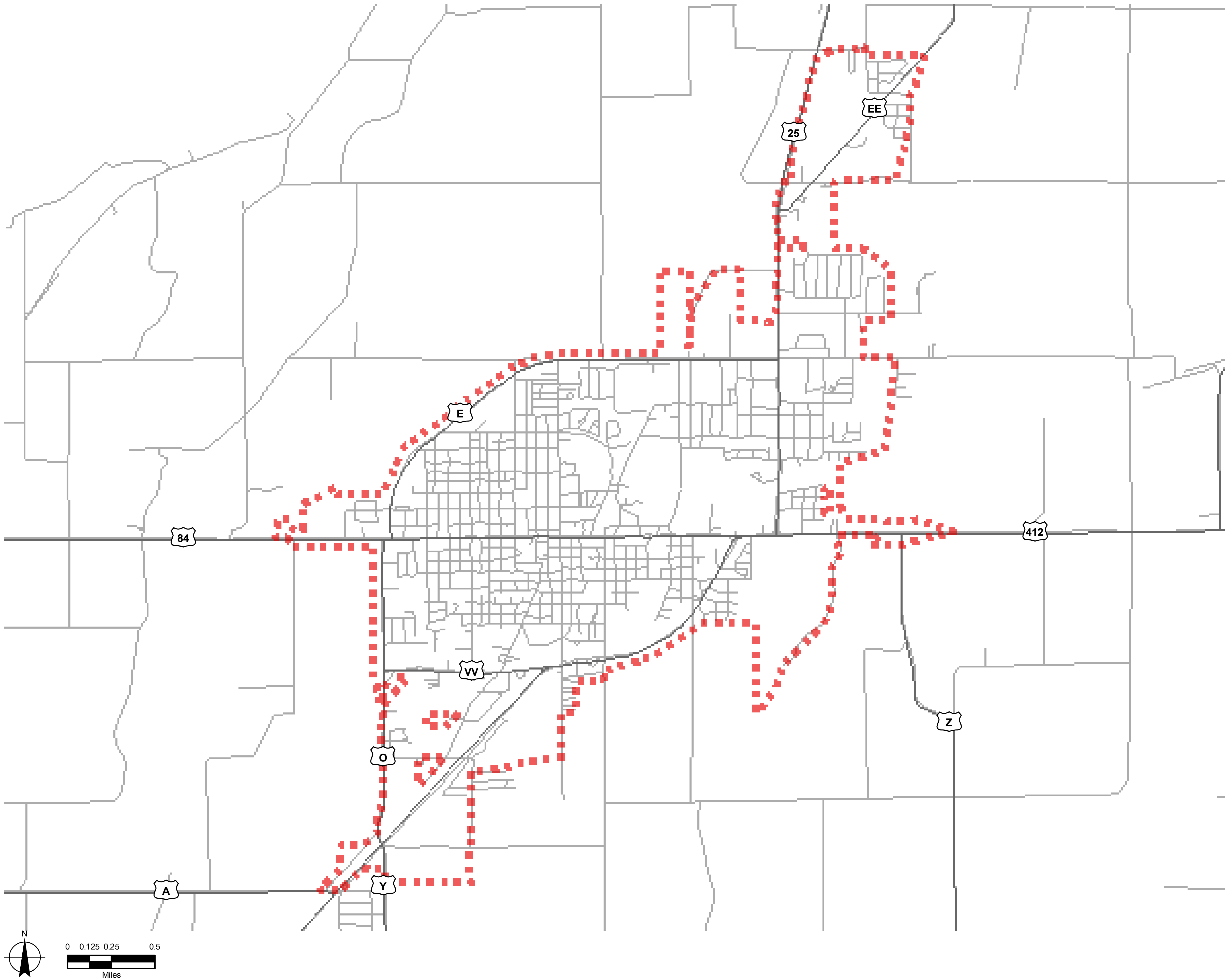
Feet

APRIL 2010

Appendix A-2
Primary Trade Area

Downtown Study Area
City of Kennett, Missouri



Legend

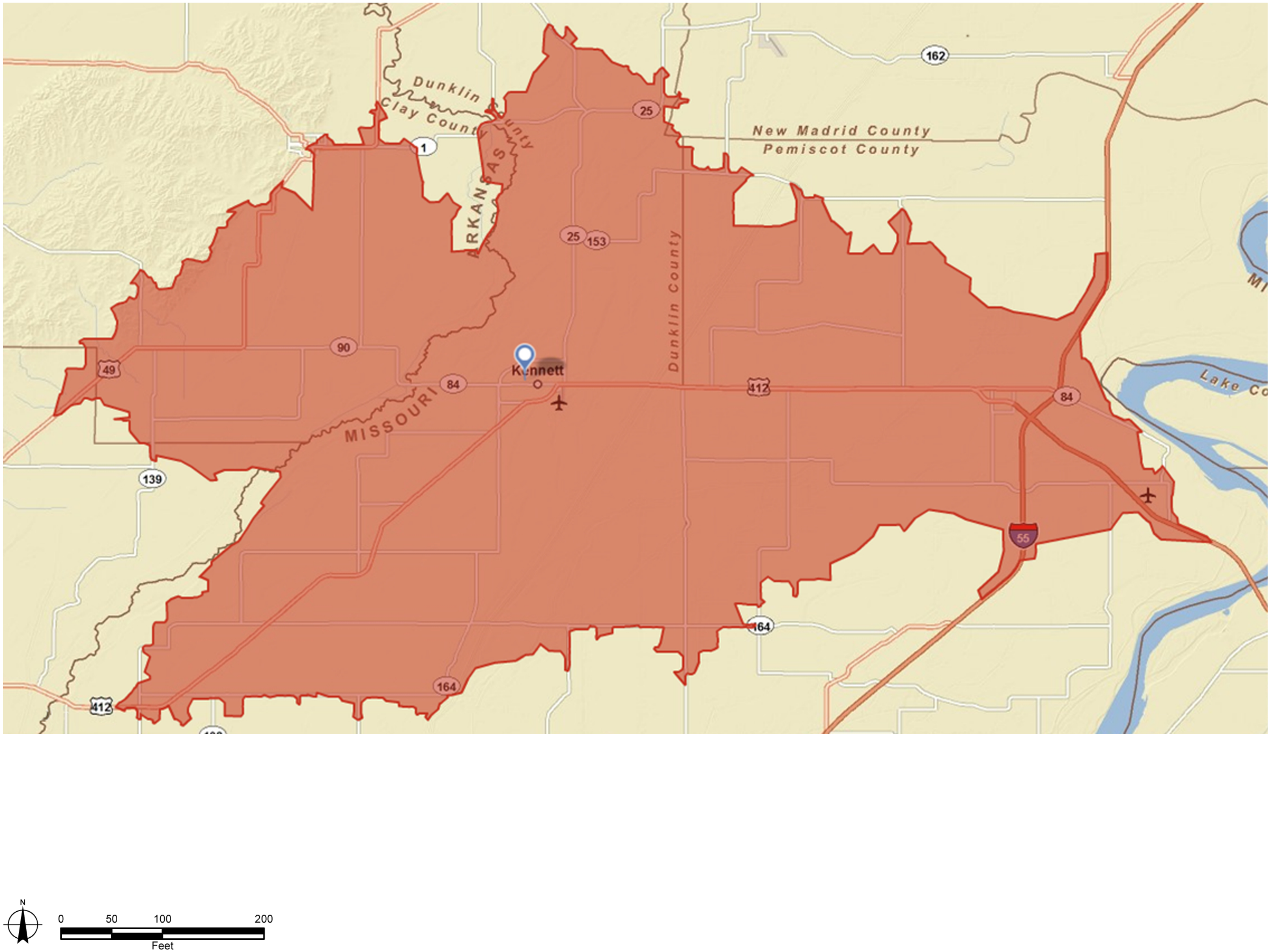
Primary Trade Area

APRIL 2010

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI
D·R·E·A·M
INITIATIVE

Appendix A-3
Secondary Trade Area

Downtown Study Area
City of Kennett, Missouri



Legend

Secondary Trade Area

APRIL 2010

DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI
D·R·E·A·M INITIATIVE

Appendix B
Downtown Trade Area Pull-Factor Summary
kennett, MO

Industry Group	Secondary Trade Area Demand	STA Businesses	STA Total Retail Sales	STA Gap	Potential Square Footage	STA Per Capita Demand	City Retail Demand	City Businesses	City Total Retail Sales	Downtown Total Retail Sales	Downtown Businesses	Downtown Trade Area Capture	Downtown Pull-factor
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	**$121,354,324**	**226**	**$115,627,317**	**$ 5,727,007**	83,000	**3,922**	**$42,545,530**	**119**	**$81,603,557**	**$2,502,622**	**15**	**638**	**3.36**
Total Retail Trade (NAICS 44-45)	**$96,667,159**	**159**	**$104,938,251**	**$ (8,271,092)**	(119,871)	**3,124**	**$32,905,868**	**86**	**$64,530,725**	**$2,348,132**	**13**	**752**	**3.96**
Total Food & Drink (NAICS 722)	**$24,687,165**	**67**	**$10,689,066**	**$ 13,998,099**	202,871	**798**	**$9,639,662**	**33**	**$17,072,832**	**$154,490**	**2**	**194**	**1.02**
