

Waynesville, Missouri

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

RETAIL MARKET ANALYSIS



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PGAV PLANNERS

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EXECUTIVE SUMMARY

Downtown Waynesville is the civic and social center of both the largest community and county seat of Pulaski County, Missouri. Lined with charming, historic buildings, albeit with significant alterations to the original façades, Waynesville's Courthouse Square is Downtown's focal point. Residents and visitors provide a steady stream of Downtown traffic during the week. Downtown Waynesville, with its restaurants and unique shops, presents a homey counterpoint to the big-box bustle of neighboring St. Robert. But even with its relative economic health, Downtown Waynesville holds plenty of unlocked potential. Increased sidewalk activity, greater variety in retail offerings, and a more distinct notion of what a Downtown Waynesville experience can mean are all things within the community's grasp. The assets and opportunities identified in this report illustrate the potential for an enhanced retail market and a more vibrant Downtown Waynesville.

This Retail Market Analysis proposes that Waynesville could see an increase in sales if targeted businesses are added to its Downtown retail market. These projections are based on existing sales volume, vacant ground floor space and estimated leakage of dollars in certain retail sectors being spent outside of Downtown Waynesville and the City limits.

The Retail Market Analysis was conducted by analyzing data from three geographic areas: The Downtown Trade Area (DTA) which is the DREAM study area; Primary Trade Area (PTA) which is the city limits; and the Secondary Trade Area (STA) which is a modified 25 minute drive-time from Downtown Waynesville. The existing retail market, demographics, and surveys were also documented and analyzed to help define a strategy that reflects public preferences and strengthens the retail market in Downtown Waynesville.

The DREAM Land Use, Building, and Infrastructure Survey revealed that Downtown Waynesville has 86,157 square feet of first-floor commercial space. Following is a breakdown of the space by current use:

- 52,713 square feet of office/service space (9,900 square feet vacant)
- 22,842 square feet of retail space (1,000 square feet vacant)
- 10,602 square feet of restaurant space (4,700 square feet vacant)
- 9,266 square feet of mixed-use space (0 square feet vacant)

The total occupied retail and restaurant space is generating about \$1 million in sales annually (sales do not include auto dealers, gasoline stations or non-store retailers). The retail component of this space is averaging \$28 per square foot. Restaurant sales average \$79 per square foot.

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

The primary strategy for retail development in Downtown Waynesville is to retain and increase the number of Downtown residents and visitors conducting business Downtown. Increasing the number of residents in Downtown Waynesville will bolster the health of existing retail business and encourage new retailers to locate Downtown. The few vacant storefronts that line Courthouse Square are suitable for specialty/boutique retail.

Taken from Table 14 found on page 23, the list below provides a few suggestions for possible retail. The retail goods and services are classified by industry group according to the North American Industry Classification System (NAICS). The following retail sectors have the highest opportunity (expressed in dollars of additional sales) for Downtown Waynesville:

• Grocery Stores (NAICS 4451)	\$ 13,309,411
• Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$ 1,542,073
• Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$ 1,193,445
• Clothing Stores (NAICS 4481)	\$ 961,122
• Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$ 387,813
• Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$ 295,088
• Home Furnishings Stores (NAICS 4422)	\$ 77,735
• Shoe Stores (NAICS 4482)	\$ 61,610
• Beer, Wine, and Liquor Stores (NAICS 4453)	\$ 46,529
• Florists (NAICS 4531)	\$ 14,789

The categories of unmet demand listed above could generate more than \$17 million dollars in additional sales for Waynesville and represents the potential to utilize 6,600 square feet of retail space.

INTRODUCTION

Downtown Waynesville is home to a number of important civic and social service functions. The Waynesville Square attracts a sizable contingent of employees, store patrons, and visitors doing business on any given week. Downtown Waynesville has relatively few vacancies. The goal in Downtown Waynesville is keeping the momentum going. The DREAM Initiative provides this analysis accompanied by policy recommendations in an effort to help guide Waynesville's ongoing revitalization.

In many communities, contemporary development has diminished the dominance of the traditional American downtown in every day life, and Downtown Waynesville is no exception. 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. Newer retailers began to locate out along I-44 rather or nearer to the entrance to Fort Leonard Wood. In spite of all of this, Downtown Waynesville continues to adapt and holds a niche in the region. Through the establishment of clear goals, strategies and steps for implementation, Downtown Waynesville can build its momentum.

BACKGROUND & METHODOLOGY

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

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

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

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

LIMITS OF STUDY

The Retail Market Analysis is intended to provide a general forecast of the amount and types of retail development that could be supported in the trade area. The assumptions and projections used in the analysis are current and supported through the year 2016. The analysis is meant to provide general strategic direction for developing retail in Downtown Waynesville. This study is not intended to be the sole basis for development decisions.

TRADE AREA PROFILE

For an individual business location, the term “trade area” refers to the geographic area from which a majority of customers for a given business originate. For the Strafford Retail Market Analysis, trade areas are established instead to create distinct geographic units for the study of demographics and retail market conditions. This facilitates the following:

- Analysis of current retail market conditions and demographics within each trade area
- Comparison of demographic trends between trade areas
- Retail market relationships between trade areas may also be characterized
- Appropriateness of specific retail development recommendations in Downtown Waynesville
- Illustration of retail interaction between trade areas
- Assessing potential for retail expansion within a trade area

TRADE AREA DEFINITIONS

This retail market analysis 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 Waynesville, as designated by the DREAM Study Area. The PTA is the Waynesville city limits. The STA includes any point within a 25-minute drive of Downtown Waynesville and the entirety of Fort Leonard Wood. The STA boundary represents a likely catch-basin of consumers likely to make a shopping trip to Downtown. A map of each area is included in Appendix A. The three areas of analysis are summarized below.

- ◆ Downtown Waynesville (DTA): The focus of this area of analysis is to determine the current level of retail activity captured by Downtown Waynesville and the amount of additional retail activity that could be captured. Downtown Waynesville is defined as the DREAM Study Boundary, illustrated in Appendix A.
- ◆ Primary Trade Area (PTA): This study area is classified as the boundary of the City of Waynesville. While Downtown Waynesville draws the majority of its shoppers from the City, it is also useful to show the relationship between Downtown retail activity and citywide retail activity.
- ◆ Secondary Trade Area (STA): This study area utilizes a 25- minute drive-time “catch-basin” around Downtown. Most sales in the DTA will come from the STA.

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

TRADE AREA DEMOGRAPHIC SNAPSHOT

To understand the trade areas of this analysis, it is important to understand their demographic composition. This includes descriptions of who makes up a trade area and what near-term changes one can reasonably expect. When evaluating a trade area, it is helpful to use a baseline with which to gauge movement within any one demographic. An appropriate baseline for comparison of DREAM communities is data for the State of Missouri.

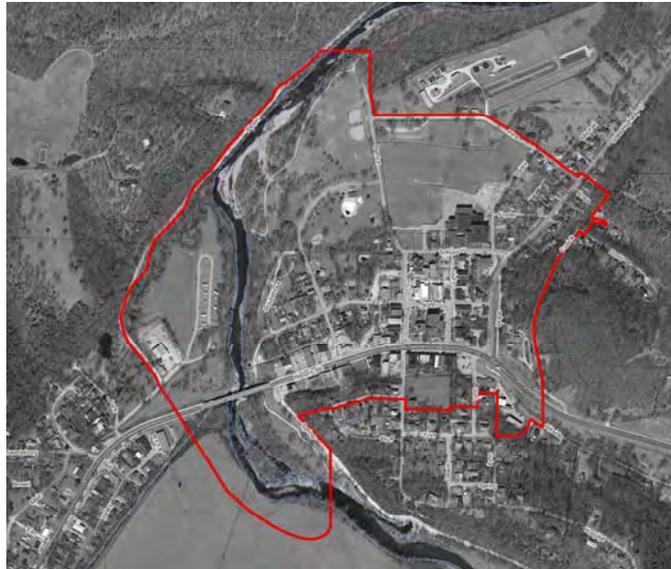
The table below highlights the demographic snapshots for 2010 for Downtown Waynesville, the PTA, STA, and the State of Missouri. The data was obtained using the 2010 US Decennial Census. The 2010 amounts should not be relied upon as precise figures, but rather as estimates extrapolated from local census tracts and City of Waynesville information.

