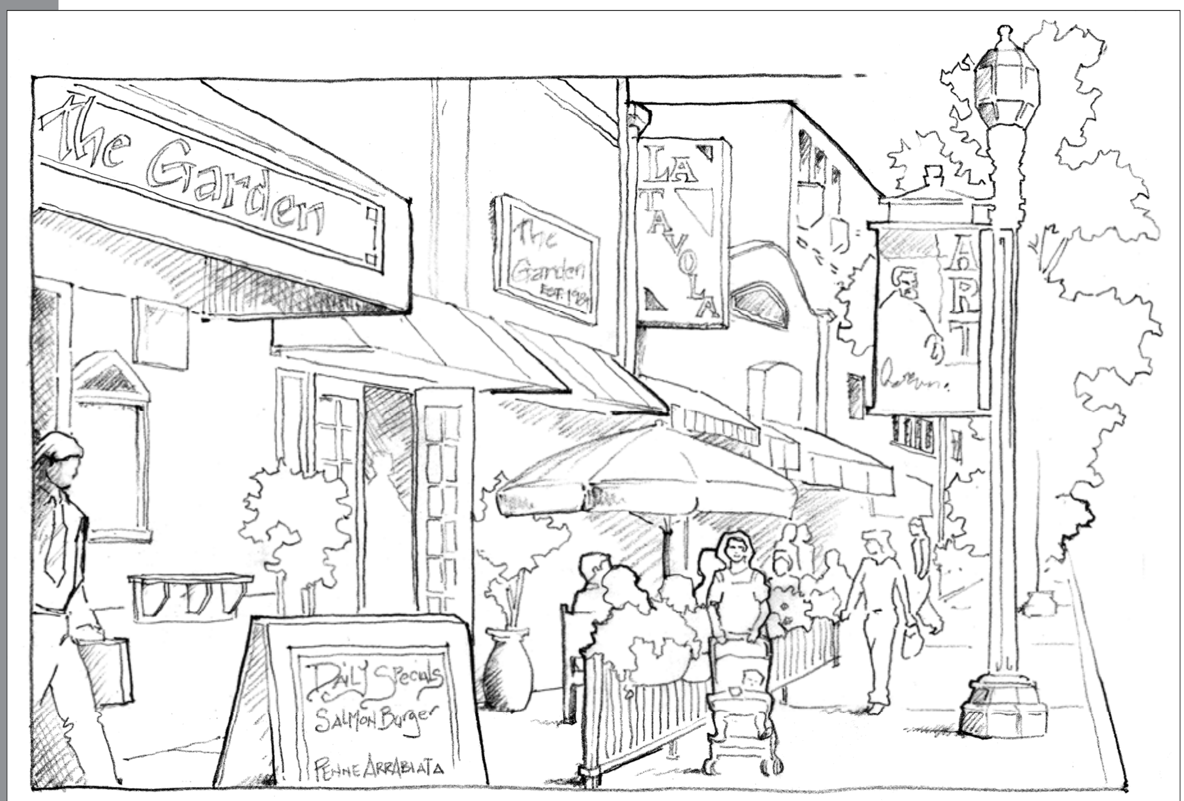
Poplar Bluff, Missouri

Downtown
Revitalization &
Economic
Assistance for
Missouri

Retail Market Analysis



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

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PGAVPLANNERS

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EXECUTIVE SUMMARY

The retail market in Downtown Poplar Bluff is struggling, in part, due to the lack of 'browsing shopping' retail stores, but also because other retail business in the City are meeting most of the region's retail demands. With the lack of Downtown residents to generate demand, and the strong supply provided by businesses in the PTA, successful Downtown merchants are few. However, the Retail Market Analysis has identified some opportunities for Downtown to meet unmet retail demand. With additional support programs, aesthetic enhancements, and an increased residential component, Downtown can strengthen its retail base and become a more successful shopping destination.

Downtown Poplar Bluff has many assets upon which to build, including brick streets, the natural beauty of the Black River, the Butler County Courthouse, good highway access, a wealth of transportation heritage, the Black River Coliseum, the Rodger's Theatre, unique architecture, and established restaurants. Although these assets exist, the City has yet to make sizeable improvements in public infrastructure to enhance Downtown. Existing improvements are utilitarian in nature only. With the opportunities and strategies identified by the Retail Market Analysis as a guide, local support and investment will act as a catalyst to energize the retail market and develop a more vibrant Downtown.

The Retail Market Analysis analyzed data for three geographic areas: The Downtown Trade Area (DTA) which is the DREAM study area; The Primary Trade Area (PTA) or the entire City of Poplar Bluff; and the Secondary Trade Area (STA) which is defined as an area within a 30-minute drive time from Downtown Poplar Bluff. The existing retail market, demographics, and surveys were also analyzed to help determine strategies to strengthen the Downtown Poplar Bluff retail market.

The projections in the Retail Market Analysis are based on existing sales volumes, existing vacant floor space, and estimated leakage of retail dollars being spent outside of Downtown. As of the publication of this report, the local, state and national economies are recovering from a recession, a main component of which are overbuilt retail markets. The DTA consists of 79.6 acres with 254,130 square feet of first-floor commercial and retail space. PGAV PLANNERS observed an estimated 102,567 square feet of first-floor space occupied as retail/restaurant use and an additional 37,647 square feet of vacancy. Existing occupied retail space (87,156 square feet) is generating about $4.9 million in annual sales (not including automobiles, gasoline stations, or non-store retailers) or about $56 per square foot. Existing occupied restaurant space (15,411 square feet) is generating $2.9 million in sales or $186 per square foot. Depending on the mix of attracted businesses, the 37,647 square feet of vacant space represents an additional $2 to $7 million in annual sales.

The Retail Market Analysis identified unmet demand (the difference between retail demand and actual sales) in the STA. It is estimated that Downtown Poplar Bluff could only support about 7,500 square feet of "Jewelry, Luggage, and Leather Goods Stores" and "Shoe Stores". Understanding retail categories, and the relationship between the supply of retail goods provided by the PTA, the lack of DTA residents, and the quality of DTA retailers will reveal suggestions to strengthen the retail climate in Downtown.

Table 17 of the report, repeated below, lists unmet demand (the difference between retail demand and actual sales) by retail category. The goods and services are classified according to the North American Industry Classification System (NAICS). The retail categories demonstrating the greatest unmet demand, and therefore opportunity, are listed at the top of the table in black text. These three categories of "Grocery Stores", "Jewelry, Luggage, and Leather Goods Stores", and "Shoe Stores" all show that the PTA is not satisfying the retail demand of the STA. These types of stores represent an opportunity for Downtown to strengthen its retail sector by adding new stores, or expanding existing locations, in these categories.

TABLE 17: FUTURE RETAIL GROWTH

Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[2]
[3] Grocery Stores (NAICS 4451)	$16,834,803	90,510
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$374,488	6,687
Shoe Stores (NAICS 4482)	$45,511	813
TOTAL Unmet Retail Demand	$17,254,802	98,010
Clothing Stores (NAICS 4481)	($91,499)	(1,634)
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 451	($190,399)	(3,400)
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	($272,851)	(4,872)
Used Merchandise Stores (NAICS 4533)	($434,792)	(7,764)
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	($524,332)	(9,363)
[3] Specialty Food Stores (NAICS 4452)	($616,755)	(3,316)
[3] Beer, Wine, and Liquor Stores (NAICS 4453)	($661,985)	(3,559)
[3] Drinking Places - Alcoholic Beverages (NAICS 7224)	($1,093,197)	(5,877)
TOTAL Potential Unmet Retail Demand	**$3,885,810**	**39,786**

[1] Indicates unmet consumer demand within the Secondary Trade Area.
[2] Based on $56 in retail sales per square foot in Downtown Poplar Bluff, based on existing retail inventory and activity.
[3] Based on $186 in restaurant sales per square foot.

It is unrealistic to expect that the "Grocery Store" category unmet demand can be fulfilled by a large store in Downtown Poplar Bluff. Shifts in consumer habits and trends discourage large Downtown grocery stores, however smaller markets in existing buildings, perhaps in combinations with deli's or other specialty foodstuffs or beverages, can be a more effective way to meet this retail demand.

The remaining categories, shown in red on Table 17, are retail sectors in which demand is currently being met by the PTA, but in which Downtown may have an opportunity to encourage the relocation of existing stores in the City. These categories are close to demonstrating unmet demand, and may likely be the first areas that demonstrate future unmet retail demand as Downtown reemerges as a residential center. These retail categories would also likely benefit from improving the quality of Downtown merchants and their products. As the existing sales per square foot of $56 is rather low, a higher quality of stores and offerings will improve the Downtown sales figures along with opportunities to meet unmet demand. Therefore, the City should work to encourage the Downtown residential population as well as attracting quality merchants.

Key recommendations from this report that would assist Downtown businesses in satisfying this retail demand include:

- The City should invest in infrastructure including aesthetic streetscape improvements such as sidewalks, lighting, benches, and landscaping. These investments will improve Downtown by encouraging and assuring visitors, existing businesses, and potential private investors that Downtown is important to the City.

- The City should also develop incentive mechanisms for the development of Downtown retail stores. Downtown is at a competitive disadvantage with other locations in Poplar Bluff that have received incentives. A variety of tools to assist new businesses with building rehabilitation and start-up costs will encourage rebuilding of the commercial core of the City.

- The City should remove obstacles, like the mixed-use zoning restriction, that discourage Downtown as a residential center. More residents will mean a larger consumer market for Downtown stores and will also provide a 24-hour human presence. Additional people, shoppers, and fair code enforcement will assist with issues such as safety, crime, and nuisance control.

- The community survey conclusions suggest restaurants as a top priority for Downtown business attraction and expansion. However, the unmet demand analysis shows an adequate supply of restaurants in the PTA. The City may wish to encourage the relocation of local restaurants to unique Downtown locations, but new, start-up restaurants, may find it difficult to locate in Downtown. This will likely be the case until the City has worked to enhance the residential component of Downtown and undertaken public improvement projects to enhance the atmosphere. An expansion of the restaurant market will generate more shopping activity for all retail sectors.

- About 3,300 square feet of existing vacant space is suggested for "Jewelry, Luggage, and Leather Goods" stores. Two locations are suggested as the jewelry store will likely require a more secure and central location, while luggage and leather goods could occupy a storefront more removed from the core of the retail area.

- Clothing Stores were also mentioned in the community surveys and can be combined with jewelry, luggage, leather goods, and shoes. This combination store suggests boutique style shops that can easily occupy existing vacant buildings. A concentration of such shops could develop into a cluster that increases retail demand and provides other Downtown businesses with increased activity.

- The location of a gift store and bakery are suggested specifically for locations near Broadway and Poplar Streets. These businesses also have the potential to attract visitors of the Railroad Heritage Museum and Black River Coliseum, due to the proximity to these attractions' parking lots.

- A grocery store and specialty food store are suggested for larger properties in the main retail area and represent about 4,900 square feet of existing vacant space. The "Grocery Store" category demonstrates significant unmet retail demand. These types of businesses attract residents back to Downtown and capitalize on visitors.

- Other potential business types include; home furnishings, appliances, electronics, and sporting goods. However, these store categories represent businesses that are currently not exhibiting unmet demand. As business and residential density builds in Downtown, businesses in these categories should be well positioned to serve new retail demand.

- Although used merchandise stores may serve unmet demand, it is important to improve the quality of Downtown merchants. For example, a high quality clothing store has potential to be an anchor in Downtown and will also appeal to residents and visitors. However, it is important that the store is not a consignment-type of shop. High quality merchandise also has the ability to satisfy the boutique and specialty aspects indicated in the community and consumer surveys.

INTRODUCTION

A significant component of a successful and vital downtown is a vibrant shopping area. In many instances, modern development trends have diminished the function of the typical American downtown. As neighborhood development sought affordable undeveloped land, cities expanded away from their downtown core. Shopping habits shifted as automobiles increased consumer mobility and shopping centers with major retailers located along major roadways. Smaller businesses have struggled to maintain their traditional downtown locations as residents, visitors, and fellow businesses have followed large retail development to the city's outskirts.

One way to achieve overall downtown revitalization is to encourage the restoration of downtown's function as a destination shopping hub of the region. An emphasis on unique retail stores and developing a positive pedestrian and shopping experience allows downtown to compete with higher volume sales areas in the community. The DREAM Initiative provides the necessary retail analysis and initial strategies to create a successful downtown retail environment. Although the primary focus of DREAM is downtown retail, some recommendations may include other uses and may integrate with and complement other DREAM tasks, such as the *Residential Demand Analysis*.

While the City of Poplar Bluff is fortunate to have developed and maintained its commercial relevance to the region, Downtown Poplar Bluff, the subject of this report, is suffering. The history of the City and region is integral to Downtown and provides a colorful heritage that is not being capitalized upon. There are several Downtown attractions such as the Black River Coliseum, Rodger's Theatre, The Black River, and Railroad Heritage Museum. These aspects, when combined with the business and governmental activity of the county seat, city hall, city library, and post office, should provide Downtown Poplar Bluff businesses with adequate pedestrian traffic. The issues for Downtown Poplar Bluff stem from too many public service agencies, low-quality retailers, and poor building conditions. The City of Poplar Bluff will need to heavily encourage private investment, and lead the way by making public improvements, in order to successfully revitalize Downtown.

METHODOLOGY

The Retail Market Analysis takes a comprehensive approach to quantify the retail demand and supply for the trade areas. The Analysis then identifies types of retail services that could likely be supported by existing unmet demand and provides recommendations on appropriate strategies for encouraging Downtown retail development. The report uses concepts common in other DREAM Initiative analyses and consists generally of four parts:

1) a review of the trade area demographics and trends;
2) an analysis of the trade area business mix and site characteristics;
3) identification of potential retail sectors to target; and
4) recommendations of retail development strategies and implementation techniques to achieve downtown retail market goals.

As a component of other DREAM Initiative activities, surveys have been conducted of business owners, City staff and officials, residents, and visitors which provide key insights into desired Downtown improvements and businesses. Additionally, the Missouri Housing Development Commission conducted an analysis of future residential demand for the City of Poplar Bluff in the DREAM *Residential Demand Analysis*. A physical examination of the study area and surrounding region provides insight into traffic and pedestrian patterns and Downtown's business mix.

To determine unmet retail demand, the retail demand (or spending power) of the trade area, is compared to the available retail supply (or retail sales) of the trade area. Unmet demand is identified in retail categories where demand exceeds supply, and these categories are evaluated against information obtained through community survey results. The real estate and inventory data of the trade area is then used to develop recommendations regarding the attraction of specific types of retail, as well as potential Downtown store locations.

LIMITS OF STUDY

The Retail Market Analysis is intended to provide a general forecast of the amount and types of retail development that could be supported in the trade area. The assumptions and projections used in the retail analysis are valid and likely supported through the year 2015. The analysis is meant to provide a general strategic direction for developing retail in Downtown Poplar Bluff, but is not intended to be the sole basis for development or business decisions.

TRADE AREA PROFILE

TRADE AREA DEFINITIONS

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. For example, the trade area for a convenience store might be quite small, whereas a car dealership's trade area would be much larger. 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 the trade area is an important part of evaluating the performance of a retail district and determining the potential to expand retail activity.

