

Chillicothe, Missouri

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

RETAIL MARKET ANALYSIS



JUNE 2012

PGAV PLANNERS

ACKNOWLEDGMENTS



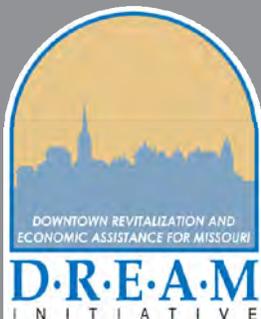
DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI (DREAM) PROGRAM SPONSORS:



Strength, Dignity, Quality of Life
MISSOURI HOUSING
DEVELOPMENT COMMISSION



PLANNING CONSULTANT:



This page intentionally left blank



TABLE OF CONTENTS

	<u>PAGE</u>
EXECUTIVE SUMMARY.....	1
INTRODUCTION.....	5
BACKGROUND & METHODOLOGY.....	6
LIMITS OF STUDY.....	6
TRADE AREA PROFILE	7
TRADE AREA DEFINITIONS.....	7
TRADE AREA DEMOGRAPHIC SNAPSHOT.....	8
MARKET PROFILE/DEMOGRAPHIC TRENDS.....	9
HOUSING MARKET ANALYSIS SUMMARY.....	14
CONSUMER SEGMENTS.....	16
COMMUNITY SURVEYS.....	17
BUSINESS MARKET	21
COMPARATIVE MARKET ANALYSIS.....	21
TENANT MIX & LAND USE.....	22
MARKET RESEARCH FINDINGS	24
RETAIL ANALYSIS.....	24
POTENTIAL STORE SPACE SUPPORTED.....	28
AVAILABLE RETAIL SPACE INVENTORY	30
DOWNTOWN CHILLICOTHE RETAIL GOALS	34
DOWNTOWN CHILLICOTHE STRATEGIES.....	37
IMPLEMENTATION.....	55
APPENDIX	
A. DOWNTOWN, PRIMARY & SECONDARY TRADE AREAS	
B. RETAIL DEMAND & SALES (DETAILED TABLE)	
C. DOWNTOWN BUSINESS LOCATIONS	
D. FIRST FLOOR VACANCY	
E. PARKING INVENTORY	

	<u>PAGE</u>
TABLES	
TABLE 1: 2010 DEMOGRAPHIC SNAPSHOT	8
TABLE 2: DOWNTOWN CHILICOTHE	9
TABLE 3A: PRIMARY TRADE AREA	10
TABLE 3B: PRIMARY TRADE AREA –UPDATED WITH 2010 CENSUS	10
TABLE 4: SECONDARY TRADE AREA.....	11
TABLE 5: STATE OF MISSOURI.....	12
TABLE 6: DEMOGRAPHIC COMPARISON.....	12
TABLE 7: DEMOGRAPHIC AGE COMPARISON	13
TABLE 8: DEMOGRAPHIC HOUSING UNITS COMPARISON.....	13
TABLE 9: 2010 TOTAL EMPLOYMENT.....	21
TABLE 10: CHILICOTHE EMPLOYERS.....	22
TABLE 11: LAND USE TOTALS & SQUARE FOOTAGE	23
TABLE 12: RETAIL ESTABLISHMENTS	24
TABLE 13: EXISTING RETAIL	25
TABLE 14: CONSUMER EXPENDITURES	26
TABLE 15: HOUSEHOLD INCOME.....	27
TABLE 16: DISPOSABLE INCOME	27
TABLE 17: FUTURE RETAIL GROWTH	28
TABLE 18: 1ST FLOOR VACANCY.....	30
TABLE 19: POTENTIAL NEW RETAIL	31
TABLE 20: POTENTIAL RETAIL SPACE ALLOCATION	32
FIGURES	
FIGURE 1: DOWNTOWN CHILICOTHE.....	9
FIGURE 2: PRIMARY TRADE AREA	10
FIGURE 3: SECONDARY TRADE AREA.....	11
FIGURE 4: DOWNTOWN BUSINESS PREFERENCES	20
FIGURE 5: CONCEPT MAP.....	33

EXECUTIVE SUMMARY

The retail market in Downtown Chillicothe is sound; however, there is opportunity for real and sustainable growth. There is both unmet retail market demand and available vacant first and second floor space. Downtown has seen real improvements with the opening of new businesses and improved look and feel of Downtown. The recently completed Silver Moon Plaza is an attraction for visitors and a community focal point. Downtown also holds regular events to attract shoppers. Examples of recurring events have included Strum and Stroll, BooFest, and a Christmas shopping night for men. These improvements and events have enhanced the image of Downtown Chillicothe as a retail destination.

This Retail Market Analysis reveals that if Downtown added businesses within targeted sectors, the retail market for Downtown could see a significant increase in sales. 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. Downtown Chillicothe has many assets with which to grow and sustain its retail market: existing businesses which have been in Downtown for decades, good access and visibility from a major state highway, many cultural institutions located in Downtown, and recent investments in public infrastructure. These assets along with the opportunities identified in this report, illustrate the potential for an enhanced retail market and a more vibrant Downtown Chillicothe.

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 30 minute drive time from Downtown Chillicothe, primarily along the Highway 65 and 36 corridors. The existing retail market, demographics, and surveys were also documented and analyzed to help define a strategy to strengthen the retail market in Downtown Chillicothe.

The DTA consists of 50 acres with 277,828 square feet of existing 1st Floor Commercial/Retail Space. Approximately 72,440 square feet of 1st floor space is currently used as Retail/Restaurant Space, while 16,331 square feet is vacant. The 72,440 square feet of Retail/Restaurant Space is generating about \$3.4 million in sales annually (sales do not include automobiles, gasoline stations or non-store retailers) or about \$42 per square foot for retail sales. Restaurant sales total \$117 per square foot. The 16,331 square feet of vacancy represents potentially another \$650,000 thousand in additional annual sales for Downtown Chillicothe.

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

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

The Retail Market Analysis has concluded that there is unmet demand (the difference between retail demand and actual sales) in the Secondary Trade Area within specific retail sectors. Based on the unmet demand in the STA and the average sales per square foot in Downtown of \$42 per square foot for retail, the Retail Market Analysis estimates that Downtown Chillicothe could support an additional 56,917 square feet of retail business. Existing Downtown retail stores could capture this unmet demand by expanding floor area and providing new products or Downtown could attract new retail businesses.

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

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

Industry Group	Opportunity ¹	Possible Retail Area (sq.ft.) Supported ²
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$ 743,355	17,625
Clothing Stores (NAICS 4481)	\$ 569,494	13,503
Specialty Food Stores (NAICS 4452)	\$ 557,444	4,255
Other Miscellaneous Store Retailers (NAICS 4539)	\$ 269,070	6,380
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$ 252,959	5,998
Shoe Stores (NAICS 4482)	\$ 117,277	2,781
Furniture & Home Furnishings Stores (NAICS 442)	\$ 90,645	2,149
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$ 59,065	1,400
Florists (NAICS 4531)	\$ 49,906	1,183
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$ 39,601	939
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$ 29,649	703
TOTAL	\$ 2,778,465	56,917

¹ Indicates unmet consumer demand within the Secondary Trade Area.

² Based on \$42 in retail sales per square foot, \$117 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Chillicothe.

The highest unmet retail demand, which Downtown Chillicothe could capitalize on is in the following categories:

- Electronics & Appliance Stores - \$740,000
- Clothing Stores - \$569,000
- Specialty Food Stores - \$557,000
- Other Miscellaneous Store Retailers - \$269,000
- Health & Personal Care Stores - \$253,000

The unmet demand for retail goods and services, listed above, could generate about \$2.4 million dollars in additional sales for Downtown Chillicothe. The potential to satisfy this retail demand would provide multiple benefits to Downtown beyond sales dollars:

- Electronics & Appliance Stores is the largest retail sector that is underserved in the Trade Areas. Downtown has the potential to attract an anchor style electronics and appliance store. Locating this type of anchor in Downtown has the potential to attract an additional \$740,000 in retail sales. Electronics would provide a wide draw for Primary and Secondary Trade Area customers.
- The Clothing retail sector is another sector with large unmet demand.

Downtown Chillicothe has several stores that could expand their product line to attract some of this demand. Downtown Chillicothe should work on retaining existing business while encouraging stores to expand their existing inventory. This retail category has the potential to bring in approximately a half a million in sales to Downtown and attract a wide variety of customers. Clothing stores were identified as the number one preferred new business to open Downtown by focus group participants from Chillicothe. Over half of City residents surveyed in an extensive telephone survey identified clothing stores as one of their most desired new businesses for Downtown.

- Significant demand exists for a Specialty Food Store that could offer high end items such as health/organic foods, prepared foods, wine and beer and high quality fresh produce. This type of store would offer options to those looking for a higher quality item. This type of business might be best offered in conjunction with a casual or family dining establishment. Focus Group and Community Survey participants strongly indicated a desire for more casual/family dining options within Downtown Chillicothe. Demand for dining options is currently being met primarily by restaurants outside Downtown.

This Retail Market Analysis demonstrates that opportunities exist to increase the retail market in Downtown Chillicothe. While challenges also exist, many opportunities are present which can foster the new growth and vibrancy in the retail marketplace of Downtown Chillicothe. The City should work with local businesses, lending institutions and developers take advantage of Downtown's many assets including available first and second floor space, good access and visibility from the highway and Downtown's role as a civic center.

INTRODUCTION

Downtown Chillicothe is the historic, civic, and cultural center of the community. As the community focal point, it currently attracts a sizable contingent of employees, patrons, and visitors within any given week. Despite this potential customer base for its businesses, Downtown has yet to realize its full potential as a vibrant/successful and tax-generating district with the City of Chillicothe. 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. Chillicothe should strive to improve Downtown as a destination through a diverse retail district. The DREAM Initiative, in recognition of the importance of this component, provides this analysis and recommendations as a first step towards creating a successful Downtown retail environment.

In many instances, modern development trends have diminished the function of the typical American downtown in every day life. As consumers began to favor the use of the automobile, commercial development sought larger parcels of affordable undeveloped land further from the community's historic core. The automobile increased the mobility of the consumer, and increasingly shopping centers with major retailers located in more scattered developments along major roadways. Though no longer the primary commercial center of the community, Downtown Chillicothe holds the potential to be an important retail center within the community.

Downtown Chillicothe is fortunate to have maintained its viability as a potential destination. The history of the City and region is connected to Downtown Chillicothe. It is still the community's civic and financial center and the location of a disproportionate number of jobs. Downtown has numerous professional offices, civic institutions, shops, and offices. Interviews with and surveys of community residents reveal Downtown as a frequent destination. In addition, the community has consistently affirmed its support for the continued revitalization of Downtown through marketing and investment in infrastructure. Through the establishment of clear goals, strategies and steps for implementation, Downtown can reestablish itself as significant retail destination for the area.

BACKGROUND & METHODOLOGY

This report takes a comprehensive approach to quantify the retail demand and supply for the trade areas in order to identify potential retail services that would be successful in Downtown. It also makes recommendations on appropriate strategies for encouraging appropriate downtown retail development. The report uses concepts common in other DREAM Initiative analyses and consists generally of four parts;

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

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

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

LIMITS OF STUDY

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

TRADE AREA PROFILE

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

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 Chillicothe, as designated by the DREAM Study Area. The PTA is the Chillicothe City limits. The STA includes any point within a 30-minute drive of Downtown. The 30-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 Chillicothe (DTA): The focus of the analysis is to determine the current level of retail activity captured by Downtown Chillicothe and the amount of additional retail activity that could be captured by Downtown. Downtown Chillicothe is defined as the DREAM Study Boundary, which is illustrated in the maps of Appendix A.
- ◆ Primary Trade Area (PTA): This study classifies the boundary of City of Chillicothe as the PTA. Not only does Downtown Chillicothe 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 30- minute drive-time “catch-basin” around Downtown Chillicothe. From this area, the City attracts the vast majority of all retail dollars.

