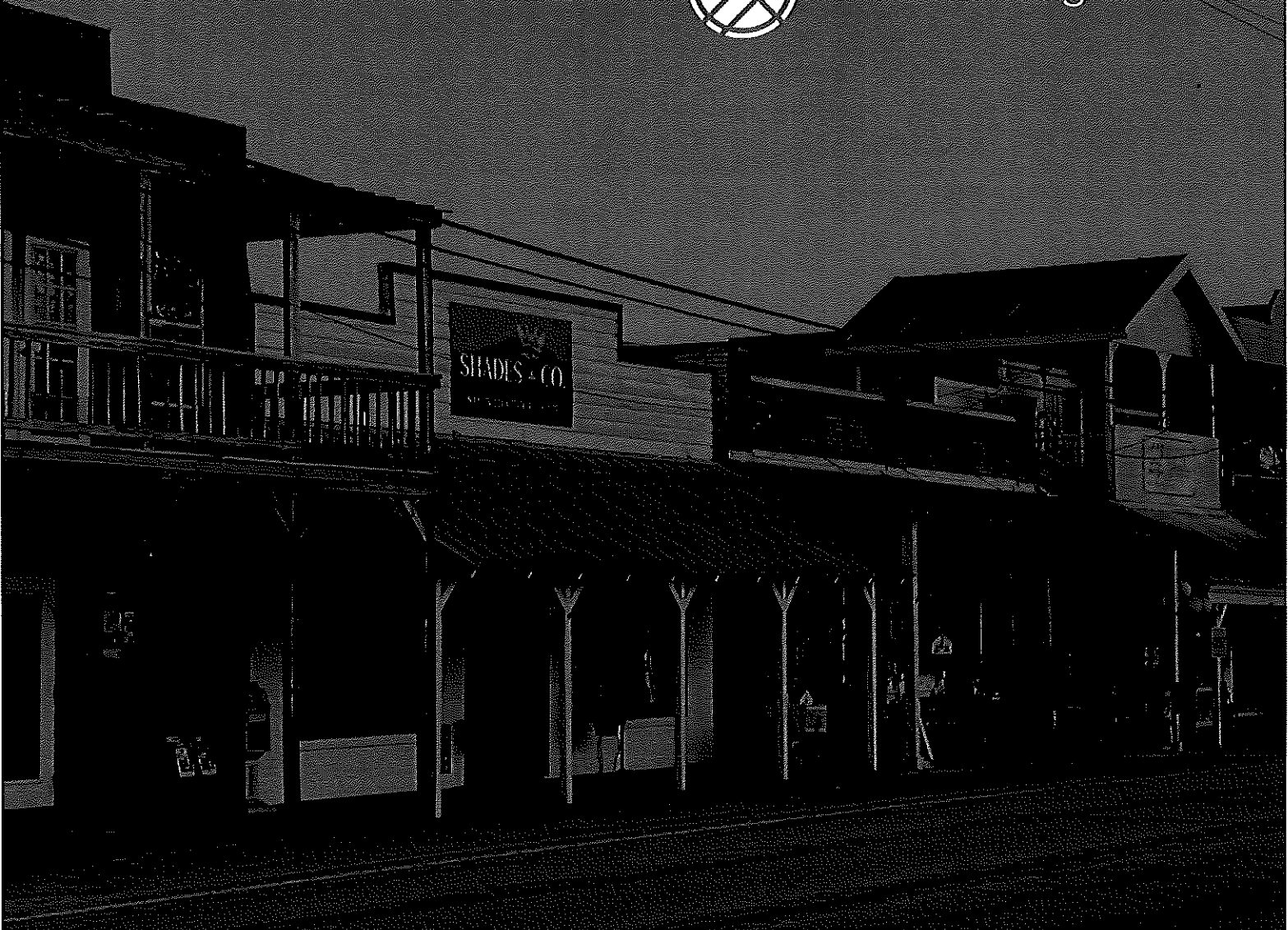




retail strategies



PARTNERSHIP UPDATE

Montgomery TEXAS

December 2024



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PARTNERSHIP UPDATE

Retail Recruitment

TEAM

December 2024



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Year 1 Partnership Update

December 2024

****IMPORTANT NOTE****

Maintaining confidentiality is critical to ensuring that you have a successful partnership. Over the past 20 years, Retail Strategies has built trust-based relationships with brand representatives, real estate directors, tenant representatives, etc., and ensuring that conversations remain confidential is a major component of those relationships. We appreciate your help in maintaining those relationships so we can best represent your community.