The DREAM Retail Market Analysis evaluates the Downtown Trade Area (DTA or "Downtown Poplar Bluff"), the Primary Trade Area (PTA), and the Secondary Trade Area (STA). The DTA is identified as the DREAM Study Area, the PTA extends to the Poplar Bluff City limit, and the STA is any point within a 30-minute drive of Downtown Poplar Bluff. The 30-minute drive boundary represents a catch-basin of consumers likely to make a shopping trip to Downtown Poplar Bluff instead of another market, as well as a typical commute time for the PTA's labor pool. A map of each area is included in Appendix A and the three areas of analysis are summarized below.

- <u>Downtown Poplar Bluff (DTA)</u>: The focus of this report and the overall DREAM Initiative is the DTA. The retail analysis determines the level of retail activity captured by Downtown Poplar Bluff and the amount of additional retail activity that could be obtained with effective strategy implementation. Downtown Poplar Bluff is defined as the DREAM Study Area Boundary.

- <u>Primary Trade Area (PTA)</u>: The PTA is the City of Poplar Bluff. PGAV defines the corporate boundary of the City as the PTA because Downtown Poplar Bluff draws many of its shoppers from the City. This classification will also show the relationship between retail activity Downtown and Citywide.

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

It is important to note that the retail draw of a trade area ignores municipal, county, and state boundaries. Typically, modern consumers will shop at the most convenient location, regardless of jurisdiction.

TRADE AREA DEMOGRAPHIC SNAPSHOT

To understand the potential for retail development in Downtown Poplar Bluff, key information about the population and households of the trade areas was obtained through various sources, including the State of Missouri. The demographic composition of each trade area is reviewed and will establish baseline date for future growth comparison.

The State of Missouri's demographic composition is provided to establish a performance indicator. With this information, future comparison can help determine if a trade area is leading or lagging in growth, in relation to the State as a whole.

The following table highlights the demographics from 2010 for Downtown, the PTA, STA, and the State of Missouri.

TABLE 1: 2010 DEMOGRAPHIC SNAPSHOT

	Downtown Poplar Bluff	Primary Trade Area	Secondary Trade Area	State of Missouri
Population	202	15,970	44,113	5,984,833
Average Household Income	$16,858	$30,052	$34,141	$62,922
Households	105	8,058	21,502	2,703,311
Owner Occupied	29	3,783	12,674	1,665,239
Renter Occupied	33	3,080	5,587	702,860
Vacant Units	43	1,195	3,241	332,507
Median Age	38.8	39.4	41.1	37.7
19 and Under	50	4,128	11,007	1,606,622
20-44	69	4,826	13,117	1,967,041
45 and Over	83	7,016	19,989	2,411,170

MARKET PROFILE / DEMOGRAPHIC TRENDS

Each Trade Area is reviewed in the context of how its demographics have changed over recent time periods to estimate trend activity.

DOWNTOWN TRADE AREA (DTA)

The DTA for Poplar Bluff (Figure 1; the DREAM Study Boundary) is situated roughly in the center of the City and consists of about 108 buildings on 29 blocks.

As of 2010, the population of the DTA was 202 people, living in 105 households, for an average of 1.9 people per household. The average household income was $16,858, and the median age of residents was 38.8 years. Approximately 25% of the population were age 19 or younger; 34% between 20 and 44; and 41% were age 45 or older.

Figure 1: Downtown Poplar Bluff

Table 2 illustrates current demographics and future demographic trends for the DTA.

TABLE 2: DOWNTOWN POPLAR BLUFF

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	211	202	198	-4.3%	-2.0%
Average Household Income	$12,983	$16,858	$17,705	29.8%	5.0%
Households	83	105	106	26.5%	1.0%
Owner Occupied	32	29	29	-9.4%	0.0%
Renter Occupied	34	33	33	-2.9%	0.0%
Vacant Units	17	43	44	152.9%	2.3%
Median Age	37.2	38.8	39.8	4.3%	2.6%
19 and Under	51	50	51	-2.0%	2.0%
20-44	80	69	64	-13.8%	-7.2%
45 and Over	80	83	83	3.8%	0.0%

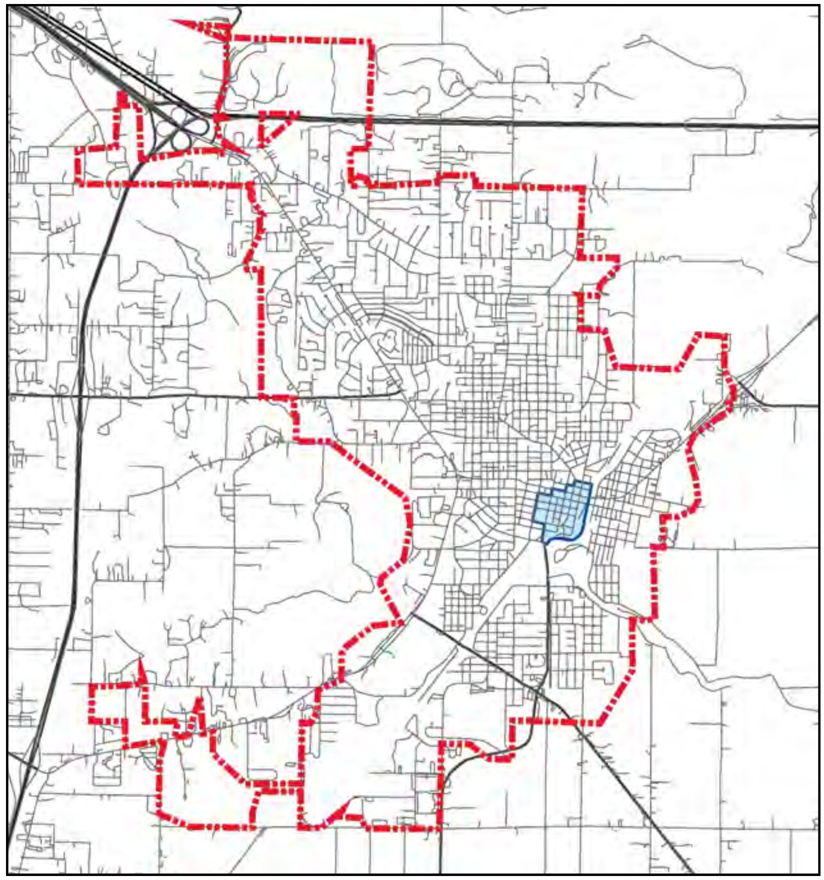
PRIMARY TRADE AREA (PTA)

The PTA is identified as that area within the City limits of Poplar Bluff (Shown in Figure 2).

As of 2010, the population of the PTA was 15,970 people, living in 8,058 households, for an average of 2.0 people per household. The average household income was $30,052, and the median age of residents was 39.4 years. About 26% of the population were 19 or younger; 30% between 20 and 44; and 44% were age 45 or older.

Table 3 illustrates current demographics and future demographic trends for the Primary Trade Area.

Figure 2: Primary Trade Area



City of Poplar Bluff

TABLE 3: PRIMARY TRADE AREA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	16,651	15,970	15,748	-4.1%	-1.4%
Average Household Income	$21,935	$30,052	$34,793	37.0%	15.8%
Households	7,871	8,058	8,126	2.4%	0.8%
Owner Occupied	3,880	3,783	3,734	-2.5%	-1.3%
Renter Occupied	3,197	3,080	3,058	-3.7%	-0.7%
Vacant Units	794	1,195	1,334	50.5%	11.6%
Median Age	38.7	39.4	40.1	1.8%	1.8%
19 and Under	4,492	4,128	4,041	-8.1%	-2.1%
20-44	5,267	4,826	4,726	-8.4%	-2.1%
45 and Over	6,892	7,016	6,981	1.8%	-0.5%

Secondary Trade Area (STA)

The STA is identified as the area within a 30-minute drive time of Downtown Poplar Bluff (As shown in Figure 3).

As of 2010, the population of the STA was 44,113 people, living in 21,502 households, for an average of 2.1 people per household. The average household income was $34,141, and the median age of residents was 41.1 years. About 25% of the population were age 19 or younger; 30% between 20 and 44; and 45% were age 45 or older.

Figure 3: Secondary Trade Area

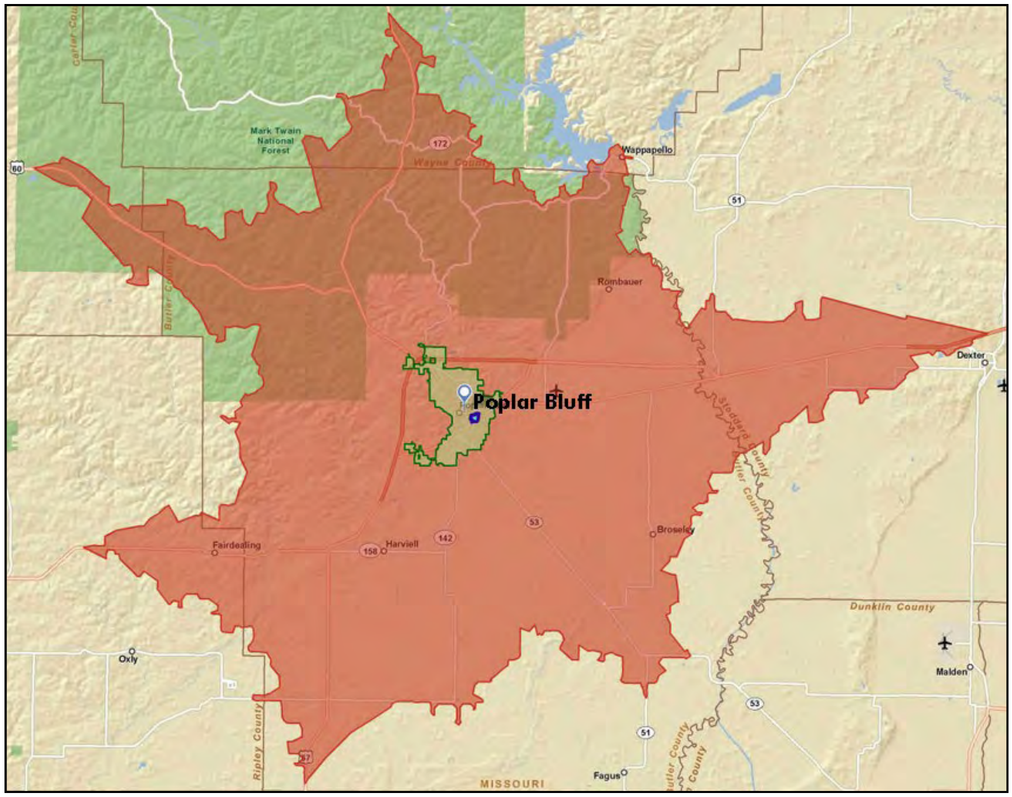


Table 4 illustrates current demographics and future demographic trends for the STA.

TABLE 4: SECONDARY TRADE AREA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	43,476	44,113	44,308	1.5%	0.4%
Average Household Income	$26,921	$34,141	$39,361	26.8%	15.3%
Households	20,143	21,502	21,965	6.7%	2.2%
Owner Occupied	12,374	12,674	12,788	2.4%	0.9%
Renter Occupied	5,378	5,587	5,624	3.9%	0.7%
Vacant Units	2,391	3,241	3,553	35.5%	9.6%
Median Age	38.8	41.1	41.8	5.9%	1.7%
19 and Under	11,639	11,007	10,987	-5.4%	-0.2%
20-44	14,043	13,117	12,881	-6.6%	-1.8%
45 and Over	17,794	19,989	20,440	12.3%	2.3%

State of Missouri

As of 2010, the population of Missouri was just over 6 million people, living in about 2.7 million households, for an average of 2.2 people per household. The average household income was $49,074, and the median age of residents was 37.9 years. About 27% of the population were age 19 or younger; 32% between 20 and 44; and 41% were age 45 or older.

Table 5 illustrates current demographics and future trends for the State of Missouri.

TABLE 5: STATE OF MISSOURI

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	5,595,211	6,003,689	6,179,056	7.3%	2.9%
Average Household Income	$38,005	$49,074	$55,430	29.1%	13.0%
Households	2,442,017	2,728,953	2,848,099	11.7%	4.4%
Owner Occupied	1,542,149	1,658,629	1,714,515	7.6%	3.4%
Renter Occupied	652,445	717,860	738,233	10.0%	2.8%
Vacant Units	247,423	352,464	395,351	42.5%	12.2%
Median Age	36.1	37.9	38.2	5.0%	0.8%
19 and Under	1,594,172	1,602,547	1,628,469	0.5%	1.6%
20-44	1,995,800	1,954,623	1,988,172	-2.1%	1.7%
45 and Over	2,005,239	2,446,519	2,562,415	22.0%	4.7%

Demographic Comparison

Tables 6, 7, and 8 illustrate the rates of change of base demographic information for the trade areas and the State of Missouri. This comparison shows a slight decline is expected for the Downtown population and no growth in the number of households. The average household income for Downtown is predicted to increase less than the State average, while the PTA and STA will increase slightly more than the State average.

TABLE 6: DEMOGRAPHIC COMPARISON

	Population % Change		Average HHI % Change		Median Age (in years)	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	-4.3%	-2.0%	29.8%	5.0%	1.6	1.0
PTA	-4.1%	-1.4%	37.0%	15.8%	0.7	0.7
STA	1.5%	0.4%	26.8%	15.3%	2.3	0.7
State	7.3%	2.9%	29.1%	13.0%	1.8	0.3

TABLE 7: DEMOGRAPHIC AGE COMPARISON

	19 & Under Change		20-44 Change		45 & Over Change	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	-1	1	-11	-5	3	0
PTA	-364	-87	-441	-100	124	-35
STA	-632	-20	-926	-236	2,195	451
State	8,375	25,922	-41,177	33,549	441,280	115,896

TABLE 8: DEMOGRAPHIC HOUSING UNITS COMPARISON

	Households Change		Owner Occupied Change		Renter Occupied Change	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	22	1	-3	0	-1	0
PTA	187	68	-97	-49	-117	-22
STA	1,359	463	300	114	209	37
State	286,936	119,146	116,480	55,886	65,415	20,373

The Trade Areas' stagnant population and household growth rates, although lagging the State of Missouri, are not a great cause for concern as the national housing market continues to recover.

The median age of residents is projected to increase more than the State median age in each of the trade areas. The DTA is the youngest of the trade areas, but all are older than the State indicating that the City should be aware of the needs of an aging population. Effective solutions will likely include planning and zoning efforts, pedestrian-oriented public improvements, and innovative building regulations.

HOUSING MARKET ANALYSIS SUMMARY

Residents are an important component of a vibrant downtown and add to the customer base by supporting nearby retail and service businesses. They give downtown a twenty-four hour people presence providing life on the sidewalks and streets, as well as keeping a watchful eye on downtown when businesses are closed.

The Missouri Housing Development Commission (MHDC) conducted a Residential Demand Analysis in the Summer of 2009 for the City of Poplar Bluff that projected residential demand for the area, with a focus on Downtown. The Residential Demand Analysis concluded that Downtown Poplar Bluff could support an additional 35 family affordable and 50 senior affordable rental housing units. A recent housing project at 5th & Vine Streets is expected to absorb 40 senior affordable units.

The City of Poplar Bluff does not allow mixed-use buildings in Downtown. By restricting a building to wholly commercial or residential use, the City has discouraged the use of upper floors for any use other than storage of the commercial property on the ground floor. Housing in the DREAM study area is limited to small, upper floor apartments that were grandfathered before the zoning restriction took effect, apartment buildings, and some single family homes near the Black River Coliseum. Many of the apartments suffer from deferred maintenance, but there are properties within the Study Area and surrounding areas that are in good condition.