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

TRADE AREA DEMOGRAPHIC SNAPSHOT

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

When evaluating the demographics of a particular place, it is helpful to use a baseline with which to compare the data. An accurate 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 for 2010 for Downtown Chillicothe (DREAM Study Area), the Primary Trade Area (City limits of Chillicothe), Secondary Trade Area (30 minute drive time from the center of Chillicothe), and the State of Missouri. The data was obtained using ESRI forecasts and 2000 US Census data. Due to the relatively small geographical size of Downtown and the fact that the area is not a census tract, the 2010 estimates should not be relied upon as precise figures, but rather as estimates extrapolated from local census tracts and City of Chillicothe. Finally, it is important to note that while revised population and household totals have been released from the 2010 US Census, the full demographic data set and extrapolated DREAM Study Area data and are not yet available from ESRI at this time. For this reason the 2010 estimates are used in this report for consistency and comparison purposes. 2010 US Census totals for the City are given in Table 3b. These totals show the estimates as lower than the official 2010 census.

The Chillicothe area has a significantly lower average household income than the State of Missouri. Both the PTA and STA have older populations than the State average, while Downtown has a slightly younger population with lower levels of home ownership.

TABLE 1: 2010 DEMOGRAPHIC SNAPSHOT

	Downtown Chillicothe	Primary Trade Area	Secondary Trade Area	State of Missouri
Population	212	8,772	16,525	6,003,689
Average Household Income	\$36,398	\$38,598	\$39,425	\$61,747
Housing Units	161	4,180	7,785	2,376,489
Owner Occupied	42	2,289	4,685	1,658,629
Renter Occupied	49	1,278	1,909	717,860
Vacant Units	70	613	1,191	352,464
Median Age	35.9	40.3	41.4	37.9
19 and Under	61	2,132	4,165	1,602,547
20-44	72	2,744	4,805	1,954,623
45 and Over	80	3,896	7,555	2,446,519

MARKET PROFILE/DEMOGRAPHIC TRENDS

DOWNTOWN CHILICOTHE

Downtown (defined as the area within Chillicothe’s DREAM boundary) is roughly 50 acres and consists of approximately 167 buildings on 16 city blocks (see Figure 1).

Currently, an estimated 212 people live Downtown in an estimated 91 occupied housing units; with 2.33 persons per occupied unit. The average household income is \$36,398. The median age is 35.9. Approximately 29% of the population are 19 or younger; 34% of the population are between 20 and 44 years of age; 37% of the population are 45 years of age or more.

Figure 1: Downtown Chillicothe



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

TABLE 2: DOWNTOWN CHILICOTHE

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	217	212	209	-2.3%	-1.4%
Average Household Income	\$24,694	\$36,398	\$41,155	47.4%	13.1%
Housing Units	126	161	162	27.8%	0.6%
Owner Occupied	44	42	41	-4.5%	-2.4%
Renter Occupied	48	49	48	2.1%	-2.0%
Vacant Units	34	70	73	105.9%	4.3%
Median Age	35.3	35.9	35.8	1.7%	-0.3%
19 and Under	64	61	58	-4.7%	-4.9%
20-44	76	72	71	-5.3%	-1.4%
45 and Over	79	80	83	1.3%	3.8%

PRIMARY TRADE AREA

Currently, 8,772 people live in the Primary Trade Area (defined as the City limits of Chillicothe, as depicted in Figure 2) in 3,567 occupied housing units with an average of 2.46 persons per occupied unit. The average household income is \$38,598. The median age is 40.3. Approximately 25% of the population are 19 or younger; 31% of the population are between 20 and 44 years of age; 44% of the population are 45 years of age or more. While the projections showed a decrease in population, the 2010 Census numbers for the City show an increase in population, as well as total housing units and total vacant units. The expansion of the correctional facility added population through both inmates and employees.

Figure 2: Primary Trade Area



Legend

--- City Limits

TABLE 3a: PRIMARY TRADE AREA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	8,965	8,772	8,680	-2.2%	-1.0%
Average Household Income	\$30,379	\$38,598	\$45,649	27.1%	18.3%
Housing Units	4,060	4,180	4,209	3.0%	0.7%
Owner Occupied	2,348	2,289	2,267	-2.5%	-1.0%
Renter Occupied	1,260	1,278	1,271	1.4%	-0.5%
Vacant Units	452	613	671	35.6%	9.5%
Median Age	39.4	40.3	40.5	2.3%	0.5%
19 and Under	2,327	2,132	2,068	-8.4%	-3.0%
20-44	2,914	2,744	2,732	-5.8%	-0.4%
45 and Over	3,721	3,896	3,880	4.7%	-0.4%

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

	2000	2010	% Change '00-'10
Population	8,965	9,515	6.1%
Housing Units	4,060	4,180	3.0%
Vacant Units	452	496	9.7%

SECONDARY TRADE AREA

Currently, an estimated 16,525 people live in the Secondary Trade Area (refer to Figure 3) in 6,594 occupied housing units. The average household income is \$39,425. The median age is 41.4. Approximately 25% of the population are 19 or younger; 29% of the population are between 20 and 44 years of age; 46% of the population are 45 years of age or more.

From 2000 to 2010 there was a slight decrease in population; however, a slight increase in housing units. During this same period, there was a significant increase in the number of vacant units and in the average household income. The following table illustrates, in further detail, current demographics and future demographic trends for the Secondary Trade Area:

Figure 3: Secondary Trade Area

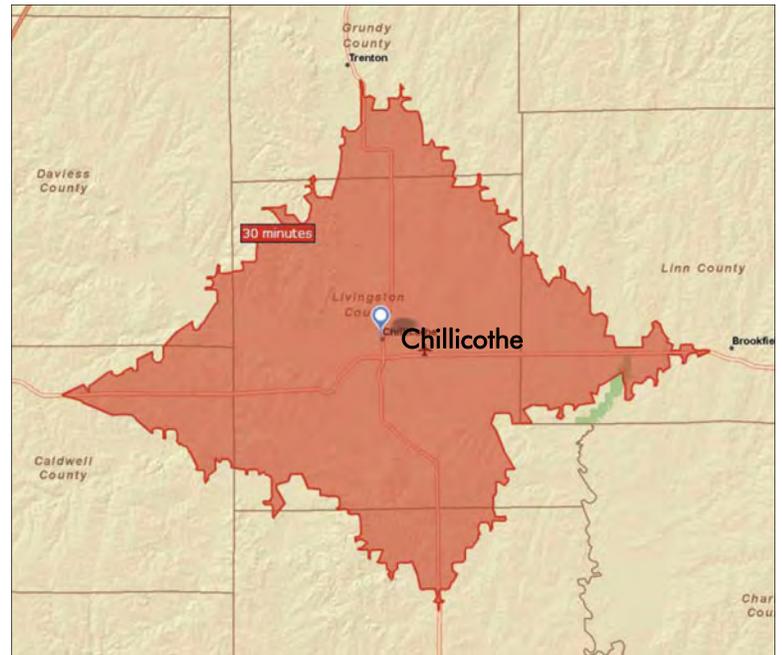


TABLE 4: SECONDARY TRADE AREA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	16,941	16,525	16,296	-2.5%	-1.4%
Average Household Income	\$31,815	\$39,425	\$45,419	23.9%	15.2%
Housing Units	7,568	7,785	7,828	2.9%	0.6%
Owner Occupied	4,805	4,685	4,641	-2.5%	-0.9%
Renter Occupied	1,890	1,909	1,877	1.0%	-1.7%
Vacant Units	873	1,191	1,310	36.4%	10.0%
Median Age	39.6	41.4	41.7	4.5%	0.7%
19 and Under	4,606	4,165	4,053	-9.6%	-2.7%
20-44	5,244	4,805	4,733	-8.4%	-1.5%
45 and Over	7,091	7,555	7,510	6.5%	-0.6%

STATE OF MISSOURI

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

TABLE 5: STATE OF MISSOURI

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

DEMOGRAPHIC COMPARISON

A demographic comparison of the 2010 estimates shows the Primary and Secondary Trade areas losing population (see Table 6). While the average household income continued to grow and the number of housing units increased, the number vacant units increased rapidly. In addition, with the exception of the Downtown, the average age of the population is expected to increase. For the next five years, the average household income is predicted to increase slightly in the Primary and Secondary Trade Areas. The growth in incomes indicates that all areas are improving their viability; however the rapid increase in vacant housing units and overall aging populations are long-term impediments to the long-term economic growth of the area.

TABLE 6: DEMOGRAPHIC COMPARISON

	Population % Change		Average HHI % Change		Median Age Change (in years)	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	-2.3%	-1.4%	47.4%	13.1%	0.6	-0.1
PTA	-2.2%	-1.0%	27.1%	18.3%	0.9	0.2
STA	-2.5%	-1.4%	23.9%	15.2%	1.8	0.3
State	7.3%	2.9%	29.1%	13.0%	1.8	0.3

The Average Household Income (HHI) trends for the Chillicothe Trade Areas indicate strong continued growth. In addition, Downtown’s HHI is has seen very strong growth over the past ten years and, while not anticipated to continue to grow as rapidly, is expected to grow at a healthy rate. It is important to note that the Average Household Income for all Trade Areas is significantly lower than the State. It is likely that a portion of the reason for this difference is the relative low cost of living in the Chillicothe Trade Areas to the average for the State.

Table 6 also shows that population growth rates for the Trade Areas vary in relation to the State of Missouri. The Primary and Secondary Trade Areas are expected to see an increase in the median age of its residents while Downtown Chillicothe is expected to see little change. The Median Age of Downtown is lower than all other Trade Areas and the State. It is projected to remain lower through the five-year projections. This trend suggests that Downtown Chillicothe is a more attractive living option for youth than the surrounding areas. Table 7 gives a further comparison of age demographic trends.

TABLE 7: DEMOGRAPHIC AGE COMPARISON

	19 & Under Change		20-44 Change		45 & Over Change	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	-4.7%	-4.9%	-5.3%	-1.4%	1.3%	3.8%
PTA	-8.4%	-3.0%	-5.8%	-0.4%	4.7%	-0.4%
STA	-9.6%	-2.7%	-8.4%	-1.5%	6.5%	-0.6%
State	0.5%	1.6%	-2.1%	1.7%	22.0%	4.7%

The Trade Areas are expected to have steady growth in the number of new housing units, however there have been significant decreases in the number of occupied housing units. The decreases in occupied housing units have been owner occupied units rather than rented units. While a product of the continuing depressed housing market, this trend is forecast to continue over the next five years. However, the 2010 Census numbers for the City hint that the increase in vacant units may not be as dire as currently projected.

TABLE 8: DEMOGRAPHIC HOUSING UNITS

	Housing Units Change		Owner Occupied Change		Renter Occupied Change	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	27.8%	0.6%	-4.5%	-2.4%	2.1%	-2.0%
PTA	3.0%	0.7%	-2.5%	-1.0%	1.4%	-0.5%
STA	2.9%	0.6%	-2.5%	-0.9%	1.0%	-1.7%
State	11.7%	4.4%	7.6%	3.4%	10.0%	2.8%

HOUSING MARKET ANALYSIS SUMMARY

In order to have a vibrant downtown it is crucial to have residents living in close proximity. These residents provide a steady customer base for retail and service businesses. They give Downtown a twenty-four hour population, providing life on the sidewalks and streets as well as keeping a watchful eye on Downtown when businesses are closed.

The Missouri Housing Development Commission (MHDC) conducted a Residential Demand Analysis in September 2008 that projected residential demand for Chillicothe, with a focus on Downtown. The Residential Demand Analysis concluded that Downtown Chillicothe can support an additional 47 housing units over the next few years, the majority being senior and market rate rental apartments.

