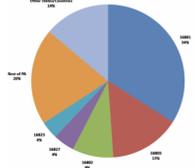


MARKET ANALYSIS

- **Trade Area**
- **Demographic Profile**
- **Lifestyle Profile**
- **Sales Gap Analysis**

Figure 1. Zip Code Survey Trade Area.



Greenberg Development Services

Hints and Tips **TRADE AREA BOUNDARIES**

- **Time is better than miles**
- **Get free maps from ESRI**
- **Use Surveys to clarify**



Greenberg Development Services

Hints and Tips **DEMOGRAPHIC PROFILE**

Pay attention to key demo groups:

- Gen Y (10-29)
- Baby Boomers or Gray Wave (55-69)
- Ethnically diverse households
- Smaller market sub-groups



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LIFESTYLE TRENDS

- Age
- Religion
- Ethnicity
- Employment
- Income
- Geography
- Hobbies



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LIFESTYLE PROFILE

Start and Top

- Focus groups
- Surveys
- Purchase Lifestyle reports



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SALES GAP ANALYSIS

Retail Stores	20% of PPA Outflow	15% of STA Outflow	Potential Capture	Sales per Square Foot	Calculated Capture
Selected Retail Categories Below	10,116,222	3,480,145	13,776,370		600,174
Furniture Stores	531,979	69,843	600,119	141.84	4,231
Home Furnishings Stores	289,421	55,913	445,344	107.75	2,655
Household Appliances Stores	118,198	21,387	139,585	245.44	569
Radios, Televisions, Electronic Stores	208,469	65,909	374,438	207.17	1,907
Computer and Software Stores	139,355	30,335	169,690	207.17	771
Camera and Photographic Equipment Stores	18,107	4,010	22,117	149.63	41
Building Material and Supply Dealers	3,818,381	599,483	4,417,864	142.38	33,958
Hardware Stores	321,920	44,837	376,757	121.06	3,112
Grocery Stores	852,294	838,036	1,690,350	371.79	4,009
Health and Personal Care Stores	67,016,100	21,414	21,430	164.80	5,482
Clothing and Clothing Accessories Stores	690,841	211,479	902,317	164.80	5,482
Women's Accessory & Specialty	151,920	31,317	183,237	159.81	1,182
Shoe Stores	48,212	23,644	107,566	263.92	406
Jewelry Stores	16,879	2,205	19,084	199.82	84
Luggage and Leather Goods Stores	172,116	24,796	196,912	153.46	1,283
Sporting Goods Stores	136,935	17,860	154,775	149.38	1,068
Hobby, Toys and Games Stores	28,808	4,231	33,039	141.19	237
Books/Newsletters/Paper Goods Stores	121,513	18,018	139,532	121.80	867
Book Stores	2,168,218	670,335	2,838,552	121.80	21,184
Flowers	7,116	1,618	8,734	148.45	89
Gift, Novelty and Souvenir Stores	82,702	23,293	115,995	168.55	688
Foodservice and Drinking Places	2,868,688	533,015	3,401,703	291.85	16,838
Drinking Places - Alcohol Beverages	194,652	25,969	219,621	68.07	2,493

Greenberg Development Services 9

MARKET STUDY LIMITATIONS

- Housing
- Office employment
- Cultural Arts
- Educational
- Recreational
- Entertainment



Greenberg Development Services 10

COMMERCIAL ASSESSMENT

- Physical Conditions
- Real Estate
- Infrastructure
- Social and Regulatory
- Business Mix
- Business Viability



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PHYSICAL CONDITIONS

Hot and Tips

- 7 Seconds to capture attention.
- Curb appeal accounts for 70% of first time sales.