The Residential Demand Analysis found new single family home listings ranging from $85,000 to $250,000. The market rate for existing rental units was between $325 to $400 for a one bedroom unit and $350 to $475 for most two bedroom units. The rent range for three and four bedroom, single family homes is between $650 to $800.

Most of the upper floors of the commercial buildings in Downtown Poplar Bluff are vacant or used for storage. There are no nearby large tracts of vacant land for infill development. The best opportunity to produce additional housing in Downtown Poplar Bluff is to relax the mixed-use restriction and develop upper floor units. Strengthening the existing residential market in and around Downtown will provide immediate results for businesses that can tap into this consumer base.

CONSUMER SEGMENTS

Specific strategies will meet the needs of specific consumers. To help identify existing consumer segments and gain a better understanding of their needs, four categories of consumers of Downtown services are reviewed:

Downtown Employees

- Downtown is home to about 1,062 employees and 119 businesses.
- This segment's potential retail spending can be estimated as follows:
  1,062 x $15 weekly = about $825,000 annually.
- Typically have a large demand for restaurants and food services at lunch and early evenings.
- Additional large demand for convenience items and shopping during work commute to and from Downtown.
- Frequent shopper reward programs and repeat business marketing efforts are effective for this user segment.

Downtown Residents

- There are 202 residents in Downtown Poplar Bluff.
- The comprehensive buying demands of this segment can be greatly served with retailer product differentiation and improved store hours.
- Frequent shopper reward programs and repeat business marketing efforts are effective for this segment.

Local Residents

- Larger segment than Downtown Residents, with the PTA population of 15,970.
- Local residents use Downtown for many reasons, including conducting business with government offices, the post office, or businesses, dining, and shopping.
- Although shopping and dining is often not the primary reason for residents to go to Downtown it serves an important purpose and increases foot traffic.
- This segment is a lucrative merchandising opportunity, especially for impulse spending, due to the frequent number of visits.
- An effective strategy for this segment is to appeal to community loyalty through "shopping local" campaigns.

Tourists - Visitors

- Visitors tend to look for unique experiences and products.
- This segment has a greater demand for entertainment options, as well as a need for convenience items that travelers require.
- For Downtown Poplar Bluff, a large portion of this segment is related to visitors of the Black River Coliseum. An effective strategy will capitalize on these visitors and encourage the exploration of Downtown.
- This segment is also very dependent upon lodging operators as an information source. Effective strategies for this segment will involve local lodging options.

COMMUNITY SURVEYS

The DREAM Community/Consumer Survey task conducted for Poplar Bluff included focus groups, a telephone survey, and a visitor survey. The results of this task provide important planning information for other DREAM tasks and are a source of data regarding local consumer behavior. The survey results offer insight into the community's desire for additional retail, restaurant, and entertainment services and help to uncover other issues relevant to retail development in Downtown Poplar Bluff.

In the summer of 2008, four focus groups were conducted to gather initial information about Downtown Poplar Bluff. The groups consisted of city staff and officials, longtime residents, business owners, and new residents. Some important information obtained from the focus group sessions that is relative to this Retail Market Analysis includes:

- Participants felt that Poplar Bluff is a southeast Missouri regional hub that attracts people for entertainment, employment, and shoppers from a large radius; but not necessarily to Downtown.
- Downtown has lost businesses to other shopping areas in town that include large stores such as Walmart and Home Depot.
- Residents have trouble finding adequate retail shopping variety in town. They sometimes shop in Cape Girardeau, Missouri or Jonesboro, Arkansas.
- Participants noted several restaurants, many large chains not in Downtown.
- Downtown Poplar Bluff's retail business hours typically are from 8:00 AM to 5:00 PM during the week, and most stores have limited weekend hours, which makes shopping difficult for residents that do not work Downtown.
- Participants felt that Downtown has some issues with user–friendliness, including parking and business hours.
- Participants also felt there were issues with lighting, sidewalks, and safety.
- Participants noted that a greater variety of independent restaurants, shops, and entertainment options is critical for Downtown and suggested stores including clothing, shoes, a coffee shop, candy, a nail salon, antiques, stationary, books, sporting goods, an ice cream/soda fountain, and a drug store.
- Participants felt that Downtown should not try to compete with Walmart and large chains, but to offer a unique shopping experience.
- Participants felt that new businesses would also attract new residents and cause building improvements, improving the aesthetics of Downtown.
- Participants felt encouraging new residents to live in nice apartments on the upper floors of buildings is a very important step for Downtown to take.

Upon completion of the Focus Groups, the DREAM Initiative conducted a Community Telephone Survey in the late fall of 2008. The purpose of the Telephone Survey was to verify perceptions of Downtown obtained through the Focus Group task and to further determine community desires for Downtown. Important insights obtained from a review of the survey results relative to retail development includes:

- Respondents indicated they most often visited Downtown for "government services/post office" (60%) and "conducting business" (52%).
- Respondents indicated they least often visited Downtown for "dining" (39%) and "attending church" (32%).
- 46% of respondents visited Downtown more than 5 times a month, with over 72% indicating they visited at least once a month.
- 18-34 year old respondents indicated they visit Downtown Poplar Bluff for shopping more often than did older age groups.
- Older respondents viewed parking more favorably than did other respondents.

- Poplar Bluff's newest residents were much more interested in seeing Downtown revitalized, than were residents who had lived in the City longer; and they also indicated they visit Downtown more often.
- Newer residents of Poplar were more likely to place a high priority on improved lighting, additional parking, and upper floor residential than were residents who had lived in the City longer.
- Poplar Bluff's highest income residents placed a higher priority on improving building façades, keeping streets and sidewalks cleaner, and maintaining and smoothing the brick streets than any other income group.

Information from the Telephone Survey will help in determining what strategies can help Downtown Poplar Bluff be more effective at capitalizing on local consumers. Strategies are formed to help Downtown develop greater appeal to residents who most frequently use it and have the greatest potential for spending their disposable income.

The DREAM Community/Consumer Survey task concluded with a Visitor Survey conducted in 2008 through July 2009. Just over 250 responses were gathered by Poplar Bluff volunteers for the report. Poplar Bluff residents were excluded from the survey, as this was for visitors to the City. Findings obtained from the Visitor Survey that are relevant to retail development include:

- About 84% of respondents indicated they had visited Downtown before, but with only about 39% indicating they visit at least once a month.
- Just 23% of respondents indicated they were staying overnight, with 71% of those visitors staying in a hotel/motel/bed and breakfast in Poplar Bluff.
- Most visitors were in town for attendance at an event (either at the Black River Coliseum (60%) or elsewhere (82%)), "dining" (72%), or "shopping" (62%).
- Older visitors were Downtown for events not at the Black River Coliseum, while younger visitors tended to be there for Coliseum events or to visit friends and family.
- Lower income visitors tended to be in Downtown "shopping" or "visiting family or friends", than did higher income visitors.
- Nearly 60% of the highest income visitors answered "I don't know" regarding parking convenience, perhaps suggesting that they didn't drive into Downtown.
- "Family restaurants" (55%) was the highest priority business type that all visitor groups indicated would make them more likely to visit Downtown more often.
- Visitors also noted "clothing stores" (42%) and "more shops in general" (35%) would make them more likely to visit Downtown more often.
- Higher income visitors were more interested in sidewalk improvements, green space, and historic building restoration, but tended to find business hours inconvenient.

CONCLUSIONS FROM SURVEY DATA

It is important to consider the survey data in developing retail strategies for Downtown Poplar Bluff. An effective strategy will capitalize on the existing consumer and retail business base, while simultaneously attempting to attract additional consumers and new retail businesses. According to the survey data, some conclusions are:

- It is important for Downtown Poplar Bluff to attract more retail shops to increase variety and positive pedestrian activity.
- Existing social service offices take up prime spaces that could house retail businesses, and attract clientele that discourage shopping related pedestrians.
- Greater restaurant variety will benefit all consumer markets, but the addition of a family restaurants should be the top priority.
- Events attract many visitors to Downtown, with most events being held at the Black River Coliseum. However, most visitors of the Coliseum, do not venture into Downtown.
- Building conditions, lighting, and sidewalks must be improved to provide a positive experience for Downtown visitors. Improvements to these factors will help improve other perceived problems such as parking and safety.
- Downtown store hours during the week and weekends also requires improvement. Some market segments are inconvenienced by existing hours and adjustments to better fit peak shopping hours may be needed.

With additional comparison of each survey instrument, an overall picture of commonly desired businesses for Downtown Poplar Bluff emerges. However, the expressed desires of survey respondents are not tied to actual unmet retail demand; rather, they are a reflection of community and visitor opinions. With the added support of the unmet retail demand analysis, these types of businesses become effective targets for attraction that demonstrate demand and community acceptance.

The DREAM Community/Consumer Survey information indicates a strong preference for the following businesses in Downtown Poplar Bluff:

- Family & Casual Dining – Family, other than buffet's, Outdoor seating
- Clothing Stores – Men, Women's and Children's Clothing, Shoes and Accessories
- Farmer's Market
- Bookstore
- Entertainment
- Boutique/Specialty Retail
- Upscale Dining
- Coffee Shop

Figure 4 below, identifies the highest priorities for the Focus Group, Community Telephone Survey, and Visitors Survey Respondents. The darker color indicates a more stronger preference for that priority was placed on the business type by that group.

<u>Figure 4: Downtown Priorities</u>

DOWNTOWN BUSINESSES

Focus Groups	Community Phone	Visitor Survey
Casual/Family Dining	Casual/Family Dining	Casual/Family Dining
Boutique/Specialty	Farmer's Market	Clothing Stores
Coffee Shop	Teen Attraction/Arcade	Entertainment
Bookstore	Clothing Stores	Upscale Dining
Clothing Stores	Bookstore	Farmer's Market
Entertainment	Upscale Dining	Antiques
Pharmacy	Ice Cream/Soda Fountain	Sporting Goods
Stationary/Gifts	Art Galleries & Shops	Ice Cream/Soda Fountain
Bars & Nightlife	Pharmacy	Boutique/Specialty
Sporting Goods	Coffee Shop	Bookstore
Antiques	Boutique/Specialty	Art Galleries & Shops

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BUSINESS MARKET

The City of Poplar Bluff and the surrounding area have a diverse local economy providing stability and a solid base for future economic development. Economic development efforts should continue to be an important part of Poplar Bluff's urban growth strategy. Table 9 illustrates the total employment in 2010 for the Trade Areas.

TABLE 9: 2010 TOTAL EMPLOYMENT

	Downtown Poplar Bluff	Primary Trade Area	Secondary Trade Area
Employees	1,062	16,024	20,305
Businesses	119	1,126	1,822

The employment mix by industry in the PTA closely mirrors that of the STA and the surrounding region. The percentage of retail jobs in Downtown (9%) is significantly lower than that of the PTA (29%) and the STA (27%). The DTA also has the lowest concentration of service sector jobs (19%) compared to the PTA (40%) and STA (39%). Most of Downtown's jobs are in the government sector (28%). The largest employers in the City include:

TABLE 10: POPLAR BLUFF EMPLOYERS

Company Name	Industry	Employment
Poplar Bluff Regional Medical Center	Healthcare	1,200
Nordyne, Inc.	Heating & Air Conditioning Mfg.	1000
Briggs & Stratton Corp.	Internal Combustion Engines Mfg.	936
Poplar Bluff R-1 Schools	Education	525
Walmart Supercenter	Department Store Retail	480
Gate Rubber Company	Radiator Hose Mfg.	400
V.A. Medical Center	Healthcare	360
City of Poplar Bluff	City Government	260
Three Rivers Community College	Education	250

COMPARATIVE MARKET ANALYSIS

Downtown Poplar Bluff competes for retail customers in a very competitive local market, primarily with other areas within the City. The retail stores along the highway 67 business route, 160, and 60 corridors include a wide variety of chain stores and name brand merchandise. These areas have developed around several hotels and pockets of large retail such as Walmart, Lowes, Kmart, Office Depot, Sears, and Home Depot. Other chain retail stores in the City include Orscheln, Dollar General, Kroger, Dollar Tree, JC Penney, Hibbett Sports, Goody's, Big Lots, and Walgreens Pharmacy.

Downtown competes with all of these retailers to attract consumers. Large retail areas offer the auto-oriented shopping experience which has defined the modern American retail development: high volume of goods and merchandise, easy access, high visibility, and excessive parking. However, these same retail environments have a general lack of architectural character, lack of pedestrian environments, lack of social experiences and limited personal service. Downtown Poplar Bluff can provide all of these amenities.

TENANT MIX & LAND USE

Table 11 below, illustrates information collected during the DREAM Land Use, Building, and Infrastructure Survey task. The Land Use, Building, and Infrastructure Survey was conducted in 2008, and recent real-estate vacancy information was obtained for this Retail Market Analysis and verified with the community.

TABLE 11: LAND USE TOTALS & SQUARE FOOTAGE

Land Use	Parcels	Buildings	Building Square Footage*	Vacant Square Footage	Percentage Vacant
Residential					
Single-Family	3	5	11,994	0	0.0%
Multi-Family	7	7	26,280	6,713	25.5%
Sub-Total	**10**	**12**	**38,274**	**6,713**	**17.5%**
Commercial					
Office / Service	35	39	130,923	17,007	13.0%
Retail	18	22	102,429	15,273	14.9%
Restaurant	8	9	20,778	5,367	25.8%
Sub-Total	**61**	**70**	**254,130**	**37,647**	**14.8%**
Mixed-Use	4	0	0	0	0.0%
Industrial	0	0	0	0	0.0%
Public / Institutional	17	25	175,255	5,000	2.9%
Recreation	4	0	NA	NA	NA
Parking Lot	14	1	NA	NA	NA
Vacant Lot	9	0	NA	NA	NA
TOTAL	**119**	**108**	**467,659**	**49,360**	**10.6%**

* Building Square Footage assumes that 80% of the building is usable.

* Building Square Footage is for 1st Floor.

Table 11 illustrates that there are 108 buildings located on 119 parcels in the DREAM Study Area, representing a total of about 468,000 square feet of first-floor space with about 49,000 square feet of vacancy, including 6,700 square feet of residential vacancy. The existing mix of this square footage, as determined by the most recent land use, is about 8% residential, 38% public / institutional, 28% office / service, 22% retail, and 4% restaurant. These numbers represent a baseline as Poplar Bluff attempts to adjust the Downtown business mix. There is no correct mix for successful downtowns, but one characteristic of a healthy downtown is a mix of retail businesses, entertainment, and services that encourage pedestrian, or "browsing-shopping", types of activity.

The subject of this analysis is the restaurant/retail sector; represented by 31 buildings (29%) with about 123,200 square feet (26%) of first-floor space. Of this space, about 20,600 square feet is vacant and accounts for about 42% of the entire amount of Downtown vacancies. The 15,411 square feet of existing restaurant space and 87,156 square feet of retail space are currently generating taxable sales.

The 39 office / service buildings represent almost 131,000 square feet of first-floor space with just over 17,000 vacant. This vacant space provides the opportunity for easy conversion into retail use. The City should review the uses allowed under the Downtown zoning classification and reconsider office / service uses, in the context of their contribution to positive pedestrian activity. For example, bail bondsmen generate pedestrian activity, but these customers are likely to discourage the Downtown shopping market. Conversely, a travel agency has the potential to generate more positive activity.

