

2024



retail strategies

Consulting Services

DOWNTOWN ACTION PLANNING & IMPLEMENTATION SUPPORT



LAWRENCEVILLE
GEORGIA

Prepared for Lawrenceville, GA DDA
February, 2024

Strictly Private & Confidential
Pricing Valid for 60 Days



01

Lawrenceville's Opportunity



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Statement of Need

Considered the heart of Gwinnett County, Lawrenceville has a storied history of commerce and culture, which continues to manifest in the community's vision for growth, unique local businesses, restaurants, arts and events, and the institutional anchors driving growth opportunities and housing demand.

Lawrenceville, GA

With a city population of over 33,000 Lawrenceville sits in the economic nucleus of the I-85 and Hwy 316 corridors east of Atlanta, making it accessible to workforce and an attractive home to major employers such as Gwinnett Medical, Georgia Gwinnett College, and Gwinnett Justice & Administration Center. Through strategic visioning and planning, Lawrenceville has invested heavily in recent years in the necessary infrastructure and strategic public/private investment to improve physical connectivity between downtown, the new conference center, and surrounding employment and education hubs. This includes strategic action for more housing units in and around the downtown district culminating in hundreds of new units and millions in private investment, and continuing to advance Lawrenceville as a top place to live, work, play.

By our team's initial estimates Lawrenceville city limits have a daytime population over 50K and mobile analytics suggest the customer trade area draw and potential for downtown and Collins Hill Rd. is much greater. As Lawrenceville continues to grow intentionally, it's important to identify strategic action steps and resources (including human capital) to capture the community's growth potential, identify and advance public/private opportunities and challenges, and proactively attract a resilient business mix that aligns with available real estate assets and growing consumer demand.

DOWNTOWNS ARE THE HEART OF COMMUNITIES...

but changing economies and consumer behavior present new dynamics. While challenges may seem insurmountable, there's evidence that small, incremental change can turn things around.





02

Our Solution



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Downtown Action Planning & Implementation Support

Upon reviewing the unique opportunities and challenges in Lawrenceville, GA, Retail Strategies is pleased to propose our Downtown Action Planning & Implementation Support program for consideration to provide a holistic approach to Downtown Lawrenceville's overall vitality. This three-year partnership is focused on short-term planning plus immediate action and implementation.

Most communities know what they want to see in their downtown. Vibrant and busy streets, unique locally-owned businesses, a beautiful and colorful built environment, and people enjoying downtown as a gathering space.

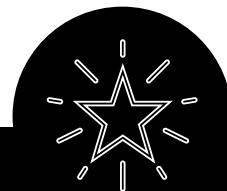
The challenge is knowing what first step to take. There's generally no shortage of ideas, but where do you start? What's most important? Our Downtown Action Planning & Implementation Support partnership is boosted by collaboration and generates a 5-Year Strategic Action Plan, followed by dedicated implementation services and support to ensure that you see action in your community.



DISCOVERY is key to ensure our efforts build on your existing program of work. We'll analyze data, review current plans, then come to your market to meet with your local leaders and gather input from stakeholders.



The heart of our process is the creation of the custom **5-YEAR STRATEGIC ACTION PLAN** focused on short-term strategies that are practical and implementable, given your current capacity and resources.



A plan is just a plan if it's not followed by immediate **IMPLEMENTATION**. Following delivery of the plan, we facilitate the launch of Local Action Teams in your community to create a sustainable framework of implementation. We also provide technical support to your team for the initiatives that you undertake.

DISCOVERY



Building on your existing investments & efforts

Discovery is key to ensure our efforts build on your existing program of work. We'll analyze data, review current plans, then we'll come to your market to meet with your local leaders and gather input from stakeholders.

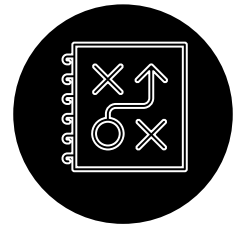
We begin our process with a **kick-off call** to introduce our teams and review the **timeline and key milestones**. Then, we'll ask you to complete our **Onboarding Form**, which allows us to understand the current state of your downtown on a detailed level. We'll review any existing plans or work plans, as well as incentives or other programs your community offers.

