



Regular Economic Development Advisory Committee Meeting

Date: Tuesday, June 4, 2013

Time: 3:00 p.m.

**Place: Town Hall Commission Chambers
409 Fennell Blvd., Lady Lake, Florida**

ALL INTERESTED PERSONS ARE CORDIALLY INVITED TO ATTEND THIS PUBLIC MEETING

AGENDA

A. CALL TO ORDER: Thad Carroll, Growth Management Director/Chairperson

B. PLEDGE OF ALLEGIANCE

C. BUSINESS:

1. Approval of Minutes – April 2, 2013 Meeting
2. Election of Chairman and Vice-Chair
3. Discussion of the “Taste of Lady Lake” - Event Summary
4. Overview of Retail Strategies – Marketing and Recruiting Firm
5. Final Summary of Economic Development Survey Results
6. Staff Update of New Business Openings and Projects Underway

D. CHAIRPERSON/COMMITTEE MEMBERS REPORT

E. OPEN FORUM

F. ADJOURN

NOTE: THIS COMMITTEE IS ADVISORY. ALL RECOMMENDATIONS ARE FORWARDED TO THE TOWN COMMISSION.

This public hearing is being conducted in a handicapped accessible location. Any handicapped person requiring an interpreter for the hearing impaired or the visually impaired should contact the Clerk's Office at least five (5) calendar days prior to the meeting and an interpreter will be provided. To access a Telecommunication Device for Deaf Persons (TDD), please call (352) 753-3810. Any handicapped person requiring special accommodation at this meeting should contact the Clerk's Office at least five (5) calendar days prior to the meeting

Please be advised that one or more members of any other Town Board, Committee, or Commissioners may be in attendance of this meeting.
NS / K: Word/Town Clerk/Agendas/ Economic Development Advisory Committee Meeting – 06-04-13

**MINUTES OF THE
TOWN OF LADY LAKE
REGULAR ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
LADY LAKE, FLORIDA
April 2, 2013**

The Economic Development Advisory Committee Meeting was held in the Town Hall Commission Chambers at Lady Lake Town Hall, 409 Fennell Blvd., Lady Lake, Florida. The meeting convened at 3:00 p.m.

A. CALL TO ORDER: Thad Carroll, Growth Management Director/Chairperson

COMMITTEE MEMBERS PRESENT: Thad Carroll, Mark DuShane, Joe Quinn, Betty Salas, Phil Mathias, and Cindy Satur (at 3:03 p.m.)

MEMBERS ABSENT: David Carnecchia

STAFF PRESENT: Kris Kollgaard, Town Manager/Town Clerk; Mike Burske, Parks and Recreation Director; Wendy Then, Town Planner; and Nancy Slaton, Deputy Town Clerk

ALSO PRESENT: Mayor Jim Richards and Commissioner Dan Vincent

B. PLEDGE OF ALLEGIANCE

All present stood to recite the Pledge of Allegiance.

C. BUSINESS:

1. Approval of Meeting Minutes of February 5, 2013

Thad Carroll, Growth Management Director and Chairperson, asked if the members had a chance to review the February 5, 2013 meeting minutes.

Upon a motion by Member DuShane and a second by Member Mathias, the Committee approved the Minutes of the Regular Meeting of February 5, 2013 as presented, by a vote of 5-0.

2. Update of Spring Event at Log Cabin – Taste of Lady Lake

Thad Carroll, Growth Management Director and Chairperson, stated that Mike Burske, Parks and Recreation Director, was present to give an update on the status of the planning for this event.

Mr. Burske reported that eight food vendors are currently signed up for the Taste of Lady Lake event. He stated that he was originally looking for 25 food vendors, but has scaled back on the marketing after speaking with an organizer of the food truck bazaars who told him to expect at least 250 participants per vendor. Mr. Burske reported that letters were sent out to all local restaurant businesses using the business tax receipt mailing list from the Clerk's office. He stated that food vendors currently signed up include: Scott, a gourmet sandwich maker; Chick-

1 Fil-A; John Weerts with his hot dog trailer; Joyce Norcross, a local caterer; Steve's Mobile
2 Eatery; Texas Stockyards; Bella's Pizzeria, and LongHorn Steakhouse. Mr. Burske also reported
3 that jazz singer Beautiful Bobby Blackman has been secured for the event. He stated that Clear
4 Channel has agreed to advertise the event on their billboards. Mr. Burske reported that banners
5 will go up tomorrow along US Hwy 27/441 to begin advertising the event 4-5 weeks early. He
6 stated that local businesses are welcome to set up tables along with the food vendors.

7
8 Member Quinn asked to be reminded of the date for the event.

9
10 Mr. Burske replied that it is scheduled for Friday, May 10, 2013, from 4 p.m. until 8 p.m.

11
12 Member Salas asked Mr. Burske what his maximum number of food vendors is now that he
13 mentioned scaling back from his original number of 25.

