

Boonville, Missouri

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

RETAIL MARKET ANALYSIS



JUNE 2012



PGAV PLANNERS

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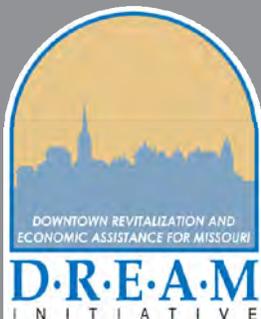
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EXECUTIVE SUMMARY

Downtown Boonville is a tourist and entertainment destination with the Katy Trail, Isle of Capri Casino, arts and theater events, and signature restaurants. Downtown is an historic riverboat community, located on picturesque bluffs overlooking the Missouri River. In addition to its quaint setting, Downtown is still the civic and cultural hub for Cooper County as the location of the county courthouse, city hall, and government offices. Downtown Boonville has a wonderful stock of historic buildings; however, many require rehabilitation and updates. These assets along with the opportunities identified in this report, illustrate the potential for an enhanced retail market and a more vibrant Downtown Boonville.

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. Boonville currently sees a significant amount of its retail dollars leaving the area and being spent in Columbia, Missouri, online, and locations further away such as St. Louis and Kansas City, Missouri. With the DREAM Initiative, Downtown Boonville has an opportunity to begin to reverse the negative trend and continue the revitalization process for Downtown.

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 a modified 25 minute drive time from Downtown Boonville. 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 Boonville.

A review of existing market conditions provides an idea of the possible new and existing business potential for Downtown. The DREAM Land Use, Building, and Infrastructure Survey revealed that Downtown Boonville consists of about 477,400 square feet of existing usable first-floor commercial space. This space includes:

- 27,000 square feet of restaurant space (1,000 square feet vacant)
- 88,000 square feet of retail space (24,000 square feet vacant)
- 153,000 square feet of office/service space (27,000 square feet vacant)
- 23,000 square feet of mixed-use space (5,000 square feet vacant)
- 800 square feet of Public/Institutional space for lease (vacant)

The 114,500 square feet of retail/restaurant space is generating about \$5.9 million in sales annually (sales do not include auto dealers, gasoline stations or non-store retailers). The retail component of this space is generating about \$76 per square foot for retail sales. Restaurant sales total \$42 per square foot. Using these averages, the 52,300 square feet of commercial vacancy represents between another \$2.3 and \$4.3 Million in potential additional annual sales to the Downtown Trade Area.

The primary opportunity for retail development in Downtown Boonville is to capitalize on existing visitors to its entertainment and tourism attractions. The City should target retail stores that will appeal to visitors of the nearby Isle of Capri casino, Katy Trail, and other Downtown attractions. There are some smaller vacant storefronts, which would be suitable for specialty/boutique retail stores. To accommodate larger retailers, there are some storefront that could be combined. Additionally, the City should consider encouraging service-oriented uses to locate in upper-floor spaces or along side streets, reserving prime, ground-floor spaces along Main Street for retail.

While some stores within a number of retail sectors draw customers from outside of the Primary Trade Area, there are many 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 Boonville area in Columbia, Missouri as well as online. Such unmet retail demand presents an opportunity for Downtown Boonville to capture more retail dollars.

The table on the following page, which is Table 16 on page 28 in the report, lists the retail areas for potential growth in Downtown Boonville. The retail goods and services are classified according to the North American Industry Classification System (NAICS) in industry groups. The highest demand (expressed in dollars as an amount of additional sales) for the STA lies in the following retail sectors:

- Building Material and Supplies Dealers: \$3 million
- Full-Service Eating Places: \$2.9 million
- Limited-Service Eating Places: \$2.6 million
- Electronics & Appliance Stores: \$1.9 million
- Furniture and Home Furnishings Stores: \$1.5 million
- Sporting Goods/Hobby/Musical Instrument Stores: \$1.2 million
- Clothing Stores: \$972,000
- Health & Personal Care Stores: \$871,000

Downtown Revitalization & Economic Assistance for Missouri
Retail Market Analysis Report for Boonville, Missouri

Industry Group	Opportunity ¹	Possible Retail Area (sq.ft.) Supported ²
Building Material and Supplies Dealers (NAICS 4441)	\$ 3,033,831	39,680
Full-Service Restaurants (NAICS 7221)	\$ 2,941,992	69,635
Limited-Service Eating Places (NAICS 7222)	\$ 2,627,899	62,201
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$ 1,851,028	24,210
Furniture & Home Furnishings Stores (NAICS 442)	\$ 1,458,949	19,082
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$ 1,154,828	15,104
Clothing Stores (NAICS 4481)	\$ 971,935	12,712
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$ 870,812	11,389
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$ 303,553	3,970
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$ 207,690	2,716
Florists (NAICS 4531)	\$ 199,358	2,607
Used Merchandise Stores (NAICS 4533)	\$ 194,808	2,548
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$ 168,820	3,996
Shoe Stores (NAICS 4482)	\$ 165,044	2,159
Other Miscellaneous Store Retailers (NAICS 4539)	\$ 161,200	2,108
Beer, Wine, and Liquor Stores (NAICS 4453)	\$ 111,459	1,458
Special Food Services (NAICS 7223)	\$ 17,687	419
TOTAL	\$ 16,440,893	275,994

¹ Indicates unmet consumer demand within the Secondary Trade Area.

² Based on \$76 in retail sales per square foot, \$42 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Boonville.

The categories of unmet demand listed in the table above, could generate over \$16 million dollars in additional sales for Boonville and represents an addition of about 276,000 square feet of retail space. While this number is not likely to be attained, it does illustrate the amount of demand potential that exists, a portion of which Downtown Boonville could capture. Key retail sectors that demonstrate high-growth potential for Downtown, include:

- Restaurant variety
- Building materials and supply stores
- Electronics & Appliance stores
- Furniture & home furnishings
- Sporting goods/hobby/musical instrument stores
- Clothing shops
- Health and personal care stores
- Other stores that sell miscellaneous products in a format such as a boutique or specialty shop

This Retail Market Analysis demonstrates that opportunities exist to improve the retail market in Downtown Boonville. Downtown Boonville has significant opportunities that it can build upon to establish a much stronger retail market, catering to both visitors and current residents. A significant amount of existing vacant, first-floor space is available for new stores that could meet unmet demand. The City of Boonville, through its codes, should develop an initial strategy to preserve prime first-floor Downtown spaces for retail and restaurant use. Maximizing these uses has the potential to meet the demonstrated unmet demand in a number of retail sectors and will create a vibrant Downtown shopping experience. The City should specifically target the types of businesses in retail sectors demonstrating unmet demand, the types noted in the DREAM Community and Consumer Survey tasks,, and businesses that will compliment existing Downtown attractions.

INTRODUCTION

Downtown Boonville is the center of the community, both geographically and civically. The bridge for Highway 5 and 87 over the Missouri River crosses in the center of Downtown at Main Street. 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 the Isle of Capri Casino and the Katy Trail which passes over the Missouri River bridge. The casino and the trail attract a significant amount of tourists to Downtown, many of them lodging at the restored boutique Hotel Frederick or bed and breakfasts and dining at local establishments. Despite this potential customer base for its businesses, Downtown has not fully realized its potential as a vibrant and successful retail district. 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. 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 As in most communities, Boonville's retailers began to locate out along Interstate 70 and further out on Highways 5 and 87, rather than Downtown. Major employers and institutions such as the Cooper County Memorial Hospital, Boonville High School, Walmart, Caterpillar, and Nordyne also located along these corridors, rather than in Boonville's core. Downtown Boonville holds the potential to be an important retail center within the community.

Downtown Boonville is fortunate to have maintained its historic architecture and façades, most of which date to the days when Boonville was primarily a river trade 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 Downtown Boonville 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 Boonville 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 Boonville. 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 current and supported through the year 2016. The analysis is meant to provide general strategic direction for developing retail in Downtown Boonville. This study is not intended to be the sole basis for development decisions.

TRADE AREA PROFILE

The term “trade area” refers to the geographic area from which a majority of customers for a given business originate. Different retail businesses categories can 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 an 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 Boonville, as designated by the DREAM Study Area. The PTA is the Boonville city limits. The STA includes any point within an modified 25-minute drive of Downtown. The 25-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 Boonville (DTA): The focus of the analysis is to determine the current level of retail activity captured by Downtown Boonville and the amount of additional retail activity that could be captured by Downtown. Downtown Boonville is defined as the DREAM Study Boundary, illustrated in Appendix A.
- ◆ Primary Trade Area (PTA): This study classifies the boundary of the City of Boonville as the PTA. Not only does Downtown Boonville 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 modified 25-minute drive-time “catch-basin” around Downtown. This area excludes areas immediately adjacent nearby Columbia as these consumers are not as likely to be regular shoppers for Downtown. Most sales in the DTA will come from the STA.

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 analysis, 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 Boonville, the PTA, STA, and the State of Missouri. The data was obtained using data from the 2010 US Decennial Census. Due to the relatively small geographical size of Downtown and the fact that the area is not a census tract, the 2010 amounts should not be relied upon as precise figures, but rather as estimates extrapolated from local census tracts and City of Boonville information. For purposes of comparison, the demographic tables in this report also utilize 2016 projections provided by a third-party supplier. These projections are derived from census data and general demographic trends for the State of Missouri.

Table 1 indicates the Boonville 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 Boonville	Primary Trade Area	Secondary Trade Area	State of Missouri
Population	136	8,319	19,277	5,988,927
Average Household Income	\$41,586	\$47,931	\$47,957	\$59,252
Housing Units	81	3,294	8,079	2,712,729
Owner Occupied	36	1,789	5,033	1,633,610
Renter Occupied	28	1,129	2,113	742,001
Vacant Units	17	376	933	337,118
Median Age	30.0	34.7	37.9	38
19 and Under	28	1,937	4,813	1,601,411
20-44	67	3,227	6,391	1,937,372
45 and Over	41	3,155	8,071	2,450,144

MARKET PROFILE/DEMOGRAPHIC TRENDS

DOWNTOWN BOONVILLE (DTA)

Downtown (defined as the area within Boonville’s DREAM boundary) is roughly 63 acres in size and consists of approximately 161 buildings on 20 city blocks (see Figure 1).

Currently, an estimated 136 people live Downtown in an estimated 64 occupied housing units for an average of 2.1 persons per occupied unit. The average household income is \$41,586. The median age is 30 with about 21% of the population being age 19 or younger, 49% between 20 and 44 years of age, and 30% age 45 years or more.

Figure 1: Downtown Boonville



The population in Downtown has dramatically decreased over the past decade as have the number of housing units. This is likely due to the closing of the Kemper Military School and College in 2002 and to the clearance of a portion of Downtown for the construction of the Isle of Capri Casino and associated parking.

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

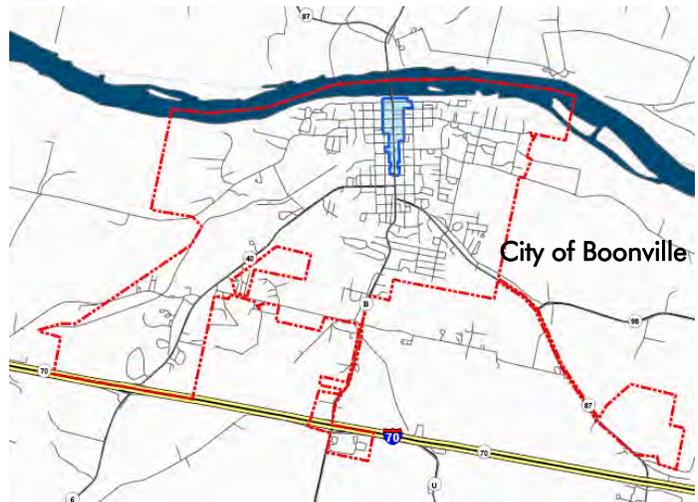
TABLE 2: DOWNTOWN BOONVILLE

	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	243	136	134	-44.0%	-1.5%
Average Household Income	34,133	41,586	43,746	21.8%	5.2%
Housing Units	154	81	58	-47.4%	-28.4%
Owner Occupied	59	36	28	-39.0%	-23.4%
Renter Occupied	49	28	21	-42.9%	-25.7%
Vacant Units	28	17	13	-39.3%	-23.6%
Median Age	27	30	31	10.3%	1.7%
19 and Under	58	28	27	-51.7%	-3.6%
20-44	118	67	66	-43.2%	-1.5%
45 and Over	71	41	41	-42.1%	0.0%

PRIMARY TRADE AREA (PTA)

Currently, 8,319 people live in the PTA (defined as the City limits of Boonville, as depicted in Figure 2) in 2,918 occupied housing units for an average of 2.9 persons per occupied unit. The average household income is \$47,931. The median age is 35. About 23% of the population are 19 or younger; 39% of the population are between 20 and 44 years of age; and 38% of the population are 45 years of age or more.

Figure 2: Primary Trade Area



The population of the PTA has grown slightly over the past decade and is anticipated to continue to grow slightly. Household incomes continue to grow rapidly. The strongest growth has been in the number of renter occupied housing units. This has occurred at the same time the area’s population has been aging.

