Aurora, Missouri

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

RETAIL MARKET ANALYSIS

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

MARCH 2012

PGAV PLANNERS

Aurora, Missouri

ACKNOWLEDGMENTS

City of Aurora

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

MISSOURI Department of Economic Development

Strength, Dignity, Quality of Life
Missouri Housing Development Commission

MDFB Missouri Development Finance Board

Planning Consultant:

PGAV PLANNERS

Downtown Revitalization and Economic Assistance for Missouri
D·R·E·A·M Initiative

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TABLE OF CONTENTS

PAGE

TABLES

FIGURES

Executive Summary

This Retail Market Analysis reveals that Downtown could see a significant increase in sales if targeted businesses are added to the retail market. These projections are based on existing sales volumes, vacant floor space and estimated leakage of retail dollars being spent outside of the Downtown and city limits. Aurora currently sees a large amount of its retail dollars leaving the area and being spent in Monett, Joplin, and Springfield, Missouri. With the DREAM Initiative, Downtown Aurora has an opportunity to begin to reverse the negative trend and continue the revitalization process for Downtown. Downtown Aurora has a wonderful stock of historic buildings; however, many require rehabilitation and updates. City Hall and other cultural and civic assets are located in Downtown. In addition, Downtown is a dining destination for nearby towns with unique establishments such as Bootleggers Restaurant and Brewery and Richard's Hawgwild BBQ. These assets along with the opportunities identified in this report, illustrate the potential for an enhanced retail market and a more vibrant Downtown Aurora.

The Retail Market Analysis was conducted by analyzing data for three areas: The Downtown Trade Area (DTA) which is the DREAM study area; Primary Trade Area (PTA) which is the city limits; and the Secondary Trade Area (STA) which is an 18 minute drive time from Downtown Aurora. The existing retail market, demographics, and surveys were also documented and analyzed to help define a strategy that takes into account public preferences and strengthens the retail market in Downtown Aurora.

Downtown Aurora consists of 83 acres with 403,455 square feet of existing 1st Floor Commercial/Retail Space. Approximately 114,129 square feet of 1st floor space is currently used as Retail/Restaurant Space and another 22,242 is vacant. The 114,129 square feet of Retail/Restaurant Space is generating about $4.9 million in sales annually (sales do not include auto dealers, gasoline stations or non-store retailers) or about $42 per square foot for retail sales. Restaurant sales total $36 per square foot. Using these averages, the 113,027 square feet of vacancy represents potentially $4.7 Million in additional annual sales to the Downtown Trade Area.

The primary opportunity for Aurora is for it to target retail stores which can make use of the existing vacant properties in Downtown. There are many vacant storefronts, which would be suitable for specialty/boutique retail stores. To accommodate larger retailers requiring more contiguous square feet of first floor retail space the following strategies are appropriate: multiple storefronts may be combined, and service oriented businesses can be moved to currently vacant second floor space. These methods, if utilized, could have a substantial and positive impact on the retail market of Downtown.

While many stores within a number of retail sectors draw customers from outside of the Primary Trade Area, there are some sectors that are not adequately served locally within the Secondary Trade Area. This demand and lack of local supply is prompting shoppers to leave the STA to meet their retail needs beyond the Aurora area in places such as Monett, Missouri and Springfield, Missouri. Such unmet retail demand presents an opportunity for Downtown Aurora to capture more retail dollars.

Given the total unmet retail demand within the Secondary Trade Area and the average sales per square foot in Downtown Aurora of $42 per square foot, PGAV PLANNERS estimates that Downtown Aurora could support (up to) an additional 521,000 square feet of retail by capturing the STA's unmet demand in the specified retail sectors. Existing retailers could potentially capture a portion of this unmet demand by expanding floor area and adding new products, or new retailers could enter the marketplace.

The table on the follow page, which is Table 17 in the report, lists the retail areas for potential growth in Downtown Aurora. The retail goods and services are classified according to the North American Industrial Classification System (NAICS) in industry groups.

The highest demand for the STA lies in several retail sectors including the following:

- Grocery Stores - $5,065,759
- Limited-Service Eating Places - $4,104,000
- Full-Service Eating Places - $3,292,443
- Building Material and Supplies Dealers - $1,984,117
- Electronics & Appliance Stores - $1,680,150
- Health & Personal Care Stores - $1,187,105
- Furniture Stores - $818,675
- Clothing Stores - $812,004
- Office Supplies, Stationery, and Gift Stores - $582,186
- Lawn and Garden Equipment and Supplies Stores - $307,326

Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[2]
Grocery Stores (NAICS 4451)	$ 5,065,759	$ 120,026
Limited-Service Eating Places (NAICS 7222)	$ 4,104,000	$ 113,226
Full-Service Restaurants (NAICS 7221)	$ 3,292,443	$ 90,836
Building Material and Supplies Dealers (NAICS 4441)	$ 1,984,117	$ 47,011
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$ 1,680,150	$ 39,809
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$ 1,187,105	$ 28,127
Furniture Stores (NAICS 4421)	$ 818,675	$ 19,397
Clothing Stores (NAICS 4481)	$ 812,004	$ 19,239
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$ 582,186	$ 13,794
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$ 307,326	$ 7,282
Home Furnishings Stores (NAICS 4422)	$ 266,068	$ 6,304
Drinking Places - Alcoholic Beverages (NAICS 7224)	$ 154,683	$ 4,268
Special Food Services (NAICS 7223)	$ 97,678	$ 2,695
Other Miscellaneous Store Retailers (NAICS 4539)	$ 94,555	$ 2,240
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$ 70,537	$ 1,671
Used Merchandise Stores (NAICS 4533)	$ 68,482	$ 1,623
Shoe Stores (NAICS 4482)	$ 62,255	$ 1,475
Beer, Wine, and Liquor Stores (NAICS 4453)	$ 47,191	$ 1,118
Florists (NAICS 4531)	$ 29,544	$ 700
Book, Periodical, and Music Stores (NAICS 4512)	$ 11,966	$ 284
TOTAL	**$ 20,736,724**	**$ 521,125**

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

[2] Based on $42 in retail sales per square foot, $36 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Aurora.

The unmet demand for retail goods and services, listed above, could generate up to $20 million dollars in additional sales for Downtown Aurora. While this number is not likely to be attained, it does illustrate the amount of demand potential that exists, a portion of which Downtown could capture. If Downtown Aurora's retail potential is met it would provide multiple benefits to Downtown beyond sales dollars:

- "Grocery Stores" is the largest retail sector that is underserved in the Trade Areas. A significant amount of grocery sales are made outside of the STA. The gap in retail market here may point to an opportunity to open a grocery store or specialty foods store/café Downtown in order to capture this market. Locating a grocery store in Downtown has the potential to attract up to an additional $5 Million in retail sales. A grocery store would provide a wide draw for Primary and Secondary Trade Area customers and could assist in the location of other retail nearby.

- According to the community phone survey and focus groups, Downtown is already a dining destination. The market analysis confirms a large unmet demand in both casual and fine dining. Downtown has both the current reputation as a dining destination and available vacant space that would be suitable for use by unique restaurants. The City and local businesses should consider supporting the establishment of additional eating establishments in the Downtown area.

- Clothing, health and personal care, and electronics & appliance stores are other sectors with large unmet retail demand. Downtown Aurora has several stores that could expand their product line to satisfy some of this demand as well as vacant spaces that could be used for stores if this type. Downtown Aurora should work on retaining existing business while encouraging stores to expand their existing inventory. Attracting additional stores to fill the clothing and other apparel related products should be a priority for business recruitment activities. This retail category has the potential to bring in over half a million dollars in sales to Downtown and attract a wide variety of customers. The data also indicates unmet demand for both electronics and for a pharmacy. Both or one of these stores could serve as anchor store for a Downtown block. Finally, attracting boutique and specialty shops that have items for men, women and children would satisfy the needs of the immediate community and attract shoppers from surrounding areas.

This Retail Market Analysis demonstrates that opportunities exist to improve the retail market in Downtown Aurora. Downtown Aurora has a significant amount of vacant first floor space that could be filled with new retail. Downtown also has some existing retailers that could potentially expand, remodel, or revise their business models to meet additional demand. Downtown Aurora should focus on maximizing its amount of retail and restaurant space on the first floor of buildings Downtown. Maximizing this space on the first floor has the potential to support the unmet demand in a number of retail sectors while creating a vibrant shopping experience Downtown. Downtown faces a number of challenges, yet has an opportunity through actively pursuing business retention and recruitment to see a revitalized retail market.

INTRODUCTION

Downtown Aurora is the center of the community, both geographically and civically. Highway 39 and Business Route 60 both pass through Downtown. As the community focal point, it currently attracts a sizable contingent of employees, patrons, and visitors on any given week. Downtown is also known regionally for its restaurants and brewery. Despite this potential customer base for its businesses, Downtown has not realized its potential as a vibrant and successful retail district for the City of Aurora. In order to realize its full potential as a dynamic and successful Downtown, it must attract an expanded retail presence, consisting of a variety of shopping, dining, and entertainment opportunities. Aurora should strive to improve Downtown as a destination the through a diverse retail district. The DREAM Initiative, in recognition of the importance of this component, provides this analysis and recommendations as a first step towards creating a successful Downtown retail environment.

In many instances, modern development trends have diminished the function of the typical American downtown in every day life. As consumers began to favor the use of the automobile, commercial development sought larger parcels of affordable undeveloped land further from the community's historic core. The automobile increased the mobility of the consumer, and increasingly shopping centers with major retailers located in more scattered developments along major roadways. In the 1970s, retail began to locate out along Highway 60, rather than Downtown. This was most apparent with the construction of one of the first Wal-Mart stores in the country in Aurora. Though no longer the primary commercial center of the community, Downtown Aurora holds the potential to be an important retail center within the community.

Downtown Aurora is fortunate to have maintained its historic architecture and façades, most of which date to the days when Aurora was primarily a mining and agriculture-based town. A number of important civic and social service functions are still located Downtown, making it a frequent destination for residents. This status was confirmed through a community telephone survey and focus groups. Through the establishment of clear goals, strategies and steps for implementation, Downtown has an opportunity to reinvent itself as a significant retail destination for the area.

BACKGROUND & METHODOLOGY

This report takes a comprehensive approach to quantify the retail demand and supply for the trade areas in order to identify potential retail services that would be successful in Downtown. It also makes recommendations on appropriate strategies for encouraging appropriate 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 goals.

As a component of other DREAM Initiative activities, surveys were conducted of business owners, City staff, residents and visitors which provide key insights into desirable downtown improvements and retail services. Additionally, a thorough review of future residential demand for the trade area has been conducted in the *Residential Demand Analysis*. A physical examination of the trade area and surrounding region provides insight into the traffic and pedestrian patterns, as well as identify the business mix and downtown occupancy.

The retail demand, or spending power of the trade area, is compared to the retail supply, or the retail sales of the area, in order to quantify potential unmet demand in Downtown Aurora. Retail categories with unmet demand are evaluated against the community survey results and economic and physical conditions of downtown in order to develop a retail strategy.

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 analysis are valid and likely supported through the year 2015. The analysis is meant to provide general strategic direction for developing retail in Downtown Aurora. This study is not intended to be the sole basis for development decisions.

TRADE AREA PROFILE

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

TRADE AREA DEFINITIONS

Retail market analysis often evaluates three different geographic trade areas: a Downtown Trade Area (DTA), Primary Trade Area (PTA) and a Secondary Trade Area (STA). For the purposes of this study, the DTA is Downtown Aurora, as designated by the DREAM Study Area. The PTA is the Aurora city limits. The STA includes any point within an 18-minute drive of Downtown. The 18-minute drive boundary presents an acceptable catch-basin of consumers likely to make a shopping trip to Downtown. A map of each area is included in Appendix A. The three areas of analysis are summarized below.

- Downtown Aurora (DTA): The focus of the analysis is to determine the current level of retail activity captured by Downtown Aurora and the amount of additional retail activity that could be captured by Downtown. Downtown Aurora is defined as the DREAM Study Boundary, which is illustrated in the maps of Appendix A.

- Primary Trade Area (PTA): This study classifies the boundary of the City of Aurora as the PTA. Not only does Downtown Aurora draw the majority of its shoppers from the City, but it is useful to show the relationship between Downtown retail activity and citywide retail activity.

- Secondary Trade Area (STA): For the STA, the study utilizes a 18- minute drive-time "catch-basin" around Downtown Aurora. From this area, the City attracts the vast majority of all retail dollars.

It is important to note that the Trade Areas ignore municipal, county, and state boundaries. The vast majority of consumers will typically shop at a location most convenient for them to travel to, regardless of jurisdiction.

TRADE AREA DEMOGRAPHIC SNAPSHOT

In order to understand the Trade Areas that are the focus of this study it is important to understand their demographic composition.

When evaluating the demographics of a particular place, it is helpful to use a baseline with which to compare the data. An appropriate baseline for comparison of DREAM communities is data for the State of Missouri. Using the State of Missouri as a baseline provides an indication of positive or negative performance.

The following table highlights the estimated demographic snapshots for 2010 for Downtown Aurora (DREAM Study Area), the Primary Trade Area (City limits of Aurora), Secondary Trade Area (18-minute drive time from Downtown Aurora), and the State of Missouri. The data was obtained using ESRI forecasts and 2000 US Census data. Due to the relatively small geographical size of Downtown and the fact that the area is not a census tract, the 2010 estimates should not be relied upon as precise figures, but rather as estimates extrapolated from local census tracts and City of Aurora. Finally, it is important to note that while revised population and household totals have been released from the 2010 US Census, the full demographic data set and extrapolated DREAM Study Area data and are not yet available from ESRI at this time. For this reason the 2010 estimates are used in this report for consistency and comparison purposes. 2010 US Census totals for the City are given in Table 3b. These totals show the estimates as lower than the official 2010 census.

The Aurora area has a significantly lower average household income than the State of Missouri. All three trade areas have younger populations than the State average with lower levels of home ownership.

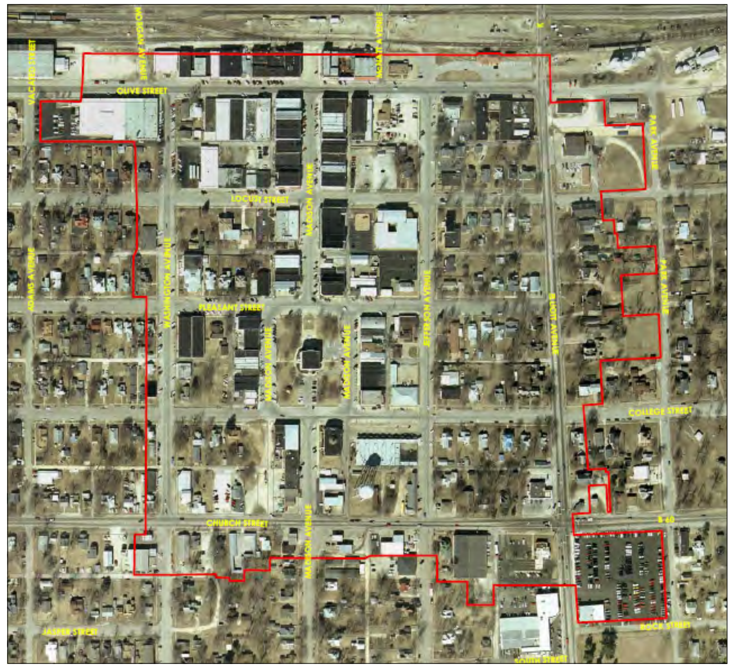
TABLE 1: 2010 DEMOGRAPHIC SNAPSHOT

	Downtown Aurora	Primary Trade Area	Secondary Trade Area	State of Missouri
Population	238	7,100	17,227	5,984,833
Average Household Income	$33,612	$33,039	$33,804	$62,922
Housing Units	105	3,211	7,421	2,703,311
Owner Occupied	50	1,909	4,777	1,665,239
Renter Occupied	41	931	1,887	702,860
Vacant Units	14	371	757	332,507
Median Age	34.2	36.3	37.3	37.7
19 and Under	71	2,111	5,061	1,606,622
20-44	76	2,172	5,151	1,967,041
45 and Over	90	2,818	7,014	2,411,170

MARKET PROFILE/DEMOGRAPHIC TRENDS

DOWNTOWN AURORA

Figure 1: Downtown Aurora



Downtown (defined as the area within Aurora's DREAM boundary) is roughly 83 acres and consists of approximately 225 buildings on 23 city blocks (see Figure 1).

