Trenton, Missouri

Downtown
Revitalization &
Economic
Assistance for
Missouri

Retail Market Analysis

July 2012

PGAV PLANNERS

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

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EXECUTIVE SUMMARY

The retail market in Downtown Trenton offers an opportunity for real and sustainable growth. The opportunity for the City lies in the fact that there is both unmet retail market demand and available first and second floor space. Downtown has retained many of its historic buildings and remains an employment and civic activity destination Trenton residents. Unfortunately, Downtown has not yet fully capitalized upon these opportunities.

This Report reveals that, if Downtown added businesses of specific types, the retail market for Downtown could see a significant increase in sales. The projections found within this Retail Market Analysis are based on existing sales volumes, vacant floor space, and estimated leakage of retail dollars being spent outside Downtown and the City. Downtown Trenton has a significant number of employers and institutions which attract substantial daily and weekly visitors. These institutions include North Central Missouri College and the Grundy County Courthouse. Increasing retail opportunities as identified in this report, and marketing toward existing and potential visitors, will enhance Downtown's retail market and create a more vibrant Trenton.

This analysis was conducted by analyzing data for three areas: The Downtown Trade Area (DTA) which is the DREAM study area; Primary Trade Area (PTA) which is the city limits; and the Secondary Trade Area (STA) which is a modified 30-minute drive time from Downtown. The existing retail market, current demographics, and DREAM community surveys were also analyzed to help define a strategy to strengthen the Downtown Trenton retail market.

The DREAM Land Use, Building, and Infrastructure Survey indicates that Downtown Trenton consists of 78 acres with about 203,000 square feet of existing first-floor commercial space. This space consists of:

- 8,000 square feet of restaurant space (4,800 square feet vacant)
- 67,800 square feet of retail space (18,400 square feet vacant)
- 124,100 square feet of office/service space (10,900 square feet vacant)

The total vacancy of this first-floor space amounts to about 34,000 square feet and represents the existing opportunity for Downtown to expand its retail base. The retail analysis conservatively estimates average retail sales per square foot at $25 and average restaurant sales per square foot at $45. Depending on the businesses attracted, the vacant first-floor space of 34,000 square feet represents an additional $850,000 to $1.5 million in annual sales to the City of Trenton.

The Downtown Trenton vacant first-floor space observed during this analysis was typically a smaller storefront space. The average size of the vacancies observed was about 2,300 square feet; The largest being 8,000 and the smallest being 300. The smaller locations are suitable for specialty and boutique-type retail stores. However, there are opportunities where spaces can be combined to accommodate larger retail or restaurant needs. To expand the available first-floor retail space, the City should encourage office and service uses to occupy upper-floors and reserve the ground floor for retail. There are also some vacant or underutilized lots in Downtown Trenton, upon which new mixed-use buildings can be constructed.

Many of the businesses in Downtown Trenton draw adequate numbers of customers from outside the PTA. However, there are some types of products that are not available within the PTA or STA. This demand, and lack of local supply, is prompting consumers to leave the City to meet their retail needs. Shoppers are likely purchasing these products in nearby markets such as St. Joseph, Kansas City, and Chillicothe, Missouri, as well as online. This difference between retail demand and actual sales in a trade area represents unmet demand. Downtown Trenton can capture more retail sales, not only by expanding the amount of first-floor square footage dedicated to retail, but by capturing additional sales with existing stores that are willing to expand or adjust their product lines.

The amount of the STA's unmet retail demand, in sales, of specific retail categories is compared to the sales per square foot estimates ($45 for restaurants and $25 for retail uses). This comparison allows a calculation to determine the additional square footage of a particular type of store that the market might support. In Downtown Trenton, there is evidence that the STA could support an additional 508,000 square feet of retail space within several retail sectors as classified by the North American Industry Classification System (NAICS). This amount far exceeds available vacancy and would double the amount of total existing first-floor square footage. Table 17 on the following page, and repeated on page 28, lists the retail sectors that present this opportunity. The categories demonstrating the greatest opportunity, include:

• Food & Beverage Stores:	$3.5 Million	141,700 s.f.
• Department Stores:	$3.3 Million	132,400 s.f.
• Limited Service Eating Places:	$2.3 Million	51,200 s.f.
• Full-Service Restaurants:	$1.7 Million	38,500 s.f.
• Electronics & Appliance Stores:	$1.5 Million	59,200 s.f.
• Clothing Stores:	$700,000	29,400 s.f.

Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[2]
Food & Beverage Stores (NAICS 445)	$ 3,541,325	141,653
Department Stores Excluding Leased Depts. (NAICS 4521)	$ 3,309,818	132,393
Limited-Service Eating Places (NAICS 7222)	$ 2,305,752	51,239
Full-Service Restaurants (NAICS 7221)	$ 1,730,616	38,458
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$ 1,479,613	59,185
Clothing Stores (NAICS 4481)	$ 735,961	29,438
Furniture Stores (NAICS 4421)	$ 298,693	11,948
Home Furnishings Stores (NAICS 4422)	$ 281,843	11,274
Shoe Stores (NAICS 4482)	$ 233,963	9,359
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$ 181,685	7,267
Other Miscellaneous Store Retailers (NAICS 4539)	$ 172,738	6,910
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$ 113,129	4,525
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$ 74,024	2,961
Special Food Services (NAICS 7223)	$ 50,152	1,114
Drinking Places - Alcoholic Beverages (NAICS 7224)	$ 19,738	439
TOTAL	**$ 14,529,050**	**$ 508,162**

[1]Indicates unmet consumer demand within the Secondary Trade Area.
[2]Based on $25 in retail sales per square foot, $45 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Trenton.

A summary of some of the sectors identified above, follows:

- "Food and Beverage Stores" is the largest retail sector that is underserved in Trade Areas. While it may be difficult to find a space or support a full grocery store, significant demand exists for a smaller or more specialty food store that could offer anything from convenience food items to some high end items such as health/organic foods, prepared foods, wine and beer and 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, Community Survey, and Visitor Survey participants all indicated a strong desire for more casual/family dining options within Downtown Trenton.

- Demand for dining options not currently being met primarily by restaurants outside Downtown. There is an estimated $4 Million in unmet restaurant demand within the STA. This is perhaps the greatest existing "missed opportunity" within Downtown Trenton. Not only is the demand there, Downtown is situated close to the College and other major employers. Both lunchtime and evening dining segments should be tapped to fill vacant spaces Downtown.

- "Department Stores" has almost the same amount of amount of unmet demand as the food and beverages sector in the Trade Areas. This sector, in combination with the clothing stores sector, represent over $4 Million in unmet demand. There are currently a few stores in Downtown catering to this need, including Howard's Department Store. The market demand data; however, shows that residents in STA are going outside of the STA to shop for these department store and clothing sector items. In part, this may be due to the fact that this sector is changing as consumers are purchasing more goods online; however, the existing stores Downtown could expand their product line to attract some of this demand. Downtown Trenton should work on retaining existing business while encouraging stores to expand their existing inventory.

This Report demonstrates that opportunities exist to increase the retail market in Downtown Trenton. While challenges also exist, many opportunities are present which can foster the new growth and vibrancy in the retail marketplace of Downtown. 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, major employers, and unmet retail and restaurant demand by capitalizing on Downtown's role as a college/civic center.

INTRODUCTION

Downtown Trenton is the both the civic and employment center for the community. Major employers such as North Central Missouri College, City Hall, and the Grundy County Courthouse are located within the City's historic core. 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. Trenton should strive to improve Downtown as a destination the through a diverse retail district. The DREAM Initiative, in recognition of the importance of this component, provides this analysis and recommendations as a first step towards creating a successful Downtown retail environment. The DREAM Initiative Study Area is found in Appendix A-1.

In many instances, modern development trends have diminished the function of the typical American downtown. 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. The City of Trenton has steadily lost consumers to nearby communities with big box stores and shopping malls. Additionally, the DREAM community survey tasks indicate that area consumers are increasingly buying more items on the internet. While no longer the primary commercial center of the community, Downtown Trenton does hold the potential to be an important retail center within the community. Through the targeted expansion of retail, entertainment, and restaurant offerings and by improving marketing and enhancing its visitor appeal, Downtown Trenton can increase its importance to the local retail market as a shopping destination.

Downtown Trenton is fortunate to have maintained many of its historic buildings. The history of the City and region is connected to Downtown Trenton. It is still the community's civic and financial center and the location of a number of jobs. Downtown has numerous professional offices, civic institutions, and shops. The DREAM community survey tasks reveal Downtown as a frequent destination. Through the establishment of clear goals, strategies, and implementation steps, Downtown can reestablish itself as a significant retail destination for the area.

BACKGROUND & METHODOLOGY

This Retail Market Analysis takes a comprehensive approach to quantify the retail demand and supply for the identified trade areas to uncover potential retail services that would be successful in Downtown. The recommendations developed focus on appropriate strategies to encourage Downtown retail development. The analysis uses concepts common in other DREAM tasks 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 stated 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 *DREAM Residential Demand Analysis* from January, 2009. A physical examination of the trade area and surrounding region provides insight into the traffic and pedestrian patterns, as well as, 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. This comparison quantifies potential unmet retail demand in specific retail categories. These categories of unmet demand are evaluated against the community survey results and economic and physical conditions of Downtown to determine retail strategies and opportunities.

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 Trenton. 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 for retail activity within a geographic area.

TRADE AREA DEFINITIONS

Retail market analysis often evaluates three different geographic Trade Areas: a Downtown Trade Area (DTA), Primary Trade Area (PTA) and a Secondary Trade Area (STA). For the purposes of this study, the DTA is Downtown Trenton, as designated by the DREAM Study Area. The PTA is the Trenton City limits. The STA includes any point within a 30-minute drive of Downtown, excepting those areas within Livingston County which were within the City of Chillicothe's retail market area. This modified 30-minute drive boundary presents an acceptable catch-basin of consumers likely to make a shopping trip to Downtown Trenton. A map of each area is included in Appendix A. The three areas of analysis are summarized below.

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

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

- Secondary Trade Area (STA): For the STA, the study utilizes the modified 30-minute drive-time "catch-basin" around Downtown Trenton. From this area, the City attracts the vast majority of all retail dollars.

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

TRADE AREA DEMOGRAPHIC SNAPSHOT

In order to understand the Trade Areas that are the focus of this study it is important to understand their demographic composition. When evaluating the demographics of a particular place, it is helpful to use a baseline with which to compare the data. An appropriate baseline for comparison of DREAM communities, is data for the State of Missouri. Using the State of Missouri as a baseline provides an indication of positive or negative performance.