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

TABLE 3: PRIMARY TRADE AREA

	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	8,202	8,319	8,388	1.4%	0.8%
Average Household Income	39,037	47,931	51,010	22.8%	6.4%
Housing Units	3,041	3,294	3,458	8.3%	5.0%
Owner Occupied	1,711	1,789	1,838	4.6%	2.7%
Renter Occupied	956	1,129	1,252	18.1%	10.9%
Vacant Units	374	376	377	0.5%	0.3%
Median Age	30	35	36	15.7%	3.7%
19 and Under	2,018	1,937	1,879	-4.0%	-3.0%
20-44	3,419	3,227	3,142	-5.6%	-2.6%
45 and Over	2,639	3,155	3,366	19.6%	6.7%

SECONDARY TRADE AREA (STA)

Currently, an estimated 19,227 people live in the STA (refer to Figure 3) in 7,146 occupied housing units for an average of about 2.7 persons per occupied unit. Average household income is \$47,957. The median age is 38 with approximately 25% of the population age 19 or younger, 33% between 20 and 44 years of age, and 42% age 45 years or more.

Figure 3: Secondary Trade Area



From 2000 to 2010 there was a modest growth in population and housing units. During this same period, there was a disproportionate increase in the number of rental and vacant units. The household income has also seen steady growth along with the average age of the STA’s population.

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

TABLE 4: SECONDARY TRADE AREA

	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	18,448	19,277	19,680	4.5%	2.1%
Average Household Income	\$40,462	\$47,957	\$52,270	18.5%	9.0%
Housing Units	7,327	8,079	8,577	10.3%	6.2%
Owner Occupied	4,682	5,033	5,259	7.5%	4.5%
Renter Occupied	1,843	2,113	2,299	14.7%	8.8%
Vacant Units	812	933	1,016	14.9%	8.9%
Median Age	35	38	39	9.2%	2.4%
19 and Under	4,899	4,813	4,768	-1.8%	-0.9%
20-44	6,948	6,391	6,366	-8.0%	-0.4%
45 and Over	6,600	8,071	8,547	22.3%	5.9%

STATE OF MISSOURI

As of 2010, nearly six million people live in the State of Missouri in approximately 2.7 million housing units. The average household income is \$59,252. The median age is 38. About 27% of the population are age 19 or younger; 32% are between the ages of 20 and 44; and 41% are age 45 years or more. Table 5 illustrates demographic information and future trends for the State of Missouri.

TABLE 5: STATE OF MISSOURI

	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	5,595,211	5,988,927	6,158,099	7.0%	2.8%
Average Household Income	\$49,956	\$59,252	\$66,429	18.6%	12.1%
Housing Units	2,442,017	2,712,729	2,893,162	11.1%	6.7%
Owner Occupied	1,542,149	1,633,610	1,691,741	5.9%	3.6%
Renter Occupied	652,445	742,001	803,110	13.7%	8.2%
Vacant Units	247,423	337,118	410,445	36.3%	21.8%
Median Age	36	38	38	4.7%	1.6%
19 and Under	1,594,172	1,601,411	1,601,424	0.5%	0.0%
20-44	1,995,800	1,937,372	1,952,597	-2.9%	0.8%
45 and Over	2,005,239	2,450,144	2,604,078	22.2%	6.3%

DEMOGRAPHIC COMPARISON

Tables 6, 7, and 8 on the following page illustrate the rates of change of base demographic information for the trade areas and the State of Missouri. The population comparison shows that Downtown has experienced a rapid drop in population over the past decade, while the PTA and STA have experienced a population increase. As previously noted, this population decrease may be attributed to the closing of the Kemper Military School and College and the construction of the Isle of Capri Casino and associated parking. The average household income continued to grow for all Trade Areas at a rate slightly higher than that of the State of Missouri, and is projected to continue to increase significantly over the next few years. The median age of the population is expected to steadily increase for all Trade Areas at a rate that exceeds that of the State of Missouri. The growth in incomes indicates that all areas are improving their viability; however, the decrease in housing units in Downtown Boonville and an aging populations are potential long-term threats to the local retail economy.

TABLE 6: DEMOGRAPHIC COMPARISON

	Population % Change		Average HHI % Change		Median Age Change (in years)	
	00-'10	10-'16	00-'10	10-'16	00-'10	10-'16
Downtown	-44.0%	-1.5%	21.8%	5.2%	2.8	0.5
PTA	1.4%	0.8%	22.8%	6.4%	4.7	1.3
STA	4.5%	2.1%	18.5%	9.0%	3.2	0.9
State	7.0%	2.8%	18.6%	12.1%	1.7	0.6

TABLE 7: TRADE AREA AGE COMPARISON

	19 & Under Change		20-44 Change		45 & Over Change	
	00-'10	10-'16	00-'10	10-'16	00-'10	10-'16
Downtown	-51.7%	-3.6%	-43.2%	-1.5%	-42.1%	0.0%
PTA	-4.0%	-3.0%	-5.6%	-2.6%	19.6%	6.7%
STA	-1.8%	-0.9%	-8.0%	-0.4%	22.3%	5.9%
State	0.5%	0.0%	-2.9%	0.8%	22.2%	6.3%

TABLE 8: TRADE AREA HOUSING UNITS COMPARISON

	Housing Units Change	Owner Occupied Change	Renter Occupied Change
	00-'10	00-'10	00-'10
Downtown	-47.4%	-39.0%	-42.9%
PTA	8.3%	4.6%	18.1%
STA	10.3%	7.5%	14.7%
State	11.1%	5.9%	13.7%

Table 7 gives a further comparison of age demographic trends. These trends depict a growing population over the age of 45, with a declining younger population. The aging trends are stronger for the Trade Areas compared with that of the State. These trends have a direct impact on what products retailers should offer in Boonville over the next few years.

Table 8 depicts, with the previously noted exception of Downtown, the Trade Areas have seen an increase in housing units over the past decade. More occupied housing units have been renter occupied rather than owner occupied. This trend is likely a product of the continued depressed housing market and is anticipated to continue as the economy slowly recovers and as the Trade Areas have a need for more senior housing.

HOUSING MARKET ANALYSIS SUMMARY

For Downtown to have a healthy retail district, it is important that there be residents living within walking distance of Downtown of these businesses. Not only do these residents provide a regular customer base for retailers, but they also give Downtown a 24-hour population. This continuous presence provides life on the sidewalks as well as keeps a watchful eye on Downtown when businesses are closed. As was noted previously, Downtown has seen a dramatic decrease in population over the past decade as Kemper Military School and College closed and the number of housing units have fallen. While the Isle of Capri Casino, Katy Trail, and other attractions have increased the number of outside visitors to Downtown, the number of residents living nearby has decreased. As noted, this consumer base is critical to the success of any Downtown retail market.

The Missouri Housing Development Commission (MHDC) conducted a Residential Demand Analysis in January 2010 that projected residential demand for Boonville, with a focus on Downtown. The Residential Demand Analysis concluded the market could absorb 35 additional market rate rental units, as well as, 24 affordable senior housing units for a total of 59 rental units. The report also noted that there was some demand for new housing construction, especially once the housing market begins to improve. The analysis noted that Boonville is projected to see a gradual population growth over the next few years. This trend, along with the continued improvements to the Downtown area may provide an opportunity to see some conversion of upper floor spaces to residential units once the housing market improves.

Downtown Boonville has a diverse housing market, where the existing stock of residential units within Downtown contains a mix of single-family homes, duplex units, small multi-family developments and a mid-sized rental development. Downtown Boonville has some vacant buildings that have the potential to be redeveloped for residential purposes, especially on the upper floors. The Residential Demand Analysis notes, "Unlike many small communities in Missouri, Boonville seems to have a growing market for Downtown upper floor residential units. Several occupied upper floor units and the [housing] analyst was informed that there are plans by investors and building owners to acquire and rehab more space for owner or tenant occupancy."

The market rate for existing rental units are generally between \$400 to \$450 for a one-bedroom unit, \$450 to \$585 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.

There is good occupancy for both market rate and affordable rental units in the Boonville area. The price range of for-sale homes in the Downtown area is \$30,000 and \$300,000.

The benefits of increasing residential units Downtown are many. The including the following: utilizing vacant upper-floor space and underutilized land and buildings, increasing consumer traffic and density, increasing the local tax base, and creating ideal conditions for extended business hours and additional businesses. The Downtown housing market appears to have a good demand as evidenced by high occupancy rates and investment activity.

The City should pursue a policy of encouraging mixed use buildings that would allow not only residential growth, but commercial and retail growth as well. These two land uses create a synergistic effect for central business districts, main streets, and Downtowns, resulting in a more vibrant living space and active shopping experience. As the housing market moves towards a recovery, the City should utilize its resources to promote the planning for conversion of some upper floors of existing commercial buildings into residential uses where appropriate.

There are currently a significant number of buildings with vacant space on the second or third floors. While some of this space could be encouraged for office and service, some should be used for residential conversions. Converting this vacant space to residential units could work toward meeting the 59 unit demand for rental apartments as estimated by the Residential Demand Analysis. Target markets for rental or for-sale units could include young adults, households without children, empty-nesters, and seniors.

In addition to new residential development, Downtown Boonville 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 Boonville serves:

Downtown Employees

- Downtown is home to over 1,876 employees at 144 businesses.
- This equates to a potentially large annual economic impact:
 - $1,876 \times \$15$ weekly would = nearly \$1,463,280 a year spent by Downtown employees.
- 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 when targeting this segment.

Downtown Residents

- There are an estimated 136 residents Downtown.
- Buying demands of this segment can be greatly served with retailer product differentiation and improved store hours.
- This segment looks to buy convenience items and basic necessities.
- As is the case with the Downtown employees, frequent customer reward programs and repeat business marketing efforts are likely to be effective in targeting this segment.

Boonville Residents

- This segment represents larger potential customer base than the Downtown resident segment, with a total population of 8,319 citywide (PTA) according to the 2010 Census.
- They visit Downtown for a variety of reasons including conducting business, shopping, and dining.
- Although shopping and dining may not be the primary reason for Boonville residents to go to Downtown, their presence increases foot traffic and creates a more active environment.
- Residents are critical for Downtown merchants as they are most likely to have higher rates of impulse spending and a need for purchasing daily necessities

due to high frequency of visits.

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

Tourists - Visitors

- Boonville attracts a substantial number of tourists. Annual visitor estimates for some attractions/events are as follows:
 - ⇒ Isle of Capri Casino (340,000)
 - ⇒ Warm Springs Ranch (10,000)
 - ⇒ Turner Hall Events (4,000)
 - ⇒ River Rats Art Festival (3,000)
 - ⇒ Big Muddy Folk Festival (1,500)
 - ⇒ Isle of Capri Hotel (40,000 nights)
 - ⇒ Hotel Frederick (6,000 nights)
- Visitors look for unique experiences and products.
- They desire a variety of entertainment and dining options.
- This segment often needs convenience items.
- Strategies for serving this market segment include improved way-finding to Downtown and effectively developing and marketing the “Downtown Boonville brand” as a unique experience worthy of a visit.
- Downtown and its retailers have an opportunity to increase their sales through build on existing successful attractions and events.

COMMUNITY SURVEYS

In order to gather information about perceptions and desires for Downtown Boonville, the DREAM Initiative conducted focus groups in the community as well as a telephone survey of residents and a visitor survey. 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 of the surveys 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 Boonville, as well as the perceptions of visitors. Findings from these survey methods are summarized below.

Focus groups were conducted to gather initial information about Downtown Boonville relative to four general groups: new residents, long time residents, Downtown business owners, and Downtown property owners. Some statements from participants regarding retail development include:

- Participants said they travel to Columbia, Missouri to purchase clothing shoes, books, and other specialty items because of greater variety. They also visit Columbia when they want more dining and entertainment options.
- Participants did indicate that they do much of their shopping in Boonville, especially groceries, hardware, necessities, and gifts.
- When discussing Downtown's unrealized potential, priorities noted included adding more retail and entertainment and focusing on the aesthetics of Downtown.
- Participants felt strongly that traffic to the Casino should be routed through Downtown, rather than around it.
- Activities for teenagers and young adults are "very limited" in Boonville.
- Business hours in Downtown are limited with most only being open until 5PM or 6PM on weekdays. Some shops also have limited weekend hours, failing to take advantage of the tourist.
- Signage directing visitors to, and informing visitors of, Downtown is severely lacking, according to feedback received.
- Participants felt that Downtown was also relatively disconnected from the Casino, Katy Trail, and Riverfront.
- The general feeling in the focus groups was that Downtown should focus on independently-owned specialty shops, restaurants, entertainment, and festivals rather than chains.

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:

- More than half of respondents (54%) answered that they visit Downtown "more than five times a month." Another 31% visit one to five times a month.
- Residents most often visit Downtown for the "government/post office" (74%), followed by "conducting business" (67%), "dining" (65%), and "shopping" (60%). "Special events" and "attending church" were listed by more than half of respondents as frequent reasons to visit Downtown.
- Of these reasons for visiting Downtown, an equal amount (18%) gave "conducting business", "government/post office", or "shopping" as the one reason they most often visited Downtown. These three represent over half of the respondents.
- A large majority (87%) feel that retaining the historic character of Downtown Boonville is "very" or "somewhat" important.
- Younger respondents (18-34) were more likely to view the occupied Downtown storefronts favorably than any other group.