Next, we'll perform a detailed **Market Analysis**, identifying your market trade area and demographics of those that reside within the trade area. Utilizing mobile data technology, we'll analyze supply and demand of retail categories, as well as provide a walkability score and psychographics of your local population.

In addition, we'll supply an electronic **Community Input Survey** for you to circulate to your entire community, which provides collaboration and gives the consultant team insights into satisfaction of your downtown area.

The final milestone of this Discovery phase is the in-market **Strategic Visioning Workshop**, where a leader of our team visits your community, meets with the Core Team, participates in a walking tour, and facilitates a Stakeholder Input Session, which allows property owners, business leaders, and the greater community to participate in imagining what the downtown can become in the next five years.

5-YEAR STRATEGIC ACTION PLAN



An action-oriented plan that tells you where to start

The heart of our process is the creation of the custom **5-Year Strategic Action Plan**, focused on short-term strategies that are practical and implementable, given your current capacity and resources.

After returning from your market, our team collaborates and develops your custom **5-Year Strategic Action Plan**. The plan will include strategic recommendations that fall within four focus areas:

- Policy - Sets the foundation for the change you want to see. Guiding future change typically involves a balance of “carrots” (incentives) and “sticks” (policies).
- Design - Rather than master plan drawings and renderings, we highlight short-term interventions that can be made to improve the aesthetics, walkability, and overall vibrancy of the downtown area.
- Tourism & Promotion - Tourism is about connecting the dots between visitors and the downtown businesses and attractions. It is about creating a unique and authentic experience for visitors.
- Economic Vitality - A key component of downtown revitalization efforts is assisting the private sector and arming them with the tools necessary to compete in the current economy.

An **implementation matrix** will also accompany the plan, detailing the order and investment required for successful implementation of each strategy.

While you’re waiting on delivery of the plan, our team will present the **Market Analysis deliverable** virtually, which will set the stage for the virtual presentation of the 5-Year Strategic Action Plan to your team. Your team will have several weeks to review the draft and provide feedback for revisions. Once revisions are made, we finalize the plan and move into our next phase.

IMPLEMENTATION



Building a sustainable framework for long-term action

A plan is just a plan if it's not followed by immediate action. Following delivery of the plan, we facilitate the launch of Local Action Teams in your community to create sustainable framework of **implementation**. We also provide technical support to your team for the initiatives that you undertake.

Once the plan is approved, we move into the Implementation phase of our partnership. This phase begins with an **Implementation Jumpstart call**. On this call, we'll discuss early ideas for focus strategies, provide an overview of our process for launching Local Action Teams, and we'll schedule the Project Mapping Workshop.

City leaders will then formulate their first **Local Action Team**, with our team facilitating the **Project Mapping Workshop**, which utilizes our **Action Planning Workbook**. Following this workshop, the Local Action Team will hold their first **30/30 meeting**, which focuses on what's happened the last 30 days and identifying what the priorities are for the next 30 days. If available, our team will virtually attend the first 30/30 meeting to provide support and troubleshoot if needed.

Additional support from our team could include **technical support, templates and trainings, connections to strategic partners, or project specific assistance** to your team in order to get additional strategies implemented.