Retail Strategies values transparency and clear communication. We communicate regularly with our clients and strive to build trust-based relationships and treat them as true partners. However, some information related to the Retail Recruitment team is not intended for public distribution. It is important that detailed information about specific brands and properties remains confidential and not distributed to the MEDC board, city council, or other external parties. For that reason, the following update from the Retail Recruitment team is redacted version that removes specific names of brands and personal contacts. Rather than a specific brand name you will see terms such as "Gym User" or "Fast Casual Pizza User."

Once new Points of Contact are established, those members will receive un-redacted updates via Basecamp on a regular basis so they are aware of the discussions being had by our team.



Montgomery, TX Confidential Recruitment Update

Retail Recruitment Update

Current Interest & Ongoing Conversations

Travel Center: [REDACTED] let us know there is heavy interest in the Montgomery market, they would love to be positioned near a major highway, and we sent over information on demographics, and they are looking into the market for major corridors that are a good fit.

Gym User: [REDACTED], Real Estate Manager touched on the rapidly expanding fitness center, with Franchisee's eager to review spaces from 18,000-45,000 SF, in free standing or regional & neighborhood shopping centers. [REDACTED] earmarked Montgomery for further review in 2025, requesting all information on upcoming strip development, our team did provide information on the vacancies at the Buffalo Springs Shopping center.

Hotel User: [REDACTED] let us know there is interest in the Montgomery area and would love to set up a time sometime in early 2025 to speak with the City of Montgomery and tour the area for potential opportunities. [REDACTED] will be attending Red River in January and is open to scheduling a time to meet with any contacts from the City or EDC in Montgomery who are interested.

Full Service Mexican Restaurant: [REDACTED] told our team the Montgomery area remains an area of interest for their team. They are working on establishing their 2025 strategy and requested our team plan to sit down to discuss further at Red River in January.

Fast Food User: Our team has been following up with [REDACTED] to see what their groups expansion strategy is, when we spoke with [REDACTED] at ICSC Las Vegas he let us know there was interest in growth in tertiary markets around Houston and Austin. We have submitted over sites for review and are working to get in front of [REDACTED] and his team next month at ICSC Red River.

Montgomery, TX
Madison Neal
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Montgomery, TX

Confidential Recruitment Update

Retail Recruitment Update

Current Interest & Ongoing Conversations

General Merchandise/Discount: Our team reached out to follow up on areas of interest, in past conversations with the brand they were interested in all vacancies in shopping strips. We submitted the Buffalo Springs Shopping center for review. We haven't had much luck reaching anyone for feedback, however we do have plans to follow up with their Houston broker who requested we touch base in January.

Fast Casual Pizza User: We spoke with [REDACTED], and he let us know they are reviewing the area for a [REDACTED], they are wrapping up several deals in east Texas and with the partnership with [REDACTED] moving quickly they will touch base with our team at Red River in January. [REDACTED] wanted to note, he and his team are very excited about Montgomery. He is very familiar with the market, and they have an operator eager to identify a site.

Fast Casual Salad User: Currently, their Real Estate team spoke with us and let us know that they are not in expansion mode and anticipate that changing in the future advising we check back in 6-12 months.

Fast Casual Sandwich User: [REDACTED], Real Estate Director with GoToFood's let us know Montgomery is of interest for their brand, they have considered it for a combo store however they don't have a Franchisee for this area. She asked us to check back in January and we can revisit the market, they have a franchisee acquiring rights that could include expansion opportunities.

Our team has also begun preparation for the upcoming ICSC Red River show in Dallas at the of January. This Conference will provide us with the opportunity to get in front of many retail prospects for the Montgomery area, including some that we have not been able to provide feedback from. Once that show is finished, we will provide a comprehensive report on any conversations that were had regarding Montgomery and any follow ups that need to be addressed.

Montgomery, TX
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downtown strategies



PARTNERSHIP UPDATE

Downtown Strategies

TEAM

December 2024



The atmosphere is so different now. Stores are open consistently, the Merchants' Association is organized and active, and the different entities are collaborating and joining together to enhance the square."