Downtown Chillicothe has a diverse housing market, where the existing stock of residential units within the DREAM Study Area contains a mix of single-family homes, duplex units, small multi-family developments and a few mid sized rental developments (that include affordable senior units). The existing residential units range widely in condition from excellent to dilapidated, with the average unit being in good or fair condition. Downtown Chillicothe has some vacant buildings that have the potential to be substantial residential developments, especially on the upper floors. Chillicothe presents a unique opportunity with the development of the new correctional facility. Employment is projected to increase from 200 to 300 people once the facility is fully built out. This increase in jobs for the community is anticipated to create additional housing demand in the Chillicothe area.

The market rate for existing rental units ranges from \$300 to \$450 for a one-bedroom unit, \$350 to \$950 for a two-bedroom unit, and \$450 to \$1000 for a three-bedroom unit. Affordable housing unit rents for senior housing are typically around \$300. For family affordable housing, rents range from \$300 to \$450, depending on the number of bedrooms. The price range of homes in one of the larger owner-occupied housing developments in Chillicothe is between \$90,000 and \$130,000.

The Residential Demand Analysis report concluded that Downtown could support an additional 47 housing units. Increasing residential space has several benefits: utilizing vacant upper-floor space and underutilized land and buildings, increasing consumer traffic and density, increasing tax base, and creating ideal conditions for extended business hours and additional businesses.

Downtown Chillicothe could support a range of housing types including ten market

rate rentals, 32 additional senior rentals and five owner occupied homes. The senior demographic is served in Downtown by the Strand Apartments, but according to the Residential Demand Analysis, additional demand exists. The second largest market which comprises 31% of the population are individuals between 20 and 44. There may be some demand within this demographic group for family rental units and for a few loft-style condos. The Analysis recommends a senior housing and/or market rate rental development to test the waters and demonstrate demand for Downtown housing. Such a successful project may lead to the development of owner occupied housing Downtown.

The City of Chillicothe should utilize its existing resources to promote the conversion of some upper floors of existing commercial buildings into residential uses where appropriate. There are currently a significant number of buildings with vacant upper-floor space, mostly concentrated around the Square. While some of this space should be encouraged for office and service, approximately 50% of the vacant space, could be used for residential conversions. Converting this vacant square footage could create the 42 rental apartments that Downtown was projected to be able to support. Converting the upper-floor space would accommodate 100% of the supportable demand and more.

Meeting future housing demand can take many different forms depending upon the desires of the community and development site opportunities. These sites could accommodate single-family residences; however, mixed-use buildings would allow for not only residential growth, but commercial and retail growth as well. The target markets for these units would include young professionals, empty nesters, seniors citizens, small households, and new employees at the correctional facility.

In addition to new residential development, Downtown Chillicothe should preserve and improve its existing residential neighborhoods. The City can do this through continued code enforcement and investment in infrastructure such as roads, alleys, 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 on existing lots. 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 Chillicothe serves:

Downtown Employees

- Downtown is home to over 986 employees and 140 businesses,
- This equates to a potentially large spending:
 - $986 \times \$15 \text{ weekly} = \text{nearly } \$769,080 \text{ a year spent by Downtown employees.}$
- Latent demand for restaurants and food services at lunch and early evenings.
- Additional demand for convenience items and after hours shopping.
- Frequent customer reward programs and repeat business marketing efforts can be effective in targeting this segment.

Downtown Residents

- There are an estimated 212 residents Downtown.
- Comprehensive buying demands of this segment can be greatly served with retailer product differentiation and improved store hours.
- As is the case with the Downtown employees, frequent customer reward programs and repeat business marketing efforts are likely to be most effective in targeting this segment.

Local Residents

- Represents larger potential customer base than Downtown resident segment, with a total population of 9,515 citywide according to the 2010 Census (PTA).
- Visit Downtown for a variety of reasons including conducting business, shopping and dining.
- Although shopping and dining may not be the primary reason for local residents to go to Downtown, their presence increases foot traffic and creates an active environment.
- Are critical for Downtown merchants as this segment is most likely to have higher rates of impulse spending and a need for purchasing daily necessities due to frequent number of visits to Downtown.
- Effective strategies for this segment are to inspire brand loyalty through

effective marketing and customer incentives and by providing expanded product selection for daily and weekly necessities.

Tourists - Visitors

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

COMMUNITY SURVEYS

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

Focus groups were conducted to gather initial information about Downtown Chillicothe relative to four general groups: students, city and county officials, residents, and business owners. Results regarding retail development are as follows:

- Downtown Chillicothe is generally visited for the County Courthouse and professional services that are located in Downtown. Downtown is also visited for employment, shopping, entertainment and special events.
- Chillicothe, as a whole, is a hub for smaller communities and includes major chain retailers such as Wal-Mart, Lowe’s, and Hy-Vee.
- Chillicothe offers a surprising number of entertainment and recreation activities, including an aquatic center and a six-plex movie theatre.
- Overall, Downtown is moving in the right direction — mainly through efforts such as the long-range plan, beautification, building repairs, and special events (such as Strum and Stroll, Boo Fest, and Chautauqua in the Park).
- Business owners have located in Downtown due to its relatively low cost, good location along a state highway, and continued improvements to the district.
- There is a “perceived parking problem” where some residents feel that parking is hard to locate around the Courthouse, deterring them from patronizing Downtown businesses.

- One-way streets were repeatedly cited as an issue. Residents would like to see these converted to two-way to make navigating Downtown easier.
- The limited hours of Downtown businesses are inconvenient for those with a typical workday — expanded evening and weekend hours would be helpful.
- Participants are pleased with beautification efforts, however they feel that building repair, renovations and upgrades should be the highest priority.
- For restaurants, participants stated that fine dining options, a wider variety, longer business hours and outdoor seating would be welcome additions.
- Participants feel that incentives, including a business incubator, could encourage small businesses to locate in Downtown.
- Downtown Chillicothe should focus on independently-owned specialty-type shops and restaurants rather than large chains, as some participants feel that Downtown's purpose was not to compete with large chains, but offer customers a unique experience.
- Desired businesses include art galleries, art and craft stores, grocery store, expanded farmers market, recreational activities for youth, and additional restaurants.
- Business owners feel that all Downtown improvements would help their businesses — but particularly building repair, business attraction, improved parking, and cooperation between the City and County would be of the most assistance.

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:

- Over half of respondents (60%) answered that they visit Downtown “more than five times a month.” Another 25% visit one to five times a month.
- Residents most often visit Downtown to “conduct business” (70%) and for “shopping” (62%). Government/Post Office, Special Events, Dining, and Church are also frequent reasons for residents to visit Downtown.
- Nearly all (93%) feel that retaining the historic character of Downtown Chillicothe is “very” or “somewhat” important.
- Downtown draws all age and income groups of residents Downtown. Of those who stated shopping as the main reason for a visit, they are most likely to be aged 18-34, have lived in Chillicothe for 3-5 years and have an income of \$25,000 to \$75,000.
- Of those who stated dining as the main reason for a visit, they are mainly 18-34 and 50-64, have lived in Chillicothe for 3-5 years or less and have an income of \$100,000 or more.
- Most respondents feel there was a lack of dining and shopping options.

- 35% or more of respondents from all age groups stated that family or casual style dining was a very high priority. Fine dining is a top priority for income groups of \$75,000 to \$99,000 and \$100,000 plus. Respondents also feel that outdoor dining would be a welcome addition to Downtown.
- Clothing stores are a high priority for the age group 18-34 and newer residents. Those with an income of \$75,000 to \$99,000 also place a high priority on clothing stores.
- Attractions aimed at teenagers were supported by all age groups as a top priority, especially those in age groups 18-34 and 35-49.
- Individuals with an income of \$100,000 or more and respondents who have lived in Chillicothe the longest place the highest priority on dining, both casual and fine and a sporting goods store.
- Highest priorities for additional businesses for Downtown include: family/casual dining, clothing stores, fine dining, attractions aimed at teenagers, and lodging, sporting goods stores, outdoor dining, bakery, art galleries, antique shops and specialty shops.

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

CONCLUSIONS FROM SURVEY DATA

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

Some implications include:

- Store hours are inconvenient and need to be adjusted to better fit peak shopping hours and visitors.
- Downtown parking was perceived as a problem by Focus Groups participants, however, when tested through the Community Telephone Survey parking was found to be easy to locate and plentiful.
- A large number of respondents visit Downtown for special events, shopping and dining however all respondents indicated they would like more entertainment options.

- Long-term residents visit Downtown less often than newer residents, indicating that long-term residents may have a more negative perception of Downtown, and newer residents are more open-minded about utilizing Downtown.
- Households with lower-income levels shop Downtown more often than higher-income households, therefore an appropriate mix of retail would include retaining stores for existing shoppers while attempting to attract new higher-end stores and higher-income households.
- All focus groups and different demographic categories would like to see a movie theater, more restaurants Downtown.

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

- Increased Dining Options – Restaurants for Fine and Casual Dining, Ice Cream Store/Soda Fountain, Bakery, and Outdoor Dining
- Clothing Stores – Men, Women’s and Children’s Clothing, Shoes and Accessories
- Art Galleries & other Art-related Stores
- Attractions for Youth
- Boutique and Specialty Stores
- Bookstore
- Lodging Options

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

Figure 4: Downtown Businesses Preferences

DOWNTOWN BUSINESSES PREFERENCES

	Focus Groups		Community Survey
Clothing Stores	Most Groups	Casual/Family Dining	64%
Casual/Family Dining	Most Groups	Clothing Stores	57%
Youth Attractions	Most Groups	Fine Dining	50%
Art and Craft Stores	Most Groups	Arcade/Youth Attraction	47%
Art Galleries & Shops	Most Groups	Ice Cream/Soda Fountain	46%
Boutique/Specialty	Most Groups	Bookstore	44%
Ice Cream/Soda Fountain	Some Groups	Lodging	43%
Sporting Goods	Some Groups	Outdoor Sporting Goods	43%
Entertainment Venue	Some Groups	Bank	39%
Costume Shop	One Group	Outdoor Dining	38%
Bakery	One Group	Bakery	36%
Antique Store	One Group	Upscale Specialty Shops	35%

BUSINESS MARKET

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

TABLE 9: 2010 TOTAL EMPLOYMENT

	Downtown Chillicothe	Primary Trade Area	Secondary Trade Area
Employees	986	6,293	7,302
Businesses	140	630	852

Downtown remains a strong employment center, particularly in the areas of governmental and professional services. The City of Chillicothe has seen job growth in a number of sectors over the past decade. Several major employers have expanded, including the Women's Correctional Facility. This facility recently added 250 jobs for a total of 500. The total number employed at the facility is anticipated to grow to over 600 total employees. The largest employers in Chillicothe are listed in Table 10 on the following page.

COMPARATIVE MARKET ANALYSIS

The employment mix by industry in the City of Chillicothe closely mirrors that of the STA and the surrounding region. The PTA has the highest concentration of jobs in the retail sector. The percentage of retail jobs in Downtown (17%) is lower than the PTA (21%) and the STA (18%). All three trade areas have the highest concentration of jobs in the service sector. Most of Downtown Chillicothe's jobs are in the service sector (40%). Downtown has the largest percentage of jobs in Finance, Insurance and Real Estate.

Like many downtown areas, Chillicothe's was the major shopping area in the community until the city began to grow and more retail, dining, and service oriented businesses began to locate north and south of Downtown, primarily along Highway 65. The loss of businesses to these other areas contributed to the decline of the Downtown area. Even with the decline of retail businesses the Downtown appears to be attractive and vibrant. This can be attributed to beautification projects in Downtown and the vehicular and pedestrian activity still generated by the local and county governments and the remaining Downtown businesses.