TABLE 1: 2010 DEMOGRAPHIC SNAPSHOT

	Downtown Waynesville	PTA	STA	State of Missouri
Population	216	3,727	44,358	5,988,927
Average Household Income	\$55,028	\$55,048	\$51,340	\$59,252
Housing Units	94	1,619	14,310	2,712,729
Owner Occupied	53	830	6,860	1,633,610
Renter Occupied	32	657	5,962	742,001
Vacant Units	9	132	1,488	337,118
Median Age	33.2	32.3	25.4	37.8
19 and Under	66	1,124	14,577	1,601,411
20-44	88	1,410	20,349	1,937,372
45 and Over	64	1,195	9,433	2,450,144

Table 1 indicates the Waynesville area has a lower average household income than the State of Missouri. Downtown Waynesville has a younger population than the State median age. Both Downtown, the PTA, and the STA have higher levels of renter-occupied housing as compared to the rest of the State of Missouri.

Figure 1: Downtown Waynesville (DREAM boundary)



MARKET PROFILE/DEMOGRAPHIC TRENDS

DOWNTOWN WAYNESVILLE (DTA)

In 2010, 216 people lived Downtown in 94 housing units for an average of 2.3 persons per occupied unit. The average household income is \$55,000. The median age is 33.

The Downtown population has decreased in both number and age over the past decade with a decline in the number of housing units. The following table illustrates current and anticipated demographic trends for the DTA:

TABLE 2: DOWNTOWN WAYNESVILLE

	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	251	216	228	-13.9%	5.6%
Average Household Income	\$42,326	\$55,028	\$60,878	30.0%	10.6%
Housing Units	110	94	86	-14.5%	-8.7%
Owner Occupied	58	53	50	-8.6%	-5.2%
Renter Occupied	37	32	29	-13.5%	-8.1%
Vacant Units	15	9	7	-40.0%	-24.0%
Median Age	35.2	33.2	33.3	-5.7%	0.3%
19 and Under	71	66	68	-7.0%	3.0%
20-44	95	88	93	-7.7%	5.7%
45 and Over	121	64	68	-47.3%	6.3%

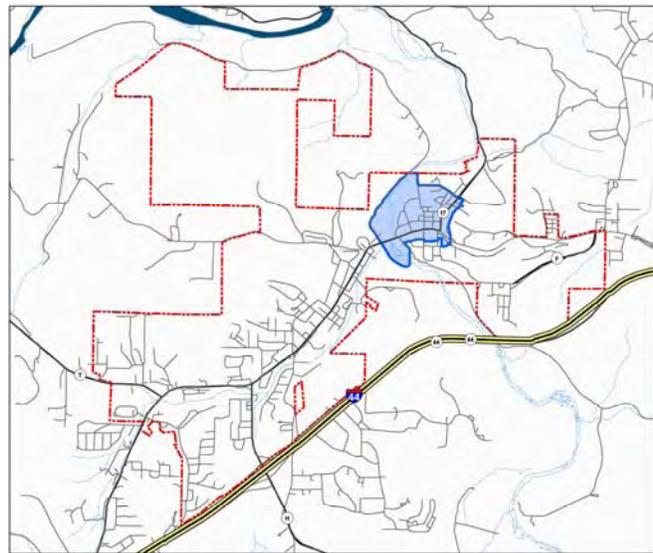
PRIMARY TRADE AREA (PTA)

As of 2010, 3,727 people live in the PTA (defined as the City limits of Waynesville, see Figure 2) in 1,619 occupied housing units for an average of 2.3 persons per occupied unit. The average household income is 55,000. The median age is 32.

The PTA may be characterized as having a stable population of young professionals.

The table below illustrates current and anticipated demographic trends for the PTA:

Figure 2: Primary Trade Area



City of Waynesville

TABLE 3: PRIMARY TRADE AREA

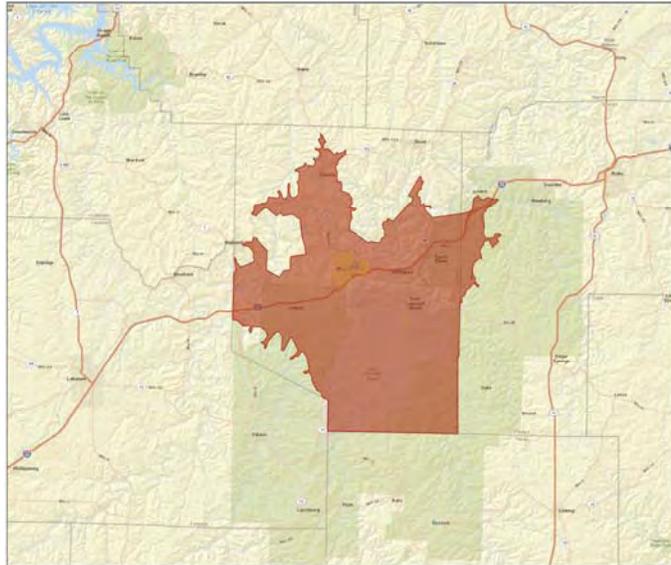
	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	2,990	3,727	3,846	24.6%	3.2%
Average Household Income	\$47,575	\$55,048	\$60,453	15.7%	9.8%
Housing Units	1,377	1,619	1,790	17.6%	10.5%
Owner Occupied	794	830	853	4.5%	2.7%
Renter Occupied	433	657	861	51.7%	31.0%
Vacant Units	131	132	133	0.8%	0.5%
Median Age	37.5	32.3	32.7	-13.9%	1.2%
19 and Under	874	1,124	1,134	28.6%	0.9%
20-44	1,035	1,410	1,434	36.2%	1.7%
45 and Over	1,479	1,195	1,277	-19.2%	6.9%

SECONDARY TRADE AREA (STA)

In 2010, an estimated 44,358 people lived in the STA (shown in Figure 3) in 14,310 housing units for an average of about 3 persons per housing unit. Average household income is \$51,340. The median age is 25, which is indicative of the presence of Fort Leonard Wood and the great number of recruits and Army personnel that live and/or work there.

From 2000 to 2010 there population increased 32%, an increase that is likely the result of the relocation of Army assets to Fort Leonard Wood. The housing supply has increased in kind, and vacancies have gone down. This trend is projected to continue.

Figure 3: Secondary Trade Area



The following table illustrates current and anticipated demographic trends for the STA:

TABLE 4: SECONDARY TRADE AREA

	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	33,578	44,358	49,556	32.1%	11.7%
Average Household Income	\$41,965	\$51,340	\$57,040	22.3%	11.1%
Housing Units	11,940	14,310	16,014	19.8%	11.9%
Owner Occupied	5,474	6,860	7,902	25.3%	15.2%
Renter Occupied	4,909	5,962	6,729	21.5%	12.9%
Vacant Units	1,576	1,488	1,438	-5.6%	-3.4%
Median Age	26.9	25.4	24.6	-5.6%	-3.3%
19 and Under	11,799	14,577	16,065	23.5%	10.2%
20-44	15,006	20,349	22,312	35.6%	9.6%
45 and Over	6,773	9,433	11,179	39.3%	18.5%

STATE OF MISSOURI

Nearly six million people live in Missouri in approximately 2.7 million housing units with an average of 2.2 persons per housing unit. The median age is 37. About 26.7% of the population are age 19 or younger; 32.3% are between the ages of 20 and 44; and 40.9% are age 45 years or more. Table 5 illustrates current and anticipated demographic trends for the State of Missouri.