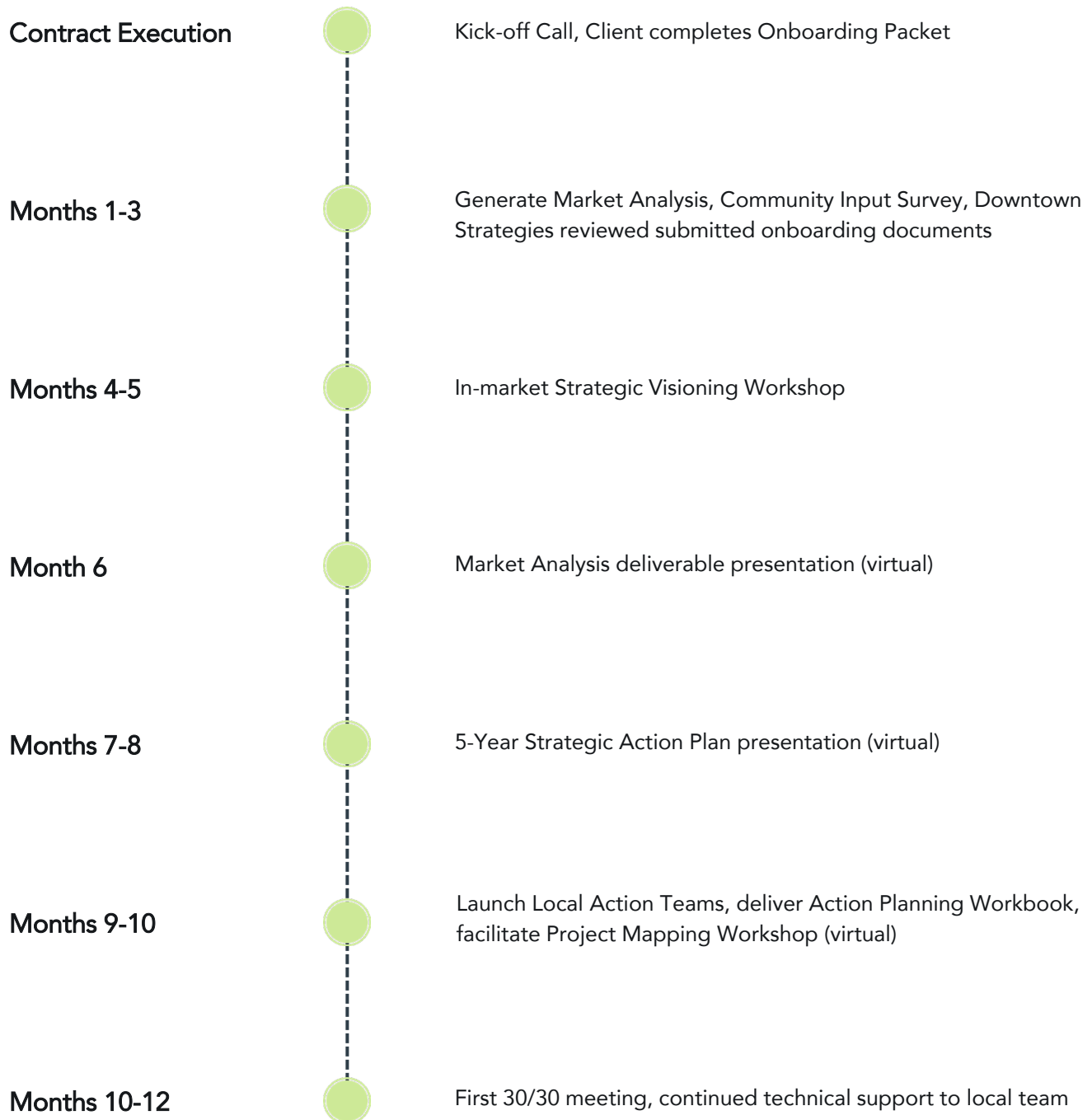
Implementation Support continues for the duration of Years 2 & 3 with **tri-annual collaboration calls, opt-in monthly office hours, and technical support**. If desired, at the end of Year 2, additional Local Action Teams can be launched with our support through a second Project Mapping Workshop.

Through regular communication, we'll monitor the success of your Local Action Teams throughout the partnership and will be here to support them, as well as your core team with your own priority projects.

Finally, our team will host a **Wrap-up Call** to review progress and discuss next steps, such as renewing our partnership for additional years of support.