- Respondents who have lived in Boonville between 11-20 years were least likely to view Downtown dining options favorably. Those with incomes greater than \$100,000 were also least likely to view these dining options favorably.
- A majority of those surveyed rated “dining options” favorably (65%), safety at night (62%), convenient business hours (61%), convenient parking (58%), and a diverse mix of businesses (53%).
- Occupied storefronts and the variety of entertainment options were rated poorly by those surveyed.
- More than three-fourths of respondents considered activities for younger children and families a high priority.
- Improving building façades was also ranked as a high priority by 64% of those surveyed.
- Those living in Boonville for less than two years were least likely to have visited Downtown for shopping.
- A majority of older residents did not consider the addition of fine dining restaurants Downtown to be a high priority.

These preferences and priorities can help determine what retail mix will be 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, and adjust to meet their needs and desires. This group desires improved dining option (“casual dining”) and clothing stores.

Using local volunteers, the DREAM Initiative also conducted a Visitor Survey of those shopping, eating, or lodging in Boonville. Visitors were asked which kinds of entertainment options or businesses they would like to see in Downtown. Visitors responded that they would like to see more family restaurants (28%), more retail shops in general (22%), antique shops (20%), and fine dining establishments (19%). With respect to the desire for a greater variety of restaurant choices and antiques shops, visitors felt the same as residents.

Some implications of the survey data include:

- A large number of respondents wanted to see more events Downtown, especially those targeted to families and youth.
- While additional dining was not a strong priority in the focus groups, increasing the number of dining options was the highest priority identified in the Community Survey and Visitor Survey.
- Most residents visit Downtown on a regular basis, but many primarily visit for business or for the government/post office. 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, specialty stores, and stores related to the arts.
- Among several potential Downtown improvements, a majority of respondents placed a high priority on improving building façades, adding parking, making the area cleaner, more pedestrian/bike-friendly, and moving utilities underground.
- There are a significant number of residents already coming to Downtown to go shopping. This market can be increased and supplemented through providing more retail options, longer store hours, and targeting visitors to the Katy Trail, casino, and other area attractions.

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

- Increased Dining Options – Restaurants for Fine and Casual Dining, Ice Cream Store/Soda Fountain, and Outdoor Dining
- Antique Stores
- Art Galleries and Shops
- Boutique and Specialty Stores
- Clothing Stores
- Attractions for Teenagers and Children
- Bookstore

Figure 4, below, identifies the highest priorities indicated by the Focus Groups, Community Telephone Survey, and Visitor Survey.

Figure 4: Downtown Businesses Preferences

DOWNTOWN BUSINESSES PREFERENCES					
	Focus Groups		Community Survey		Visitor Survey
Art Galleries & Shops	Most Groups	Casual/Family Dining	68%	Family Restaurants	28%
Antique Stores	Most Groups	Clothing Stores	59%	More Shops	22%
Boutique/Specialty	Some Groups	Fine Dining	55%	Antique Shops	20%
Bicyclist-oriented Businesses	Some Groups	Bookstore	51%	Fine Dining	19%
Clothing Store	Some Groups	Arcade/Youth Attraction	46%	Outdoor Dining	16%
Book Store	Some Groups	Outdoor Sporting Goods	44%	Coffee Shops	15%
Organic Grocery Store	One Group	Coffee Shop	39%	Community Theater	15%
Ice Cream Shop	One Group	Lodging	38%	Art Galleries	14%
Youth-oriented businesses	One Group	Ice Cream Shop	35%	Bookstore	12%
Restaurants	One Group	Art Galleries and Shops	34%	Museums	11%
Farmer's Market	One Group	Antique Shops	28%	Soda Fountain	10%
Entertainment Venues	One Group	Bars/Night Clubs	15%	Children's Attractions	10%

BUSINESS MARKET

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

TABLE 9: 2010 TOTAL EMPLOYMENT

	Downtown Boonville	Primary Trade Area	Secondary Trade Area
Employees	1,876	6,213	8,779
Businesses	144	463	910

Downtown remains an employment center, particularly in the areas of governmental and professional services. The largest single employer is the Isle of Capri Casino, but governmental services and education are also sizeable employers. The City is also home to a few manufacturers that create a significant amount of jobs. The largest employers in Boonville are listed in Table 10.

TABLE 10: BOONVILLE EMPLOYERS

Company Name	Industry	Employment
Isle of Capri Casino	Tourism / Hospitality	500
Boonville Correctional Center	Government	350
Boonville R-1	Education	220
Caterpillar	Manufacturing	200
Nordyne	Manufacturing	200
City of Boonville	Government	100
Cooper County Memorial Hospital	Government/Health Care	80
Choteau	Manufacturing	40

COMPARATIVE MARKET ANALYSIS

The employment mix by industry in the City of Boonville closely mirrors that of the STA and the surrounding region. However, Downtown’s employment mix is dominated by several large employers. More than half of all Downtown jobs are in the services sector (casino), while half of the remaining jobs are government-related (Boonville Correctional Facility). This situation results in the percentage of retail jobs in Downtown (9%) being much lower than in the PTA (17%) and the STA (17%). The PTA and STA have the greatest percentage of their jobs in the service sector (both 45%). However, this percentage rises to 56% for Downtown. About 23% of Downtown’s jobs are directly related to the casino.

Compared with areas of similar size in the State, the Boonville area has a low percentage of retail jobs. This is likely due to the proximity of the Columbia metro area and that much of Columbia's retail market is located on the far west edge of town, a relatively short drive from Downtown Boonville.

Boonville's Downtown is currently a core activity center for the City and generates a significant amount of activity from local and county government offices, tourism attractions, and events. Other assets such as the Katy Trail, casino, nearby parks, rich heritage, historic architecture and surrounding natural beauty have helped draw visitors to town. Downtown is situated in a picturesque setting overlooking the Missouri River and is just a few hours from St. Louis, Kansas City, and Columbia.

Downtown Boonville has many assets upon which to build. However, some retail, dining, and service-oriented businesses have begun to locate south of Downtown, primarily towards the interstate highway. Development has sprouted around the three interchanges along I-70 and along Main Street/Highway 5 between I-70 and Downtown. This situation draws activity out of the Downtown area and makes it critical that Downtown become a destination shopping area to attract visitors and serve local residents. Residents also regularly drive to larger retail markets nearby such as Columbia, Missouri.

TENANT MIX & LAND USE

Table 11, on the following page, depicts information collected during the DREAM Land Use, Building & Infrastructure Survey task; conducted in 2009 and subsequently updated with assistance from City staff. Table 11 identifies a total of 166 parcels on which 165 primary buildings are located that represent approximately 477,000 square feet of first-floor space. 36 of these buildings were identified as retail and restaurant uses representing about 114,000 square feet of space. About 25,000 square feet of the retail and restaurant space was vacant.

Table 11 also identifies 55 office and service buildings along with five mixed-use structures that represent about 176,000 square feet of space with 32,000 square feet of vacancy. Overall, about 58,000 square feet of space is vacant and suitable for easy conversion to retail. A relatively high percentage (20%) of commercial space was vacant with an even higher percentage (27%) of retail space vacancy. This situation may indicate that Downtown has difficulty attracting retailers to fill available spaces and may be due to a number of factors such as a lack of retail customers, inferior spaces, or poor business owner investment interest.

Table 11 also indicates the overall square footage of first-floor space in Downtown Boonville is composed of 11% residential, 2% industrial, 32% office/service, 26% public/institutional, 5% mixed-use, and 24% retail and restaurant. Retail and restaurant uses are critical to establishing a vibrant Downtown atmosphere. However, in Downtown Boonville, non-retail uses account for 71% of the available space. This imbalanced situation may require the City of Boonville to take aggressive measures such as adjusting zoning codes to preserve prime, first-floor spaces for retail/restaurant use or encouraging the conversion of office/service spaces into retail/restaurant uses.

TABLE 11: LAND USE TOTALS & SQUARE FOOTAGE

Land Use	Parcels	Buildings	Building Square Footage*	Vacant Square Footage	Percentage Vacant
Residential:					
Single-Family	21	23	32,014	1,012	3.2%
Multi-Family	10	10	22,046	2,022	9.2%
Sub-Total	31	33	54,060	3,034	5.6%
Commercial:					
Office / Service	51	55	152,575	27,050	17.7%
Retail	30	34	87,546	24,000	27.4%
Restaurant	10	12	26,928	1,250	4.6%
Sub-Total	91	101	267,049	52,300	19.6%
Mixed-Use	8	5	23,176	4,950	21.4%
Public / Institutional	18	24	125,450	800	0.6%
Industrial	2	2	7,679	0	0.0%
Recreation	2	NA	NA	NA	NA
Parking Lot	7	NA	NA	NA	NA
Vacant Lot	9	NA	NA	NA	NA
TOTAL	166	165	477,414	61,084	12.8%

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

* Building Square Footage is for 1st Floor.

MARKET RESEARCH FINDINGS

RETAIL ANALYSIS

A review of existing market conditions provides an idea of the possible new and existing business potential for Downtown Boonville. As noted, Downtown contains about 477,000 square feet of existing first-floor commercial space that includes:

- 27,000 square feet of restaurant space (1,000 square feet vacant)
- 88,000 square feet of retail space (24,000 square feet vacant)
- 153,000 square feet of office/service space (27,000 square feet vacant)
- 23,000 square feet of mixed-use space (5,000 square feet vacant)
- 800 square feet of Public/Institutional space for lease (vacant)

The retail/restaurant space is generating about \$5.9 million in annual sales (sales do not include auto dealers, gasoline stations or non-store retailers). The retail component of this space is generating about \$76 per square foot annually and the restaurant portion about \$42 per square foot. Using these averages, the 58,000 square feet of vacancy that can be used by retail represents an additional \$2.4 to \$4.3 Million in potential annual sales to the City.

Table 12, below, provides a breakdown of some of the retail establishments in Downtown Boonville, the PTA, and the STA. Table 13, on the following page, provides a specific listing of some of the major Downtown businesses.

TABLE 12: RETAIL ESTABLISHMENTS

	Downtown Boonville		Primary Trade Area		Secondary Trade Area	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail (Pedestrian-Generating Businesses) Trade Summary	19	79	65	615	111	836
TOTALS:	30	592	95	1,595	166	2,028
Furniture & Home Furnishings Stores	2	2	3	5	5	8
Electronics & Appliance Stores	2	6	6	19	8	21
Bldg. Materials & Garden Equipment & Supplies	1	3	4	23	9	43
Food & Beverage Stores	3	34	12	181	19	298
Health & Personal Care Stores	1	5	3	23	4	30
Clothing & Clothing Accessories Stores	1	6	2	8	5	11
Sporting Good, Hobby, Book & Music Stores	2	1	3	2	5	6
General Merchandise Stores	0	0	3	123	6	125
Miscellaneous Store Retailers	4	5	10	24	22	41
Arts, Entertainment & Recreation	3	442	10	693	18	702
Accommodation	2	4	9	52	16	60
Food Services & Drinking Places	9	84	30	442	49	683
Total Businesses (including non-retail)	144		463		910	
Total Employees (including non-retail)	1,876		6,213		8,779	
Total Residential Population	136		8,319		19,277	
Employee/Population	13.79		0.75		0.46	

The retail services listed in Tables 12 and 13 are organized according to the NAICS to allow for comparison of retail activity by sectors or categories. Recommendations can then be developed for specific retail uses and establishments to address any gaps in retail service. Due to differences in allocating businesses to various categories, these tables may not match completely. The tables indicate Downtown Boonville is a significant entertainment and restaurant destination containing a number of smaller retailers in other sectors.