The total vacancy of 37,647 square feet of first-floor commercial building space, is of immediate concern to attract new retail to Downtown. It may be productive to encourage the conversion of non-retail space to retail use as existing vacancies are absorbed.

About 11% of first-floor Downtown buildings, or about 8% of the square footage, is in use as residences. The average single-family residence size is about 2,400 square feet, and the average multi-family building is about 3,750 square feet. Proximity of residential uses to Downtown provides a stable base of consumers for businesses. The City does not allow mixed-uses in Downtown and this prevents upper floor residential units from developing.

The public / institutional buildings are a result of Poplar Bluff being the center of local and regional government and includes large structures such as the Butler County Courthouse and the Butler County Justice Center. Still, nearly 40% of Downtown ground floor space is in use for public / institutional purposes. This also means that these buildings are likely not generating tax revenues as the agencies that occupy them are likely tax-exempt. This category also includes various social service offices and organizations. As previously noted, these offices often occupy prime retail spaces and their clientele do not encourage shopping activity. For these reasons, the public / institutional space in Downtown Poplar Bluff is a cause for concern and seems an excessive amount.

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MARKET RESEARCH FINDINGS

RETAIL ANALYSIS

A review of the DTA provides an idea of possible new and existing business potential. The DTA consists of 79.6 acres with 254,130 square feet of first-floor commercial and retail space. PGAV PLANNERS observed an estimated 102,567 square feet of first-floor space occupied as retail/restaurant use and an additional 37,647 square feet of vacancy. Existing occupied retail space (87,156 square feet) is generating about $4.9 million in annual sales (not including automobiles, gasoline stations, or non-store retailers) or about $56 per square foot. Existing occupied restaurant space (15,411 square feet) is generating $2.9 million in sales or $186 per square foot. Depending on the mix of attracted businesses, the 37,647 square feet of vacant commercial space represents the potential for an additional $2 to $7 million in annual sales.

Table 12 represents a summary of existing retail establishments in the DTA, PTA, and STA with information obtained from the State of Missouri. Table 13 on page 26, describes retail locations observed by PGAV PLANNERS. Information between State demographics and observed conditions may differ. The retail services listed in these tables are organized according to the North American Industry Classification System (NAICS). Using NAICS allows the report to compare retail activity by category and recommend specific retail uses to fit gaps in retail service. An illustration showing existing retail establishments is located in Appendix C.

TABLE 12: RETAIL ESTABLISHMENTS

	Downtown Poplar Bluff		Primary Trade Area		Secondary Trade Area	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail (Pedestrian Generating Businesses) Trade Summary	22	93	303	4,689	487	5,403
TOTALS:	18	91	271	4,610	395	5,013
Furniture & Home Furnishings Stores	1	2	17	176	25	190
Electronics & Appliance Stores	0	0	5	44	8	49
Bldg. Materials & Garden Equiptment & Supplies	0	0	18	1,435	34	1,506
Food & Beverage Stores	1	10	16	172	35	270
Health & Personal Care Stores	1	3	28	300	30	302
Clothing & Clothing Accessories Stores	1	1	21	66	28	73
Sporting Good, Hobby, Book & Music Stores	2	5	17	79	28	100
General Merchandise Stores	1	5	13	763	13	763
Miscellaneous Store Retailers	4	15	43	228	65	281
Arts, Entertainment & Recreation	2	16	16	210	23	218
Accomodation	0	0	7	99	13	119
Food Services & Drinking Places	5	34	70	1,038	93	1,142
Total Businesses (including non-retail)	119		1,126		1,822	
Total Employees (including non-retail)	1,062		16,024		20,305	
Total Residential Population	202		15,970		44,113	
Employee/Population	5.26		1.00		0.46	

TABLE 13: EXISTING RETAIL

Furniture & Home Furnishings	Brown's Home Furnishings
	Peggy's Discount Furniture
Health & Personal Care Stores	Nana's Cut 'n' Curl
	Black River Beauty Academy
	L & M Barber Shop
	Bluff Barber Shop
Electronics and Appliance Stores	One-Stop Computers
Bldg. Materials	Southfork Lighting
Food & Beverage Stores	Hanuman Express
	303 Liquors
Book, Periodical, and Music Stores	Hayes Music
Office Supplies, Stationery, and Gift Stores	Jim Faith's Business Equipment
Miscellaneous Retail	Pet Adventure
	Comic Man
	Dan's Trophys
	MO Purses
	Nodaway Glass
	The Bead Shop
	Dollar General
Used Merchandise Stores	Kids & Co. Children's Clothing
	Timeless Treasures
Food Services & Drinking Places	Myrtle's Place BBQ
	Windy City Hot Dog Company
	Cassie's Place
	Jim & Jerry's Pub
	Main Street Bar
	Trax Bar
Auto Parts, Accessories, and Tire Stores	ExpertTire

Spending habits of the consumers in the trade areas form the basis for the determination of retail demand. Estimating average household spending per retail sector provides insight into the demand for particular retail services within a given trade area. Table 14 on page 27, shows annual household consumer expenditures for seven main categories and several sub-categories of retail expenditures.

The STA has the highest Average Household Income and spends the most total dollars on selected retail activities. Of these selected categories, the trade areas spend about 16% of income on food, with 41% of food expenditures on food away from home. The STA spends the highest dollar amount on food. The trade areas spend about 3% of income on apparel, 5% on household merchandise, 3% on health & personal care, and 4% on entertainment and recreation. The DTA spends less total

TABLE 14: CONSUMER EXPENDITURES

	Downtown Poplar Bluff	Primary Trade Area	Secondary Trade Area
Average Household Income	$16,858	$30,052	$34,141
Average Annual Household Expenditures for Select Retail Sectors			
Food	**$3,087**	**$4,760**	**$5,182**
Food at Home	$1,822	$2,810	$3,073
Food Away from Home	$1,265	$1,950	$2,109
Apparel and Services	**$643**	**$995**	**$1,058**
Household Merchandise	**$1,035**	**$1,631**	**$1,783**
Electronics	$577	$892	$963
Household Goods	$459	$739	$820
Household Care	**$740**	**$1,267**	**$1,430**
Transportation	**$1,581**	**$2,476**	**$2,796**
Health & Personal Care	**$469**	**$720**	**$817**
Health Care	$308	$477	$550
Personal Care Products	$161	$243	$268
Entertainment & Recreation	**$698**	**$1,179**	**$1,346**
Total for selected sectors	**$8,253**	**$13,027**	**$14,412**

dollars than the PTA or STA on all categories. All trade areas spend about 4% of average household income on household care and 8% on transportation.

Table 15 below, depicts Poplar Bluff's potential purchasing power by illustrating the number of households at regular income thresholds. Table 16 on page 28, clarifies the idea of purchasing power by showing disposable income, obtained from the U.S. Census Bureau, for each trade area in the same intervals.

TABLE 15: HOUSEHOLD INCOME

Income Level	Downtown Poplar Bluff	Primary Trade Area	Secondary Trade Area
Less than $ 15,000	27	1,624	3,728
$ 15,000 - $24,999	13	1,293	3,178
$ 25,000 - $34,999	9	927	2,401
$ 35,000 - $49,999	4	1,095	3,126
$ 50,000 - $74,999	4	972	3,127
$ 75,000 - $99,999	5	523	1,473
$ 100,000 - $149,999	0	298	808
$ 150,000 - $199,999	0	92	204
$ 200,000 +	0	39	216
Total	**62**	**6,863**	**18,261**

TABLE 16: DISPOSABLE INCOME

Income Level	Downtown Poplar Bluff	Primary Trade Area	Secondary Trade Area
Less than $15,000	31	1,899	4,412
$15,000-$24,999	13	1,420	3,516
$25,000-$34,999	7	1,110	3,071
$35,000-$49,999	4	987	2,960
$50,000-$74,999	7	979	2,999
$75,000-$99,999	0	240	612
$100,000-$149,999	0	187	466
$150,000-$199,999	0	19	105
$200,000+	0	22	120
Total	**62**	**6,863**	**18,261**
Median Disposable Income	$15,231	$25,733	$28,132
Average Disposable Income	$21,352	$34,198	$37,357

The STA has the highest percentage (7%) of households with a disposable income over $75,000. The DTA has no households with income over $75,000, and the highest percentage (71%) of households with a disposable income of less than $25,000. Determining retail sectors with unmet demand and targeting households with disposable income will not only help Downtown retain retail sales, but also to attract businesses that can meet demand in the PTA and STA.

POTENTIAL STORE SPACE SUPPORTED

While Poplar Bluff draws shoppers from outside the City limits, there are still retail services for which shoppers leave the STA. The PTA is currently fulfilling most of the region's retail demand, and there are only a few categories which demonstrate unmet demand. Understanding these categories, and the relationship between the supply of retail goods provided by the PTA, the lack of DTA residents, and the quality of the DTA's retailers will provide recommendations to strengthen the retail climate in Downtown.

Table 17 on page 29, lists unmet demand (the difference between retail demand and actual sales) by retail category. The retail categories demonstrating the greatest unmet demand, and therefore opportunity, are listed at the top of the table in black text. These three categories of "Grocery Stores", "Jewelry, Luggage, and Leather Goods Stores", and "Shoe Stores" all show that the PTA is not satisfying the retail demand of the STA. These types of stores represent an opportunity for Downtown to strengthen its retail sector by adding new stores, or expanding existing locations, in these categories.

It is unrealistic to expect that the "Grocery Store" category unmet demand can be fulfilled by a large store in Downtown Poplar Bluff. Shifts in consumer habits and trends discourage large Downtown grocery stores, however smaller markets in existing buildings, perhaps in combinations with deli's or other specialty foodstuffs or beverages, can be a more effective way to meet this retail demand.

TABLE 17: FUTURE RETAIL GROWTH

Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[2]
[3] Grocery Stores (NAICS 4451)	$16,834,803	90,510
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$374,488	6,687
Shoe Stores (NAICS 4482)	$45,511	813
TOTAL Unmet Retail Demand	$17,254,802	98,010
Clothing Stores (NAICS 4481)	($91,499)	(1,634)
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 451	($190,399)	(3,400)
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	($272,851)	(4,872)
Used Merchandise Stores (NAICS 4533)	($434,792)	(7,764)
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	($524,332)	(9,363)
[3] Specialty Food Stores (NAICS 4452)	($616,755)	(3,316)
[3] Beer, Wine, and Liquor Stores (NAICS 4453)	($661,985)	(3,559)
[3] Drinking Places - Alcoholic Beverages (NAICS 7224)	($1,093,197)	(5,877)
TOTAL Potential Unmet Retail Demand	**$3,885,810**	**39,786**

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

[2] Based on $56 in retail sales per square foot in Downtown Poplar Bluff, based on existing retail inventory and activity.

[3] Based on $186 in restaurant sales per square foot.

The remaining categories, shown in red on Table 17, are retail sectors in which demand is currently being met by the PTA, but in which Downtown may have an opportunity to encourage the relocation of existing stores in the City. These categories are close to demonstrating unmet demand, and may likely be the first areas that demonstrate future unmet retail demand as Downtown reemerges as a residential center. These retail categories would also likely benefit from improving the quality of Downtown merchants and their products. As the existing sales price per square foot of $56 is rather low, a higher quality of stores and offerings will improve the Downtown sales figures along with opportunities to meet unmet demand. Therefore, the City should work to encourage the Downtown residential population as well as attracting quality merchants.

Given the total unmet retail demand within the STA, the average sales per square foot ($56 for retail, $186 for restaurants), and removing the 90,510 square feet of the "Grocery Store" category from consideration, Downtown Poplar Bluff could only support an estimated 7,500 square feet of additional retail space in the retail categories of "Jewelry, Luggage, and Leather Goods Stores" and "Shoes Stores". The additional categories listed are likely to demonstrate future unmet retail demand. While the suggestion of retail area in the remaining categories that might show future unmet demand is helpful to demonstrate an aggregate amount of potential square footage, it is important to remember that these categories are not currently showing unmet demand. Therefore, it is impossible to suggest building sizes for these retail categories. Unique stores providing products in these categories, may be considered as candidates for relocation to Downtown from elsewhere in the PTA or STA.

The total potential retail space of 7,500 square feet is far below the existing vacant space of 37,647 square feet, indicating that, for the foreseeable future, Downtown has sufficient space. This also reinforces the need for the City to begin actively developing aspects that will increase retail demand, such encouraging residential uses, improving the quality of Downtown merchants, and addressing the few areas of unmet demand.

Existing retailers can capture unmet demand by expanding floor area and new products, or the City can attract new Downtown retailers. Existing Downtown retailers can also expand or adjust their product lines to accommodate some of the unmet demand. As retail demand increases, the City should encourage office and service uses to relocate to upper floor and side street locations, preserving prime ground floor spaces for retail uses.

The community survey conclusions support restaurant demand as the top priority for Downtown business attraction and expansion. However, the unmet demand analysis shows an adequate supply of restaurants in the PTA. The City may wish to encourage the relocation of local restaurants to unique Downtown locations, but new, start-up restaurants, may find it difficult to locate in Downtown. This will likely be the case until the City has worked to enhance the residential component of Downtown and undertaken public improvement projects to enhance the atmosphere. An expansion of the restaurant market will generate more shopping activity for all retail sectors.

Clothing Stores were also mentioned in the community surveys and can be combined with jewelry, luggage, leather goods, and shoes. This combination store suggests boutique style shops that can easily occupy existing vacant buildings. A concentration of such shops could develop into an attraction that increases retail demand and provides other Downtown businesses with increased activity.

AVAILABLE RETAIL SPACE INVENTORY

The DREAM Land Use, Building, and Infrastructure Survey task conducted in 2008, identified 1st floor vacancies. PGAV PLANNERS updated the vacancy inventory in summer of 2010 in preparation of the Retail Market Analysis. Table 18, below, shows existing 1st floor vacancies. Existing vacancies are also illustrated on the map in Appendix D.

TABLE 18: 1ST FLOOR VACANCY

ID	Address	Available Sq.Ft.
1	409 Vine St.	2,756
2	405-407 Vine St.	2,879
3	404-408 Vine St.	1,944
4	126 S. Broadway St.	1,373
5	201 S. Broadway St.	600
6	414 Poplar St.	1,035
7	203-205 S. Broadway St.	2,002
8	207-215 S. Broadway St.	4,179
9	401 S. Broadway St.	3,605
10	409 S. Broadway St.	906
11	305-307 S. Main St.	2,765
12	211 S. Main St.	2,016
13	207 S. Main St.	2,731
14	109-111 S. Main St.	2,217
15	108 S. Main St.	1,854
16	102 S. 2nd St.	3,393
17	104 S. 2nd St.	1,392
	TOTAL	37,647

These ground floor vacancies represent the retail opportunity for Downtown Poplar Bluff with a total of 37,647 square feet. These are all rather small vacancies that represent the opportunity for attracting boutique, clothing, and other specialty stores. Downtown building conditions are quite poor, and the City will need to develop incentive programs and advance public streetscape plans to encourage property owners to improve their buildings to accommodate new businesses. Downtown Poplar Bluff should initially focus on filling current vacancies, including residential vacancies. As Downtown business and residential density increases, the City can encourage the relocation of services and professional offices to upper floor spaces and along side street to make more prime retail space available.