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REAL ESTATE

- Property owner intentions
- Availability
- Condition
- Price
- Location
- Infill or redevelopment
- Surrounding uses



Greenberg Development Services

INFRASTRUCTURE

- Sidewalks
- Lighting
- Landscaping
- Signage
- Utilities
- Parking
- Pedestrian access



Greenberg Development Services

SOCIAL AND REGULATORY

- Building, Signage and Parking ordinances
- Historic District or Design Standards
- Crime
- Panhandling and Homeless



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BUSINESS MIX

- Types of uses
- Ownership
- Location
- Viability



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TYPES OF USES

- Target Customers
- By inventory
- Complementary vs Competitive
- Destination vs Impulse



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OWNERSHIP

- Locally-owned
- Franchise
- Chain
- Start-up
- Immigrant merchants
- Part-time/hobby retailers

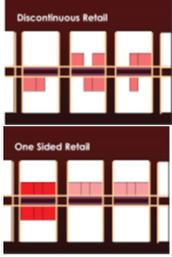


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BUSINESS LOCATION

Proximity to:

- Other retailers
- Destinations or Anchors
- Parking



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BUSINESS VIABILITY

BUSINESS VISITATION:

- Years in business
- Hours of operation
- # Employees
- Business Plan: expansion, exit?
- Issues and Concerns
- Training Opportunities
- How Can Main Street Help?
- Willingness to volunteer or participate?

Downtown Kingston Needs Assessment

Let the staff and staff see important for the success of your business, conduct the order of importance:

1. _____
2. _____
3. _____
4. _____
5. _____

Please contact the Public of Kingston, 127 North Queen Street, Kingston, Ontario K7M 1G5.

We are open from 9:00am to 5:00pm - visit www.downtownkingston.com

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OPTIONAL:

Circle or check all that apply (check all that apply in red ink)

For your information, a number of Green Capital team that originate from nearby business that business development, and they are a number of those and other work with attached to some of your colleagues around the block. Some work business specific. Other work community support.

1. Availability of capital	7. Staff training
2. Employment training	8. Quality improvements
3. Down to customer marketing/branding	9. Customer
4. Landlord/tenant relationship	10. Business plan
5. Marketing	11. Staff skills
6. Inventory management	12. Best pricing
7. New tenants	

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BUSINESS VIABILITY

RED FLAGS:

- Drop in Customer Traffic
- Change in Inventory
- Employee Turnover
- Lack of Succession Plan
- Change in Attitude



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STRATEGIC RECRUITMENT PLAN

- Work plan with clear goals and outcomes
- Priority Projects
- Location Guidelines
- Stakeholder Engagement



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WORK PLAN

- Identify 3-4 transformative projects.
- Use Main Street's 4-point approach™ to implement projects.
- Clarify commitments and outcomes.



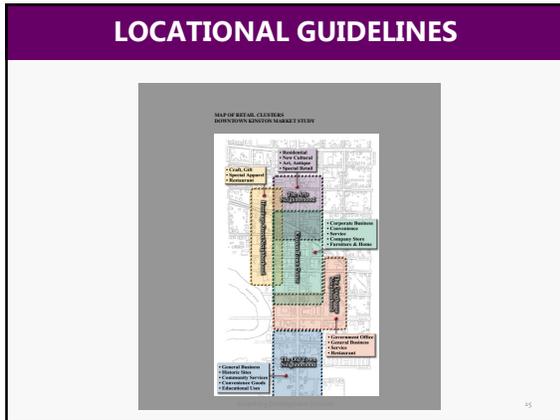
Greenberg Development Services 23

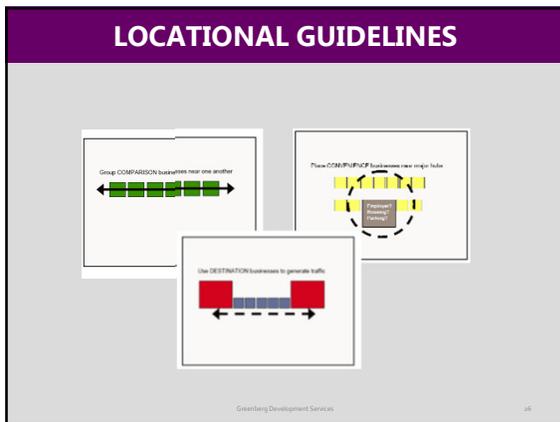
PRIORITY PROJECTS

- Restaurants or Food
- Micro-Breweries
- Boutique Hotel
- Cultural uses
- Public Markets
- Recreational spaces