14
15 Mr. Burske replied that he believes 18 should be the maximum number of vendors, taking into
16 account that 10% may not show up as promised. He stated there is also the chance that food
17 vendors will try to come on board at the last minute.

18
19 Member Mathias asked if Mr. Burske had contacted Water Oaks about the event.

20
21 Mr. Burske replied that they were sent a letter as were all other local restaurants.

22
23 Member DuShane asked if the scaled back marketing was for the public or just vendors. He also
24 asked if the Chamber was involved in the marketing.

25
26 Mr. Burske replied it was only for vendors. He stated he would like the public to attend without
27 the event being too crowded. Mr. Burske stated that Peggy at the Chamber has done a mass e-
28 mailing, and restaurants who are currently Chamber members were also sent e-mails.

29
30 Member Satur apologized for her lateness as she had a closing that ran long. She asked if the
31 billboards had been mentioned yet.

32
33 Mr. Burske replied that Clear Channel asks for a month's notice and he will be contacting them
34 shortly. He stated they usually advertise in Ocala, Belleview, Leesburg and/or Clermont, The
35 Villages, and Lady Lake, and that it is good exposure for the event.

36
37 Member Satur and Member Mathias both remarked that Mr. Burske is doing a good job
38 coordinating this event.

39
40 **3. Preliminary Overview and Discussion of Lady Lake Economic Development Survey**
41 **Results Received to Date**

42
43 Thad Carroll, Growth Management Director and Chairperson, stated that 386 surveys were
44 mailed on March 6, 2013 with enclosed self-addressed stamped envelopes, and 97 additional
45 surveys were hand delivered to businesses that had corporate offices which were not local. Mr.
46 Carroll stated that the business addresses were compiled from the Clerk's office business tax
47 receipt database, but home occupations and realtor offices were excluded. He reported that 483
48 surveys were distributed in total, and surveys were requested to be returned by Monday, March
49 25, 2013.

1 As of Friday, March 29, 2013, ninety-seven surveys had been returned to Town Hall. Mr.
2 Carroll stated that there has been a 20% participation rate in the survey to date, and research
3 shows that there is very little difference in the results between a 25% and a 50% response rate.
4 Mr. Carroll thanked the Clerk's office staff for their assistance in the mailing process and data
5 entry of the surveys received into the results matrix. He explained the scoring matrix for the
6 survey results. Mr. Carroll reviewed and commented on the results of the surveys received to
7 date:

- 8
- 9 1. Over the last five years, The Town of Lady Lake has promoted positive commercial
10 growth in the Town. *Results: 10%-Strongly Agree, 48%-Agree, 19%-Neutral, 7%-*
11 *Disagree, 5%-Strongly Disagree, and 3%-Failed to Respond*
- 12
- 13 2. The "quality of life" offered in the Town of Lady Lake is a strong recruitment tool for my
14 business. *Results: 20%-Strongly Agree, 48%-Agree, 22%-Neutral, 5%-Disagree, 3%-*
15 *Strongly Disagree, and 2%-Failed to Respond*
- 16

17 Mr. Carroll commented that it was good to see that the majority of the survey results were
18 positive and show that the Town promotes a good quality of life.

- 19
- 20 3. The Town of Lady Lake has a well diversified business composition. *Results: 19%*
21 *Strongly Agree, 40% Agree, 29%-Neutral, 8%-Disagree, 3%-Strongly Disagree, and 1%-*
22 *Failed to Respond*
- 23

24 Mr. Carroll reviewed an insert of a pie chart showing the business composition analysis in Lady
25 Lake as of January 2012, based on business tax receipts. It showed: 1.5%-Amusement, 0.5%-
26 Manufacturing, 22.6%-Financials/Real Estate, 1.7%-Contractors, 17.1%- Insurance/Professional
27 Offices, 23.7%-Public Services, 7.4%-Restaurants/Motels, 15.9%-Retail, and 9%-Home
28 Occupation/Miscellaneous.

29

30 Member Quinn asked where medical offices would fall in the pie chart.

31

32 Mr. Carroll replied that they would fall under Insurance/Professional Offices.

33

34 Member Satur asked the meaning of "neutral" in answer to question number three.

35

36 Mr. Carroll replied that could mean that the business owner/manager does not have an opinion
37 on the matter, or it could be that they did not understand what a "well diversified business
38 composition" is.

39

40 Member Salas stated she took it to mean they were okay with it; neither agreeing nor disagreeing
41 with it.

42

43 Mr. Carroll stated that going forward, staff will further isolate where the opinions come from;
44 whether it be the medical profession, etc. He stated that staff will pull the surveys of those that
45 are disagreeing or strongly disagreeing with a question, and see if it comes from a particular
46 industry and find out what they need.