TABLE 5: STATE OF MISSOURI

	2000	2010	2016	% Change '00-'10	% Change '10-'16
Population	5,595,211	5,988,927	6,158,099	7.0%	2.8%
19 and Under	1,594,172	1,601,411	1,601,424	0.5%	0.0%
20-44	1,995,800	1,937,372	1,952,597	-2.9%	0.8%
45 and Over	2,005,239	2,450,144	2,604,078	22.2%	6.3%
Average Household Income	\$49,956	\$59,252	\$66,429	18.6%	12.1%
Housing Units	2,442,017	2,712,729	2,893,162	11.1%	6.7%
Owner Occupied	1,542,149	1,633,610	1,691,741	5.9%	3.6%
Renter Occupied	652,445	742,001	803,110	13.7%	8.2%
Vacant Units	247,423	337,118	410,445	36.3%	21.8%
Median Age	36.1	37.8	38.4	4.7%	1.6%

DEMOGRAPHIC COMPARISON

Tables 6, 7, and 8 on the following page compare the rates of change of base demographic information for the trade areas and the State of Missouri. Table 6 shows that Downtown has experienced population decline over the past decade, while the PTA and STA have experienced an increase. As the region has grown, Downtown Waynesville has not had as much a share of that growth—although, this appears to be changing in recent years and Downtown Waynesville’s population is projected to grow into the future. The average household income grew for the STA at a rate higher than that of the State of Missouri while the PTA grew at a lower rate. The Waynesville area has gotten younger, likely as a result of increased activity at Fort Leonard Wood.

TABLE 6: DEMOGRAPHIC COMPARISON

	Population % Change		Average HHI % Change		Median Age Change (in years)	
	00-'10	10-'16	00-'10	10-'16	00-'10	10-'16
Downtown	-13.9%	5.6%	30.0%	10.6%	-2.0	0.1
PTA	24.6%	3.2%	15.7%	9.8%	-5.2	0.4
STA	32.1%	11.7%	22.3%	11.1%	-1.5	-0.8
State	7.0%	2.8%	18.6%	12.1%	1.7	0.6

TABLE 7: TRADE AREA AGE COMPARISON

	19 & Under Change		20-44 Change		45 & Over Change	
	00-'10	10-'16	00-'10	10-'16	00-'10	10-'16
Downtown	-7.0%	3.0%	-7.7%	5.7%	-47.3%	6.3%
PTA	28.6%	0.9%	36.2%	1.7%	-19.2%	6.9%
STA	23.5%	10.2%	35.6%	9.6%	39.3%	18.5%
State	0.5%	0.0%	-2.9%	0.8%	22.2%	6.3%

Table 7 gives a further comparison of age demographic trends. These trends show that the region's population of people under the age of 45 will continue to grow at a rate higher than that expected for the rest of the State. These trends have a direct impact on what products and services retailers may offer in Waynesville over the next few years.

TABLE 8: TRADE AREA HOUSING UNITS COMPARISON

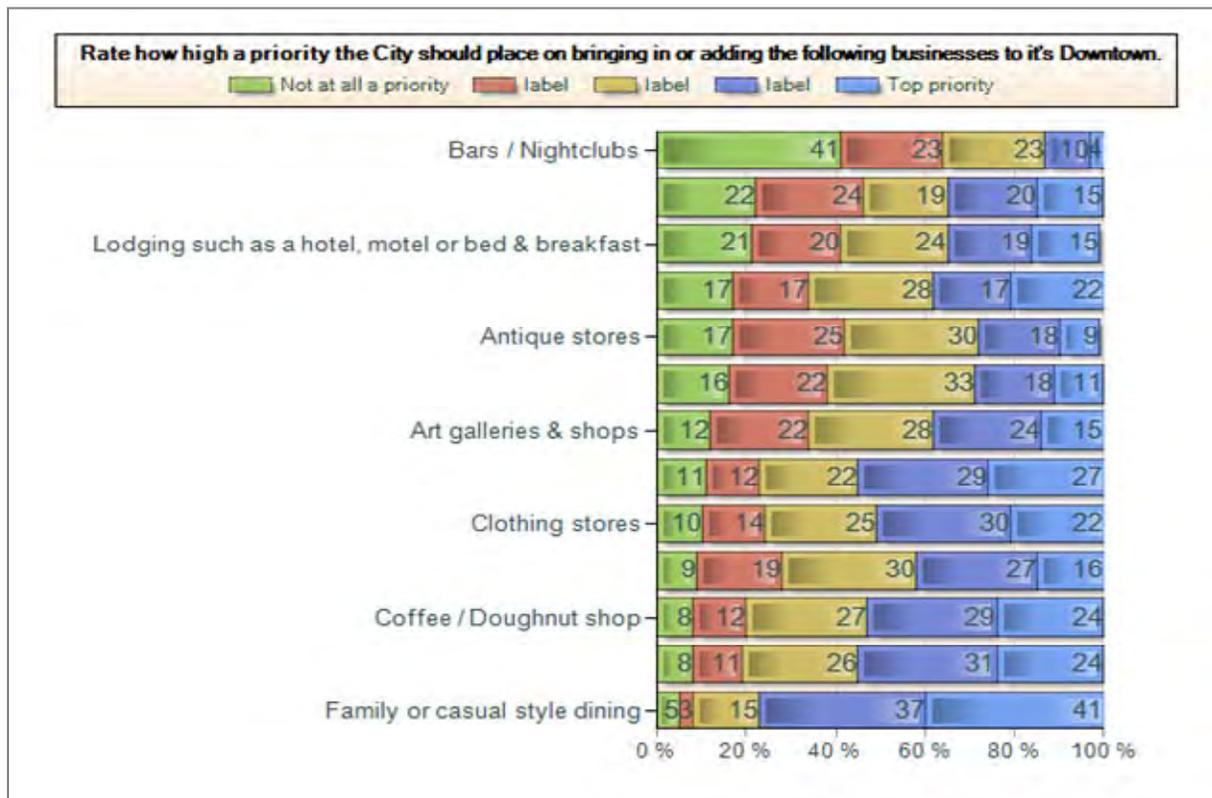
	Housing Units Change	Owner Occupied Change	Renter Occupied Change
	00-'10	00-'10	00-'10
Downtown	-14.5%	-8.6%	-13.5%
PTA	17.6%	4.5%	51.7%
STA	19.8%	25.3%	21.5%
State	11.1%	5.9%	13.7%

Table 8 shows significant growth in renter-occupied housing units at a rate more than twice that of owner-occupied housing units. This is in line with the projected growth in the region's population of younger folks, who may be attracted to a destination that offers unique retail, restaurants, and entertainment options.

COMMUNITY SURVEYS

To gather information about perceptions and desires for Downtown Waynesville, the DREAM Initiative conducted focus groups and an internet survey. They measure the community's desires and preferences for additional retail, restaurant and entertainment offerings in Downtown Waynesville,

Figure 4, below, identifies the highest business priorities indicated by the internet survey.



LAND USE INVENTORY

In an effort to direct retail attraction activities, this analysis considers the current inventory of active and vacant space in Downtown Waynesville.

TENANT MIX & LAND USE

Table 9 depicts information collected during the DREAM Land Use, Building & Infrastructure Survey task; conducted in 2011 and subsequently updated with assistance from City staff. Table 9 identifies a total of 149 parcels on which 149 primary buildings are located that represent approximately 311,640 square feet of first-floor space. Sixteen of these buildings were identified as retail and restaurant uses representing about 23,500 square feet of space, of which approximately 5,700 square feet is vacant.

TABLE 9: LAND USE TOTALS & SQUARE FOOTAGE

Land Use	Parcels	Buildings	Building Square Footage*	Vacant Square Footage	Percentage Vacant
Residential					
Single-Family	53	66	66,500	3,253	4.9%
Multi-Family	4	6	21,342	8,133	38.1%
Sub-Total	57	72	87,842	11,386	13.0%
Commercial					
Office / Service	24	29	52,713	9,900	18.8%
Retail	10	11	22,842	1,000	4.4%
Restaurant	6	5	10,602	4,700	44.3%
Sub-Total	40	45	86,157	15,600	18.1%
Mixed-Use	5	5	9,266	0	0.0%
Industrial	4	7	19,269	0	0.0%
Public / Institutional	8	18	108,096	0	0.0%
Recreation	9	2	1,010	0	0.0%
Parking Lot	5	NA	NA	NA	NA
Vacant Lot	21	NA	NA	NA	NA
TOTAL	149	149	311,640	26,986	8.7%

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

* Building Square Footage is for 1st Floor.