TABLE 10: Chillicothe EMPLOYERS

Company Name	Industry
100+ Employees	
Chillicothe R-II Schools	Elementary and Secondary Schools
Hedrick Medical Center	General Medical and Surgical Hospitals
Missouri Department of Corrections	Correctional Institutions
Hy-Vee	Supermarkets and Other Grocery (except Convenience) Stores
Wal-Mart	Department Stores (except Discount Department Stores)
Midwest Gloves and Gear	Glove and Mitten Manufacturing
City of Chillicothe	Government
Citizens Bank and Trust	Commercial Banking
Gear for Sports	Sporting and Athletic Goods Manufacturing
WireCo WorldGroup	Steel Wire Drawing
50-100 Employees	
Donaldson's	Air Purification Equipment Manufacturing
Cloverleaf Cold Storage	Refrigerated Warehousing and Storage
Chillicothe Municipal Utilities	Utilities
The Baptist Home	Nursing Care Facilities
Hope Haven Industries	Vocational Rehabilitation Services
McDonald's	Limited-Service Restaurants
Livingston Manor	Nursing Care Facilities
Morningside Center	Nursing Care Facilities
Indian Hills Retirement Center	Continuing Care Retirement Communities
Sonoco	Plastics Materials and Basic Forms and Shapes Merchant Wholesalers
Woody's	Automotive Body, Paint, and Interior Repair and Maintenance

TENANT MIX & LAND USE

During the Land Use, Building & Infrastructure Survey (subsequently updated by City staff), 33 retail and restaurant establishments in Downtown Chillicothe were identified. Of the retail and restaurant locations several were fully vacant. The land use survey identified 78 commercial properties and 33 retail properties. A recent update of properties currently vacant in Downtown showed that there is approximately 18,374 square feet of vacant 1st floor space available in Downtown. Table 11 more fully details the current land use totals in Downtown.

TABLE 11: LAND USE TOTALS & SQUARE FOOTAGE

Land Use	Parcels	Buildings	Building Square Footage*	Vacant Square Footage	Percentage Vacant
Residential					
Single-Family	27	31	36,134	0	0.0%
Multi-Family	13	17	39,325	2,225	5.7%
Sub-Total	40	48	75,459	2,225	2.9%
Commercial					
Office / Service	77	78	205,388	7,671	3.7%
Retail	23	28	65,020	3,500	5.4%
Restaurant	5	5	7,420	0	0.0%
Sub-Total	105	111	277,828	11,171	4.0%
Mixed-Use	2	3	13,843	0	0.0%
Public / Institutional	10	10	61,545	4,978	8.1%
Recreation	1	0	NA	NA	NA
Parking Lot	12	NA	NA	NA	NA
Vacant Lot	4	NA	NA	NA	NA
TOTAL	174	172	428,675	18,374	4.3%

* 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 Downtown Chillicothe provides an idea of the possible new and existing business potential for Downtown Chillicothe. Downtown Chillicothe consists of 50 acres with 277,828 square feet of existing 1st Floor Commercial/Retail Space. In reviewing the DREAM Land Use and Building Survey results, PGAV PLANNERS has determined that approximately 72,440 square feet of 1st floor space is currently used as Retail/Restaurant Space and another 16,331 is vacant. The 72,440 square feet of Retail/Restaurant Space is generating about \$3.4 million in sales annually (sales do not include auto dealers, gasoline stations or non-store retailers) or about \$42 per square foot for retail sales. Restaurant sales total \$117 per square foot. Using these averages, the 16,331 square feet of vacancy represents potentially another \$650,000 in additional annual sales to the Downtown Trade Area.

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

TABLE 12: RETAIL ESTABLISHMENTS

	Downtown Chillicothe		Primary Trade Area		Secondary Trade Area	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail (Pedestrian-Generating Businesses) Trade Summary	24	67	132	1,366	156	1,490
TOTALS:	24	80	120	1,240	144	1,383
Furniture & Home Furnishings Stores	1	1	5	22	5	22
Electronics & Appliance Stores	1	5	5	13	5	13
Bldg. Materials & Garden Equipment & Supplies	1	3	13	154	15	217
Food & Beverage Stores	1	6	8	277	9	286
Health & Personal Care Stores	3	8	7	26	7	26
Clothing & Clothing Accessories Stores	3	11	9	32	9	32
Sporting Good, Hobby, Book & Music Stores	1	1	3	6	6	10
General Merchandise Stores	1	2	9	211	10	216
Miscellaneous Store Retailers	6	7	20	39	24	47
Arts, Entertainment & Recreation	2	23	7	48	11	55
Accommodation	0	0	3	39	5	60
Food Services & Drinking Places	4	13	31	373	38	399
Total Businesses (including non-retail)	140		630		852	
Total Employees (including non-retail)	986		6,293		7,302	
Total Residential Population	212		8,772		16,525	
Employee/Population	4.65		0.72		0.44	

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

TABLE 13: EXISTING RETAIL

NAICS Industry Group	Store Name
Furniture & Home Furnishings Stores	Furniture Store
	Original Artworks by Kelly
Health & Personal Care Stores	Krystal's Uptown Salon
	Jazzercise
	Essential Kreads Day Spa
	Hometown Pharmacy
	Lifestyle Family Nutrition
	Healthy Living Store
Clothing and Clothing Accessories Stores	Friends Clothing
	Clifton's Children Clothing
	Threads
Jewelry, Luggage, and Leather Goods Stores	Sensenich Jewelry
	Lauhoff Jewelry
Sporting Goods & Hobby Stores	Murphy's Photo
	J Crowe Photo
Office Supplies, Stationery, and Gift Stores	Midwest Suppliers
	US Graphics
	Heartland Advertising
Miscellaneous Store Retailers	Sophies Place
	My Secret Garden
	My Sisters Place
	Jones Automotive
Used Merchandise Stores	Country Corner Craft Antique Mall
	Salvation Army Thrift Store
	Rogers Gun & Pawn
Food Services & Drinking Places	Nicoz
	PC's Elkhorn Steakhouse
	The Boji Stone
	Saale's Tavern

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

TABLE 14: CONSUMER EXPENDITURES

	Downtown Chillicothe	Primary Trade Area	Secondary Trade Area
Average Household Income	\$36,398	\$38,598	\$39,425
Average Annual Household Expenditures for Selected Retail Sectors			
Food	\$4,822	\$5,456	\$5,524
Food at Home	\$2,864	\$3,255	\$3,319
Food Away from Home	\$1,958	\$2,201	\$2,205
Apparel and Services	\$1,002	\$1,113	\$1,101
Household Merchandise	\$1,639	\$1,870	\$1,893
Electronics	\$903	\$1,011	\$1,016
Household Goods	\$736	\$860	\$877
Household Care	\$1,198	\$1,494	\$1,512
Transportation	\$2,502	\$2,867	\$2,996
Health & Personal Care	\$729	\$871	\$907
Health Care	\$484	\$593	\$626
Personal Care Products	\$245	\$278	\$281
Entertainment & Recreation	\$1,170	\$1,413	\$1,489
Total for selected sectors	\$13,062	\$15,084	\$15,422

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

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

TABLE 15: HOUSEHOLD INCOME

Income Level	Downtown Chillicothe	Primary Trade Area	Secondary Trade Area
Less than \$ 15,000	18	637	1,122
\$ 15,000 - \$24,999	13	483	880
\$ 25,000 - \$34,999	12	457	844
\$ 35,000 - \$49,999	16	637	1,277
\$ 50,000 - \$74,999	20	867	1,491
\$ 75,000 - \$99,999	10	263	525
\$ 100,000 - \$149,999	1	136	313
\$ 150,000 - \$199,999	1	45	65
\$ 200,000 +	0	43	77
Total	91	3,568	6,594

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

TABLE 16: DISPOSABLE INCOME

Income Level	Downtown Chillicothe	Primary Trade Area	Secondary Trade Area
Less than \$15,000	21	749	1,319
\$15,000-\$24,999	16	582	1,067
\$25,000-\$34,999	15	591	1,159
\$35,000-\$49,999	17	709	1,306
\$50,000-\$74,999	19	693	1,258
\$75,000-\$99,999	2	108	234
\$100,000-\$149,999	1	84	165
\$150,000-\$199,999	0	23	34
\$200,000+	0	28	52
Total	91	3,567	6,594
Median Disposable Income	\$29,843	\$32,032	\$32,255
Average Disposable Income	\$34,478	\$39,947	\$40,326

The PTA has the highest percentage, 7%, of households with a disposable income over \$75,000 and more. Conversely, Downtown has very few households with high levels of disposable income. Determining the retail sectors that have unmet demand in Downtown will help retain the amount of retail dollars spent inside the Downtown as well as attract additional dollars from the Primary and Secondary Trade Areas. Targeting Downtown Chillicothe and the Primary and Secondary households will be an important component in reviving the retail market in Downtown.

POTENTIAL STORE SPACE SUPPORTED

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

In Table 17 the unmet demand (the difference between retail demand and actual sales) is listed for thirteen retail categories. Given the total unmet retail demand within the Secondary Trade Area and the average sales per square foot in Downtown Chillicothe of \$42 per square foot, PGAV PLANNERS estimates that Downtown Chillicothe could support an additional 57,000 square feet of retail by capturing the STA’s unmet demand in the specified retail sectors. Existing retailers could potentially capture this unmet demand by expanding floor area and adding new products, or new retailers could enter the marketplace.

TABLE 17: FUTURE RETAIL GROWTH

Industry Group	Opportunity ¹	Possible Retail Area (sq.ft.) Supported ²
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$ 743,355	17,625
Clothing Stores (NAICS 4481)	\$ 569,494	13,503
Specialty Food Stores (NAICS 4452)	\$ 557,444	4,255
Other Miscellaneous Store Retailers (NAICS 4539)	\$ 269,070	6,380
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$ 252,959	5,998
Shoe Stores (NAICS 4482)	\$ 117,277	2,781
Furniture & Home Furnishings Stores (NAICS 442)	\$ 90,645	2,149
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$ 59,065	1,400
Florists (NAICS 4531)	\$ 49,906	1,183
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$ 39,601	939
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$ 29,649	703
TOTAL	\$ 2,778,465	56,917

¹ Indicates unmet consumer demand within the Secondary Trade Area.

² Based on \$42 in retail sales per square foot, \$117 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Chillicothe.

Downtown Chillicothe has several available locations where new retail buildings could be developed as well as the potential to fill the existing vacant square footage with new retail. Downtown also has existing retailers that could potentially expand to

accommodate the additional demand. Downtown Chillicothe should focus on maximizing its amount of retail and restaurant space on the first floor of buildings Downtown. Maximizing this space on the first floor has the potential to support the unmet demand in a number of retail sectors while creating a vibrant shopping experience Downtown.

In 2010 Downtown sales totaled \$3.5 million in total retail and food and drink. Food and drink sales totaled 25% of all retail sales in Downtown. A total of 17% of sales for Downtown Chillicothe were from grocery stores. Another 17% of Downtown sales were from health and personal care stores and 20% from clothing and clothing accessories. Maintaining this retail base is important for Downtown Chillicothe; however, attracting new sales in the following retail sectors will increase the market potential to attract new customers.

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

- Electronics & Appliance Stores - \$740,000
- Clothing Stores - \$569,000
- Specialty Food Stores - \$557,000
- Other Miscellaneous Store Retailers - \$269,000
- Health & Personal Care Stores - \$253,000

“Electronics & Appliance Stores” is the largest retail sector that is underserved in the Trade Areas. Downtown has the potential to attract an anchor style electronics and appliance store. Locating this type of anchor in Downtown has the potential to attract an additional \$740,000 in retail sales. Electronics would provide a wide draw for Primary and Secondary Trade Area customers.

The clothing retail sector is another sector with large unmet demand. Downtown Chillicothe has several stores that could expand their product line to attract some of this demand. Downtown Chillicothe should work on retaining existing business while encouraging stores to expand their existing inventory. Attracting additional stores to fill the clothing and shoe stores as well as jewelry, luggage, and leather goods. This retail category has the potential to bring in approximately a half a million in sales to Downtown and attract a wide variety of customers. Attracting boutique and specialty shops that have items for men, women and children would satisfy the needs of the immediate community and attract shoppers from surrounding areas.

Significant demand exists for a specialty food store that could offer high end items such

as health/organic foods, prepared foods, wine and beer and high quality fresh produce. This type of store would offer options to those looking for a higher quality item. This type of business might be best offered in conjunction with a casual or family dining establishment. Focus Group and Community Survey participants indicated a strong desire for more casual/family dining options within Downtown Chillicothe. Demand for dining options is currently being met primarily by restaurants outside Downtown.

