WAYS TO PROMOTE AND ENHANCE YOUR MUNICIPALITY

AGENDA

2015 AML June Convention
Certification Class
(2 continuing education hours)
Wednesday, June 24th
3:00 p.m. – 5:15 p.m.

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker(s)</th>
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</table>
| 3:00 p.m. – 4:15 p.m. | Welcome and Opening Remarks  | Mark Stodola, Mayor, Little Rock  
AML President |
|                 | Defining and Developing Your Municipal Personality | Jim vonTungeln, AIP  
AML Planning & Zoning Consultant |
|                 | Profiles of Revitalization                  | Dr. Steve Luoni, Director  
UA Community Design Center |
|                 | Preparing for Success                       | Troy Galloway, AICP  
Community & Economic Dev. Dir  
City of Bentonville |
| 4:15 p.m. – 4:30 p.m. | BREAK                                       |                                                                            |
| 4:30 p.m. – 5:00 p.m. | Creating a Thriving Economy Through Retail Expansion | C. Kelly Cofer, CCIM  
President/CEO |
| 5:15 p.m.       | Q&A – Time permitting                       |                                                                            |
Small Town Revitalization....It's just like the big towns

University of Arkansas Community Design Center
Stephen Luoni
Urbanism refers to a set of relationships, which has nothing to do with size.
Good town form expresses density, compactness, and mixed land use—all which lead to vitality.

Good form is also good economics, as the image on the right represents a quick path to insolvency.
Annual tax yield per acre by land use
Sarasota County, Florida Study

$3,651  $8,211  $8,374  $15,458  $91,472  $790,452  $1,195,740
county residential  city residential  big-box store  fast-food franchise  mixed-use low-rise  mixed-use mid-rise  mixed-use high-rise

The idea of Vilonia

Great towns are first and foremost expressions of living together in a place.

Vilonia as Future-Oriented
Vilonia as a Place for Commerce
Vilonia as a Safe Town
Vilonia as a Place of Residence for All
Vilonia as Future-Oriented

shaping the type of place in which you would like to live

2015 Vilonia Population 4,226
1940 Vilonia Population 259

2030 Vilonia Projected Population 10,000
Conventional Development: 2030

- Current Population: 4,226
- Projected Population: 10,000
- Projected Households: 1,866
- Units/Acre: 3
Development With Town Loop: 2030

- Total Units: 1,866
- Suburban Units: 826
- Town Loop Units: 1,040
- Units/Acre: 7.5

Town Loop preserves Vilonia's rural and suburban character by encouraging compact development or an alternative to carpeting the countryside with low-density development.
Looking north, to Main Street, from the new City Ball Park.
Vilonia as a Place for Commerce
promoting an “experience economy”

Studies show that consumers are willing to pay 12% more to shop on tree-lined streets.
Existing Main Street is for cars.

Cars don’t buy goods, people do!

Proposed Main Street for people and cars.
Urbanism at $80 per square foot.
Looking south from Town Square toward City Ball Park.
Looking south east on the east side of Town Square.
Looking south from Main Street to Long Meadow.
After hours at the Farmers' Market, looking south to Town Square.
Vilonia as a Safe Town
planning a city-wide safe room network

U.S. Tornado Paths: 1950-2013
Tornado GIS data: NOAA's National Weather Service, www.spc.noaa.gov/wcm
Shipping containers installed underground in easily accessible locations throughout public landscapes.
Looking to west edge of Loop from neighborhood triangle.
Composite Park and Green Space Plan
trails, greenways, parks, and streets as a Safety Utility
Vilonia as a Place of Residence for All

neighborhoods that provide something for everybody
“even after adjusting for factors like unemployment and affluence, the areas that have the most trees along the streets also had fewer prescriptions for antidepressants.”

-Mark Taylor, Landscape and Urban Planning Journal-
Looking west from Town Square to residential edge and shared street.
Looking west from Greenway to eastern half of loop
Looking east to City Ball Park.
Building Arkansas' Best Street:
A New Town Center for Mayflower, AR. pop. 2314
Development Challenges
Between a Railroad and Highways

We have some real contextual challenges. First, the site is hemmed in by limited-access transportation corridors—a railroad and state highways—unamenable to a pedestrian-oriented urbanism. Second, the site's thin triangular form is unsupportive of a street network shaping most downtowns. The triangular site at its widest point measures only 88 feet.
We laminate a “slow street” to an existing fast street, combining neighborhood livability with access to regional mobility—all in the same space.