- 47
- 48 4. It is easy to find employees in this area with the skills needed for my business. *Results:*
49 *6%-Strongly Agree, 31%-Agree, 28%-Neutral, 25%-Disagree, 9%-Strongly Disagree,*
50 *and 1%-Failed to Respond*

- 1
2 5. The minimum level of education required for employment in my business is: *Results:*
3 *90%-GED/High School, 16%-Assoc. Degree, 5%-Bachelors, 8%-Post Grad/Prof., 4%-*
4 *Failed to Respond*
5
6 6. In the next two years, employment in your business is most likely to undergo a: *Results:*
7 *6%-Large Increase, 38%-Small Increase, 49%-Remain the Same, 5%-Small Decrease,*
8 *and 1% Large Decrease*
9
10 7. During the next five years, how likely is your business to remain in Lady Lake? *Results:*
11 *56%-Very Likely, 29%-Likely, 10%-Neutral, 4%-Unlikely, and 1% Highly Unlikely*
12
13 8. Lady Lake should prioritize the following industry as the highest in its economic
14 recruitment efforts: *Results: 27%-Retail, 18%-Medical/Prof., 24%-Service, 11%-*
15 *Manufacturing, 13%-Recreation/Tourism, and 7%-Failed to Respond*
16

17 Mr. Carroll stated that growth in Manufacturing and Recreation/Tourism needs to be explored as
18 the percentages reflected in these results do not match the percentages in the pie chart.
19 Individual comments will be reviewed as well since the Failed to Respond percentage is high at
20 7%.

- 21
22 9. Holding festivals and events in the Town would help to increase business awareness and
23 tourism. *Results: 31%-Strongly Agree, 44%-Agree, 19%-Neutral, 2%-Disagree, 1%-*
24 *Strongly Disagree, and 3%-Failed to Respond*
25
26 10. The greatest challenge to job creation and new business recruitment in Lady Lake is:
27 *Results: 9%-Transportation Infrastructure, 27%-Labor Pool, 25%-Lease Constr. Costs,*
28 *14%-Commercial Lending, 8%-Quality of Life, and 16%-Failed to Respond*
29

30 Mr. Carroll mentioned this is another question that will need to be looked at further to see if any
31 one sector is consistently saying that the labor pool is restrictive, and to see if we can do
32 anything to enhance the labor pool for potential employers.

- 33
34 11. The Town of Lady Lake does well to maintain a clean appearance along the commercial
35 corridors and roadways. *Results: 44%-Strongly Agree, 47%-Agree, 5%-Neutral, 12%-*
36 *Disagree, 0%-Strongly Disagree, and 2%-Failed to Respond*
37

38 Mr. Carroll commented that the positive results of this question are a testament to the great work
39 done by the Town's Public Works Department headed by C.T. Eagle.

- 40
41 12. The Town of Lady Lake should prioritize the following area for business recruitment
42 and/or redevelopment. *Results: 22%-Rolling Acres Rd., 13%-CR/Hwy 466, 12%-*
43 *Downtown/Old Dixie Hwy, 39% S. Hwy 27/441, 6%-CR25/Teague Trail, and 8%-Failed*
44 *to Respond*
45

46 Mr. Carroll commented that it is good that 39% chose the S. Hwy 27/441 area because that is
47 where the heavy commercial zoning designation is and where the most vacant land is available
48 for development.
49

1 13. The Town of Lady Lake has adequate facilities/institutions for ongoing education,
2 training, and career development. *Results: 1%-Strongly Agree, 25%-Agree, 41%-*
3 *Neutral, 24%-Disagree, 4%-Strongly Disagree, and 5%-Failed to Respond*

4
5 Mr. Carroll stated that these results show that they are either indifferent to or do not know the
6 answer to this statement. He stated it needs to be looked into further, and in conjunction with the
7 labor pool subject.

8
9 14. The Town of Lady Lake has adequate zoning and future land use designations in place to
10 facilitate commercial growth through 2030: *Results: 0%-Strongly Agree, 40%-Agree,*
11 *46%-Neutral, 8%-Disagree, 3%-Strongly Disagree, and 2%-Failed to Respond*

12
13 Mr. Carroll stated that the results of this question show that perhaps more information, such as a
14 zoning or land use map, should have been included with the survey as most people do not know
15 what this is about.

16
17 15. The nature of my business operation could primarily be classified as: *Results: 34%-*
18 *Retail, 23%-Medical/Prof., 41%-Service, 1%-Manufacturing, and 1%*
19 *Recreation/Tourism*

20
21 Mr. Carroll stated that this question will be used as a benchmark to go forward to the second
22 level and further isolate information as mentioned previously.

23
24 16. The Town of Lady Lake's Commercial Design standards serve to benefit commercial
25 property values and provide aesthetic value for our community. *Results: 5%-Strongly*
26 *Agree, 46%-Agree, 34%-Neutral, 9%-Disagree, 3%-Strongly Disagree, and 2%-Failed*
27 *to Respond*

28
29 Mr. Carroll stated that Commercial Design standards protect property values, and the results
30 show that people are aware of this.