TABLE 13: EXISTING RETAIL

NAICS Industry Group	Store Name
Building Material & Garden Equipment	Snapps Hardware
	Browning Hardware
Furniture & Home Furnishings Stores	Zuzak Art Gallery
	Ricmor Decorating Gallery
	Weyland's Furniture
Electronics & Appliance Stores	Steven's Appliance
	Your Computer Geek
	Imhoff's Appliance
	US Cellular
Food & Beverage Stores	Butternut Bread & Bakery Store
Health & Personal Care Stores	Medical Arts Pharmacy
	Celestial Body Aromatherapy
Clothing & Clothing Accessories Stores	Girlfriend's Vintage
	Family Shoes
Jewelry, Luggage, & Leather Goods Stores	Gordon Jewelers
Sporting Goods & Hobby Stores	River Eagle Hobbies
	Sports N More
Miscellaneous Store Retailers	A Baker Floral
	Cutie Pyes Marketplace
	Bamboo Motors
	Christy & Company Florist
Used Merchandise Stores	River Trading Company
	Your Money\$ Worth
	Never the Same
Food Services & Drinking Places	Riverside Diner
	Glenn's Café
	Taylor's Bakeshop
	Catch and Release Catfish and BBQ
	Long Branch Saloon
	Main Street Pub
	Bredeaux
	Carrie Lynn Ice Cream Parlor
	The Palace
	The Blind Ref
	Copper's Oak Winery
	Sereni Tea House
Maggie's Bar & Grill	

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

TABLE 14: CONSUMER EXPENDITURES

	Downtown Boonville	Primary Trade Area	Secondary Trade Area
Average Household Income	\$41,586	\$47,931	\$47,957
Average Annual Household Expenditures for Selected Retail Sectors			
Food	\$4,972	\$5,596	\$5,530
Food at Home	\$3,001	\$3,320	\$3,292
Food Away from Home	\$1,971	\$2,276	\$2,238
Apparel and Services	\$82	\$98	\$93
Household Merchandise	\$1,009	\$1,175	\$1,157
Electronics	\$232	\$275	\$269
Household Goods	\$776	\$900	\$887
Household Care	\$265	\$294	\$301
Transportation	\$2,705	\$2,961	\$2,966
Health & Personal Care	\$823	\$891	\$887
Health Care	\$571	\$603	\$603
Personal Care Products	\$252	\$288	\$284
Entertainment & Recreation	\$2,644	\$2,990	\$2,963
Total for selected sectors	\$12,499	\$14,004	\$13,898

The largest portion of expenditures are spent on food (at home and away from home), transportation, and entertainment and recreation. Residents in the trade areas spend approximately 40% of food expenditures on food away from the home. The STA has the largest average household income of the trade areas, with the PTA just slightly lower. The PTA and STA spend roughly the same amount of dollars on retail activities, while Downtown spends a lower amount in every category. This indicates that attracting the consumers in the PTA and STA to shop Downtown is likely the best opportunity to increase overall spending.

Table 15 depicts Boonville’s potential purchasing power by providing the number of households at regular income thresholds. There are few households with incomes above \$75,000 in Downtown. The PTA and STA have a much larger number of households with higher income levels, and consequently more disposable income. Determining the retail sectors that have unmet demand, and that will appeal to residents of the PTA and STA, will help Downtown capture and retain locally spent retail dollars. Targeting the residents of these households with marketing efforts will be an important component in expanding the Downtown retail base.

TABLE 15: HOUSEHOLD INCOME

Income Level	Downtown Boonville	Primary Trade Area	Secondary Trade Area
Less than \$ 15,000	11	425	1,171
\$ 15,000 - \$24,999	12	416	1,003
\$ 25,000 - \$34,999	8	374	929
\$ 35,000 - \$49,999	12	550	1,250
\$ 50,000 - \$74,999	13	683	1,574
\$ 75,000 - \$99,999	5	262	732
\$ 100,000 - \$149,999	2	154	407
\$ 150,000 - \$199,999	0	29	55
\$ 200,000 +	0	11	39
Total	63	2,904	7,160

POTENTIAL STORE SPACE SUPPORTED

The primary opportunity for retail development in Downtown Boonville is to capitalize on existing visitors to its entertainment and tourism attractions. The City should target retail stores that will appeal to visitors of the nearby Isle of Capri casino, Katy Trail, and other Downtown attractions. There are some smaller vacant storefronts, which would be suitable for specialty/boutique retail stores. To accommodate larger retailers, there are some storefront that could be combined. Additionally, the City should consider encouraging service-oriented uses to locate in upper-floor spaces or along side streets, reserving prime, ground-floor spaces along Main Street for retail.

While some stores within a number of retail sectors draw customers from outside of the Primary Trade Area, there are many 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 Boonville area in Columbia, Missouri as well as online. Such unmet retail demand presents an opportunity for Downtown Boonville to capture more retail dollars.

In Table 16 below, the unmet demand (the difference between retail demand and actual sales) is listed for the retail categories demonstrating the greatest opportunity. The Analysis considers the total unmet retail demand within the STA and the average retail sales per square foot (\$76) and the average restaurant sales per square foot (\$42). This information indicates that Downtown Boonville could support an estimated 276,000 additional square feet of retail/restaurant space. Existing retailers could capture this unmet demand by expanding floor area and adding new products, or new retailers could enter the marketplace.

As Table 16 also shows, meeting all of the unmet retail demand could generate over \$16 million dollars in additional sales for Boonville. However, it is unlikely that 276,000 square feet of additional retail space can be readily developed as the current vacancy numbers only demonstrate 58,000 square feet of vacancy. This situation does indicate that Downtown Boonville should consider strategies to create more retail/restaurant, first-floor spaces for future businesses.

TABLE 16: FUTURE RETAIL GROWTH

Industry Group	Opportunity¹	Possible Retail Area (sq.ft.) Supported²
Building Material and Supplies Dealers (NAICS 4441)	\$ 3,033,831	39,680
Full-Service Restaurants (NAICS 7221)	\$ 2,941,992	69,635
Limited-Service Eating Places (NAICS 7222)	\$ 2,627,899	62,201
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$ 1,851,028	24,210
Furniture & Home Furnishings Stores (NAICS 442)	\$ 1,458,949	19,082
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$ 1,154,828	15,104
Clothing Stores (NAICS 4481)	\$ 971,935	12,712
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$ 870,812	11,389
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$ 303,553	3,970
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$ 207,690	2,716
Florists (NAICS 4531)	\$ 199,358	2,607
Used Merchandise Stores (NAICS 4533)	\$ 194,808	2,548
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$ 168,820	3,996
Shoe Stores (NAICS 4482)	\$ 165,044	2,159
Other Miscellaneous Store Retailers (NAICS 4539)	\$ 161,200	2,108
Beer, Wine, and Liquor Stores (NAICS 4453)	\$ 111,459	1,458
Special Food Services (NAICS 7223)	\$ 17,687	419
TOTAL	\$ 16,440,893	275,994

¹ Indicates unmet consumer demand within the Secondary Trade Area.

² Based on \$76 in retail sales per square foot, \$42 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Boonville.

The key retail sectors from table 16 (page 28) that demonstrate high-growth potential for Downtown, include:

- In both the community phone survey and visitors survey, respondents identified restaurants as one of the most desired new businesses. Not surprisingly, the Retail Market Analysis identified approximately \$5.8 Million of unmet demand for food services & drinking places in the STA. Downtown Boonville already benefits from several restaurants and the casino. Building upon its existing reputation as a dining destination and vacancies suitable for restaurants, the City should develop strategies to attract unique restaurants, as well as assist in the expansion of existing dining establishments.
- Building materials and supply stores, while demonstrating just over \$3 million in unmet retail demand, are not generally viewed as tourism shopping retailer. Additionally, Downtown locations are typically not suitable for stores that carry these types of products. However, due to the sizable amount of sales that could be captured, Downtown should still consider smaller versions of these stores for locations along side streets or in larger, warehouse-type, buildings that are unappealing to retail users. Two existing Downtown stores (Snapps Hardware and Browning Hardware) could expand to meet this need.
- Clothing, furniture, sporting goods, health and personal care, and electronics & appliance stores are other sectors with large unmet retail demand. Each of these sectors has significant unmet demand, likely due to the relative proximity of Columbia, Missouri. Downtown Boonville has both existing stores that could expand their product lines to better meet some of this demand, and vacant spaces in which to attract new retailers to meet unmet demand. These retail categories have the potential to bring in significant sales to Downtown and attract a wide variety of customers.
- Other stores that sell miscellaneous products in a format such as a boutique or specialty shop, can help satisfy the unmet retail demand of residents and visitors. Developing a critical mass of these shops will increase the retail draw of Downtown and will work in a synergistic manner with existing attractions, dining, and lodging to increase Boonville's status a unique destination.

New retail additions to Downtown should balance the need for boutique and specialty stores with anchors (i.e. hardware store, sporting goods store, furniture store, electronics store, pharmacy, large restaurants, etc.). Finding the appropriate balance will create more of a shopping destination in Downtown Boonville.

AVAILABLE RETAIL SPACE INVENTORY

The vacant properties identified in Downtown Boonville are shown on Table 17 below and on the First Floor Vacancy Map in Appendix D. Several Downtown Boonville buildings have some vacancies, but the prime retail locations exhibit good occupancy. There are several vacancies that would be able to accommodate a medium-sized retailer, restaurant, or other retail or entertainment attraction. There are also some larger spaces that could be combined for a larger anchor interested in Downtown. The smaller vacancies, such as those less than 2,000 square feet, represent a better opportunity for boutique and specialty stores.

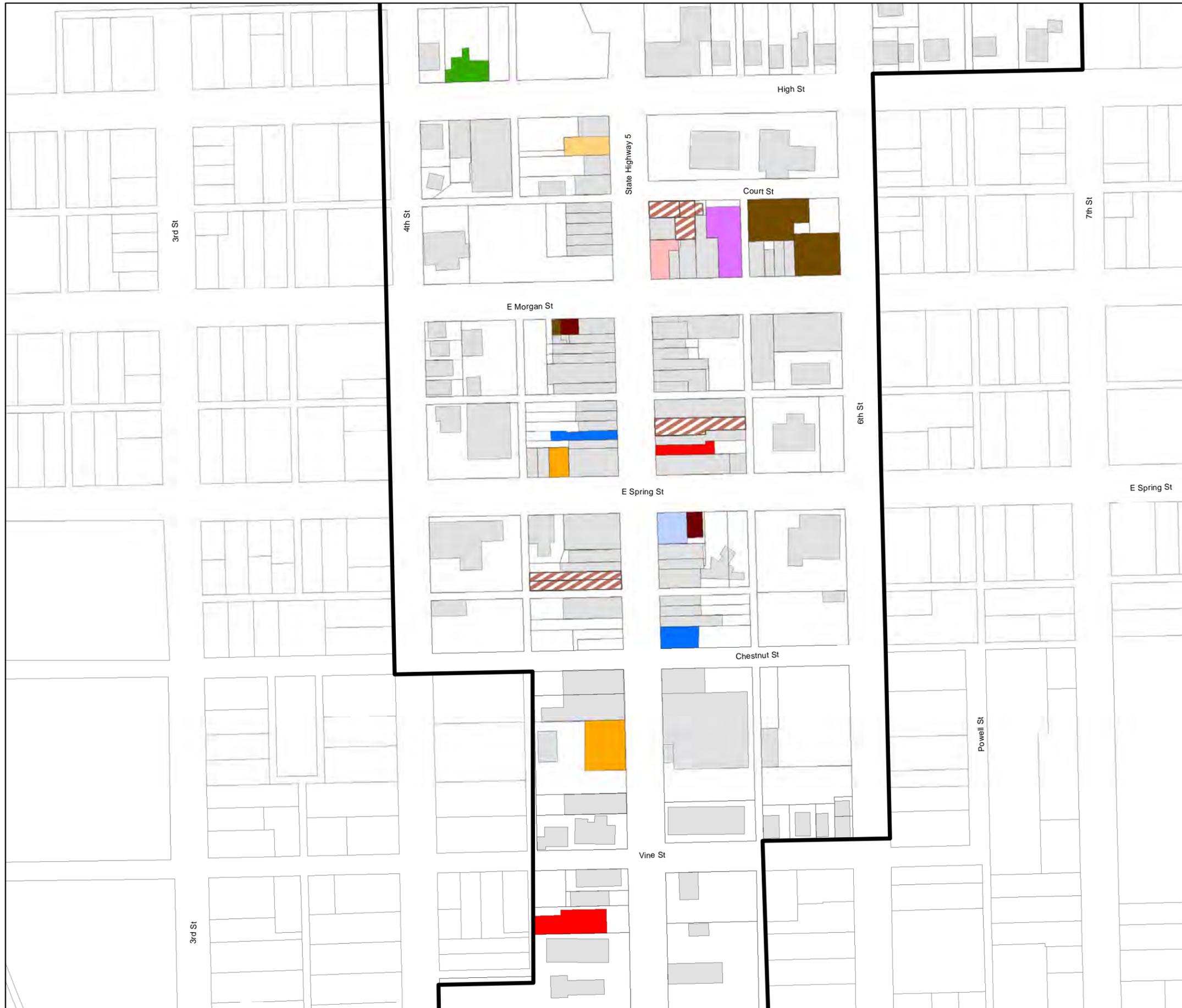
In matching the vacant storefronts with the types of businesses demonstrating unmet retail demand, this report considers the size, geographic location, condition, and proximity of the vacancy to similar businesses. Table 17 also lists the retail suggestions for each vacant space that might work for Downtown Boonville, while figure 5 on page 31 illustrates this information in graphic form.