The following table highlights demographic data for 2010 of Downtown Trenton (DREAM Study Area), the PTA (City limits of Trenton), STA (a modified 30 minute drive time from the center of Trenton), and the State of Missouri. The data was obtained using ESRI forecasts and 2000 U.S. 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 the City of Trenton. 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 available from ESRI at this time. For this reason the 2010 estimates are used in this report for consistency and comparison purposes.

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

TABLE 1: 2010 DEMOGRAHIC SNAPSHOT

	Downtown Trenton	Primary Trade Area	Secondary Trade Area	State of Missouri
Population	421	6,087	10,152	5,984,833
Average Household Income	$29,287	$30,282	$31,692	$62,922
Housing Units	215	3,146	5,195	2,703,311
Owner Occupied	78	1,727	3,057	1,665,239
Renter Occupied	74	915	1,261	702,860
Vacant Units	63	504	877	332,507
Median Age	37.6	43.5	43.8	37.7
19 and Under	124	1,529	2,503	1,606,622
20-44	116	1,612	2,710	1,967,041
45 and Over	179	2,944	4,939	2,411,170

MARKET PROFILE/DEMOGRAPHIC TRENDS

DOWNTOWN TRENTON (DTA)

Downtown (defined as the area within Trenton's DREAM Study Area) is roughly 78 acres and consists of approximately 192 buildings on 41 city blocks (see Figure 1).

Figure 1: Downtown Trenton

Currently, an estimated 421 people live Downtown in an estimated 152 occupied housing units for an average of 2.8 persons per occupied unit. The average household income is $29,287. The median age is 37.6 years with about 29% of the population being 19 or younger, 28% between 20 and 44 years of age, and 43% aged 45 years or more.

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

TABLE 2: DOWNTOWN TRENTON

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	441	421	414	-4.5%	-1.7%
Average Household Income	$26,119	$29,287	$31,216	12.1%	6.6%
Housing Units	198	215	217	8.6%	0.9%
Owner Occupied	84	78	77	-7.1%	-1.3%
Renter Occupied	76	74	72	-2.6%	-2.7%
Vacant Units	38	63	68	65.8%	7.9%
Median Age	38.2	37.6	37.4	-1.6%	-0.5%
19 and Under	128	124	121	-3.0%	-2.5%
20-44	133	116	115	-12.8%	-0.9%
45 and Over	183	179	176	-2.2%	-1.7%

PRIMARY TRADE AREA (PTA)

Currently, 6,087 people live in the PTA (defined as the City limits of Trenton, as depicted in Figure 2) in 2,642 occupied housing units with an average of 2.3 persons per occupied unit. The average household income is $30,282. The median age is 43.5. Approximately 25% of the population are 19 or younger; 26% of the population are between 20 and 44 years of age; 48% of the population are 45 years of age or more. The 2010 Census numbers for the City confirm the population decrease; however have fewer total housing units and vacant housing units.

Figure 2: Primary Trade Area

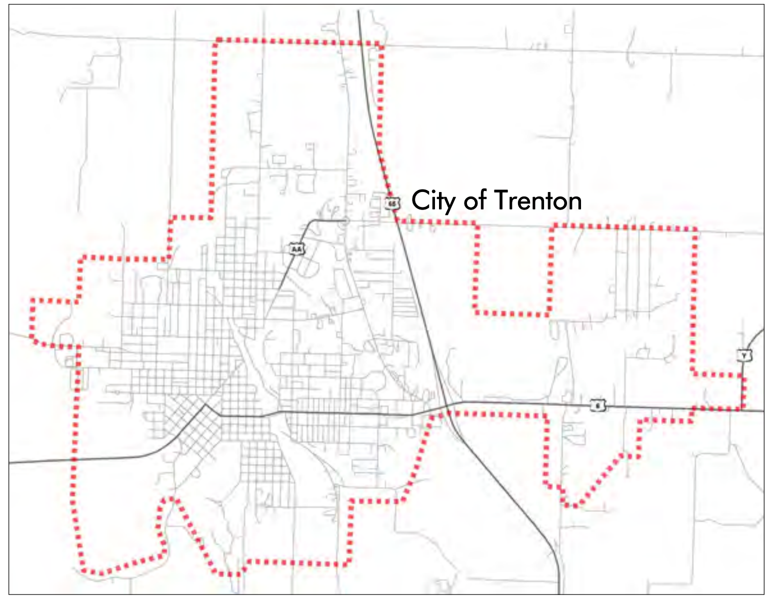


TABLE 3a: PRIMARY TRADE AREA

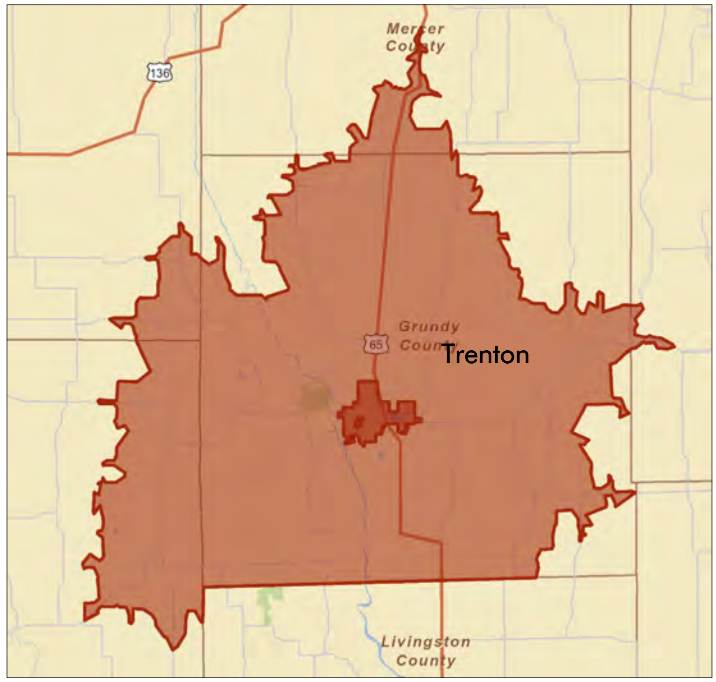
	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	6,216	6,087	6,013	-2.1%	-1.2%
Average Household Income	$25,647	$30,282	$35,020	18.1%	15.6%
Housing Units	3,059	3,146	3,171	2.8%	0.8%
Owner Occupied	1,772	1,727	1,712	-2.5%	-0.9%
Renter Occupied	901	915	904	1.6%	-1.2%
Vacant Units	386	504	555	30.6%	10.1%
Median Age	41.9	43.5	43.8	3.8%	0.7%
19 and Under	1,605	1,529	1,487	-4.7%	-2.7%
20-44	1,758	1,612	1,589	-8.3%	-1.4%
45 and Over	2,853	2,944	2,934	3.2%	-0.3%

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

	2000	2010	% Change '00-'10
Population	6,216	6,001	-3.5%
Housing Units	3,059	2,960	-3.2%
Vacant Units	386	401	3.9%

SECONDARY TRADE AREA (STA)

Figure 3: Secondary Trade Area



Currently, an estimated 10,152 people live in the STA (refer to Figure 3) in 4,318 occupied housing units. The average household income is $31,692. The median age is 43.8. Approximately 25% of the population are 19 or younger; 27% of the population are between 20 and 44 years of age; 49% 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 STA:

TABLE 4: SECONDARY TRADE AREA

	2000	2010	2015	% Change '00-'10	% Change '10-'15
Population	10,315	10,152	10,044	-1.6%	-1.1%
Average Household Income	$26,848	$31,692	$36,281	18.0%	14.5%
Housing Units	5,073	5,195	5,231	2.4%	0.7%
Owner Occupied	3,102	3,057	3,034	-1.5%	-0.8%
Renter Occupied	1,237	1,261	1,249	1.9%	-1.0%
Vacant Units	734	877	948	19.5%	8.1%
Median Age	41.2	43.8	44.3	6.3%	1.1%
19 and Under	2,751	2,503	2,446	-9.0%	-2.3%
20-44	2,933	2,710	2,650	-7.6%	-2.2%
45 and Over	4,631	4,939	4,948	6.7%	0.2%

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 Trade Areas losing population (see Table 6). While the average household income continued to grow and the number of housing units increased, the number of vacant units increased as well. With the exception of the Downtown, the average age of the population is expected to increase as it did the previous decade. For the next five years, the average household income is predicted to increase for all Trade Areas. The growth in incomes indicates that all areas are improving on a household basis; however, the aging and declining population in combination with the increase in vacant housing units are long-term concerns for the economic growth of the area.

TABLE 6: DEMOGRAPHIC COMPARISON

	Population % Change		Average HHI % Change		Median Age (in years)	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	-4.5%	-1.7%	12.1%	6.6%	-0.6	-0.2
PTA	-2.1%	-1.2%	18.1%	15.6%	1.6	0.3
STA	-1.6%	-1.1%	18.0%	14.5%	2.6	0.5
State	7.3%	2.9%	29.1%	13.0%	1.8	0.3

The Average Household Income (HHI) trends for the Trenton Trade Areas, while a positive factor, are below those of neighboring communities. The HHI growth of Downtown Trenton is weaker than the other trade areas. Additionally, the population size of Downtown is declining. These two factors indicate the need to attract additional residents, particularly those with increased purchasing power, in order to support an improved retail core in Downtown. The HHI for all Trade Areas is significantly lower than the State. This is likely an indicator of the relatively low cost of living in the Trenton Trade Areas as compared to the State average.

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 Trenton is expected to see a slight decrease. 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 Trenton 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	-3.0%	-2.5%	-12.8%	-0.9%	-2.2%	-1.7%
PTA	-4.7%	-2.7%	-8.3%	-1.4%	3.2%	-0.3%
STA	-9.0%	-2.3%	-7.6%	-2.2%	6.7%	0.2%
State	0.5%	1.6%	-2.1%	1.7%	22.0%	4.7%

The projections show the Trade Areas having a slow growth in the number of new housing units; however, with the population decreases and changes in the availability of credit for new construction, even this increase is unlikely. In addition, the number of vacant units has been on the rise in the Trade Areas.

TABLE 8: DEMOGRAPHIC HOUSING UNITS COMPARISON

	Change in Housing Units		Owner Occupied Change		Renter Occupied Change	
	00-'10	10-'15	00-'10	10-'15	00-'10	10-'15
Downtown	8.6%	0.9%	-7.1%	-1.3%	-2.6%	-2.7%
PTA	2.8%	0.8%	-2.5%	-0.9%	1.6%	-1.2%
STA	2.4%	0.7%	-1.5%	-0.8%	1.9%	-1.0%
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. Residents provide a steady customer base for retail and service businesses. Downtown residents provide a twenty-four hour population, life on the sidewalks and streets, and help keep a watchful eye when businesses are closed. For these reasons, residents are an important component of any vibrant downtown. Increasing additional Downtown residential space has several benefits including:

- utilizing vacant upper-floor space and underutilized land
- increasing consumer traffic and density
- increasing tax base
- creating ideal conditions for extended business hours and additional businesses

Downtown Trenton presents a varied housing market, where the existing stock of residential units within Downtown contains single-family homes, some small multi-family developments and a mid-sized rental development (Plaza Apartments). Trenton has the advantage of North Central Missouri College as an anchor in Downtown. Campus enrollment currently far exceeds the available campus housing, with only 150 on-campus units for its 1,400, primarily commuting, students. Student housing should serve as a catalyst for revitalizing Downtown housing.