31
32 17. The primary means of commuting the employees of my business utilize to report to the
33 workplace is: *Results: 93%-Single Passenger Vehicle, 1%-Transit, 3%-Golf Cart, and*
34 *3% -Failed to Respond*

35
36 18. The regulatory requirements (permitting, fees, development process) of the Town of
37 Lady Lake pertaining to business expansions are easy to interpret and access from the
38 Town's website (www.ladylake.org). *Results: 3%-Strongly Agree, 34%-Agree, 51%-*
39 *Neutral, 4%-Disagree, 4%-Strongly Disagree, and 4%-Failed to Respond*

40
41 Mr. Carroll stated that while the 51% who remained neutral on this question is puzzling, it is
42 good to see that 34% agree.

43
44 19. What initiative or policy could the Town of Lady Lake put into place to best promote
45 Economic Development in the Town of Lady Lake? *Recurrent themes included:*

- 46
47 *A desire to extend golf cart accessibility with existing network in Town
48 *Flexibility in the sign code for temporary signage
49 *More attention to the "original" Lady Lake
50 *Development costs and permitting process

1
2 Mr. Carroll reported there were comments regarding the sign codes stating that if Lady Lake was
3 more permissive with signage when a business is just starting up, whether it is a grand opening
4 or a sale, it would enhance their business.

5
6 Mr. Carroll stated the comments about paying more attention to the “original” Lady Lake were in
7 regard to promoting growth in that direction, and regarding marketing for Lady Lake, as they
8 feel a lot of marketing is for The Villages.

9
10 Mr. Carroll stated that start up costs for businesses with regard to development applications and
11 permits for signs, building, etc. were conceived as a constraint by some.

12
13 Mr. Carroll reported that this is the preliminary results of the survey thus far, and as more
14 surveys come in, they will be added and the results updated. He asked if anyone had any
15 questions or comments on the survey results.

16
17 Kris Kollgaard, Town Manager, stated she wanted to thank Growth Management staff and the
18 Clerk’s office for their fantastic job with the survey. She stated the questions that Growth
19 Management came up with are very important and will give the Economic Development
20 Advisory Board pertinent information as a starting point, and will help with development in
21 Lady Lake.

22
23 Member Mathias commented that he would not like to see golf cart use expanded in Lady Lake
24 on the main thoroughfares such as US Hwy 27/441 and C.R. 25, in reference to question #19.
25 He stated it would be too dangerous. Mr. Mathias also stated that he would not like to see sign
26 codes relaxed. He stated there are A-frame signs on the sidewalks and they look bad.

27
28 Mr. Carroll stated that A-frame signs are allowed, but must be within two feet of the building.
29 He stated he can send Code Enforcement out to be sure the sign code is being adhered to.

30
31 Member Mathias also mentioned that the new sign at Lady Lake Family Medicine appears to be
32 too bright.

33
34 Wendy Then, Town Planner, stated that the LED signs are required to have dimming
35 capabilities, and the Town can contact them to make sure they are adhering to the guidelines
36 under which their sign was approved by the Town Commission.

37
38 Member DuShane commented that he agreed with the Town Manager that the survey was really
39 well done, and that he believes the 20% response rate is very significant. He stated that the
40 results were fascinating in that most everything was positive, and the negative seemed to revolve
41 around the labor pool. Mr. DuShane stated this will be an interesting focal point in determining
42 what to do about it. He stated that Lake Express could be an answer for some, yet only 1%
43 showed transit as a transportation method. Mr. DuShane stated these survey results will give the
44 Board a starting point, as stated by the Town Manager, and whether the Town should be looking
45 at educational facilities, or partnering with Lake-Sumter College in terms of having a northern
46 unit in the Lady Lake area so that employers could draw from that pool, etc.

47
48 Member Satur commented that Workforce Central Florida sometimes offers grant money for
49 cash-based businesses (like retail) to pay for training, etc., and that could be explored, although

1 they do not currently offer grants to service industry employee/jobs for manufacturing and tech
2 type employees.

3
4 Mr. Carroll stated these survey results will be shared with Adam Sumner of Lake County
5 Economic Development, as well, so they can steer people who are looking for Lady Lake's
6 demographic our way. He stated knowing how the business community feels about Lady Lake's
7 climate will also assist the County. Mr. Carroll stated that it was good to get out in the
8 community and meet some of the business people when he helped hand deliver the surveys, and
9 to get first-hand information from them.

10
11 Ms. Kollgaard stated once the survey results are finalized, they will be shared with the
12 commissioners at a commission meeting; it will give them information on the community and
13 help them understand the direction this Board is heading in and why.

14
15 Mr. Carroll stated more research on the survey results will be done. He asked the members to
16 contact the Clerk's office if they have any comments or items for the next agenda.

17
18 Member Quinn stated he would like a copy of the survey results thus far.