TABLE 17: POTENTIAL NEW RETAIL

ID	Address	Available Sq.Ft.	Potential Retail
1	409 High Street	800	Office Supply Store
2	205 Main Street	2,700	Bakery
3	424 Morgan Street	400	Cabinet Shop
4	426 Morgan Street	900	Drinking Establishment
5	323 Main Street	1,900	Limited-Service Restaurant
6	419 Spring Street	900	Electronics & Appliance Store
7-8	413 Main Street	5,300	Full-Service Restaurant w/outdoor seating
9	511 Main Street	3,150	Electronics & Appliance Store
10	609 Main Street	5,200	Clothing Store
11	214 Main Street	1,600	Full-Service Restaurant w/outdoor seating
12	216 Main Street	1,100	Full-Service Restaurant w/outdoor seating
13	216 Main Street	1,400	Full-Service Restaurant w/outdoor seating
14	501 Morgan Street	2,600	Pharmacy
15	515 Morgan Street	6,200	Music Store
16	Court Street	7,250	Building Materials & Supplies
17	529 Morgan Street	6,000	Building Materials & Supplies
18	318 Main Street	4,400	Full-Service Restaurant
19	324 Main Street	1,900	Clothing Store
20	400 Main Street	1,800	Furniture
21	508 Spring Street	1,250	Drinking Establishment
22	420 Main Street	1,300	Limited-Service Restaurant
TOTAL		58,050	

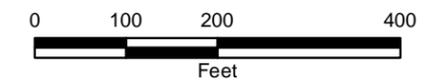
Figure 5 Retail Opportunities

Retail Market Analysis
City of Boonville, Missouri



Legend

-  Downtown
-  Bakery
-  Building Materials & Supplies
-  Clothing Store
-  Drinking Establishment
-  Electronics & Appliance Store
-  Full-Service Restaurant
-  Furniture
-  Limited-Service Restaurant
-  Music Store
-  Office Supply Store
-  Pharmacy



May 2012



Table 18 below, compares the retail categories demonstrating unmet demand with the suggested retail allocations. This proposed mix of business represents just one conceptual way that existing space in Downtown Boonville may be occupied. 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 the impact of moving non-retail use to upper floors.

TABLE 18: POTENTIAL RETAIL SPACE ALLOCATION

Industry Group	Opportunity ¹	Possible Retail Area (sq.ft.) Supported ¹	Suggested Allocated Vacant Space	Remaining Possible Retail Area
Building Material and Supplies Dealers (NAICS 4441)	\$3,033,831	39,680	13,650	26,030
Full-Service Restaurants (NAICS 7221)	\$2,941,992	69,635	13,800	55,835
Limited-Service Eating Places (NAICS 7222)	\$2,627,899	62,201	5,900	56,301
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$1,851,028	24,210	4,050	20,160
Furniture & Home Furnishings Stores (NAICS 442)	\$1,458,949	19,082	1,800	17,282
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$1,154,828	15,104	6,200	8,904
Clothing Stores (NAICS 4481)	\$971,935	12,712	7,100	5,612
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$870,812	11,389	2,600	8,789
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$303,553	3,970	800	3,170
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$207,690	2,716	0	2,716
Florists (NAICS 4531)	\$199,358	2,607	0	2,607
Used Merchandise Stores (NAICS 4533)	\$194,808	2,548	0	2,548
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$168,820	3,996	2,150	1,846
Shoe Stores (NAICS 4482)	\$165,044	2,159	0	2,159
Other Miscellaneous Store Retailers (NAICS 4539)	\$161,200	2,108	0	2,108
Beer, Wine, and Liquor Stores (NAICS 4453)	\$111,459	1,458	0	1,458
Special Food Services (NAICS 7223)	\$17,687	419	0	419
TOTAL	\$16,440,893	275,994	58,050	217,944

¹ From Table 16.

Downtown Boonville has an opportunity to capitalize on its entertainment and tourism attractions. Strategies to increase the number of retail/restaurant uses will add to the existing, vibrant activity. The City should concentrate on increasing the population of local residents and employees that will frequent Downtown restaurants and shops. As the existing vacant spaces are filled the City should pursue the development of new retail. The City may also consider relocating office and service uses to upper-floors and side streets to preserve prime first-floor space for retail.

DOWNTOWN BOONVILLE RETAIL GOALS

- **FORMALIZE DOWNTOWN ECONOMIC DEVELOPMENT EFFORTS**

Boonville currently has an informal coalition that promotes economic development Downtown. Downtown should pursue the formalization of these efforts through the establishment of an Economic Development Committee under the auspices of the Downtown Boonville Coalition as detailed in the Organizational Structure Review Report. This report, completed in April 2010 as part of the DREAM Initiative outlines the recommended duties of the committee. This committee would be tasked with addressing Downtown's retail market. The Economic Development Committee should seek to fill the gaps in the retail products being offered, strengthen existing retailers, and attract supporting businesses. The committee 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.

- **ENCOURAGE TARGETED RETAIL USES AND MIX**

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 16 and the Community Surveys. The focus of business attraction activities should be 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. It is important to track existing Downtown businesses to monitor available storefronts and track the overall store mix in Downtown. The City should continue to 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 Economic Committee should continue to update the retail and vacancy maps and retail sector lists.

- **INCREASE 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 Boonville.

- **SUPPORT EXISTING BUSINESSES THROUGH CONTINUING EDUCATION**

The Downtown Committee should also develop a merchant education program to address issues of promotions, customer service, business and building maintenance, retail opportunities, and trends. General business issues such as marketing, store hours, and store display and design should be covered as well as opportunities for more detailed assistance. Clusters of similar 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 of these types 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 (CID) or other source of funding, a cooperative advertising campaign should be pursued on behalf of Downtown retailers. These efforts should build upon the “Discover Our Treasures” branding that is already in use. 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 Boonville. Downtown Boonville 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. This effort should include a strong connection with Downtown's lodging options such as the bed and breakfasts, boutique Frederick Hotel and Casino. Building travel packages that link retail, restaurants, and lodging will increase the amount of dollars spent per trip to Downtown Boonville and make Downtown a more attractive travel destination. The directory should also include information on transportation options and recreational experiences, particularly associated with the Katy Trail.

- USE DOWNTOWN EVENTS TO INCREASE DOWNTOWN CUSTOMER BASE

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.

- IMPROVE THE CONNECTION BETWEEN THE KATY TRAIL, CASINO, AND MAIN STREET

As noted in several visitor surveys throughout the past few years, Boonville receives a strong tourism element from its location on the Katy Trail and from the Isle of Capri Casino. Unfortunately, both the physical and institutional connection between these attractions and Main Street retailers is weak. It is important that visitors to these attractions feel connected and invited to discover Main Street. There are several opportunities for pursuing a better connection including using existing Transportation Development District funds to create improved wayfinding signage, improving the overall continuity of Main Street, and promoting the "over the river" concept of providing scenic views of the Missouri River valley.

- ESTABLISH AN IMPROVED AESTHETIC FOR DOWNTOWN

Throughout the public outreach component for the DREAM Initiative, the community expressed a strong desire for Downtown to have improved aesthetics. A more beautiful Downtown creates a more attractive location for dining, shopping, and entrepreneurial investment. Examples include improved building façades, parking standards, and an overall parking plan. These are first steps toward creating a more attractive Downtown shopping destination.

DOWNTOWN BOONVILLE STRATEGIES

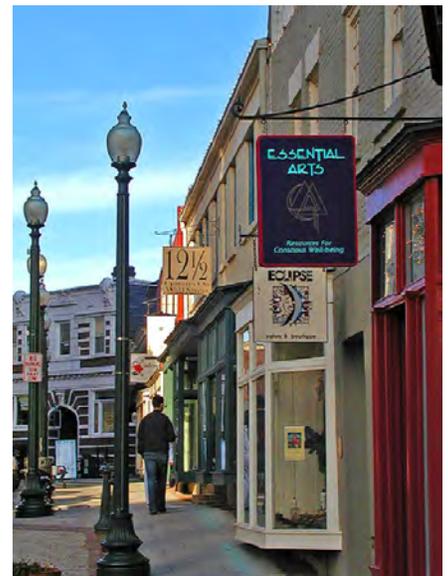
Achieving Downtown's retail goals can be obtained by implementing several key strategies. These strategies must be realistic and based on an understanding of Downtown Boonville's current retail market, its primary customers, and the spending potential of key customer segments identified earlier in this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

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 Boonville 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. These small places 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, lighting, public art, and buildings that are 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 must be available to support businesses and residents. Parking lots are key elements in meeting these needs and should not only provide parking spaces, but be aesthetically pleasing and safe. Planting buffers should be provided at the edges of parking lots to screen the parking. Landscaped islands should be included throughout the lot to improve aesthetics and minimize storm water run-off. A clear and well lit pedestrian pathway and signage that identifies public parking should also be provided.

Establishing parking zones can help 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.

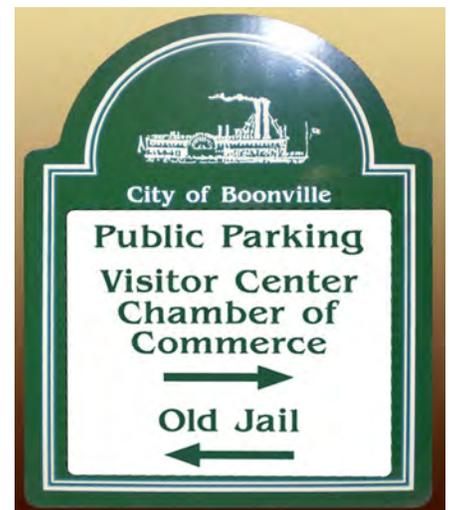
PUBLIC SPACES

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.
- Be safe.

DOWNTOWN ENVIRONMENT & APPEARANCE

Downtown Boonville'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 and revitalization plans.



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



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 Boonville. 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 16 on page 28.

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 Boonville. The campaign should also market itself to the community, surrounding regions and potential businesses. Tools that should be used by the recruitment team include:

- An available Building List that includes an exterior photo, space dimensions, rental rates, contact information, and building amenities. Listings should also suggest the type of business for which the available space is best suited.
- A listing of target businesses to contact. The targets



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should be limited to retail, restaurants or unique services that would drive traffic and complement the existing business mix.

- A list of local bankers, and real estate agents should also be developed to ensure potential investors have up-to-date information about Downtown.
- A description of any available incentives (e.g. grants, forgivable loans) for tenant improvements, business assistance programs, 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 strategies to help Downtown businesses 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

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 about one-quarter 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 Downtown.

When making adjustments to the Downtown retail mix, service and entertainment businesses should be considered. Retail includes shopping and dining attractions. A wide range of shopping should be developed; for example, stores providing products that range from upscale clothing to kitchen gadgets. A wide selection of eating establishments



should also be sought; for example, stores 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 a variety of retail stores will help Boonville become a 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 shops thrive when they can work together to create a critical mass. Consumers want a downtown that is safe, clean, and friendly with plenty of variety. The consumer is going to the local shop 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 Boonville 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 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 use existing customers as a source of referrals, creating a base of repeat customers. 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 Boonville, 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 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 changing consumer trends, can help boost sales and create a new experience. Increasing the variety of dining options will provide 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, by identifying one coordinated evening a week during which retailers and restaurants stay open late and offer specials (e.g. Thursdays till 8:00 PM or Fridays till 9:00 PM).

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



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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 Boonville. 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 Boonville, 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 store 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 "HOW-TO'S"

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 such as sports, children's stories, romance, nature, patriotism, or storytelling.
- **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 to 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 visit later. However, window lighting should not impose on upper-story residents
- Change Window Displays. Displays should be rotated every four to six weeks.



SIGNAGE AND 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 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 components:

- 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.



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Retail Market Analysis Report for Boonville, Missouri

- **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. Some methods include:
 - ⇒ **By Color.** Group all red items together, blue items together, etc. This is often used for seasonal items.
 - ⇒ **Product Combination.** These items provide 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 inexpensive add-ons to the primary purchase.



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Retail Market Analysis Report for Boonville, Missouri*

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 the demographic and economic trends driving Boonville's retail market. The implementation of these goals and strategies will be included in the DREAM Downtown Strategic Plan and will include integration with other aspects of Downtown such as funding sources, design concepts, and marketing.