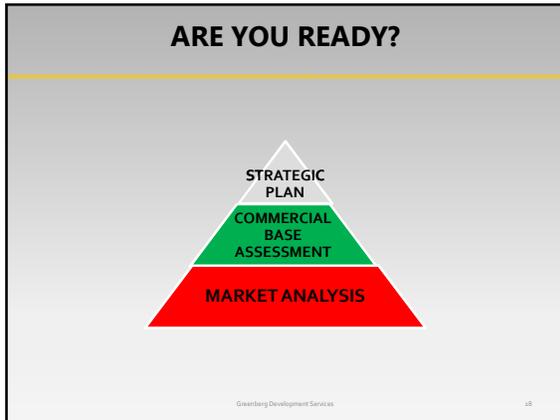


Greenberg Development Services













ESTABLISH A REFERRAL NETWORK

Local participants

- Realtors
- Property owners
- Developers
- Media
- Financial institutions
- Other Business Support agencies
- Local businesses
- Sales reps and suppliers
- Major employers
- Residents



Greenberg Development Services

ESTABLISH A REFERRAL NETWORK

Regional networks

- International Council of Shopping Centers meetings
- Other Main Street Programs.
- Regional Economic Development Associations
- Regional Realtor
- Lenders



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MARKET VACANT SPACE

- Develop appropriate financial incentives.
- Develop priority list.
- Secure property owner's support.
- Implement PR marketing campaign.



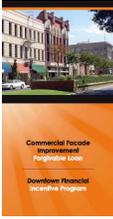
Greenberg Development Services

FINANCIAL ASSISTANCE

Downtown Incentives

PROGRAMS

- Federal or state
 - Grants
 - Loans
 - Tax credits
- City
 - Grants
 - Loans
 - Fee waivers
 - Tax Abatement
- Foundations
 - Grants
 - Loans
 - Developer
- Community



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FINANCIAL INCENTIVES

Downtown Incentives

- **Grants/Loans**
 - Acquisition/renovation
 - Facades or Signs
 - Upper-stories
 - Marketing/ad campaign
 - Relocation, Rent
 - Energy
- **Fee waivers**
 - Permits
 - Sewer
 - Utility
- **Lower Rent**
 - Ground-floor loans
 - Pop-up stores
 - Incubator space



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MARKET VACANT SPACE

Develop Priority Property List

<p><u>PRIORITY SITES</u></p> <ul style="list-style-type: none"> • Priority to community or surrounding business owners. • Space is in move-in condition. • Owner is motivated. • 100% location. • Vacancy would negatively impact other investment. 	<p><u>BACK BURNER SITE</u></p> <ul style="list-style-type: none"> • Space limits tenant options. • Unrealistic Rent or Sale price. • Poor condition. • Unmotivated owner.
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MARKET VACANT SPACE

Property owner agreement

- Need agreement before talking to a prospective tenant about the site.
- Use carrots and sticks to encourage support.
- Owner must disclose lease terms and conditions.
- Encourage owner to work with broker.
- Can take time to build relationship with owner.

This Space Is Full Of Opportunity!
Make Your Dream Come True Here
It's a great idea to address the market. Make it a dream idea...

Address: 1234
Phone: 555-555-5555
Website: www.1234.com
Available: 1/1/2020 - 12/31/2020
For information visit us on our website

Photo may also be available from Real Estate Companies
Partnership to help with signage placement.

REAL ESTATE PARTNERSHIP

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MARKET VACANT SPACE

PR Campaign

Marketing material:

- Brochures or Pitch Decks
- Fact sheets
- DVD/You Tube
- Signage

**MILWAUKEE LINCOLN VILLAGE
SPACE FOR LEASE**

Property	Size	Lease Type	Availability
1234 N Lincoln Ave	10,000 sq ft	Triple Net	Q3 2020
5678 N Lincoln Ave	5,000 sq ft	Modified Gross	Q4 2020

CONTACT: [Name] | [Phone] | [Email]

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MARKET VACANT SPACE

Improve Existing Signage





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MARKET VACANT SPACE

Improve Signage



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MARKET VACANT SPACE

Improve Signage



Downtown Graphics Network
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MARKET VACANT SPACE

PR Campaign

Tours and Promotions:

- Show available space via tours.
- Advertise available space.
- Promote on-going successes.