Approximate Timeline & Milestones

DOWNTOWN PLANNING & IMPLEMENTATION SUPPORT PARTNERSHIP



Approximate Timeline & Milestones

DOWNTOWN PLANNING & IMPLEMENTATION SUPPORT PARTNERSHIP

Year 2



Tri-annual Collaboration/Check-in Calls (3 per year)



Opt-in Monthly Office Hour Calls



Implementation Support (templates, trainings, referrals, troubleshooting)



Expansion of Local Action Teams (if desired, which includes additional Project Mapping Workshop)

Year 3



Tri-annual Collaboration/Check-in Calls (3 per year)



Opt-in Monthly Office Hour Calls



Continued Implementation Support (templates, trainings, referrals, troubleshooting)

Detailed Scope of Services

YEAR ONE

DISCOVERY

- Kick-off Call & Partnership Overview
- Review of Documents (existing plans, ordinances, incentives)
- Electronic Community Input Survey

IN-MARKET DOWNTOWN STRATEGIC VISIONING WORKSHOP

- Core Group Meeting
- Walking/Windshield Tour
- Stakeholder Input Session

5-YEAR DOWNTOWN STRATEGIC ACTION PLAN DELIVERABLE

- Custom Downtown Market Analysis
 - Identification of market trade area using mobile data analysis
 - Trade area demographics (population, income, housing, etc.)
 - Market and retail GAP analysis for trade area (i.e. leakage and surplus)
 - Tapestry lifestyles – psychographic profile of trade area
 - Commute Patterns Report
 - Identification of priority business categories for entrepreneurship, recruitment and/or local expansion
 - Downtown Walkability Assessment
 - Downtown Neighborhood Demographics
- 5-Year Downtown Strategic Action Plan Deliverable
 - Focusing on policy & administration, design, tourism & promotion, and economic vitality recommendations
 - Implementation matrix

LAUNCH OF LOCAL ACTION TEAMS & ACTION PLAN JUMPSTART

- Consultant team will launch our process of Local Action Teams to encourage community support and engagement for incremental implementation.
 - Action Planning Workbook Deliverable
 - Project Mapping Workshop
 - First Action Team Meeting
- Consultant team will provide support to the Core Team for implementation of a strategy in 5-Year Downtown Strategic Action Plan.
 - Strategy will be determined collaboratively depending on traction in Local Action Teams and subject matter expertise within Consultant team.

Detailed Scope of Services (cont.)

YEAR TWO

ACTION PLAN IMPLEMENTATION

- Monthly Office Hours
 - Opt-in time with consultant team to discuss specific challenges, roadblocks, or for additional support.
- Ongoing Technical Support
 - Consultant team will provide a mix of:
 - Templates & Trainings
 - Examples
 - Connections to Partners
- Collaboration Calls
 - 3 (tri-annual) collaboration calls with core team to discuss success, troubleshoot teams that are off-track, and confirm strategy roadmap for remainder of year.
- Expansion of Local Action Teams (if desired)
 - Action Planning Workbook
 - Project Mapping Workshop
 - First Action Team Meeting (for new team(s))