Currently, an estimated 238 people live Downtown in an estimated 91 occupied housing units; with 2.6 persons per occupied unit. The average household income is $33,612. The median age is 34.2. Approximately 30% of the population are 19 or younger; 32% of the population are between 20 and 44 years of age; 38% of the population are 45 years of age or more.

The following table illustrates, in further detail, current demographics and future demographic trends for the Downtown Trade Area:

TABLE 2: DOWNTOWN AURORA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	235	238	238	1.3%	0.0%
Average Household Income	$30,000	$33,612	$40,771	12.0%	21.3%
Housing Units	104	105	107	1.0%	1.9%
Owner Occupied	52	50	49	-3.8%	-2.0%
Renter Occupied	40	41	41	2.5%	0.0%
Vacant Units	12	14	17	16.7%	21.4%
Median Age	31.9	34.2	34.6	7.2%	1.2%
19 and Under	76	71	69	-6.6%	-2.8%
20-44	82	76	75	-7.3%	-1.3%
45 and Over	78	90	93	15.4%	3.3%

PRIMARY TRADE AREA

Currently, 7,100 people live in the Primary Trade Area (defined as the City limits of Aurora, as depicted in Figure 2) in 2,840 occupied housing units with an average of 2.46 persons per occupied unit. The average household income is $33,039. The median age is 36.3. Approximately 25% of the population are 19 or younger; 31% of the population are between 20 and 44 years of age; 44% of the population are 45 years of age or more. While the projections showed a decrease in population, the 2010 Census numbers for the City show an increase in population, as well as total housing units and total vacant units. The expansion of the correctional facility added population through both inmates and employees.

Figure 2: Primary Trade Area

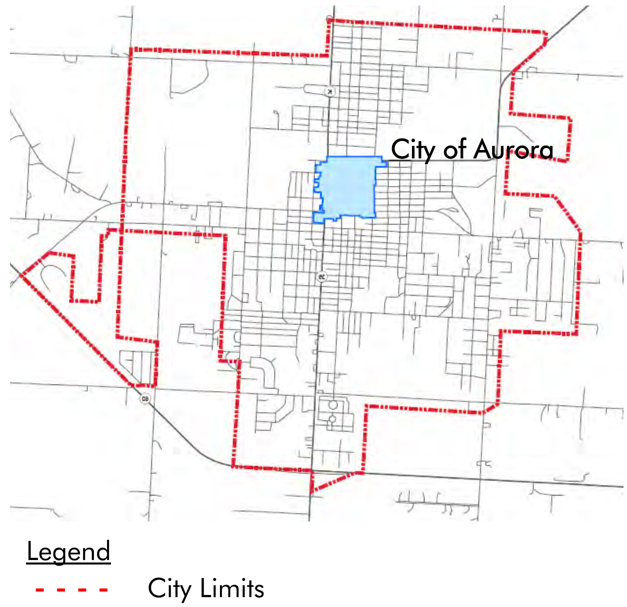


TABLE 3a: PRIMARY TRADE AREA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	7,016	7,100	7,106	1.2%	0.1%
Average Household Income	$26,106	$33,039	$41,397	26.6%	25.3%
Housing Units	3,089	3,211	3,261	3.9%	1.6%
Owner Occupied	1,926	1,909	1,910	-0.9%	0.1%
Renter Occupied	893	931	929	4.3%	-0.2%
Vacant Units	270	371	422	37.4%	13.7%
Median Age	36.1	36.3	36.2	0.6%	-0.3%
19 and Under	2,100	2,111	2,119	0.5%	0.4%
20-44	2,280	2,172	2,154	-4.7%	-0.8%
45 and Over	2,636	2,818	2,833	6.9%	0.5%

TABLE 3b: PRIMARY TRADE AREA -Population Updated with 2010 Census

	2000	2010	'00-'10
Population	7,016	7,508	6.1%
Housing Units	3,089	3,396	3.0%
Vacant Units	270	448	65.9%

SECONDARY TRADE AREA

Figure 3: Secondary Trade Area

Currently, an estimated 17,227 people live in the Secondary Trade Area (refer to Figure 3) in 6,664 occupied housing units. The average household income is $33,804. The median age is 37.3. Approximately 29% of the population are 19 or younger; 30% of the population are between 20 and 44 years of age; 41% of the population are 45 years of age or more.

From 2000 to 2010 there was a modest growth in population and housing units. During this same period, there was a significant increase in the number of vacant units and in the average household income. The average age of the STA's population is increasing. The following table illustrates, in further detail, current demographics and future demographic trends for the Secondary Trade Area:

TABLE 4: SECONDARY TRADE AREA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	15,995	17,227	17,635	7.7%	2.4%
Average Household Income	$28,216	$33,804	$40,678	19.8%	20.3%
Housing Units	6,771	7,421	7,696	9.6%	3.7%
Owner Occupied	4,484	4,777	4,899	6.5%	2.6%
Renter Occupied	1,721	1,887	1,923	9.6%	1.9%
Vacant Units	566	757	874	33.7%	15.5%
Median Age	36.3	37.3	37.6	2.8%	0.8%
19 and Under	4,798	5,061	5,150	5.5%	1.8%
20-44	5,245	5,151	5,208	-1.8%	1.1%
45 and Over	5,952	7,014	7,275	17.8%	3.7%

STATE OF MISSOURI

As of 2010, 6.0 million people live in the State of Missouri in 2.7 million housing units. The average household income is $49,074. The median age is 37.9. Approximately 27% of the population are 19 or younger; 33% of the population are between 20 and 44 years of age; 41% of the population are 45 years of age or more. The table below gives a detailed demographic trend 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%
Housing Units	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

A demographic comparison of the 2010 estimates in Table 6 shows the Downtown and PTA experiencing a marginal growth in population, while the STA has experienced a population increase slightly higher than the State's. While the average household income continued to grow and the number of housing units increased, the number of vacant units increased rapidly. In addition, with the exception of the Downtown, the average age of the population is expected to increase. For the next five years, the average household income is predicted to increase significantly in all trade areas. The growth in incomes indicates that all areas are improving their viability; however, an increase in vacant housing units and an aging populations are potential long-term threats to the local economy.

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	1.3%	0.0%	12.0%	21.3%	2.3	0.4
PTA	1.2%	0.1%	26.6%	25.3%	0.2	-0.1
STA	7.7%	2.4%	19.8%	20.3%	1.0	0.3
State	7.3%	2.9%	29.1%	13.0%	1.8	0.3

As noted, the Average Household Income (HHI) trends for the Aurora Trade Areas indicate continued growth. In addition, Downtown's HHI is has seen growth over the past ten years and is expected to grow an even greater rate in the future. It is important to note that the Average Household Income for all Trade Areas is significantly lower than the State. It is likely that a part of this difference is the relative low cost of living in the Aurora Trade Areas compared that of the State.

Table 6 also shows that population growth rates for the Trade Areas vary in relation to the State of Missouri. Downtown and the PTA are not seeing the same level of growth as that of the State and the STA. Downtown's population is also aging more rapidly. Table 7 gives a further comparison of age demographic trends. These trends depict a growing population over the age of 45, with a relatively stable younger population.

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	-5	-2	-6	-1	12	3
PTA	11	8	-108	-18	182	15
STA	263	89	-94	57	1062	261
State	8,375	25,922	-41,177	33,549	441,280	115,896

The Trade Areas are expected to have steady growth in the number of new housing units, however the vacancy rates for the areas have increased. More occupied housing units have been renter occupied rather than owner occupied. This trend is likely a product of the continued depressed housing market. The 2010 census data recently released for the PTA also indicates that the number of vacant housing units may actually be higher than previously forecast.

TABLE 8: DEMOGRAPHIC HOUSING UNITS COMPARISON

	Change in Number of Housing Units		Owner Occupied Change		Renter Occupied Change	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	1	2	-2	-1	1	0
PTA	122	50	-17	1	38	-2
STA	650	275	293	122	166	36
State	286,936	119,146	116,480	55,886	65,415	20,373

HOUSING MARKET ANALYSIS SUMMARY

In order for Downtown to have a healthy retail market, it is important for there to be residents living nearby, preferably within walking distance of Downtown retail businesses. These residents provide a steady customer base for retailers and services. They give Downtown a 24-hour population, providing life on the sidewalks and streets as well as keeping a watchful eye on Downtown when businesses are closed during evenings and weekends.

The Missouri Housing Development Commission (MHDC) conducted a Residential Demand Analysis in September 2009 that projected residential demand for Aurora, with a focus on its Downtown. The Residential Demand Analysis concluded the market was too soft for market rate rental or affordable family housing. The only rental sector with strong enough demand was for senior apartments. The report noted that that Downtown Aurora can support an additional 43 senior housing units over the next few years. The analysis noted that Aurora is projected to see population growth over the next five years which may provide an opportunity to see some conversion of upper floor spaces to residential units once the housing market improves.

Downtown Aurora has a diverse housing market, where the existing stock of residential units within the DREAM Study Area contains a mix of single-family homes, duplex units, small multi-family developments and a few mid sized rental developments (that include affordable senior units). The existing residential units range widely in condition from excellent to dilapidated, with the average unit being in good or fair condition. Downtown Aurora has some vacant buildings that have the potential to be substantial residential developments, especially on the upper floors. The Residential Demand Analysis notes, "The production of additional residential units in Downtown would complement revitalization efforts by increasing the customer base for existing and prospective businesses in Downtown, making a positive use of vacant or underutilized buildings and land, and increasing the tax base."

The market rate for existing rental units ranges from $300 to $400 for a one-bedroom unit, $350 to $550 for a two-bedroom unit, and $450 to $750 for a single family home rental. Affordable housing unit rents for seniors and families are typically 30 percent of income, with the remaining portion covered by a rent subsidy. The price range of for-sale homes in the Downtown area is $50,000 and $110,000.

Increasing Downtown residential space has several benefits: utilizing vacant upper-floor space and underutilized land and buildings, increasing consumer traffic and density, increasing tax base, and creating ideal conditions for extended business hours and additional businesses. It is recommended that the City encourage the construction of a senior housing rental development to test the waters and demonstrate demand for Downtown housing. Such a successful project may lead to the development of some owner occupied housing Downtown when the housing market improves.

As the housing market allows, the City of Aurora should utilize its resources to promote the conversion of some upper floors of existing commercial buildings into residential uses where appropriate. There are currently a significant number of buildings with vacant upper-floor space. While some of this space should be encouraged for office and service some could be used for residential conversions. Converting this vacant square footage could be used to create the 43 senior rental apartments that Downtown is projected to be able to support.

Meeting future housing demand can take many different forms depending upon the desires of the community and development site opportunities. Pursuing a policy of encouraging mixed–use buildings would allow for not only residential growth, but commercial and retail growth as well. The target markets for these units would include young professionals, empty nesters, seniors citizens, and small households.

In addition to new residential development, Downtown Aurora should preserve and improve its existing residential neighborhoods. The City can do this through continued code enforcement and investment in infrastructure such as streets, sidewalks, street trees, and streetlights. Prioritizing residential neighborhoods nearby Downtown for infrastructure improvements will show the City's commitment to maintaining its historic areas. This will encourage continued reinvestment by property owners in existing properties as well as potential new construction. Strengthening and expanding the existing residential market in and around Downtown will provide immediate results to retailers by increasing the proximate consumer base.

CONSUMER SEGMENTS

The first step in analyzing how to increase the retail market in Downtown is to identify which consumer segments are currently patronizing Downtown businesses and which consumer segments are likely to patronize Downtown businesses in the future. Once these segments are identified, the City can identify their needs and work toward a plan that increases Downtown's ability to provide services to these segments. According to the research conducted for this report, there are four broad categories of consumers Downtown Aurora serves:

Downtown Employees

- Downtown is home to over 606 employees and 90 businesses,
- This equates to a potentially large spending:
    - 606 x $15 weekly = nearly $472,680 a year spent by Downtown employees.
- Latent demand for restaurants and food services at lunch and early evenings.
- Additional demand for convenience items and after hours shopping.
- Frequent customer reward programs and repeat business marketing efforts can be effective in targeting this segment.

Downtown Residents

- There are an estimated 238 residents Downtown.
- Comprehensive buying demands of this segment can be greatly served with retailer product differentiation and improved store hours.
- As is the case with the Downtown employees, frequent customer reward programs and repeat business marketing efforts are likely to be most effective in targeting this segment.

Local Residents

- Represents larger potential customer base than Downtown resident segment, with a total population of 7,508 citywide according to the 2010 Census (PTA).
- Visit Downtown for a variety of reasons including conducting business, shopping and dining.
- Although shopping and dining may not be the primary reason for local residents to go to Downtown, their presence increases foot traffic and creates an active environment.
- Are critical for Downtown merchants as this segment is most likely to have higher rates of impulse spending and a need for purchasing daily necessities due to frequent number of visits to Downtown.

- Effective strategies for this segment are to inspire brand loyalty through effective marketing and customer incentives and by providing expanded product selection for daily and weekly necessities.

Tourists - Visitors

- Look for unique experiences and products.
- Desire a variety of entertainment and dining options.
- Require convenience items.
- Strategies for serving this market segment include improved way-finding to Downtown and effectively developing and marketing the "Downtown Aurora brand" as a unique experience worthy of a visit.

COMMUNITY SURVEYS

In order to gather information about perceptions and desires for Downtown Aurora, the DREAM Initiative conducted focus groups in the community as well as a telephone survey of residents. Those surveyed detailed what they liked or did not like about Downtown and whether the area was headed in the right or wrong direction. They also gave suggestions on what should be prioritized to improve Downtown and make it more attractive. Both the survey and the focus group results offer an important source of data about local consumer behavior. They measure the community's desires and preferences for additional retail, restaurant and entertainment offerings in Downtown Aurora. Findings relevant to retail development are summarized below.

Focus groups were conducted to gather initial information about Downtown Aurora relative to four general groups: business owners, chamber of commerce, residents, and city government/media. Results regarding retail development are as follows:

- Participants felt that getting new businesses Downtown was of the utmost importance to make Downtown thrive.
- They felt that a mix of shopping, dinning and entertainment options for all ages should be the focus.
- Clothing and shoes stores were frequently mentioned as needed.
- For dining, many wanted to see a larger variety of restaurants including an Italian restaurant, a diner that is open in the early morning, a bakery, a coffee shop, fine dining options, and sidewalk cafés.
- While participants felt that options in Downtown should be affordable for residents, they acknowledged that rather than compete with Wal-Mart, Downtown should work to become a destination with unique shopping, crafts, and arts.

- Another common suggestion was creating and adding to festivals and other events Downtown in order to attract both residents and new businesses over the long-term.
- One of the most prevalent reasons participants gave for visiting Downtown was for eating at the restaurants.
- Other common reasons for visiting Downtown were the churches, the pharmacy, the post office, the movie theater, the formalwear store, and specialty gift shops.
- Participants frequently mentioned adding more specialty shops to Downtown, especially those that might attract tourists.

The DREAM Initiative also conducted a community phone survey to verify perceptions of Downtown and determine community desires for Downtown. Findings relevant to retail development are listed as follows:

- A little less than half of respondents (43%) answered that they visit Downtown "more than five times a month." Another 35% visit one to five times a month.
- Residents most often visit Downtown for the "government/post office" (70%) and for "dining" (62%). Conducting business and Shopping were listed by more than half of respondents as frequent reasons to visit Downtown.
- Of these reasons for visiting Downtown, nearly a third said that dining was the one reason they most often visited Downtown.
- A large majority (87%) feel that retaining the historic character of Downtown Aurora is "very" or "somewhat" important.
- Downtown draws all age and income groups of residents.
- Those who gave shopping as a primary reason for visiting were in about equal percentages in terms of age and income. Women are much more likely to give shopping as their primary reason than men.
- Of those who said they visit Downtown regularly for shopping, they are most likely to be18-49 and have an income of $50,000 or more.
- About 64% or more of respondents from all age groups stated that family or causal style dining was a high priority. A significant majority of women (80%) felt family or casual dining was a high priority.
- Fine dining is a top priority for about half of respondents in all income groups. Respondents also feel that outdoor dining would be a welcome addition to Downtown.
- Respondents strongly felt there was a lack of entertainment options in Downtown.
- Over half of respondents under age 49 listed an ice cream shop/soda fountain as a high priority for Downtown.