Furniture & Home Furnishings Stores (NAICS 442)	$2,501,746	11	$2,189,914	$ 311,832	4,519	81	$798,478	7	$2,015,105	$0	0	0	0.00
Furniture Stores (NAICS 4421)	$1,792,473	8	$1,768,399	$ 24,074	349	58	$488,915	5	$1,514,407	$0	0	0	0.00
Home Furnishings Stores (NAICS 4422)	$709,273	3	$421,515	$ 287,758	4,170	23	$309,563	2	$500,698	$0	0	0	0.00
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$1,855,999	7	$1,007,928	$ 848,071	12,291	60	$750,153	6	$1,114,687	$209,241	1	3,489	18.36
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$6,898,142	11	$2,023,604	$ 4,874,538	70,645	223	$2,123,844	7	$1,135,040	$15,211	1	68	0.36
Building Material and Supplies Dealers (NAICS 4441)	$5,855,579	5	$793,980	$ 5,061,599	73,357	189	$1,953,278	5	$916,867	$0	0	0	0.00
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$1,042,563	6	$1,229,624	$ (187,061)	(2,711)	34	$170,566	2	$218,173	$15,211	1	451	2.38
Food & Beverage Stores (NAICS 445)	$39,872,612	40	$41,061,786	$ (1,189,174)	(17,234)	1,288	$14,433,643	16	$12,858,874	$199,770	1	155	0.82
Grocery Stores (NAICS 4451)	$36,681,961	31	$38,840,437	$ (2,158,476)	(31,282)	1,185	$12,900,157	13	$12,298,151	$199,770	1	169	0.89
Specialty Food Stores (NAICS 4452)	$499,527	3	$277,878	$ 221,649	3,212	16	$158,438	0	$0	$0	0	0	0.00
Beer, Wine, and Liquor Stores (NAICS 4453)	$2,691,124	6	$1,943,471	$ 747,653	10,836	87	$1,375,048	3	$560,723	$0	0	0	0.00
