GREENBERG DEVELOPMENT SERVICES

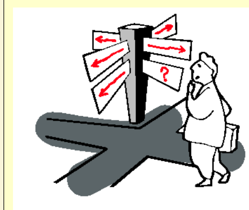
VIRGINIA MAIN STREET ESSENTIALS
4. DO YOU KNOW WHERE YOU ARE GOING?

DEVELOPING A STRATEGIC PLAN

Workshop speaker:
Hilary Greenberg

4. STRATEGIC PLANNING PROCESS

- Define Vision
- Concept Map
- Tenant criteria



Supply vs. Demand

STRATEGIC PLAN

IMPACT OF RECENT DOWNTURN ON TARGET MARKETS

HIGH INCOME HOUSEHOLDS-
- Downtowns that targeted high income households will still fare best unless residents were heavily concentrated in the FIRE industries or were second home residents.

LOW INCOME HOUSEHOLDS –
- Have more expenditure power than thought
- Low income shoppers need and like value retailers – and these retailers are increasingly attracted to low income downtown districts

MIDDLE INCOME HOUSEHOLDS-
- Districts reliant on middle-income HHs ($40k-$119k) that are strongly impacted by bursting of housing, credit and credit-card bubbles and rising fixed HH costs will likely be heavily impacted by the economic storm – especially if FIRE employment is high

STRATEGIC PLAN

IMPACT OF RECENT DOWNTURN ON RETAIL

GROCERY STORE
- Sales are still growing
- Average HH spent more on food at home than on apparel, home furnishings or entertainment.
- Households average 2.1 supermarket shopping trips a week.
- Food at home is in increasingly important niche.

STRATEGIC PLAN

IMPACT OF RECENT DOWNTURN ON RETAIL

RESTAURANT
- Banks are not lending to restaurants
- $2,634 on food away from home= 44% of its total food expenditures.
- 1.00 was spent in eateries for every $1.25 spent in grocery stores
- Biggest growth in take-out and delivered meals.
- Restaurants with entertainment value grew fastest
- 60% of new restaurants (60%) fail after 3yrs; 40% fail after one year
- Most restaurants need at least two meals to succeed
- Restaurants can thrive in marginal downtown
- Restaurants are "amenities" that help other niches grow
- Cost of space is very important
- Outdoor dining adds vitality to an area's image
- In good times or bad, popular restaurants/eateries are critical to a downtown's success

STRATEGIC PLAN

IMPACT OF RECENT DOWNTURN ON RETAIL

APPAREL

- While sector grew during past two decades pace was slower and more erratic.
- Independents that target middle income hh have found it tougher going due to problems buying merchandise.
- There is sufficient unmet demand for apparel within a typical trade area to support a new store with $300,000 to $400,000 in annual sales.
- New merchants will need support from downtown organization in finding affordable space, negotiating leases and perhaps even "sourcing" their merchandise.

STRATEGIC PLAN

IMPACT OF RECENT DOWNTURN ON RETAIL

HOME AND HEARTH

- Before the recession, the home and hearth sector grew at a greater rate than all other sectors. Hardest hit due to housing market collapse and job losses.
- As the housing crisis abates, sales in home and hearth stores will follow suit as consumers put more money and attention into maintaining and fixing up their current homes instead of buying new ones and families "cocoon".
- Now is the time for downtown organizations to strengthen their home & hearth niches which should include any store that *help make a home attractive, comfortable and safe.*
- Critical to their success is "pampering to death" financially comfortable, time-starved customers.

STRATEGIC PLAN

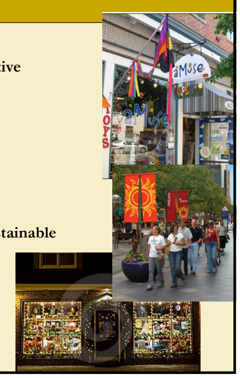
VISION

- **Identify unique attributes**
- **Identify key niche opportunities**
- **List desired businesses and catalyst projects**