- A bakery was especially important to the age group of 35-49, for newer residents, and for those making more than $100,000.
- Clothing stores are a high priority for all groups, however are an especially high priority for the age group 35-49 and for newer residents.
- Highest priorities for additional businesses in Downtown include: family/casual dining, clothing stores, restaurant with outdoor dining, bakery, bookstore, upscale dinging, ice cream shop/soda fountain, and a hunting/fishing/outdoor sporting goods store

It is important to consider this information when determining what retail mix will be the most successful in Downtown. A simple strategy for success is to capitalize on the residents who already use Downtown the most, usually to shop or conduct business. This group desires "casual dining" and "clothing stores."

When determining what retail development strategies will be most successful for Downtown Aurora a good initial strategy is to capitalize on the existing consumer and retail business base while simultaneously attempting to attract additional consumers and new retail businesses. For this strategy to be effective there must be a comprehensive analysis identifying implications from the preceding information.

Some implications include:

- A large number of respondents wanted to see more special events Downtown and saw this as a way to make people aware of what Downtown could become.
- Dining is by far the most important reason current residents visit Downtown. Increasing the number of dining options was a very strong priority.
- Most residents visit Downtown on a regular basis, but many only dine Downtown or visit the post office/city hall. The City and Downtown business owners clearly have an opportunity to capture retail dollars from these visitors through providing more retail opportunities.
- In addition to increased dining options, respondents most desired a clothing store and a bakery. A significant number wanted to see a bookstore open.
- Those who indicated they visited Downtown regularly did not predominately belong to a specific age group, income level, length of residency in Aurora, or gender. This finding indicates that Downtown attracts a wide variety of people; however, most of these visitors do not come Downtown for shopping.
- Among several potential Downtown improvements, a majority of respondents placed a high priority on improving building façades, making the area more pedestrian-friendly, and improving the safety of Downtown.

Results of the surveys indicated a strong preference for bringing the following businesses to Downtown:

- Increased Dining Options – Restaurants for Fine and Casual Dining, Ice Cream Store/Soda Fountain, Bakery, and Outdoor Dining
- Boutique and Specialty Stores
- Clothing Stores – Men, Women's and Children's Clothing
- Attractions for Youth
- Bakery
- Bookstore
- Sporting Goods Store

Figure 4 identifies these highest priorities for the Focus Group and Community Telephone Survey.

Figure 4: Downtown Businesses Preferences

DOWNTOWN BUSINESSES PREFERENCES

	Focus Groups		Community Phone
Attractions for Youth	All Groups	Casual/Family Dining	72%
Casual/Family Dining	Most Groups	Clothing Stores	56%
Boutique/Specialty	Most Groups	Bakery	51%
Bakery	Most Groups	Outdoor Dining	48%
Clothing Stores	Some Groups	Bookstore	48%
Coffee Shop	Some Groups	Upscale Dining	46%
Arts/Crafts Stores	Some Groups	Ice Cream/Soda Shop	45%
Bookstore	Some Groups	Sporting Goods	43%
Tourist Attractions	Some Groups	Lodging	39%
Ice Cream/Candy	Some Groups	Coffee Shop	35%

BUSINESS MARKET

The City of Aurora and 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 Aurora's growth strategy. Table 9 illustrates the total estimated employment in 2010, for the Trade Areas.

TABLE 9: 2010 TOTAL EMPLOYMENT

	Downtown Aurora	Primary Trade Area	Secondary Trade Area
Employees	606	3,013	4,549
Businesses	90	381	627

Downtown remains an employment center, particularly in the areas of governmental and professional services. The City of Aurora has several mid-sized to large employers in the agricultural and manufacturing sectors. The largest employers in Aurora are listed in Table 10.

TABLE 10: AURORA EMPLOYERS

Company Name	Industry	Employment
Ag Forte, LLC	Turkey Hatchery	350
Aurora R-8 Schools	Elementary and Secondary Education	300
Wal-Mart	Discount Department Store	250
St. John's Hospital Aurora	Acute Health Care	215
MWM Dexter	Commercial Printer	120
TT Group Inc.	Shoe Manufacturing	100
Aurora Nursing Center	Elderly Health Care	95
Price Cutter Supermarket	Grocery Chain	60
City of Aurora	Municipal Government	60
AFB International	Dog Food Flavors	60
Luggage Works/Logo Solutions	Airline Luggage Embroidery	45
Division of Family Services	State Government	40
Dama World Wide Forty, LLC	Lighting Distribution	34
Tyson Feed Mill	Feed Manufacturing	30
Stoops, Mfg., Inc.	Leather Briefcases	28
Dave's Custom Woodworking	Cabinets	26
Service Vending Company	Specialty Vending	25
MFA Milling	Feeds	21

Source: Aurora Chamber of Commerce

COMPARATIVE MARKET ANALYSIS

The employment mix by industry in the City of Aurora closely mirrors that of the STA and the surrounding region. While not a large number of jobs, Downtown has the highest concentration of jobs in the retail sector. The percentage of retail jobs in Downtown (26%) is slightly higher than the PTA (25%) and the STA (21%). The PTA and STA have the highest concentration of jobs in their service sector. Downtown Aurora's jobs are split with about a quarter each in the service sector, manufacturing sector, and retail, with the last quarter spread across the remaining sectors. Downtown has the largest percentage of jobs in Finance, Insurance and Real Estate.

Like many downtown areas, Aurora's was the major shopping area in the community until retail, dining, and service oriented businesses began to locate south of Downtown, primarily along Highway 60. Residents also regularly drive to larger retail markets nearby such as Monett, Joplin, and Springfield. The loss of businesses to these other areas has contributed to the decline of Downtown. Although much declined, Downtown still generates a decent amount of activity from the local and county governments, restaurants and the remaining Downtown businesses.

TENANT MIX & LAND USE

During the Land Use, Building & Infrastructure Survey (subsequently updated with assistance from City staff), 49 retail and restaurant buildings in Downtown Aurora were identified. Of the retail and restaurant locations several were fully vacant. The land use survey identified 105 commercial properties and 26 retail properties. A recent update of properties currently vacant in Downtown showed that there is approximately 114,972 square feet of vacant 1st floor space available in Downtown. Table 11 more fully details the current land use totals in Downtown.

TABLE 11: LAND USE TOTALS & SQUARE FOOTAGE

Land Use	Parcels	Buildings	Building Square Footage*	Vacant Square Footage	Percentage Vacant
Residential					
Single-Family	61	64	97,829	1,945	2.0%
Multi-Family	9	10	13,098	0	0.0%
Sub-Total	**70**	**74**	**110,927**	**1945**	**1.8%**
Commercial					
Office / Service	70	83	267,084	90,785	34.0%
Retail	26	40	115,172	17,566	15.3%
Restaurant	9	9	21,199	4,676	22.1%
Sub-Total	**105**	**132**	**403,455**	**113,027**	**28.0%**
Mixed-Use	3	1	17,991	0	0.0%
Public / Institutional	18	17	67,518	0	0.0%
Recreation	0	0	NA	NA	NA
Parking Lot	0	NA	NA	NA	NA
Vacant Lot	11	NA	NA	NA	NA
TOTAL	**207**	**224**	**599,891**	**114,972**	**19.2%**

* Building Square Footage assumes that 80% of the building is usable.
* Building Square Footage is for 1st Floor.

MARKET RESEARCH FINDINGS

RETAIL ANALYSIS

A review of Downtown Aurora provides an idea of the possible new and existing business potential for Downtown Aurora. Downtown Aurora consists of 83 acres with 403,455 square feet of existing 1st Floor Commercial/Retail Space. In reviewing the DREAM Land Use and Building Survey results, PGAV PLANNERS has determined that approximately 114,129 square feet of 1st floor space is currently used as Retail/ Restaurant Space and another 22,242 is vacant. The 114,129 square feet of Retail/ Restaurant Space is generating about $4.9 million in sales annually (sales do not include auto dealers, gasoline stations or non-store retailers) or about $42 per square foot for retail sales. Restaurant sales total $36 per square foot. Using these averages, the 113,027 square feet of vacancy represents potentially another $4.7 Million in additional annual sales to the Downtown Trade Area.

Table 12 details the breakdown of retail establishments in Downtown Aurora, the Primary Trade Area and the Secondary Trade Area. The largest category of retail establishments in Downtown Aurora Miscellaneous Retail and Food Services & Drinking Places.

TABLE 12: RETAIL ESTABLISHMENTS

	Downtown Aurora		Primary Trade Area		Secondary Trade Area	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail (Pedestrian-Generating Businesses) Trade Summary	20	159	86	742	123	971
TOTALS:	18	109	79	534	110	712
Furniture & Home Furnishings Stores	1	1	3	3	5	4
Electronics & Appliance Stores	1	0	3	7	3	7
Bldg. Materials & Garden Equipment & Supplies	1	5	4	35	5	45
Food & Beverage Stores	1	6	11	85	15	113
Health & Personal Care Stores	1	11	4	27	5	34
Clothing & Clothing Accessories Stores	2	12	8	39	8	41
Sporting Good, Hobby, Book & Music Stores	1	1	4	8	6	25
General Merchandise Stores	1	8	4	24	6	32
Miscellaneous Store Retailers	4	7	12	23	14	28
Arts, Entertainment & Recreation	2	3	6	11	10	18
Accommodation	0	0	1	2	1	4
Food Services & Drinking Places	3	55	19	270	32	361
Total Businesses (including non-retail)	90		381		627	
Total Employees (including non-retail)	606		3,013		4,549	
Total Residential Population	238		7,100		17,227	
Employee/Population	2.55		0.42		0.26	

The retail services located in Downtown Aurora are listed in Table 13 and are organized according to the North American Industrial Classification System ("NAICS"). Using the NAICS system allows the report to compare retail activity by "sectors" or categories, so that the report can then recommend retail uses and establishments to fit any gaps in retail service. The following list classifies existing businesses under the NAICS system.

TABLE 13: EXISTING RETAIL

Building Materials & Supply	Aurora Discount Building Materials
Health & Personal Care Stores	Professional Pharmacy
Furniture	Casita's Furniture
Clothing & Clothing Accessories Stores	Norma's In Line Fashion
	Boot World
Food & Beverage Stores	In & Out Food Mart
	B&P Discount Supermarket
Used Merchandise Stores	Flea Market
	Memory Land Antiques
	Aurora Guns & Pawn
Food Services & Drinking Places	Hideouts Sports Bar
	Cannon & Patty's
	Hang Wild
	Metro Suite Skate
Auto Parts, Accessories, and Tire Stores	C & S Cycles
	Auto Repair
Miscellaneous Retail	ABC Photography
	Jean's Dolls
	Stitches for Two
	Horton's
	Christian Service Center
	In Stitches

The spending habits of the consumers in the three study areas are of importance to this analysis because such habits provide the basis for the determination of demand. In short, determining how much each household spends on average per retail sector provides an idea of the demand for particular retail services within a given trade area. Table 14 provides per household annual consumer expenditures for seven main categories and several sub-categories of retail expenditures.

TABLE 14: CONSUMER EXPENDITURES

	Downtown Aurora	Primary Trade Area	Secondary Trade Area
Average Household Income	$33,612	$33,039	$33,804
Average Annual Household Expenditures for Selected Retail Sectors			
Food	**$4,764**	**$4,778**	**$5,010**
Food at Home	$2,766	$2,828	$2,979
Food Away from Home	$1,997	$1,951	$2,031
Apparel and Services	**$1,019**	**$981**	**$1,011**
Household Merchandise	**$1,653**	**$1,643**	**$1,719**
Electronics	$895	$892	$931
Household Goods	$759	$751	$787
Household Care	**$1,401**	**$1,285**	**$1,326**
Transportation	**$2,420**	**$2,573**	**$2,774**
Health & Personal Care	**$697**	**$747**	**$805**
Health Care	$454	$502	$548
Personal Care Products	$243	$246	$258
Entertainment & Recreation	**$1,228**	**$1,220**	**$1,296**
Total for selected sectors	**$13,182**	**$13,228**	**$13,941**

The largest portion of expenditures are spent on food (at home and away from home), transportation, entertainment and recreation. The trade areas spend approximately 40% of food expenditures on food away from the home. The Secondary Trade Area has the largest average household income of the three trade areas, and spends the highest amount of dollars on retail activities. Attracting this segment of consumer to Downtown is an opportunity for Downtown retailers.

The following tables depict Aurora's potential purchasing power. Table 15, illustrates the number of households at regular income thresholds.

TABLE 15: HOUSEHOLD INCOME

Income Level	Downtown Aurora	Primary Trade Area	Secondary Trade Area
Less than $ 15,000	24	579	1,169
$ 15,000 - $24,999	11	439	1,055
$ 25,000 - $34,999	11	490	1,248
$ 35,000 - $49,999	15	473	966
$ 50,000 - $74,999	19	581	1,452
$ 75,000 - $99,999	6	130	406
$ 100,000 - $149,999	3	101	281
$ 150,000 - $199,999	0	28	42
$ 200,000 +	0	20	44
Total	89	2,841	6,663

Table 16 clarifies this idea by showing the amount of disposable income, per household, for Downtown Aurora, the STA, and the PTA. This table gives an idea of the volume of demand available within Downtown and the surrounding areas.

TABLE 16: DISPOSABLE INCOME

Income Level	Downtown Aurora	Primary Trade Area	Secondary Trade Area
Less than $15,000	27	676	1,397
$15,000-$24,999	13	549	1,363
$25,000-$34,999	16	554	1,261
$35,000-$49,999	16	488	1,130
$50,000-$74,999	16	413	1,122
$75,000-$99,999	2	74	202
$100,000-$149,999	1	64	139
$150,000-$199,999	0	10	21
$200,000+	1	12	27
Total	**92**	**2,840**	**6,662**
Median Disposable Income	$27,968	$27,714	$28,653
Average Disposable Income	$35,681	$35,130	$36,350

The STA has the highest percentage, 6%, of households with a disposable income over $75,000 and more. Downtown has few households with high levels of disposable income. Determining the retail sectors that have unmet demand in Downtown will help retain the amount of retail dollars spent inside the Downtown as well as attract additional dollars from the Primary and Secondary Trade Areas. Targeting Downtown Aurora and the Primary and Secondary households will be an important component in reviving the retail market in Downtown.

POTENTIAL STORE SPACE SUPPORTED

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

In Table 17, the unmet demand (the difference between retail demand and actual sales) is listed for thirteen retail categories. Given the total unmet retail demand within the Secondary Trade Area and the average sales per square foot in Downtown Aurora of $42 per square foot, PGAV PLANNERS estimates that Downtown Aurora could support (up to) an additional 521,000 square feet of retail by capturing the STA's unmet demand in the specified retail sectors. Existing retailers could potentially capture a portion of this unmet demand by expanding floor area and adding new products, or new retailers could enter the marketplace.

TABLE 17: FUTURE RETAIL GROWTH

Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[2]
Grocery Stores (NAICS 4451)	$ 5,065,759	$ 120,026
Limited-Service Eating Places (NAICS 7222)	$ 4,104,000	$ 113,226
Full-Service Restaurants (NAICS 7221)	$ 3,292,443	$ 90,836
Building Material and Supplies Dealers (NAICS 4441)	$ 1,984,117	$ 47,011
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$ 1,680,150	$ 39,809
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$ 1,187,105	$ 28,127
Furniture Stores (NAICS 4421)	$ 818,675	$ 19,397
Clothing Stores (NAICS 4481)	$ 812,004	$ 19,239
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$ 582,186	$ 13,794
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$ 307,326	$ 7,282
Home Furnishings Stores (NAICS 4422)	$ 266,068	$ 6,304
Drinking Places - Alcoholic Beverages (NAICS 7224)	$ 154,683	$ 4,268
Special Food Services (NAICS 7223)	$ 97,678	$ 2,695
Other Miscellaneous Store Retailers (NAICS 4539)	$ 94,555	$ 2,240
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$ 70,537	$ 1,671
Used Merchandise Stores (NAICS 4533)	$ 68,482	$ 1,623
Shoe Stores (NAICS 4482)	$ 62,255	$ 1,475
Beer, Wine, and Liquor Stores (NAICS 4453)	$ 47,191	$ 1,118
Florists (NAICS 4531)	$ 29,544	$ 700
Book, Periodical, and Music Stores (NAICS 4512)	$ 11,966	$ 284
TOTAL	**$ 20,736,724**	**$ 521,125**

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

[2] Based on $42 in retail sales per square foot, $36 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Aurora.