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$3,764,870	12	$10,758,777	$ (6,993,907)	(101,361)	122	$918,732	5	$4,100,789	$1,099,300	1	9,036	47.56
Clothing and Clothing Accessories Stores (NAICS 448)	$2,851,334	11	$2,756,271	$ 95,063	1,378	92	$940,868	10	$2,275,305	$466,794	2	5,066	26.66
Clothing Stores (NAICS 4481)	$1,724,692	6	$1,293,193	$ 431,499	6,254	56	$480,801	5	$1,105,784	$287,331	1	5,155	27.13
Shoe Stores (NAICS 4482)	$744,924	1	$550,553	$ 194,371	2,817	24	$288,058	1	$501,138	$0	0	0	0.00
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$381,718	4	$912,525	$ (530,807)	(7,693)	12	$172,009	4	$668,383	$179,463	1	14,549	76.57
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$761,946	9	$1,517,956	$ (756,010)	(10,957)	25	$133,720	8	$765,425	$100,870	2	4,097	21.56
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$355,902	9	$1,502,000	$ (1,146,098)	(16,610)	12	$124,817	8	$765,425	$100,870	2	8,770	46.16
Book, Periodical, and Music Stores (NAICS 4512)	$406,044	0	$15,956	$ 390,088	5,653	13	$8,903	0	$0	$0	0	0	0.00
General Merchandise Stores (NAICS 452)	$36,274,922	13	$38,174,876	$ (1,899,954)	(27,536)	1,172	$12,249,783	7	$38,947,923	$98,082	1	84	0.44
Department Stores Excluding Leased Depts. (NAICS 4521)	$32,077,154	9	$23,365,758	$ 8,711,396	126,252	1,037	$12,249,783	4	$28,114,235	$98,082	1	95	0.50