The Missouri Housing Development Commission (MHDC) conducted a Residential Demand Analysis in January 2009 that projected residential demand for the area, with a focus on Downtown. The Residential Demand Analysis concluded that Downtown Trenton can support an additional 75 market rate, affordable family rental and senior rental housing units. The existing residential units are in average to fair condition. Downtown Trenton has some vacant buildings that have the potential to be substantial residential developments, especially on the upper floors. The market rate for existing rental units is between $350 and $500 (for a one to two bedroom rental unit) and affordable rentals are $300 to $435.

The MHDC report shows that Downtown Trenton could support a range of housing types including 31 market rate rentals, 22 affordable family rentals and 22 affordable senior rentals. The demand for senior units is served by the Plaza Apartments and may be impacted by recently opened developments in other area of the City. The second largest market, the family market, compromises 28% of the population with individuals between the ages of 20 and 44. There may be demand for this demographic group with loft-style apartments in Downtown.

The City of Trenton should utilize its existing resources and promote the conversion of upper floors of existing commercial buildings into residential uses where appropriate. There are currently approximately 20 buildings with vacant upper floor space, mostly concentrated around Tinsman/Main Avenue. While some of this space could be reserved for office and service uses, much of it could be used for residential conversions. The City should encourage high-quality residential units in Downtown.

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

Downtown Employees

- Downtown is home to approximately 493 employees and 87 businesses,
- This equates to potentially a large retail expenditure:
    - 493 x $15 weekly = nearly $385,000 annually 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 421 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 6,001 city-wide according to the 2010 Census (PTA).
- Visit Downtown for a variety of reasons including conducting business, shopping, and dining.
- Although shopping and dining may not be the primary reason for local residents to go to Downtown, their presence increases foot traffic and creates an active environment.
- Are critical for Downtown merchants, as this segment is most likely to have higher rates of impulse spending and a need for purchasing daily necessities due to frequent number of visits to Downtown.

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

Tourists - Visitors

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

COMMUNITY SURVEYS

To gather information about perceptions and desires for Downtown Trenton, the DREAM Initiative conducted Focus Groups, a Telephone Survey, and a Visitor Survey. These tasks provided public input for various planning efforts. The results from this input also offer an important source of data about local consumer behavior and help measure the community's desire for additional retail, restaurant, and entertainment offerings.

Focus groups were conducted to gather initial information about Downtown Trenton relative to five groups; City and College Staff, Elected Officials, Business Owners, Longtime Residents, and College Students. Important comments relative to the retail market include:

- Downtown Trenton is generally visited for the Grundy County Courthouse and various service-related businesses and is an employment option for towns in Northern Missouri.
- Participants felt that Downtown development is moving in the right direction which is partly due to the Downtown Development Plan.
- Participants visit Downtown for the Courthouse, professional services, Howard's Department Store and a (former) local lunch establishment, the Wild Onion.
- Most shopping is done outside of Downtown in Trenton. Residents also travel to Kansas City, St. Joseph, and Chillicothe for a wider range of options.
- Trenton offers a number of entertainment and recreation activities, a museum, library and a strong history and presence of the performing arts in Downtown and College events.
- Participants felt some issues need to be addressed in Downtown, including: user-friendliness, traffic flow and navigation, business hours, additional housing, signage and parking.

- Overall participants felt that traffic changes were the highest priority of the Downtown Development Plan. This includes fixing the five-point intersection.
- Participants are pleased with current beautification efforts, however they feel that building repair, renovations and upgrades should be the highest priority.
- Participants suggested a variety of new businesses Downtown focusing on independently-owned and specialty-type shops. Some retail suggestions included entertainment venues, casual dining, activities for youth, and arts and crafts-related stores.

Upon completion of the Focus Groups the DREAM Initiative conducted a Community Phone Survey to verify perceptions of Downtown and determine community desires for Downtown. Important results relative to retail in Downtown, include:

- Residents most often visit Downtown for “government/post office” (72%) and for “conducting business” (57%). Shopping, special events and dining and attending church are also common reasons for residents to visit Downtown.
- Almost half of residents visit Downtown more than 5 times a month and three-fourths visits once a month or more.
- Conducting business was given as the one reason residents visit Downtown, followed closely by government/post office and shopping. All other reasons had very few responses, including dining and entertainment.
- Of Downtown characteristics, entertainment, dining, and occupied storefronts were rated as not so good or poor by a large majority of respondents.
- Downtown draws all ages and income groups of residents. Those who stated shopping as the main reason for a visit are most likely aged18-34, have lived in Trenton for 11-20 years and have an income of less than $25,000.
- Those who stated dining as the main reason for a visit are most likely to have lived in Trenton for two years or less and have an income of more than $100,000.
- A majority of respondents in all age groups stated that dining was a very high priority. Fine dining is a top priority for all groups with incomes over $25,000. The shorter the length of residence in Trenton, the more important dining was as a priority.
- Clothing stores are a high priority for the all age groups, especially those aged 18-34. All income ranges also place a high priority on additional clothing options in Downtown.
- Attractions aimed at teenagers was supported by all age groups as a top priority, especially those in age groups 18-34 (81%). 80% of those with incomes of over $100,000 felt attractions for teenagers were a high priority.

- Highest priority for additional businesses for Downtown included: family/ casual dining, clothing stores, attractions aimed at teenagers, fine dining, ice cream shop, and a performing arts center.

The results of the DREAM visitor survey are included in figure 4 on page 20. Among other things, the respondents to the visitor survey were asked to prioritize various businesses according to the likelihood that they would visit Downtown for such a business. This information is directly related to potential improvements in the Downtown Trenton retail market.

CONCLUSIONS FROM SURVEY DATA

When determining what retail development strategies will be most successful for Downtown Trenton 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 survey information in order to promote the most retail mix that the community and visitors seem to desire.

Some overall implications include:

- A large number of respondents visit Downtown Trenton for business, 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 using 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 expanded entertainment options, youth activities, and more restaurants Downtown.

Results of the community survey tasks indicated a strong preference for bringing the following businesses to Downtown:

- Increased entertainment options - youth attractions, performing arts, bars and nightlife, bowling alley, mini golf, and banquet/reception facility.
- Dining options – restaurants for fine and casual dining, ice cream store/ soda fountain and coffee shop.
- Clothing stores.
- Boutique and specialty stores.
- Convenience/grocery store.
- Antique shops.
- Bookstore.
- Art-related stores.
- Museums.

Figure 4 identifies the highest priorities for the Focus Groups, Community Telephone Surveys, and Visitor Survey.

Figure 4: Downtown Businesses Preferences

DOWNTOWN BUSINESSES PREFERENCES

	Focus Groups		Community Phone		Visitor Survey
Casual Dining	All Groups	Casual/Family Dining	68%	Family Restaurants	50%
Entertainment	Most Groups	Clothing Stores	57%	Clothing Stores	41%
Boutique/Specialty	Most Groups	Arcade/Youth Attraction	57%	Additional Retail	37%
Youth Attractions	Most Groups	Fine Dining	48%	Ice Cream Shop	30%
Ice Cream Shop	Most Groups	Ice Cream Shop	43%	Antique Shops	19%
Bars & Nightlife	Some Groups	Performing Arts Center	43%	Coffee Shop	17%
Fine Dining	Some Groups	Convenience/Grocery	39%	Performing Arts Center	15%
Bowling Alley	Some Groups	Bookstore	38%	Bowling Alley	15%
Museum	Some Groups	Banquet/Reception Facility	36%	Fine Dining	10%
Arts and Crafts Store	Some Groups	Museums	31%	Mini Golf	10%

BUSINESS MARKET

The City of Trenton and surrounding area has an employment base spread over a diversity of sectors, but is dependent on several large employers, including ConAgra, Wright Memorial Hospital and North Central Missouri College. Economic development efforts should be an important part of Trenton's growth strategy to further diversify and expand the employment base. Table 9 illustrates the total estimated employment in 2010, for the Trade Areas.

TABLE 9: 2010 TOTAL EMPLOYMENT

	Downtown Trenton	Primary Trade Area	Secondary Trade Area
Employees	493	3,791	4,550
Businesses	87	375	538

Downtown remains a strong employment center, particularly in the government and service sectors. The Downtown area has a relatively small number of retail jobs, however. The government and service sectors constitute more than two thirds of employment Downtown. This is primarily due to two major employers, the City and the College. The largest employers in Trenton are listed in Table 10.

TABLE 10: TRENTON EMPLOYERS

Company Name	Employment
ConAgra Grocery Products	460
Wright Memorial Hospital	200
Trenton R-IX Schools	170
Sunnyview Nursing Home	160
Modine Manufacturing Co.	150
North Central Missouri College	120
Hy-Vee	110
Eastview Nursing Home	100
City of Trenton/Trenton Municipal Utilities	75
Barnes Greenhouse	50
Grundy Utilities	40
Hoffman & Reed	35
Pamida	35

COMPARATIVE MARKET ANALYSIS

The employment mix by industry in the City of Trenton closely mirrors that of the STA. The PTA and STA have about the same highest concentration of jobs in the retail sector. The percentage of retail jobs in Downtown (8%) is much lower than the PTA (23%) and the STA (21%). All three trade areas have the highest concentration of jobs in the service sector. Most of Downtown Trenton's jobs are in the service sector (47%), followed by government (22%).

Like many downtowns, Trenton's was a 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 retained many of its historic buildings near the College and Grundy County Courthouse. This creates an opportunity for rehabilitation and reuse of these structures for retail.

TENANT MIX & LAND USE

The DREAM Land Use, Building, & Infrastructure Survey provided important information about Downtown and was subsequently updated by City staff for this Retail Market Analysis. Table 11 on the following page, illustrates that there are 231 buildings located on 225 parcels in the DREAM Study Area, representing a total of about 494,000 square feet of first-floor space. About 40,000 square feet of this space is vacant, including 5,000 square feet of residential vacancy. There are approximately 80 commercial buildings composed of 49 office/service, 26 retail, and 4 restaurant locations that represent about 203,000 square feet of first-floor space. Of the commercial buildings, there is about 34,000 square feet of first-floor vacancy, or about 17%.