This report matches the locations of the 17 development opportunities from Table 18, with suggested types of retail businesses and considers the size, geographic location, and proximity to other Downtown businesses. Table 19 below, lists the retail suggestions for each opportunity, while figure 5 on page 35 illustrates the geographic locations of the vacant spaces.

TABLE 19: POTENTIAL NEW RETAIL

ID	Address	Available Sq.Ft.	Potential Retail
1	409 Vine St.	2,756	Unique Restaurant, Diner, Coffee Shop
2	405-407 Vine St.	2,879	Grocery Store
3	404-408 Vine St.	1,944	Jewelry Store
4	126 S. Broadway St.	1,373	Unique Restaurant, Diner, Coffee Shop
5	201 S. Broadway St.	600	Gift Store, Crafts
6	414 Poplar St.	1,035	Bakery
7	203-205 S. Broadway St.	2,002	Wine Shop / Specialty Foods
8	207-215 S. Broadway St.	4,179	Home Furnishings
9	401 S. Broadway St.	3,605	Appliance Store
10	409 S. Broadway St.	906	Phone Store
11	305-307 S. Main St.	2,765	Redevelop as a restaurant with outdoor café
12	211 S. Main St.	2,016	Shoe Store
13	207 S. Main St.	2,731	Redevelop space for boutiques
14	109-111 S. Main St.	2,217	Clothing Store
15	108 S. Main St.	1,854	Redevelop space for boutiques
16	102 S. 2nd St.	3,393	Sporting Goods
17	104 S. 2nd St.	1,392	Luggage & Leather Goods
	TOTAL	37,647	

Some of the vacant properties are near the drug rehab center or the adult store. These locations are difficult to lease to attractive businesses and the City should consider how to relocate the treatment center and adult store to other locations in the community.

About 6,900 square feet of vacant space (18%) is suggested for restaurant use throughout Downtown Poplar Bluff. While restaurants are not currently demonstrating unmet retail demand, unique locations in rehabilitated buildings will provide greater variety and help to establish Downtown as a dining destination. The community survey task shows that local residents and visitors would welcome more variety in dining. One of the locations suggested for restaurant use, parcel I.D. #11 as shown in Figure 5 on page 35, has great potential to be redeveloped as a restaurant with outdoor seating. This building is deteriorated and will require significant improvements, however the view of the train depot and Black River will provide an outstanding setting for diners.

About 3,300 square feet (9%) is suggested for two locations in the "Jewelry, Luggage, and Leather Goods" category. Two locations are suggested as the jewelry store will likely require a more secure and central location, while luggage and leather goods could occupy a storefront more removed from the core of the retail area.

Including the redevelopment of the buildings on parcels I.D. #13 and #15, as shown in Figure 5 on page 35, clothing and shoes stores are suggested for about 8,800 square feet (23%) of vacant space. Boutique spaces can include more than clothing, but with unmet demand being demonstrated in this category, and few others, it is important that Downtown Poplar Bluff begin to fill this demand and generate shopping activity.

The location of a gift store and bakery are suggested specifically for their central location at Broadway and Poplar Streets. These businesses also have the potential to attract visitors of the Railroad Heritage Museum and Black River Coliseum, due to the proximity to these attractions' parking lots.

A grocery store and specialty food store are suggested for parcel I.D.'s #2 and #7 respectively. These locations are larger properties in the core area and represent about 4,900 square feet (13%) of the vacant space. The "Grocery Store" category demonstrates significant unmet retail demand and reveals an opportunity for Downtown to meet some of this retail need. These types of businesses will help attract residents back to Downtown as well as capitalize on visitors.

The remaining suggestions total about 12,100 square feet (32%) of total vacancy. Suggestions for these spaces include stores selling home furnishings, appliances, electronics, and sporting goods. All of these types of businesses can occupy larger spaces as they typically have a need for showroom space. An exception is a cell phone store, which is recommended for parcel #10 due to it's limited size. It is important to note that all of these store categories represent businesses that may be able to help generate retail demand, but which are currently not exhibiting unmet demand. As noted earlier, as business and residential density builds in Downtown, businesses in these categories should be well positioned to serve new retail demand.

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Figure 5
Retail Opportunities

Retail Market Analysis
City of Poplar Bluff, Missouri

Legend

- Appliance Store
- Bakery
- Clothing Store
- Gift Store, Crafts
- Grocery Store
- Home Furnishings
- Jewelry Store
- Luggage & Leather Goods
- Phone Store
- Shoe Store
- Sporting Goods
- Unique Restaurant, Diner, Coffee Shop
- Wine Shop / Specialty Foods
- Study Area

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DOWNTOWN POPLAR BLUFF RETAIL GOALS

- ENHANCE THE DOWNTOWN ENVIRONMENT

  The City must work to foster Downtown revitalization efforts by investing in public infrastructure, such as streetscape improvements. The importance that the City of Poplar Bluff officials and staff pay to Downtown revitalization provides an example for local and regional residents, as well as prospective developers and private investors. Public investment in Downtown sends a compelling message that encourages private building improvements. Other encouragements, such as improved building code and maintenance enforcement, building development incentives, and enhanced local contractor relationships will also be required to stimulate Downtown's private building rehabilitations.

- IMPROVE THE BUSINESS MIX

  Currently, a large amount of first-floor square footage in Downtown Poplar Bluff is being used for non-retail uses. The largest amount of ground floor uses are primarily institutional uses. These offices, industries, and services are important to the City, but have been drawn to low building costs in Downtown as retail has moved to the City's outskirts. Encouragement is needed to attract new retail in the targeted areas of unmet demand. The City should develop business incentives to complement building improvements and package these incentives with appropriate information for distribution to potential developers and prospective retail businesses, thereby slowly increasing the amount of retail activity in Downtown.

- REMOVE HOUSING OBSTACLES AND ENCOURAGE RESIDENTIAL DEVELOPMENT

  Existing zoning prevents mixed-uses from occupying the same building. The City needs to allow upper-floor residential uses in Downtown to help develop the consumer retail market. Encouragement for property owners can be provided by assistance with building improvements and marketing to prospective residents. As Downtown living amenities such as the streetscape features are implemented, home tours can be established to showcase new residential spaces. Additionally, the City can develop appropriate information to help attract residential developers that may have interest in larger projects. These activities are critical to increase retail demand and activity for Downtown Poplar Bluff.

- STRENGTHEN AND IMPROVE THE QUALITY OF EXISTING BUSINESSES

  Downtown Poplar Bluff, Inc. (DPB) and the Chamber should initiate programs to enhance the profitability of Downtown merchants. Some of Downtown's retailers have been in business for many years and could benefit from fresh ideas, information regarding the changing retail landscape, and a support structure with which to discuss their issues and needs. Additionally, DPB should initiate all strategies involving business promotions, marketing, events, and workshops. Attention to existing businesses concerns through a formal program is a low cost way to build loyalty, goodwill, and a dynamic business core.

  Many of the existing retailers offer low quality goods, keeping the sales per square foot value depressed for Downtown as a whole. As the City, DPB, and Chamber work to increase retail activity in Downtown, the merchants will require encouragement and education to improve their products and showrooms. A more active retail area, will attract more discriminating shoppers that will not return to dirty stores with dusty products on their shelves. As stores shift their focus on aesthetics and products of interest to a variety of customers, retail demand will recover.

- DEVELOP MORE SPECIAL EVENTS

  The existing draw of Downtown Poplar Bluff is as a setting for various events and festivals throughout the area. These activities provide opportunities for businesses to capitalize on existing visitor markets such as attendees to Black River Coliseum events. DPB cannot overlook the chance to introduce these existing visitors to the Downtown retailers.

  Additional festivals that pull visitors from the region and include Downtown shopping oriented activities should be developed when more retailers are present in Downtown. DPB should consider forming a committee to encourage Downtown events and festivals. It is important to understand that some events will require time to organize and may not appeal to all existing visitors. Music and food are always attractive elements to add to any event. An event with alcohol should include food vendors and occur earlier in the evening. Some events for Downtown Poplar Bluff are suggested in the Events strategy on page 55.

DOWNTOWN POPLAR BLUFF STRATEGIES

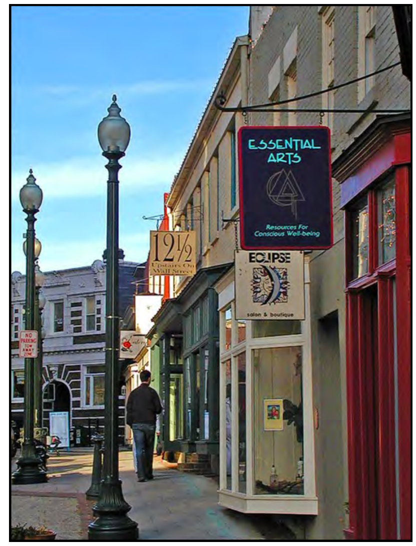
The achievement of Downtown's retail goals can be obtained by implementing several key strategies. These strategies are realistic and based on an understanding of Downtown Poplar Bluff's current retail market, primary customers, and spending potential of key customer segments identified earlier in this analysis. Implementing these strategies will work in concert with other objectives throughout the DREAM Initiative to create a vibrant Downtown Poplar Bluff.

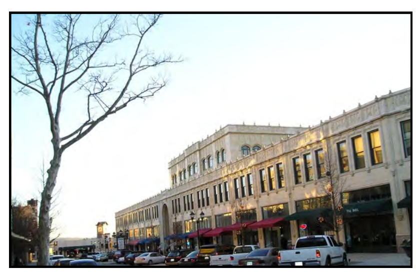
Re-energizing downtown is a difficult, lengthy, and complicated process. Traditional downtowns have struggled to keep up with dramatic changes in consumer lifestyles, spending patterns, merchandising techniques, technology, and competition for retail and restaurant spending. To achieve long-term success, Downtown stakeholders must understand these changes and embrace new approaches to retail development.

GREAT STREETS EQUAL GREAT DOWNTOWNS

Great neighborhoods and downtowns succeed because of the places and features within them. It is these small places that define a downtown and reveal the richness and depth of its social life. The best downtowns emerge when communities are guided first and foremost by a vision of what they want to see in their downtown. Every neighborhood has the capacity to evolve into a destination. This happens when local people feel a sense of ownership, which extends beyond property lines to include private and public partnerships. These partnerships, supported by public involvement, have the ability to lift a place from a collection of buildings and spaces to a true community.

Older downtowns, by their very nature, are walkable. They evolved during a period when high population density and pedestrians were commonplace. Downtowns can continue to provide an environment where walking can be an enjoyable and practical means of getting around. Great streetscapes





become an integral part of the community and provide the means for a significant pedestrian presence, which is necessary for a successful retail environment. Downtown should maintain a pedestrian-oriented focus that is conducive to walking between destinations, stores, and restaurants. Pedestrian-oriented environments include elements such as sidewalks, buffers, street trees and other landscaping, benches, fountains, wayfinding signage, lighting, and buildings that are visually interesting and well maintained.

Downtowns should have mixed land uses and extensive pedestrian amenities. Downtowns should have people of all ages moving throughout the district and unique identifiable areas such as outdoor seating, water features, and public art. Elements that create great streetscapes that are comfortable and safe and still provide a high quality pedestrian environment include:

- Sidewalks that are continuous and wide enough to include pedestrian-friendly streetscape elements.
- Short crosswalk distances that provide safe walking environments.
- Downtown Poplar Bluff has concerns regarding accessibility, primarily due to the brick streets. The brick streets provide an outstanding setting for Downtown and should be maintained, however ADA accessible crosswalks and increased maintenance to keep the bricks smooth and level are required.
- Symbols related to downtown's heritage and brand.
- Seamless streetscapes and gathering plazas with lighting, banners, planters, street trees, benches, public art, and other site furnishings.
- Seasonal lighting that helps to create a festive and inviting environment.
- Borders that offer variety and stimulate interest in adjacent areas through the use of flower beds, sidewalk cafes, benches, and street trees.

- High quality amenities such as public art and other public amenities such as restrooms.
- Safety for pedestrians with lighting, crosswalks, accessible ramps, bike racks, and landscape buffers.
- User friendly and appealing streetscape features and appropriate directional signage.
- Transit friendly and convenient integration of cyclists, public transportation, trolleys and automobiles.
- Bicycle friendly areas with bicycle racks that coordinate with other site furnishings, directional and regulatory signage that identifies bike routes, wayfinding signage, and dedicated bicycle lanes.

- Continuous on-street parking and enforced vehicular speed regulations.
- Streetscape element maintenance as a top priority.

PUBLIC SPACES AND PLAZAS

Public spaces and plazas are another important component to successful downtown destinations. Many public areas suffer from lack of funding, maintenance, and planning. Public space revitalization, similar to properly maintained facades and streetscapes, have a direct impact on a downtown's economic, environmental, social, and cultural image. Public spaces and plazas offer a fundamental amenity to complement businesses and residents and provide a gathering area, meeting place, or a place for citizens and visitors to relax. Public spaces and plazas should:

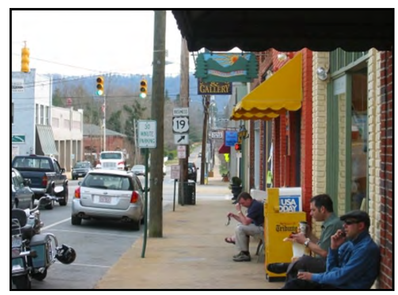
- Be easily accessible and visible from the street.
- Preserve and maintain trees and landscaping that provide shade, color, and natural edges.
- Be a flexible, pedestrian-friendly, area that can serve multiple purposes and accommodate activity space for special events.

- Incorporate adjustable seating that complements traditional park benches.

- Be a top priority where the City enforces cleanliness and maintenance standards.
- Contain regulatory park signage and be policed by appropriate City staff.
- Always be safe.

DOWNTOWN ENVIRONMENT & APPEARANCE

Downtown's architectural character and physical layout is the key to its draw as a unique retail environment. Protecting and improving the quality of the built environment is critical for Downtown revitalization and retail enhancement. The public and private sectors must work together to preserve and enhance an environment in which retail can thrive. This will require various means of creative cooperation between DPB, the Chamber of Commerce, and City of Poplar Bluff staff, as well as other private business and property owners.



To date, few Downtown improvements have occurred and those that have are utilitarian and have not inspired many private property owners to invest in their buildings. New public investments, coupled with new financing mechanisms such as a Community Improvement District (CID) or Tax Increment Financing (TIF) District, will likely be required to energize the Downtown area. Public sector activity should be aimed at inducing private investment in buildings and sites as part of a comprehensive physical revitalization program. The following items should be Poplar Bluff's priorities:

- Streetscape and Infrastructure improvements. The City needs to take the first step and implement streetscape and infrastructure improvements that include aesthetic elements to set the tone and atmosphere for a vibrant Downtown. These improvements have been illustrated in the DREAM Initiative and the City should weave them into all future projects. As the City demonstrates its commitment to Downtown, private property owners will be encouraged to invest.
- Support code enforcement and plan review efforts. The City's code enforcement efforts should be continued

and strengthened to ensure that Downtown buildings and sites are properly maintained. The City should also implement a proactive inspection procedure, particularly for residential properties. Such a program should be keyed to the change of occupancy and include the issuance, and enforcement, of occupancy permits.