Design Approach

Slow Street + Fast Street

Introducing the Shared Street Concept to a Rural Context
Shared Street Precedents
Reclaiming the Collective Wisdom in Streets...

Shared space recovers the non-traffic social functions in traditional streets like play, gathering, relaxation, and strolling that were eliminated by modern traffic engineering. Street design compels the motorist to behave socially, balancing traffic movement with the interests of pedestrians.

1. Uden, Netherlands
2. Eugene, OR
3. Portland, OR
4. Amsterdam, Netherlands
5. Cleveland, OH

Streets as multi-modal facilities

Streets as places for hanging out

Streets as ecological assets

Streets as playgrounds

Streets as economic enhancers
Before/After Slow Street

Only twenty minutes from Little Rock along a high growth corridor, this bedroom community wants its own town center that marks a sense of place and provides walkable neighborhoods. Stakeholders want the option of urbanism with diverse multifamily housing choices linked to commercial and institutional functions. Currently, the market provides only suburban real estate products and commercial arterial development.

Existing Conditions

Transformed Conditions
Mayflower: Slow Street + Fast Street

Each of the six neighborhoods can be phased in as funding permits.
Let's take a walk down Arkansas' Best Street ...

...keeping in mind that Mayflower’s median household income is $41,000 (national median is $54,000), we have to develop affordable neighborhoods at an average of $120/ sq ft. attractive to families.
Townhouses fronting a wildflower meadow to the north and a manicured town green to the south signal the northern entrance to Mayflower’s town center. Slow Street intensifies the optics of an otherwise straight right-of-way to create a social space, also an effective traffic-calming strategy.
Mayflower Plan

Market

1. Pocket Neighborhood District
2. City Park
3. Slow Street
4. Mayflower Elementary School
5. School Auditorium
6. Municipal Buildings
7. Public Library
8. The Triangle - Mixed-Use Commercial
9. The Promenade - Mixed-Use Residential
10. Spillover Park and Trailhead
11. Floodplain Park
12. Auto and Pedestrian Bridge
13. Mayflower Trail
14. Farmers' Market and Cafe
15. North End Green
16. North End Meadow
17. Satterfield Road Commercial
18. Shannon Square

0' 250' 500' 1,000'
Looking east to The Promenade, The Triangle, and City Park

Slow Street parallels Floodplain Park creating an ecotone that offers a high level of amenities...the town becomes its own resort.
City Park
Slow Street offers a low tech/high concept resilient townscape that turns the street—an infrastructural space in which we already make outsized investments—into a social, economic, and ecological asset. The co-benefits of delivering non-traffic services coupled with walkable links to schools make downtown living feasible for families once again.
Troy D. Galloway, AICP

Community and Economic Development Director, City of Bentonville, AR since July, 1996.

Previously worked as a City Planner for the City of Nixa, MO and as a Regional Planner with the Meramec Regional Planning Commission, Rolla, MO. Twenty-three years of experience as a Professional Planner.

Commander, Ft. Chaffee Joint Maneuver Training Center, Barling, AR, Arkansas Army National Guard

Former Commander, 142 Field Artillery Brigade, Fayetteville, AR, Arkansas Army National Guard

BS from Missouri State University, Springfield, MO
MA from the University of Oklahoma, Norman, OK
Command and General Staff College, Ft. Leavenworth, KS
MS from the United States Army War College, Carlisle Barracks, PA

Memberships

American Institute of Certified Planners (AICP)
American Planning Association
Arkansas Chapter American Planning Association
National Guard Association of the United States
National Guard Association of Arkansas

Personal

Married to Brenda with two daughters – Sarah and Haley
Reside in Bentonville, AR
Population Growth

Five Year Trend

18% Growth
Population: 65,247 persons
Housing: 10,000 units
Residential: 1,700 acres
Non-residential: 203 acres
Design Matters

• How we choose to grow impacts economic competitiveness, quality of life, and the bottom line
• Demographic and economic fundamentals are shifting
• American households are changing
• Demographic change equates to preference changes and the resulting market changes
Millennials