Downtown Aurora has a significant amount of vacant first floor space that could be filled with new retail. Downtown also has some existing retailers that could potentially expand, remodel, or revise their business models to accommodate additional demand. Downtown Aurora should focus on maximizing its amount of retail and restaurant space on the first floor of buildings Downtown. Maximizing this space on the first floor has the potential to support the unmet demand in a number of retail sectors while creating a vibrant shopping experience Downtown. While the vacant spaces are unlikely to fully meet this demand, the vacant space does represent an opportunity for Downtown to begin pursuing the capture of this unmet demand that is going to other communities.

In 2010 Downtown sales totaled $4.9 million in total retail and food and drink. Food and drink sales totaled 16% of all retail sales in Downtown. A total of 44% of sales for Downtown Aurora were from general merchandise stores. This high percentage is likely due to the presence of Modern Variety, a convenience store, and other Downtown retailers. Another 17% of Downtown sales were from food and beverage stores and 13% from clothing and clothing accessories. Maintaining this retail base is important for Downtown Aurora; however, attracting new sales in the following retail sectors will increase the market potential to attract new customers.

The highest demand for the STA lies in several retail sectors including the following:

- Grocery Stores - $5,065,759
- Limited-Service Eating Places - $4,104,000
- Full-Service Eating Places - $3,292,443
- Building Material and Supplies Dealers - $1,984,117
- Electronics & Appliance Stores - $1,680,150
- Health & Personal Care Stores - $1,187,105
- Furniture Stores - $818,675
- Clothing Stores - $812,004
- Office Supplies, Stationery, and Gift Stores - $582,186
- Lawn and Garden Equipment and Supplies Stores - $307,326

"Grocery Stores" is the largest retail sector that is underserved in the Trade Areas. A significant amount of grocery sales are made outside of the STA. The gap in retail market here may point to an opportunity to open a grocery store or specialty foods store/café Downtown in order to capture this market. Locating a grocery store in Downtown has the potential to attract up to an additional five million dollars in retail sales. A grocery store would provide a wide draw for Primary and Secondary Trade Area customers and would be an asset in the attraction of other retail nearby.

According to the community phone survey and focus groups, Downtown is already a dining destination. The market analysis confirms a large unmet demand in both casual and fine dining. Downtown has both the current reputation as a dining destination and available vacant space that would be suitable for use for unique restaurants. The City and local businesses should consider supporting the establishment of additional eating establishments in the Downtown area.

Clothing, health and personal care, and electronics & appliance stores are other sectors with large unmet retail demand. Downtown Aurora has several stores that could expand their product line to attract some of this demand as well as vacant spaces that could be used for stores if this type. Downtown Aurora should work on retaining existing business while encouraging stores to expand their existing inventory. Attracting additional stores to fill the clothing and other apparel related products should also be a priority for business recruitment activities. This retail category has the potential to bring in over half a million in sales to Downtown and attract a wide variety of customers. The data also indicates unmet demand for both electronics and for a pharmacy. Both or one of these stores could serve as anchor store for a Downtown block. Finally, attracting boutique and specialty shops that have items for men, women and children would satisfy the needs of the immediate community and attract shoppers from surrounding areas.

It will be important for Downtown Aurora to attract the appropriate retail mix that will satisfy consumers and have staying power in Downtown. The new retail additions to Downtown should balance the need for boutique and specialty stores with anchors (i.e. grocery store, movie theater, electronics, pharmacy, large restaurants etc.). Finding the appropriate balance will create more of a shopping destination in Downtown Aurora. Identifying the available space in Downtown Aurora is the next step to attracting viable retailers.

AVAILABLE RETAIL SPACE INVENTORY

During the Land Use, Building and Infrastructure Survey task (Spring 2008) PGAV PLANNERS identified vacant properties in Downtown Aurora. In 2011, the City provided an update to this inventory. Table 18 lists the vacant properties Downtown:

TABLE 18: 1ST FLOOR VACANCY

ID	Address	Available Sq.Ft.
1	COLLEGE ST.	608
2	CHURCH ST.	1,485
3	CHURCH ST.	1,146
4	W. OLIVE ST.	3,978
5	W. OLIVE ST.	4,800
6	W. OLIVE ST.	4,798
7	W OLIVE ST	6,000
8	17 W. LOCUST ST.	1,974
9	MADISON AVE.	1,800
10	MADISON AVE.	3,600
11	119 MADISON AVE.	1,800
12	125 MADISON AVE.	1,800
13	201 MADISON AVE.	8,023
14	221 MADISON AVE.	3,600
15	223 MADISON AVE.	1,800
16	W. PLEASANT ST.	1,598
17	W. SIDE SQUARE	3,356
18	W. SIDE SQUARE	3,128
19	43 W. CHURCH ST.	3,838
20	35 W. CHURCH ST.	2,100
21	102 MADISON AVE.	3,600
22	106 MADISON AVE.	1,800
23	118 & 120 MADISON AVE	1,799
24	118 & 120 MADISON AVE	2,377
25	MADISON AVE.	3,600
26	E. LOCUST ST.	517
27	16 E. LOCUST	320
28	210 MADISON AVE.	500
29	MADISON AVE.	3,429
30	MADISON AVE.	1,260
31	CHURCH ST.	1,971
32	CHURCH ST.	1,780
33	MADISON AVE.	654
34	MADISON AVE.	1,106
35	OLIVE ST.	5,796
36	OLIVE ST.	1,233
37	OLIVE ST.	756
38	OLIVE ST.	4,651
39	OLIVE ST.	2,580
40	OLIVE ST.	6,571
41	CHURCH & ELLIOTT ST.	3,143
42	ELLIOT AVE.	1,671
43	ELLIOT AVE.	682

The locations listed on Table 18 are depicted on the First Floor Vacancy Map in Appendix D. There are a large number of buildings that have vacancies. These vacancies total 113,000 square feet of first floor vacancy in Downtown Aurora. There are several vacancies that would be able to accommodate a medium-sized retailer, restaurants and other medium size retail or entertainment attraction. For a larger anchor, several properties would have to be combined and/or a new building constructed or an existing historic building modified. Other vacancies, smaller than 2,000 square feet will present the opportunity for boutique and specialty stores.

Downtown should focus on filling current vacancies and in the future moving service and professional offices to upper-floor spaces to make room for street-level retail. Establishing a group specifically tasked with business recruitment is critical to Downtown's revitalization.

Taking into consideration the retail opportunities described above, the size of each vacant space, and the location of each in Downtown Aurora, potential retail spaces can be matched with suggested retail services. This is illustrated in Table 19 based the overall concept map as shown in Figure 5.

The recommendations listed in Table 19 are based upon the analysis of unmet retail demand

TABLE 19: POTENTIAL NEW RETAIL

ID	Address	Available Sq.Ft.	Potential Retail
1	COLLEGE ST.	608	Full-Service Restaurant
2	CHURCH ST.	1,485	Boutique/Specialty Store
3	CHURCH ST.	1,146	Building Materials & Supplies
4	W. OLIVE ST.	3,978	Building Materials & Supplies
5	W. OLIVE ST.	4,800	Full-Service Restaurant
6	W. OLIVE ST.	4,798	Full-Service Restaurant
7	W OLIVE ST	6,000	Clothing Store
8	17 W. LOCUST ST.	1,974	Boutique/Specialty Store
9	MADISON AVE.	1,800	Jewelry, Luggage & Leather Goods
10	MADISON AVE.	3,600	Office Supplies, Stationery, and Gift Stores
11	119 MADISON AVE.	1,800	Clothing Store
12	125 MADISON AVE.	1,800	Shoe Store
13	201 MADISON AVE.	8,023	Electronics & Appliance Store
14	221 MADISON AVE.	3,600	Full-Service Restaurant
15	223 MADISON AVE.	1,800	Clothing Store
16	W. PLEASANT ST.	1,598	Boutique/Specialty Store
17	W. SIDE SQUARE	3,356	Full-Service Restaurant
18	W. SIDE SQUARE	3,128	Bookstore/Music Store
19	43 W. CHURCH ST.	3,838	Limited-Service Restaurant
20	35 W. CHURCH ST.	2,100	Boutique/Specialty Store
21	102 MADISON AVE.	3,600	Health & Personal Care Store
22	106 MADISON AVE.	1,800	Health & Personal Care Store
23	118 & 120 MADISON A\	1,799	Boutique/Specialty Store
24	118 & 120 MADISON A\	2,377	Clothing Store
25	MADISON AVE.	3,600	Electronics & Appliance Store
26	E. LOCUST ST.	517	Boutique/Specialty Store
27	16 E. LOCUST	320	Boutique/Specialty Store
28	210 MADISON AVE.	500	Boutique/Specialty Store
29	MADISON AVE.	3,429	Furniture Store
30	MADISON AVE.	1,260	Office Supplies, Stationery, and Gift Stores
31	CHURCH ST.	1,971	Lawn and Garden
32	CHURCH ST.	1,780	Lawn and Garden
33	MADISON AVE.	654	Limited-Service Restaurant
34	MADISON AVE.	1,106	Limited-Service Restaurant
35	OLIVE ST.	5,796	Grocery Stores
36	OLIVE ST.	1,233	Full-Service Restaurant
37	OLIVE ST.	756	Grocery Stores
38	OLIVE ST.	4,651	Grocery Stores
39	OLIVE ST.	2,580	Grocery Stores
40	OLIVE ST.	6,571	Grocery Stores
41	CHURCH & ELLIOTT ST.	3,143	Limited-Service Restaurant
42	ELLIOT AVE.	1,671	Boutique/Specialty Store
43	ELLIOT AVE.	682	Limited-Service Restaurant

Table 17 and the total amount of available first floor space (113,000 square feet). As mentioned, there is significant vacant upper floor space that could be filled by offices and service-related businesses, thus making additional first floor space available. In some cases, and where feasible, due to the small size of the storefronts, it may be necessary to combine multiple storefronts into one common area. In order to achieve this retail space, a combination of moving non-retail uses to second floors and filling existing space may also need to be followed. It is important to note that Table 19 only represents one possible space allocation that could work for Downtown. This exercise is undertaken in order to demonstrate that it is important for Downtown to have identified potential retail coupled with the ideal space when attempting to attract new retailers.

Table 20 illustrates the breakdown of each potential new retail category and the amount of available space allocated in Downtown. This space does not account for the possible retail area supported that would be absorbed by the expansion of existing retailers in Downtown. Similarly, it does not show the construction of in-fill buildings or moving non -retail to upper floors.

Downtown Aurora has a struggling retail sector. Increasing the number of retail shops will help to create a vibrant Downtown. The City should concentrate on increasing the daytime population that will frequent its restaurants and shops, with the addition of new customers and a wider variety of goods offered.

TABLE 20: POTENTIAL RETAIL SPACE ALLOCATION

Industry Group		Opportunity[1]	Possible Retail Area (sq.ft.) Supported[1]	Suggested Allocated Vacant Space	Remaining Possible Retail Area
Grocery Stores (NAICS 4451)	$	5,065,759	120,026	20,353	99,674
Limited-Service Eating Places (NAICS 7222)	$	4,104,000	113,226	9,424	103,802
Full-Service Restaurants (NAICS 7221)	$	3,292,443	90,836	20,762	70,074
Building Material and Supplies Dealers (NAICS 4441)	$	1,984,117	47,011	5,124	41,887
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$	1,680,150	39,809	11,623	28,186
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$	1,187,105	28,127	5,400	22,727
Furniture Stores (NAICS 4421)	$	818,675	19,397	3,429	15,969
Clothing Stores (NAICS 4481)	$	812,004	19,239	11,977	7,262
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$	582,186	13,794	4,860	8,934
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$	307,326	7,282	3,751	3,531
Home Furnishings Stores (NAICS 4422)	$	266,068	6,304	0	6,304
Drinking Places - Alcoholic Beverages (NAICS 7224)	$	154,683	4,268	0	4,268
Special Food Services (NAICS 7223)	$	97,678	2,695	0	2,695
Other Miscellaneous Store Retailers (NAICS 4539)	$	94,555	2,240	11,963	-9,723
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$	70,537	1,671	0	1,671
Used Merchandise Stores (NAICS 4533)	$	68,482	1,623	0	1,623
Shoe Stores (NAICS 4482)	$	62,255	1,475	1,800	-325
Beer, Wine, and Liquor Stores (NAICS 4453)	$	47,191	1,118	0	1,118
Florists (NAICS 4531)	$	29,544	700	0	700
Book, Periodical, and Music Stores (NAICS 4512)	$	11,966	284	3,128	-2,845
TOTAL	**$**	**20,736,724**	**521,125**	**113,594**	**407,531**

[1] From Table 17.

Figure 5 on the following page details the overall retail concept for Downtown Aurora. Efforts to develop additional retail should primarily focus on the area to the east of Locust Street. Developing retail in this area will enhance the existing retail in Downtown while providing additional retail convenient to existing residential areas.

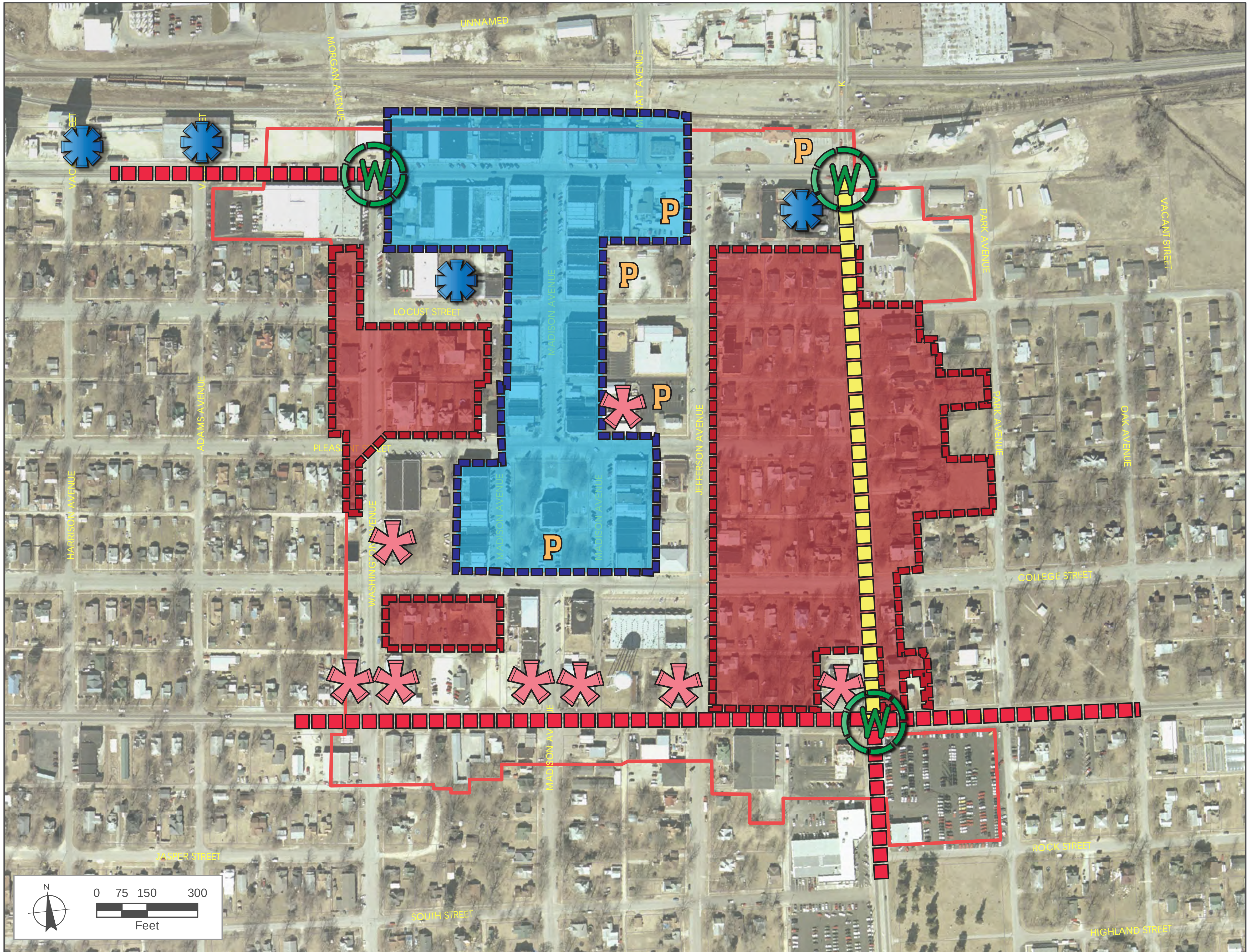


Figure 5: Concept Map

Downtown Study Area
City of Aurora, Missouri

Legend

- Study Area
- Wayfinding
- Neighborhood Preservation Area
- Residential Entry Corridor
- Commercial Entry Corridor
- Downtown Retail & Entertainment District
- Land Use Conflict
- Commercial Redevelopment Opportunity
- Parking

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March 2012

D·R·E·A·M
INITIATIVE

PGAV PLANNERS

DOWNTOWN AURORA RETAIL GOALS

- ENCOURAGE TARGETED RETAIL USES

  Downtown stakeholders should encourage targeted retail uses and appropriate pedestrian generating activities on the ground floor of all mixed-use and commercial buildings. The City should develop a list of targeted retail uses based on Table 17 and the Community Surveys. Developing a Downtown Business Development Package will help in drawing the appropriate mix of retail uses. Integrating this program with specific marketing and promotion strategies could allow for the City to fill the existing vacant first floor space and generate excitement with residents and customers.