19
20 **4. Staff Update of New Business Openings and Projects Underway**

21
22 Thad Carroll, Growth Management Director and Chairperson, stated the Growth Management
23 Department has provided a brief summary of development activity from February to date for the
24 members of the EDAC Committee. The summary included zoning applications that are currently
25 being processed, site plan applications, completed projects, and other projects and activities that
26 may soon be underway in the Town. Mr. Carroll reviewed the new business openings, revealing
27 their location and the number of employees they will have, as follows:

- 28
29
- 30 • Imagine Wigs, Inc. - 730 S Hwy 27/441 (at the Dr. Moussette Plaza); 1 employee
 - 31 • Land Mark Mortgage Planners - 106 S Old Dixie Hwy (Hendry Professional Plaza), 5
32 employees
 - 33 • LB Crossfit & Wellness Studio - 845 Teague Trail, Ste 15 & 16 (Allstor Commerce
34 Center); 2 employees
 - 35 • Quest Diagnostics - 516 N Hwy 27/441 (Villages Crossroads Plaza); 2 employees

36 Name/Owner Changes: Star Ev Golf Cars, LLC (formerly Tradewind Golf Carts) - 570 N Hwy
37 27/441 (Villages Crossroads Plaza); 3 employees

38
39 Mr. Carroll reported that two projects are currently underway; they are: Howell Dental, a 4,200
40 sq. ft. commercial building at 536 Hwy 466; and a substantial interior renovation at the Publix
41 Supermarket at 1120 Bichara Blvd. Mr. Carroll stated that Growth Management staff has been
42 meeting with quite a few people lately for pre-applications. He stated it appears that things are
43 picking up and he is not sure whether it shows confidence in an up-turn of the economy, or
44 whether commercial lending is getting easier. Mr. Carroll stated one residential subdivision is
45 underway, and there are talks of two other subdivisions to come. He stated this may help
46 diversify Lady Lake's labor pool.

47
48 **D. CHAIRPERSON/COMMITTEE MEMBERS REPORT:**

1 Member Quinn commented that Representative O'Toole was mentioned in an article in today's
2 newspaper regarding a bill before the Senate dealing with removing restrictions for Sumter
3 County's assisted living facilities. Mr. Quinn stated he would like to see a map that shows what
4 part of The Villages that is within Lady Lake's boundaries has development property still
5 available that could be utilized for assisted living facilities.
6

7 Member Mathias stated he heard there was an ALF going in on C.R. 25.
8

9 Mr. Carroll reported that there is a zoning entitlement for an ALF on C.R. 25, but no applications
10 have been received. He stated he will look into Mr. Quinn's request.
11

12 Member Satur stated she had good news to share showing that property values are increasing
13 again. She stated that a golf course lot in Stonecrest that was purchased for \$224,000 last year
14 has just come in at \$320,000 this week, and that it is a lot of equity to gain in a year.
15

16 Member Quinn agreed and stated he noticed that even doublewide homes in Silver Lake have
17 increased a lot in value recently.
18

19 Member Mathias stated he has heard there are people looking into some good size developments
20 on Hwy 466 just before the Sumter County line.
21

22 **E. OPEN FORUM:**

23
24 There were no comments from the audience.
25

26 **F. ADJOURN:**

27
28 *With no further business or discussion, the Economic Development Advisory Committee*
29 *meeting was adjourned at 3:43 p.m.*
30
31
32

33
34 _____
35 Nancy Slaton, Deputy Town Clerk
36

33
34 _____
35 Thad Carroll, Chairperson
36

Minutes transcribed by Nancy Slaton, Deputy Town Clerk



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE AGENDA ITEM

REQUESTED COMMITTEE MEETING DATE: June 4, 2013

ITEM:

Election of Chair and Vice Chairman

SUMMARY:

In accordance with Ordinance 2012-02, the Economic Development Advisory Committee shall elect a Chairperson and Vice-Chairperson to serve as officers for a one-year term. The committee shall elect the chair and vice-chair at this meeting.

ATTACHMENTS: None



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE AGENDA ITEM

REQUESTED COMMITTEE MEETING DATE: June 4, 2013

ITEM:

Discussion of the "Taste of Lady Lake" – Event Summary

SUMMARY:

The Committee will be provided an update regarding the attendance, vendors, and general activities that occurred at the "Taste of Lady Lake" event which was held on May 10th at the log cabin. EDAC members are encouraged to share opinions about the event as well as to offer any suggestions that may help to grow the event in the future.

ATTACHMENTS: None



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE AGENDA ITEM

REQUESTED COMMITTEE MEETING DATE: June 4, 2013

ITEM:

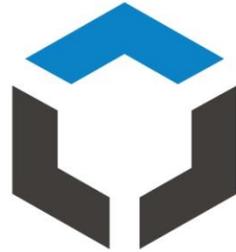
Overview of Retail Strategies – Marketing and Recruiting Firm

SUMMARY:

Retail Strategies is a consulting firm that uses research discoveries obtained through their analysis of the community to create and manage a Retail Recruitment Strategic Plan. Slides have been furnished from Retail Strategies how their company can identify gaps and subsequently recruit retail companies to a community to fill the gaps and expand consumer choices as well as the tax base.

The EDAC committee members should review the attached information and be prepared to discuss the option of inquiring further about the company, or other alternatives.

ATTACHMENTS: Slides furnished by Retail Strategies



Retail

STRATEGIES

We make retail happen.