- Façade restoration and rehabilitation. DPB and the City must work to encourage rehabilitation of Downtown buildings according to some design guidelines. The existing historic buildings must be rehabilitated and brought back into productive use. Assistance with façade improvements through various funding sources, should be explored. An advantage of building rehabilitation incentives is that they can be granted with conditions, providing an opportunity to ensure improvements are implemented on the entire building and lot. Additionally, DPB and the Chamber can hold property owner and contractor seminars to help inform the private sector regarding the City's expectations concerning building design and maintenance standards. These entities are better able to promote the changes required for the City to initiate that will reinvigorate Downtown Poplar Bluff.

PARKING

There are special issues associated with parking in downtown areas where large numbers of people converge to work, shop, and visit. The lack of parking is frequently cited as a reason for declining vitality of downtown businesses. Parking is intended to serve user needs; and in that regard it should be visible, convenient, and accessible.

Providing continuous on-street parking is a key component in supporting businesses in downtowns, especially central business districts. On-street parking is an efficient means for allowing multiple users to reach several destinations. On-street parking provides a variety of benefits that include calming and slowing traffic while providing a buffer for pedestrian activity. Adequate parking must be available to

support area businesses. Parking lots are key elements in meeting user needs and should not only provide parking spaces, but be aesthetically pleasing and safe for pedestrians. Planting buffers at the edges of parking lots can help screen the parking and provide some shade. Landscaped islands should be included throughout the lot, improving not only aesthetics but minimizing storm water run-off. A clear and well lit pathway should be provided for pedestrians as well as identifying signage.

Employees and employers should not park in front of the retail establishments in Downtown. Rather, where possible, they should park in the rear of their establishments or at parking lots designated for employee parking.

Retail Location & Mix

Location and the appropriate mix of retail is a key to retail success. A well developed mix of uses throughout Downtown will generate foot traffic and a solid 24-hour population. Too often the main retail strip in downtowns include uses that are mostly service oriented. Service oriented businesses take up valuable sales-generating retail space. Downtown Poplar Bluff has a large amount of institutional and services offices that are causing an imbalance and conflict with the retail sector.

The City should review its zoning regulations to better regulate social service offices, non-retail business offices, and questionable businesses such as the existing adult store. All of these uses can be allowed Downtown, and may even create a positive factor in the retail mix, but should not occupy prime, ground floor retail space that can generate sales and other tax revenue.

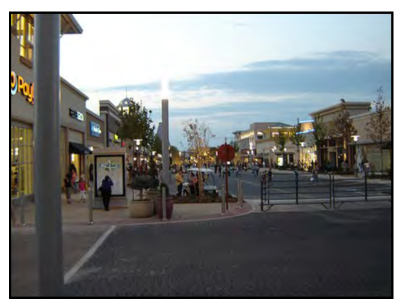
DPB and the City should focus efforts on creating continuous retail loops with ground floor space dedicated to retail establishments. These pedestrian-friendly loops should be approximately one-quarter of a mile in length or a five minute walk. Major activity centers or anchors should be no further apart than 300' - 500' if possible. This is a distance in which pedestrians feel comfortable walking and wayfinding identification signage can further encourage pedestrian exploration of Downtown.

An anchor business is typically a larger, well-know store that draws many customers, but it can also be a single establishment, collection of establishments, or a large attraction. Retail loops should have an anchor located at the beginning and end of the street, if possible.

BUSINESS RECRUITMENT, EXPANSION & RETENTION

To address retail goals involving attracting new businesses, and retaining existing businesses, a formal business recruitment, expansion and retention program is among the most cost-effective initiatives that a community can implement. Programs designed to assist businesses with relocation to Downtown, expansion, and building improvements can stimulate increased levels of private investment. Efforts should be made to familiarize businesses with local, regional, and state incentive programs and technical resources.

In the case of Poplar Bluff, it is critical to begin to rebuild density by focusing initially on business recruitment. For a downtown area, business recruitment should focus primarily on retail operations, with a secondary goal of attracting shopping-pedestrian activity generators whether retail or non-retail. Poplar Bluff has many vacant building to accommodate smaller businesses, however most of these properties are in poor condition and will likely require extensive rehabilitation to be attractive to new stores.



DPB should launch a retail recruitment campaign using the DREAM information for baseline data. The City and DPB should monitor and track all commercial vacancies within Downtown. Other information and tools that should be developed, include:

- An available building list that includes exterior photos, rental rates, dimensions, amenities, and contact information. This list should suggest the types of businesses for which the space is best suited.

- An inventory of any available development sites should also be developed. Appropriate site information can be included in national search databases such as www.locationone.com.
- A listing of target businesses should be prepared. The targets should be limited to retail, restaurants, or unique services that will create pedestrian activity and complement existing businesses. The recruitment campaign should focus on business categories that are demonstrating unmet demand, but should consider others as well.
- A listing of local bankers, real estate agents, and appropriate City or regional development staff.
- Brief descriptions and contact information of available local incentives as they are developed.

Once Downtown has added enough retail to develop momentum regarding sales revenues, an expansion and retention effort can ensue. This aspect of the campaign should include visits and follow-up calls regarding retailers' issues. DPB can work with the Chamber to provide low-cost workshops designed to improve the customer service skills of Downtown merchants. These workshops are also an opportunity to encourage businesses to expand or enhance the quality of their stores and broaden the variety of the products and services they offer.

ENCOURAGE DOWNTOWN LIVING

A strong residential presence is a key component to a prosperous downtown. Downtown residents enjoy close proximity to entertainment venues, restaurants, and shopping. These residents have the ability to expand the retail market by creating additional demand for products and services. Downtown residents also ensure that an area has activity, even when businesses are closed for the day.

There is great potential to increase residential development through apartments, condos, or lofts on upper floors throughout Downtown Poplar Bluff, although much of this space is located in poorly maintained buildings. The City and DPB will need to work together to address several items to encourage residents back to Downtown Poplar Bluff, including:

- The City should remove the restriction on mixed-use zoning in Downtown. This will allow Downtown owners the ability to put upper floor space into productive use, increasing the buildings value.
- As property values increase, the City and DPB should develop incentive programs to help owners, such as a Community Improvement District (CID) or Tax Increment Financing (TIF) District as previously mentioned. These programs will assist owners in rehabilitating their buildings.
- Once quality rehabilitation has begun, DPB can help Downtown owners be developing marketing programs for Downtown living and organizing promotions and events such as loft tours. Residential markets should include students, and faculty from area colleges, employees of the large companies in the City, and retirees.

ATTRACTING CUSTOMERS

For individual Downtown businesses, attracting customers is also an integral component of retail success. Downtown has established a pool of existing customers, primarily attendees to events at the Black River Coliseum, but needs to continue to reach out to new customers. Businesses should make special efforts to use existing customers as a source of referrals. Creating a base of repeat customers is vital to retailer success. Creating special promotions targeting Downtown employees and area residents is an easy way to reward repeat customers while bringing them back Downtown for longer visits on evenings and weekends.

Businesses should also fully utilize important tools such as internet business listing sites, blogging and social networking. More and more consumers begin their shopping trips in the comfort of their own living room or on their mobile phones.

Smart business owners know this and are changing the way they issue discounts, coupons, and other promotions. DPB and the Chamber can help Poplar Bluff merchants remain competitive by understanding and communicating the benefits of current technology. Seminars and newsletter articles can help educate the business owners. DPB can launch a simple, low-cost effort that includes a visitation process with a laptop computer to review each Downtown merchants online information. It is particularly important that DPB staff are knowledgeable enough in these areas to help the merchants.

While some visitors to the City stop and shop in Downtown Poplar Bluff, not all visitors do. Increasing the ability of Downtown to capture visitors from other attractions in the City is integral to the success of Downtown. Marketing and events can help with this effort, but providing additional wayfinding, signage, and a sense of activity is critical.

Directions from the Black River Coliseum parking lot will encourage visitors that there is more to see in Downtown. Additionally, the wayfinding signage and Cherry Street archway as proposed in the DREAM Streetscape Design Concept Plan will encourage visitors to explore. Proximity signs for other activity centers located near parking areas will assist many pedestrians. Downtown business guides and retailer/restaurant profiles should be made available on-line, at welcome centers, hotels, and other shops and restaurants.

To develop pedestrian activity, businesses must consider extending business hours. Small merchants can find it very difficult to stay open into evening hours, but having a critical mass of stores open for business can transform a Downtown into an active shopping area. Seventy percent (70%) of all sales tend to occur after 5:30 p.m. and on weekends. Adjusting store hours to respond to the change in America's lifestyle will help boost sales and create a new shopping experience. Increasing the number of causal and fine dining options will provide retailers a broader customer market, usually in the evening hours. Many communities have developed a regular shopping event by identifying one coordinated evening a week during which retailers and restaurants stay open late and offer specials (e.g. Thursdays till 8:00 PM or Fridays till 9:00 PM). This activity is also important to take advantage of Black River Coliseum events.

Retail Presentation & Operations

The appearance of retail operations is essential to the success of the business. That appearance begins at the sidewalk and continues to the storefront, entrances, and windows. Downtown merchants must appear interesting and inviting to the pedestrian on the sidewalk.

Planters flanking the doorway or window boxes add color and life to the street. Pedestrians may be stopped by a plant, bench or signage, attracting them to the window display. Grabbing the attention of the customer is the first step in bringing them into the shop. Keep the appearance of the sidewalk and storefront neat and clean. The store should also be clearly identified with signage.

The overall appearance of the building is critical. The storefront entrance should be recessed from the sidewalk for emphasis to provide a bit of shelter and remove the open door from the path of pedestrians on the sidewalk. The entrance should be maintained in compliance with the American's with Disabilities Act Accessibility Guidelines. The door should provide a view into the building as well as a sense of openness. The upper, side, and rear façades also provide opportunities for second entrances, signage, display windows, or outdoor café seating and should be as inviting and appealing as the main entry.

After evaluating the curb appeal and storefront of each business, window displays must be considered. Shoppers learn everything about a store at the window as they act as a store's billboard that announces the brand and character of the products within. A positive tone should be set by the windows. Great window displays will help lure customers into the store. If a pedestrian stops in front of a store window, they are one step closer to entering the shop.

Corner storefronts are significant, they help keep pedestrians moving and may motivate pedestrians to cross the street. When these windows are vacant they discourage pedestrians from crossing to the next corner. DPB should encourage property owners allow the group to place rotating displays from other stores, information on upcoming festivals, or local artwork in the windows of their vacant buildings.

Display Windows

Window displays must get the attention of the pedestrian. Building elements are likely to catch the eye of the motorist, while the window is the connection between the stores goods and the pedestrian. Effective window displays use:

- Themes: Window displays should establish a theme and integrate props. They can follow the general items in the store or a specific set of items. Themes such as sports, children's stories, romance, nature, patriotism, or storytelling should be considered.
- Simple Repetitive Objects: Repeating objects creates a strong message. They do not need to be expensive to be successful. Simple objects such as cut out hearts, gloves. Lampshades, balloons or handwritten notes can create dynamic and rhythmic displays.

- Found Objects: These objects can be window frames or wine barrels that reinforce the window statement.
- Flexible Backdrops: They can be textured or fabric panels reflecting the products displayed, highlighting the season or the interior that beyond the windows.
- Window Graphics: Graphic statements can define a function or add interest to the merchandise.

- Night Lighting: Once window displays have been created they should be lighted. When lighted they add life to the evening streetscape and act as a 24 hour billboard. People leaving nearby businesses with later uses, such as restaurants, theaters and drinking establishments will be compelled to return.

- Varied Window Displays: Displays should be rotated on a regular basis, such as every four to six weeks.

SIGNAGE AND BRANDING

Individual business owners must decide on the brand that defines their store and their image in customers' minds. These decisions will determine the direction for store logos, signage, and interior design. Colors and font type used should reflect the brand and merchandise. Brand logos should be used consistently on merchandise, hang tags, business cards, and printed advertisements. Shopping bags are walking advertisements that reinforce the store's style and should always include the shop logo.

It is important that the store brand is well matched to customers and other store aspects. A fancy, frilly logo for a store selling outdoor sporting goods sends conflicting signals to the consumer. Similarly, if the market segment a store is trying to reach is upper scale, plain brown paper bags in which to send products home is probably not a good match.

INTERIORS

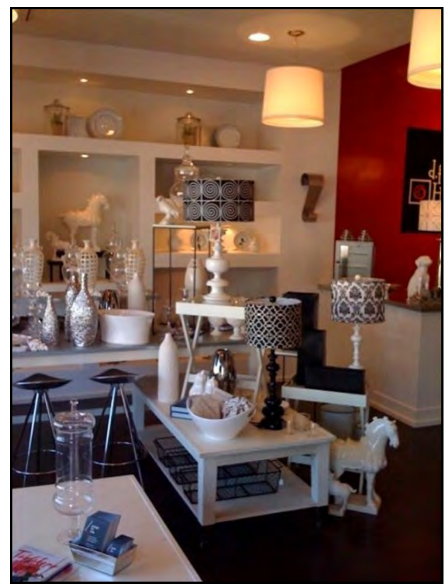
Retail establishments should have flexible features so the store can reinvent itself when necessary. Successful interior layouts have several common denominators, including:

- Feature Displays: Once a customer has entered the interior of the shop, there should be an open area to adjust to their surroundings and make decisions.
- First Fixture: The first fixture should be well inside the entrance and is often a feature display which tells a story about a specific theme or product. These displays can be seasonal or a specialty product line.
- Music: Music should be played that matches the store image and brand. This simple step will bring an empty store to life and puts customers at ease.
- Secondary Displays: These displays encourage the customer to keep moving through the store. This is

accomplished by the placement of a variety of minor merchandise groups throughout the store. The height and shape of these displays should vary and interrupt long runs of repeating products on walls.

- Floor Space: The area from the floor to about 18" up is not "shop-able" and is best used for storage.
- Visible Back Wall: Making the back wall visible and interesting from the front of the store, will draw customers through the length of the store. This can be as easy as using paint or unusual fixtures. Place sale or clearance merchandise in the back to make customers walk past other items to get there.
- Grouping Merchandise: Techniques for grouping the merchandise can help shoppers make decisions faster and potentially buy more merchandise.
  - By Color: Group all red items together, blue items together, etc. This method is often used for seasonal displays.
  - By Product Combination: These items provide irresistible opportunities for customers to purchase combined products with a similar theme. Group clothing with coordinating accessories or staff favorites.
  - Fabrication Type: All glass should be kept with the glass, wood with wood, pewter with pewter, and pottery with pottery.
- Impulse Items: These are inexpensive items, often located by the cash register, and are generally offered as add-on sales.

Customers need the opportunity to learn about merchandise, special products, and obtain samples in a comfortable space. A pleasant greeting and an intuitive store layout with well lit displays will encourage customers to browse. Counters and back rooms that are visible to the customer should be clean and clutter free, as they are an indication of the stores internal operations.



A Downtown map and business directory should be located at each register to encourage shoppers to visit neighboring stores and help visitors navigate Downtown. The store should be viewed from the customers viewpoint and these following concepts should be kept in mind:

- Signage should reflect the brand.
- Entrance and windows must be appealing.
- Merchandise must be useful or unique.
- Focal points and product placement must be able to keep their interest.

BRANDING DOWNTOWN

Although Poplar Bluff is the largest City for many miles, Downtown competes with other areas in the City for consumers. It is important that Downtown develop its own identity within the City and make a compelling case for City-wide residents and visitors to come and visit. Additionally, Downtown should be the keystone of any Poplar Bluff branding effort and marketing campaign.