The amount of square footage currently used by office and services uses may be excessive. The amount of unmet retail demand that is calculated later in this report will be shown to far exceed the amount of available vacancy. This situation leads to a strategy for Downtown Trenton to increase the amount of available retail space; either by new construction or conversion of office and service uses to retail.

TABLE 11: LAND USE TOTALS & SQUARE FOOTAGE

Land Use	Parcels	Buildings	Building Square Footage*	Vacant Square Footage	Percentage Vacant
Residential					
Single-Family	71	104	105,471	4,999	4.7%
Multi-Family	12	14	42,587	0	0.0%
Sub-Total	**83**	**118**	**148,058**	**4,999**	**3.4%**
Commercial					
Office / Service	39	49	124,143	10,850	8.7%
Retail	22	26	67,764	18,400	27.2%
Restaurant	5	4	8,010	4,800	59.9%
Mixed Commercial	2	1	3,137	0	0.0%
Sub-Total	**68**	**80**	**203,054**	**34,050**	**16.8%**
Industrial	1	1	873	873	100.0%
Public / Institutional	31	32	141,524	0	0.0%
Recreation	3	NA	NA	NA	NA
Parking Lot	10	NA	NA	NA	NA
Vacant Lot	29	NA	NA	NA	NA
TOTAL	**225**	**231**	**493,509**	**39,922**	**8.1%**

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

* Building Square Footage is for 1st Floor.

MARKET RESEARCH FINDINGS

RETAIL ANALYSIS

A review of the DTA provides an idea of the possible new and existing business potential. The DTA consists of 78 acres with 203,054 square feet of existing first-floor commercial space. An estimated 75,774 square feet of first-floor space is currently occupied by retail or restaurant uses and another 34,050 is vacant (including vacant office and service uses). There is also approximately 3,137 square feet of mixed-use space, fully occupied. Using a conservative average retail sales per square foot rate of $25 and restaurant sales per square foot rate of $45, the 34,050 square feet of vacancy represents an additional $850,000 to $1.5 Million in potential annual sales to the City of Trenton.

Table 12 is a summary of some of the existing retail establishments in the DTA, PTA, and STA with information obtained from the State of Missouri. Table 13 on page 25, describes some retail locations observed during this retail analysis. Information between State demographics and observed conditions may differ. The retail services listed are organized according to the North American Industry Classification System (NAICS). Using NAICS allows the report to compare retail activity by category and recommend specific retail uses to fit gaps in retail service.

TABLE 12: RETAIL ESTABLISHMENTS

	Downtown Trenton		Primary Trade Area		Secondary Trade Area	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail (Pedestrian-Generating Businesses) Trade Summary	18	40	87	870	124	958
TOTALS:	14	21	76	881	113	977
Furniture & Home Furnishings Stores	1	2	2	4	4	7
Electronics & Appliance Stores	1	0	5	12	5	12
Bldg. Materials & Garden Equipment & Supplies	5	11	14	153	18	161
Food & Beverage Stores	0	0	8	183	12	197
Health & Personal Care Stores	1	2	6	179	6	179
Clothing & Clothing Accessories Stores	0	0	3	9	3	9
Sporting Good, Hobby, Book & Music Stores	0	0	1	1	2	1
General Merchandise Stores	1	2	3	37	4	45
Miscellaneous Store Retailers	2	2	9	19	20	27
Arts, Entertainment & Recreation	1	1	4	58	6	61
Accommodation	0	0	4	42	8	51
Food Services & Drinking Places	2	1	17	184	25	227
Total Businesses (including non-retail)	87		375		538	
Total Employees (including non-retail)	493		3,791		4,550	
Total Residential Population	421		6,087		10,152	
Employee/Population	1.17		0.62		0.45	

TABLE 13: EXISTING RETAIL

Building Materials & Supply	Trenton Hardware
	CSI Overhead Doors
	Lee's Lawn & Garden
Book, Periodical, and Music Stores	Baptist Student Association
Electronics & Appliance Stores	Dish Network Store
	Computer Garage
	Sudden Link
General Merchandise Stores	Howard's Department Store
Clothing and Accessories Stores	Adam's Shoe Repair
	Chic Retail Boutique
	Lucky Dog Embroidery
Miscellaneous Store Retailers	Harvest Moon
Used Merchandise Stores	Girlfriends Antique Store
	Finders Keepers
Food Services & Drinking Places	Snappy's Bar
	Casey's
	Chumbley's Billiards
	Trackside Sports Bar & Grill
Auto Parts, Accessories, and Tire Stores	Trenton Auto Sales

Spending habits of the consumers in the trade areas form the basis for the determination of retail demand. Estimating average household spending per retail sector provides insight into the demand for particular retail services within a given trade area. Table 14 on page 26 shows annual household consumer expenditures for seven main categories and several sub-categories of retail expenditures.

Table 14 illustrates that the largest portion of expenditures are spent on food (at home and away from home), transportation, and household merchandise. The trade areas spend approximately 40% of food expenditures on food away from the home. The STA has the largest average household income of the three trade areas.

TABLE 14: CONSUMER EXPENDITURES

	Downtown Trenton	Primary Trade Area	Secondary Trade Area
Average Household Income	$29,287	$30,282	$31,692
Average Annual Household Expenditures for Selected Retail Sectors			
Food	**$4,662**	**$4,820**	**$4,820**
Food at Home	$2,814	$2,896	$2,914
Food Away from Home	$1,848	$1,924	$1,906
Apparel and Services	**$925**	**$967**	**$948**
Household Merchandise	**$1,585**	**$1,644**	**$1,643**
Electronics	$860	$892	$885
Household Goods	$725	$752	$757
Household Care	**$1,174**	**$1,249**	**$1,245**
Transportation	**$2,527**	**$2,596**	**$2,648**
Health & Personal Care	**$769**	**$780**	**$803**
Health Care	$532	$536	$559
Personal Care Products	$237	$245	$245
Entertainment & Recreation	**$1,209**	**$1,248**	**$1,288**
Total for selected sectors	**$12,852**	**$13,305**	**$13,395**

Table 15 below, depicts Trenton's potential purchasing power by illustrating the number of households at regular income thresholds. Table 16 on page 27, clarifies the idea of purchasing power by showing disposable income, obtained from the U.S. Census Bureau, for each trade area in the same intervals.

TABLE 15: HOUSEHOLD INCOME

Income Level	Downtown Trenton	Primary Trade Area	Secondary Trade Area
Less than $ 15,000	29	531	868
$ 15,000 - $24,999	25	497	774
$ 25,000 - $34,999	37	425	666
$ 35,000 - $49,999	27	386	723
$ 50,000 - $74,999	24	533	840
$ 75,000 - $99,999	3	135	231
$ 100,000 - $149,999	4	83	136
$ 150,000 - $199,999	4	32	46
$ 200,000 +	1	20	34
Total	154	2,642	4,318

TABLE 16: DISPOSABLE INCOME

Income Level	Downtown Trenton	Primary Trade Area	Secondary Trade Area
Less than $15,000	34	639	1,034
$15,000-$24,999	35	571	894
$25,000-$34,999	35	459	791
$35,000-$49,999	24	440	736
$50,000-$74,999	14	381	629
$75,000-$99,999	3	70	107
$100,000-$149,999	5	59	89
$150,000-$199,999	1	8	14
$200,000+	1	15	24
Total	**152**	**2,642**	**4,318**
Median Disposable Income	$26,391	$26,819	$27,221
Average Disposable Income	$35,017	$35,124	$35,095

The DTA has the highest percentage (7%) of households with a disposable income over $75,000. The trade areas do not have high numbers of upper income households. This economic reality means that Downtown retailers will need to depend more on middle to lower-income households for sales. Determining retail sectors with unmet demand will help retain the amount of retail dollars spent inside the DTA, as well as, attract additional dollars from the PTA and STA.

POTENTIAL STORE SPACE SUPPORTED

While the City draws some shoppers from outside the City limits, there are still many retail services for which shoppers leave the STA. The fact that shoppers leave the STA for certain types of retail services indicates demand for goods that is not met in any of trade areas. Understanding this unmet demand reveals an opportunity for Downtown Trenton to capture more retail spending and strengthen its retail climate.

Table 17 on page 28, lists unmet demand (the difference between retail demand and actual sales) by retail category. The amount of the STA's unmet retail demand, in sales, of specific retail categories is compared to the sales per square foot estimates ($45 for restaurants and $25 for retail uses). This comparison allows a calculation to determine the additional square footage of a particular type of store that the market might support. In Downtown Trenton, there is evidence that the STA could support an additional 508,000 square feet of retail space within 15 retail sectors.

TABLE 17: FUTURE RETAIL GROWTH

Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[2]
Food & Beverage Stores (NAICS 445)	$ 3,541,325	141,653
Department Stores Excluding Leased Depts. (NAICS 4521)	$ 3,309,818	132,393
Limited-Service Eating Places (NAICS 7222)	$ 2,305,752	51,239
Full-Service Restaurants (NAICS 7221)	$ 1,730,616	38,458
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$ 1,479,613	59,185
Clothing Stores (NAICS 4481)	$ 735,961	29,438
Furniture Stores (NAICS 4421)	$ 298,693	11,948
Home Furnishings Stores (NAICS 4422)	$ 281,843	11,274
Shoe Stores (NAICS 4482)	$ 233,963	9,359
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$ 181,685	7,267
Other Miscellaneous Store Retailers (NAICS 4539)	$ 172,738	6,910
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$ 113,129	4,525
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$ 74,024	2,961
Special Food Services (NAICS 7223)	$ 50,152	1,114
Drinking Places - Alcoholic Beverages (NAICS 7224)	$ 19,738	439
TOTAL	**$ 14,529,050**	**$ 508,162**

[1]Indicates unmet consumer demand within the Secondary Trade Area.
[2]Based on $25 in retail sales per square foot, $45 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Trenton.

Downtown Trenton has some 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 some additional retail demand. However, it is unrealistic to think that Downtown Trenton can produce 508,000 square feet of first-floor retail and restaurant space when existing first-floor space is 493,509 square feet. This situation calls for the City to seek conversions of non-retail space, develop new retail space, and encourage office and service uses to relocate to upper floors. Preserving the space on the first-floor for retail has the potential to support unmet demand in a number of retail sectors while creating a more vibrant shopping experience Downtown. Strategies should focus on the categories showing the highest unmet demand, including:

- Food & Beverage Stores: $3.5 Million 141,700 s.f.
- Department Stores: $3.3 Million 132,400 s.f.
- Limited Service Eating Places: $2.3 Million 51,200 s.f.
- Full-Service Restaurants: $1.7 Million 38,500 s.f.
- Electronics & Appliance Stores: $1.5 Million 59,200 s.f.
- Clothing Stores: $700,000 29,400 s.f.