• Millennials choose where to live, then find work
• Prefer experiences over accumulating stuff
• The don’t share baby boomer and Gen X passion for cars
• The prefer a walkable / finer grain neighborhood where they don’t have to have a car
• Trending away from suburbs – only 12 percent prefer suburban subdivisions. 47 percent prefer Urban, 40 percent prefer rural or small towns
• Value “sense of place” whether that be in a city, village, or rural town
Baby Boomers

- Not interested in moving to “retirement” communities
- Want housing choices
- Bicycle trips increased 64 percent from 2001 to 2009
- They prefer a walkable / finer grain neighborhood where they don’t have to have a car
- Senior households will grow 2x as all others over next 20 years
- Value “sense of place” whether that be in a city, village, or rural town

Trends
“The same demographic and market trends that are driving a return to bigger cities can also boost the prospects of smaller cities and towns.”

--Robert Steuteville, Small Cities and Towns are urban Places too
Bentonville’s Experience

- Acknowledge a strong local economy depends on our ability to attract and retain talent
- Community Development is Economic Development
- First and most important we must be a place that people want to live
- Richard Mason (El Dorado, AR) Article (May 24, 2015)
“Livable cities draw creative people, and creative people spawn jobs.”
(Wired, “Small cities Feed the Knowledge Economy”
Adam Davidson, May 31, 2011.)
Fiscal Considerations

- More Compact Development Patterns typically realize as much as 38 percent savings on infrastructure costs.
- These same tighter knit patterns typically save 10 percent on delivery of municipal services (fire, police, etc.).
- Most importantly, historic walkable development patterns generate as much as 10x revenue as more auto oriented development patterns.

(Building Better Budgets, Smart Growth America, 2013)
“Compact Development Patterns and investment in projects to improve our downtowns save taxpayers money and improve overall economic performance”

Livability Index
SE Downtown Area Plan

- Experience Districts
- Residential Densities
- Multimodal Connections
N. Walton Blvd. Enhancement Plan

- Sidewalks / Trails
- Tree Plantings
- Crosswalks / Intersections
- Public Art / Gateway Signs
- Complimentary Business Mix

Recent Plans
Fun Facts

- Small Businesses create 2 of every 3 new jobs in the USA.

- 90% of all jobs created in Arkansas were created from existing business expansions.

- 2014: 141 new businesses started or expanded in Bentonville.
Seven main target sector opportunities, along with specific focus areas for each, have been identified as priorities for Bentonville to focus its efforts over the next five years. While these are the best targets for Bentonville to focus their efforts, it is important to note that Bentonville may have successes in sectors outside of these identified sectors.
STRATEGIC PRIORITIES

The strategic priorities identified for Bentonville Blueprint are focused on leveraging all assets of the City of Bentonville and the region, while capitalizing on the most significant opportunities and addressing the challenges at the same time. In order for Bentonville to become its most exceptional and for progress to be made in all priorities, it must first be ensured that the economic development delivery system in Bentonville works and is sustainable long-term. Once this is assured, Bentonville can focus on the other strategic priorities, which all focus on the creation and retention of jobs in Bentonville through an even more defined focus on entrepreneurship, ensuring that existing business and industry are retained through a more structured business retention and expansion program; improving product development efforts; becoming even more exceptional in the development of an arts/cultural environment; and further enhancing sustainability efforts.

These priorities, along with the associated set of strategies and action items, provide Bentonville with an actionable guide to economic development over the next five years.

The implementation of each priority will impact the city’s ability to be successful in the attraction and retention of the target opportunities identified, resulting in the creation and retention of jobs in Bentonville, and ensuring that Bentonville becomes the most exceptional city it can be.
“Whether they acknowledge it or not, communities are engaged in a ferocious competition to create places where people want to live”

(Chris Zimmerman, Smart Growth America, 2015)
“If your city embraces (sidewalks, street trees, entertainment, restaurants, great public spaces, vibrant downtown, good schools, low crime, street vendors, community gardens, bike and pedestrian trails), you will have growth and more jobs, and you will have an improved quality of life. Try to make your city a decent place to live. If you do that, your city will grow, and your quality of life will thrive.”