- CREATE A DOWNTOWN ECONOMIC DEVELOPMENT COMMITTEE

  The committee would be tasked with addressing Downtown's retail market. The Economic Development Committee should be formed to address the retail needs and be responsible for business and retail development. They would also be in charge of identifying the appropriate retail mix and have information available to attract new retailers. The committee should focus on filling Downtown vacancies with retail stores and pursuing a long term goal of creating the right retail mix and becoming more selective in its recruitment as the retail market continues to grow.

- CREATE A DOWNTOWN BUSINESS DEVELOPMENT PACKAGE

  The City should lead the effort in recruiting new businesses to the area, supported by the Chamber of Commerce and the City. The City should utilize the existing retail market information provided in this report as well as demographic information to develop the package.

  The Business Development Package should be professionally designed and should include:

  - Goals for attracting targeted retail stores and filling vacant first floor spaces.
  - Financial incentives available to assist start-up of new businesses.
  - Diagram of the City's business permitting process.
  - List of property owners and vacant first floor spaces.
  - List of existing businesses in Downtown Aurora.

- Business Retention & Expansion

  The City and Chamber should help existing businesses succeed and grow, mainly through improving business operations. The program should educate and inform retail business owners about product differentiation, product presentation, window displays, and importance of hours and days of operation, and how service and quality of product differentiate them from big box or franchise stores. This is perhaps the most important strategy for Downtown Aurora.

- Develop Seminars for Existing Businesses

  The Downtown should develop a merchant education program to address issues of marketing, customer service, business and building maintenance, retail opportunities, and trends. General business issues such as marketing, customer service, store hours and store display and design should be covered as well as opportunities for more detailed assistance. Clusters of similar Downtown businesses such as restaurants should be brought together to present specific topics.

- Encourage Existing Retail Expansion

  Within the three trade areas there is demand that is not met in electronics and appliance stores, clothing stores, specialty food stores, and health and personal care stores. Existing businesses should consider expanding their inventory, introducing new inventory and expanding their current space to capture additional retail dollars.

- Increase Marketing & Collectively Market Downtown Retailers

  Promotional efforts should primarily target residents and the region. Using funds generated by the establishment of a Community Improvement District or other source of funding, a cooperative advertising campaign should be pursued on behalf of Downtown retailers. Retailers should utilize brochures that highlight the positive features of locating retail businesses in Downtown. These brochures should be distributed to residents and visitors and inform the public about existing stores, new stores, hours of operations and special events. Collective marketing is a cost-effective approach to convey the image of Downtown and increases awareness of events and attractions. Local newspapers and magazines, websites, radio, television ads and flyers should be used to effectively promote Downtown Aurora. Downtown Aurora should consider retaining professional advertising service to ensure the broadest and most effective coverage using CID funds.

- DEVELOP A DOWNTOWN DIRECTORY

  Develop a directory or brochure detailing the retailers and restaurants. Detailing the type of merchandise and eateries offered by Downtown stores will allow visitors and residents to fully experience Downtown. The directory should also include information on public transportation and parking.

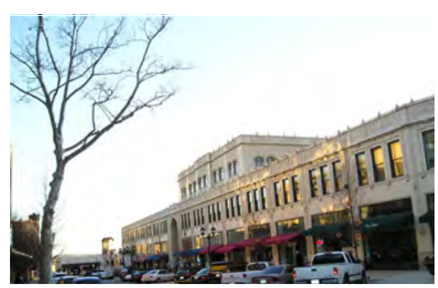
- CREATE SHOPPING ORIENTED DOWNTOWN EVENTS

  Create events such as sidewalk sales, monthly evening shopping nights, storefront display contests, etc. that are focused on shopping in Downtown. Shopping oriented events help to promote Downtown as a retail shopping destination experience.

- VERIFY & UPDATE COMMERCIAL VACANCIES & STORE MIX

  It is important to track the vacancies and store mix in Downtown. The City and Chamber should actively market vacancies and try to fill them with stores from the targeted retail list. The goal is to work towards the recommended store mix to create a vibrant retail destination. The City should continue to update the retail and vacancy maps and retail sector lists.

DOWNTOWN AURORA STRATEGIES



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

Re-energizing downtown retail can be a difficult, lengthy and complicated process. Traditional downtowns have changed dramatically in the past decades due to changes in lifestyles, consumer spending patterns, merchandising, and heightened competition for retail and restaurant spending. To achieve long-term success Downtown stakeholders must understand these changes and be willing to 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 great downtown and destination. This happens when local people feel a sense of ownership, which extends beyond property lines to include private and public partnerships. These partnerships and 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 natures are walkable. They evolved during a period when high density and pedestrians were commonplace. Downtowns can continue to provide an environment where walking can be enjoyable and a practical means of getting around. Great streetscapes become an integral part of the community and provide the means for 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 sidewalks, buffers, street trees, benches, fountains, wayfinding signage, lighting, public art, 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 should have unique identifiable areas such as outdoor seating, water features, and public art. To create great streetscapes that are comfortable and safe and still provide a high quality pedestrian environment, streetscapes should include:

- sidewalks that are continuous and wide enough to include pedestrian-friendly streetscape elements;
- short crosswalk distances that provide safe walking environments;
- symbols that are related to downtown's heritage;
- seamless streetscapes with lighting and banners, planters and street trees, benches 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 seating and cafes, benches and street trees;
- high quality amenities such as public art, streetscape elements and public amenities such as restrooms;
- safety for pedestrians with lighting, crosswalks, accessible ramps, bike racks, landscape and 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, where feasible, dedicated bicycle lanes;
- continuous on street parking and enforced slower vehicular speeds; and
- streetscape maintenance.

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 the declining vitality of some downtown businesses. It is important to recognize that parking is intended to serve user needs. 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 among others calming and slowing traffic while providing a buffer for pedestrian traffic.

Adequate parking spaces must be available to support area businesses. Parking lots are key elements in meeting these user needs and they should not only provide parking spaces, but be aesthetically pleasing and safe. Providing planting buffers at the edges of parking lots to screen the parking. Landscaped islands should be included through out the lot, improving not only aesthetics but minimizing the storm water run-off. A clear and well lit pathway should be provided for pedestrians as well as signage that identifies public parking lots.

Establishing parking zones in Downtown is a way to ensure there is plentiful customer parking. This can be accomplished by signage that designates parking for customers. 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.

Public Spaces

Public spaces are another 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 downtown's economic, environmental, social, and cultural image. Public spaces 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. Downtown public spaces should:

- Be easily accessible and visible from the street
- Preserve and maintain trees and landscaping that provide shade color and natural edges.
- Create a pedestrian-friendly amenity area and activity space for special events. Public spaces should be flexible to accommodate a variety of multi-purpose events.
- Introduce flexible, moveable seating to complement traditional park benches.
- Enforce cleanliness and maintenance standards.
- Provide regulatory park signage and the authority to enforce regulations.
- Public areas should be safe.

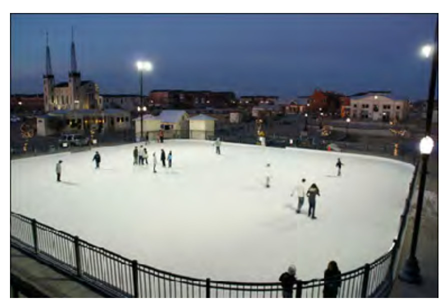
Downtown Environment & Appearance

Downtown Aurora's historic 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 must be a major component of the retail development strategy, just as retail will be a major piece of Aurora's overall Downtown revitalization plan.

The public and private sectors must continue their partnership to preserve and enhance an environment in which retail can thrive. This will require various means of creative cooperation amongst City staff, and private business and property owners to maximize the impact in Downtown Aurora. New public sector mechanisms such as a Community Improvement District (CID) or Tax Increment Finance District (TIF) may be needed to leverage funding programs or other funds for streetscape, open space and infrastructure improvements. 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 Aurora's priorities:

- Continued façade restoration and rehabilitation. The City must work to encourage rehabilitation of Downtown buildings.

- Incentive programs should also recognize the need for improvement to the side and rear of buildings, some of which have attractive façades. One advantage of building renovation incentives is that they can be granted with conditions, providing an opportunity to ensure improvements are implemented on the entire building and lot.



- Encourage redevelopment and new construction that adds retail space. Redevelopment opportunities, may arise in coming years as vacant spaces are filled and demand for additional retail and restaurant space grows. As a matter of zoning policy, retail or restaurant uses should be the priority for ground-floor uses in all new buildings. Further, new buildings should generally respect the traditional scale and appearance of Downtown buildings.

- Support code enforcement and plan review efforts. The City's code enforcement efforts should be continued and strengthened to ensure that Aurora's Downtown buildings and sites are properly maintained.

BUSINESS RETENTION, EXPANSION & RECRUITMENT

A formal business retention, expansion and recruitment program is among the most cost-effective initiatives that a community can undertake and implement. Programs designed to assist businesses with expansion, relocation and building improvements can stimulate increased levels of private investment. Efforts should be made to familiarize businesses with local, regional, and state regulations and guidelines, as well as, business assistance and resources.

The City should focus on maintaining goods and services that are currently provided within Downtown Aurora. Downtown will also need to attract additional retailers to create a vibrant retail destination. Retail and restaurant locations should be given priority for existing vacant spaces and new construction. The targeted retail establishments were identified in Table 17.

A proactive business retention, expansion and recruitment campaign, should be driven by the City and Chamber of Commerce. This campaign should also include existing business within Downtown. The retail recruitment team should encourage specific retail types especially those that are looking to relocate, expand, businesses interested in an additional site and attracting new businesses.

The retail campaign should also take into consideration the needs of the residents and visitors. In addition to identifying new retail uses the campaign should monitor and track all commercial vacancies within Downtown Aurora. The campaign should also market itself to the community, surrounding regions and potential businesses.

Tools that should be used by the recruitment team include:

- Available Building List including an exterior photo, space dimensions, rental rates, contact information, and building amenities. Listings should also suggest the type of businesses for which the available space is best suited.
- Listing of target businesses to contact. The targets should be limited to retail, restaurants or unique services that would drive traffic and complement the existing business mix. A list of local bankers, real estate agents, and representatives from the nearest small business development center should also be developed to ensure they have up-to-date property listings and promotional information about Downtown.
- Description of any available incentives (e.g. grants, forgivable loans) for tenant improvements, and rent subsidies.
- Profiles of successful projects implemented by public/ private partnerships and testimonials from successful businesses in Downtown.
- Involvement of property owners as part of the solution and development of a strategy that incentivizes the right mix of retail products and amenities.
- Filling vacant storefront windows with paintings, sculpture, or other works of art by local artists.

This campaign should also foster the existing entrepreneurial spirit that exists within the community. Small businesses are the core of the local economy, generating jobs and revenue for the community. Many aspiring business owners are not connected with financial resources, therefore providing technical support and loan opportunities can make a difference whether a business succeeds or fails. This can be accomplished through business plan review and funding opportunities as well as creating a seminar program for local entrepreneurs. Surveying the local businesses to see what topic would best serve the community is another activity that is frequently a benefit for local entrepreneurs.

The City should work with local organizations to connect business owners with existing incentives.

Some simple strategies to compete with big box stores include:

- Look for voids in the mass merchandisers inventory
- Adjust merchandise selection to sell different brands
- Consider upscale merchandise
- Sell singles instead of multi-pack merchandise
- Focus advertising on competitive advantages
- Emphasize expert technical advice and personalized service

This campaign will help direct the City of Aurora and Chamber of Commerce in guiding Downtown Aurora with the assistance necessary to create a retail destination.

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. These service oriented businesses take up valuable sales-generating retail space. Downtown should focus its efforts on creating a continuous retail loop with ground floor space largely dedicated to retail establishments. Pedestrian friendly loops of this type should be approximately one-quarter of a mile in length or a five minute walk.

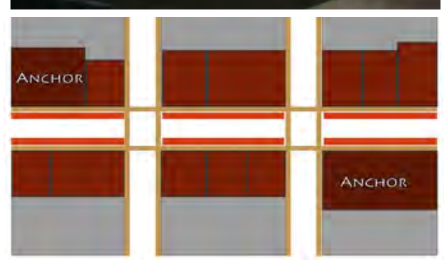
Anchors are large, well-know attractions that usually draw customers. Usually anchors refer to retail establishments that attract customers, but can also be a single store or establishment, collection of establishments, or a institution. Retail loops should have an anchor located at the beginning and end of the street. Anchors generally include the following types of retail uses:

- Movie Theatres
- Farmer's Markets
- Grocery Stores
- Furniture Stores

To draw customers to Downtown, anchors should be identified, improved and promoted. Developing an anchor has the potential to serve as a year-round draw bringing in large numbers of visitors to the Downtown area.

When developing the correct retail mix, service and entertainment locations need to be included. Retail includes both shopping and dining attractions. A wide range of retail stores should include upscale clothing to kitchen gadget store. A wide selection of eating establishments from independent coffee shops to full service restaurants. Service uses are also an integral part of successful downtowns, which include medical, legal services and healthcare. Entertainment venues also help to create a successful retail mix. Live music, street festivals, movie theatres and art galleries are included in this category. Creating the appropriate variety of retail will allow Downtown to become a true shopping and entertainment destination.

PROMOTE USE OF UPPER FLOOR SPACE



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 market by creating additional demand for products and services. Downtown residents also ensure that an area has activity, even when businesses close. There is clear potential to increase residential development through apartments, condos or lofts on the upper floors throughout Downtown. While most upper floor spaces are currently vacant, the City should promote these areas for residential and office space. The City should also provide information regarding projects in other communities who have been successful in enhancing the Downtown residential base.

ENHANCING THE PURCHASING EXPERIENCE

Unique local shops thrive when they can work together to create a critical mass and become a destination as a group. Consumers want a downtown that is safe, clean, and friendly. The consumer going to the local shop is there for the experience of the shop, not the efficiency of buying everyday items.

To effectively compete with local strip commercial centers and big box retailers, Downtown Aurora must continue to convey an image and comfort level that welcomes shoppers, diners and casual visitors as well as creating a unique shopping experience.