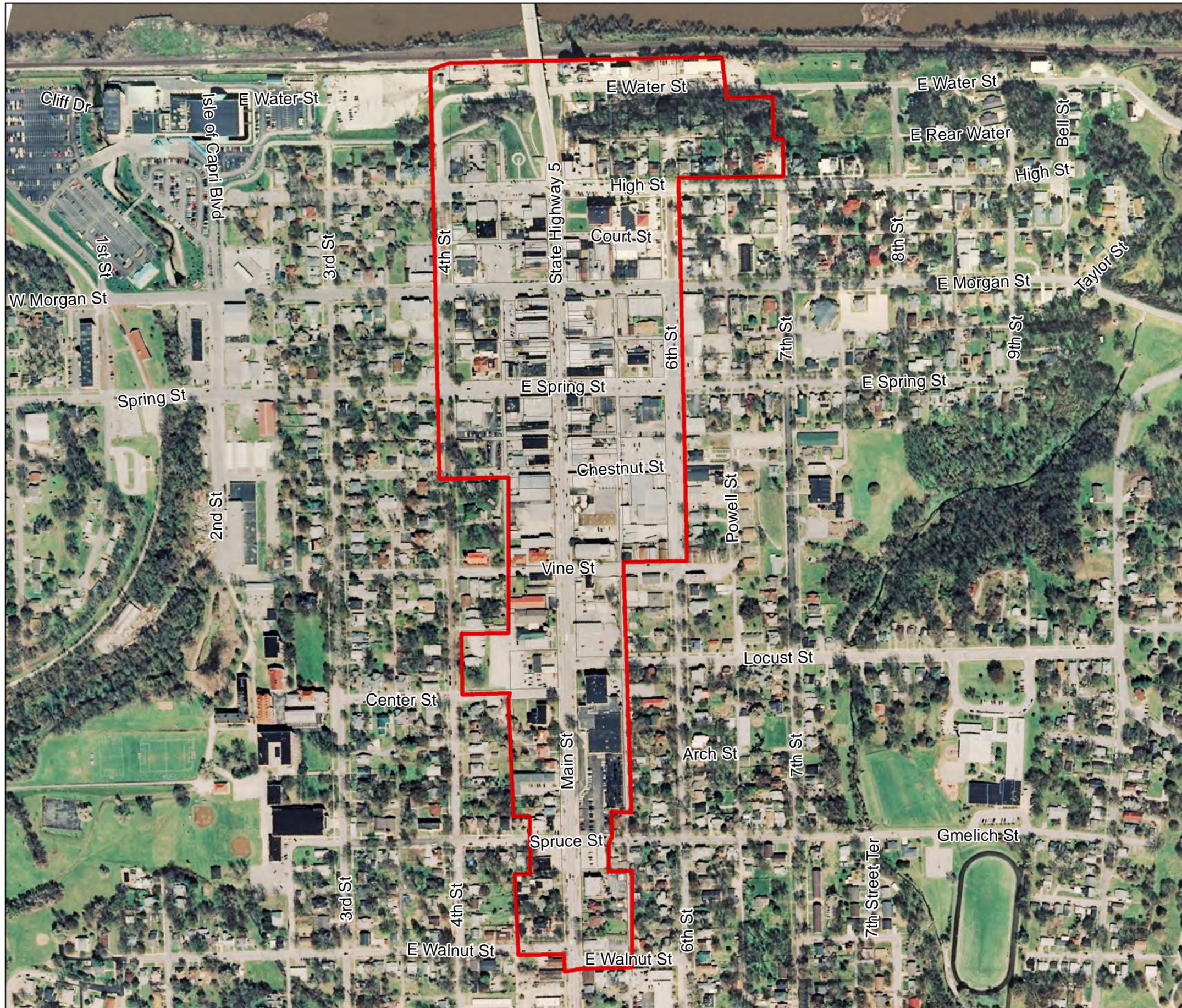
Key steps for achieving the goals in this Retail Market Analysis include:

- Implement other key DREAM recommendations, such as those found in the Organizational Structure Review, Destination Assessment, Building Design Concepts, and Financial Assistance Review. The recommendations found in these reports are critical for Downtown to fully capitalize on the surrounding retail market.
- Build on Downtown Boonville's strengths, such as its history and heritage, emerging tourism and entertainment draw, and its abundance of architecturally detailed multi-story buildings.
- The lead Downtown Boonville organization should collaborate with the Chamber to develop activities that will focus on providing support to existing Downtown retailers. There are a significant amount of visitors in Downtown Boonville and the existing stores should work to improve customer service, promotions, and marketing.
- The Downtown Economic Development Committee, recommended in the DREAM Organizational Structure Review, should be formed to focus on filling vacant Downtown spaces. These locations should be occupied by businesses in the sectors identified within this Retail Analysis that are demonstrating unmet retail demand. Attracting businesses that meet unmet demand should result in a successful new Downtown storefront. However, many factors contribute to business success.
- The City should consider methods to move non-retail office uses to upper-floors and side streets. Through zoning and other codes, the City can preserve prime ground-floor spaces for retail and restaurant uses; a critical step for developing a vibrant Downtown with a broad tax base.

APPENDIX

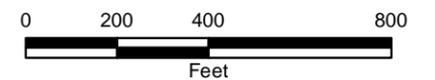
Appendix A-1 Downtown Boonville

Retail Market Analysis
City of Boonville, Missouri



Legend

 Downtown

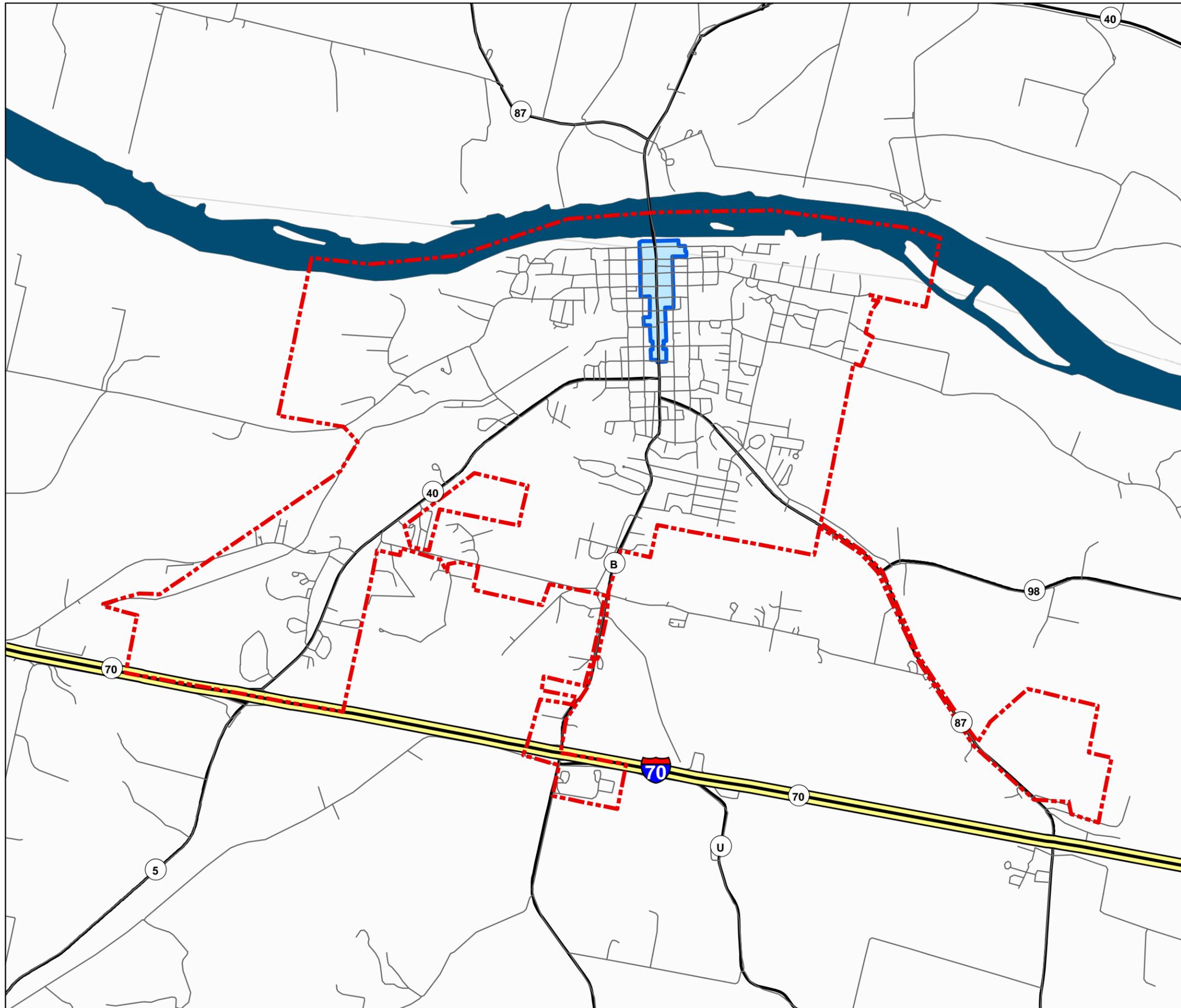


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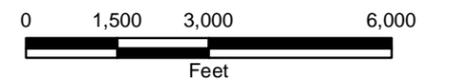
Appendix A-2 Primary Trade Area