Other General Merchandise Stores (NAICS 4529)	$4,197,768	4	$14,809,118	$ (10,611,350)	(153,788)	136	$0	3	$10,833,688	$0	0	0	0.00
Miscellaneous Store Retailers (NAICS 453)	$1,885,588	45	$5,447,139	$ (3,561,551)	(51,617)	61	$556,647	20	$1,317,577	$158,864	4	2,607	13.72
Florists (NAICS 4531)	$774,341	15	$1,029,230	$ (254,889)	(3,694)	25	$275,264	7	$419,842	$37,093	1	1,482	7.80
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$467,181	7	$390,079	$ 77,102	1,117	15	$73,533	3	$169,260	$39,367	1	2,608	13.72
Used Merchandise Stores (NAICS 4533)	$141,410	15	$755,595	$ (614,185)	(8,901)	5	$31,169	6	$254,380	$82,404	2	18,033	94.91
Other Miscellaneous Store Retailers (NAICS 4539)	$502,656	8	$3,272,235	$ (2,769,579)	(40,139)	16	$176,681	4	$474,095	$0	0	0	0.00
Food Services & Drinking Places (NAICS 722)	$24,687,165	67	$10,689,066	$ 13,998,099	202,871	798	$9,639,662	33	$17,072,832	$154,490	2	194	1.02
Full-Service Restaurants (NAICS 7221)	$5,098,120	1	$1,890,597	$ 3,207,523	46,486	165	$1,744,954	18	$2,969,024	$0	0	0	0.00
Limited-Service Eating Places (NAICS 7222)	$17,538,671	57	$7,889,049	$ 9,649,622	139,850	567	$6,970,492	10	$12,975,780	$0	0	0	0.00
Special Food Services (NAICS 7223)	$1,296,288	4	$660,339	$ 635,949	9,217	42	$579,325	2	$829,253	$129,867	1	3,100	16.32
Drinking Places - Alcoholic Beverages (NAICS 7224)	$754,086	5	$249,081	$ 505,005	7,319	24	$344,891	3	$298,775	$24,623	1	1,010	5.32

