

2024



retail strategies

Downtown Revitalization Partnership

DOWNTOWN FIVE-YEAR STRATEGIC PLAN & IMPLEMENTATION SUPPORT



Prepared for Montgomery, Texas
April 2nd, 2024

Strictly Private & Confidential
Pricing Valid for 60 Days

Executive Summary

Downtown Strategies exists to provide **realistic** and **implementable** solutions for communities to revitalize their downtowns. Led by a team of practitioners and real estate experts, our combination of real-world experience uniquely qualifies us to assist with placemaking, backfilling vacancies, and increasing tourism. Serving rural communities in 25 states, Downtown Strategies is *the* leading national firm for downtown revitalization planning.

Communities do not suffer from a lack of ideas; they struggle with knowing where to start when it comes to implementing. With our approach, we focus on a **five-year** timeframe rather than brainstorming everything you could ever potentially do within your downtown. We believe that **action** and **implementation** are more important than a flashy twenty-year vision.

We've been in your shoes as community leaders and know what it's like to manage downtown revitalization efforts. Our plan will identify where your community should focus its energy and efforts **right now**. Implementing our short-term, feasible strategies will incrementally shift the trajectory of your downtown and create the spark that you and your community desire.



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retail academy

downtown strategies

small business support

IN THE NEWS

ICSC Names Lacy Beasley to Board of Trustees

December 14, 2021

Lacy Beasley, President of Retail Strategies, was appointed to ICSC's Board of Trustees for an initial three-year term. She was one of 16 new trustees added to the board, and one of only two members representing the public sector.

The board provides input in helping ICSC achieve its goal of serving its more than 70,000 members globally by proactively advocating and communicating the critical social, civic, and economic role played by the retail real estate industry across the world.

Lacy has cemented herself as a go-to source in the commercial real estate world, developing a niche working with municipalities on their retail development strategies. View the full list of the Board of Trustees [here](#).



DOWNTOWN STRATEGIES

Our Process

Downtown Roadmap

Creating a strategic plan is a crucial first step in determining the vision and path for your downtown.

Oftentimes, community leaders are fearful of investing in a master plan that will ultimately “sit on a shelf.”

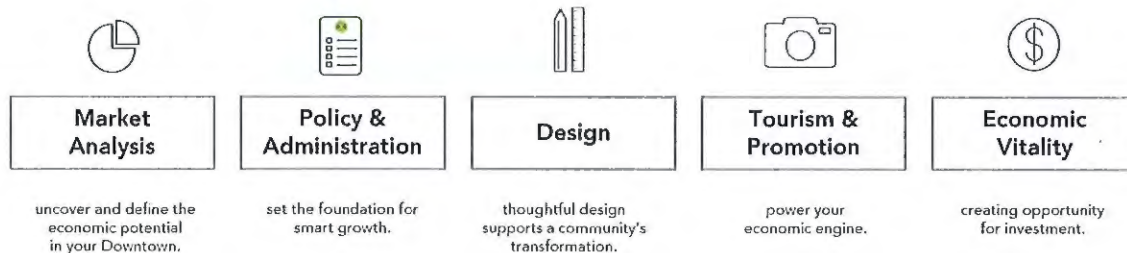
With Downtown Strategies, we meet communities where they are. We build on your existing plans and ideas rather than reinventing the wheel and duplicating efforts. *What we deliver, you can implement.*

Critical factors for successful implementation:

- Community Buy-In
- Communication
- Support
- Resources

The Five Pillars

Through our Downtown Strategic Visioning process, we assess the five pillars of your downtown’s mix to provide a true downtown roadmap.



IN THE NEWS

Downtown Strategies sanctioned by USDA as a national technical assistance provider

June 8, 2022



On May 31, 2022, USDA unveiled a free digital toolkit to help rural leaders build placemaking plans in small towns and communities across America. As part of that toolkit, USDA has identified sanctioned technical assistance providers as national or regional partners to assist communities in building strategic plans, of which Downtown Strategies is included.

DOWNTOWN STRATEGIES

Scope of Services: Downtown Strategic Plan

Support from your immediate team isn't enough to see transformational change within your community. Our workshops generate the needed community buy-in from stakeholders to ensure that all parties with a vested interest believe in the vision and are committed to successful implementation.

Once stakeholders leave our session, they're excited, eager, and ready to contribute to the successful implementation of the overall vision. Consistent communication between our team, your team, and stakeholders is critical to maintain the momentum and commitment.

Strategic Visioning Workshop + Tour of Study Area

- We begin the process with a **kick-off call** to introduce our team and examine the current status of your Downtown.
- An electronic **community input survey** will be circulated to gain insight on your Downtown's past, present, and future.
- Our team will host an **in-market stakeholder input session** with property owners, merchants, business owners, community leaders, and elected officials to gain feedback and allow open dialogue.
- During the in-market visit our team will also conduct a **walking tour** of the defined **study area** with your team

Custom 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
- Consumer Spending Pattern Reports
- Commute Patterns Report
- Identification of priority business categories for entrepreneurship, recruitment and/or local expansion
- Downtown Walkability Assessment
- Downtown Neighborhood Demographics

Downtown Five-Year Strategic Plan - Strategies & Recommendations

Your downtown will be evaluated and a customized, strategic, asset-based, and market driven plan will be presented to your team. This plan will include practical, actionable, and transformational **strategies & recommendations** based on the following timeframes:



NOW
no cost

These recommendations can be implemented now with **minimal cost and immediate impact**.



YEAR 1-2
minimal investment

Plan now to implement these recommendations in the next 1-2 years.

With **proper partnerships & persistence**, these initiatives will elevate your community with minimal investment.



YEAR 3-5
long-term investment

These recommendations represent substantial projects requiring long-term investment.

Position your community for **transformational change**.

DOWNTOWN STRATEGIES

Scope of Services: Implementation Support

Our **implementation support** keeps your team on track by providing accountability, benchmarks, and success stories to share with the community and stakeholders throughout the life of the partnership. Our strategies and recommendations are based on three stages of time and monetary investment:

- **little to no cost with immediate impact** – just time and energy!
- **minimal investment** that requires proper partnerships & persistence
- **long-term investment** for substantial projects

This allows for your team to build capacity, assemble funds, and generate partnerships and **resources** that allow for the successful implementation of our plan.

Strategic Vision Implementation Support

- Implementation support of **one (1) – Year 1 recommendation** from strategic plan - collaboratively identified - and development of associated documents, collateral and resources necessary for successful implementation.
- Support via email and Zoom to provide collaboration, assess progress, troubleshoot roadblocks, and provide accountability for implementation.
- Data and analytics available upon request

Downtown Real Estate Analysis + Property Owner Toolkit

- Real Estate analysis deliverable identifying approximately five (5) pieces of real estate prime for adaptive re-use, infill, higher and better use, or new development within the downtown.
- **One (1) hour** virtual property owner training to deliver custom market analysis, business recruitment outlook, and marketing toolkit overview.

Marketing Toolkit:

- Custom Site-Specific Property Flyers
- Custom Downtown Community Flyer
- Custom Downtown “There’s Opportunity Here” window signs to promote opportunity rather than vacancy.



DOWNTOWN STRATEGIES

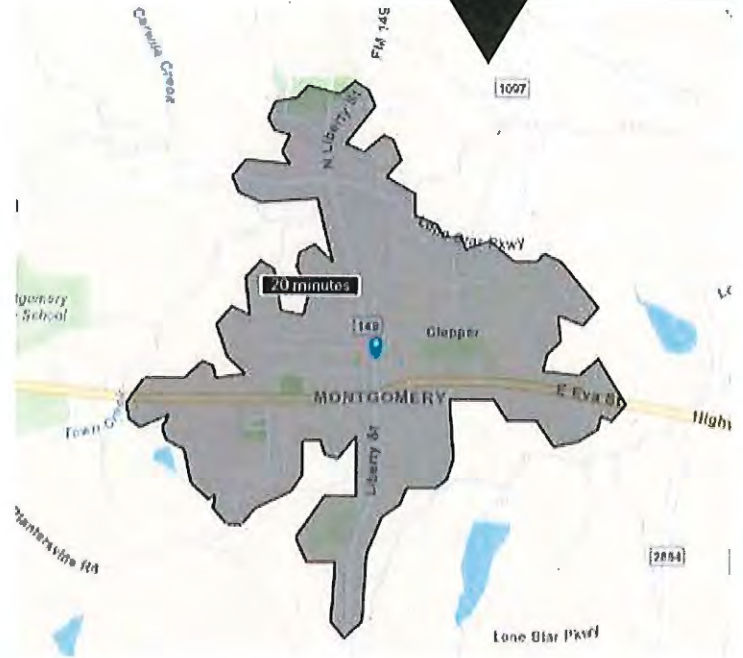
Sample: Walkability Assessment

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What's your Community's Walk Score?

A walkable downtown is highly desirable by consumers, local businesses, and municipal leaders. But what makes a walkable downtown and how do you improve your community's walkability?

A community's walk score is determined by analyzing 3 factors: **walkable distance** between boundaries, presence of a **comprehensive network of pathways** designed for pedestrians and cyclists, and variety of restaurants, retailers, and service providers **necessary for regular life**.



KEY FACTS			INCOME			
718 Population	44.2 Median Age	2.8 Average Household Size	\$118,164 Median Household Income	\$62,461 Per Capita Income	\$469,113 Median Net Worth	
BUSINESSES		EMPLOYMENT				
142 Total Businesses	1,196 Total Employees	79% White Collar	8% Blue Collar	12% Services	2.4% Unemployment Rate	
EDUCATION			HOUSING STATS			
2% No High School Diploma	24% High School Graduates	32% Some College	41% Bachelor's/Grad/Prof Degree	\$463,043 Median Home Value	\$1,074 Median Contract Rent	73% Owner Households with a Mortgage

90-100	Walker's Paradise Daily errands do not require a car
70-89	Very Walkable Most errands can be accomplished on foot
50-69	Somewhat Walkable Some errands can be accomplished on foot
25-49	Car-Dependent Most errands require a car
0-24	Car-Dependent Almost all errands require a car

The following demographics represent the **population of residents** within a **20-minute walk time** of the Downtown Study Area. A walk time from one Downtown boundary to the next that exceeds 20 minutes is not considered walkable.

Keep these figures in mind when imagining the possible economic impacts of developing your Downtown into a walkable destination.

DOWNTOWN STRATEGIES

Partnership Timeline & Communication



Day 1 - 60

DISCOVERY

Kick-off Call
Workshop Scheduled
Community Input Survey



Day 60 - 90

WORKSHOP & WALKING TOUR

An **in-market process** where our team engages stakeholders, merchants, and community leaders in thought provoking conversation, combined with independent discovery and market analysis, to provide a strategic, asset-based and market driven plan.



Day 90 - 180

FIVE-YEAR DOWNTOWN STRATEGIC VISION

Strategic Plan created and delivered

Includes:

- Market Analysis
- Community input survey results
- Market driven and asset-based transformation strategies



Day 180 - 365

IMPLEMENTATION SUPPORT – JUMPSTART

- Implementation support of one (1) – Year 1 recommendation from strategic plan.
- Downtown Real Estate Analysis & Property Owner Training Toolkit

Keeping our clients informed is pivotal to the success of our partnerships. We cover a lot during our six (6) & twelve (12) month timeframes - but thanks to Basecamp, we keep everyone up to date and on track throughout the process.



Feeling overwhelmed or deterred by a learning curve with this platform? Don't worry! We were once in your shoes. We're confident you'll get the hang of it and learn to love this platform as much as we do!

Project Notes & Updates: Think of this section as individual email threads. We're trying to keep all communication within Basecamp and out of our email inboxes. Use this feature if you have a question that might involve several back-and-forth responses between our team and yours.

To-Do Lists: The "homework" section! Once we've established our timeline, we'll start tagging and assigning tasks to your team. We'll add deadlines to these tasks and Basecamp will automatically send reminders to keep us all on track. This virtual to-do list will be updated throughout our partnership.

Partnership Calendar: If you ever have a question about when a call, presentation, meeting, or deadline is - **check this section.** We will also send separate Outlook calendar invites.

Client Files: We all hate digging through emails to find a document. To eliminate this hassle and frustration, we'll keep all of our files organized here.

Chat: Want to say "hello!" or ask a quick question? Shoot us a message using the chat feature. Think of this section as a quick text message to our team.

Hey! Keep an eye on this section – it might be the most important tab! Anytime you're tagged or mentioned in something you'll be alerted here (and via email).

RETAIL STRATEGIES

Your Team

Jenn Gregory, President



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 omni-channel marketing strategies, and understanding market challenges in a post-COVID world.

Jeremy Murdock, Community Development Specialist



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.

Elliott Cook, Director of Real Estate



As the director of real estate, Elliott conducts workshops and executes our Downtown Strategic Plans with a focus on local real estate assets. Elliott specializes in retail recruitment and focuses on the identification of companies to fill the product and service gaps within each city's trade area. His primary role is to leverage industry relationships and knowledge to assist retailers' expansion in our client communities.

Laura Marinos, Director of Client Services



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.

Taylor Turner, Client Services Representative



As a client services representative, Taylor helps manage all Downtown Strategies client communities. In this position, she works closely with the real estate and marketing teams. She is currently obtaining her real estate license to continue her growth in commercial real estate.

Timeline & Investment

The timeline of our overall partnership(s) will be established upon execution of a contract and further defined during the partnership kick-off call(s).

The total fee for completion of work is due upon execution of agreement. 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.

Pricing Valid for 60 Days and Subject to Change

Product	Investment
Downtown Revitalization Partnership	\$50,000
Downtown Five-Year Strategic Plan....	\$25,000
Implementation Support (add-on)....	\$25,000
	\$45,000

Downtown Revitalization Partnership
 Downtown Five-Year Strategic Plan.... \$25,000
 Implementation Support (add-on).... \$25,000

\$50,000
 (-\$5,000 bundled discount)

\$45,000

*Additional \$5,000.00 off the price of the first year if combined with Retail Recruitment Service