STRATEGIC PLAN

CHARACTERISTICS OF A GREAT DOWNTOWN

- **Clear retail niches, innovative and destination uses**
- **A hub for dining, arts and entertainment**
- **Convenient, Walkable, Sustainable**
- **"Sense of place,"**
- **Public/private investment**
- **Mix of housing**

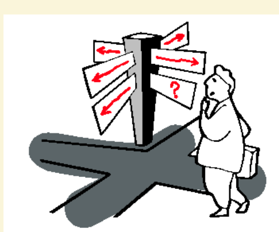


STRATEGIC PLAN

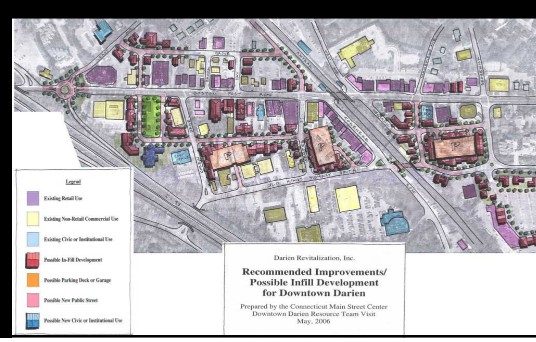
MARKET NICHE OPPORTUNITY

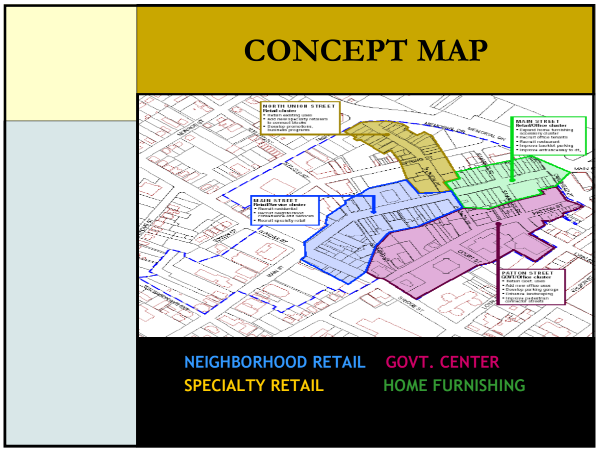
- **Target markets**

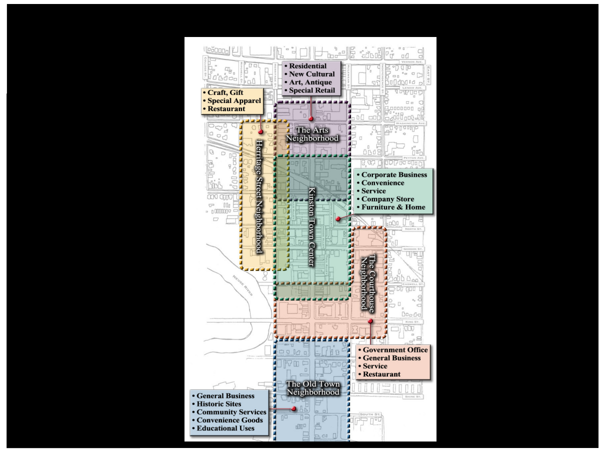
Business clusters

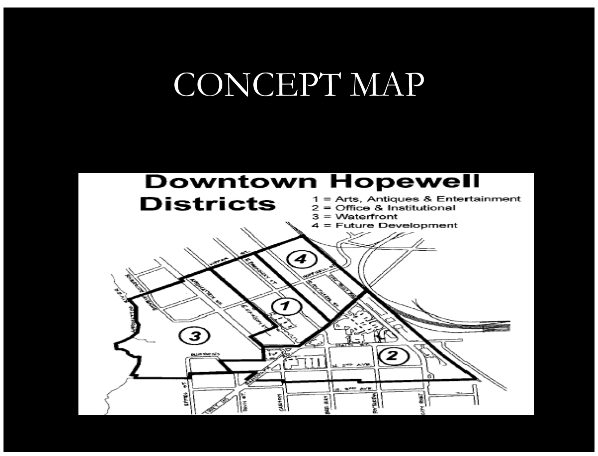


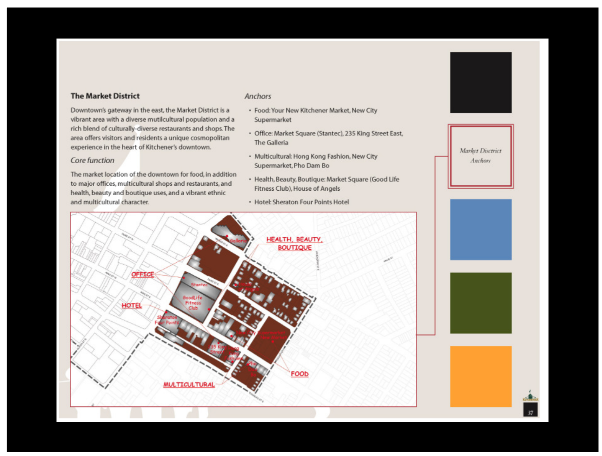
CONCEPT MAP

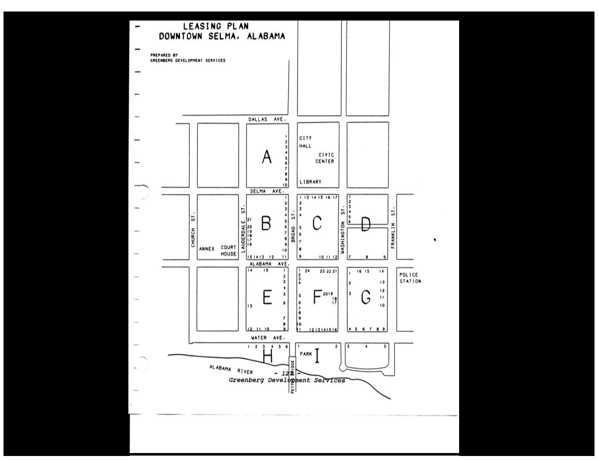



CONCEPT MAP
NEIGHBORHOOD RETAIL
GOVT. CENTER
SPECIALTY RETAIL
HOME FURNISHING


• Residential
• New Cultural
• Art, Antique
• Special Retail
• Craft, Gift
• Special Apparel
• Restaurant
The Arts Neighborhood
Heritage Street Neighborhood
Kinston Town Center
• Corporate Business
• Convenience
• Service
• Company Store
• Furniture & Home
The Courthouse Neighborhood
• Government Office
• General Business
• Service
• Restaurant
The Old Town Neighborhood
• General Business
• Historic Sites
• Community Services
• Convenience Goods
• Educational Uses


CONCEPT MAP
Downtown Hopewell
Districts
1 = Arts, Antiques & Entertainment
2 = Office & Institutional
3 = Waterfront
4 = Future Development


The Market District
Downtown's gateway in the east, the Market District is a vibrant area with a diverse mutilcultural population and a rich blend of culturally-diverse restaurants and shops. The area offers visitors and residents a unique cosmopolitan experience in the heart of Kitchener's downtown.
Core function
The market location of the downtown for food, in addition to major offices, multicultural shops and restaurants, and health, beauty and boutique uses, and a vibrant ethnic and multicultural character.
Anchors
• Food: Your New Kitchener Market, New City Supermarket
• Office: Market Square (Stantec), 235 King Street East, The Galleria
• Multicultural: Hong Kong Fashion, New City Supermarket, Pho Dam Bo
• Health, Beauty, Boutique: Market Square (Good Life Fitness Club), House of Angels
• Hotel: Sheraton Four Points Hotel
HEALTH, BEAUTY, BOUTIQUE
OFFICE
HOTEL
FOOD
MULTICULTURAL
Galleria
Stantec
GoodLife Fitness Club
Market District Anchors