Overall, nearly 27,000 square feet of space is vacant and may be suitable for conversion to retail. Downtown Waynesville enjoys healthy occupancy rates overall.

MARKET RESEARCH FINDINGS

RETAIL ANALYSIS

Downtown Waynesville retail/restaurant space is generating about \$1 million in annual sales (sales do not include auto dealers, gasoline stations or non-store retailers). The retail component of this space is generating about \$28 per square foot annually and the restaurant portion about \$80 per square foot. Using these averages, the 5,700 square feet of vacancy that can be used by retail/restaurant represents an additional \$160,000 to \$450,000 in potential annual sales.

Table 10, below, shows retail establishments in Downtown Waynesville, the PTA, and the STA by retail sector.

TABLE 10: RETAIL ESTABLISHMENTS

	Downtown Waynesville		Primary Trade Area		Secondary Trade Area	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail (Pedestrian-Generating Businesses) Trade Summary	9	0	23	96	194	2,265
TOTALS:	12	36	32	142	280	2,919
Furniture & Home Furnishings Stores	0	0	0	0	9	66
Electronics & Appliance Stores	1	1	2	2	9	27
Bldg. Materials & Garden Equipment & Supplies	0	2	2	10	13	227
Food & Beverage Stores	0	0	3	12	21	99
Health & Personal Care Stores	0	0	1	2	8	39
Clothing & Clothing Accessories Stores	1	3	2	4	19	76
Sporting Good, Hobby, Book & Music Stores	2	2	2	2	15	41
General Merchandise Stores	0	0	1	5	11	440
Miscellaneous Store Retailers	4	8	5	14	34	104
Arts, Entertainment & Recreation	1	4	4	13	16	175
Accommodation	1	9	1	11	38	508
Food Services & Drinking Places	2	7	9	67	87	1,117
Total Businesses (including non-retail)	70		236		1,239	
Total Employees (including non-retail)	400		1,825		11,746	
Total Residential Population	216		3,727		44,358	
Employee/Population	1.85		0.49		0.26	

Table 11 lists major Downtown retail businesses, per industry group.

TABLE 11: EXISTING RETAIL

NAICS Industry Group	Store Name
Building Materials, Garden Equipment & Supply	Isenhowe Do it Best Lumber
Health & Personal Care Stores	BC Home Care
Clothing & Clothing Accessories Stores	Castle's Shoe Shop
	Dot's Fashions and Gifts
	Denim n' Lace
Jewelry, Luggage, & Leather Goods Stores	Horton's Fine Jewelry
Sporting Goods & Hobby Stores	Lee Shaver Gunsmith
Furniture & Home Furnishing Stores	Anna Belle's Art
Office Supplies, Stationery, & Gift Stores	Dot's Hallmark
Food & Beverage Stores	Liquor Store
Miscellaneous Store Retailers	Snooper's
	Plaza Theatre
	25 n' More
	Lamar Greenhouse
	Strong's Florist
Used Merchandise Stores	Horton's Downtown Mall
Food Services & Drinking Places	The Pepper Mill
	Daylight Donuts

Downtown Waynesville is a significant entertainment and restaurant destination that contains a number of smaller retailers in other sectors.

The spending habits of consumers in the trade areas form the basis for the determination of retail demand. Estimating average household spending per retail sector provides insight into the demand for particular retail services within a given trade area.

Table 12, below, shows annual household consumer expenditures for seven main categories and several sub-categories of retail expenditures. The largest portions of expenditures are food (at home and away from home), transportation, and entertainment and recreation. Households in each trade area spend approximately 40% of food expenditures on food away from the home.

The PTA has the largest average household income of the trade areas, with the STA just slightly lower. PTA and STA households spend roughly the same amount of dollars on retail activities, while Downtown households spend a lower amount in every category. This indicates that encouraging the consumers in the PTA and STA to shop Downtown is likely the best opportunity to increase overall spending.

TABLE 12: CONSUMER EXPENDITURES

	Downtown Waynesville	Primary Trade Area	Secondary Trade Area
Average Household Income	\$55,028	\$55,048	\$51,340
Average Annual Household Expenditures for Selected Retail Sectors			
Food	\$6,062	\$6,224	\$5,871
Food at Home	\$3,510	\$3,598	\$3,395
Food Away from Home	\$2,552	\$2,627	\$2,475
Apparel and Services	\$1,304	\$1,350	\$1,267
Household Merchandise	\$1,289	\$1,318	\$1,233
Electronics	\$318	\$333	\$311
Household Goods	\$971	\$985	\$922
Household Care	\$286	\$271	\$260
Transportation	\$3,062	\$3,131	\$3,004
Health & Personal Care	\$876	\$857	\$802
Health Care	\$565	\$530	\$493
Personal Care Products	\$311	\$327	\$310
Entertainment & Recreation	\$3,174	\$3,198	\$2,996
Total for selected sectors	\$16,052	\$16,350	\$15,433

Table 13, on the following page, depicts Waynesville’s potential purchasing power by providing the number of households at regular income thresholds. There are few households with incomes above \$75,000 in Downtown. The PTA and STA have a much larger number of households with higher income levels, and consequently more disposable income. Determining the retail sectors with unmet demand and appeal to residents of the PTA and STA will help Downtown capture locally spent retail dollars. Targeting these households with marketing efforts may be an important component in expanding the Downtown retail base.

TABLE 13: HOUSEHOLD INCOME

Income Level	Downtown Waynesville	Primary Trade Area	Secondary Trade Area
Less than \$ 15,000	8	207	1,751
\$ 15,000 - \$24,999	10	146	1,665
\$ 25,000 - \$34,999	11	123	1,767
\$ 35,000 - \$49,999	15	296	2,588
\$ 50,000 - \$74,999	21	351	2,718
\$ 75,000 - \$99,999	13	188	1,562
\$ 100,000 - \$149,999	7	139	958
\$ 150,000 - \$199,999	0	21	168
\$ 200,000 +	0	6	76
Total	85	1,477	13,253

POTENTIAL STORE SPACE SUPPORTED

While stores in a number of retail sectors draw customers from outside of the PTA, there are many sectors that are not adequately served within the Secondary Trade Area. This is illustrated in Table 14 below, the unmet demand (the difference between retail demand and actual sales) is listed for the retail categories demonstrating the greatest opportunity. The analysis considers the total unmet retail demand within the STA at an average retail sales per square foot (\$128) and an average restaurant sales per square foot (\$250). These figures are higher than Waynesville’s actual numbers. These numbers are used in an effort to “normalize” projections. This information indicates that Waynesville could support an estimated nearly 200,000 additional square feet of retail/restaurant space.

TABLE 14: FUTURE RETAIL GROWTH

Industry Group	Opportunity ¹	Possible Retail Area (sq.ft.) Supported ²
Home Furnishings Stores (NAICS 4422)	\$ 77,735	2,748
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$ 1,542,073	54,509
Grocery Stores (NAICS 4451)	\$ 13,309,411	38,027
Beer, Wine, and Liquor Stores (NAICS 4453)	\$ 46,529	1,645
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$ 1,193,445	42,185
Clothing Stores (NAICS 4481)	\$ 961,122	33,973
Shoe Stores (NAICS 4482)	\$ 61,610	2,178
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$ 295,088	10,431
Florists (NAICS 4531)	\$ 14,789	523
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$ 387,813	13,708
TOTAL	\$ 17,889,615	199,926

¹ Indicates unmet consumer demand within the Secondary Trade Area.

² Based on \$128 in retail sales per square foot, \$250 in restaurant sales per square foot, and existing retail building inventory and activity in Downtown Waynesville.

As Table 14 also shows, meeting all of the unmet retail demand could generate over \$3 million dollars in additional sales for Waynesville. This potential sales opportunity represents nearly 20,000 square feet in possible retail floor space.