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

- Extend store business hours.
- Carry the unique or higher-end items that can't be found elsewhere.
- Attract dissatisfied customers from the larger retailers.
- Offer expert, personalized assistance and extraordinary customer service.
- Consider shopping amenities like gift wrapping, free shipping, convenient return and exchange policies, recommendations to other area shops and restaurants, and special orders.
- Work smarter by using technology and eliminating wasteful overhead.
- Think like first-time customers walking into a store, ask, "What can I improve?"
- Individual retailers should implement a parking plan that requires employees to park away from the

storefront, freeing up the most convenient on-street parking for customers.

ATTRACTING CUSTOMERS

Attracting customers is also an integral component of retail success. Downtown has established a pool of existing customers and 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 any retailers success. To maintain customers and attract new customers retailers need to provide a unique experience. This can largely be accomplished by providing:

- Expert friendly customer assistance
- Unique merchandise
- Interesting environment not found elsewhere

Creating special promotions targeting Downtown employees and residents is an easy way to reward repeat customers while bringing them back Downtown for longer visits on evenings and weekends.

While some visitors stop and shop in Downtown Aurora, not all visitors do. Increasing the capture rate of visitors is integral to the success of Downtown. This can be accomplished by a focus on marketing, signage, wayfinding and a sense of activity. Downtown business guides and retailer/restaurant profiles should be made available on-line, at welcome centers, hotels and other shops and restaurants.

Another strategy to increase customer traffic is to extend business hours. Small merchants can find it very difficult to stay open into evening hours, but having a critical mass of businesses open for shopping can transform a Downtown into a vibrant, active 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.

One option that many communities have adopted is a weekly or monthly event oriented around shopping. 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) is a great way to attract people to Downtown.

Event scheduling can also be extended to perhaps a first Friday or second Saturday; times when area businesses will be more likely to attract regional customers. During these events retailers should coordinate their hours. These are perfect opportunities to provide live music and sidewalk sales. These types of activities will create a festive and exciting atmosphere focused around Downtown.   It is important to make the public aware of these special events through all types of marketing.

MARKETING

The promotion of downtown attractions, businesses, and events is a major dimension of downtown development. These promotions are generally spearheaded by downtown organizations who recognize the necessity of reacquainting long-time residents and introducing newer residents and visitors to Downtown. Staging Downtown events, festivals, parades, concerts and other special events, will bring more people Downtown and expose them to what Downtown has to offer.   The marketing and promotions strategy for Downtown should provide a mix of events and promotions that reflect different aspects of the region, including history, nearby natural amenities, cultural heritage and the quality of goods and services.

The City should continue to utilize brochures that highlight the positive features of locating retail business in Downtown Aurora. Brochures that specifically highlight and illustrate the benefits of locating in Downtown should be developed.

These brochures should include demographics, retail opportunities and recommended uses targeted at specific locations within Downtown.

It is important that existing shoppers and visitors become aware of existing stores, restaurants and new businesses located in Downtown. A Downtown Directory about Downtown's business establishments should be distributed to residents and visitors, and placed in existing retail establishments and new stores. These brochures should be available at all Downtown establishments, visitor information centers and nearby hotels.

Overall marketing should be increased for Downtown and its retailers. These promotional activities should target residents, the secondary trade area and the overall region. Making the public aware of the wide range of activities and destination is the first step in marketing Downtown. Local store and restaurant owners and employees should refer their customers to visit other shops Downtown. This can also be accomplished by locating current downtown directories at check-out and waiting areas.

Shared advertising (e.g. newspaper ads promoting multiple businesses) can be beneficial for Downtown businesses for several reasons. Whether print or electronic media, shared ads promoting numerous businesses help build an image of Downtown as a place with multiple shopping opportunities. It can also make advertising more affordable and allow smaller businesses to use advertising media they might not otherwise use. Downtown cross-promotion efforts could be expanded to include businesses located elsewhere in Aurora, especially those businesses that might draw customers or visitors from a wider geographic 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 identified earlier in this document. 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.

Retail Presentation & Operations

The appearance of a retail operation is essential to the success of that business. A store's appearance begins at the sidewalk and continues to the storefront, entrances and windows. Stores must appear interesting and inviting at the sidewalk.

Simple additions of planters that flank 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 and be as inviting as possible.

The overall appearance of the storefront is also critical. The entrance door should be recessed from the sidewalk to emphasize the entry, provide shelter and remove the open door from the path of pedestrians on the sidewalk. The entrance should also be ADA compliant. The door should provide a view into the building as well as a sense of openness. The front entrance is not the only opportunity, rear entrances may also provide viable entrances to retail and restaurant establishments. Rear entrances should be as inviting and appealing as the main entry.

After evaluating the curb appeal and storefront of each business the window displays must be considered. Shoppers learn everything about a store at the window. They act as a store's billboard that announces the brand and character of the product 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 their appearance encourages pedestrians to cross the street. When these windows are vacant they discourage pedestrians from crossing to the next corner. If there are vacant corner storefronts The City should encourage rotating displays from other stores, or inserting information on upcoming festivals and local artwork.

WINDOW'S HOW TO

Window displays must grab the attention of the pedestrian so they will be drawn in. The following points describe possible alternatives for window displays:

- Develop 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, storytelling etc, 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 help reinforce the window statement.
- Flexible Backdrops. They can be textured or fabric panels reflecting the products displayed, highlighting the season or the richness of the interior that is found 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 to your store. However, window lighting should not impose on upper story residents

- Change Window Displays. Displays should be rotated every four to six weeks.

Signage + Branding

When establishing business goals, owners must decide on their "brand" or define the store and how they hope to be perceived by customers. 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 your style and should always include your shop logo.

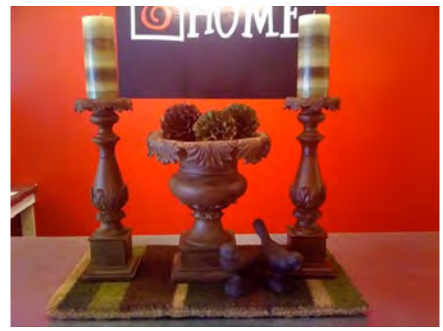
Interiors

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

- 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. This simple step will bring an empty store to life.
- Secondary Displays. These displays keep the customer moving, and successful displays encourages movement. This is accomplished by placing a variety of minor merchandise groups throughout the space. The height

and shape of these displays should vary and interrupt long runs of repeating products on walls.

- Floor Space. The area 18" from the floor is not "shop -able" and is best used for storage.
- Make the Back Wall Visible. Making the back wall visible and interesting all the way from the front of the store to draw customers back. 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 to there.
- Grouping Merchandise. Techniques for grouping the merchandise can help shoppers make their decisions faster and therefore buy more merchandise while they are in the store.
- By Color. Group all red items together, blue items together etc. This method is often used for seasonal displays.
- 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 often located by the register and are generally offered as add-ons. They are often inexpensive pick-up items.



Give customers the opportunity to learn about merchandise, provide customers information about special products and offer samples. All retailers should keep counters clean and clutter free. Showcases and display cases should be well-lit.

A downtown map and business directory should be located at each register. This will 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.

The combined attention a store's image receives from the street, its signage, storefront, window displays, entrances and interior, and to customer service all work harmoniously to create a positive experience. This experience will remain with the visitor long after they leave the store and entice them to return as loyal customers.

IMPLEMENTATION

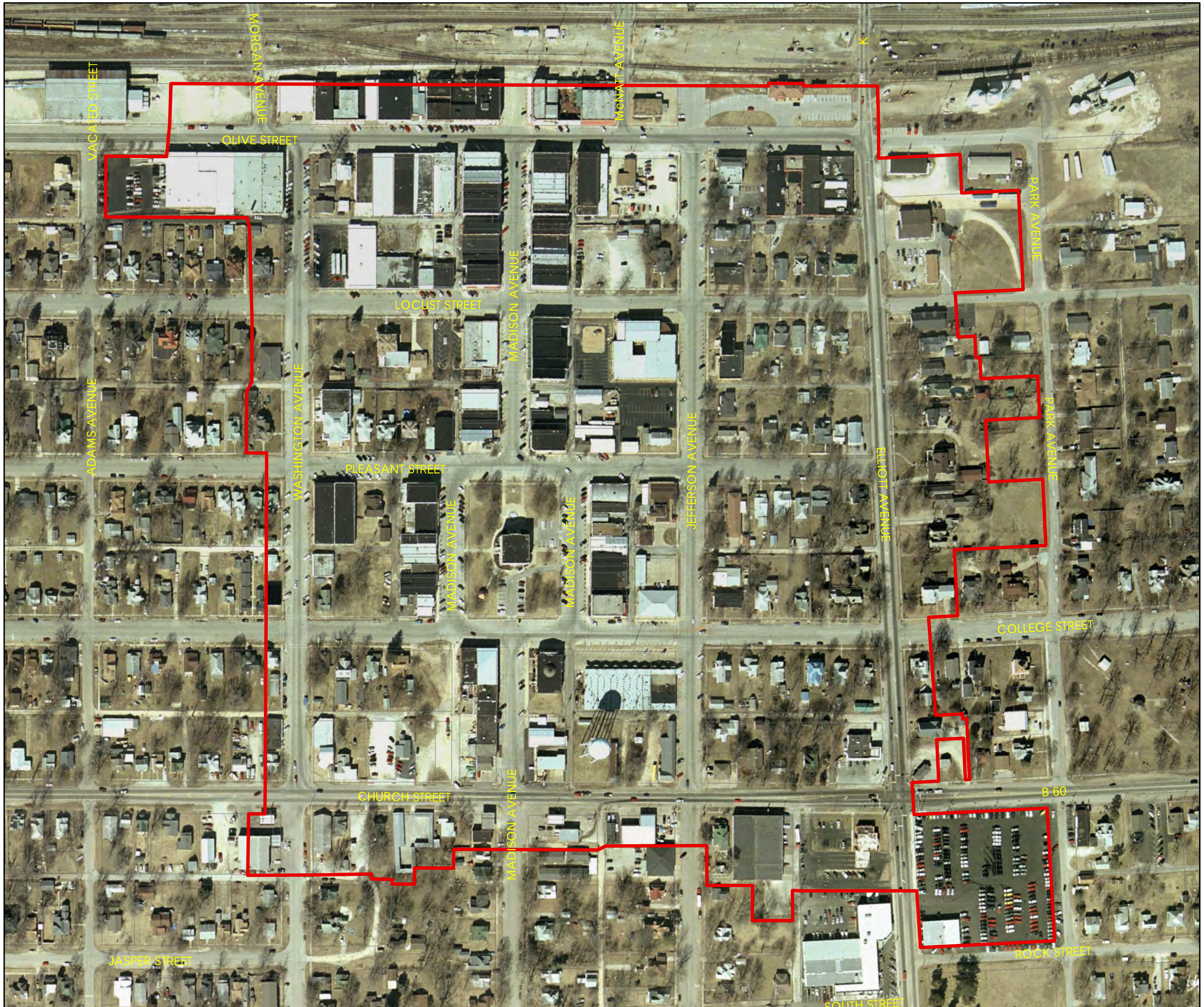
This Retail Market Analysis Report has identified a wide range of goals and strategies, based upon an analysis of demographic and economic trends driving Aurora's retail market. The implementation of these goals and strategies is further detailed in the forthcoming Strategic Plan for Downtown. This plan provides a cohesive structure not only for improving the retail environment Downtown, but also for the other areas of improvement as identified throughout the DREAM Initiative process. Some of those include the following:

- Focus on filling unmet retail demand by recruiting businesses in the sectors identified within this report. This may be achieved through establishing a business recruitment committee tasked with recruitment and retention of businesses to Downtown.
- Build on Downtown strengths, namely its status as a dining destination and its abundance of multi-story historic buildings.
- Establish a small-business loan program.
- Collectively and effectively market Downtown retail businesses.
- Increase pedestrian activity throughout Downtown though improved infrastructure and complementing retail.
- Move non-retail office uses to upper floors to make room for street-level retail and restaurants.

APPENDIX

Appendix A-1
Downtown Aurora

Retail Market Analysis
City of Aurora, Missouri



Legend

Downtown

0 125 250 500
Feet

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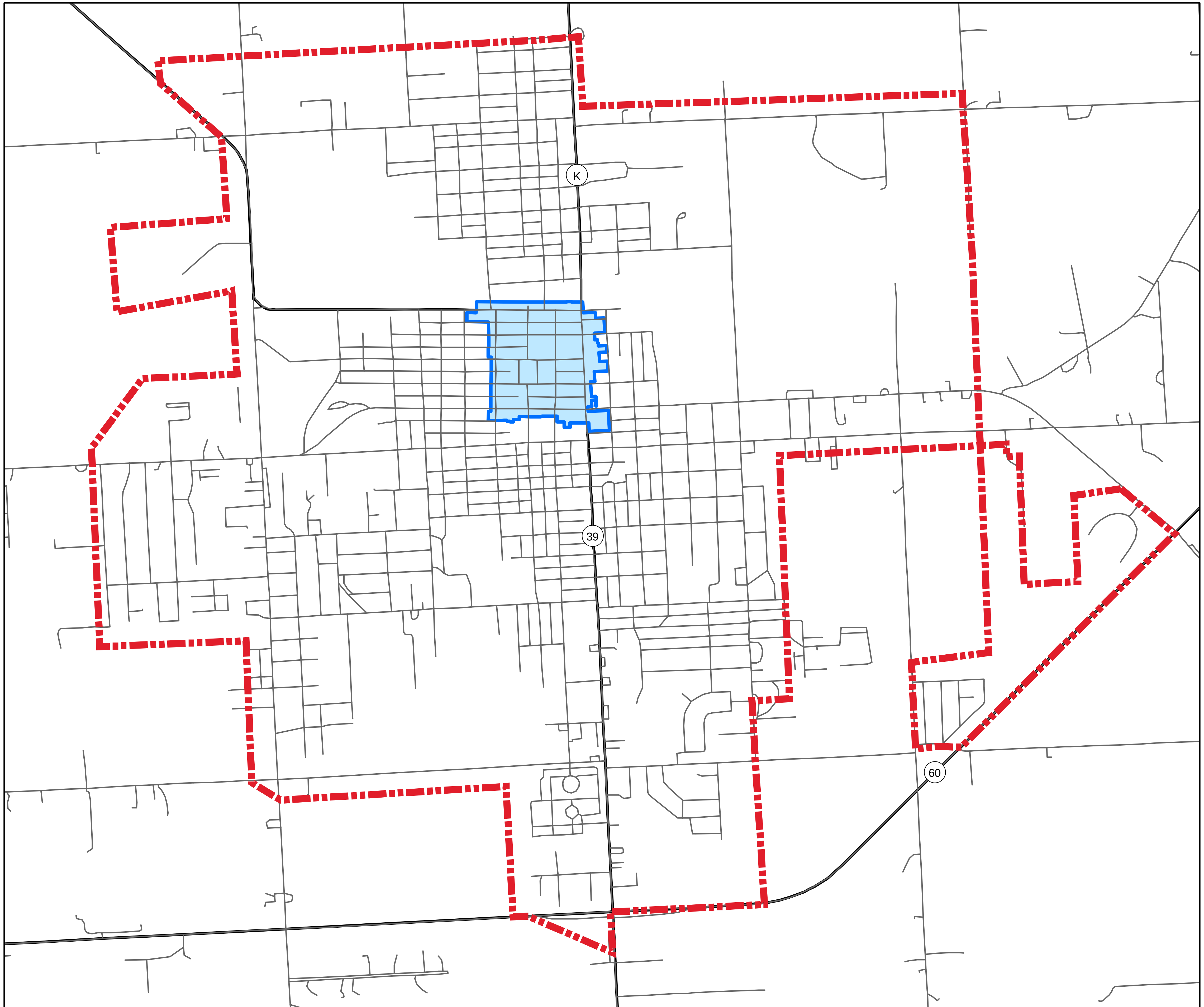