(How to Grow a City, Arkansas Democrat Gazette, Richard Mason, 2015)
C. Kelly Cofer, CCIM, President/CEO

ckcofer@theretailcoach.net / 662-401-4327

C. Kelly Cofer leads The Retail Coach with more than 28 years of experience in all aspects of retail real estate and economic development. Mr. Cofer’s professional background encompasses market research and site selection, advisory and leasing services, and property brokerage and development for leading national and regional retailers and restaurants in more than 275 cities and 26 states throughout America. Mr. Cofer has earned the prestigious Certified Commercial Investment Member (CCIM) designation from the Chicago-based Commercial Investment Real Estate Institute and attended the Economic Development Institute at the University of Oklahoma. He holds a Bachelor of Science degree from Texas A&M University in College Station.
ABOUT THE RETAIL COACH

The Pioneer of the Retail Recruitment Industry...

The Retail Coach is the First Consulting Firm in the U.S. to Incorporate the Actual Recruitment of Retailers and Developers into Retail Economic Development Plans, Studies and Strategies.
For over 15 years - we have provided the research, relationships and strategies to achieve retail recruitment and development results that have helped over 350 communities throughout the U.S. expand their sales tax base and quality of life.
ABOUT THE RETAIL COACH

We develop and execute Retail Recruitment & Development Plans

• Corporate site selection with national retailers
• Retail real estate brokerage
• Retail leasing
• Development/Redevelopment
• Downtown retail revitalization
• Land development with investment firms
• Market analysis & land strategy
CLIENT STATES 2015

NATIONAL FOCUS
AGENDA

• RETAIL & URBAN/DOWNTOWN REVITALIZATION
• 2015 RETAIL TRENDS IMPACTING RETAIL REVITALIZATION
• COMMUNITY RETAIL RECRUITMENT
RETAIL & COMMUNITY REVITALIZATION
WHY DOWNTOWN RETAIL

• Contributes to a Community’s Identity /“Sense of Place”/Brand
• Stimulates Redevelopment & New Development
• Increases Local Sales & Property Tax Base
• Provides New Employment Opportunities
• Stops Retail Leakage
• Enhances Quality of Life & Convenience
• Supports Beautification Initiatives
• Creates a Regional Draw/Destination
• Provides Support for Surrounding Residential
2015 RETAIL TRENDS IMPACTING REVITALIZATION
2015 RETAIL TRENDS

URBAN RETAIL OPPORTUNITY

• National Brands
• Regional Brands
• Independents

Urban revitalization trend will continue as national & regional brands seek untapped opportunities and entrepreneurship continues to increase.

A community should strive for a healthy blend of independents and national brands.
2015 RETAIL TRENDS

2 BASIC FACTORS IMPACTING RETAILER DEMAND/EXPANSION

1. THE ECONOMY
   Strong activity on the far ends of the economic spectrum
   Discount --- Luxury

2. ENCROACHMENT OF E-COMMERCE
2015 RETAIL TRENDS

RETAIL INDUSTRY'S KEY FUNDAMENTALS ARE CONFUSING

• Consumer Confidence Up in March - Down in April - Up in May
• U.S. Economy Recovering?
• Labor Market Improving?
• U.S. Population Growing

More than 2 million people per year are creating natural new demand for goods and services

Source: ICSC, December 2014
E-COMMERCE

Online retail sales will grow at compound annual rate of 10% from 2012-2017.

By 2017, the web will account for 10% of U.S. retail sales.

2014 online sales in the U.S. topped $305 billion, representing 6.5 percent of all retail sales.

Source: Forrester Research

Source: EMarketer
2015 RETAIL TRENDS

E-COMMERCE IMPACT

The trend is to shift to smaller “intimate” stores stocking only the best selling items – customers are directed online for other items.

The long-term trend will gradually redefine shopping center footprints, tenant mixes and retail development.

*Showrooming* is a major problem for independent retailers.
2015 RETAIL TRENDS

POPULATION SHIFT BACK TO URBAN/DOWNTOWN CENTERS - PEOPLE WANT TO LIVE CLOSE TO WHERE THEY WORK.

URBAN RETAIL WILL THRIVE:
8 out of 10 Americans now live in an urban area.
2015 RETAIL TRENDS

PEOPLE WANT TO LOCATE IN COMMUNITIES THAT OFFER EVERYTHING.

Residents want a 'third place' away from home and office to have a social experience, dine and be entertained.
Redevelopment and "Phase 2" developments are the nucleus for growth as retailers of all sizes look to grow store counts – many opportunities are in downtown districts with strong residential population densities.