Retail Market Analysis, Strategic Planning and Recruiting

Introduction

Retail Strategies is a unique consulting platform that offers unparalleled market research and analysis, strategic planning and retail recruitment services to municipalities and economic development authorities throughout the Southeastern United States.

Retail Strategies' founding principals (Chuck Branch and Robert Jolly) joined forces in 2011 combining a unique mix of research and analysis skills and technological capabilities with vast national retailer relationships and retail recruitment expertise.

Project Team

Chuck Branch is CEO of Decision Data Resources and co-founded Retail Strategies in 2011. Chuck has spent much of his career managing the development and implementation of large database and GIS projects and solutions for municipalities and workforce development related agencies and organizations across the United States.

Robert Jolly is the President of Birmingham based Retail Specialists, Inc. and co-founded Retail Strategies in 2011. He oversees all financial, development and management aspects of both companies. During his time at Retail Specialists, Inc., he has overseen the leasing and management of more than 5,000,000 sf of retail space and has assisted some of the most well-known tenants in the United States with their expansion into new markets in the Southeast.

Bill Hankins is Vice President of Business Development for Retail Strategies. An attorney by training, his experience spans work in governmental affairs, law, and real estate investments and development. Bill is a former Special Assistant US Attorney for the US Department of Justice. He received his B.A. and J.D. degrees from the University of Alabama and an M.B.A. in finance, real estate and capital markets from Emory University.

Project Overview

- It is becoming a commonly held principle within municipalities across the United States that Retail is the “new industry” relative to increasing a community's economic tax base.
- Maximizing retail potential enhances a community’s vitality, creates a stable employment platform, and improves the quality of life.
- Cities throughout the country are proactively seeking to recruit new retailers in an effort to accomplish these and other economic and quality-of-life objectives.
- The primary long term focus of this project is to identify companies that fill the identified retail GAPS within the market and further compliment and expand the retail tenant mix in the community.
- Retail Strategies will utilize the research discoveries to create and manage a Retail Recruitment Strategic Plan that will identify key retail properties, retail categories, and specific retailers that will be targeted by Retail Specialists to fill the spending gaps identified in the research. This Plan will be updated Monthly and shared with the appropriate client contacts.