The top three retail sectors from Table 14 that demonstrate high-growth potential for Downtown, include:

- *Health and Personal Care Stores.* This may include pharmacists, opticians, or other professionals involved in retailing, advising, and fitting medical devices. This is a reasonable sector to consider given the anticipated aging of the Waynesville area population across all trade areas and their attendant medical care needs.
- *Electronics and Appliance Stores.* This may include stores selling televisions, cellphones, kitchen appliances, and audio equipment. This sector also includes computers but it should be noted that the sale of computers and computer parts and devices are a difficult and competitive business considering the very frequent upgrade cycle of these products and the resulting pressure it places on a business to maintain a lean and fast-moving inventory. Businesses competing in this retail space should endeavor to differentiate themselves from big box retailers who will be offering similar products at a very competitive price. Superior product knowledge, well-trained staff, unique inventory, and pleasing in-store presentation and experience can all work to differentiate a local downtown electronics retailer from a big box retailer and retain loyal consumers.
- *Grocery Stores.* A market where dry consumables as well as fresh meats and produce are sold.

AVAILABLE RETAIL SPACE INVENTORY & RECOMMENDATIONS

The vacant properties identified in Downtown Waynesville are shown on Table 15 below and on the First Floor Vacancy Map in Appendix D. In matching the vacant storefronts with the types of businesses demonstrating unmet retail demand, this report considers the size, geographic location, condition, and proximity of the vacancy to similar businesses. Table 15 also lists potential retail or restaurant suggestions for each vacant space.

TABLE 15: POTENTIAL NEW RETAIL

ID	Address	Available Sq.Ft.	Potential Retail
1	105 Historic Route 66 East	2,700	Home Furnishings
2	203 Historic Route 66 East	500	Florist
3	310 Historic Route 66 East	1,000	Beer, Wine, Liquor Store
4	326 Historic Route 66 East	2,000	Jewelry Store
5	202 N. Lynn Street	800	Shoe Store
6	100 N. Lynn Street	4,300	
7	100 N. Lynn Street	1,650	
8	407 Historic Route 66 East	1,000	Grocery Store
9	407 Historic Route 66 East	400	
10	407 Historic Route 66 East	1,250	

TOTAL: 15,600

This proposed mix of business represents just one conceptual way that existing space in Downtown Waynesville may be occupied. Table 15 does not account for the expansion of existing retailers in Downtown. Similarly, it does not account for the construction of new buildings or the impact of moving non-retail use to upper floors.

DOWNTOWN WAYNESVILLE RETAIL GOALS

- **ENCOURAGE TARGETED RETAIL USES AND MIX**

Downtown stakeholders should encourage retail uses and other activities on the ground floor of commercial and mixed-used buildings that generate pedestrian activity through both day and evening hours. A working list of targeted retail uses should be partly based on those sectors with unmet retail demand in Table 14 and the retail preferences expressed in the Community Surveys. Further consideration should be made to ensure that the targeted retail uses strive toward a mix that is complementary. For example, a full service restaurant with evening hours located near a movie theater can extend activity Downtown before or after show time. It is important to track existing Downtown businesses and monitor available storefronts. The City should actively market vacancies and try to fill them with stores from the targeted retail list. The goal is to work toward the recommended store mix to create a vibrant retail destination. As Downtown businesses change, the list of available space and targeted retail sectors should be updated.

- **COLLECTIVELY MARKET DOWNTOWN RETAILERS**

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

- **USE DOWNTOWN EVENTS TO INCREASE DOWNTOWN CUSTOMER BASE**

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

DOWNTOWN WAYNESVILLE STRATEGIES

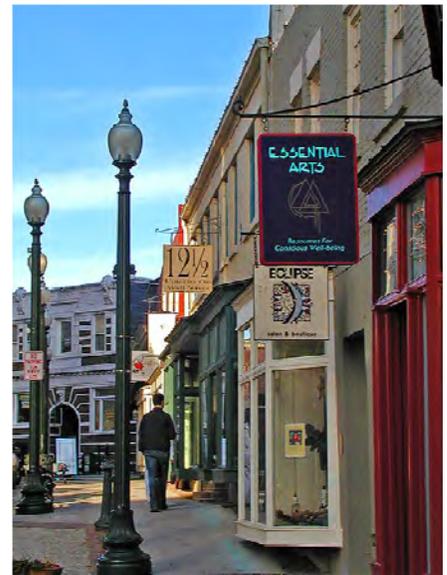
Achieving Downtown's retail goals can be obtained by implementing several key strategies. These strategies must be realistic and based on an understanding of Downtown Waynesville's current retail market, its primary customers, and the spending potential of key customer segments identified earlier in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

GREAT STREETS EQUAL GREAT DOWNTOWNS

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



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



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

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- 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; and
- continuous on-street parking and enforced slower vehicular speed



PARKING

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

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

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

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



PUBLIC SPACES

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

Downtown public spaces should:

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



DOWNTOWN ENVIRONMENT & APPEARANCE

Downtown Waynesville's historic architectural character and physical layout is the key to its draw as a unique retail environment. Protecting and improving the quality of the built environment must be a major component of the retail development strategy and revitalization plans.



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 Waynesville. 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 Waynesville'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. New buildings should generally respect the traditional scale and appearance of existing Downtown buildings.
- Support code enforcement and plan review efforts. The City's code enforcement efforts should be continued and strengthened to ensure that Downtown buildings and sites are properly maintained.



BUSINESS RETENTION, EXPANSION & RECRUITMENT

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

The City should focus on maintaining goods and services that are currently provided within Downtown Waynesville. 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 14.

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

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

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This campaign should also foster the existing entrepreneurial spirit that exists within the community. Many aspiring business owners are not connected with financial resources, therefore providing technical support and loan opportunities can make a difference whether a business succeeds or fails. This can be accomplished through business plan review and funding opportunities as well as creating a seminar program for local entrepreneurs. Surveying the local businesses to see what topic would best serve the community is another activity that is frequently a benefit for local entrepreneurs. The City should work with local organizations to connect business owners with existing incentives. Some strategies to help Downtown businesses compete with big box stores include:

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

RETAIL LOCATION & MIX

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

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

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

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

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

When making adjustments to the Downtown retail mix, service and entertainment businesses should be considered. Retail includes shopping and dining attractions. A wide range of shopping should be developed; for example, stores providing products that range from upscale clothing to kitchen gadgets. A wide selection of eating establishments should also be sought; for example, stores from independent coffee shops to full service restaurants. Service uses are also an integral part of successful downtowns, which include medical, legal services and healthcare. Entertainment venues also help to create a successful retail mix. Live music, street festivals, movie theatres and art galleries are included in this category. Creating a variety of retail stores will help Waynesville grow as a shopping and entertainment destination.



ATTRACTING CUSTOMERS

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

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

Creating special promotions targeting Downtown employees and residents is an easy way to reward repeat customers while bringing them back Downtown for longer visits on evenings and weekends. While some visitors stop and shop in Downtown Waynesville, not all visitors do. Increasing the capture rate of visitors is integral to the success of Downtown. This can be accomplished by a focus on marketing, signage, wayfinding and a sense of activity. Downtown business guides and retailer/restaurant profiles should be made available on-line, at welcome centers, hotels and other shops and restaurants.

Another strategy to increase customer traffic is to extend business hours. Small merchants can find it difficult to stay open into evening hours, but having a critical mass of businesses open for shopping can transform a Downtown into a vibrant, active area. Seventy percent (70%) of all sales tend to occur after 5:30 p.m. and on weekends. Adjusting store hours to respond to changing consumer trends, can help boost sales and create a new experience. Increasing the variety of dining options will provide a broader customer market, usually in the evening hours. One option that many communities have adopted is a weekly or monthly event oriented around shopping, by identifying one coordinated evening a week during which retailers and restaurants stay open late and offer specials (e.g. Thursdays till 8:00 PM or Fridays till 9:00 PM).



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

MARKETING

The City should continue to utilize brochures that highlight the positive features of locating retail business in Downtown Waynesville. 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 Waynesville, especially those businesses that might draw customers or visitors from a wider geographic area.