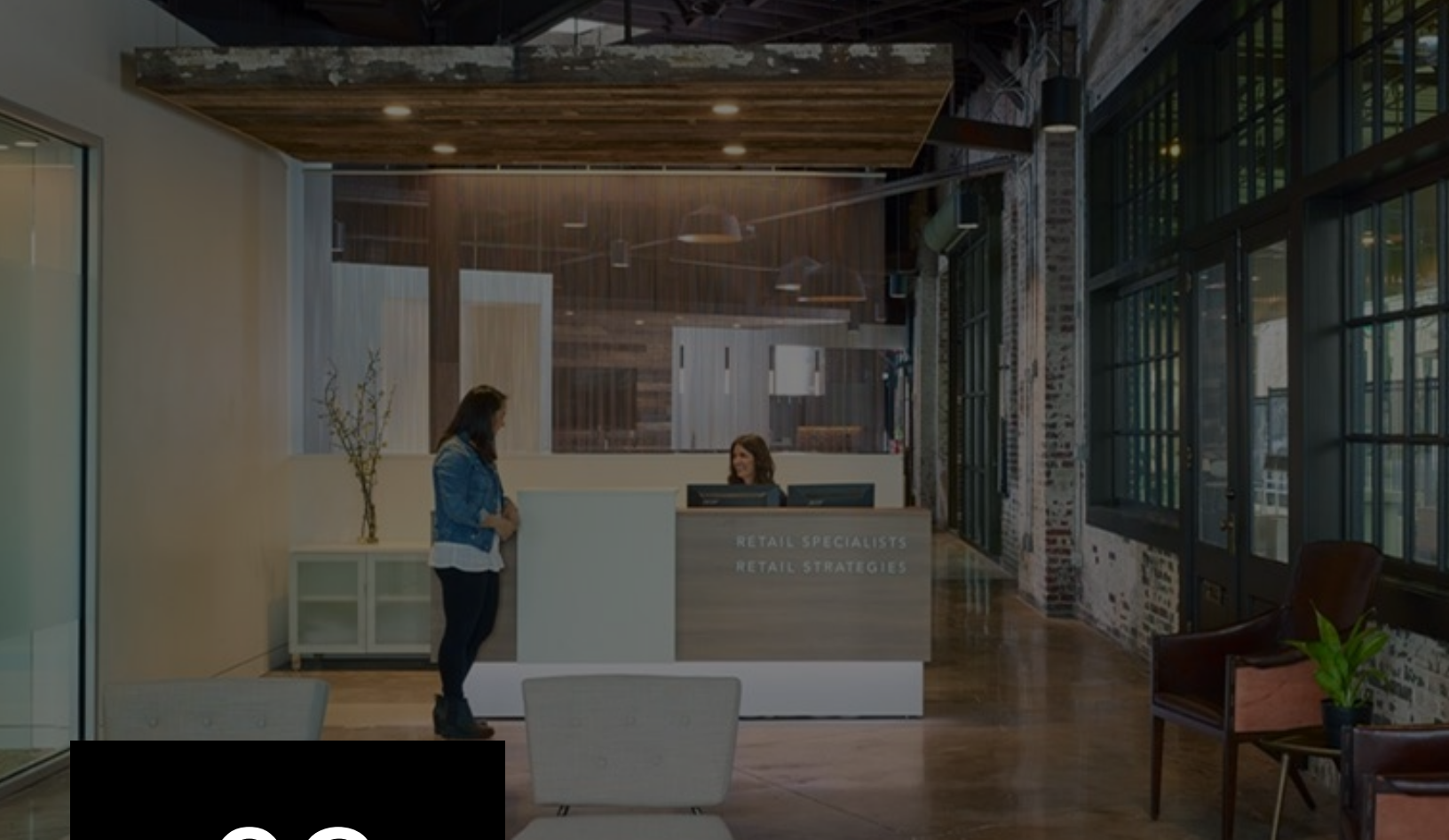
YEAR THREE

ACTION PLAN IMPLEMENTATION

- Monthly Office Hours
 - Opt-in time with consultant team to discuss specific challenges, roadblocks, or for additional support.
- Ongoing Technical Support
 - Consultant team will provide a mix of:
 - Templates & Trainings
 - Examples
 - Connections to Partners
- Collaboration Calls
 - 3 (tri-annual) collaboration calls with core team to discuss success, troubleshoot teams that are off-track, and confirm strategy roadmap for remainder of year.
- Expansion of Local Action Teams (if desired)
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PARTNERSHIP WRAP-UP

- Partnership Wrap-up Call to recap progress, discuss next steps, and discuss renewal of Downtown Implementation contract.



03

About Retail Strategies



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Executive Summary

RETAIL STRATEGIES

Retail Strategies is the national expert in recruiting businesses and strategically developing communities. Our mission is to provide the real estate expertise, tools, and human effort that position deserving towns as alluring locations for national businesses and destinations for tourism and quality of life amenities. With confidence, we pursue this mission by delivering unparalleled customer service as a unified team with unmatched real estate and community development expertise.