Retail Analysis and Recruitment Services

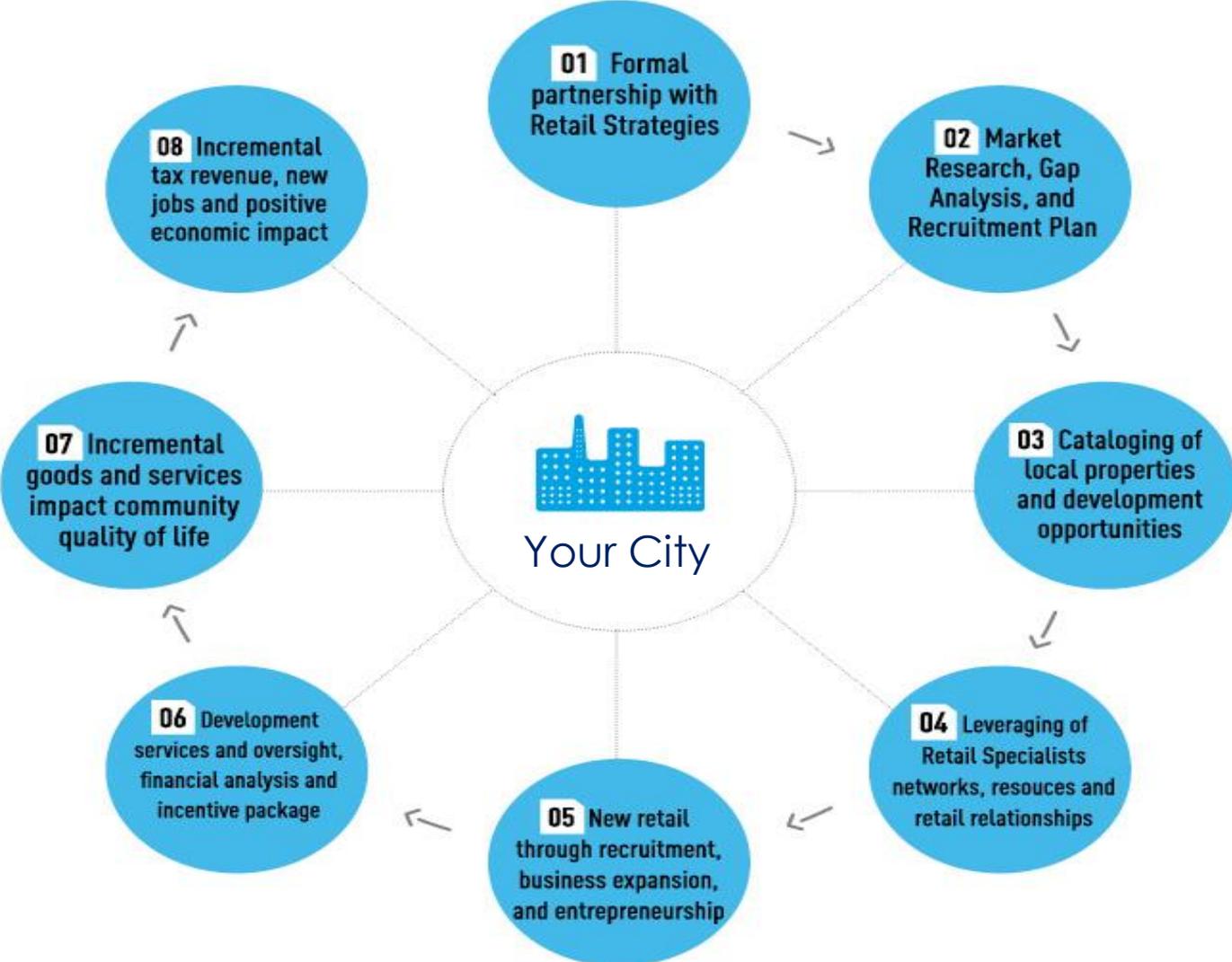
RETAIL ANALYSIS

- Demographic Research – Historical, Current, and Projected
- Consumer Expenditure and Retail Potential Analysis
- Consumer Behavior and Attitude Research
- Mosaic Lifestyles
- Retail Gap Analysis
- Retail Peer Analysis

RECRUITMENT

- Market Maximization Summary and Strategic Retail Recruitment Plan
- Identification of Retail Categories and Cataloging of local commercial properties.
- Execution of Strategic Retail Recruitment Plan:
 - Hosting of broker functions and interaction with local brokerage and development community
 - Provide Market Analysis to the Chamber as a resource for existing businesses and entrepreneurs
 - Host city officials at national and regional ICSC events

The Retail Strategies Approach



Examples of Research Deliverables

Census Trends and Projections

By incorporating demographic data from multiple sources, Retail Strategies is better able to understand the population and income shifts taking place in the current economic environment.

Population Change - Regional Trade Area		
	Number	Percent Change
1980 Census	96,591	
1990 Census	102,064	5.7%
2000 Census	106,915	4.8%
2010 Census	116,047	8.5%
2012 Projection	118,719	2.3%
2017 Projection	124,639	5.0%

Population Segmentation

Population statistics segmented by race, ethnicity, age, sex, and household income impact retail site selection and also play a role in determining product and services offered within store locations.

Population by Race (2012) - Regional Trade Area

	Number	Percent
White	73,225	61.7%
Black	39,521	33.3%
Asian	1,456	1.2%
Native American	405	0.3%
Hawaiian / Pacific Islander	104	0.1%
Two or More	3,698	3.1%
Other Race	310	0.3%
Total	118,719	100.0%

Population Economics

Income levels – particularly Average Household and Median Household Income – can be a deciding factor in determining what type of retailer within a sector is targeted for specific sites. Daytime population is important in assessing a market’s feasibility for restaurant and business services.

Income (2012) - Regional Trade Area

Median Household Income	\$39,818
Average Household Income	\$53,925
Average Family Income	\$61,112

Daytime Population (2012) - Regional Trade Area

Establishments	4,228
Employees	48,094

Consumer Expenditures

This data includes 18 reports and close to 1,000 variables that collectively cover almost 95% of household spending. Based on extensive modeling of the BLS Consumer Expenditure Survey, CEX provides reliable estimates of market demand and average household expenditures.

	Food, Beverage, Tobacco					
	Area Exp / Hhld \$	US Exp / Hhld \$	Expenditure Index*	Area Exp Allocation %	US Exp Allocation %	Allocation Index**
Total Food and Beverage	\$7,111	\$8,395	84.71	15.6%	15.2%	102.60
Food at Home	\$3,768	\$4,312	87.38	8.2%	7.8%	105.83
Alcoholic Beverages	\$530	\$663	79.93	1.2%	1.2%	96.81
Beer and Ale at Home	\$158	\$198	79.82	0.3%	0.4%	96.67
Whiskey at Home	\$51	\$64	79.59	0.1%	0.1%	96.40
Wine at Home	\$84	\$106	79.75	0.2%	0.2%	96.59
Beer and Ale not at Home	\$75	\$93	80.41	0.2%	0.2%	97.38
Wine Away From Home	\$36	\$45	80.04	0.1%	0.1%	96.94

Consumer Attitudes

Retailers use Consumer Attitude data for site selection and to match the appropriate product and service offerings within specific store concepts designed to fill the retail GAPs in a trade area.