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MARKET VACANT SPACE

Website Tour



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MARKET VACANT SPACE

- Realtor Tours
- Civic or Community Tours
- Developer Tours



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MARKET VACANT SPACE

Advertise space:

- Facebook
- Twitter
- Classifieds
- Craig List
- Investor newsletter and blogs



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MARKET VACANT SPACE

Promote on-going success

AWARDS:

- GAMS A
- ALL American
- Smart growth

BANNERS

Stories in Publications



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TARGETED RECRUITMENT

- Develop list of prospects.
- Qualify Leads.
- Match prospect to space.
- Contact prospects.
- Follow up.
- Sign the lease.



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TARGETED RECRUITMENT

Develop Prospect List

- Local or Regional
 - Work with Realtors
 - Use referral network
 - Use website
 - Field trips
- Start-ups
 - Attend art and craft fairs
 - Career placement
 - SBDC, lenders
 - Biz competition



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TARGETED RECRUITMENT

CHAIN STORES:

- Trade shows (ICSC)
- Brokers
- Retail Lease Trac
- Plain Vanilla Shell,
- Crittenden Online,
- Tenant Search
- InfoUSA

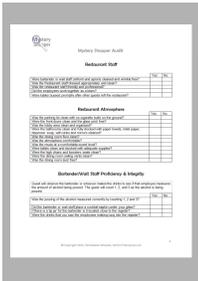


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TARGETED RECRUITMENT

Evaluate Prospects

- In-store evaluation
- Financial report
- Lease constraints
- Target Customer
- Space criteria

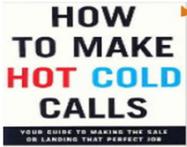


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TARGETED RECRUITMENT

Make Pitch

- Personal pitch from Realtor, property owner or volunteers.
- Indirect Pitch through direct mail, Pitch Deck video.
- 3-d party pitch through residents, volunteers.



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TARGETED RECRUITMENT

Make Pitch

- Market demand=\$\$\$
- Site matches store criteria.
- Location Benefits:
 - Space and lease
 - Financial incentives
 - Surrounding businesses and events
- Ask for the referral



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TARGETED RECRUITMENT

Make Pitch

TYPICAL CONCERNS:

- Crime or perception of
- Limited pedestrian traffic
- Inconvenient parking
- Regulations and permits
- Obsolete buildings
- Upfit costs
- Surrounding tenants



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TARGETED RECRUITMENT

Follow up

- Invite prospect to visit.
- Practice on other businesses.
- Set-up an open house event.
- Ask for a referrals.
- Keep track of contact information.
- Maintain relationship.
- Be persistent.



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TARGETED RECRUITMENT

Sign a Lease

- Tenant upfit allowance
- Facade or sign
- Review of proposed uses
- Hours of operation
- Participation in downtown events
- Employee parking



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Strategies for Strengthening Businesses

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HEALTHY COMMERCIAL DISTRICT

- Critical mass of businesses
- Sufficient market demand for existing businesses
- Pedestrian traffic
- Well managed: store hours, parking, lighting, signage, clean, safe
- Supportive Landlords and local government



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SMALL BUSINESS CONCERNS

- CHANGING MARKET
- INCREASING REGULATIONS
- RISING EXPENSES
- CHANGING TECHNOLOGY
- LESS FINANCING



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STRATEGIES FOR STRENGTHENING BUSINESSES



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FINANCIAL ASSISTANCE

Connect Businesses with Traditional Funding

- FAMILY AND FRIENDS
- CREDIT CARDS
- GOVERNMENT
 - SBA 7-a, 504, Micro
 - USDA
 - State
- SPECIALTY LOANS
 - Equipment
 - Merchant
 - Franchise
- ANGEL INVESTORS

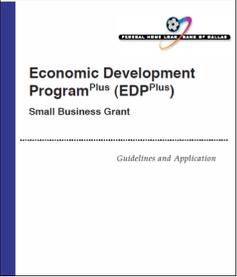


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FINANCIAL INCENTIVES

Downtown Incentives

- **Grants:**
 - Façade
 - Signs
 - Security
- **Loans**
 - Interior renovations
 - Catalyst business relocation
- **Tax Credits**
- **Incubator Space**