Offers opportunities for national, regional and independent retailers.
Approximately 43% of growth in 2014 was from restaurants.

Same percentage predicted for 2015.

Tenant mixes are becoming increasingly food-based.

Great opportunity for downtown districts.
2015 RETAIL TRENDS

NATIONAL FRANCHISES ARE ATTRACTING MORE ENTREPRENEURS

The introduction of new, proven concepts with a lower risk profile is spurring growth, particularly in urban districts.
IN 2015, THE INTERNATIONAL FRANCHISE ASSOCIATION PREDICTS THE FRANCHISE SEGMENT WILL GENERATE:

- 247,000 new jobs
- 12,111 new business establishments
- $889 billion in economic output

In 2014, franchises grew faster and created more jobs than the rest of the economy.
Most important economic trend impacting mom-and-pop demand in smaller communities is the return of housing appreciation.

Home equity lines of credit are the initial line of funding for many (an estimated 75%) of these start-ups.

We will see small business creation gradually accelerating over the next 24 months.
DOWNTOWN REVITALIZATION VS SUBURBAN SPRAWL

- Vibrant, healthy urban core areas support the overall economic vitality and identity of a community.
- The downtown district is the geographic, cultural & spiritual heart of a community.
- Lifestyle centers try to replicate downtowns.
RETAIL REVITALIZATION PLANS

Understand what your market will support before developing your urban retail plan.

**The plan must be market-driven not planner-driven**

**Key factors:**
- Consumer demographic profile
- Population
- Incomes
- Proximity to competition
- Daytime employment
EDUCATION IS KEY TO INDEPENDENT RETAILER SUCCESS

• Consumer spending is directly related to their shopping experience.

• Current estimates show in-store conversion rates (percentage of visitors who take the desired action to purchase) are below 30% and dropping—meaning that 70% of store visitors leave without buying.

• Independent retailers must evaluate store layout, merchandise offerings, marketing & advertising, competition (including e-commerce), and then determine opportunities to improve.

• Innovative retailers are making great strides using traffic intelligence to understand, accommodate and entice greater spend from its customers.
EDUCATION IS KEY TO INDEPENDENT RETAILERS SUCCESS

• Independent retailers must “specialize” and “differentiate.”

• Consumer experience is directly related to customer service.

• Retailers must work with – not against – each other.

• Retailers must be unique – carry merchandise that consumers demand and not what they think is cool.

• Cross-shopping is key to getting consumers downtown – carry merchandise that compliments their neighbors offerings.
EDUCATION IS KEY TO INDEPENDENT RETAILERS SUCCESS

Businesses must operate as a business and not a hobby.

Retailers must understand it is important to be open when consumers are not working.

Approximately 70% of retail business is transacted between the hours of 4pm and 9pm.
EDUCATION IS KEY TO INDEPENDENT RETAILERS SUCCESS

Retailers must know what consumers in their community want to purchase.

Retailers must quantify the financial opportunity before going into business or expanding merchandise categories.
EDUCATION IS KEY TO INDEPENDENT RETAILERS SUCCESS

Community Retail Opportunity Analysis – quantifies retail opportunity by retail category.
## RETAIL OPPORTUNITY ANALYSIS

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<thead>
<tr>
<th>SECTOR</th>
<th>DESCRIPTION</th>
<th>OPPORTUNITY</th>
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<tr>
<td>441</td>
<td>Motor Vehicle and Parts Dealers</td>
<td>$4,935,497</td>
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<tr>
<td>442</td>
<td>Furniture and Home Furnishings Stores</td>
<td>565,652</td>
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<tr>
<td>443</td>
<td>Electronics and Appliance Stores</td>
<td>590,946</td>
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<td>444</td>
<td>Building Materials, Garden Equip Stores</td>
<td>3,291,916</td>
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<td>445</td>
<td>Food and Beverage Stores</td>
<td>4,967,656</td>
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<td>446</td>
<td>Health and Personal Care Stores</td>
<td>2,447,535</td>
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<td>447</td>
<td>Gasoline Stations</td>
<td>3,743,209</td>
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<tr>
<td>448</td>
<td>Clothing and Clothing Accessories Stores</td>
<td>1,510,828</td>
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<td>451</td>
<td>Sporting Goods, Hobby, Book, Music Stores</td>
<td>642,449</td>
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<tr>
<td>452</td>
<td>General Merchandise Stores</td>
<td>4,658,884</td>
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<td>453</td>
<td>Miscellaneous Store Retailers</td>
<td>953,619</td>
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<tr>
<td>454</td>
<td>Non-Store Retailers</td>
<td>3,063,942</td>
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<tr>
<td>722</td>
<td>Foodservice and Drinking Places</td>
<td>3,013,587</td>
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</table>
EDUCATION IS KEY TO INDEPENDENT RETAILERS SUCCESS