Retail Market Analysis
City of Boonville, Missouri



Legend

-  Downtown
-  Primary Trade Area

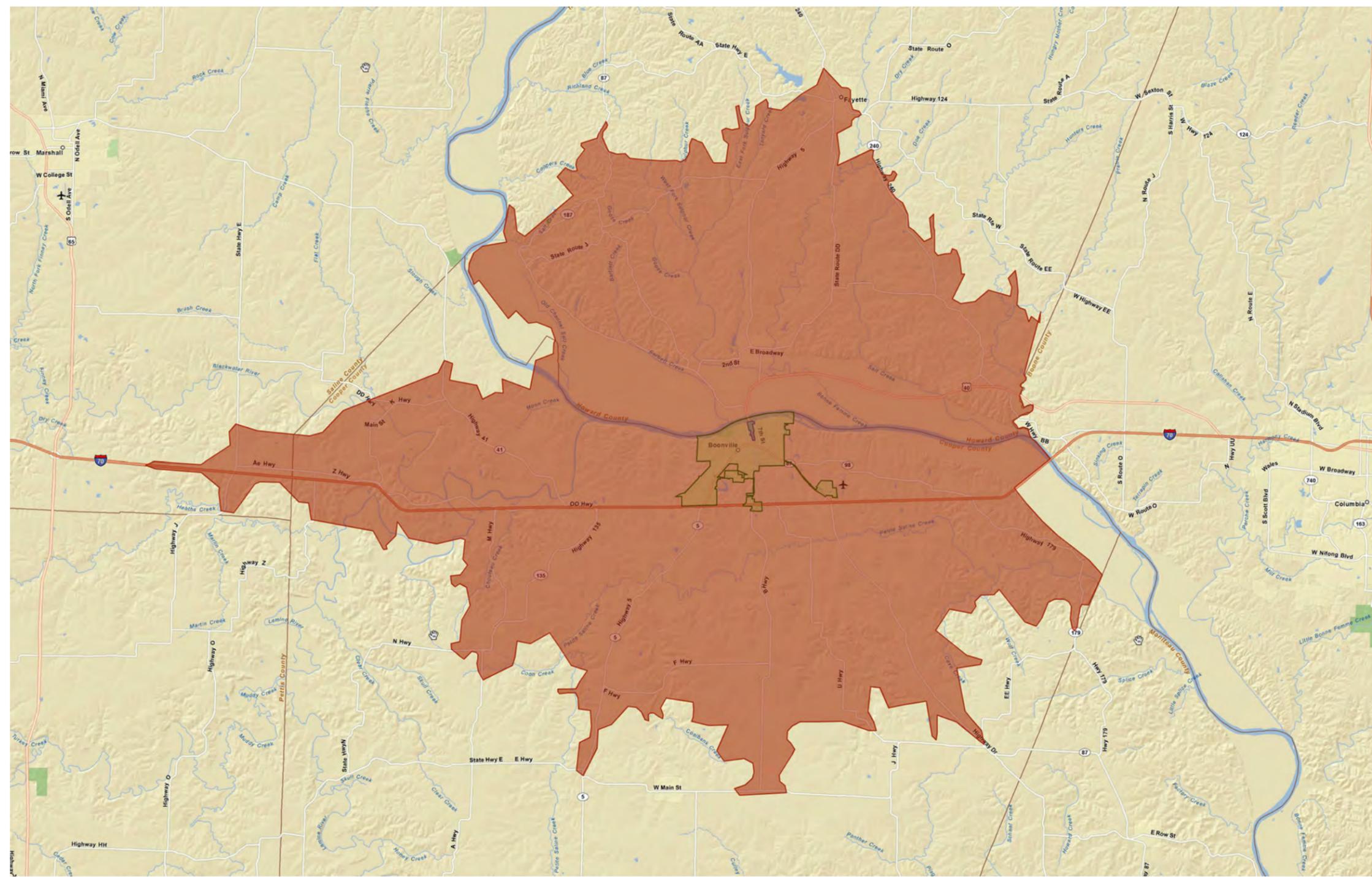


May 2012



Appendix A-3 Secondary Trade Area

Retail Market Analysis
City of Boonville, Missouri



Legend

 Secondary Trade Area



May 2012



Appendix B

Downtown Boonville DREAM Study Area Retail Demand & Sales

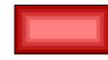
Industry Group	Secondary Trade Area Demand	STA Businesses	STA Total Retail Sales	STA Gap	Potential Square Footage	STA Per Capita Demand	City Retail Demand	City Businesses	City Total Retail Sales	Downtown Total Retail Sales ²	Downtown Businesses ²	Downtown Trade Area Capture	Downtown Pull-factor
Total Retail Trade and Food & Drink (NAICS 44-45, 722)¹	\$69,765,819	126	\$67,665,828	\$ 2,099,991	88,428	3,619	\$26,597,313	69	\$36,433,581	\$5,943,438	25	1,642	12.08
Total Retail Trade (NAICS 44-45)	\$54,165,420	76	\$57,821,825	\$ (3,656,405)	(47,823)	2,810	\$20,260,787	39	\$30,941,290	\$4,858,575	16	1,729	12.71
Total Food & Drink (NAICS 722)	\$15,600,399	50	\$9,844,002	\$ 5,756,397	136,250	809	\$6,336,526	30	\$5,492,291	\$1,084,863	10	1,341	9.86
Furniture & Home Furnishings Stores (NAICS 442)	\$2,149,374	5	\$690,425	\$ 1,458,949	19,082	111	\$674,309	3	\$349,231	\$187,583	2	1,682	12.37
Furniture Stores (NAICS 4421)	\$1,277,003	2	\$250,110	\$ 1,026,893	13,431	66	\$370,545	2	\$250,110	\$187,583	2	2,832	20.82
Home Furnishings Stores (NAICS 4422)	\$872,371	3	\$440,315	\$ 432,056	5,651	45	\$303,764	1	\$99,121	\$0	0	0	0.00
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$2,882,025	8	\$1,030,997	\$ 1,851,028	24,210	150	\$1,059,522	6	\$768,145	\$218,223	2	1,460	10.73
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$4,189,616	10	\$1,390,173	\$ 2,799,443	36,614	217	\$1,632,544	4	\$487,797	\$56,556	1	260	1.91
Building Material and Supplies Dealers (NAICS 4441)	\$3,940,268	8	\$906,437	\$ 3,033,831	39,680	204	\$1,631,873	4	\$487,797	\$56,556	1	277	2.03
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$249,348	2	\$483,736	\$ (234,388)	(3,066)	13	\$671	0	\$0	\$0	0	0	0.00
Food & Beverage Stores (NAICS 445)	\$22,284,630	15	\$31,680,525	\$ (9,395,895)	(122,890)	1,156	\$7,690,596	7	\$12,976,739	\$2,946,930	3	2,549	18.74
Grocery Stores (NAICS 4451)	\$21,598,623	10	\$30,551,517	\$ (8,952,894)	(117,096)	1,120	\$7,618,913	5	\$12,809,540	\$2,912,876	2	2,600	19.12
Specialty Food Stores (NAICS 4452)	\$465,577	4	\$1,020,037	\$ (554,460)	(7,252)	24	\$41,599	1	\$58,228	\$0	0	0	0.00
Beer, Wine, and Liquor Stores (NAICS 4453)	\$220,430	1	\$108,971	\$ 111,459	1,458	11	\$30,084	1	\$108,971	\$34,053	0	2,978	21.90
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$3,448,250	4	\$2,577,438	\$ 870,812	11,389	179	\$1,141,765	3	\$1,321,325	\$292,032	1	1,633	12.00
Clothing and Clothing Accessories Stores (NAICS 448)	\$1,818,680	5	\$474,011	\$ 1,344,669	17,587	94	\$557,629	2	\$288,331	\$197,269	1	2,091	15.37
Clothing Stores (NAICS 4481)	\$1,157,615	3	\$185,680	\$ 971,935	12,712	60	\$186,464	0	\$0	\$0	0	0	0.00
Shoe Stores (NAICS 4482)	\$225,628	1	\$60,584	\$ 165,044	2,159	12	\$122,853	1	\$60,584	\$45,438	1	3,882	28.54
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$435,437	1	\$227,747	\$ 207,690	2,716	23	\$248,312	1	\$227,747	\$151,831	1	6,722	49.42
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$1,346,533	5	\$188,352	\$ 1,158,181	15,148	70	\$116,583	3	\$68,222	\$49,271	2	705	5.19
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$1,343,180	5	\$188,352	\$ 1,154,828	15,104	70	\$116,196	3	\$68,222	\$49,271	2	707	5.20
Book, Periodical, and Music Stores (NAICS 4512)	\$3,353	0	\$0	\$ 3,353	44	0	\$387	0	\$0	\$0	0	0	0.00
General Merchandise Stores (NAICS 452)	\$14,421,499	4	\$19,024,012	\$ (4,602,513)	(60,197)	748	\$6,932,229	2	\$14,361,156	\$0	0	0	0.00
Department Stores Excluding Leased Depts. (NAICS 4521)	\$10,730,543	1	\$11,499,528	\$ (768,985)	(10,058)	557	\$5,642,968	1	\$11,499,539	\$0	0	0	0.00
Other General Merchandise Stores (NAICS 4529)	\$3,690,956	3	\$7,524,484	\$ (3,833,528)	(50,139)	191	\$1,289,261	1	\$2,861,617	\$0	0	0	0.00
Miscellaneous Store Retailers (NAICS 453)	\$1,624,812	21	\$765,894	\$ 858,918	11,234	84	\$455,610	9	\$320,344	\$129,157	4	1,532	11.27
Florists (NAICS 4531)	\$400,056	5	\$200,698	\$ 199,358	2,607	21	\$191,976	3	\$138,238	\$72,959	2	3,516	25.85
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$367,845	2	\$64,292	\$ 303,553	3,970	19	\$71,034	1	\$37,526	\$28,145	1	1,475	10.85
Used Merchandise Stores (NAICS 4533)	\$543,743	11	\$348,935	\$ 194,808	2,548	28	\$125,407	4	\$110,154	\$28,054	2	995	7.31
Other Miscellaneous Store Retailers (NAICS 4539)	\$313,168	4	\$151,968	\$ 161,200	2,108	16	\$67,193	1	\$34,426	\$0	0	0	0.00
Food Services & Drinking Places (NAICS 722)	\$15,600,399	50	\$9,844,002	\$ 5,756,397	136,250	809	\$6,336,526	30	\$5,492,291	\$1,084,863	10	1,341	9.86
Full-Service Restaurants (NAICS 7221)	\$6,894,213	26	\$3,952,221	\$ 2,941,992	69,635	358	\$2,753,212	15	\$2,825,674	\$906,705	7	2,535	18.64
Limited-Service Eating Places (NAICS 7222)	\$8,135,547	16	\$5,507,648	\$ 2,627,899	62,201	422	\$3,332,764	11	\$2,508,993	\$67,446	1	160	1.18
Special Food Services (NAICS 7223)	\$95,942	2	\$78,255	\$ 17,687	419	5	\$51,063	0	\$0	\$0	0	0	0.00
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$474,698	7	\$305,878	\$ 168,820	3,996	25	\$199,487	4	\$157,624	\$110,712	3	4,496	33.06

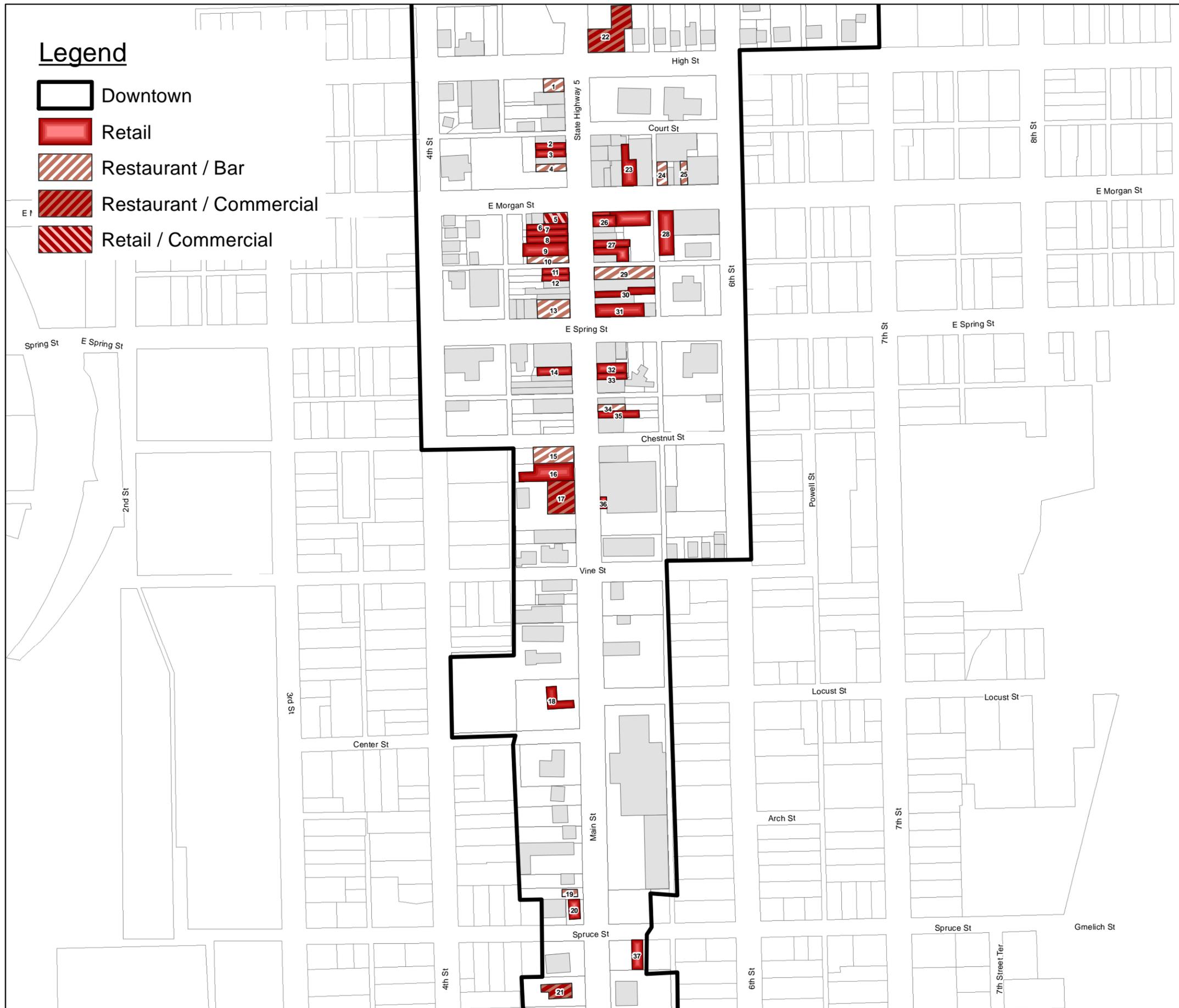
¹ Totals in these categories do not include Auto Sales, Gas Sales, or Non Store Retailers

Appendix C-1 Retail Locations

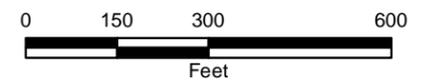
Retail Market Analysis City of Boonville, Missouri

Legend

-  Downtown
-  Retail
-  Restaurant / Bar
-  Restaurant / Commercial
-  Retail / Commercial



ID	Retail Location
1	Riverside Diner
2	US Cellular
3	Celestial Body Aromatherapy
4	The Palace
5	River Eagle Hobbies
6	Cutie Pyes Marketplace
7	A Baker Floral
8	Sports N More
9	Zuzak Art Gallery
10	The Blind Ref
11	River Trading Company
12	Girlfriend's Vintage
13	Cooper's Oak Winery
14	Family Shoes
15	Long Branch Saloon
16	You Money\$ Worth Antiques
17	Bredeaux
18	Bemboom Motors
19	Carrie Lyn Ice Cream Parlor
20	Christy & Company
21	Sereni Tea House
22	Glenn's Cafe
23	Weyland's Furniture
24	Taylor's Bakeshop
25	Catch and Release Catfish and BBQ
26	Snapps Hardware
27	Stevens Appliance
28	Imhoff's Appliance
29	Main Street Pub
30	Never the Same
31	Ricmor Decorating Gallery
32	Gordon Jewelers
33	Your Computer Geek
34	Maggies Bar & Grill
35	Browning Hardware
36	Butternut Bread and Bakery Store
37	Medical Arts Pharmacy