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

AVAILABLE RETAIL SPACE INVENTORY

During the Land Use, Building and Infrastructure Survey task (Spring 2008) PGAV PLANNERS identified vacant properties in Downtown Chillicothe. In 2011, the City provided an update to this inventory. The following is a list of 11 vacant properties Downtown:

TABLE 18: 1ST FLOOR VACANCY

ID	Address	Available Sq.Ft.
1	812 CALHOUN ST	1178
2	424 LOCUST ST	3982
3	713 LOCUST ST	1247
4	701 LOCUST ST	1346
5	607 WEBSTER ST	2029
6	610 WEBSTER ST	1217
7	600 WEBSTER ST	329
8	605 JACKSON ST	362
9	445 LOCUST ST	2154
10	405 LOCUST ST	1269
11	610 CLAY ST	1219

The locations listed on Table 18 are depicted on the First Floor Vacancy Map in Appendix D. There are 11 storefronts that have vacancies. These vacancies total 16,331 square feet of first floor vacancy in Downtown Chillicothe. There are several vacancies that would be able to accommodate a medium-sized retailer such as an electronics store, restaurants and other medium size retail or entertainment attraction. For a larger

anchor, several properties would have to be combined and/or a new building constructed on an existing empty lot. Other vacancies, smaller than 2,000 square feet will present the opportunity for boutique and specialty stores. Downtown should focus on filling current vacancies and in the future moving service and professional offices to upper-floor spaces to make room for street-level retail.

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

The recommendations listed in Table 19 are based upon the analysis of unmet retail demand Table 17 and the total amount of available first floor space (16,331 square feet). As mentioned, there is significant vacant upper floor space that could be filled by offices and service-related businesses, thus making additional first floor space available. In order to fully meet the amount of needed retail space (57,000 square feet), a combination of moving non-retail uses to second floors and constructing in-fill buildings will need to be utilized. Table 19 represents one possible space allocation and location that would well serve Downtown. It will be important for Downtown to have identified potential retail coupled with the ideal space when attempting to attract new retailers.

TABLE 19: POTENTIAL NEW RETAIL

ID	Address	Available Sq.Ft.	Potential Retail
1	812 CALHOUN ST	1,178	Shoe Store
2	424 LOCUST ST	3,982	Electronics & Appliance Store
3	713 LOCUST ST	1,247	Specialty Store
4	701 LOCUST ST	1,346	Specialty Store
5	607 WEBSTER ST	2,029	Full-Service Restaurant
6	610 WEBSTER ST	1,217	Specialty Store
7	600 WEBSTER ST	329	Specialty Store
8	605 JACKSON ST	362	Specialty Store
9	445 LOCUST ST	2,154	Clothing Store
10	405 LOCUST ST	1,269	Full-Service Restaurant
11	610 CLAY ST	1,219	Specialty Store

The potential for a major retail development exists on the former Leeper Hotel site, which is currently vacant. The building was not included in the list of available vacant building space as it was, until recently, scheduled for demolition. However, if saved, this location should be repurposed as a major retail anchor for Downtown. This

prominent location could support a pharmacy, specialty food store or electronics boutique, with apartments or office space located on the upper floors.

Some of the existing vacant space has been allocated to Full-Service Restaurants. New casual and upscale dining was identified as a top priority in the both the Focus Groups and the Community Survey. Attracting new restaurants also has the potential to increase the number of visitors to Downtown and should be a top priority for the City.

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

TABLE 20: POTENTIAL RETAIL SPACE ALLOCATION

Industry Group	Opportunity ¹	Possible Retail Area (sq.ft.) Supported ¹	Suggested Allocated Vacant Space	Remaining Possible Retail Area
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$743,355	17,625	3,982	13,643
Clothing Stores (NAICS 4481)	\$569,494	13,503	4,918	8,585
Specialty Food Stores (NAICS 4452)	\$557,444	4,255	0	4,255
Other Miscellaneous Store Retailers (NAICS 4539)	\$269,070	6,380	2,955	3,425
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$252,959	5,998	0	5,998
Shoe Stores (NAICS 4482)	\$117,277	2,781	1,178	1,603
Furniture & Home Furnishings Stores (NAICS 442)	\$90,645	2,149	0	2,149
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$59,065	1,400	0	1,400
Florists (NAICS 4531)	\$49,906	1,183	0	1,183
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$39,601	939	0	939
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$29,649	703	0	703
TOTAL	\$2,778,465	56,917	13,033	43,884

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

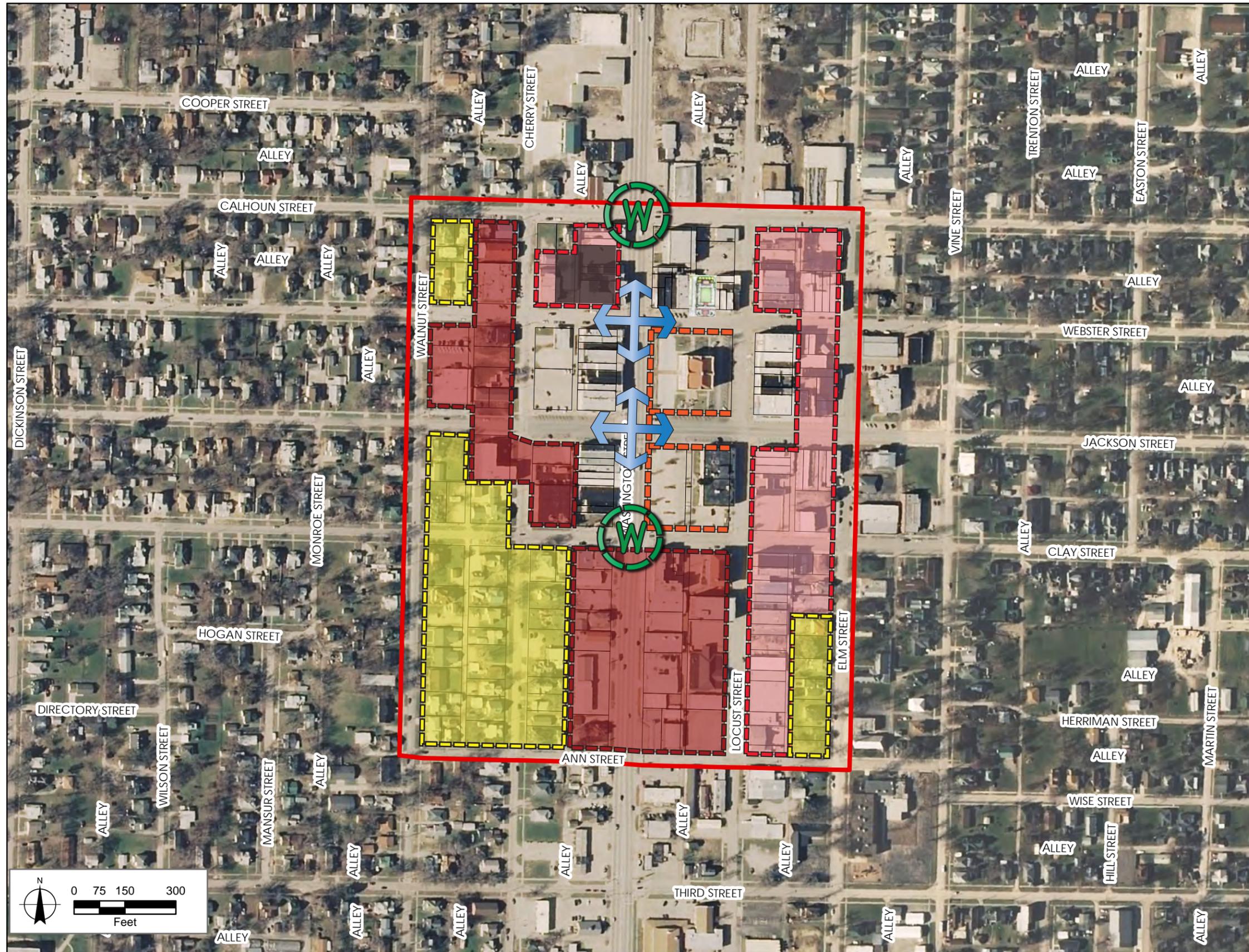
Figure 5 on the following page details the overall retail concept for Downtown Chillicothe. Efforts to develop additional retail should primarily focus on the area to the east of Locust Street. Developing retail in this area will enhance the existing retail in Downtown while providing additional retail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

Figure 5: Concept Map

Downtown Chillicothe Study Area
City of Chillicothe, Missouri

Legend

-  Study Area
-  Wayfinding
-  Street Art
-  Pedestrian Enhancements
-  Neighborhood Preservation Area
-  Retail Development Area
-  Commercial Development Area
-  Commercial Redevelopment Opportunity
-  Silver Moon Plaza



June 2012



DOWNTOWN CHILLICOTHE RETAIL GOALS

- **ENCOURAGE TARGETED RETAIL USES**

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

- **CREATE A DOWNTOWN BUSINESS DEVELOPMENT PACKAGE**

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

The Business Development Package should be professionally designed and include:

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

- **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.

- **DEVELOP SEMINARS FOR EXISTING BUSINESSES**

The Downtown should develop a merchant education program to address issues of marketing, customer service, business and building maintenance, retail

opportunities, and trends. General business issues such as marketing, customer service, store hours and store display and design should be covered as well as opportunities for more detailed assistance. Clusters of similar Downtown businesses such as restaurants should be brought together to present specific topics.

- **ENCOURAGE EXISTING RETAIL EXPANSION**

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

- **INCREASE AVAILABLE RETAIL SPACE**

Where possible, property owners should increase available retail space in existing buildings through the reconstruction of internal common walls in order to expand building footprints. Where feasible the City should encourage the relocation of non-retail uses from the first floor to the second floor. The City should develop a low-interest loan program to promote this type of rehabilitation.

- **INCREASE MARKETING & COLLECTIVELY MARKET DOWNTOWN RETAILERS**

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

- MARKET BUSINESS DEVELOPMENT LOAN PROGRAM

Increase awareness of the Missouri Development Finance Board's Revolving Loan Fund available to Downtown Businesses for façade improvements. The City should lead the effort in promoting this program to current property owners.

- VERIFY & UPDATE COMMERCIAL VACANCIES & STORE MIX

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

DOWNTOWN CHILLICOTHE STRATEGIES

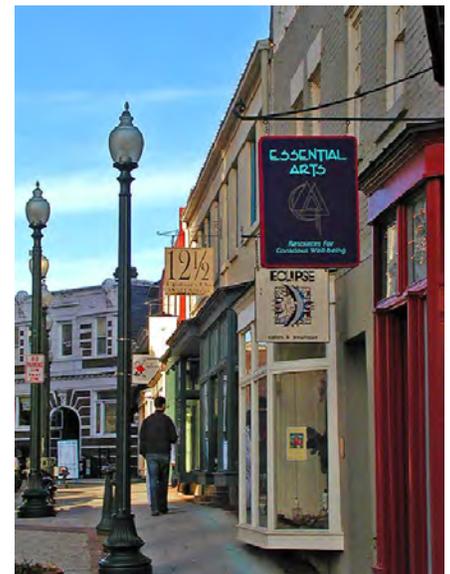
Achieving Downtown's retail goals can be obtained by implementing several key strategies. These strategies must be realistic and based on an understanding of Downtown Chillicothe's current retail market, its primary customers, and the spending potential of key customer segments identified earlier in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

Re-energizing downtown retail can be a difficult, lengthy and complicated process. Traditional downtowns have changed dramatically in the past decades due to changes in lifestyles, consumer spending patterns, merchandising, and heightened competition for retail and restaurant spending. To achieve long-term success Downtown stakeholders must understand these changes and be willing to embrace new approaches to retail development.