Mayor Stephanie Ducheneaux
Snyder, Texas

Downtown Strategies Partner:
November 2021-November 2024



downtown strategies

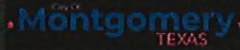
Partnership Timeline: Year 1



- Contract Signed:** August 20, 2024
- Kick-off Call:** September 10, 2024
- Discovery Phase:** August 2024-January 2025
- Market Visit & Workshop:** November 13, 2024
- Market Analysis Presentation:** January 2025
- Development Phase:** December 2024-March 2025
- Strategic Plan Presentation:** March 2025
- Deliverable Finalized:** April 2025
- Implementation Support:** May-July 2025

Partnership Overview

Montgomery, Texas



WHO WE ARE AT A GLANCE

Downtown Strategies, a division of Retail Strategies, exists to provide realistic, implementable strategies to communities for revitalizing their downtowns.

Led by a team of downtown revitalization practitioners and real estate experts, our combination of real-world experience, plus expertise in real estate and retail uniquely qualify us to assist communities with backfilling vacancies, increasing tourism, and enhancing the sense of place in their downtowns.

OUR VISIT AT A GLANCE

A leader from our team will visit Montgomery, meet with the core team, participate in a walking tour, and facilitate a stakeholder input session.



Date: Wednesday - November 13, 2024
Time: 6:00-7:30 PM
Location: City of Montgomery Community Building

This input session allows property owners, business leaders, and the greater community to participate in imagining what the downtown can become in the next five years.

RSVP Here



OUR PLAN AT A GLANCE

The heart of our process is the creation of the custom 5-Year Strategic Action Plan.

- 5-year bite-sized timeframe
- Outlines what you should do, not everything you could do
- Focuses on practical, small-scale strategies rather than big dreams and visions
- Outlines 20-30 strategies/recommendations, not a list of 200+ ideas
- Includes an implementation matrix that details the order & investment required for the successful implementation of each strategy & focus area.

FOCUS AREAS AT A GLANCE



Policy & Administration

Sets the foundation for the change you want to see. Guiding future change typically involves a balance of "carrots" and "sticks."

"Carrots"

Incentive programs designed to spark private investment

"Sticks"

Policies & codes that direct and guide private development



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.

We must create a comfortable and inviting place for people.



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.

We must constantly invite people into the downtown area through festivals and events, small-scale promotions, and marketing efforts.



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.

- *How do we get higher and better use out of our downtown properties?*
- *What programs can we use to attract new entrepreneurs and startups?*





Year 1 Partnership Update

December 2024

1. Discovery Phase (August 2024 – January 2025)

- Focused on gathering information about the existing conditions in Downtown Montgomery. This includes existing plans, information about the community, current challenges, planned projects, and retail market data analysis.
- **Tasks Completed:**
 - **Kickoff Call: September 10, 2024**
 - Virtual presentation to Gary and Dave to provide an overview of our approach to downtown revitalization, our process, and the partnership timeline.
 - **Kendig Keast Collaborative Meeting: October 29, 2024**
 - One of our team members had a call with Kendig Keast Collaborative, the planning firm leading the land use code update to ensure that both of our teams are on the same page and not duplicating efforts.
 - **Strategic Visioning Workshop: November 13, 2024**
 - This is the major milestone of the Discovery Phase. Downtown Strategies team member, Jeremy Murdock, conducted an in-market visit to Montgomery. The workshop included three components.
 - **Internal Meeting:** a meeting with Gary and Jeff to discuss current conditions
 - **Walking Tour:** Jeremy was led on a walking tour of the downtown district to assess the physical condition of the district, discuss key properties, interact with stakeholders, etc.
 - **Stakeholder Input Session:** Jeremy facilitated a public input meeting that focused on providing an overview of Downtown Strategies, sharing our approach to downtown revitalization, and gathering input and feedback from downtown stakeholders.
 - Meeting was attended by approximately 20 people including elected officials, MEDC board members, property owners, business owners, and a very engaged high school student.

2. Strategic Planning Phase (February – April 2025)

- Our team will use the input gathered through the Discovery Phase to create a 5-year Strategic Action Plan for Downtown Montgomery.
- The first draft of the plan will be presented to the Core Team in March 2025 and finalized by April 2025.

3. Implementation Jumpstart (May – July 2025)

- We finish Year 1 by immediately shifting to the implementation of the plan. We will work with the Core Team to identify an initiative from the Strategic Action Plan to implement and get a "jumpstart" on putting the plan into action.
- This will also include establishing an Action Team, which could be a group of volunteers, an existing committee, or other group. Downtown Strategies will provide support and assistance to the Action Team as they lead a short-term project to enhance Downtown Montgomery.