RETAIL PRESENTATION & OPERATIONS

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

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



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



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

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



WINDOW "HOW-TO'S"

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

- **Develop Themes.** Window displays should establish a theme and integrate props. They can follow the general items in the store or a specific set of items such as sports, children's stories, romance, nature, patriotism, or storytelling.
- **Simple Repetitive Objects.** Repeating objects creates a strong message. They do not need to be expensive to be successful. Simple objects such as cut out hearts, gloves, lampshades, balloons or handwritten notes can create dynamic and rhythmic displays.
- **Found Objects.** These objects can be window frames or wine barrels to reinforce the window statement.
- **Flexible Backdrops.** They can be textured or fabric panels reflecting the products displayed, highlighting the season or the richness of the interior that is found beyond the windows.
- **Window Graphics.** Graphic statements can define a function or add interest to the merchandise.
- **Night Lighting.** Once window displays have been created they should be lighted. When lighted they add life to the evening streetscape and act as a 24 hour billboard. People leaving nearby businesses with later uses, such as restaurants, theaters and drinking establishments will be compelled to visit later. However, window lighting should not impose on upper-story residents
- **Change Window Displays.** Displays should be rotated every four to six weeks.



SIGNAGE AND BRANDING

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



INTERIORS

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

- **Feature Displays.** Once a customer has entered the interior of the shop, there should be an open area to adjust to their surroundings and make decisions.
- **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



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faster and therefore buy more merchandise while they are in the store. Some methods include:

- ⇒ By Color. Group all red items together, blue items together, etc. This is often used for seasonal items.
- ⇒ Product Combination. These items provide opportunities for customers to purchase combined products with a similar theme. Group clothing with coordinating accessories or “Staff Favorites.”
- ⇒ Fabrication Type. All glass should be kept with the glass, wood with wood, pewter with pewter and pottery with pottery.
- ⇒ Impulse Items. These are often located by the register and are generally offered as inexpensive add-ons to the primary purchase.



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

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

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

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

IMPLEMENTATION

This Retail Market Analysis Report has identified a wide range of goals and strategies, based upon an analysis of the demographic and economic trends driving Waynesville's retail market. The implementation of these goals and strategies will be included in the DREAM Downtown Strategic Plan and will include integration with other aspects of Downtown such as funding sources, design concepts, and marketing.

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

- Implement other key DREAM recommendations, such as those found in the Building & Streetscape Design Concepts. The recommendations found in these reports are critical for Downtown to fully capitalize on the surrounding retail market.
- Build on Downtown Waynesville's strengths, such as its connection with For Leonard Wood and its role as the only true downtown place for the area.
- A Downtown business retention, expansion, and attraction program should be formed. Constant contact should be kept with existing stores to get in front of challenges retailers may be facing and to offer assistance.

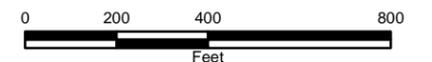
APPENDIX

Appendix A-1 Downtown Waynesville

Retail Market Analysis
City of Waynesville, Missouri

Legend

 DREAM Boundary



September 2012

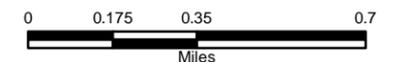
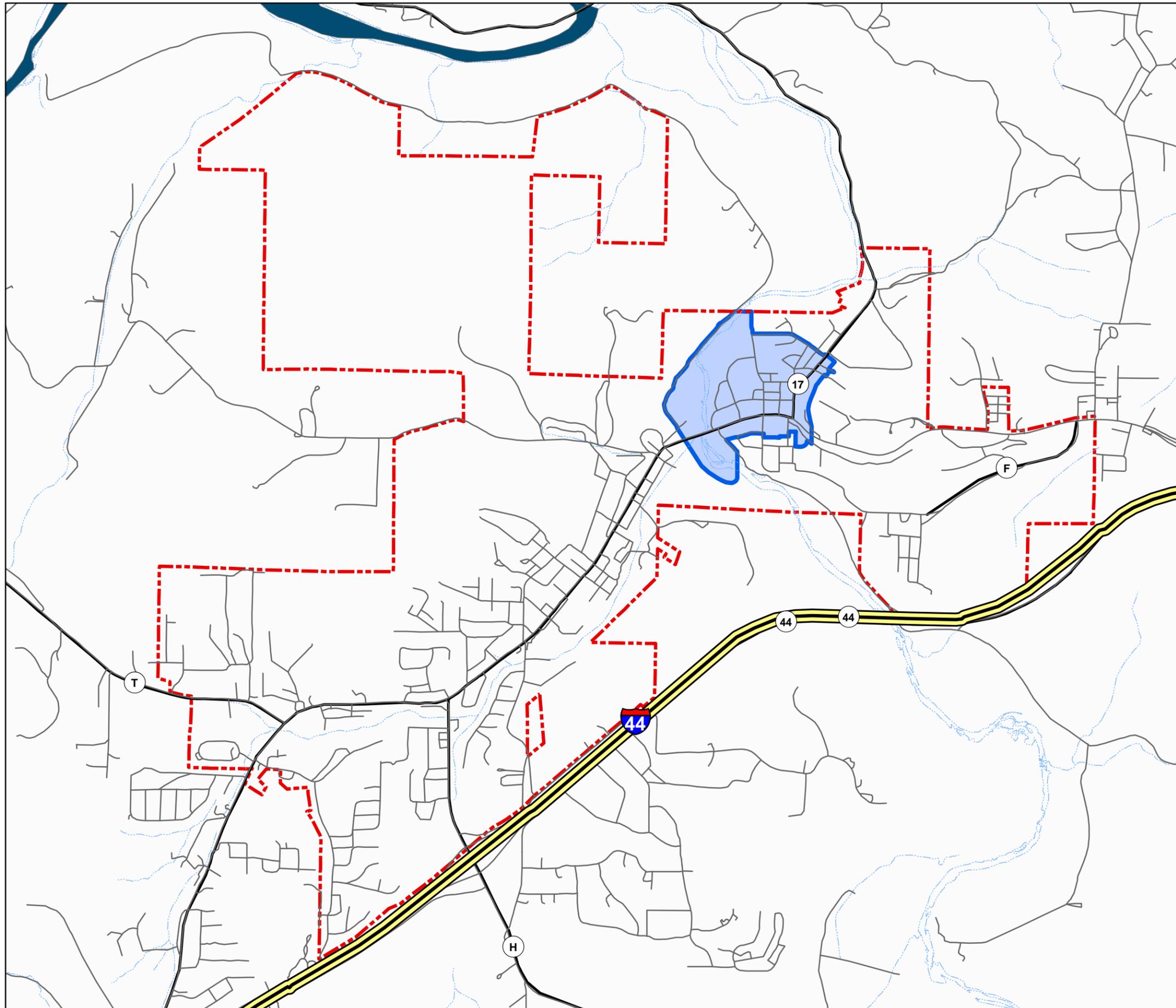