"Food and Beverage Stores" is the largest retail sector that is underserved in Trade Areas. While it may be difficult to find a space or support a full grocery store, significant demand exists for a smaller or more specialty food store that could offer anything from convenience food items to some high end items such as health/organic foods, prepared foods, wine and beer and 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, Community Survey, and Visitor Survey participants all indicated a strong desire for more casual and family dining options within Downtown Trenton.

Some demand for dining options is currently being met by restaurants outside of Downtown. However, there is an estimated $4 Million in unmet restaurant demand of all kinds, within the STA. This is perhaps the greatest missed opportunity for Downtown Trenton. Not only is the demand there, Downtown is situated close to North Central Missouri College and several major employers. Downtown could attract businesses to vacant locations that serve both lunchtime and evening dining patrons.

"Department Stores" has almost the same amount of amount of unmet demand as the food and beverages sector in the Trade Areas. This sector, in combination with the clothing stores sector, represent over $4 Million in unmet demand. There are currently a few stores in Downtown catering to this need, including Howard's Department Store. However, the market demand data shows that residents in the STA are going outside of the STA to shop for these products. This may be due, in part, to the fact that this sector is changing as consumers are purchasing more goods online. Existing Downtown stores, such as Howard's, could expand their product lines to meet some of this demand. Downtown Trenton should work on retaining existing business while encouraging stores to expand their existing inventory.

"Electronics & Appliance Stores" is another retail sector that is substantially 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 $1.5 Million in retail sales. Electronics would provide a wide draw for Primary and Secondary Trade Area 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. It will be important for Downtown Trenton to identify the appropriate retail mix that will satisfy consumers and have staying power in Downtown. The new retail and restaurant additions to Downtown should balance the need for boutique and specialty stores with anchors (i.e. grocery store, electronics store, entertainment venues, signature restaurants etc.). Finding the appropriate balance will create more of a shopping destination in Downtown Trenton. Identifying the available space in Downtown Trenton is the next step to attracting viable retailers.

AVAILABLE RETAIL SPACE INVENTORY

During the Land Use, Building and Infrastructure Survey conducted in Spring of 2008, some vacant properties were identified in Downtown Trenton. In 2012, the City reviewed and updated these vacancies. The following is a list of 15 vacant properties Downtown:

TABLE 18: 1ST FLOOR VACANCY

ID	Address	Available Sq. Ft.
1	1109 Main Street	1,600
2	1001 Main Street	8,000
3	909 Main Street	2,700
4	907 Main Street	1,400
5	907 Main Street	1,450
6	811 Main Street	2,300
7	8th & Jefferson Street	4,550
8	1002 Tinsman Avenue	3,300
9	1002 Tinsman Avenue	1,500
10	924 Main Street	1,600
11	920 Main Street	1,500
12	902 Main Street	1,500
13	142 East 9th Street	300
14	142 East 9th Street	350
15	Tinsman Avenue	2,000
	Total	34,050

The locations listed on Table 18 are depicted on the First Floor Vacancy Map in Appendix D-1. These 15 vacancies total 34,050 square feet of first floor space in Downtown Trenton. There are several vacancies that would be able to accommodate a medium-sized retailer such as an specialty food store, restaurant, electronics store, clothing store, or some other entertainment attraction that supports local retail shopping and pedestrian activity. Some properties could be combined to accommodate a larger anchor, but likely a new building would have to be constructed. Vacancies smaller than 2,000 square feet present the opportunity for boutique and specialty stores. Appendix D -2 shows available second floor space that could absorb some office or service uses to make way for more first-floor retail.

Taking into consideration the retail opportunities described above, the size of each vacant space, and the location of each in Downtown Trenton, potential retail spaces can be matched with suggested retail services. These suggested retail services are based on the figure 5 concept map on page 33, the analysis of unmet retail demand that could be supported, and the amount of vacant first-floor retail space. The results are summarized in Table 19 below:

TABLE 19: POTENTIAL NEW RETAIL

ID	Address	Available Sq. Ft.	Potential Retail
1	1109 Main Street	1,600	Casual Dining Restaurant
2	1001 Main Street	8,000	Grocery Store
3	909 Main Street	2,700	Electronics & Appliance Store
4	907 Main Street	1,400	Clothing Store
5	907 Main Street	1,450	Office Supplies
6	811 Main Street	2,300	Full-Service Restaurant
7	8th & Jefferson Street	4,550	Furniture/Appliances
8	1002 Tinsman Avenue	3,300	Full-Service Restaurant
9	1002 Tinsman Avenue	1,500	Clothing Store
10	924 Main Street	1,600	Casual Dining Restaurant
11	920 Main Street	1,500	Shoe Store
12	902 Main Street	1,500	Home Furnishings
13	142 East 9th Street	300	Miscellaneous / Redevelop
14	142 East 9th Street	350	Miscellaneous / Redevelop
15	Tinsman Avenue	2,000	Sporting Goods

The suggestions listed in Table 19 are intended to provide a conceptual guide as the City works to fill existing vacant space in Downtown Trenton. Actual allocation is dependent on many factors, including the actions of property owners, investors, and entrepreneurs. However, it is important for Downtown leaders to have identified potential retail uses that match up well with the available spaces. The suggestions in Table 19 attempt to match retail store types in the context of the appropriate size of space available and the location of spaces in regards to parking, other attractions, and businesses.

Much of the existing vacant space has been allocated to restaurants. New causal and upscale dining was identified as a top priority in the DREAM Focus Groups, Community Survey, and Visitor Survey tasks. Attracting new restaurants will also increase the number of visitors to Downtown and should be a top priority for the City.

Table 20 below, illustrates the breakdown of each suggested 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 vacant upper-floor space (as depicted in Appendix D-2). Figure 5 on the following page details the overall retail concept for Downtown Trenton. Efforts to develop additional retail space should primarily focus on the corridors of Main Street and Tinsman Avenue. Developing retail along these streets will enhance the existing Downtown retail, while providing additional retail in the core of the City.

TABLE 20: POTENTIAL RETAIL SPACE ALLOCATION

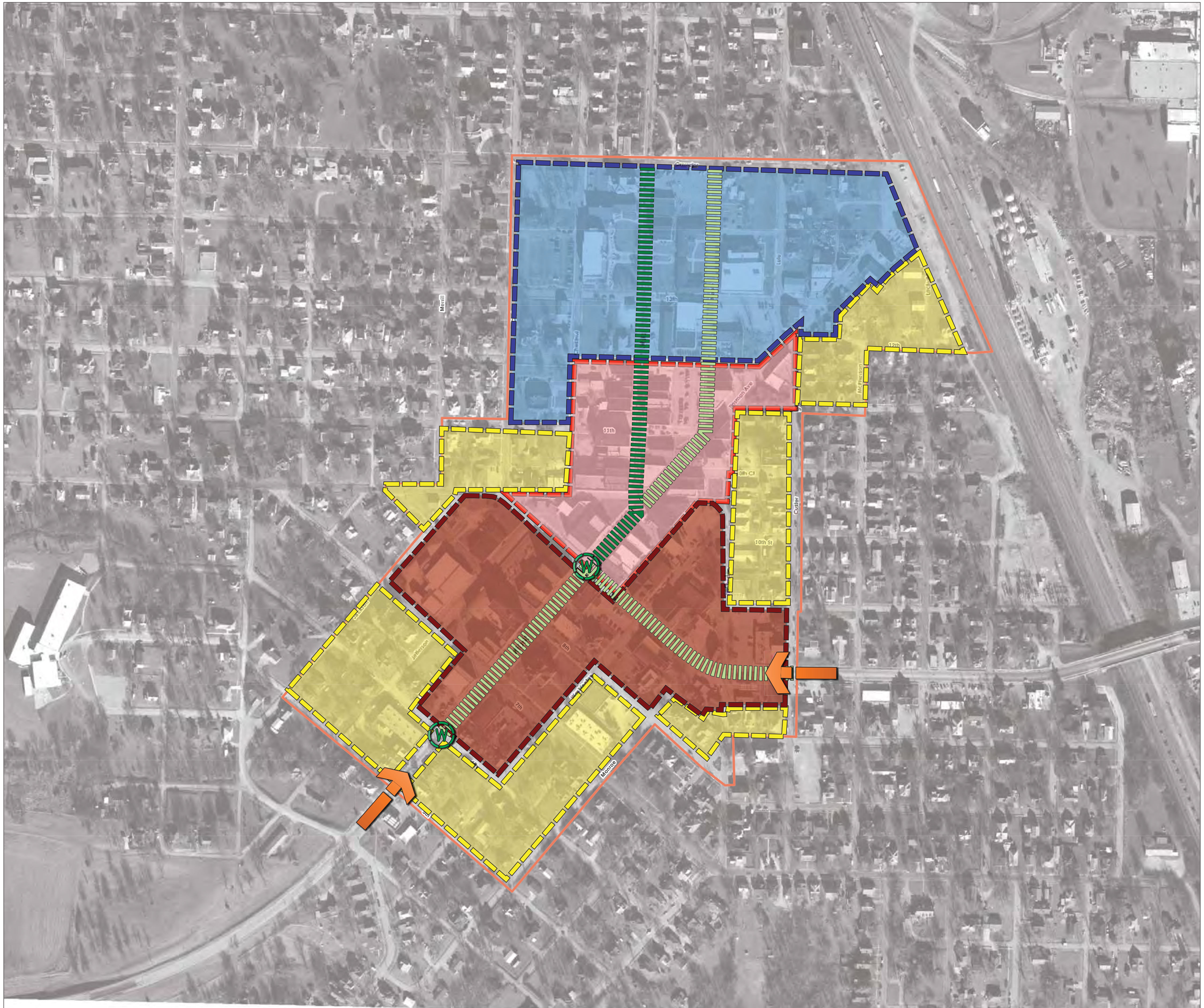
Industry Group	Opportunity[1]	Possible Retail Area (sq.ft.) Supported[1]	Suggested Allocated Area (sq. ft.)	Remaining Possible Retail Area
Food & Beverage Stores (NAICS 445)	$3,541,325	141,653	8,000	133,653
Department Stores Excluding Leased Depts. (NAICS 4521)	$3,309,818	132,393	0	132,393
Limited-Service Eating Places (NAICS 7222)	$2,305,752	51,239	3,200	48,039
Full-Service Restaurants (NAICS 7221)	$1,730,616	38,458	5,600	32,858
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$1,479,613	59,185	2,700	56,485
Clothing Stores (NAICS 4481)	$735,961	29,438	2,900	26,538
Furniture Stores (NAICS 4421)	$298,693	11,948	4,550	7,398
Home Furnishings Stores (NAICS 4422)	$281,843	11,274	1,500	9,774
Shoe Stores (NAICS 4482)	$233,963	9,359	1,500	7,859
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$181,685	7,267	0	7,267
Other Miscellaneous Store Retailers (NAICS 4539)	$172,738	6,910	650	6,260
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$113,129	4,525	1,450	3,075
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$74,024	2,961	2,000	961
Special Food Services (NAICS 7223)	$50,152	1,114	0	1,114
Drinking Places - Alcoholic Beverages (NAICS 7224)	$19,738	439	0	439
TOTAL	**$14,529,050**	**508,162**	**34,050**	**474,112**

[1] From Table 17.