Downtown Strategies, a division of Retail Strategies, exists to provide realistic, implementable strategies to communities for revitalizing their downtowns. Led by a team of former downtown revitalization practitioners, our combination of real-world experience, plus expertise in retail uniquely qualify us to assist communities with backfilling vacancies, increasing tourism, and enhancing the sense of place in their downtowns. Serving communities in 25 states, Downtown Strategies is the leading national firm for downtown revitalization planning with an emphasis on real estate and retail.

DOWNTOWN TEAM



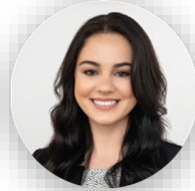
Jenn Gregory
President



Jeremy Murdock
Community Development
Specialist



Laura Marinos
Director of Client Services



Taylor Turner
Client Services Manager



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retail recruitment

retail academy

downtown strategies

small business support

retail advisor



Executive Summary

KEY HIGHLIGHTS:

- Served clients in 25 states
- Partnered with 175+ cities
- Led by team of former practitioners
- Sanctioned by USDA as a preferred vendor

DOWNTOWN STRATEGIES

Specializing in action-oriented, practical, and implementable action plans, plus a dedicated focus on implementation, Downtown Strategies strategically differs from traditional planning and design firms. We've seen countless cities that have invested hundreds of thousands of dollars in master plans, only to see them sit on a bookshelf.

Our team's expertise as practitioners, combined with the support of the full Retail Strategies team, positions us to deliver high quality action plans with an immediate next step of supporting your team with implementation. Downtowns are the heart and soul of communities, and there's never been a better time to invest in the people, place, and businesses that make them unique.

“*Being able to learn from a team of downtown experts has been incredibly helpful in my role. Having an outside entity outline the guidelines of the façade grant and explain a vacancy tax policy was really helpful. That isn't something anyone on our team has expertise in.*”

Jody Diaz, Economic Development Director
Roosevelt County Community Development Corporation
Portales, New Mexico

Firm Profile

Grown from a Commercial Real Estate firm, Retail Strategies is the nation's leading consulting firm focused on all facets of community development which includes retail recruitment and retention, downtown revitalization, and small business support.

Our team of 70+ utilizes practical experience to make public-private partnerships thrive. With offices in Birmingham, AL (headquarters,) Atlanta, GA, Fort Worth, TX, and Starkville, MS, and staff working remotely in Sacramento, CA, and Auburn, AL, our team has successfully serviced hundreds of community clients from coast to coast.

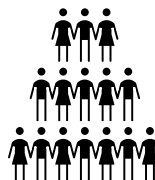
Committing to our core value of developing trust-based relationships with our clients, it's our goal to be seen as an extension of your staff, where we'll form a true partnership to accomplish your goals together.

Beginning with offering retail recruitment, we listened to our clients over the last decade and have added new services and a robust staff to support them for our clients' growing list of needs.

While our team and footprint has grown to support a national portfolio of clients, we maintain a 5:1 staff to client ratio and choose to operate as a boutique firm with a contagious culture for entrepreneurialism, problem solving, and partnerships.



4 locations throughout U.S.



70+
professional consultants

our services

- Retail Recruitment
- Retail Academy (training)
- Retail Advisor
- Downtown Strategies
- Small Business Support

Investment

The total annual fee for completion of work is due upon execution of agreement, and then annually thereafter. Project fees are due within 30 days of receipt of the invoice. Should the Client request a special assignment, additional work, and/or additional travel needs not specifically referenced in the contract, we will prepare written authorization to be signed by the Client in advance of commencing any additional work.

Lawrenceville, GA

Downtown Action Planning & Implementation Support Partnership (3-years)	\$95,000
Year 1	\$45,000
Year 2	\$25,000
Year 3	\$25,000

INVESTING IN YOUR FUTURE

A commitment to community development will pay you back for years beyond the initial investment.





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