Appendix A-2 Primary Trade Area

Retail Market Analysis
City of Waynesville, Missouri

Legend

-  DREAM Boundary
-  Primary Trade Area

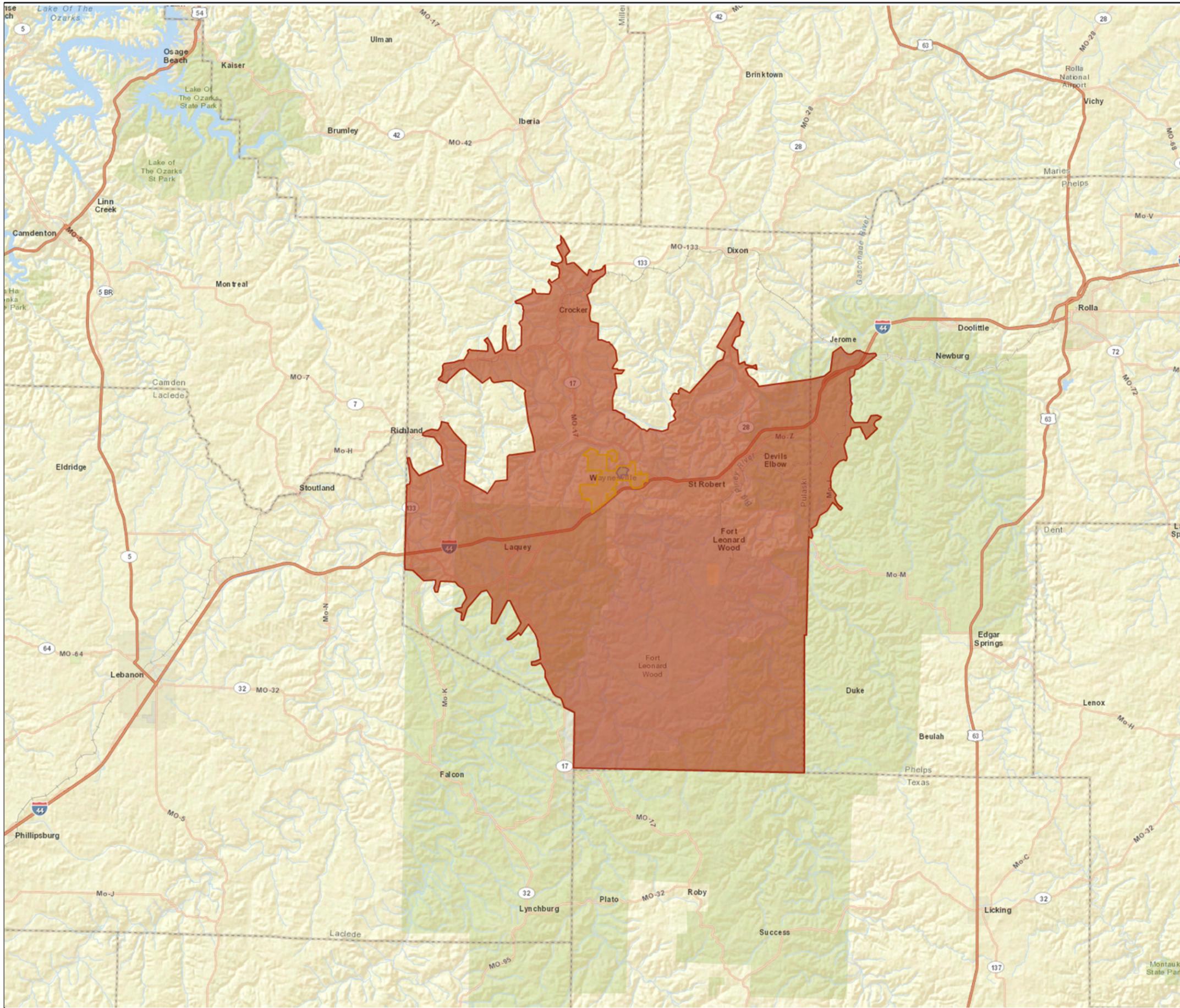


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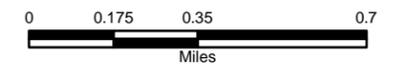
Appendix A-3 Secondary Trade Area

Retail Market Analysis City of Waynesville, Missouri



Legend

 Secondary Trade Area



September 2012



Appendix B

Downtown Waynesville DREAM Study Area
Retail Demand & Sales

Industry Group	Secondary Trade Area Demand	STA Businesses	STA Total Retail Sales	STA Gap	Potential Square Footage	STA Per Capita Demand	City Retail Demand	City Businesses	City Total Retail Sales	Downtown Total Retail Sales ²	Downtown Businesses ²	Downtown Trade Area Capture	Downtown Pull-factor
Total Retail Trade and Food & Drink (NAICS 44-45, 722) ¹	\$117,276,670	224	\$155,547,256	\$ (38,270,586)	(893,948)	2,644	\$17,373,316	38	\$10,774,624	\$1,082,856	9	410	1.90
Total Retail Trade (NAICS 44-45)	\$83,868,250	141	\$101,884,663	\$ (18,016,413)	(636,836)	1,891	\$12,463,831	26	\$7,037,715	\$617,921	6	327	1.51
Total Food & Drink (NAICS 722)	\$33,408,420	83	\$53,662,594	\$ (20,254,174)	(257,111)	753	\$4,909,485	13	\$3,736,909	\$464,935	3	617	2.86
Furniture & Home Furnishings Stores (NAICS 442)	\$4,428,219	8	\$7,464,112	\$ (3,035,893)	(107,311)	100	\$668,162	0	\$2,509	\$0	0	0	0.00
Furniture Stores (NAICS 4421)	\$4,215,015	7	\$7,328,643	\$ (3,113,628)	(110,059)	95	\$634,426	0	\$0	\$0	0	0	0.00
Home Furnishings Stores (NAICS 4422)	\$213,204	1	\$135,469	\$ 77,735	2,748	5	\$33,735	0	\$2,509	\$0	0	0	0.00
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$3,357,965	12	\$1,815,892	\$ 1,542,073	54,509	76	\$490,029	3	\$462,587	\$292,160	2	3,859	17.87
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$7,117,434	15	\$21,329,629	\$ (14,212,195)	(502,366)	160	\$1,126,973	4	\$596,138	\$8,769	0	55	0.25
Building Material and Supplies Dealers (NAICS 4441)	\$6,648,378	11	\$20,680,353	\$ (14,031,975)	(495,996)	150	\$1,052,823	1	\$85,410	\$8,769	0	59	0.27
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$469,056	4	\$649,276	\$ (180,220)	(6,370)	11	\$74,150	3	\$510,727	\$0	0	0	0.00
Food & Beverage Stores (NAICS 445)	\$20,087,481	19	\$6,740,940	\$ 13,346,541	471,768	453	\$2,937,824	4	\$1,142,186	\$0	0	0	0.00
Grocery Stores (NAICS 4451)	\$18,892,892	12	\$5,583,481	\$ 13,309,411	470,455	426	\$2,759,406	2	\$952,206	\$0	0	0	0.00
Specialty Food Stores (NAICS 4452)	\$50,288	1	\$59,686	\$ (9,398)	(332)	1	\$7,314	1	\$53,565	\$0	0	0	0.00
Beer, Wine, and Liquor Stores (NAICS 4453)	\$1,144,301	6	\$1,097,772	\$ 46,529	1,645	26	\$171,104	1	\$136,415	\$0	0	0	0.00
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$3,371,630	8	\$2,178,185	\$ 1,193,445	42,185	76	\$517,211	1	\$290,565	\$13,196	0	174	0.80
Clothing and Clothing Accessories Stores (NAICS 448)	\$5,124,130	19	\$3,806,310	\$ 1,317,820	46,582	116	\$756,660	2	\$219,970	\$129,489	1	1,121	5.19
Clothing Stores (NAICS 4481)	\$4,352,413	16	\$3,391,291	\$ 961,122	33,973	98	\$639,297	1	\$69,103	\$34,204	1	349	1.61
Shoe Stores (NAICS 4482)	\$61,610	0	\$0	\$ 61,610	2,178	1	\$8,283	0	\$0	\$0	0	0	0.00
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$710,107	3	\$415,019	\$ 295,088	10,431	16	\$109,081	1	\$150,867	\$95,285	1	5,952	27.56
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$946,130	15	\$1,011,947	\$ (65,817)	(2,326)	21	\$135,134	3	\$105,344	\$29,699	1	1,392	6.45
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$458,302	11	\$478,655	\$ (20,353)	(719)	10	\$65,449	3	\$105,344	\$29,699	1	2,874	13.31
Book, Periodical, and Music Stores (NAICS 4512)	\$487,828	4	\$533,292	\$ (45,464)	(1,607)	11	\$69,685	0	\$0	\$0	0	0	0.00
General Merchandise Stores (NAICS 452)	\$36,650,683	11	\$55,063,207	\$ (18,412,524)	(650,838)	826	\$5,416,172	1	\$3,509,883	\$0	0	0	0.00
Department Stores Excluding Leased Depts. (NAICS 4521)	\$21,954,723	2	\$34,308,566	\$ (12,353,843)	(436,678)	495	\$3,240,486	0	\$0	\$0	0	0	0.00
Other General Merchandise Stores (NAICS 4529)	\$14,695,961	9	\$20,754,641	\$ (6,058,680)	(214,160)	331	\$2,175,686	1	\$3,509,883	\$0	0	0	0.00
Miscellaneous Store Retailers (NAICS 453)	\$2,784,578	35	\$2,474,441	\$ 310,137	10,963	63	\$415,666	9	\$708,532	\$144,609	3	2,304	10.66
Florists (NAICS 4531)	\$125,900	3	\$111,111	\$ 14,789	523	3	\$19,968	1	\$40,700	\$25,705	1	9,057	41.93
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$1,518,212	13	\$1,130,399	\$ 387,813	13,708	34	\$229,548	5	\$469,535	\$105,407	1	3,080	14.26
Used Merchandise Stores (NAICS 4533)	\$127,692	6	\$199,016	\$ (71,324)	(2,521)	3	\$18,729	1	\$18,130	\$11,451	1	3,978	18.42
Other Miscellaneous Store Retailers (NAICS 4539)	\$1,012,775	13	\$1,033,914	\$ (21,139)	(747)	23	\$147,421	2	\$180,167	\$2,047	0	90	0.42
Food Services & Drinking Places (NAICS 722)	\$33,408,420	83	\$53,662,594	\$ (20,254,174)	(257,111)	753	\$4,909,485	13	\$3,736,909	\$464,935	3	617	2.86
Full-Service Restaurants (NAICS 7221)	\$15,618,625	43	\$22,653,207	\$ (7,034,582)	(89,299)	352	\$2,318,402	5	\$641,855	\$250,464	2	711	3.29
Limited-Service Eating Places (NAICS 7222)	\$15,662,688	24	\$25,542,752	\$ (9,880,064)	(125,420)	353	\$2,285,080	5	\$2,414,660	\$211,202	1	598	2.77
Special Food Services (NAICS 7223)	\$373,953	2	\$647,188	\$ (273,235)	(3,469)	8	\$41,370	0	\$0	\$0	0	0	0.00
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$1,753,155	15	\$4,819,447	\$ (3,066,292)	(38,924)	40	\$264,632	3	\$680,395	\$3,269	0	83	0.38