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FINANCIAL INCENTIVES

Downtown Incentives

- **Ground-floor Renovation Loan (ready to rent space)**
- **Catalyst Business Loan**
- **Subsidized Rental Space (Pop-up, incubator space)**
- **Pre-Pay Card Programs**



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FINANCIAL ASSISTANCE

Downtown Incentives

TECHNICAL ASSISTANCE:

- Demographic reports
- Resource guide
- Web site advertising
- Mentor program
- Energy Audits
- Design Assistance
- Help obtaining licenses, permits
- Grand Openings



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PLACE-MAKING STRATEGIES

- Physical Improvements
- Marketing Products
- Special Events



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PHYSICAL IMPROVEMENTS

Public Improvements

- Utilities
- Sidewalks
- Parking
- Wayfinding
- Lighting
- Street Furniture



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PHYSICAL IMPROVEMENTS

Public Improvements



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PHYSICAL IMPROVEMENTS

Building Facades



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MARKETING PRODUCTS

- Bags
- Directories
- Brochures
- Ads



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SPECIAL EVENTS

Special events define a community



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SPECIAL EVENTS

Special events can change a community's image



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SPECIAL EVENTS



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PROMOTIONS

- Attract key groups
- Increase foot traffic
- Increase cash flow
- Retain loyal customers



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PROMOTIONS

Types:

- Cooperative
- Cross business promotions
- Niche promotions
- Individual business

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PROMOTIONS

Cooperative Promotions

- Cash Mob
- Shop Local
- Taste Of

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PROMOTIONS

Cross Promotional

Products from one store promoted or sold in another

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PROMOTIONS

Niche Promotions

Target Customers:

- Students
- Young Professionals
- Teachers
- Visitors
- Retirees
- Foodies



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PROMOTIONS

Niche Promotions

Promote Business Clusters:

- Dining+Bev
- Lifestyle retailers
- Convenience/ personal service
- Health and medical
- Home Décor
- Vintage



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PROMOTIONS

Individual Promotions

Increase foot traffic through in-store activities



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PROMOTIONS

Individual Promotions

Try to coordinate with other businesses.



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BUSINESS ASSISTANCE

- Business Resources
- Technical Assistance
- District Management
- Networking/Communication
- Advocacy/Ombudsman



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BUSINESS ASSISTANCE

Downtown Resources

- Demographic data
- Property data
- Available incentives
- Fact sheets
- Survey results
- Business guides



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BUSINESS ASSISTANCE

Downtown Resources

- Website
- Links to resources
- On-line forum
- Links to business websites
- Activities and events



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BUSINESS ASSISTANCE

Technical Assistance

- Mentor Program
- Energy Audits
- Design Assistance
- Workshops
- Exit Strategy (Succession Planning)



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BUSINESS ASSISTANCE

District Management

- Streetscape
 - Façade
 - Streetscape
 - Parking
- Crime
- Beautification
- Special Service District



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BUSINESS SUPPORT

Networking and communication

- Annual visits
- Affinity or focus group meetings
- Annual attitude surveys
- Presentations
- On-line Forum
- Regular communication



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BUSINESS SUPPORT

Advocacy

- Transportation (Parking, truck, streetscape)
- Social Issues (Crime, Homeless)
- Regulations (Permits, Fees, Enforcement)
- Financial Incentives
- Events and Promotions
- Funding

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ENTREPRENEURIAL SUPPORT

- Boot camp for entrepreneurs.
- Competition for best business plan.
- Cash prize for rental space
- Mentor follow up program



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ENTREPRENEURIAL SUPPORT

Business competition



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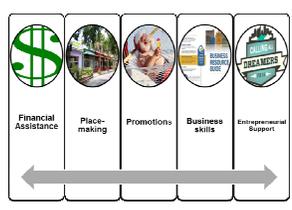
ENTREPRENEURIAL SUPPORT

Incubator space



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**STRENGTHENING DOWNTOWN
BUSINESSES**



Business Retention Program

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KEY TO SUCCESS

- Understand your market.
- Don't copy someone else's vision for their downtown.
- Focus on strengthening existing businesses first.
- Have the support of business and property owners.
- Set high standards.
- Recruitment takes time.
- Be persistent as there will be lots of no's on the way to yes.



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Questions?

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Thank you!

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