Table 20 also illustrates that there are several options upon which Downtown Trenton could focus to develop a needed retail niche. The suggestions provided demonstrate a broad approach, but Downtown Trenton leaders may desire to focus on a specific category to expand and attract. This can be an effective strategy for Downtown if carefully planned.

Figure 5
Concept Map

Retail Market Analysis
City of Trenton, Missouri



Legend

- Wayfinding
- Neighborhood Preservation District
- Primary Retail & Entertainment District
- Convenience, Service & Business Development District
- University & Public Facilities District
- Primary Streetscape & Pedestrian Improvement Corridor
- Secondary Streetscape & Pedestrian Improvement Corridor

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DOWNTOWN TRENTON 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 surveys of the community. Developing a Downtown Business Development Package will help in drawing the appropriate mix of retail uses. Integrating this program with specific marketing and promotion strategies could allow for the City to fill the existing vacant first floor space and generate excitement with residents and customers.

- CREATE A DOWNTOWN ECONOMIC DEVELOPMENT COMMITTEE

  The Economic Development Committee should be formed to address the need for Downtown business and retail development. This committee will also help to identify the appropriate retail mix and maintain information to attract new retailers. The committee should focus on filling Downtown vacancies with retail stores and pursuing a long term goal of creating the right retail mix and becoming more selective in its recruitment as the retail market continues to grow.

- CREATE A DOWNTOWN BUSINESS DEVELOPMENT PACKAGE

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

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

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

- BUSINESS RETENTION & EXPANSION

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

- 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. Brochure could be developed to highlight the positive features of 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 Trenton. Downtown Trenton should consider retaining professional advertising service to ensure the broadest and most effective coverage using CID funds.

- DEVELOP A DOWNTOWN DIRECTORY

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

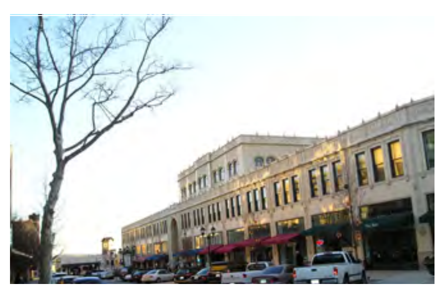
- CREATE SHOPPING ORIENTED DOWNTOWN EVENTS

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

- VERIFY & UPDATE COMMERCIAL VACANCIES & STORE MIX

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

Downtown Trenton 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 Trenton'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 Trenton.

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

Great Streets Equal Great Downtowns

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

Older downtowns by their very natures are walkable. They evolved during a period when high density and pedestrians were commonplace. Downtowns can continue to provide an environment where walking can be enjoyable and a practical means of getting around. Great streetscapes become an integral part of the community and provide the means for significant pedestrian presence, which is necessary for a successful retail environment. Downtown should maintain a pedestrian-oriented focus that is conducive to walking between destinations, stores and restaurants. Pedestrian-oriented environments include sidewalks, buffers, street trees, benches, fountains, wayfinding signage, lighting, public art, buildings that are visually interesting and well maintained.

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

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

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

PARKING

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

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

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

run-off. A clear and well lit pathway should be provided for pedestrians as well as signage that identifies public parking lots.

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

Public Spaces

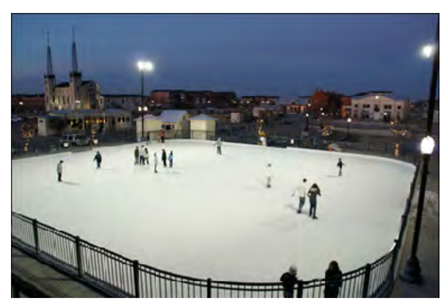
Public spaces are another component to successful downtown destinations. Many public areas suffer from lack of funding, maintenance and planning. Public space revitalization, similar to properly maintained facades and streetscapes, have a direct impact on downtown's economic, environmental, social, and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

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

Downtown Environment & Appearance

Downtown Trenton'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 Trenton'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 Trenton. 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 Trenton's priorities:



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

new buildings. Further, new buildings should generally respect the traditional scale and appearance of Downtown buildings.

- Support code enforcement and plan review efforts. The City's code enforcement efforts should be continued and strengthened to ensure that Trenton'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 Trenton. 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 Trenton. The campaign should also market itself to the community, surrounding regions and potential businesses.

Tools that should be used by the recruitment team include:

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

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

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

Some simple strategies to compete with big box stores include:

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

This campaign will help direct the City of Trenton and Chamber of Commerce in guiding Downtown Trenton 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

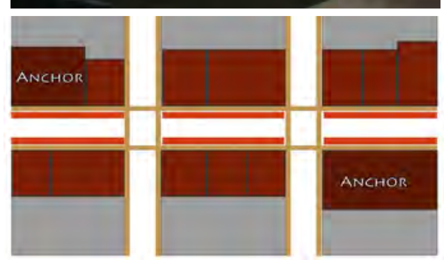



establishment, collection of establishments, or a institution. Retail loops should have an anchor located at the beginning and end of the street. Anchors generally include the following types of retail uses:

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

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

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

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

Marketing

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

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

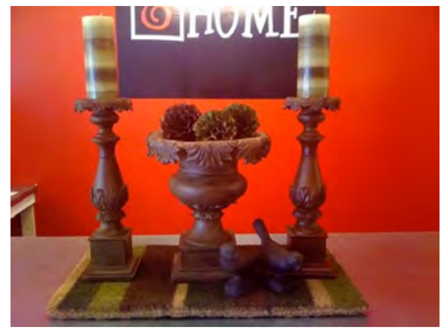
When establishing business goals, owners must decide on their "brand" or define the store and how they hope to be perceived by customers. These decisions will determine the direction for store logos, signage and interior design. Colors and font type used should reflect the brand and merchandise. Brand 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.

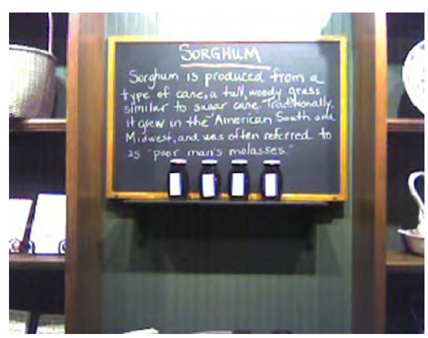
- Impulse Items. These are often located by the register and are generally offered as add-ons. They are often inexpensive pick-up items.

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 has identified a range of goals and strategies, based upon an analysis of the demographic and economic trends driving Trenton's retail market. The recommendations developed provide 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. Recommendations for enhancing Downtown Trenton's retail market include:

- Encourage the relocation of non-retail office and service uses to upper floors to preserve prime first-floor spaces for retail and restaurants.
- Attract potential investors and developers of high-quality, mixed-use projects that will add to the first-floor retail space available in Downtown.
- Encourage new residential projects in and nearby Downtown to increase the customer base for Downtown retail stores.
- Pursue improved wayfinding for Downtown.
- Consider other public enhancements such as angled parking, removal of one-ways, and streetscape improvements.
- Encourage Downtown entertainment venues; particularly in close proximity to the College.
- Collectively market Downtown as a unified shopping destination.
- Increase Downtown pedestrian activity by improving user-friendliness through infrastructure projects, expanded store hours, and additional retail stores.
- Tie together Downtown with the College to create a better pedestrian experience for students, faculty, visitors, and staff

APPENDICES

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Appendix A-1
Downtown Trenton

Retail Market Analysis
City of Trenton, Missouri

Legend

Downtown

0 150 300 600
Feet

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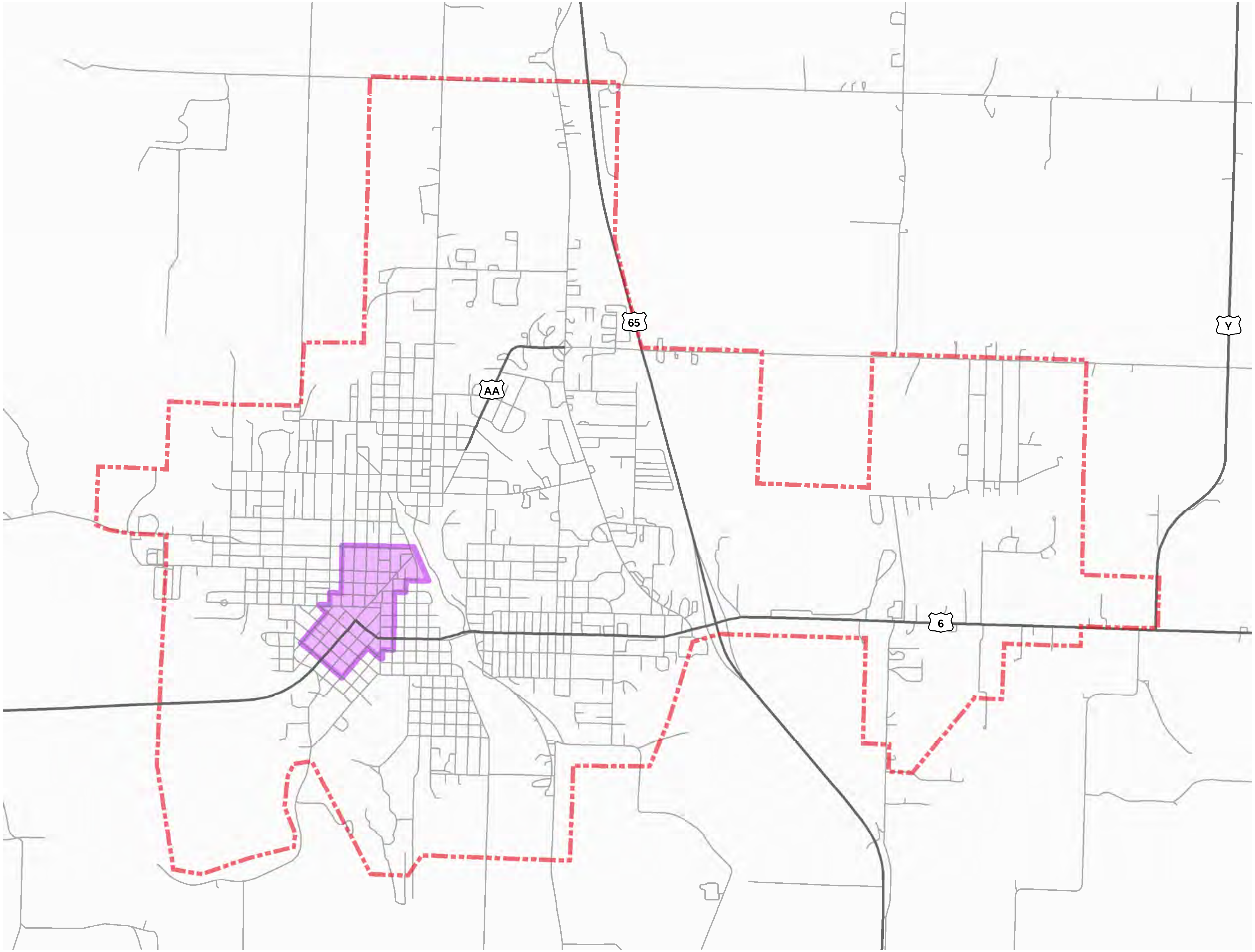
Appendix A-2
Primary Trade Area

