COMMUNITY ADVANCEMENT CASE STUDY

Tractor Supply Co. Warrensburg, MO

2026 ICSC Excellence in Community Advancement Award: Rural New Development

Public Sector Partner
City of Warrensburg, Missouri

Private Sector Partners
Retail Strategies and CMK Properties

Type of Project
Ground-Up Retail development

Size
Approximately 4.5 acres

Retail Space
Approximately 24,000 square feet

Demographic
The population of the Warrensburg region is approximately 55,000 residents.

Estimated Permanent Jobs
15–20

Estimated Annual City Sales Tax Revenue
Approximately $111,562

Public Sector Support
Reimbursement of eligible costs from store-generated sales tax up to $100,920.51 under the executed development agreement with the city of Warrensburg.

Partnership to Build Community-Focused Retail

For smaller communities, attracting national retailers often requires proving that the market is larger than the population shown within municipal boundaries—Warrensburg, Missouri, did exactly that.

Working together the City of Warrensburg, CMK Properties and Retail Strategies combined market analytics, coordinated site selection and targeted public infrastructure support to recruit Tractor Supply Co. to a previously undeveloped site along the city's primary commercial corridor. The approximately 24,000-square-foot store fills an identified gap for farm supplies and home improvement goods while generating new jobs, tax revenue and infrastructure improvements that benefit the surrounding commercial district.



The project shows that smaller markets can compete successfully for national retail investment when they understand their trade area, align public and private partners early and actively address the development barriers that can prevent a retailer from moving from market interest to an operating store.

How Warrensburg Proved Its Market Was Bigger Than the City Limits

Ask someone in Warrensburg where the new Tractor Supply is located and they'll likely direct you to the back of the old Rib Crib, across Maguire Street from Walmart. That kind of landmark navigation only works in a small town, and with a population roughly 20,000, Warrensburg is a small town by every account. A retail chain evaluating the community on city limits alone could have crossed it off the list without a second look.

In 2026, the City of Warrensburg, developer CMK Properties and Retail Strategies won the ICSC Excellence in Community Advancement Award in the Rural New Development category for landing Tractor Supply Co. on a previously undeveloped parcel along the city's main commercial corridor. Development of the roughly 24,000-square-foot store took about two years from first conversation to opening day, January 5, 2025.

Looking Beyond the City Limits

The consumer analytics conducted by Retail Strategies found a primary trade area of about 55,000 people, a customer base that stretched well past the incorporated city and lined up closely with Tractor Supply's rural and agricultural customer profile.

The market also had an identifiable retail gap. Residents in that trade area were leaving town for farm supplies, home improvement goods, pet products and outdoor equipment—spending dollars that Warrensburg wasn't capturing. Retail Strategies helped convert this unmet demand into a recruitment case by using trade-area data to show that Warrensburg and its surrounding market could support a new store.

Turning Market Data Into a Development Opportunity

The recruitment effort began in 2022 when discussions between Retail Strategies and CMK Properties identified Warrensburg as a potential Tractor Supply location. CMK, an experienced Tractor Supply developer, determined that Warrensburg matched the characteristics it was seeking for expansion. Retail Strategies then worked with the developer and city to evaluate potential sites.

A former grocery store site was initially evaluated as a possible location. When that opportunity stalled, the team considered city-owned property near the local Walmart. Over several months, Retail Strategies, CMK and city officials examined zoning, signage, utilities, access and development restrictions. That site was ultimately ruled out because of access and visibility concerns.

Rather than allowing the failed sites to end the recruitment, the partners continued vetting alternatives. The eventual location offered the visibility and context necessary for the project but also presented its own development issues. The property required coordination around roadway access, utilities, grading and stormwater infrastructure before it could support new development.

A Public-Private Partnership

The public-private partnership in Warrensburg worked because each participant contributed a different capability. CMK Properties provided the development expertise and private capital necessary to acquire and develop the site. As a preferred Tractor Supply developer, CMK understood the retailer's prototype, site criteria, development schedule and financial requirements. Retail Strategies brought the data and the retailer relationship that got Tractor Supply to consider Warrensburg as a viable retail location. The City of Warrensburg fast-tracked planning and permitting, which was formalized in the development agreement as a commitment to cooperate with CMK and provide reasonable assistance in expediting permits. For a smaller community competing with multiple potential development locations, being responsive to developer requests can be an economic development advantage.