Appendix A-2
Primary Trade Area

Retail Market Analysis
City of Aurora, Missouri

Legend

Primary Trade Area
Downtown

0 800 1,600 3,200
Feet

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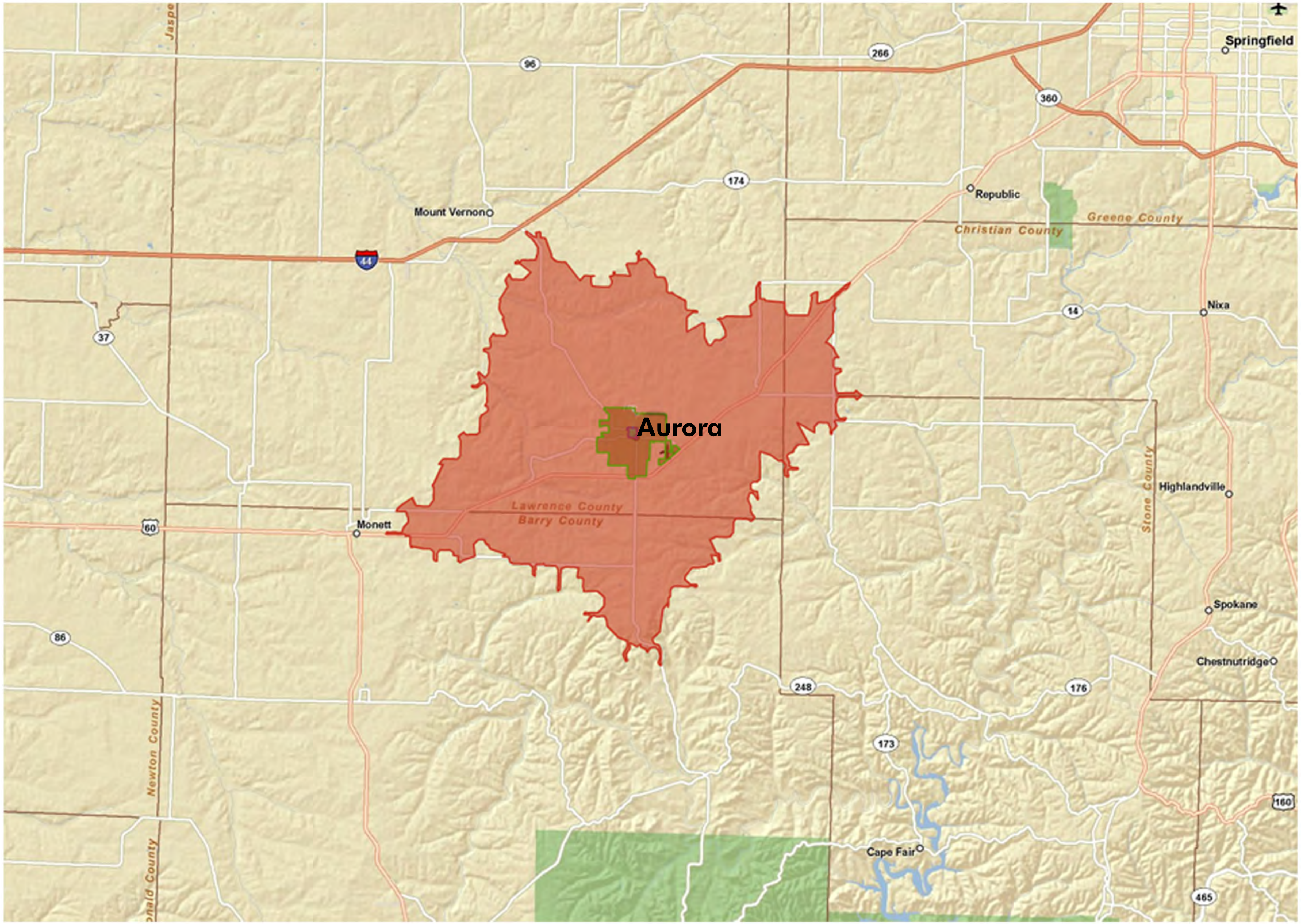
Appendix A-3
Secondary Trade Area

Retail Market Analysis
City of Aurora, Missouri



Legend

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

0 125 250 500
Feet

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Appendix B

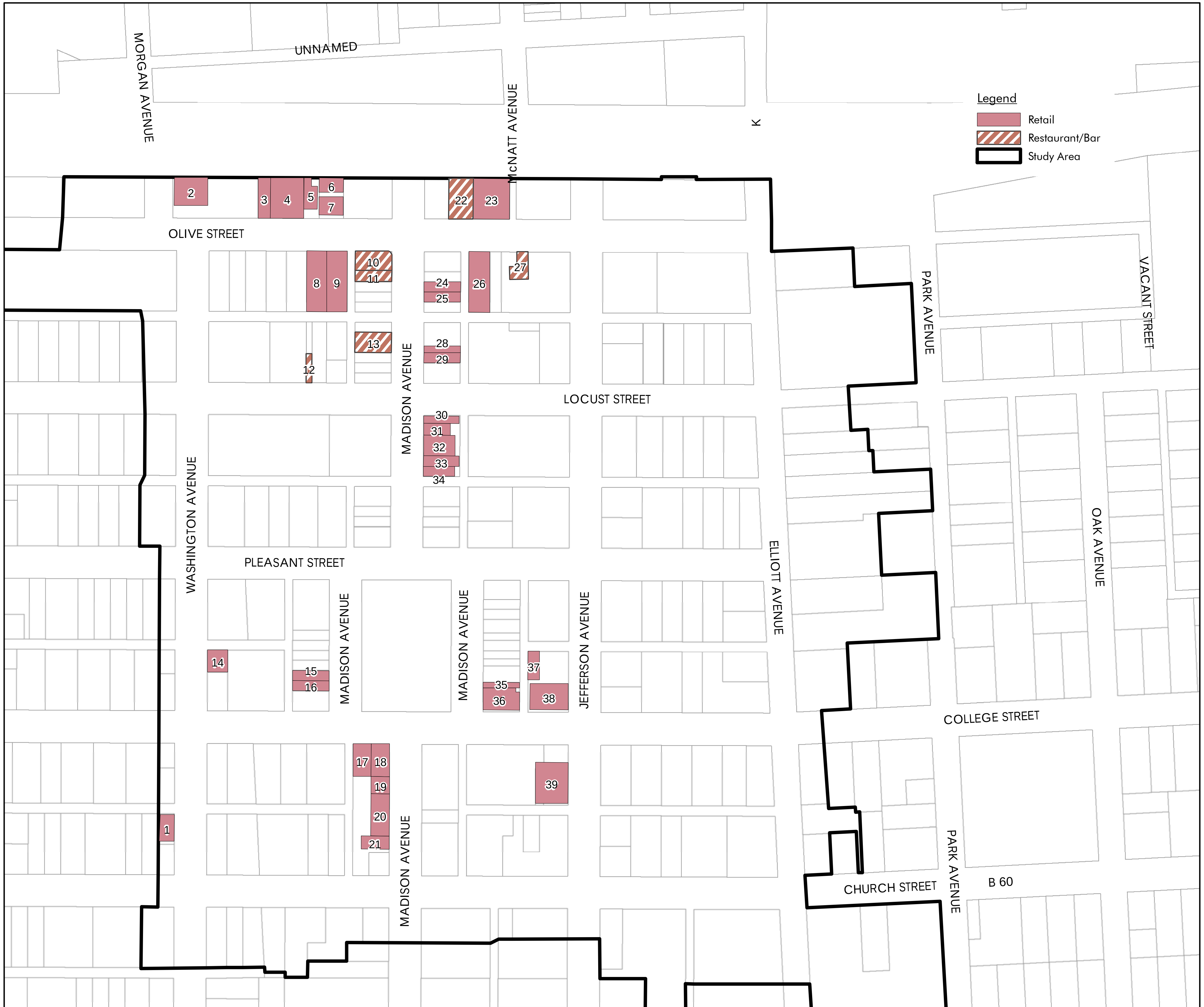
Downtown Aurora DREAM Study Area
Retail Demand & Sales

Industry Group	Secondary Trade Area Demand	STA Businesses	STA Total Retail Sales	STA Gap	Potential Square Footage	STA Per Capita Demand	City Retail Demand	City Businesses	City Total Retail Sales	Downtown Total Retail Sales	Downtown Businesses	Downtown Trade Area Capture	Downtown Pull-factor
Total Retail Trade and Food & Drink (NAICS 44-45, 722) [1]	$64,436,876	99	$47,526,174	$ 16,910,702	430,472	3,740	$25,999,096	71	$27,283,209	$4,887,880	15	1,307	5.49
Total Retail Trade (NAICS 44-45)	$50,832,835	67	$41,570,937	$ 9,261,898	219,448	2,951	$20,415,516	53	$23,268,603	$4,119,498	12	1,396	5.87
Total Food & Drink (NAICS 722)	$13,604,041	32	$5,955,237	$ 7,648,804	211,024	790	$5,583,580	18	$4,014,606	$768,382	3	973	4.09
Furniture & Home Furnishings Stores (NAICS 442)	$1,790,074	5	$705,331	$ 1,084,743	25,702	104	$721,530	3	$372,210	$83,711	1	806	3.38
Furniture Stores (NAICS 4421)	$1,320,432	4	$501,757	$ 818,675	19,397	77	$538,622	3	$372,210	$83,711	1	1,092	4.59
Home Furnishings Stores (NAICS 4422)	$469,642	1	$203,574	$ 266,068	6,304	27	$182,908	0	$0	$0	0	0	0.00
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$2,225,493	3	$545,343	$ 1,680,150	39,809	129	$914,821	3	$537,906	$131,569	1	1,018	4.28
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$3,652,586	5	$1,361,143	$ 2,291,443	54,293	212	$1,429,178	4	$1,056,272	$144,872	1	683	2.87
Building Material and Supplies Dealers (NAICS 4441)	$3,341,668	5	$1,357,551	$ 1,984,117	47,011	194	$1,321,620	4	$1,056,272	$144,872	1	747	3.14
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$310,918	1	$3,592	$ 307,326	7,282	18	$107,558	0	$0	$0	0	0	0.00
Food & Beverage Stores (NAICS 445)	$17,846,903	14	$12,740,004	$ 5,106,899	121,001	1,036	$7,376,624	10	$9,538,760	$831,866	1	803	3.37
Grocery Stores (NAICS 4451)	$17,570,348	12	$12,504,589	$ 5,065,759	120,026	1,020	$7,286,604	10	$9,538,760	$831,866	1	816	3.43
Specialty Food Stores (NAICS 4452)	$80,161	1	$86,212	$ (6,051)	(143)	5	$27,615	0	$0	$0	0	0	0.00
Beer, Wine, and Liquor Stores (NAICS 4453)	$196,394	1	$149,203	$ 47,191	1,118	11	$62,405	0	$0	$0	0	0	0.00
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$3,960,530	5	$2,773,425	$ 1,187,105	28,127	230	$1,590,490	4	$2,186,111	$828,106	1	3,602	15.13
Clothing and Clothing Accessories Stores (NAICS 448)	$2,045,383	9	$2,539,546	$ (494,163)	(11,709)	119	$872,808	8	$2,187,458	$611,695	1	5,152	21.65
Clothing Stores (NAICS 4481)	$1,357,394	4	$545,390	$ 812,004	19,239	79	$577,990	3	$313,786	$142,277	1	1,806	7.59
Shoe Stores (NAICS 4482)	$62,255	0	$0	$ 62,255	1,475	4	$18,418	0	$0	$0	0	0	0.00
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$625,734	5	$1,994,156	$ (1,368,422)	(32,423)	36	$276,400	5	$1,873,672	$469,418	1	12,923	54.30
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$562,462	6	$479,959	$ 82,503	1,955	33	$221,536	4	$152,872	$9,739	1	298	1.25
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$550,496	6	$479,959	$ 70,537	1,671	32	$220,847	4	$152,872	$9,739	1	305	1.28
Book, Periodical, and Music Stores (NAICS 4512)	$11,966	0	$0	$ 11,966	284	1	$689	0	$0	$0	0	0	0.00
General Merchandise Stores (NAICS 452)	$17,206,819	5	$19,658,368	$ (2,451,549)	(58,086)	999	$6,684,172	3	$6,619,383	$2,150,846	2	2,153	9.05
Department Stores Excluding Leased Depts. (NAICS 4521)	$8,582,704	2	$8,724,416	$ (141,712)	(3,358)	498	$3,309,828	1	$194,455	$129,014	1	259	1.09
Other General Merchandise Stores (NAICS 4529)	$8,624,115	3	$10,933,952	$ (2,309,837)	(54,729)	501	$3,374,344	2	$6,424,928	$2,021,832	1	4,039	16.97
Miscellaneous Store Retailers (NAICS 453)	$1,542,585	15	$767,818	$ 774,767	18,357	90	$604,357	14	$617,631	$158,960	5	1,775	7.46
Florists (NAICS 4531)	$295,048	3	$265,504	$ 29,544	700	17	$118,117	2	$147,037	$27,508	1	1,606	6.75
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$716,044	3	$133,858	$ 582,186	13,794	42	$305,500	3	$129,770	$68,496	2	1,648	6.92
Used Merchandise Stores (NAICS 4533)	$163,226	5	$94,744	$ 68,482	1,623	9	$57,608	5	$92,892	$38,007	2	4,011	16.85
Other Miscellaneous Store Retailers (NAICS 4539)	$368,267	4	$273,712	$ 94,555	2,240	21	$123,132	4	$247,932	$24,949	1	1,167	4.90
Food Services & Drinking Places (NAICS 722)	$13,604,041	32	$5,955,237	$ 7,648,804	211,024	790	$5,583,580	18	$4,014,606	$768,382	3	973	4.09
Full-Service Restaurants (NAICS 7221)	$6,487,016	22	$3,194,573	$ 3,292,443	90,836	377	$2,648,598	14	$2,215,780	$768,382	3	2,041	8.57
Limited-Service Eating Places (NAICS 7222)	$6,697,367	7	$2,593,367	$ 4,104,000	113,226	389	$2,760,486	4	$1,798,826	$0	0	0	0.00
Special Food Services (NAICS 7223)	$97,678	0	$0	$ 97,678	2,695	6	$21,928	0	$0	$0	0	0	0.00
Drinking Places - Alcoholic Beverages (NAICS 7224)	$321,980	3	$167,297	$ 154,683	4,268	19	$152,568	0	$0	$0	0	0	0.00

[1] Totals in these categories do not include Auto Sales, Gas Sales, or Non Store Retailers

Appendix C-1
Retail Locations

Retail Market Analysis
City of Aurora, Missouri



ID	Retail Location
1	Stitches for Two
2	B&P Discount Supermarket
3	Aurora Guns & Pawn
4	Parkway Hardware / Central Sheet
5	Parkway Hardware / Central Sheet
6	Crystal Creations Floral & Gifts
7	Crystal Creations Floral & Gifts
8	Flea Market
9	Princess Movie Theatre
10	Bootleggers AFB
11	Hideouts Sports Bar
12	Cannon & Patty's
13	Ricardo's Restaurant
14	Boot World
15	Stitches 4 You
16	C & S Cycles
17	Aurora Discount Building Materials
18	Aurora Discount Building Materials
19	Aurora Discount Building Materials
20	Aurora Discount Building Materials
21	Aurora Discount Building Materials
22	Olive Grove Restaurant
23	Scott's Photo
24	Adrenalin Apparel
25	Horton's
26	Norma's In Line Fashion
27	Hang Wild
28	Memory Lane Antiques
29	Professional Pharmacy
30	Primitive Peddler
31	Sarah's Seconds
32	In Stitches
33	Aurora Thrift Store
34	Aurora Thrift Store
35	Pawnderosa Pawn
36	Pawnderosa Pawn
37	Christian Services Center
38	Christian Services Center
39	Modern Variety