Retail Market Analysis
City of Trenton, Missouri



Legend

Primary Trade Area
Downtown

0 950 1,900 3,800
Feet

N

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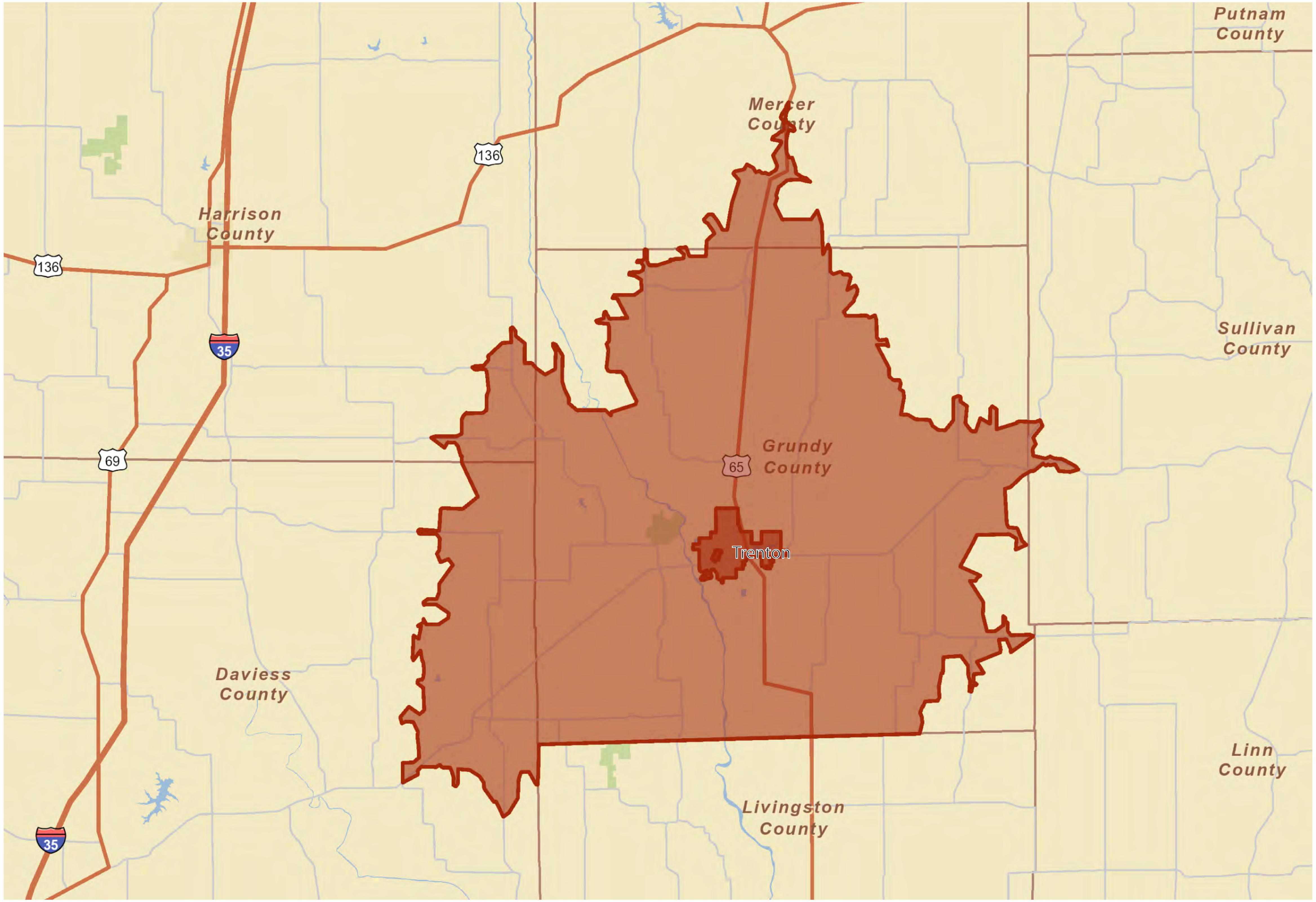
Appendix A-3
Secondary Trade Area

Retail Market Analysis
City of Trenton, Missouri



Legend

Secondary Trade Area

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Appendix B

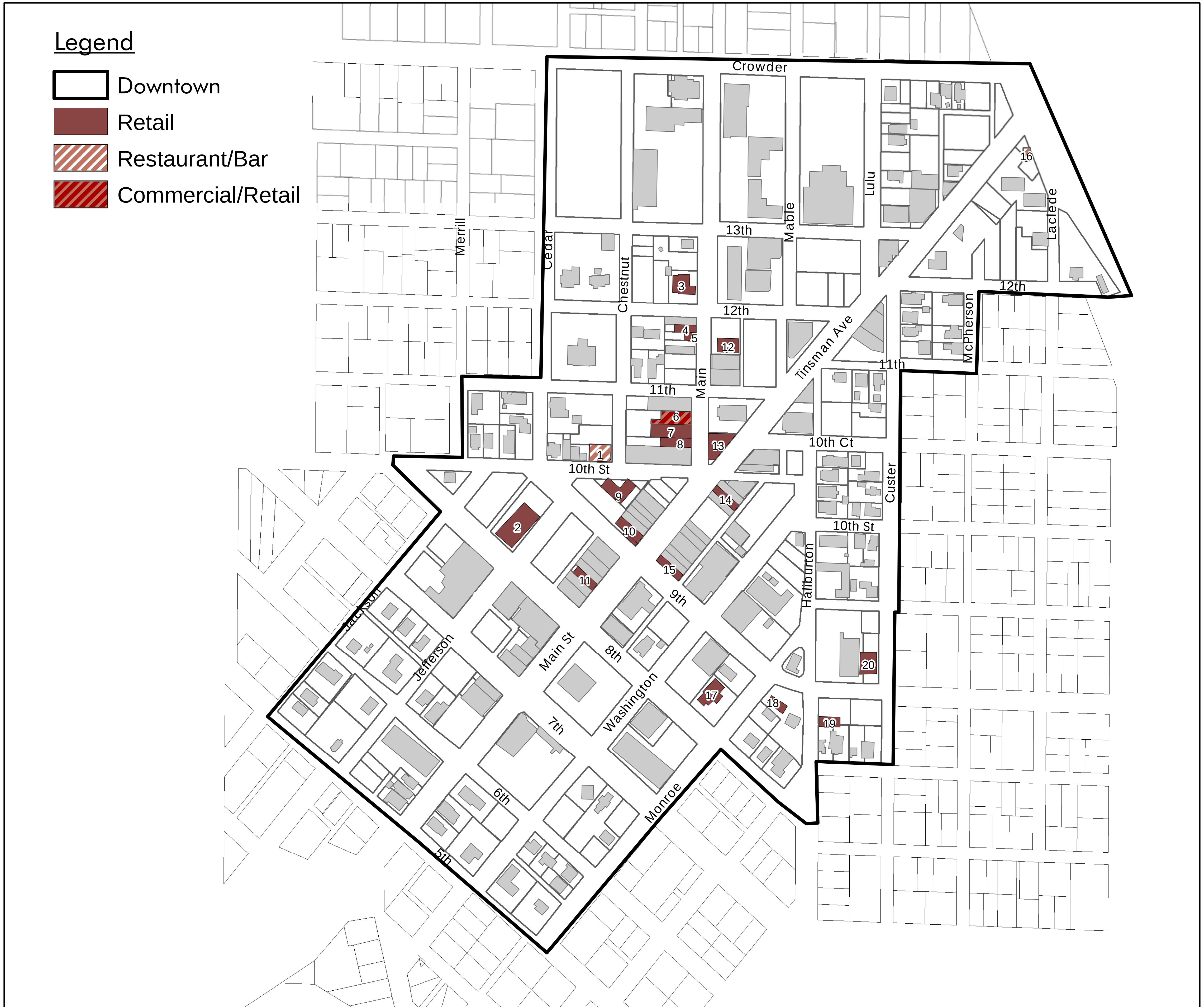
Downtown Trenton DREAM Study Area
Retail Demand & Sales