May 2012

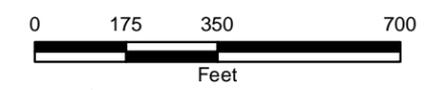


Appendix C-2 Multi-Story Buildings

Retail Market Analysis
City of Boonville, Missouri

Legend

-  Downtown
-  Multi-Story Buildings

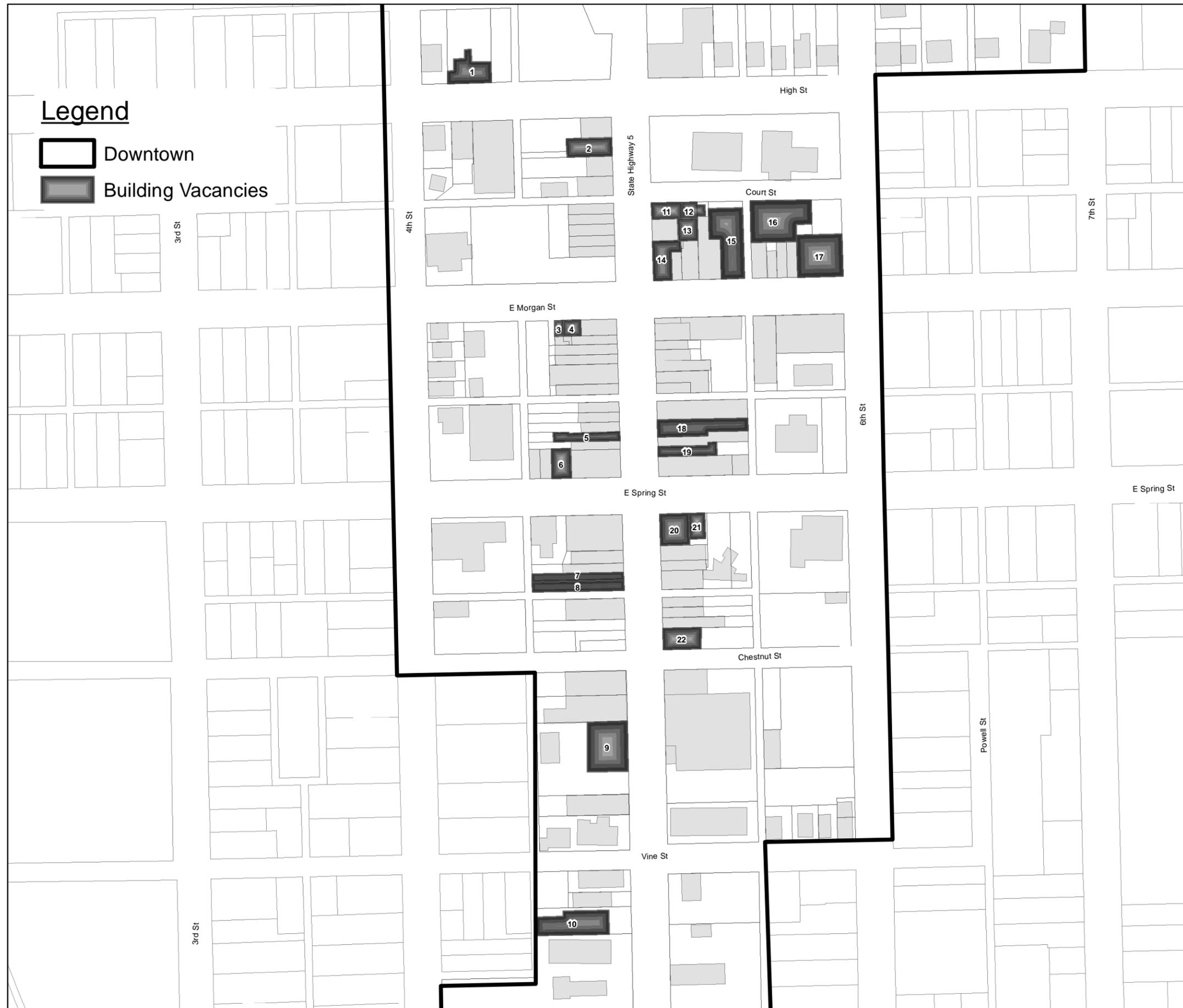


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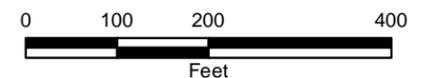


Appendix D 1st Floor Commercial Vacancies

Retail Market Analysis
City of Boonville, Missouri



ID	Address	Available Sq.Ft.
1	409 High Street	800
2	205 Main Street	2,700
3	424 Morgan Street	400
4	426 Morgan Street	900
5	323 Main Street	1,900
6	419 Spring Street	900
7-8	413 Main Street	5,300
9	511 Main Street	3,150
10	609 Main Street	5,200
11	214 Main Street	1,600
12	216 Main Street	1,100
13	216 Main Street	1,400
14	501 Morgan Street	2,600
15	515 Morgan Street	6,200
16	Court Street	7,250
17	529 Morgan Street	6,000
18	318 Main Street	4,400
19	324 Main Street	1,900
20	400 Main Street	1,800
21	508 Spring Street	1,250
22	420 Main Street	1,300

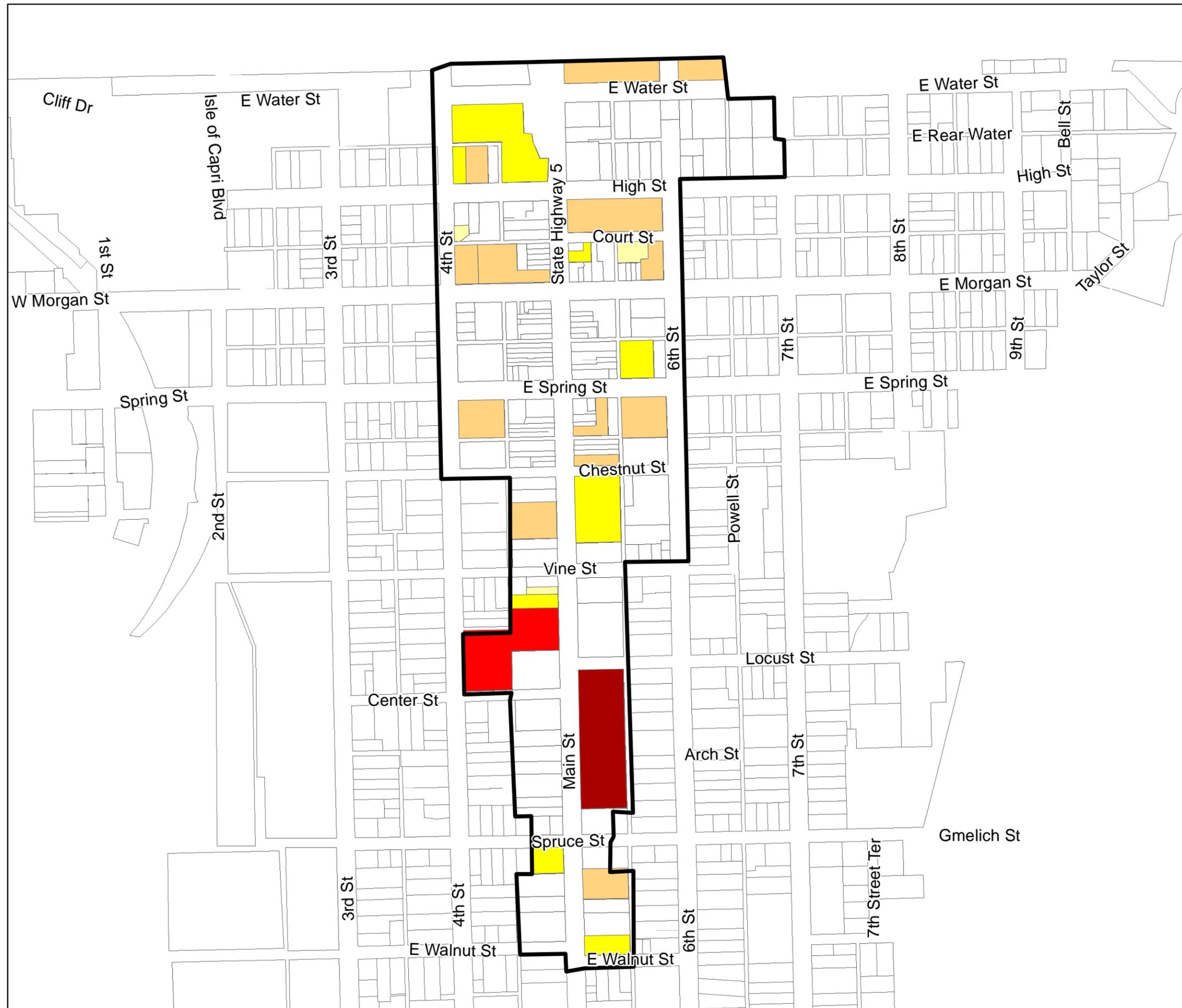


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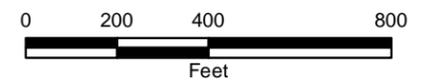
Appendix E Off Street Parking

Retail Market Analysis
City of Boonville, Missouri



Legend

-  Downtown
-  1-5
-  6-10
-  11-20
-  41-50
-  51-60



May 2012



Existing Store Checklist

Exterior

Storefront:

- Check overall condition. Are repairs needed?

- Yes
- No
- Renovation/ Remodel Preferred

Description

- Is new paint needed?

- Yes
- No

- Does the paint match the store brand and logo?

- Yes
- No

Description

- Is the storefront generally clean?

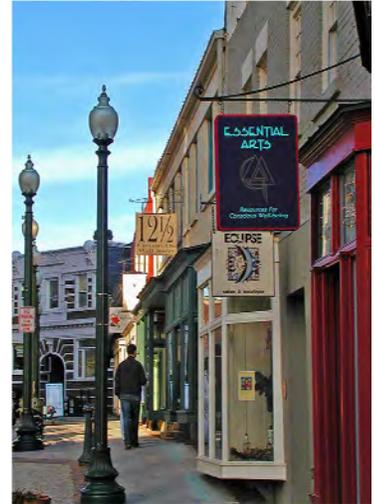
- Yes
- No

Description

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

- Yes
- No

Description



Existing Store Checklist

Storefront:

- Are there hazards in front of the storefront?

Yes

No

Description

- Is the sidewalk clean and level?

Yes

No

Description

Exterior Signage:

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

Yes

No

Description

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

Yes

No

Description



Existing Store Checklist

Exterior Signage:

- Do wall signs obstruct the architecture?

- Yes
- No

Description

- Is the signage maintained in good condition?

- Yes
- No

Description

- Does the signage complement the building and area?

- Yes
- No

Description

- Are the exterior signs lighted (at night)?

- Yes
- No

Description



Existing Store Checklist

Display Windows:

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

Description



- Are window displays rotated every 4-6 weeks?

- Yes
- No

- Do the displays effectively represent the store brand?

- Yes
- No



- Do displays include the best or most popular products?

- Yes
- No

Display Description



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

- Yes
- No

Description



- Are the window displays lit at night?

- Yes
- No

Existing Store Checklist

Interior

Flooring:

- Is the floor worn, hazardous, or slippery?
 - Yes
 - No
- Is the floor clean?
 - Yes
 - No
- Is there a 5-10' area without store fixtures at the entry ?
 - Yes
 - No
- Is there a walk-off area to clean shoes?
 - Yes
 - No

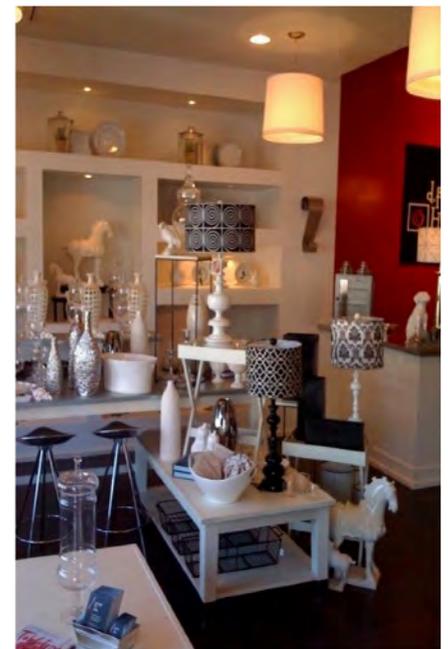
Flooring Description



Ceiling:

- Is the finish in good condition (stained/missing tiles/peeling paint)?
 - Yes
 - No

Description



- Are the HVAC vents clean?

- Yes
- No

Existing Store Checklist

Ceiling:

- Are there any distracting issues?

Yes

No

Description



Lighting:

- Is the lighting adequate to show the merchandise?

Yes

No

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

Yes

No

- Are the bulbs the same type?

Yes

No

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

Yes

No

Lighting Description



- Are there adjustable lights to create focal points?

Yes

No

Description



Existing Store Checklist

Interior Colors:

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

Yes

No

Description

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

Yes

No

Description

- Are the paint colors consistent from fixture to fixture?

Yes

No

Description

Circulation:

- Does the foot traffic flow smoothly?

Yes

No

Description



Existing Store Checklist

Circulation:

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

Customer Flow Description



Cash Wrap/Register:

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

Existing Store Checklist

Cash Wrap/Register:

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

Yes

No

- Is there a fixture nearby for impulse purchases?

Yes

No

Description



Fixtures & Equipment:

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

Yes

No

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

Yes

No

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

Yes

No

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

Yes

No

Description



Merchandising:

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

Yes

No

Existing Store Checklist

Merchandising:

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

Yes

No

- Does the product inventory match the internet site?

Yes

No

Description

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

Yes

No

Description

Cleanliness:

- Is the store clean and free of dust?

Yes

No

Description

- Are boxes cleared and out of sight?

Yes

No

- Are the views into off-limit areas blocked?

Yes

No



Existing Store Checklist

Cleanliness:

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

Yes

No

Description



Comfort:

- Is the shop a comfortable temperature?

Yes

No

- Are entry doors easy to open and close?

Yes

No

- Are displays and fixtures stable?

Yes

No

- Is music incorporated to make the store feel occupied?

Yes

No

- Does the music reflect the store brand?

Yes

No



Dressing Rooms:

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

Yes

No

- Are the doors secure and is privacy addressed?

Yes

No

- Are non-selected items returned to stock quickly?

Yes

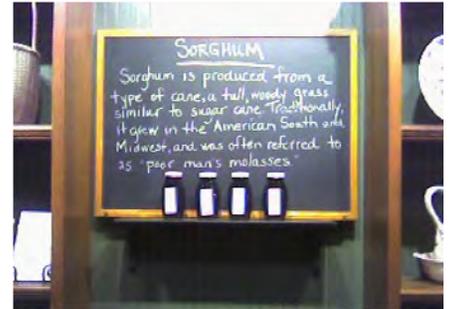
No



Existing Store Checklist

Dressing Rooms:

- Are the dressing rooms clean?
 Yes
 No
- Are the rooms placed to discourage shoplifting?
 Yes
 No



Staff:

- Is the staff helpful and cheerful?
 Yes
 No

Description



- Is the staff educated about the merchandise?
 Yes
 No

Description



- Does the staff suggest other downtown shops to the customers?
 Yes
 No

Description



Other Comments:
