



retail strategies



Economic Development Consulting

RFQ for Professional Services



July 12, 2024

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President

Retail Strategies

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Table of Contents

3	Cover Letter
4	Firm Profile
5	Experience & Expertise
7	Key Personnel
12	Approach & Methodology
26	References



RFQ for Professional Services Economic Development Consulting

Cover Letter

City of Montgomery, Texas Economic Development Corporation [MEDC]

Retail Strategies, founded 2011, exists to measurably improve the quality of life for municipalities across the United States. We give our community partners an advantage in business recruitment and downtown revitalization by applying human effort, consistency, and expertise from experienced practitioners. Retail Strategies has a proven track record in municipal strategic economic development planning and retail recruitment. Since establishing our Fort Worth office in 2018, Retail Strategies has attracted more than \$20 Million of new local sales tax dollars to Texas Client communities.

If given the privilege of being your partner, Retail Strategies will work with city staff, local businesses, community stakeholders, and other government officials to formulate a strategic plan that aligns with the City of Montgomery's goals and attract quality retail businesses to the community.

Our partnership will involve two separate teams that will complement each other and achieve the holistic approach MEDC desires for quality-of-life improvements through a community development consultant partnership.

1. Strategic Planning provided by the **Downtown Strategies** team
 - Conduct a thorough assessment of the current economic landscape
 - Engage with stakeholders through surveys, interviews, and public meetings
 - Analyze economic data and market trends to identify opportunities and challenges
 - Develop a comprehensive 5-year strategic plan with clear goals, objectives, and action steps
 - Provide implementation strategies and performance metrics to monitor progress
2. National Restaurant and Retail Recruitment provided by the **Retail Recruitment** team
 - Conduct a retail market analysis to identify potential retail opportunities
 - Develop a targeted retail recruitment strategy tailored to the community's needs
 - Identify and engage potential retailers, developers, and brokers
 - Provide marketing materials and presentations to attract retail businesses
 - Assis in facilitating negotiations and securing commitments for retail businesses

Retail Strategies is bullish on both fostering local entrepreneurship through downtown revitalization and national business recruitment. Downtown serves as the heart, soul, and character of a community. National businesses fill a need for daily goods and an economic tax base that fuels the municipal budget. The approach, methodologies, and professional experience required for each service vary. That is why we have separate teams of dedicated practitioners to consult MEDC on each of these services, running parallel complimenting paths.

Thank you for this opportunity.



Lacy Beasley
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RFQ for Professional Services Economic Development Consulting

Firm Profile

Our Partnership

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.

Industry Involvement



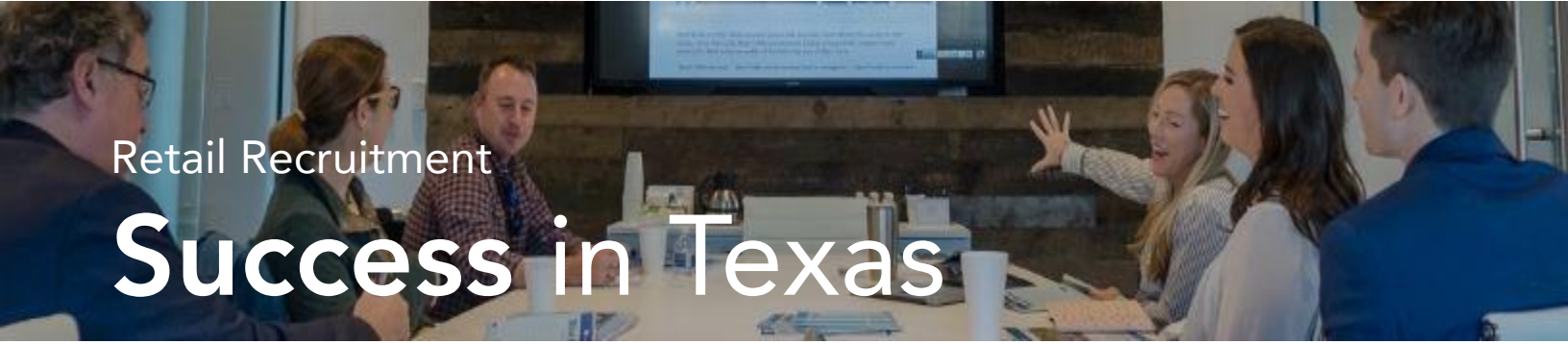
800 Clients & Counting

48 Dedicated Employees

500+ Businesses Recruited

Since our inception in 2011, Retail Strategies has grown to 48 dedicated employees, 5 offices (Fort Worth, Birmingham, Atlanta, Auburn, and Starkville), 4 customized solution models (Retail Recruitment, Retail Academy, Downtown Strategies and Small Business Support), and has served over 800 communities.

MEDC will have 6 dedicated team members working directly with the City of Montgomery partnership. Downtown revitalization led by Jenn Gregory, president of Downtown Strategies, will be supported by 2 additional team members. National retail recruitment will be led by Madison Neal, Portfolio Director, who will be supported by two additional team members. Both team will have the support of marketing, research and the executive team.



Retail Recruitment

Success in Texas

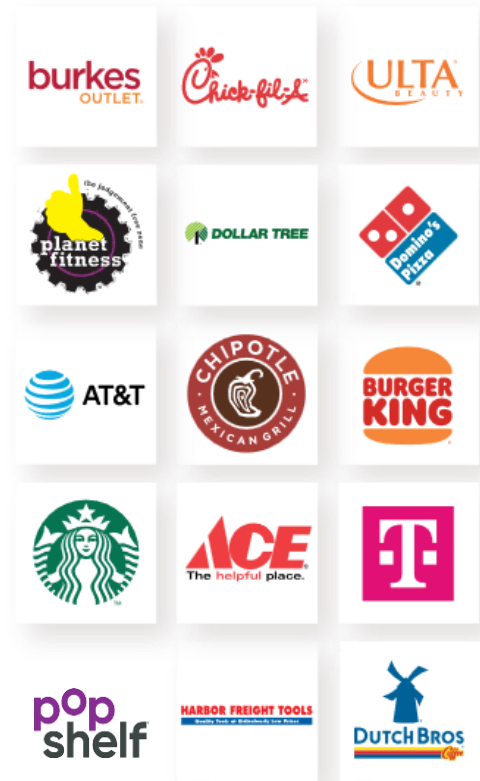
- 21 Current Retail Recruitment Partnerships in Texas
- 4 Current Recruitment, Downtown, and Retail Academy partnerships
- Connections with retailers, brokers, and developers throughout the state

Experience in Texas



- Argyle
- Bay City
- Bridgeport
- Buda
- Dumas
- Forest Hill
- Edinburg
- El Campo
- Freeport
- La Marque
- Lamesa
- Orange County
- Pflugerville
- Pittsburg
- Plainview
- Selma
- Snyder
- Springtown
- Wharton
- Wilmer
- Wolfforth

Retail Recruited to Texas



\$20M

Annual Local Sales
Tax Revenue Collected

\$107M

New Annual Retail Sales
in Client Communities

896

Jobs Created
(Estimated)



Jasper, TX through the EDC, partnered with Retail Strategies in the fall of 2020 for a 5 Year Strategic Plan and extended the partnership to include implementation from the Downtown Strategies team.

The first strategy implemented was a façade grant improvement for property owners who utilized the exterior commercial paint palette assembled specifically for the downtown corridor based on their historical and natural resources. As of 2022, the city has completed 3 rounds of funding for the program impacting 10 buildings and offering a total of \$100,000 to property owners.

- Create a boundary: Welcome banners displayed to better define the downtown and historic district.
- Recruit businesses: Pop-up market held in a vacant building to allow 10 entrepreneurs to test the market in hopes of opening a full-time location.
- Raise Funds: Farm-to-Table dinner fundraiser for the Downtown, raising over \$7,500!



Retail Strategies' Downtown Strategies team has assisted **175+ communities** in **25 states** identifying implementable solutions for downtown revitalization and supporting local communities to action steps and implementation success. From communities with a population of 500 to those of nearly 100,000, our process has generated success because it works.

Downtown Strategies Partners in Texas

- | | |
|------------|--------------|
| Alvarado | Jasper |
| Boerne | Lake Houston |
| Crockett | Snyder |
| Freeport | Stephenville |
| Humble | Tahoka |
| Huntsville | |



Key Personnel

For our partnership we will dedicate a team of Professionals to serve as your day to day points of contact. These practitioners are supported by a full marketing team, research staff, and executive oversight and support.

Most importantly, your team will be building a relationship with you so that we can leverage your local knowledge with our network of industry professionals.

4:1

Client to Staff Ratio

18

Licensed Real Estate Professionals

250

Years of Real Estate Experience

Downtown Strategies Professionals



Jenn Gregory

President



Jeremy Murdock

Community Development Specialist



Laura Marinis

Director of Client Services



Taylor Turner

Client Services Manager

Retail Recruitment Professionals



Madison Neal

Portfolio Director



Megan Jiminez

Retail Development Coordinator



Matt Jaeger

Director, Client Services



Ashton Rosen

Communications Coordinator

Executive Support



Robert Jolly

CEO



Mead Silsbee

CFO



Lacy Beasley

President



Scott vonCannon

COO



Clay Craft

VP, Client Services



Joe Strauss

VP, Retail Development



Courtney Hall

CMO



Amanda Timko

VP, Operations



Downtown Key Personnel



Jenn Gregory
President
jgregory@retailstrategies.com

Jenn is the president of Downtown Strategies, where her focus is on community development for our client communities. Through her Downtown Strategic Visioning Workshop process, Jenn advises communities on market analysis, tourism, economic vitality, and design updates for downtown areas. She also directly assists small businesses in client communities with elevating their digital presence, enhancing their omnichannel marketing strategies, and understanding market challenges in a post-COVID world.



Jeremy Murdock
Community Development Specialist
jmurdock@retailstrategies.com

As the Community Development Specialist for the Downtown Strategies Team, Jeremy utilizes his background in landscape architecture and urban design to analyze the physical condition of our clients' downtown areas. In addition to facilitating strategic visioning workshops and developing strategic plans, he helps community leaders take action by coordinating efforts with our downtown implementation clients.



Taylor Turner
Client Services Manager
[334] 488-1722
tturner@retailstrategies.com

As the Manager of Client Services for Downtown Strategies As client services manager, Taylor serves as the main point of contact between Downtown Strategies and client communities, managing a busy schedule of presentations, in-market visits, travel, and touchpoints. In addition, Taylor assists on the Small Business Support platform by providing technical assistance to small business owners going through the program.



Laura Marinos
Director of Client Services
[205] 482-1347
lmarinos@retailstrategies.com

As the Director of Client Services, Downtown Strategies Laura oversees the day-to-day management and implementation of services for downtown clients. She specializes in market research, strategic plans, project coordination, and team operations for the Downtown Strategies division of Retail Strategies. Acting as a liaison between clients and the operations team, Laura's attention to detail and knack for processes make for an excellent client experience.



Retail Recruitment Key Personnel



Madison Neal
Portfolio Director
mneal@retailstrategies.com

Madison serves as the main point of contact for the partnership. Prior to becoming a Portfolio Director, Madison spent years as a Retail Recruiter, forging relationships with all the industry contacts critical for successful partnerships in Texas. He has an extensive background in real estate working on the residential side as well at RealtySouth & Keller Williams where he gained hands-on experience in the real estate industry negotiating contracts and marketing properties. Before getting into real estate, Madison spent several years in the banking industry, where he served as a financial services representative for NBC Bank.



Megan Jimenez
Retail Development Coordinator
jjimenez@retailstrategies.com

As retail development coordinator, Megan specializes in retail recruitment and development in Texas. She focuses on the identification of retail, restaurant, and hospitality companies to fill the product and service gaps within each of her client community's trade area. Her primary role is to leverage industry relationships with the brokerage and development community to assist retailers' expansion efforts.

She holds a bachelor's degree in marketing with a minor in international business and is currently obtaining her master's degree in digital marketing.



Ashton Rosen
Communications Coordinator
arosen@retailstrategies.com

Ashton supports communications between our Retail Development Coordinators, Portfolio Directors, and municipal clients, ensuring they are well-informed about the latest retail trends. He will work with clients in a dozen states.

Ashton began as an intern, gaining valuable insights into the world of retail real estate. His dedication and passion for the industry were evident from the start. With a focus on effective communication and a deep understanding of our company's mission, Ashton is a crucial asset to our team.



Matt Jeager
Director of Client Services
mjeager@retailstrategies.com

As director of client services for Retail Strategies, Matt uses his background and experience to support all the retail recruitment teams on processes, negotiations and retailer connections.

Before joining Retail Strategies, Matt worked as director of operations at Premiere Property Management. Matt also worked as property manager for Shannon Waltchack, where he managed properties ranging from traditional retail to adaptive reuse and mixed-use properties. Throughout his career, he has also been successful in asset management, development, and leasing of retail commercial real estate.



Executive Support Team



Robert Jolly
Principal & CEO
[205] 913-0276
robert@retailstrategies.com

Robert Jolly co-founded Retail Strategies in 2011 and since then has overseen development of numerous retail projects and has assisted some of the most well-known tenants in the United States with their expansion into new markets.

Robert brings years of experience with previous sales and management positions at Eason, Graham, and Sandner, Inc. and Black and Decker Corporation. He was the Birmingham Commercial Rookie of the Year in 1998, named one of the "Top 40 Under 40" in 2004, and "Who's Who of Commercial Real Estate" in 2005 and 2010. Over the course of his career Robert has leased, managed, and developed millions of square feet of retail space.

Robert graduated from the University of Alabama majoring in marketing and English. He is a member of ICSC and in 2008 earned the coveted Certified Commercial Investment Member (CCIM) designation from the Commercial Real Estate Investment Institute. Robert holds a broker's license in Alabama, Mississippi, Georgia, Florida, Tennessee, Louisiana, South Carolina and Oklahoma



Mead Silsbee
Principal & CFO
[205] 410-9456
mead@retailstrategies.com

Mead Silsbee co-founded Retail Strategies in 2011 and brings over a decade of real estate experience to the company. Most recently Mead worked on the retail team at Eason, Graham, and Sandner, Inc. in Birmingham, Alabama. Over the course of his career Mead has leased, managed, and developed millions of square feet of retail space.

Mead graduated from the Randolph-Macon College in Ashland, Virginia where he earned a bachelor's degree in history and economics. In 2008, he earned the coveted Certified Commercial Investment Member (CCIM) designation from the Commercial Real Estate Investment Institute and is a member of the International Council of Shopping Centers (ICSC).



Lacy Beasley
President
[615] 330-7987
lacy@retailstrategies.com

Lacy serves as President of Retail Strategies. She has been involved in retail real estate since 2005. Her experience with The Shopping Center Group and the Dickson County Chamber of Commerce prior to joining Retail Strategies provides her with the insight to understand the connections needed from the public and private side of the conversation.

A graduate of Lipscomb University, she earned her double major in Marketing and Management. Beasley is the ICSC TN Government Relations Chair and has served on committees with CCIM, EDAA, and multiple ICSC planning committees. Her articles have been published in Shopping Centers Today, Site Selection Magazine and AL Retail Federation.

Lacy has spoken on retail trends and best practices in retail recruitment at more than 75 events including ICSC, American Association of Retirement Communities, American Public Power Association, Tennessee Valley Authority, Electricities of NC, Georgia Power, Southeastern Economic Development Council and state-wide economic development and municipal associations in AZ, LA, OK, TN, AL, MS, KY and GA.



Scott vonCannon
COO
[205] 482-1347
scott@retailstrategies.com

Scott vonCannon came to Retail Strategies from Nashville, TN with an extensive background handling economic and community development marketing initiatives. He brings over 6 years of experience working with State officials, Economic Developers, Chambers of Commerce, and municipalities to help promote business growth within Cities, States and Regions around the Country. Scott graduated from Auburn University with a bachelor's degree in Business Administration with a concentration on Marketing. Scott has been an ICSC member for over 3 years and serves as the ICSC P3 Retail Private Sector Chair in Alabama. He also serves on the AL EDAA Retail Committee. Scott is a licensed real estate professional and has completed working to obtain his CCIM designation.

Scott has presented on retail trends and best practices to over 50 municipal, economic development, chamber of commerce and regional groups throughout the Southeast. He has worked with numerous developer, retailers and brokers throughout the Southeast and Sun Belt region. He and his team has assisted in the recruitment of over 45 retailers to our client markets.



Executive Support Team



Joe Strauss
Vice President, Retail Development
jstrauss@retailstrategies.com

Joe joined Retail Strategies in 2014 with a background in real estate. He specializes in retail recruitment and

focuses on the identification of companies to fill the product and service gaps within each county's trade area. He brings over 9 years of real estate experience to Retail Strategies. Joe has represented over 60 municipal, economic development, Chambers of Commerce, and regional groups throughout the Southeast and Midwest. Joe has worked with numerous developers, retailers, brokers, and property owners assisting in finding retail tenants in his territory. He and his team has assisted in the recruitment of over 60 retailers to our client markets and have many more in the pipeline for 2017.

Joe graduated from the University of Alabama with a bachelor's degree in Finance and a concentration in Real Estate and got into the business when he was a sophomore at the University. Joe is a licensed real estate professional and is also working on getting his CCIM designation, which is a Certified Commercial Investment Member.



Courtney Hall
Chief Marketing Officer
chall@retailstrategies.com

Courtney joined the Retail Strategies team in 2019. In her role as Chief Marketing Officer, she is responsible

for overseeing the planning, development and execution of the company's marketing initiatives.

Prior to working for Retail Strategies, Courtney worked for Buxton where she worked with county officials as well as retail and healthcare executives to help with site selection and real estate growth. She graduated from Texas Tech University with a degree in Marketing. She is an avid runner and enjoys spending time with her twin daughters.



Clay Craft
Vice President, Client Services
ccraft@retailstrategies.com

As Vice President of Client Services, Clay serves as the face of the company for Retail Strategies clients

in the Midwest and Florida. He began his career with Retail Strategies in retail development where he has assisted retailers in opening new stores in 12 states and now leverages that deal making experience to find new opportunities for development and redevelopment in his client cities. Clay's experience and contacts within the industry allows him to strategically identify retail users that will not only prosper within his engaged cities, but also make them better places to live.

Clay has a passion for sustainable growth and design and combines those skills with a deep understanding of the needs of his clients to make responsible retail growth happen.

Clay graduated with honors from Auburn University with a master's degree in landscape architecture in 2010. Clay is a licensed Real Estate Professional and a member of the International Council of Shopping Centers (ICSC).



Amanda Timko
Vice President of Operations
amanda@retailstrategies.com

As Vice President of Operations,

Amanda oversees the internal operations of the organization with a focus on human capital and culture. She is instrumental in the design and implementation of company processes including onboarding, talent development, and performance management. By establishing best policies and practices, Amanda helps to build the optimal environment for team members to reach their full potential.

Previously in her role at Retail Specialists, Amanda was the Director of Marketing where she worked with both the Tenant Representation and Third-Party Leasing teams. During her time in marketing, she developed company marketing collateral, site selection packages, third-party leasing and sales brochures, and development plans.

Amanda received her bachelor's degree in marketing from the University of Alabama. She started her career in residential marketing before making the move to commercial real estate in 2012 as a marketing associate for The Shopping Center Group.



#5 APPROACH & METHODOLOGY

Downtown Process

Upon reviewing the unique opportunities and challenges in Montgomery, Texas Retail Strategies is pleased to propose our **Downtown Action Planning & Implementation Support** program for consideration to provide a holistic approach to the Historic Business District in Downtown Montgomery'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

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.

Plan

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.

Implementation

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.



Scope of Work

Discovery | Thorough assessment of economic landscape

- Kick-off call & partnership overview
- Review of documents (existing plans, ordinances, incentives)
- Electronic community input survey

In-market strategic visioning workshop | Stakeholder engagement

- Core group meeting
- Walking/windshield tour
- Stakeholder input session

5-year downtown strategic action plan & economic data

- **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 with goals, objectives, and action steps

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.**
 - Project mapping 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.



Scope of Work (cont.)

Year Two (2)

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 & Case Studies
 - 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)**
 - Project Mapping Workbook
 - Project Mapping Workshop
 - First Action Team Meeting (for new team(s))

Year Three (3)

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 & Case Studies
 - 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)**
 - Project Mapping Workbook
 - Project Mapping Workshop
 - First Action Team Meeting (for new team(s))



DISCOVERY

Downtown 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.



Kick-off Call & Onboarding

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.

Community Input Survey

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.

Market Analysis

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.

Strategic Visioning Workshop

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.



PLAN

Downtown 5-Year 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 entail strategic recommendations that fall within four focus areas.



Focus Areas for successful implementation:

Policy	Design	Tourism & Promotion	Economic Vitality
Sets the foundation for the change you want to see. Guiding future change typically involves a balance of "carrots" (incentives) and "sticks" (policies).	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 is about connecting the dots between visitors and the downtown businesses and attractions. It is about creating a unique and authentic experience for visitors.	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.



IMPLEMENT

Downtown Strategies 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.

Implementation Jumpstart

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.

Technical Support

Additional support from our team can include **technical support, templates and trainings, connections to strategic partners, or other 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.

Local Action Team

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.

Communication

Through regular communication, we'll keep up with 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.



#5 APPROACH & METHODOLOGY

Retail Recruitment Process

Developed over the last decade, this process has been implemented in hundreds of community nationwide. Retail Recruitment is the proactive outreach to property owners and retail prospects with reports back to MEDC on the results of the connections made.



1. Data Analysis

The Discovery Phase starts with a data analysis. The first step is to understand who your consumers are, not just your constituents. Utilizing mobile data, we can uncover where people are coming from and what is their buying power.

2. Real Estate Analysis

Every retail site in your market will be catalogued by your team at Retail Strategies; shopping centers needing to be backfilled, open land ready for development, or under-utilized retail space all will be assessed by a licensed real estate professional

3. Retail Recruitment Plan

Based off your data, real estate assets, community input and retail trends, we will develop a Retail Recruitment Plan with specific restaurant, grocery, home improvement, entertainment, and hospitality targets.

National Recruitment and Representation

This is where the rubber meets the road. Montgomery will receive a dedicated team that will implement the Retail Recruitment Strategy by connecting with retailers, brokers, property owners, tenant reps and any other industry players to get new retail to open in your market.



Scope of Work

1. Research | Comprehensive market analysis

- Identify market retail trade area using political boundaries, drive times and radii and custom boundary geographies
- Perform market and retail leakage analysis for trade area, renewed annually
- Conduct retail peer market analysis
- Competition analysis of identified target zones trade area(s)
- Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
- Retail competitor mapping/analysis
- Advise on the economic development strategic plan section related to retail
- Identification of at minimum 30 retail prospects to be targeted for recruitment over three-year engagement
- Suggestions on marketing brochures, social media posts and website.
- Custom on-demand demographic research
- Customized retail market guide including aerial map with existing national retailer brands and traffic counts

2. Real estate analysis | Local brokerage outreach | Boots on the ground

- Identify/evaluate/catalog priority commercial properties, including commercial properties for development, re-development, and highest and best-use opportunities by licensed real estate professionals
- Identification of priority business categories for recruitment and/or local expansion
- Training and support to the economic development team
- Active outreach to local brokers and landowners, especially on the proposed interchanges.

3. Retail strategy | Recruitment | Representation | Outreach

- Proactively market Montgomery to prospective retailers and commercial developers for targeted zones
- Will contact a minimum of 30 qualified retail and restaurant prospects – whether that is through the broker, real estate manager and/or developer
- Updates on new activity will be provided to client's designated primary point of contact via basecamp, telephone, or email on a quarterly and/or as needed basis
- One market visit per calendar year included in agreement, any travel outside of the agreement shall be approved and paid for by the contracting entity
- ICSC conference representation- updates provided according to the yearly conference schedule



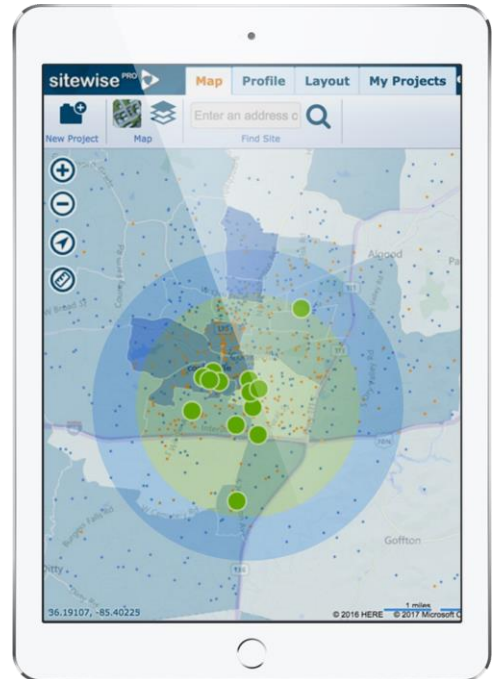


1. DISCOVER

Retail Recruitment Discover: Research

The cycle begins with market analysis. We take the deep dive into data, advanced analytics, and proprietary tools developed in house to uncover and define the potential in your community.

After interviewing more than a dozen research firms, Retail Strategies chose STI Popstats (Synergos Technologies) as our primary data source. This data source consistently delivers the highest level of accuracy and allows our team to analyze and deliver over 3,365 individual variables (per geography) providing the deepest, most reliable, information possible to our Clients.



Trade Area Identification

By utilizing mobile data collection, data and analytics, and real estate acumen, our team will identify shopping patterns within your community that will answer key questions for retailers.

Business Recruitment Categories

After reviewing key demographic information, we will deliver a list of uses, businesses, and opportunities for your community. These potential businesses will elevate your downtown.

Mobile Data Collection

An industry leading report which utilizes cell phone data to identify the home and work location of consumers that visit a defined shopping area within the community.

Psychographic Analysis

Defines the type of consumers in your market by breaking down consumers demographic characteristics, consumer preferences, consumer expenditures, and cultural ideals.

GAP Analysis

Examining the market supply and market demand within the trade area to uncover the categories of retail being desired by your community.

Consumer Expenditures

Drilling down into each retail segment to identify and understand what your consumers spending patterns are.



1. DISCOVER

Retail Recruitment Discover: Real Estate Analysis & Communication

Real Estate is the key to every business expansion. Our team features over 150+ years of retail real estate experience and we utilize our collective experience to provide the most thorough, and creative, assessment of your community.

To accomplish this, we bring our team of retail real estate professionals to your community to uncover your strategic and underutilized real estate assets. The inventory of properties our team believes is viable for new development, redevelopment highest and best use or vacancies that need to be filled are logged and recorded in our custom software program to be used by your team during the recruitment process.