Determine the opportunity then be creative.
COMMUNITY RETAIL RECRUITMENT
UNDERSTAND THAT COMMUNITY DEVELOPMENT PRECEDES ECONOMIC DEVELOPMENT

Improving first impressions is critical

• Community appearance
• Pride of ownership (residential and commercial)
• Functional infrastructure
• Evidence of crime
• Codes and code enforcement
• Urban vitality
BE PROACTIVE
PERFORM A SWOT ANALYSIS FROM A RETAILER’S PERSPECTIVE

• Know your advantages and understand your challenges
• Address challenges with an actionable “to do” plan based on priority
• Retailers/developers/investors want to know that something is being done
• Retailers/developers/investors look for stable or improving communities where their risk is minimized
AREA MARKET ANALYSIS

Retail recruitment is competitive – you must know what is happening in your area.

Retailers look very closely at store spacing.
KNOW YOUR COMPETITION

- Know your competing communities’ advantages and disadvantages.
- Know their national and regional retail brands.
- Be familiar with their retail recruitment programs.
- Be familiar with their incentive programs, if any.
- Know how your community stacks up against competing communities in terms of socioeconomic factors.
DETERMINE & UNDERSTAND YOUR RETAIL TRADE AREA

The largest distance consumers are willing to travel to purchase retail goods and services.

**In an urban area** – dealing with independent retailers – be conservative in determining the trade area.

Always greater than your community population.

Sell your community as a retail trade area population.
DEMOGRAPHIC PROFILING

We profile consumers for their unique attributes, including:

- Population
- Population Growth
- Race Classification
- Median Age
- Education
- Household Income
- Per Capita Income
DEMOGRAPHIC PROFILE

<table>
<thead>
<tr>
<th>Race Classification</th>
<th>Percent</th>
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<tbody>
<tr>
<td>White</td>
<td>77.00%</td>
</tr>
<tr>
<td>African American</td>
<td>14.68%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>0.46%</td>
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<tr>
<td>Asian Alone</td>
<td>0.66%</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Island</td>
<td>0.05%</td>
</tr>
<tr>
<td>Some Other Race</td>
<td>1.23%</td>
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<tr>
<td>Two or More Races</td>
<td>5.93%</td>
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<tr>
<td>Hispanic/Latino</td>
<td>5.39%</td>
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Population: 28,447
Growth 2015 - 2020: -1.73%
# Demographic Profile

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<th>Population by Age Breakdown</th>
<th>Total 28,447</th>
<th>100.00%</th>
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<tbody>
<tr>
<td>Age 0 - 4</td>
<td>1,935</td>
<td>6.80%</td>
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<tr>
<td>Age 5 - 9</td>
<td>1,957</td>
<td>6.88%</td>
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<tr>
<td>Age 10 - 14</td>
<td>1,802</td>
<td>6.33%</td>
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<tr>
<td>Age 15 – 17</td>
<td>1,102</td>
<td>3.87%</td>
</tr>
<tr>
<td>Age 18 – 20</td>
<td>1,632</td>
<td>5.74%</td>
</tr>
<tr>
<td>Age 21 – 24</td>
<td>1,894</td>
<td>6.66%</td>
</tr>
<tr>
<td>Age 25 - 34</td>
<td>4,247</td>
<td>14.93%</td>
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<tr>
<td>Age 35 - 44</td>
<td>3,473</td>
<td>12.21%</td>
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<td>Age 45 - 54</td>
<td>3,527</td>
<td>12.4%</td>
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<td>Age 55 – 64</td>
<td>3,261</td>
<td>11.46%</td>
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<tr>
<td>Age 65 – 74</td>
<td>1,914</td>
<td>6.73%</td>
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<tr>
<td>Age 75 – 84</td>
<td>1,055</td>
<td>3.71%</td>
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<tr>
<td>Age 85 and over</td>
<td>648</td>
<td>2.28%</td>
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</table>
**DEMOGRAPHIC PROFILE**