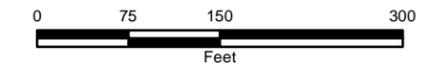
¹ Totals in these categories do not include Auto Sales, Gas Sales, or Non Store Retailers

Appendix C Existing Retail Locations

Downtown Study Area
City of Waynesville, Missouri



ID	Retail Location
1	Phillips 66
2	Lyon Home Care
3	Business Graphics
4	Seda's Gift Shop
5	Odyssey Scuba Center
6	Bo Peep Ceramics
7	Antique Store
8	Nickles Rentals
9	Paradise Deli
10	Eric's Jewelry
11	The Drynk Bistro & Lounge
12	Route 66 Music
13	Hopper's Pub
14	Repeat Boutique
15	Talbot House Antiques



September 2012

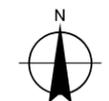
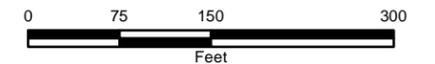


Appendix D 1st Floor Vacancies

Retail Market Analysis
City of Waynesville, Missouri



ID	Address	Available Sq.Ft.
1	105 Historic Route 66 East	2,700
2	203 Historic Route 66 East	500
3	310 Historic Route 66 East	1,000
4	326 Historic Route 66 East	2,000
5	202 N. Lynn Street	800
6	100 N. Lynn Street	4,300
7	100 N. Lynn Street	1,650
8	407 Historic Route 66 East	1,000
9	407 Historic Route 66 East	400
10	407 Historic Route 66 East	1,250

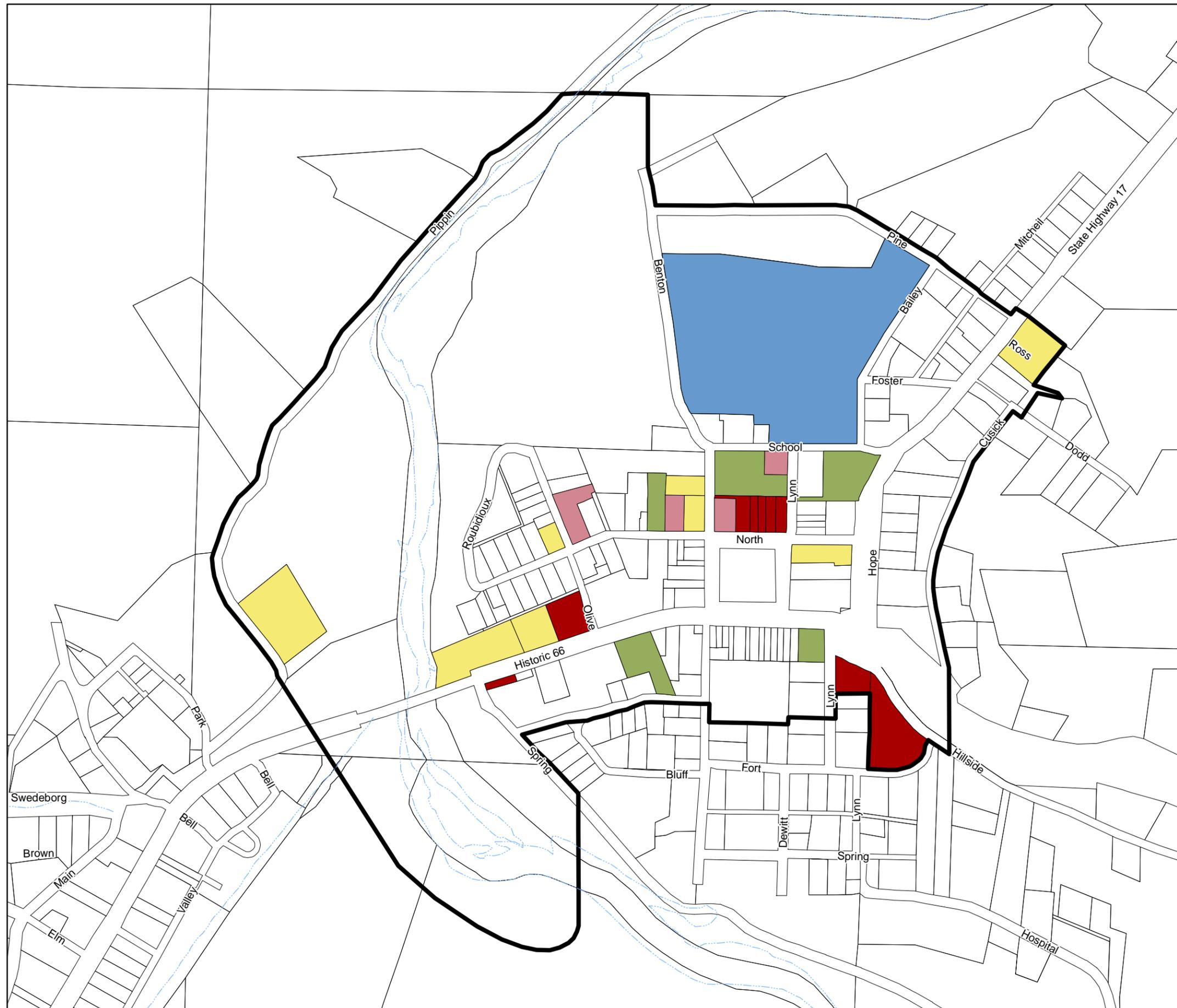


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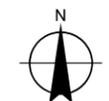
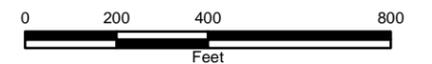
Appendix E Off Street Parking

Retail Market Analysis
City of Waynesville, Missouri



Legend

- DREAM Boundary
- 1-5 Parking Spaces
- 6-10 Parking Spaces
- 11-20 Parking Spaces
- 21-30 Parking Spaces
- 100 or more Parking Spaces



September 2012