Appendix C
Retail Locations

Downtown Study Area
City of Kennett, Missouri

Id	Retail Locations
1	Bryon Keith Mitchell
2	Fire Stone Store
3	Vacant
4	Dynew's Mens Ware
5	Causbie's Bakery
6	Family Dollar Store
7	Garden Santuary
8	Seasonal Refreshments
9	Banque of Antiques
10	Stones Mercantile
11	Body Mechanics
12	Downtown Flea Market
13	Unkown
14	Napa Auto Parts
15	Dollins Clothing Store

Retail Locations

Study Area

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Appendix D
1st Floor Vacancy

Downtown Study Area
City of Kennett, Missouri

Legend

- 1st Floor Vacancy
- Study Area

1st Floor Vacany and Land Use were identified during the Land Use and Building Survey conducted by Kennett in 2006.

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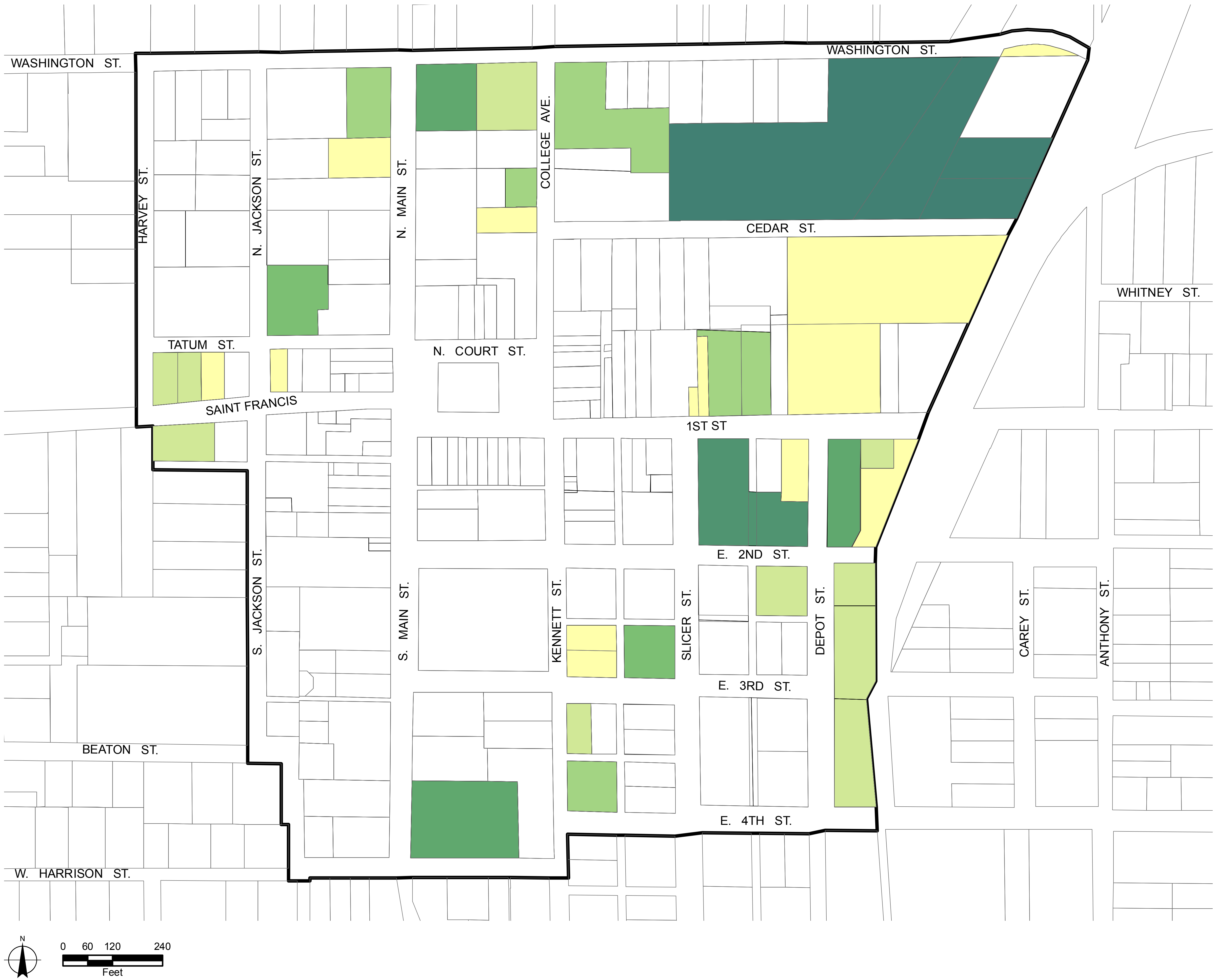
Appendix E
Parking Spaces

Downtown Study Area
City of Kennett, Missouri



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D·R·E·A·M
INITIATIVE

Appendix F

Table References

Table 1: Downtown Kennett Demographic Trends
Missouri Economic Research & Information Center

Table 2: Primary Trade Area Demographic Trends
Missouri Economic Research & Information Center

Table 3: Secondary Trade Area Demographic Trends
Missouri Economic Research & Information Center

Table 4: Retail Establishments
ESRI

Table 5: Existing Retail Supply
Land Use Survey—PGAV

Table 6: Household Income and Consumer Expenditures
Missouri Economic Research & Information Center

Tables 7A & B: Household & Dispoaable Income
ESRI & Missouri Economic Research & Information Center

Table 8: Retail Demand & Sales
ESRI

Table 9: Retail Opportunities
ESRI & PGAV

Table 10: Vacancies
Land Use Survey—PGAV

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Appendix G

Detailed Market Data—Table of Contents

The following tables are provided in electronic format.