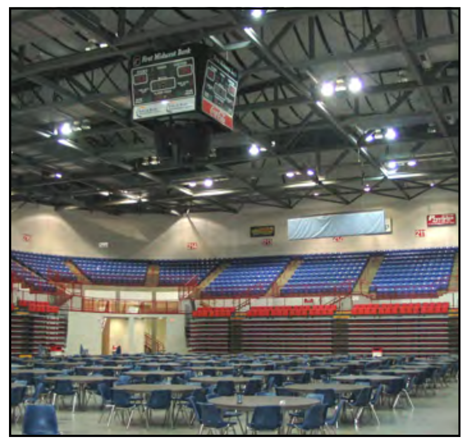
An important consideration in developing this brand is to remember that Downtown Poplar Bluff cannot be all things to all people. DTB, with the support of the Chamber and City, should begin hosting meetings to focus on the strengths of Downtown and develop a message that crystallizes those ideas. Once branding has been chosen, Downtown businesses should be collectively advertised under this brand. Just as a large shopping center collectively promotes and markets its stores, Downtown needs to work cooperatively for this effort as well. Additionally, other marketing tools will support the brand such as slogans and logos. Future public improvements can also reinforce the ideas of the brand. As the City completes the DREAM Marketing Plan task, ideas for a Downtown brand may be suggested.

The promotion of Downtown Poplar Bluff attractions, businesses, and events is a major dimension of Downtown development. DPB should spearhead the effort to promote the area as a whole. Staging Downtown events, festivals, parades, concerts and other special events, that will bring more people Downtown and expose them to what Downtown has to offer. It is important that existing shoppers and visitors are aware of other existing stores, restaurants, and new businesses located in Downtown. Overall marketing should be increased for Downtown and its retailers. Promotional activities should target residents, the STA, and the region. Making the public aware of the wide range of activities is the first step in marketing Downtown.

A business directory of Downtown establishments should be distributed to residents and visitors, and be available in existing retail establishments and new stores. All marketing brochures should be available at Downtown establishments, the Chamber, the Black River Coliseum, and nearby hotels. Local store and restaurant owners and employees should refer their customers to visit other shops Downtown. This can also be accomplished by distributing the business directory at check-out lines and waiting areas.

Shared advertising, such as newspaper ads promoting multiple businesses, is beneficial for Downtown businesses for several reasons. This collective advertising, whether print or electronic media, helps build an image of Downtown as a place with multiple shopping opportunities and reinforces the chosen brand. It can also make advertising more affordable and allow smaller businesses to use advertising media they might not otherwise be able to afford. Downtown cross-promotion efforts can include businesses located elsewhere, especially those that draw visitors from a wider area.

The long-term success of Downtown redevelopment efforts will depend in part on the quality of marketing and promotional activities as well as the ability of the Downtown leadership to appeal to specific customer segments. Creating a mix of businesses that provide for a variety of experiences allows Downtown to become marketable to residents and visitors of many incomes and lifestyles.



EVENTS

DPB has begun to establish some new events held in Downtown Poplar Bluff. A broad-based Downtown Events Committee should be established to help expand on existing efforts. Events should have a wide appeal and support the chosen brand for Downtown. Some standard events might include:

- A monthly Farmer's Market
- Evening Shopping Nights
- Sidewalk Sales
- A Downtown Business Expo
- A Chili / BBQ Cook off or some other themed food tasting festival
- Art Shows
- Craft Festivals
- A regular (monthly) concert series

During these events Downtown Poplar Bluff retailers should coordinate their hours and develop promotions to get people into their stores. These are perfect opportunities to raise the awareness of their individual store, although it is important to understand that event goers may not purchase items the day of the event. Events create a festive and exciting atmosphere focused around Downtown and visitors will often return to shop at a later date.

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IMPLEMENTATION

- **ENERGIZING DOWNTOWN.**

  The support of Downtown Poplar Bluff businesses is critical. The growth on the outskirts of the City has caused residents and businesses to neglect Downtown as a viable business center. However the infrastructure, buildings, and existing businesses provide a base upon which to build. The City will need to support the reemergence of Downtown as a business center by encouraging Downtown Poplar Bluff (DPB), existing businesses, events, and attractions. The businesses in Downtown will need to stand together to insist upon this support. The Chamber should also support and work with the DPB, regardless of how many Downtown businesses are members of the Chamber. As Downtown grows more businesses, the opportunity for the Chamber to obtain members will also grow.

  DPB and the Chamber can initiate customer service workshops and participate in the business recruitment, expansion, and retention efforts. Existing Downtown retailers also form the core of the branding and collective advertising program that DPB will need to initiate. The City should lead efforts to develop programs and private investment incentives, although the initial focus should be on improvements to the public infrastructure and atmosphere in Downtown. The City will also need to address all zoning and regulatory issues to remove obstacles and encourage Downtown businesses and residents.

- **DEVELOP SIGNATURE DOWNTOWN EVENTS.**

  With several attractions, such as the Black River Coliseum, the Rodger's Theatre, the Railroad Heritage Museum, the Black River, and the City Library, there are numerous event venues available for Downtown events. DPB should form and Events Committee and choose and focus on building two or three events into major draws for Downtown. Local businesses should provide sponsorships to launch the events, particularly in the case of a business expo. Events such as a cook off, themed tasting event, or craft show could have some fees from the entrants, but will likely require initial underwriting and sponsorships. Any new event will require extensive promotion and likely need more than one year to determine success.

- **IMPROVE THE QUALITY OF DOWNTOWN BUSINESSES.**

  As Downtown Poplar Bluff revitalizes, it is important to improve the quality of stores and support existing businesses. DPB can undertake several activities such as events, promotions, advertising, seminars, and retail store reviews to encourage quality stores. A sample store checklist for a store review program is found in Appendix F. Downtown businesses need DPB to be their champion.

The City can assist by demonstrating its commitment to Downtown by improving the atmosphere with public infrastructure projects and by reviewing its zoning and correcting regulations that have allowed situations such as the tattoo shop, adult store and the overabundance of social service organizations in prime, ground-floor retail spaces.

The Chamber should assist DPB and the City by encouraging its business members to support Downtown businesses and events. All aspects of Poplar Bluff: residents; City government; and businesses not located Downtown, need to accept Downtown as the core and image of the City. With a better focus on Downtown, the businesses and attractions in Downtown will prosper.

- PROMOTE DOWNTOWN ACCOMPLISHMENTS.

Downtown Poplar Bluff will need to promote its successes to the rest of the City and the region. Positive press releases should be written and distributed, and a Downtown newsletter developed. At this critical point in time, no small success can be overlooked. Downtown needs to regain its relevance to the City, residents, visitors, and region. The Events Committee of DPB can also provide this function once events are established. Changing peoples' perception requires a frequent and consistent message that will need to be managed by DPB staff and encouraged by the businesses, Chamber, and City.

APPENDIX

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Appendix A-1
Downtown Poplar Bluff