Targeting Public Support to Infrastructure

The city's contribution went to infrastructure that was necessary to support the development rather than on a large upfront subsidy to the retailer. Under the executed development agreement, CMK would first build the project and the specified public improvements at its own expense. Warrensburg would then reimburse eligible costs out of the sales tax the store generated, capped at $100,920.51 or actual eligible costs, whichever came in lower.

The reimbursement schedule provided for 100 percent of the applicable city sales-tax revenues during the first annual calculation period and 50 percent during the second, subject to the overall reimbursement cap. Payments were tied to revenues actually generated by the operating Tractor Supply store instead of a city-funded grant that would cover the entire project costs before the project opened.

The eligible work covered by the city included roadway improvements, sidewalks, curbs and gutters, grading, stormwater infrastructure and a detention basin, all of which were useful to the surrounding commercial area regardless of what happened to any one tenant. The structure of the agreement limits the city's exposure while still addressing a specific development feasibility problem. The public sector helped create the infrastructure necessary to make the site development-ready, while CMK remained responsible for the private investment required to construct and operate the commercial development.



Delivering the Project

Once the site and partnership agreement structure was established, CMK moved forward with the ground-up development. CMK describes the building as its 21,930-square-foot Tractor Supply prototype, plus a 20,000-square-foot, fenced outdoor display area. The completed store was on 4.5 acres for a 24,000-square-foot store, designed to accommodate Tractor Supply's full rural-lifestyle retail format, including parking, customer access and outdoor product display areas.

CMK managed site selection, due diligence, zoning, entitlements, design approvals, acquisition and construction. They also signed Tractor Supply to a 15-year triple-net lease. The store opened January 5, 2025, about two years after the first conversation. Retail Strategies puts the typical recruitment timeline at three to four years. Warrensburg's two-years timeline became the model for what happens when a city, a developer and a recruitment firm stay aligned from the first site tour to opening day.

Filling a Gap and Capturing Local Spending

The Tractor Supply store gave Warrensburg and the surrounding rural trade area a local source for farm and livestock supplies, tools, pet products, home improvement

goods and outdoor equipment—bringing local spend in these categories to the city. Retail Strategies estimates the project created an estimated job count at 15 to 20 permanent positions, producing roughly $420,000 in annual employee income.

The project also adds recurring municipal revenue. Using average Tractor Supply store sales of about $5.95 million against Warrensburg's 1.875% sales tax rate, the city projected roughly $111,562 a year in sales tax revenue.



Beyond the direct fiscal impact, the project strengthens the Maguire Street commercial corridor: investments in roadway access, utilities, lighting and stormwater infrastructure has improved the site's functionality while adding infrastructure capable of supporting continued investment in the surrounding area.

A Small-Market Model for Retail Recruitment

The Warrensburg Tractor Supply project is a good example for other small to midsized markets. For communities looking to fill a specific undeveloped parcel or attracting one national retailer to their market, Warrensburg demonstrates how such projects can succeed.

The community used market intelligence to overcome assumptions created by municipal population figures. Its partners persisted through multiple unsuccessful site evaluations. The city treated permitting, infrastructure and development coordination as part of the recruitment process, and public sector involvement was structured around identifiable improvements necessary to make the development work. The result was an operating national retailer delivered in approximately two years.

Retail Recruitment Lessons:

Understand the real trade area. Municipal population alone may substantially understate the market available to a retailer. Warrensburg's 55,000-person trade area provided a stronger representation of potential demand than its approximately 20,000 city residents.

Recruit to documented market gaps. Tractor Supply addressed a product category for which the community and surrounding rural population already demonstrated demand, creating a stronger recruitment case than simply pursuing a desired brand.

Do not treat an unsuccessful site as an unsuccessful recruitment. The partners on this project evaluated multiple locations before identifying a viable development site. Persistence and continued problem-solving kept the retailer opportunity alive.

Make development readiness part of the recruitment strategy. Access, utilities, stormwater, zoning and permitting are fundamental components of retail recruitment. Warrensburg's proactive municipal coordination was key to converting retailer interest into a buildable project.

Use public financing tools to solve specific development barriers. By tying reimbursement to eligible public improvements and project-generated revenue, the city supported development feasibility while limiting its upfront financial exposure.

Align the right partners early. The city, the developer and the retail recruitment firm each contributed specialized capabilities. Their coordination allowed market analysis, site selection, retailer requirements, infrastructure and public approvals to move as parts of one development process. •