The information we gather is immediately put to work through making outreach to the property owners, developers, and brokers who represent these properties to learn their goals for the property and how Retail Strategies can assist them on behalf of the community leaders.



- LOCAL BROKERS
- COMMERCIAL DEVELOPERS
- COMMUNITY LEADERS
- RETAILERS & TENANT REPS
- PROPERTY OWNERS

Community Input

Throughout the life of our partnership, we will always be ready to listen to your feedback, suggestions, opinions, and requests. Below are items and actions we take to ensure we are providing information and action toward the betterment of the community.

Communication: The Key to Our Partnerships

During our onboarding process we will schedule a time to speak with you to get a first-hand understanding of your goals, desired businesses, past experiences, etc. In addition, we send a questionnaire that can be filled out by one, or many, community leaders to provide Retail Strategies further information on your goals and vision.

From day one, our process is built around creating a relationship with you and getting communication and information flowing to one another. This is partnership. We know that no one knows your community better than you. Through our partnership we will be able to harness your local knowledge and pair it with our resources and connections to make an economic impact. In addition, this free flow of communication will allow you to always share feedback with our team which we will utilize on your behalf.



2. CONNECT

Connect: Retail Recruitment

Retail Recruitment

This is where we take the information we have collected for your community, package it in the appropriate format, and begin showcasing opportunities in your community. The benefit of partnering with Retail Strategies is that we do not just hand you fancy gadgets and a CRM tool to conduct recruitment, our Illinois management team will conduct every piece of outreach to the appropriate contact on your behalf.

Your team will be reaching out to property owners, brokers, developers, retailers, restaurants, and all other industry players to connect the dots to your market. We utilize the resources we have gathered and will continue to seek additional information throughout our partnership to further define the opportunities in your market.

Conference Representation

Each year our team attends more than a dozen retail real estate conferences. Retail Strategies attends all of these shows annually and vows to continue to attend to meet with industry leaders and market the opportunities in Winters.

At the conferences we will set up and have meetings with targeted retailers, restaurants, brokers, and developers on your behalf. Following each conference, you will receive Recap Report on who we met with, what was said, and what our next steps are.

“ Retail Strategies' extensive connections in the commercial real estate industry and with retailers will be invaluable in attracting top-notch businesses to our area. Their positive reputation with the retail brokerage community in the state of Texas gives us the confidence and assurance that we are partnering with a team that truly understands the market and can deliver exceptional results.

Amy Madison

Executive Director, Pflugerville Community Development Corporation





3. ADVANCE

Advance: Reporting & Collaboration

Reporting & Collaboration

Reporting and Communicating is the key to any partnership. We dedicate multiple points of contact to you so that we ensure: 1) effective outreach and 2) that your questions, feedback, and other information can be answered, collected, and utilized.

Reporting

Through our partnership, we will establish regular communication with you. We will conduct Quarterly Business Reviews with updates from our recruitment efforts, industry news, and other information that will allow you to become more of an expert on your market and the industry.

Your team will be reaching out to property owners, brokers, developers, retailers, restaurants, and other industry players on your behalf. These conversations will be summarized and provided to you to keep you in the know on our efforts.

In addition, through our experience, we know we can learn as much from a “no” as we can from the “yes”. We provide you information on why it is a yes and why it was a no so that your community can better understand how prospective businesses and industry leaders view your community.

Basecamp

Retail Strategies utilizes Basecamp, a project management and collaboration web platform, to record and store conversations and information shared with our Clients. This platform is username and password protected and keeps our partnership organized.

We understand that your team will adjust and grow overtime and Basecamp allows new members of your team the ability to get up to speed quickly with our efforts.



Retail Trends & Access

Retail is constantly evolving and changing. Everyday we are processing new information and converting it into insights for our Client Communities. Throughout the life of our partnership, we will continuously provide updates on industry trends and expansion.





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