Downtown Poplar Bluff Study Area
City of Poplar Bluff, Missouri

Legend

Study Area

N

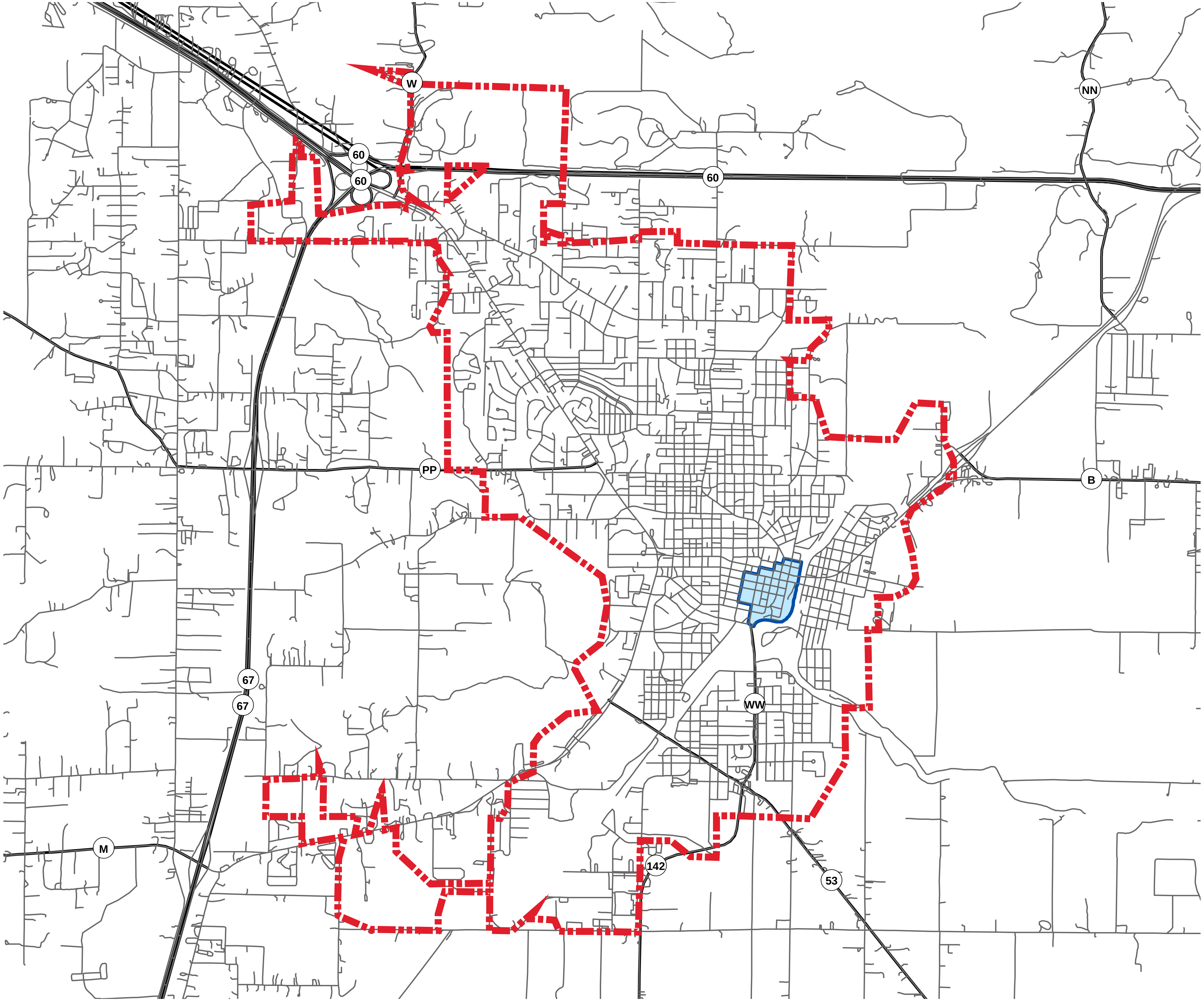
APRIL 2011

0 125 250 500
Feet

PGAVPLANNERS

Appendix A-2
Primary Trade Area

Downtown Study Area
City of Poplar Bluff, Missouri

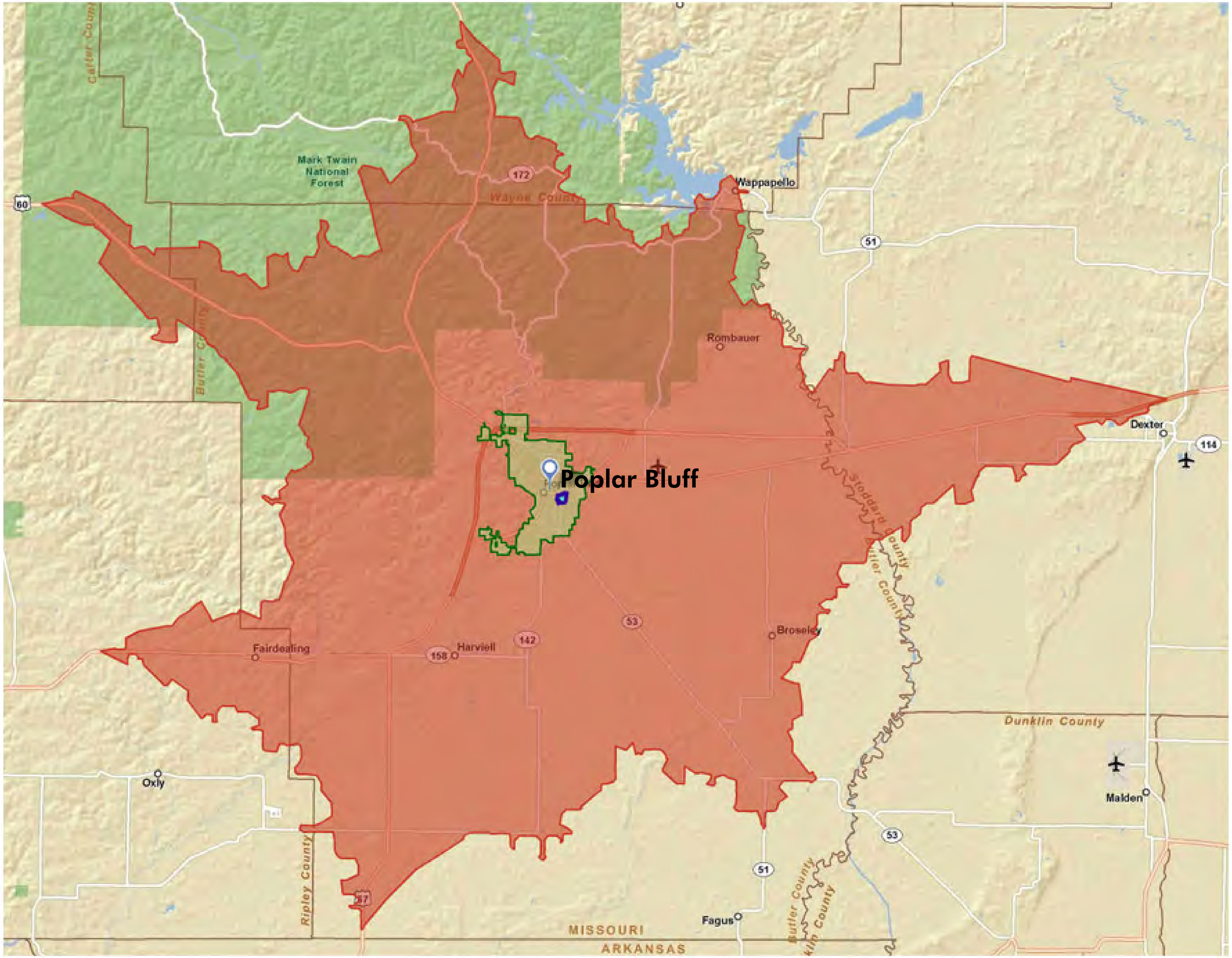


APRIL 2011

PGAVPLANNERS

Appendix A-3
Secondary Trade Area

Retail Market Analysis
City of Poplar Bluff, Missouri



Legend

- DREAM Study Area
- Primary Trade Area
- Secondary Trade Area

APRIL 2011

0 150 300 600
Feet

PGAVPLANNERS

Appendix B

Downtown Trade Area Pull-Factor Summary
Poplar Bluff, 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[1]	Downtown Businesses[1]	Downtown Trade Area Capture	Downtown Pull-factor
Total Retail Trade and Food & Drink (NAICS 445, 722)	**$203,742,264**	**355**	**$292,011,504**	**(88,269,240)**	**(1,308,647)**	**4,205**	**$68,940,232**	**252**	**$260,368,633**	**$7,788,387**	**21**	**1,852**	**2.18**
Total Retail Trade (NAICS 44-45)	**$158,434,729**	**268**	**$225,263,893**	**(66,829,164)**	**(1,193,378)**	**3,270**	**$53,341,243**	**188**	**$200,864,220**	**$4,922,694**	**15**	**1,506**	**1.77**
Total Food & Drink (NAICS 722)	**$45,307,535**	**87**	**$66,747,611**	**(21,440,076)**	**(115,269)**	**935**	**$15,598,989**	**64**	**$59,504,413**	**$2,865,693**	**6**	**3,065**	**3.61**
Furniture & Home Furnishings Stores (NAICS 442)	$7,306,737	21	$11,725,492	(4,418,755)	(78,906)	151	$2,428,090	14	$8,676,520	$246,665	1	1,636	1.92
Furniture Stores (NAICS 4421)	$5,374,123	12	$8,640,610	(3,266,487)	(58,330)	111	$1,792,944	10	$7,612,509	$176,303	1	1,590	1.87
Home Furnishings Stores (NAICS 4422)	$1,932,614	9	$3,084,882	(1,152,268)	(20,576)	40	$635,146	4	$1,064,011	$70,362	1	1,764	2.08
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$8,133,724	14	$8,406,575	(272,851)	(4,872)	168	$2,787,361	11	$7,807,933	$254,023	1	1,513	1.78
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$17,344,690	35	$49,787,206	(32,442,516)	(579,331)	358	$5,550,639	20	$41,770,984	$0	0	0	0.00
Building Material and Supplies Dealers (NAICS 4441)	$10,297,320	25	$17,794,686	(7,497,366)	(133,882)	213	$3,190,182	16	$15,526,956	$0	0	0	0.00
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$7,047,370	10	$31,992,520	(24,945,150)	(445,449)	145	$2,360,457	4	$26,244,028	$0	0	0	0.00
Food & Beverage Stores (NAICS 445)	$42,540,269	29	$26,984,206	15,556,063	83,635	878	$14,498,900	14	$20,286,258	$1,123,877	2	1,280	1.51
Grocery Stores (NAICS 4451)	$41,114,523	19	$24,279,720	16,834,803	90,510	848	$14,022,078	11	$19,646,352	$1,018,639	1	1,201	1.41
Specialty Food Stores (NAICS 4452)	$676,851	4	$1,293,606	(616,755)	(3,316)	14	$243,955	0	$0	$0	0	0	0.00
Beer, Wine, and Liquor Stores (NAICS 4453)	$748,895	6	$1,410,880	(661,985)	(3,559)	15	$232,867	3	$639,906	$105,238	1	6,809	8.01
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$9,463,943	31	$17,204,990	(7,741,047)	(138,233)	195	$3,023,186	28	$16,543,517	$203,884	1	1,044	1.23
Clothing and Clothing Accessories Stores (NAICS 448)	$5,464,568	28	$5,136,068	328,500	5,866	113	$1,909,405	22	$4,338,293	$88,676	1	786	0.93
Clothing Stores (NAICS 4481)	$3,566,863	21	$3,658,362	(91,499)	(1,634)	74	$1,234,890	15	$2,860,588	$88,676	1	1,205	1.42
Shoe Stores (NAICS 4482)	$1,045,250	4	$999,739	45,511	813	22	$381,314	4	$999,739	$0	0	0	0.00
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$852,455	3	$477,967	374,488	6,687	18	$293,201	3	$477,966	$0	0	0	0.00
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$2,255,030	27	$4,084,123	(1,829,093)	(32,662)	47	$798,337	17	$3,172,947	$208,164	3	4,473	5.26
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$1,003,188	21	$1,193,587	(190,399)	(3,400)	21	$328,660	13	$768,775	$95,834	2	4,629	5.45
Book, Periodical, and Music Stores (NAICS 4512)	$1,251,842	6	$2,890,536	(1,638,694)	(29,262)	26	$469,677	4	$2,404,172	$112,330	1	4,348	5.12
General Merchandise Stores (NAICS 452)	$61,947,643	13	$91,408,387	(29,460,744)	(526,085)	1,278	$20,991,915	13	$90,960,838	$2,416,424	1	1,890	2.22
Department Stores Excluding Leased Depts. (NAICS 4521)	$37,014,034	6	$56,323,219	(19,309,185)	(344,807)	764	$12,754,599	6	$56,219,397	$0	0	0	0.00
Other General Merchandise Stores (NAICS 4529)	$24,933,609	7	$35,085,168	(10,151,559)	(181,278)	515	$8,237,316	7	$34,741,441	$2,416,424	1	4,696	5.52
Miscellaneous Store Retailers (NAICS 453)	$3,978,125	70	$10,526,846	(6,548,721)	(116,941)	82	$1,353,410	49	$7,306,930	$380,981	6	4,641	5.46
Florists (NAICS 4531)	$177,440	10	$2,686,120	(2,508,680)	(44,798)	4	$35,195	7	$2,558,928	$142,946	1	39,036	45.92
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$1,361,696	16	$1,886,028	(524,332)	(9,363)	28	$470,870	13	$1,767,407	$57,504	2	2,046	2.41
Used Merchandise Stores (NAICS 4533)	$445,046	18	$879,838	(434,792)	(7,764)	9	$138,331	12	$676,330	$141,132	2	15,366	18.08
Other Miscellaneous Store Retailers (NAICS 4539)	$1,993,943	26	$5,074,860	(3,080,917)	(55,016)	41	$709,014	17	$2,304,265	$39,399	1	957	1.13
Food Services & Drinking Places (NAICS 722)	$45,307,535	87	$66,747,611	(21,440,076)	(115,269)	935	$15,598,989	64	$59,504,413	$2,865,693	6	3,065	3.61
Full-Service Restaurants (NAICS 7221)	$11,072,070	44	$25,824,203	(14,752,133)	(79,313)	228	$3,661,480	32	$21,474,955	$775,606	3	3,394	3.99
Limited-Service Eating Places (NAICS 7222)	$30,616,515	24	$32,951,312	(2,334,797)	(12,553)	632	$10,630,008	23	$32,445,003	$44,286	1	70	0.08
Special Food Services (NAICS 7223)	$1,348,545	5	$4,608,494	(3,259,949)	(17,527)	28	$472,890	5	$4,526,710	$1,708,063	1	61,374	72.20
Drinking Places - Alcoholic Beverages (NAICS 7224)	$2,270,405	14	$3,363,602	(1,093,197)	(5,877)	47	$834,611	4	$1,057,745	$337,738	1	7,208	8.48

Appendix C
Retail Locations

Retail Market Analysis
City of Poplar Bluff, Missouri

Legend

Retail

Restaurant/Bar

Study Area

N

APRIL 2011

0 150 300 600

Feet

PGAVPLANNERS

Appendix D
1st Floor Vacancies

Retail Market Analysis
City of Poplar Bluff, Missouri

Legend

1st Floor Vacancy
Study Area

N

APRIL 2011

0 150 300 600
Feet

PGAVPLANNERS

Appendix E
Parking Inventory
Number of Spaces

Downtown Poplar Bluff Study Area
City of Poplar Bluff, Missouri

APRIL 2011

PGAVPLANNERS

Existing Store Checklist

Exterior

Storefront:

- Check overall condition. Are repairs needed?

☐ **Yes**

☐ **No**

☐ **Renovation/ Remodel Preferred**

Description

____

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____

- Is new paint needed?

☐ **Yes**

☐ **No**

- Does the paint match the store brand and logo?

☐ **Yes**

☐ **No**

Description

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____

- Is the storefront generally clean?

☐ **Yes**

☐ **No**

Description

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____

- Are planters or window boxes placed to frame the entry?

☐ **Yes**

☐ **No**

Description

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D·R·E·A·M INITIATIVE

Existing Store Checklist

Storefront:

- Are there hazards in front of the storefront?

☐ Yes

☐ No

Description

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____

____

- Is the sidewalk clean and level?

☐ Yes

☐ No

Description

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____

Exterior Signage:

- Does signage occur at eye level (for the Pedestrian)?

☐ Yes

☐ No

Description

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____

____

____

- Does signage occur at car level (for the Driver)?

☐ Yes

☐ No

Description

____

____

____

____

Existing Store Checklist

Exterior Signage:

- Do wall signs obstruct the architecture?

☐ Yes
☐ No

Description

- Is the signage maintained in good condition?

☐ Yes
☐ No

Description

- Does the signage complement the building and area?

☐ Yes
☐ No

Description

- Are the exterior signs lighted (at night)?

☐ Yes
☐ No

Description

D·R·E·A·M
INITIATIVE

Existing Store Checklist

Display Windows:

- What is the condition of the props and goods? Are they faded?

Description

____
____
____
____

- Are window displays rotated every 4-6 weeks?

☐ **Yes**

☐ **No**

- Do the displays effectively represent the store brand?

☐ **Yes**

☐ **No**

- Do displays include the best or most popular products?

☐ **Yes**

☐ **No**

Display Description

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____
____
____

- If it is a corner shop window, do the window displays encourage the pedestrian to cross the street to your block?

☐ **Yes**

☐ **No**

Description

____
____
____
____

- Are the window displays lit at night?

☐ **Yes**

☐ **No**

D·R·E·A·M INITIATIVE

Existing Store Checklist

Interior

Flooring:

- Is the floor worn, hazardous, or slippery?

☐ **Yes**

☐ **No**

- Is the floor clean?

☐ **Yes**

☐ **No**

- Is there a 5-10' area without store fixtures at the entry ?

☐ **Yes**

☐ **No**

- Is there a walk-off area to clean shoes?

☐ **Yes**

☐ **No**

Flooring Description

____

____

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____

Ceiling:

- Is the finish in good condition (stained/missing tiles/peeling paint)?

☐ **Yes**

☐ **No**

Description

____

____

____

____

- Are the HVAC vents clean?

☐ **Yes**

☐ **No**

Existing Store Checklist

Ceiling:

- Are there any distracting issues?

☐ Yes

☐ No

Description

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____

Lighting:

- Is the lighting adequate to show the merchandise?

☐ Yes

☐ No

- Is the bulb type appropriate (fluorescent/incandescent)?

☐ Yes

☐ No

- Are the bulbs the same type?

☐ Yes

☐ No

- Does the lighting design match the rest of the interior style?

☐ Yes

☐ No

Lighting Description

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____

- Are there adjustable lights to create focal points?

☐ Yes

☐ No

Description

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____

____

Existing Store Checklist

Interior Colors:

- Are the interior finishes (painting/wall coverings/paneling, etc.) in good condition?

☐ **Yes**

☐ **No**

Description

- Are the paint and finish colors consistent with the store brand and logo?

☐ **Yes**

☐ **No**

Description

- Are the paint colors consistent from fixture to fixture?

☐ **Yes**

☐ **No**

Description

Circulation:

- Does the foot traffic flow smoothly?

☐ **Yes**

☐ **No**

Description

D·R·E·A·M INITIATIVE

Existing Store Checklist

Circulation:

- Is the intended path clear to customers?
  - ☐ Yes
  - ☐ No
- Are "off-limit" areas clear to the customers?
  - ☐ Yes
  - ☐ No
- Are there slow pockets of merchandise that receive little attention?
  - ☐ Yes
  - ☐ No

Customer Flow Description

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____

Cash Wrap/Register:

- Is the cash wrap area in good condition?
  - ☐ Yes
  - ☐ No
- If there is a showcase, is the lighting adequate?
  - ☐ Yes
  - ☐ No
- Is it easy for customers to locate where to cash out?
  - ☐ Yes
  - ☐ No
- Is the floor area clear to assure ease of purchasing?
  - ☐ Yes
  - ☐ No
- Is the counter top clutter-free?
  - ☐ Yes
  - ☐ No
- Is the location appropriate? (It should not occupy prime real estate)
  - ☐ Yes
  - ☐ No

D·R·E·A·M

Existing Store Checklist

Cash Wrap/Register:

- Are the views of the shop and exits open enough for security?

  ☐ **Yes**

  ☐ **No**

- Is there a fixture nearby for impulse purchases?

  ☐ **Yes**

  ☐ **No**

  Description

  ____

  ____

  ____

  ____

Fixtures & Equipment:

- Does the fixture style match the store brand or logo?

  ☐ **Yes**

  ☐ **No**

- Is there a range of heights and sizes to keep the eye moving?

  ☐ **Yes**

  ☐ **No**

- Is the un-shoppable high area (72") used for display?

  ☐ **Yes**

  ☐ **No**

- Is the un-shoppable low area (18") un-stocked and/or used for storage?

  ☐ **Yes**

  ☐ **No**

  Description

  ____

  ____

  ____

  ____

Merchandising:

- Are the products restocked or re-arranged consistently to make the store feel full?

  ☐ **Yes**

  ☐ **No**

D·R·E·A·M INITIATIVE

Existing Store Checklist

Merchandising:

- Are displays grouped by color, material or product brand?

☐ Yes

☐ No

- Does the product inventory match the internet site?

☐ Yes

☐ No

Description

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____

____

____

- Is there a feature fixture near the entry that tells the story of the store brand and product style?

☐ Yes

☐ No

Description

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____

____

____

Cleanliness:

- Is the store clean and free of dust?

☐ Yes

☐ No

Description

____

____

____

____

- Are boxes cleared and out of sight?

☐ Yes

☐ No

- Are the views into off-limit areas blocked?

☐ Yes

☐ No

D·R·E·A·M

Existing Store Checklist

Cleanliness:

- Are product signs and price-tags professional, consistent in type, and not hand-made?

☐ Yes

☐ No

Description

____

____

____

____

Comfort:

- Is the shop a comfortable temperature?

☐ Yes

☐ No

- Are entry doors easy to open and close?

☐ Yes

☐ No

- Are displays and fixtures stable?

☐ Yes

☐ No

- Is music incorporated to make the store feel occupied?

☐ Yes

☐ No

- Does the music reflect the store brand?

☐ Yes

☐ No

Dressing Rooms:

- Is there a bench, wall hook, and mirror?

☐ Yes

☐ No

- Are the doors secure and is privacy addressed?

☐ Yes

☐ No

- Are non-selected items returned to stock quickly?

☐ Yes

☐ No

D·R·E·A·M INITIATIVE

Existing Store Checklist

Dressing Rooms:

- Are the dressing rooms clean?

  ☐ Yes

  ☐ No

- Are the rooms placed to discourage shoplifting?

  ☐ Yes

  ☐ No

Staff:

- Is the staff helpful and cheerful?

  ☐ Yes

  ☐ No

  Description

- Is the staff educated about the merchandise?

  ☐ Yes

  ☐ No

  Description

- Does the staff suggest other downtown shops to the customers?

  ☐ Yes

  ☐ No

  Description

Other Comments:

D·R·E·A·M INITIATIVE

Appendix G

Table References

TABLE 16: DISPOSABLE INCOME
ESRI

TABLE 17: FUTURE RETAIL GROWTH
ESRI

TABLE 18: 1ST FLOOR VACANCY
PGAV PLANNERS - LAND USE & BUILDING & INFRASTRUCTURE SURVEY

TABLE 19: POTENTIAL NEW RETAIL
PGAV PLANNERS

APPENDIX H

Detailed Market Data—Table of Contents

The following tables are provided in electronic format.