### Age 25+ by Education Attainment Breakdown

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<tr>
<th>Education Attainment</th>
<th>Count</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Less than 9th grade</td>
<td>584</td>
<td>3.22%</td>
</tr>
<tr>
<td>Some High School, no diploma</td>
<td>2,393</td>
<td>13.20%</td>
</tr>
<tr>
<td>High School Graduate (or GED)</td>
<td>6,679</td>
<td>36.85%</td>
</tr>
<tr>
<td>Some College, no degree</td>
<td>3,934</td>
<td>21.70%</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>1,857</td>
<td>10.25%</td>
</tr>
<tr>
<td>Bachelor's Degree</td>
<td>1,601</td>
<td>8.83%</td>
</tr>
<tr>
<td>Master's Degree</td>
<td>870</td>
<td>4.80%</td>
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<tr>
<td>Professional School Degree</td>
<td>132</td>
<td>0.73%</td>
</tr>
<tr>
<td>Doctorate Degree</td>
<td>75</td>
<td>0.41%</td>
</tr>
</tbody>
</table>
**DEMographic Profile**

- **Total Households**: 10,716
- **Growth 2015 - 2020**: -1.84%
- **Average Household Income**: $47,859
- **Median Household Income**: $32,395

**Household Income Breakdown**

<table>
<thead>
<tr>
<th>Income Range</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income &lt; $15,000</td>
<td>2,329</td>
<td>21.73%</td>
</tr>
<tr>
<td>Income $15,000 - $24,999</td>
<td>1,919</td>
<td>17.91%</td>
</tr>
<tr>
<td>Income $25,000 - $34,999</td>
<td>1,501</td>
<td>14.01%</td>
</tr>
<tr>
<td>Income $35,000 - $49,999</td>
<td>1,177</td>
<td>10.98%</td>
</tr>
<tr>
<td>Income $50,000 - $74,999</td>
<td>1,732</td>
<td>16.16%</td>
</tr>
<tr>
<td>Income $75,000 - $99,999</td>
<td>875</td>
<td>8.17%</td>
</tr>
<tr>
<td>Income $100,000 - $124,999</td>
<td>571</td>
<td>5.33%</td>
</tr>
<tr>
<td>Income $125,000 - $149,999</td>
<td>281</td>
<td>2.62%</td>
</tr>
<tr>
<td>Income $150,000 - $199,999</td>
<td>205</td>
<td>1.91%</td>
</tr>
<tr>
<td>Income $200,000 - $249,999</td>
<td>59</td>
<td>0.55%</td>
</tr>
<tr>
<td>Income $250,000 - $499,999</td>
<td>51</td>
<td>0.48%</td>
</tr>
</tbody>
</table>
KNOW YOUR RETAIL TRADE AREA PSYCHOGRAPHIC PROFILE

Consumer values and lifestyles drive a desire for particular products/services.
PSYCHOGRAPHIC LIFESTYLE SEGMENTATION

All U.S. households fall into 1 of 66 lifestyle segments.

Divide your market into groups of consumers with similar demographic characteristics, lifestyles, purchase behaviors and work patterns.
Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest.
They shop for groceries at discount stores such as Walmart supercenters; Kmart is also a favorite for apparel and sundry household and personal care products.

Convenience stores are commonly used for fuel or picking up incidentals like lottery tickets.

They tend to carry credit card balances, have student loans, and pay bills in person.

Half of households have abandoned landlines for cell phones only.

They watch their favorite channels including QVC, CMT, and Game Show Network.

They’re fast food devotees.

They enjoy outdoor activities such as camping and taking trips to the zoo.
DETERMINE YOUR RETAIL OPPORTUNITY

Identifies sales leakage occurring when residents dine or purchase products outside of your community.