GREAT STREETS EQUAL GREAT DOWNTOWNS

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

Older downtowns by their very natures are walkable. They evolved during a period when high density and pedestrians were commonplace. Downtowns can continue to provide an environment where walking can be enjoyable and a practical



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

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

- sidewalks that are continuous and wide enough to include pedestrian-friendly streetscape elements;
- short crosswalk distances that provide safe walking environments;
- symbols that are related to downtown's heritage;
- seamless streetscapes with lighting and banners, planters and street trees, benches and other site furnishings;
- seasonal lighting that helps to create a festive and inviting environment;
- borders that offer a variety and stimulate interest in adjacent areas through the use of flower beds, sidewalk seating and cafes, benches and street trees;
- high quality amenities such as public art, streetscape elements and public amenities such as restrooms;
- safety for pedestrians with lighting, crosswalks, accessible ramps, bike racks, landscape and buffers.



- user friendly and appealing streetscape features and appropriate directional signage;
- transit friendly and convenient integration of cyclists, public transportation, trolleys and automobiles;
- bicycle friendly areas with bicycle racks that coordinate with other site furnishings; directional and regulatory signage that identifies bike routes; wayfinding signage; and, where feasible, dedicated bicycle lanes;
- continuous on street parking and enforced slower vehicular speeds; and
- streetscape maintenance.

PARKING

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

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

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



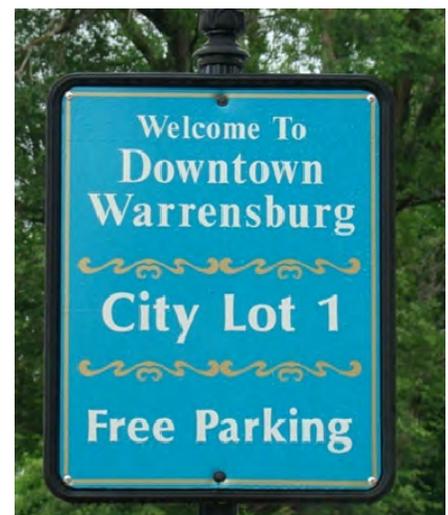
pedestrians as well as signage that identifies public parking lots.

Establishing parking zones in Downtown is a way to ensure there is plentiful customer parking. This can be accomplished by signage that designates parking for customers. Employees and employers should not park in front of the retail establishments in Downtown. Rather, where possible, they should park in the rear of their establishments or at parking lots designated for employee parking.

PUBLIC SPACES

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

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



DOWNTOWN ENVIRONMENT & APPEARANCE

Downtown Chillicothe's historic architectural character and physical layout is the key to its draw as a unique retail environment. Protecting and improving the quality of the built environment must be a major component of the retail development strategy, just as retail will be a major piece of Chillicothe's overall Downtown revitalization plan.

The public and private sectors must continue their partnership to preserve and enhance an environment in which retail can thrive. This will require various means of creative cooperation amongst City staff, and private business and property owners to maximize the impact in Downtown Chillicothe. 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 Chillicothe's priorities:

- Continued façade restoration and rehabilitation. The City must work to encourage rehabilitation of Downtown buildings. Assistance with façade improvements, through the MDFB Revolving Loan Fund and other funding sources.
- Incentive programs should also recognize the need for improvement to the side and rear of buildings, some of which have attractive façades. One advantage of building renovation incentives is that they can be granted with conditions, providing an opportunity to ensure improvements are implemented on the entire building and lot.
- Encourage redevelopment and new construction that adds retail space. Redevelopment opportunities, may arise in coming years as vacant spaces are filled and demand for additional retail and restaurant space grows. As a matter of zoning policy, retail or restaurant



uses should be the priority for ground-floor uses in all new buildings. Further, new buildings should generally respect the traditional scale and appearance of Downtown buildings.

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

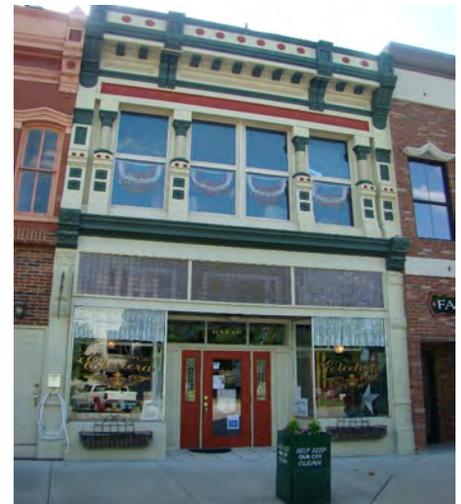
BUSINESS RETENTION, EXPANSION & RECRUITMENT

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

The City should focus on maintaining goods and services that are currently provided within Downtown Chillicothe. Downtown will also need to attract additional retailers to create a vibrant retail destination. Retail and restaurant locations should be given priority for existing vacant spaces and new construction. The targeted retail establishments were identified in Table 17 (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 Chillicothe. The campaign should also market itself to the community, surrounding regions and potential businesses.

Tools that should be used by the recruitment team include:

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

This campaign should also foster the existing entrepreneurial spirit that exists within the community. Small businesses are the core of the local economy, generating jobs and revenue for the community. Many aspiring business owners are not connected with financial resources, therefore providing technical support and loan opportunities can make a



difference whether a business succeeds or fails. This can be accomplished through business plan review and funding opportunities as well as creating a seminar program for local entrepreneurs. Surveying the local businesses to see what topic would best serve the community is another activity that is frequently a benefit for local entrepreneurs.

The City should work with local organizations to connect business owners with existing incentives, such as the MDFB Revolving Loan Fund or existing Business Assistance Program.

Some simple strategies to compete with big box stores include:

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

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

RETAIL LOCATION & MIX

Location and the appropriate mix of retail is a key to retail success. A well developed mix of uses throughout Downtown will generate foot traffic and a solid 24 hour population.

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



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

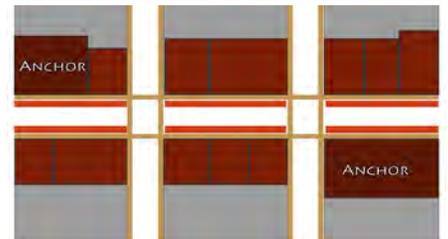
- Movie Theatres
- Farmer’s Markets
- Grocery Stores
- Furniture Stores

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

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

PROMOTE USE OF UPPER FLOOR SPACE

Strong residential presence is a key component to a prosperous downtown. Downtown residents enjoy close proximity to entertainment venues, restaurants, and shopping. These residents have the ability to expand the market by creating additional demand for products and services.



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

ENHANCING THE PURCHASING EXPERIENCE

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

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

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

- Extend store business hours.
- Carry the unique or higher-end items that can't be found elsewhere.
- Attract dissatisfied customers from the larger retailers.
- Offer expert, personalized assistance and extraordinary customer service.
- Consider shopping amenities like gift wrapping, free shipping, convenient return and exchange policies, recommendations to other area shops and restaurants, and special orders.
- Work smarter by using technology and eliminating



wasteful overhead.

- Think like first-time customers walking into a store, ask, “What can I improve?”
- Individual retailers should implement a parking plan that requires employees to park away from the storefront, freeing up the most convenient on-street parking for customers.

ATTRACTING CUSTOMERS

Attracting customers is also an integral component of retail success. Downtown has established a pool of existing customers and needs to continue to reach out to new customers. Businesses should make special efforts to use existing customers as a source of referrals. Creating a base of repeat customers is vital to any retailers success. To maintain customers and attract new customers retailers need to provide a unique experience. This can largely be accomplished by providing:

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

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

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

Another strategy to increase customer traffic is to extend business hours. Small merchants can find it very difficult to



stay open into evening hours, but having a critical mass of businesses open for shopping can transform a Downtown into a vibrant, active area. Seventy percent (70%) of all sales tend to occur after 5:30 p.m. and on weekends. Adjusting store hours to respond to the change in America's lifestyle will help boost sales and create a new shopping experience. Increasing the number of casual and fine dining options will provide retailers a broader customer market, usually in the evening hours.

One option that many communities have adopted is a weekly or monthly event oriented around shopping. Identifying one coordinated evening a week during which retailers and restaurants stay open late and offer specials (e.g. Thursdays till 8:00 PM or Fridays till 9:00 PM) is a great way to attract people to Downtown.

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

MARKETING

The promotion of downtown attractions, businesses, and events is a major dimension of downtown development. These promotions are generally spearheaded by downtown organizations who recognize the necessity of reacquainting long-time residents and introducing newer residents and visitors to Downtown. Staging Downtown events, festivals, parades, concerts and other special events, will bring more people Downtown and expose them to what Downtown has to offer. The marketing and promotions strategy for Downtown should provide a mix of events and promotions



that reflect different aspects of the region, including history, nearby natural amenities, cultural heritage and the quality of goods and services.

The City should continue to utilize brochures that highlight the positive features of locating retail business in Downtown Chillicothe. 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 Chillicothe, especially



those businesses that might draw customers or visitors from a wider geographic area.

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

RETAIL PRESENTATION & OPERATIONS

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

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

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



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

Corner storefronts are significant, they help keep pedestrians moving and their appearance encourages pedestrians to cross the street. When these windows are vacant they discourage pedestrians from crossing to the next corner. If there are vacant corner storefronts The City should encourage rotating displays from other stores, or inserting information on upcoming festivals and local artwork.

WINDOW'S HOW TO

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

- **Develop Themes.** Window displays should establish a theme and integrate props. They can follow the general items in the store or a specific set of items. Themes such as sports, children's stories, romance, nature, patriotism, storytelling etc, should be considered.
- **Simple Repetitive Objects.** Repeating objects creates a strong message. They do not need to be expensive to be successful. Simple objects such as cut out hearts, gloves. Lampshades, balloons or handwritten notes can create dynamic and rhythmic displays.
- **Found Objects.** These objects can be window frames or wine barrels that help reinforce the window statement.
- **Flexible Backdrops.** They can be textured or fabric



panels reflecting the products displayed, highlighting the season or the richness of the interior that is found beyond the windows.

- Window Graphics. Graphic statements can define a function or add interest to the merchandise.
- Night Lighting. Once window displays have been created they should be lighted. When lighted they add life to the evening streetscape and act as a 24 hour billboard. People leaving nearby businesses with later uses, such as restaurants, theaters and drinking establishments will be compelled to return to your store. However, window lighting should not impose on upper story residents
- Change Window Displays. Displays should be rotated every four to six weeks.



SIGNAGE + BRANDING

When establishing business goals, owners must decide on their “brand” or define the store and how they hope to be perceived by customers. These decisions will determine the direction for store logos, signage and interior design. Colors and font type used should reflect the brand and merchandise. Brand logos should be used consistently on merchandise, hang tags, business cards and printed advertisements. Shopping bags are walking advertisements that reinforce your style and should always include your shop logo.



INTERIORS

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

- Feature Displays. Once a customer has entered the interior of the shop, there should be an open area to adjust to their surroundings and make decisions.
- First Fixture. The first fixture should be well inside the



entrance and is often a feature display which tells a story about a specific theme or product. These displays can be seasonal or a specialty product line.

- Music. Music should be played that matches the store image. This simple step will bring an empty store to life.
- Secondary Displays. These displays keep the customer moving, and successful displays encourages movement. This is accomplished by placing a variety of minor merchandise groups throughout the space. The height and shape of these displays should vary and interrupt long runs of repeating products on walls.
- Floor Space. The area 18" from the floor is not "shop-able" and is best used for storage.
- Make the Back Wall Visible. Making the back wall visible and interesting all the way from the front of the store to draw customers back. This can be as easy as using paint or unusual fixtures. Place sale or clearance merchandise in the back to make customers walk past other items to get to there.
- Grouping Merchandise. Techniques for grouping the merchandise can help shoppers make their decisions faster and therefore buy more merchandise while they are in the store.
- By Color. Group all red items together, blue items together etc. This method is often used for seasonal displays.
- Product Combination. These items provide irresistible opportunities for customers to purchase combined products with a similar theme. Group clothing with coordinating accessories or "Staff Favorites."
- Fabrication Type. All glass should be kept with the glass, wood with wood, pewter with pewter and pottery with pottery.
- Impulse Items. These are often located by the register and are generally offered as add-ons. They are often



inexpensive pick-up items.