Industry Group	Secondary Trade Area Demand	STA Businesses	STA Total Retail Sales	STA Gap	Potential Square Footage	STA Per Capita Demand	City Retail Demand	City Businesses	City Total Retail Sales	Downtown Total Retail Sales	Downtown Businesses	Downtown Trade Area Capture	Downtown Pull-factor
Total Retail Trade and Food & Drink (NAICS 44-45, 722) [1]	**$41,608,501**	**98**	**$36,982,520**	**$ 4,625,981**	**112,039**	**4,099**	**$25,239,880**	**64**	**$30,591,491**	**$1,055,515**	**12**	**258**	**0.61**
Total Retail Trade (NAICS 44-45)	**$32,617,234**	**75**	**$32,097,511**	**$ 519,723**	**20,789**	**3,213**	**$19,665,328**	**49**	**$26,646,338**	**$911,602**	**11**	**284**	**0.67**
Total Food & Drink (NAICS 722)	**$8,991,267**	**23**	**$4,885,009**	**$ 4,106,258**	**91,250**	**886**	**$5,574,552**	**15**	**$3,945,153**	**$143,913**	**1**	**162**	**0.39**
Furniture & Home Furnishings Stores (NAICS 442)	$1,199,677	4	$619,141	$ 580,536	23,221	118	$735,463	2	$300,130	$179,375	1	1,518	3.61
Furniture Stores (NAICS 4421)	$805,937	3	$507,244	$ 298,693	11,948	79	$481,076	1	$188,233	$179,375	1	2,260	5.37
Home Furnishings Stores (NAICS 4422)	$393,740	1	$111,897	$ 281,843	11,274	39	$254,387	1	$111,897	$0	0	0	0.00
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$2,149,690	5	$670,077	$ 1,479,613	59,185	212	$1,310,566	5	$652,058	$75,123	1	355	0.84
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$3,792,127	18	$4,849,559	$ (1,057,432)	(42,297)	374	$2,248,966	14	$4,540,756	$339,267	5	908	2.16
Building Material and Supplies Dealers (NAICS 4441)	$2,441,352	13	$2,626,348	$ (184,996)	(7,400)	240	$1,449,897	12	$2,551,568	$302,098	4	1,256	2.98
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$1,350,775	5	$2,223,211	$ (872,436)	(34,897)	133	$799,069	2	$1,989,188	$37,169	1	279	0.66
Food & Beverage Stores (NAICS 445)	$9,560,546	10	$6,019,221	$ 3,541,325	141,653	942	$5,703,333	6	$5,090,210	$34,481	1	37	0.09
Grocery Stores (NAICS 4451)	$9,030,427	8	$5,629,510	$ 3,400,917	136,037	890	$5,385,207	5	$4,782,666	$34,481	1	39	0.09
Specialty Food Stores (NAICS 4452)	$203,827	1	$82,167	$ 121,660	4,866	20	$120,886	0	$0	$0	0	0	0.00
Beer, Wine, and Liquor Stores (NAICS 4453)	$326,292	1	$307,544	$ 18,748	750	32	$197,240	1	$307,544	$0	0	0	0.00
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$5,265,625	5	$11,154,885	$ (5,889,260)	(235,570)	519	$3,256,705	5	$10,758,349	$123,604	1	238	0.57
Clothing and Clothing Accessories Stores (NAICS 448)	$1,473,293	3	$321,684	$ 1,151,609	46,064	145	$914,315	3	$303,302	$0	0	0	0.00
Clothing Stores (NAICS 4481)	$860,700	1	$124,739	$ 735,961	29,438	85	$514,497	1	$117,611	$0	0	0	0.00
Shoe Stores (NAICS 4482)	$302,356	1	$68,393	$ 233,963	9,359	30	$195,739	1	$64,485	$0	0	0	0.00
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$310,237	1	$128,552	$ 181,685	7,267	31	$204,079	1	$121,206	$0	0	0	0.00
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$119,506	2	$45,482	$ 74,024	2,961	12	$72,376	1	$22,741	$0	0	0	0.00
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$116,578	2	$45,482	$ 71,096	2,844	11	$70,468	1	$22,741	$0	0	0	0.00
Book, Periodical, and Music Stores (NAICS 4512)	$2,928	0	$0	$ 2,928	117	0	$1,908	0	$0	$0	0	0	0.00
General Merchandise Stores (NAICS 452)	$8,075,099	5	$7,583,650	$ 491,449	19,658	795	$4,848,459	3	$4,496,679	$78,104	1	98	0.23
Department Stores Excluding Leased Depts. (NAICS 4521)	$4,117,920	3	$808,102	$ 3,309,818	132,393	406	$2,557,140	2	$689,331	$78,104	1	193	0.46
Other General Merchandise Stores (NAICS 4529)	$3,957,179	2	$6,775,548	$ (2,818,369)	(112,735)	390	$2,291,319	1	$3,807,348	$0	0	0	0.00
Miscellaneous Store Retailers (NAICS 453)	$981,671	23	$833,812	$ 147,859	5,914	97	$575,145	10	$482,113	$81,648	2	844	2.01
Florists (NAICS 4531)	$37,578	4	$145,471	$ (107,893)	(4,316)	4	$17,752	2	$83,725	$0	0	0	0.00
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$450,663	9	$337,534	$ 113,129	4,525	44	$265,391	4	$172,362	$81,648	2	1,839	4.37
Used Merchandise Stores (NAICS 4533)	$119,507	8	$149,622	$ (30,115)	(1,205)	12	$63,884	2	$36,337	$0	0	0	0.00
Other Miscellaneous Store Retailers (NAICS 4539)	$373,923	2	$201,185	$ 172,738	6,910	37	$228,118	2	$189,689	$0	0	0	0.00
Food Services & Drinking Places (NAICS 722)	$8,991,267	23	$4,885,009	$ 4,106,258	91,250	886	$5,574,552	15	$3,945,153	$143,913	1	162	0.39
Full-Service Restaurants (NAICS 7221)	$3,520,848	13	$1,790,232	$ 1,730,616	38,458	347	$2,115,302	8	$1,323,505	$127,018	1	366	0.87
Limited-Service Eating Places (NAICS 7222)	$5,185,810	7	$2,880,058	$ 2,305,752	51,239	511	$3,279,655	5	$2,460,548	$15,907	1	31	0.07
Special Food Services (NAICS 7223)	$181,102	1	$130,950	$ 50,152	1,114	18	$117,824	1	$130,950	$0	0	0	0.00
Drinking Places - Alcoholic Beverages (NAICS 7224)	$103,507	2	$83,769	$ 19,738	439	10	$61,771	1	$30,150	$988	1	97	0.23

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

Appendix C
Retail Locations

Retail Market Analysis
City of Trenton, Missouri



ID	Retail Location
1	Snappy's Bar
2	Chumbley's Billiards
3	Dish Network Store
4-5	Chic Retail Boutique
6	Girlfriend's
7	Main Street Mall
8	Sudden Link
9	CSI Overhead Garage Doors
10	Trenton Hardware
11	Finders Keepers
12	Baptist Student Association
13	Howard's Department Store
14	Lucky Dog Embroidery / Computer Garage
15	Adam's Shoe Repair
16	Trackside Sports Bar & Grill
17	Lee's Lawn & Garden
18	Trenton Auto Sales
19	Casey's
20	Harvest Moon

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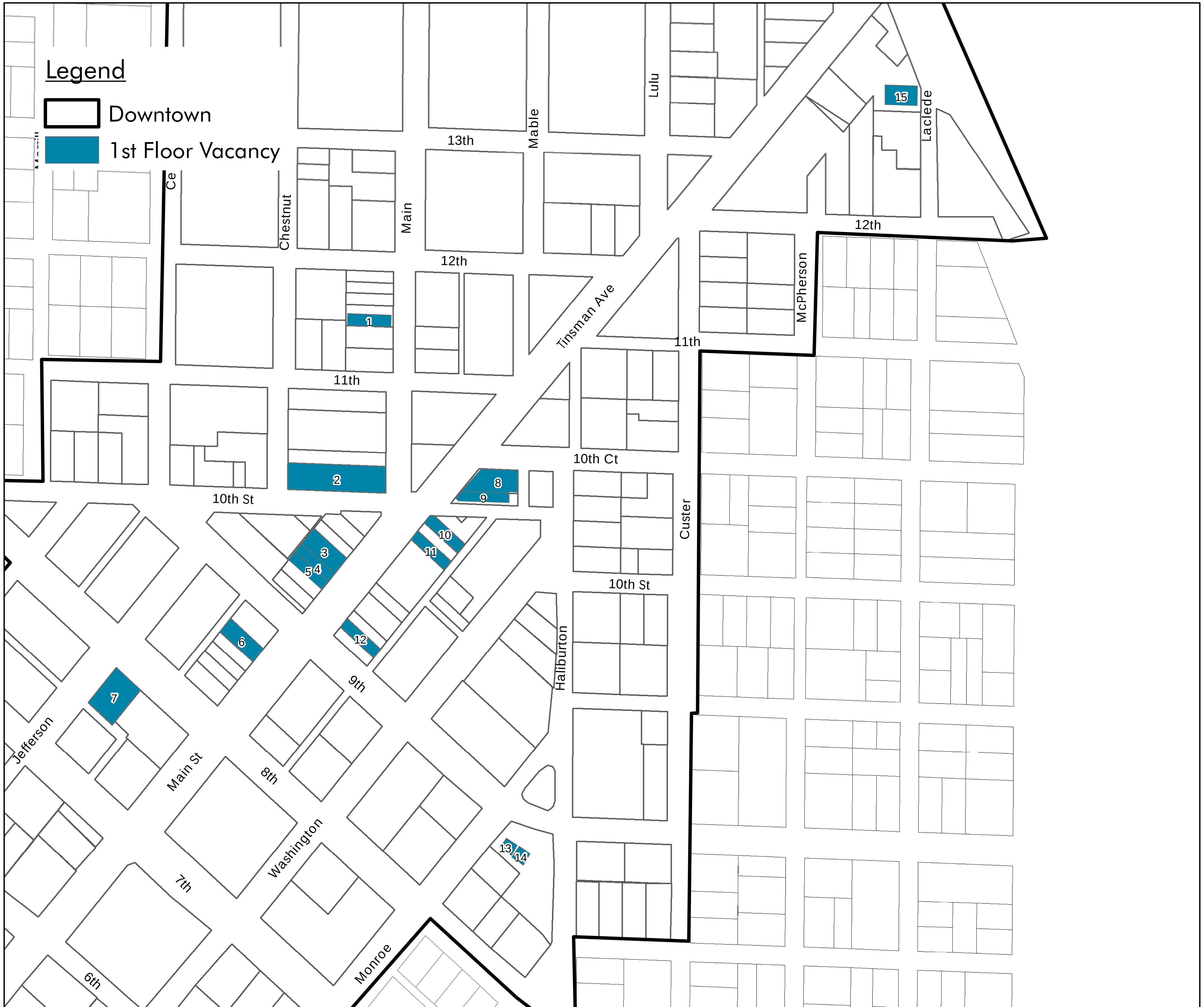

Appendix D-1
1st Floor Vacancy

Retail Market Analysis
City of Trenton, Missouri

ID	Address	Available Sq. Ft.
1	1109 Main Street	1,600
2	1001 Main Street	8,000
3	909 Main Street	2,700
4	907 Main Street	1,400
5	907 Main Street	1,450
6	811 Main Street	2,300
7	Jefferson Street	4,550
8	1002 Tinsman Avenue	3,300
9	1002 Tinsman Avenue	1,500
10	924 Main Street	1,600
11	920 Main Street	1,500
12	902 Main Street	1,500
13	142 East 9th Street	300
14	142 East 9th Street	350
15	Tinsman Avenue	2,000

0 100 200 400
Feet

N

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Appendix D-2
2nd Floor Vacancy

Retail Market Analysis
City of Trenton, Missouri

Legend

- Downtown
- 50% Vacant
- 100% Vacant

0 150 300 600
Feet

N

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Appendix E
Parking Inventory
Number of Spaces

Retail Market Analysis
City of Trenton, Missouri

Legend

	Downtown
	1-5
	6-10
	11-20
	21-30
	31-40
	41-50
	51-60
	71-80
	100 +

0 150 300 600
Feet

N

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