Measures consumer demand and retail opportunity
## CONSUMER EXPENDITURES

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apparel and Services</td>
<td>$1,003.36</td>
<td>$10,805,185</td>
</tr>
<tr>
<td>Men's</td>
<td>$182.22</td>
<td>$1,962,367</td>
</tr>
<tr>
<td>Women's</td>
<td>$301.07</td>
<td>$3,242,198</td>
</tr>
<tr>
<td>Children's</td>
<td>$179.59</td>
<td>$1,934,056</td>
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<tr>
<td>Footwear</td>
<td>$149.09</td>
<td>$1,605,512</td>
</tr>
<tr>
<td>Watches &amp; Jewelry</td>
<td>$86.53</td>
<td>$931,840</td>
</tr>
<tr>
<td>Apparel Products and Services (1)</td>
<td>$104.86</td>
<td>$1,129,212</td>
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<tr>
<td>Computer</td>
<td>$164.45</td>
<td>$1,770,977</td>
</tr>
<tr>
<td>Computers and Hardware for Home Use</td>
<td>$136.93</td>
<td>$1,474,571</td>
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<tr>
<td>Portable Memory</td>
<td>$3.74</td>
<td>$40,303</td>
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<tr>
<td>Computer Software</td>
<td>$12.15</td>
<td>$130,865</td>
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<tr>
<td>Computer Accessories</td>
<td>$11.63</td>
<td>$125,238</td>
</tr>
<tr>
<td>Entertainment &amp; Recreation</td>
<td>$2,126.84</td>
<td>$22,903,914</td>
</tr>
<tr>
<td>Fees and Admissions</td>
<td>$382.78</td>
<td>$4,122,125</td>
</tr>
</tbody>
</table>

|
KNOW THE WORKFORCE/DAYTIME POPULATION

Particularly important for restaurants.
CONDUCT A CONSUMER SPENDING SURVEY

- Purchasing habits/frequency
- % of purchases in community
- Where else do you shop/frequency
- Retailer-type preferences
- Specific retailer preferences
- Monthly retail expenditures
CONDUCT A LAND USE ANALYSIS

• Analyze sites and identify those not serving their highest and best use and make recommendations for improved uses.

• Land assemblage
KNOW AVAILABLE SITES AND PROPERTIES FOR DEVELOPMENT

The first questions an interested retailer asks: “Where can I put my business?” “Send me possible sites that match fit my needs.”

Be able to clearly communicate and demonstrate your vision for revitalization.
MARKET YOUR VISION FOR REVITALIZATION

• Retail Market Profile
• Retailer - Specific Brochure
• Community Video
• Retail - Specific Website
• Property Visuals
• Developer Packaging
RETAILER TARGETING & RECRUITMENT

- Target retailers that “fit” your community
- Understand their location criteria
- Provide available properties

Contact the targeted retailers to determine the level of interest they may have in your community.
BE INNOVATIVE

Data-driven Retail Website with Available Retail Site Locations and Interactive Data Visualization.
DON’T OVERLOOK YOUR EXISTING RETAILERS

• Retail retention is vital to the long-term economic strength of your community.

• The success of your existing retailers leads to increased sales tax revenue as well as job growth.

• These businesses are ambassadors who present a positive image for new retail and business recruitment.
HAVE A PRO-BUSINESS ATTITUDE AND DEVELOPMENT PROCESS

Retailers go where it’s easy to do business.
SUMMARY

• Downtown revitalization should not take a back seat to suburban sprawl – they both serve a valuable community development purpose

• Look at your community through the ‘eyes of a retailer’

• You must maintain your community’s downtown core & supportive residential

• Community Development precedes Economic Development – address community development issues systematically

• In most communities-redevelopment is relegated to small-scale property owners, investors and small businesses - consider some level of public participation
SUMMARY

• Determine your downtown’s retail market area
• Maintain current, accurate and relevant data
• Provide on-going education to independent retailers
• Determine the retail opportunity in your community
• Develop and maintain an inventory of available sites
• Develop multiple retail marketing tools and information
• Do not ‘over plan’ – it must be market-based not planner created
• Focus on reducing sales leakage to neighboring communities
• Know what retailers are looking for
• Target retailers and retail uses that “fit” your community
• Have one point-of-contact for all revitalization efforts
TAKE A LONG-TERM APPROACH

RETAIL RECRUITMENT IS A PROCESS, NOT AN EVENT.

Your elected and staff leadership must commit to a long-term plan tied to your vision for the community and its forecast for population growth and build-out.