0 125 250 500
Feet

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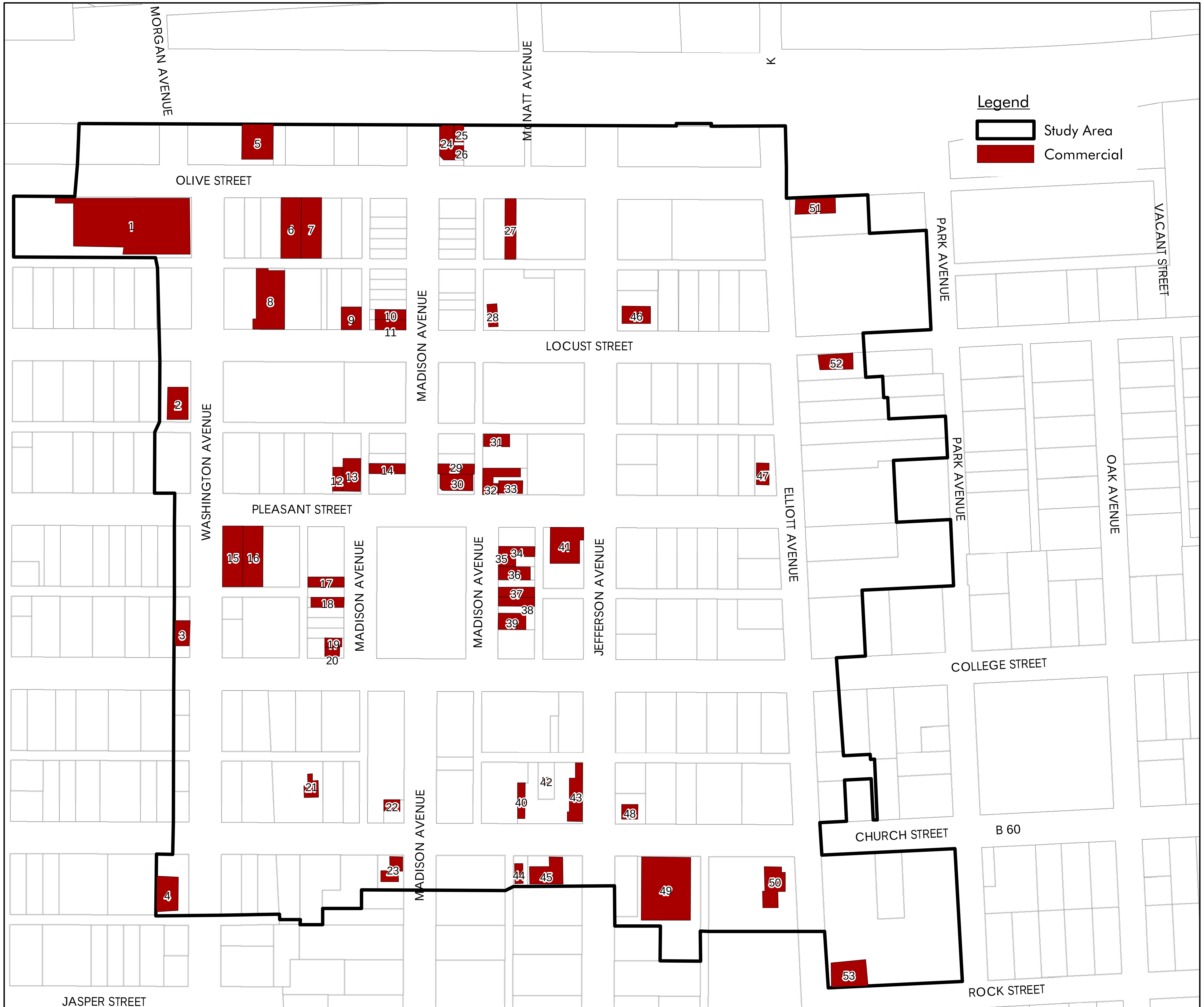
Appendix C-2
Commercial & Service Locations
Retail Market Analysis
City of Aurora, Missouri



ID	Commercial Location
1	MWM
2	Family Planning & Medical Counseling
3	Massage Therapy
4	Happy Dance Studio / Property Rental Office
5	Advertiser
6	Vending
7	Vending
8	Probation & Parole
9	Nail Salon
10	Chiropractic Center
11	Chiropractic Center
12	Signtech
13	Signtech
14	Jesse's Insurance Agency
15	Machine Shop Auto Repair
16	Machine Shop Auto Repair
17	Pregnancy Center
18	Pregnancy Center
19	J & M Tire
20	J & M Tire
21	Perfect Images
22	Top Hat Cleaners
23	Denny's Auto
24	Crystal Creations
25	A New U Salon
26	A New U Salon
27	McCormick's Rental
28	Barber Shop
29	Lee Ellis PH
30	Eagle Transport
31	Clayton Upolstry
32	Clayton Upolstry
33	Clayton Upolstry
34	Sudden Link
35	Great Commision Realty
36	Century-Tel
37	CPA
38	Lawrence Trophies
39	Family Vision Care
40	Grande Tire Co.
41	Empire District Electric
42	Grande Tire Co.
43	Venable Insurance
44	Myron's 66 Service
45	Grande Tire Co.
46	Falcon Broadcasting
47	Aurora Pet Salon
48	American Family Insurance
49	Coca-Cola Botteling
50	Bank of America
51	Aurora Heating & Cooling
52	Scott Reditt Law
53	Jimmy Motors

0 125 250 500
Feet

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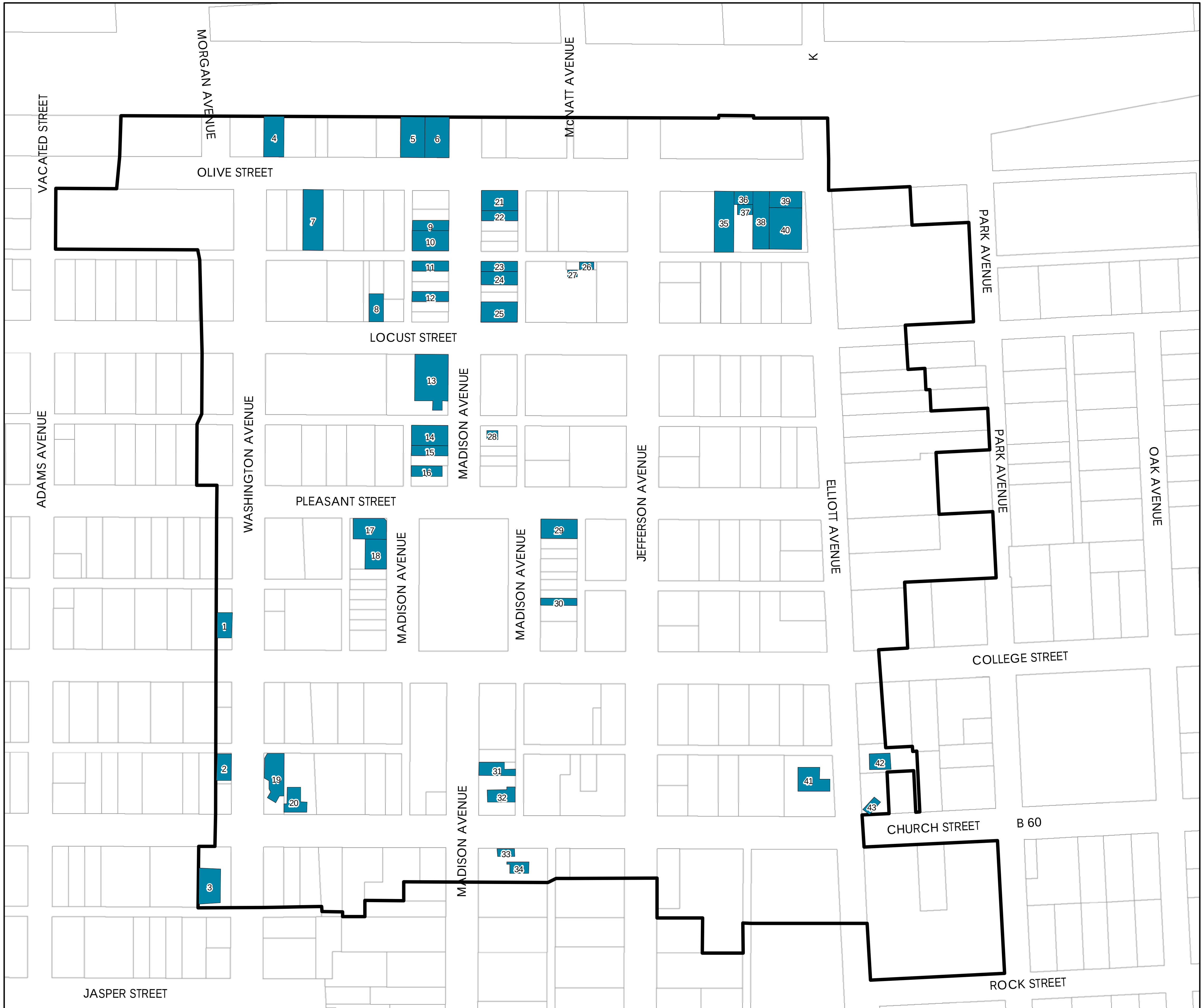
Appendix D-1
1st Floor Vacancy

Retail Market Analysis
City of Aurora, Missouri



Legend

Downtown
1st Floor Vacancy

ID	Address	Available Sq.Ft.
1	COLLEGE ST.	608
2	CHURCH ST.	1,485
3	CHURCH ST.	1,146
4	W. OLIVE ST.	3,978
5	W. OLIVE ST.	4,800
6	W. OLIVE ST.	4,798
7	W OLIVE ST	6,000
8	17 W. LOCUST ST.	1,974
9	MADISON AVE.	1,800
10	MADISON AVE.	3,600
11	119 MADISON AVE.	1,800
12	125 MADISON AVE.	1,800
13	201 MADISON AVE.	8,023
14	221 MADISON AVE.	3,600
15	223 MADISON AVE.	1,800
16	W. PLEASANT ST.	1,598
17	W. SIDE SQUARE	3,356
18	W. SIDE SQUARE	3,128
19	43 W. CHURCH ST.	3,838
20	35 W. CHURCH ST.	2,100
21	102 MADISON AVE.	3,600
22	106 MADISON AVE.	1,800
23	118 & 120 MADISON AVE	1,799
24	118 & 120 MADISON AVE	2,377
25	MADISON AVE.	3,600
26	E. LOCUST ST.	517
27	16 E. LOCUST	320
28	210 MADISON AVE.	500
29	MADISON AVE.	3,429
30	MADISON AVE.	1,260
31	CHURCH ST.	1,971
32	CHURCH ST.	1,780
33	MADISON AVE.	654
34	MADISON AVE.	1,106
35	OLIVE ST.	5,796
36	OLIVE ST.	1,233
37	OLIVE ST.	756
38	OLIVE ST.	4,651
39	OLIVE ST.	2,580
40	OLIVE ST.	6,571
41	CHURCH & ELLIOTT ST.	3,143
42	ELLIOT AVE.	1,671
43	ELLIOT AVE.	682

0 125 250 500
Feet

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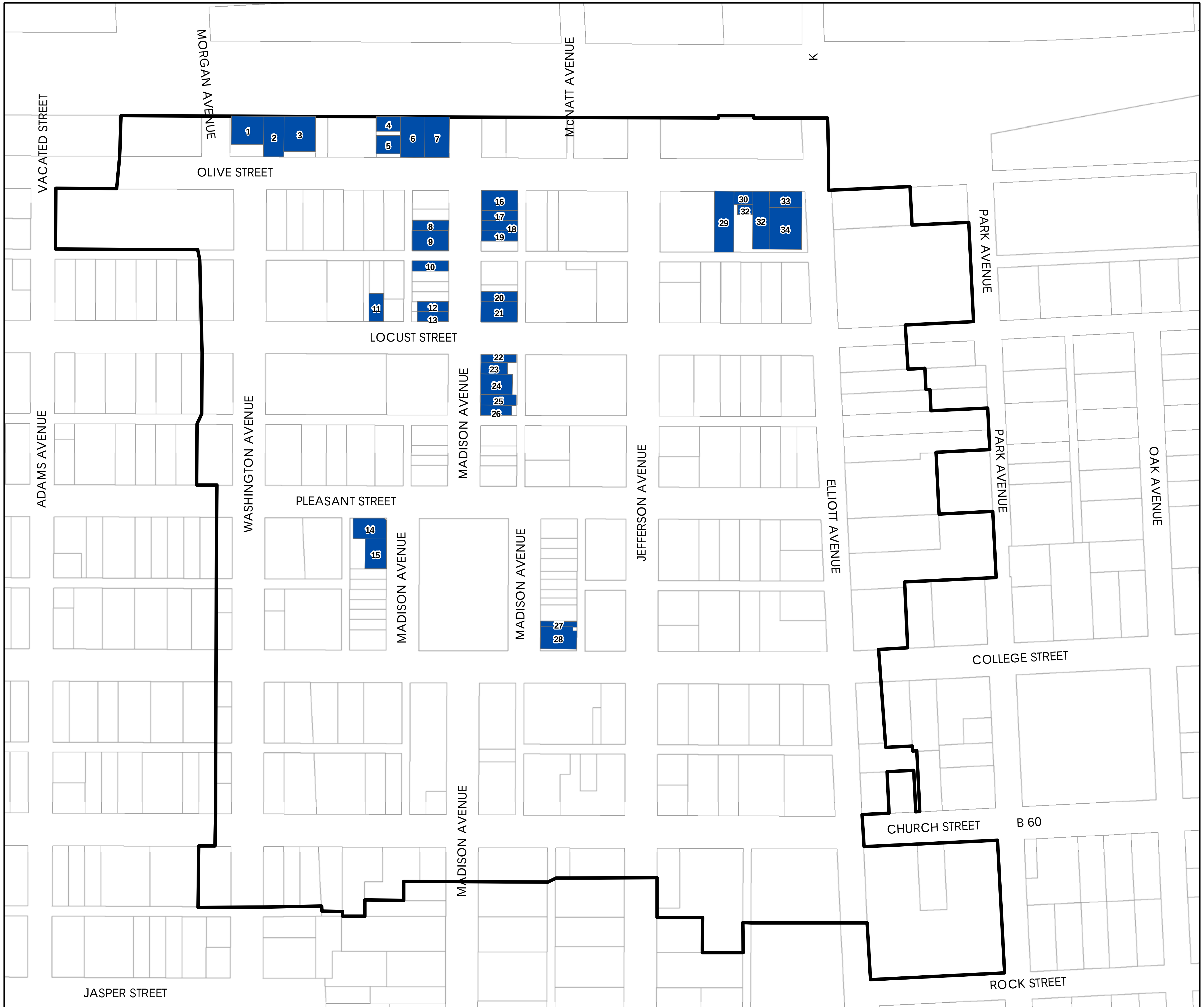
Appendix D-2
2nd Floor Vacancy

Retail Market Analysis
City of Aurora, Missouri



Legend

2nd Floor Vacancy

Downtown

ID	Address	Available Sq.Ft.
1	W. OLIVE	4,602
2	W. OLIVE	3,978
3	W. OLIVE	5,345
4	W. OLIVE	1,710
5	W. OLIVE	2,159
6	W. OLIVE ST.	4,800
7	W. OLIVE ST.	4,798
8	MADISON AVE.	1,800
9	MADISON AVE.	3,600
10	119 MADISON AVE.	1,800
11	17 W. LOCUST ST.	1,974
12	131 MADISON	3,081
13	131 MADISON	3,081
14	W. SIDE SQUARE	3,356
15	W. SIDE SQUARE	3,128
16	102 MADISON AVE.	3,600
17	106 MADISON AVE.	1,800
18	108 MADISON	1,800
19	108 MADISON	1,800
20	124 MADISON	1,800
21	MADISON	3,600
22	200 MADISON	1,311
23	200 MADISON	1,530
24	200 MADISON	3,167
25	200 MADISON	1,819
26	200 MADISON	1,495
27	MADISON AVE.	994
28	MADISON AVE.	3,827
29	OLIVE ST.	5,796
30	OLIVE ST.	1,233
32	OLIVE ST.	756
32	OLIVE ST.	4,651
33	OLIVE ST.	2,580
34	OLIVE ST.	6,571

0 125 250 500
Feet

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Appendix E
Parking Inventory
Number of Spaces

Retail Market Analysis
City of Aurora, Missouri

Legend

- Study Area
- 1-5
- 6-10
- 11-20
- 21-30
- 31-40
- 41-50

0 125 250 500
Feet

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March 2012

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