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

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

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

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



IMPLEMENTATION

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

- Moving non-retail office uses to upper floors to make room for street-level retail and restaurants
- Establishing a small-business loan program
- Collectively and effectively marketing Downtown retail businesses
- Increasing pedestrian activity throughout Downtown through improved infrastructure and additional retail
- Effectively tying together both sides of Washington Avenue to create a better pedestrian experience
- Bringing street art to Downtown
- Increasing retail options, focusing primarily on the area east of Locust Street

A P P E N D I X

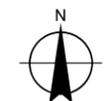
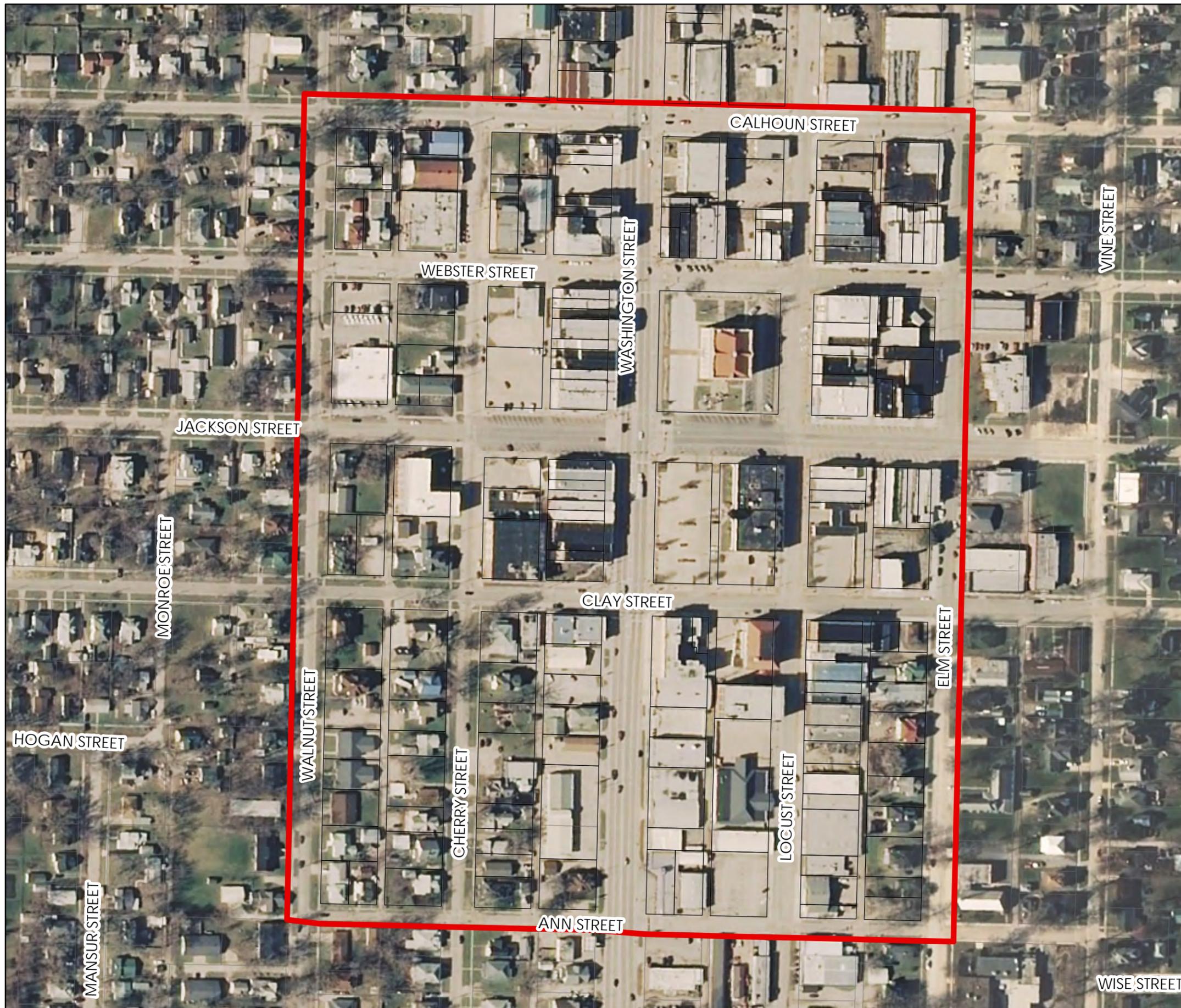


Appendix A-1 Downtown Chillicothe

Retail Market Analysis
City of Chillicothe, Missouri

Legend

 Downtown Chillicothe



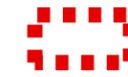
June 2012

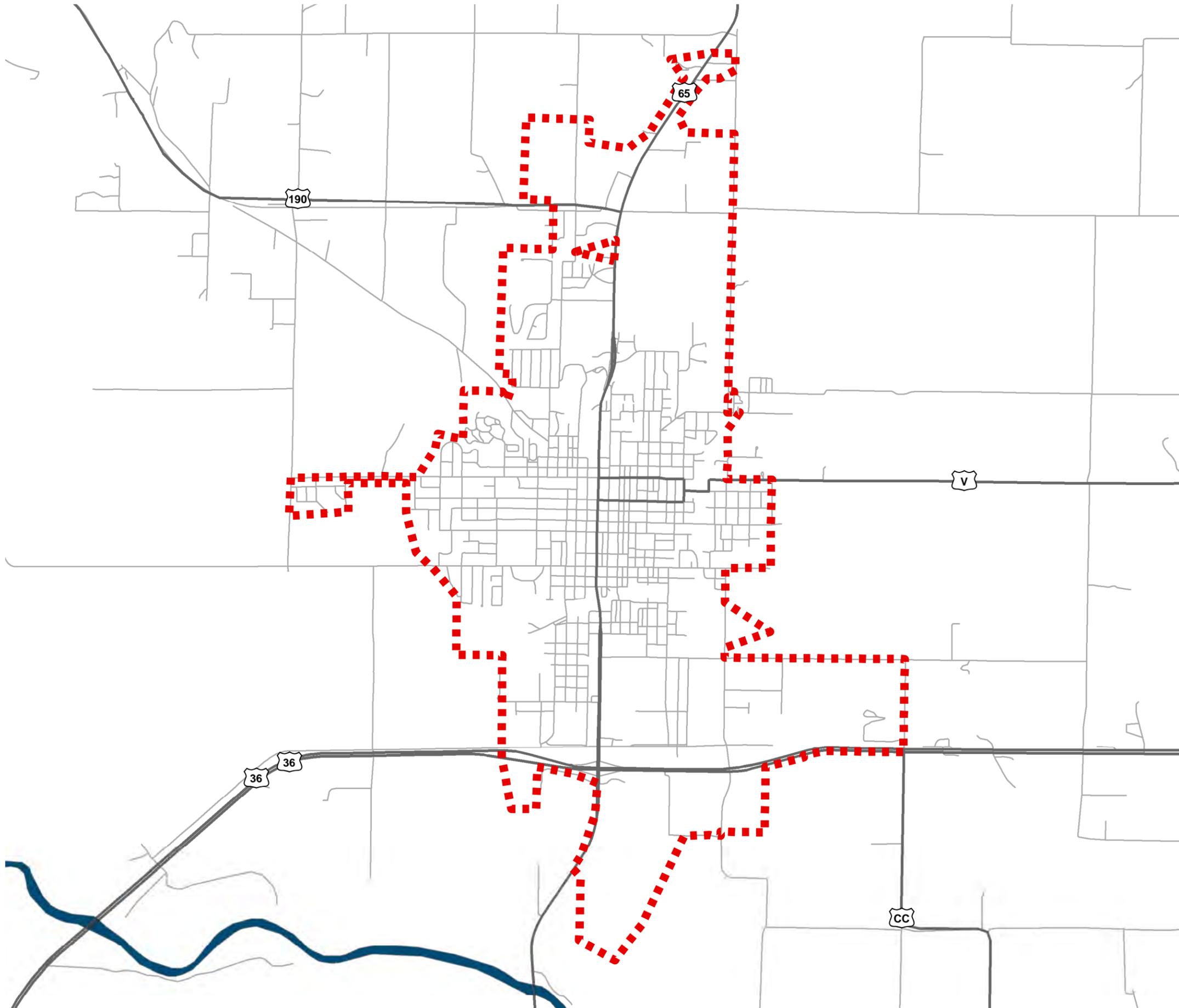


Appendix A-2 Primary Trade Area

Retail Market Analysis
City of Chillicothe, Missouri

Legend

 Primary Trade Area



June 2012

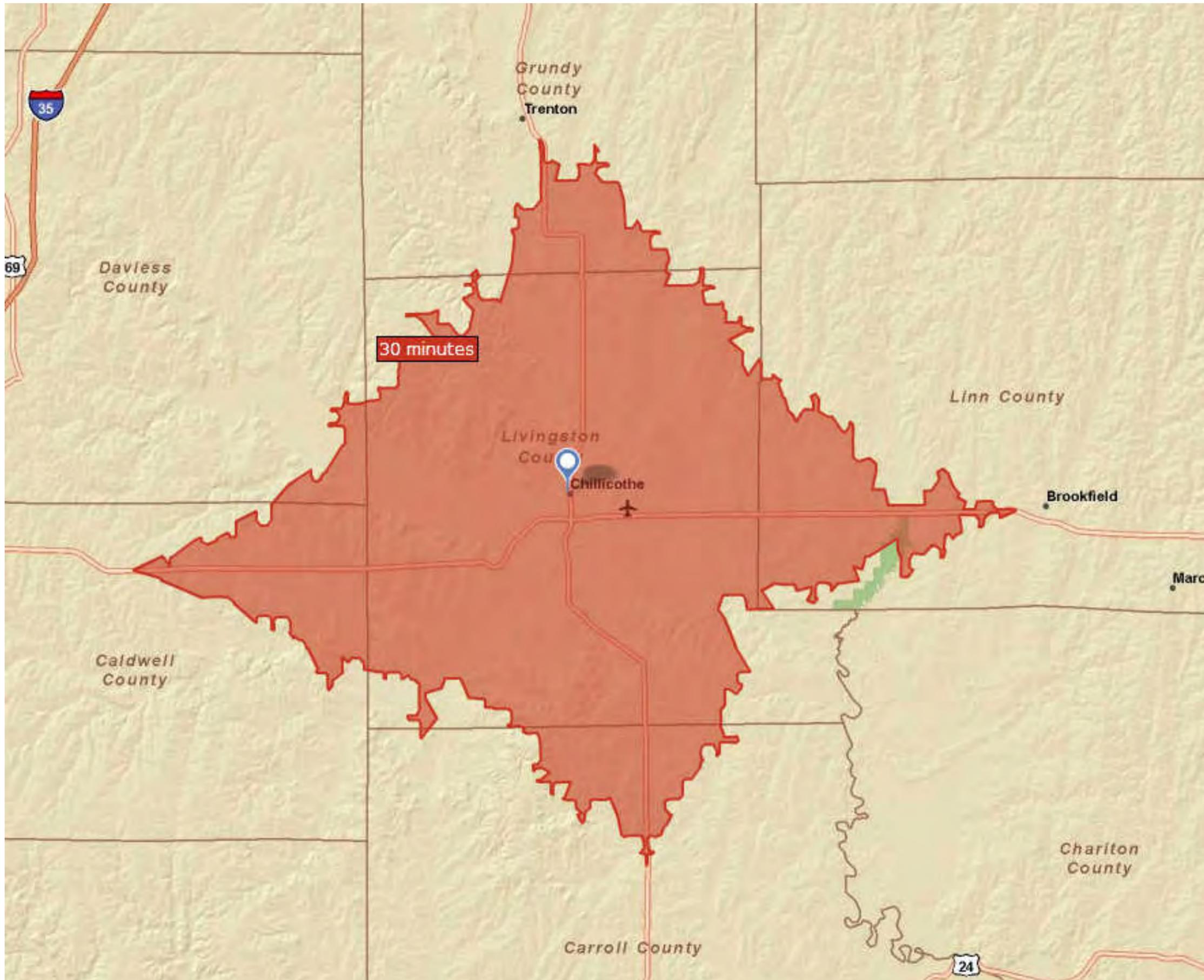


Appendix A-3 Secondary Trade Area

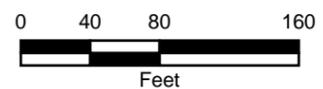
Retail Market Analysis City of Chillicothe, Missouri