LEASING PLAN
DOWNTOWN SELMA, ALABAMA
DALLAS AVE.
SELMA AVE.
ALABAMA AVE.
WATER AVE.
CITY HALL
CIVIC CENTER
LIBRARY
ANNEX
COURT HOUSE
POLICE STATION
PARK
A
B
C
D
E
F
G
H
I
ALABAMA RIVER
- 128 -
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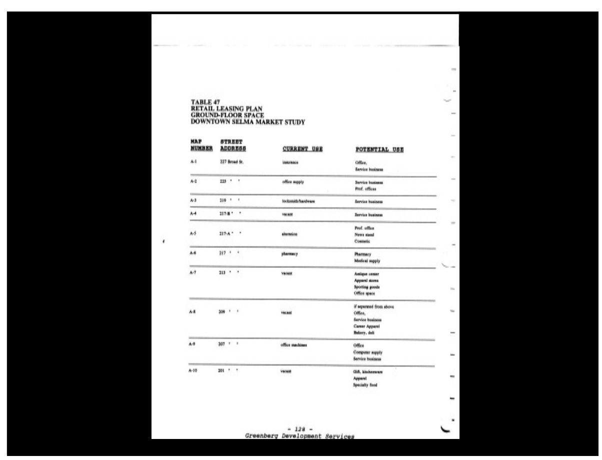
TABLE 47
RETAIL LEASING PLAN
GROUND-FLOOR SPACE
DOWNTOWN SELMA MARKET STUDY
MAP NUMBER
STREET ADDRESS
CURRENT USE
POTENTIAL USE
- 126 -
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STRATEGIC PLAN

TENANT CRITERIA

- ➢Increase repeat business
- ➢Encourages domino effect
- ➢Increase traffic for smaller retailers
- ➢Establishes identity and sense of distinction

STRATEGIC PLAN

TENANT CRITERIA

- ➢Ground floor retail- both sides of street
- ➢Major developments or anchors on ends
- ➢Clustered within ¼ mile or 5 min walking distance
- ➢150,000 sq ft of complementary retail
- ➢Place convenience stores near hubs or parking
- ➢Group complementary stores or use design elements to link
- ➢Use Destination uses to support specialty stores

STRATEGIC PLAN

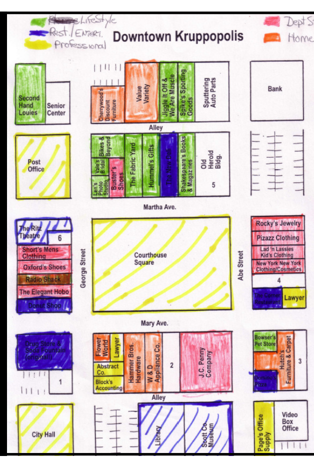
TENANT LOCATIONS

Map source: CLUE GROUP

STRATEGIC PLAN

MATURE PROGRAM RECOMMENDATIONS

- ➢ Refine Vision through meetings and forums
- ➢ Revise Concept Map to reflect changing market opportunities



STRATEGIC PLAN

Downtown Krupopolis

- ➢Center for community gathering
- ➢Center for government, legal
- ➢Center for specialty retail that focuses on hobbies and interests
- ➢Hub for small corporations
- ➢Center for specialty dining

STRATEGIC PLAN

Market position:

➢Target market: Local residents, regional residents and visitors

Existing Business Clusters:

➢R-E-District

➢Home

➢DSTG

Emerging Business Clusters

➢Professional-Service

➢Small companies

STRATEGIC PLAN

OPPORTUNITIES

Eating and drinking

- Regional restaurants
- Contemporary cafe
- Franchise snack, drink and take-out
- Music clubs
- Book store cafe

Lifestyle

- Exercise
- Recreation (camping, cycling)
- Hobby, art, Craft
- Art-related production

STRATEGIC PLAN

TENANTS

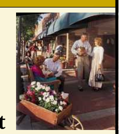
ACTIVE LIFESTYLE

LIFESTYLE RETAILERS

- Bicycle, Skateboard
- Wild Bird
- Education supply
- Paint/Pottery
- Ice cream
- Exercise,
- Dance studio

STRATEGIC PLAN

DESIRED TYPES OF NEW STORES



- Hearth and patio, garden
- home décor stores
- Apparel – teen, young adult
- Lifestyle- coffee
- Convenience – grocery, drug

STRATEGIC PLAN

DESTINATION OR

CATALYST PROJECTS

- Housing
- High tech
- Medical
- Farmers market
- Cultural, art, education, sports
- Train stations, movie theater
- Company stores, home emporium, general store