Legend

 Secondary Trade Area



June 2012



Appendix B

Downtown Chillicothe 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	\$72,875,015	126	\$90,966,181	\$ (18,091,166)	(386,689)	4,410	\$38,619,545	107	\$80,279,324	\$3,463,538	25	785	3.70
Total Retail Trade (NAICS 44-45)	\$56,274,425	86	\$71,579,937	\$ (15,305,512)	(362,901)	3,405	\$29,572,934	74	\$63,330,345	\$2,594,634	19	762	3.59
Total Food & Drink (NAICS 722)	\$16,600,590	40	\$19,386,244	\$ (2,785,654)	(23,788)	1,005	\$9,046,611	33	\$16,948,979	\$868,904	6	865	4.08
Furniture & Home Furnishings Stores (NAICS 442)	\$2,288,220	5	\$2,197,575	\$ 90,645	2,149	138	\$1,249,364	5	\$2,197,575	\$78,978	1	570	2.69
Furniture Stores (NAICS 4421)	\$1,761,763	3	\$1,722,960	\$ 38,803	920	107	\$945,142	3	\$1,722,960	\$78,978	1	741	3.49
Home Furnishings Stores (NAICS 4422)	\$526,457	2	\$474,615	\$ 51,842	1,229	32	\$304,222	2	\$474,615	\$0	0	0	0.00
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$1,529,482	5	\$786,127	\$ 743,355	17,625	93	\$816,472	5	\$786,127	\$239,200	1	2,584	12.19
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$4,966,823	15	\$8,922,440	\$ (3,955,617)	(93,790)	301	\$2,578,709	12	\$6,294,616	\$111,344	2	370	1.75
Building Material and Supplies Dealers (NAICS 4441)	\$4,621,940	11	\$8,544,304	\$ (3,922,364)	(93,001)	280	\$2,416,603	10	\$6,022,583	\$22,583	1	81	0.38
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$344,883	4	\$378,136	\$ (33,253)	(788)	21	\$162,106	2	\$222,033	\$88,761	1	4,253	20.06
Food & Beverage Stores (NAICS 445)	\$23,648,235	7	\$29,229,672	\$ (5,581,437)	(132,339)	1,431	\$12,969,602	6	\$25,164,050	\$598,333	1	418	1.97
Grocery Stores (NAICS 4451)	\$22,721,381	6	\$28,782,431	\$ (6,061,050)	(143,710)	1,375	\$12,481,540	5	\$24,716,809	\$598,333	1	435	2.05
Specialty Food Stores (NAICS 4452)	\$557,444	0	\$0	\$ 557,444	13,217	34	\$290,435	0	\$0	\$0	0	0	0.00
Beer, Wine, and Liquor Stores (NAICS 4453)	\$369,410	1	\$447,241	\$ (77,831)	(1,845)	22	\$197,627	1	\$447,241	\$0	0	0	0.00
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$2,296,406	6	\$2,043,447	\$ 252,959	5,998	139	\$1,208,003	6	\$2,043,447	\$596,175	3	4,290	20.24
Clothing and Clothing Accessories Stores (NAICS 448)	\$2,502,091	10	\$1,775,719	\$ 726,372	17,223	151	\$1,364,320	10	\$1,775,719	\$682,076	4	4,505	21.25
Clothing Stores (NAICS 4481)	\$1,577,273	6	\$1,007,779	\$ 569,494	13,503	95	\$836,152	6	\$1,007,779	\$337,799	3	3,539	16.69
Shoe Stores (NAICS 4482)	\$365,927	2	\$248,650	\$ 117,277	2,781	22	\$221,773	2	\$248,650	\$0	0	0	0.00
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$558,891	2	\$519,290	\$ 39,601	939	34	\$306,395	2	\$519,290	\$344,277	1	10,179	48.02
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$303,718	6	\$246,693	\$ 57,025	1,352	18	\$127,736	2	\$125,286	\$14,235	1	775	3.65
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$223,631	5	\$164,566	\$ 59,065	1,400	14	\$95,301	2	\$125,286	\$14,235	1	1,052	4.96
Book, Periodical, and Music Stores (NAICS 4512)	\$80,087	1	\$82,127	\$ (2,040)	(48)	5	\$32,435	0	\$0	\$0	0	0	0.00
General Merchandise Stores (NAICS 452)	\$17,054,525	8	\$24,981,967	\$ (7,927,442)	(187,963)	1,032	\$8,451,281	8	\$23,736,319	\$58,639	1	57	0.27
Department Stores Excluding Leased Depts. (NAICS 4521)	\$12,667,986	5	\$17,152,177	\$ (4,484,191)	(106,322)	767	\$6,554,637	5	\$17,152,177	\$58,639	1	76	0.36
Other General Merchandise Stores (NAICS 4529)	\$4,386,539	3	\$7,829,790	\$ (3,443,251)	(81,641)	265	\$1,896,644	3	\$6,584,142	\$0	0	0	0.00
Miscellaneous Store Retailers (NAICS 453)	\$1,684,925	24	\$1,396,297	\$ 288,628	6,844	102	\$807,447	20	\$1,207,206	\$215,654	5	2,115	9.98
Florists (NAICS 4531)	\$133,960	2	\$84,054	\$ 49,906	1,183	8	\$38,266	2	\$77,588	\$29,419	1	3,629	17.12
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$238,368	4	\$208,719	\$ 29,649	703	14	\$98,326	3	\$154,015	\$64,271	1	4,456	21.02
Used Merchandise Stores (NAICS 4533)	\$125,296	9	\$185,293	\$ (59,997)	(1,423)	8	\$56,378	7	\$147,308	\$38,253	2	5,045	23.80
Other Miscellaneous Store Retailers (NAICS 4539)	\$1,187,301	9	\$918,231	\$ 269,070	6,380	72	\$614,477	8	\$828,295	\$83,711	1	1,165	5.50
Food Services & Drinking Places (NAICS 722)	\$16,600,590	40	\$19,386,244	\$ (2,785,654)	(23,788)	1,005	\$9,046,611	33	\$16,948,979	\$868,904	6	865	4.08
Full-Service Restaurants (NAICS 7221)	\$6,480,128	21	\$7,132,774	\$ (652,646)	(5,573)	392	\$3,367,867	16	\$6,098,972	\$352,237	2	898	4.24
Limited-Service Eating Places (NAICS 7222)	\$9,173,695	11	\$11,138,452	\$ (1,964,757)	(16,778)	555	\$5,139,031	10	\$9,835,314	\$28,046	1	51	0.24
Special Food Services (NAICS 7223)	\$566,097	3	\$713,719	\$ (147,622)	(1,261)	34	\$344,633	3	\$713,719	\$446,755	2	0	0.00
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$380,670	5	\$401,299	\$ (20,629)	(176)	23	\$195,080	4	\$300,974	\$41,866	1	1,817	8.57

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 Chillicothe, Missouri



ID	Retail Location
1	My Secret Garden
2	Lifestyle Family Nutrition
3	Lauhoff Jewelry
4	The Boji Stone
5	Friends Clothing
6	Friends Clothing
7	Threads
8	Country Corner Craft Antique Mall
9	Country Corner Craft Antique Mall
10	Washington Street Plaza
11	Washington Street Plaza
12	Sensenich Jewelry
13	Jones Automotive
14	Nicoz
15	Sophie's Place
16	Midwest Suppliers
17	Midwest Suppliers
18	Midwest Suppliers
19	Saale's Tavern
20	Lobo Pawn
21	Furniture Store
22	Mc Rentals
23	Healthy Living Store
24	Essential Kreads Day Spa
25	Hometown Pharmacy
26	PC's Elkhorn Steakhouse
27	PC's Elkhorn Steakhouse
28	Roger's Pawn & Gun
29	Salvation Army Thrift Store
30	Salvation Army Thrift Store
31	My Sister's Place
32	Original Artworks by Kelly
33	The Glamour Shop



June 2012



Appendix C-2 Commercial & Service Locations

Retail Market Analysis
City of Chillicothe, Missouri



ID	Commercial Location
1	Night Owl Ceramics & Gifts
2	Sutton Dentistry
3	Sutton Dentistry
4	Model Cleaners
5	Police Station / Office
6	Kirksville Regional
7	Chiropractor
8	My Skating Rink
9	Keonig Law Firm
10	Wells Fargo / Chiropractor
11	Chillicothe State Bank
12	Edward Jones
13	Koenig Law Firm
14	Hearing Unlimited / Same Day Signs
15	Chillicothe State Bank
16	Chillicothe State Bank
17	Chillicothe State Bank
18	Investors National Bank
19	SBC
20	Investors National Bank
21	Investors National Bank
22	Station Abstract Title Co.
23	VSR Financial Services
24	Bailey's Studio
25	A&T Real Estate / Curl Up
26	CPA / Ed Neptune Realty
27	State Farm / Ad Pages
28	Washington Street Plaza
29	Washington Street Plaza
30	Shelton Real Estate
31	Warren Law Office
32	The Clipper
33	Barneget Eimers
34	Mel Gregg Insurance Agency
35	State Beauty Salon
36	Krystal's Uptown Salon
37	Citizens Bank & Trust
38	KCHI
39	Auto Glass / American Family Insurance
40	Summerville Insurance Agency / Loans Etc.
41	EST Realty
42	MFA Oil
43	Chillicothe Heating & Air
44	Murphy's Photography Studio
45	Robert's Law Office
46	Chillicothe Martial Arts Club
47	Alternative Health Services
48	Ballet Arts Center for Dance
49	US Graphics
50	Walkers Embroidery & Advertising Specialties
51	Chillicothe Custom Woods
52	Citizens Bank & Trust
53	Citizens Bank & Trust
54	Citizens Bank & Trust
55	Halbger Management
56	S & B Accounting
57	J. Crowe Photography
58	Roger O Brick Chiropractor
59	Dennis Heating & Air Conditioning
60	Moore Equipment Co.
61	Green Hills Lawn Care
62	Time Warner Cable
63	Ed Robertson Investments & Insurance / Robertson Motor
64	Payroll Advance
65	Green Hills Lawn Care

Legend
 Study Area
 Commercial & Service Locations



D.R.E.A.M.
INITIATIVE



0 100 200 400
Feet

June 2012



Appendix D 1st Floor Vacancy

Retail Market Analysis
City of Chillicothe, Missouri

TABLE 18: 1ST FLOOR VACANCY

ID	Address	Available Sq.Ft.
1	812 CALHOUN ST	1178
2	424 LOCUST ST	3982
3	713 LOCUST ST	1247
4	701 LOCUST ST	1346
5	607 WEBSTER ST	2029
6	610 WEBSTER ST	1217
7	600 WEBSTER ST	329
8	605 JACKSON ST	362
9	445 LOCUST ST	2154
10	405 LOCUST ST	1269
11	610 CLAY ST	1219



ANN Legend

-  Study Area
-  1st Floor Vacancy



June 2012



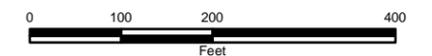
Appendix E Parking Inventory

Retail Market Analysis
City of Chillicothe, Missouri



Legend

-  Study Area
-  1-5
-  6-10
-  11-20
-  21-30
-  41-50
-  51-60
-  71-80



March 2012