<u>Description</u>	Attitudes - Fashion Apparel		United States	Area
	Regional Trade Area		<u>Percent of Population Age 18+ (2012)</u>	<u>Index*</u>
	<u>Number</u>	<u>Percent of Population Age 18+ (2012)</u>		
Stick With Styles Have Stood Test of Time	33,280	37.4%	36.5%	102.59
Comfort Most Important in Clothes I Buy	51,161	57.6%	51.9%	110.84
Important to Look Attractive to Others	25,012	28.1%	27.2%	103.33
Have Favorite Clothing Brands I Stick With	22,460	25.3%	23.5%	107.49
Like to Keep Up With the Latest Fashions	5,682	6.4%	7.2%	88.77
Many Similar Priced Brands Look Alike	14,236	16.0%	14.8%	108.29

Detailed Consumer Behavior

Consumer Behavior data includes 28 reports and over 1,000 variables that collectively cover almost 95% of household spending. Based on extensive modeling of the BLS Consumer Expenditure Survey, Consumer Expenditure and Behavior data provides reliable estimates of market demand.

<u>Description</u>	Simmons Home – HH Furnishings		United States		<u>Area Index*</u>
	<u>Number</u>	<u>Percent of Households (2012)</u>	<u>Percent of Households (2012)</u>		
Bought Last Yr- Mattress/Box Spring	11,010	23.7%	21.1%	112.08	
Bought Last Yr- Bed Frame/Headboard	7,379	15.9%	11.5%	138.09	
Bought Last Yr- Other Bedroom Furniture	5,716	12.3%	9.7%	126.40	
Bought Last Yr- Recliner Chair	6,936	14.9%	8.8%	169.51	
Bought Last Yr- Sofa bed/Convertible	4,216	9.1%	4.6%	197.88	
Bought Last Yr- Couch/Sofa/Loveseat	10,071	21.6%	14.1%	153.90	

MOSAIC Population Sector Analysis

MOSAIC is Experian's geo-demographic segmentation system. The MOSAIC Cluster Distributions enable Retail Strategies to evaluate cluster groups within any geographic area.

Household Groups

Trade Area built from components

<u>Description</u>	<u>Number</u>	<u>Percent</u>	United States <u>Percent</u>	Area <u>Index*</u>
Affluent Suburbia	1,618	31.8%	13.0%	245.55
Upscale America	1,954	38.4%	11.1%	346.77
Small-town Contentment	1,498	29.5%	11.7%	252.61

Peer Analysis

One of the key components of Retail Strategies' research effort, Peer Analysis focuses on identifying cities across the U.S. that are most similar to our Client's community. Once these peers are identified, we can research companies who have shown a propensity to locate similar communities.

City	State	Population (2011)	Population (2016)	Average Household Income (2011)	(Tot Exp) Apparel	(Tot Exp) Food And Beverages	(Tot Exp) Household Furnishings And Equipment
Shawnee	OK	29,726	29,828	48,472	23,688,855	78,279,477	21,022,101
Granite City	IL	30,710	30,805	48,504	25,464,259	83,804,377	22,787,239
Alton	IL	30,262	30,918	46,967	25,233,966	83,225,010	22,352,562
New Iberia	LA	31,792	30,919	50,248	25,572,917	84,120,294	22,924,146
Cookeville	TN	29,016	31,108	46,373	23,703,739	77,829,854	20,795,404
West Lafayette	IN	30,082	33,455	47,268	24,258,834	77,721,965	21,572,090
LaGrange	GA	31,549	34,578	48,259	24,234,100	79,390,158	21,336,403
Garfield Heights	OH	29,327	28,252	47,825	24,049,392	79,603,214	21,741,092
Port Huron	MI	30,776	28,740	44,385	24,059,969	79,631,430	21,288,384
New Bern	NC	30,300	34,207	48,603	26,144,219	85,584,966	23,492,190
Hallandale	FL	30,720	30,500	45,142	28,658,797	94,576,420	25,361,302

Trade Area Retail GAPS

By measuring a trade area's Consumer Expenditure data versus Retail Potential and Revenue generated by existing retailers, Retail Strategies is able to measure the Retail GAP within specific geographies. With retail tax data provided by our Client, we can also measure Retail Leakage.

Retail Sector	Retail GAP
Appliances & Electronics Stores	\$18,591,901
Auto Parts & Accessories	\$8,450,027
Book Stores	\$4,914,117
Camera & Photography Stores	\$2,433,843
Children's and Infant's Clothing Stores	\$4,146,825
Computer Stores	\$17,444,071
Family Clothing Stores	\$10,361,158
Furniture Stores	\$5,390,070
Grocery Stores	\$41,646,052
Hobby, Toy, and Game Stores	\$1,054,831
Home Centers	\$13,115,516
Jewelry Stores	\$8,172,303
Limited Service Restaurants	\$22,945,208
Men's Clothing Stores	\$1,689,359
Office and Stationary Stores	\$5,200,179
Optical Goods Stores	\$3,422,129
Pet & Pet Supply Stores	\$2,262,659
Shoe Stores	\$4,109,771
Women's Clothing Stores	\$5,304,544

GAP Summary

The following is a summary of primary spending gaps and explanation of each:

	<u>Category</u>	<u>Trade Area</u>	<u>GAP</u>	<u># of Retailers in Targeted Plan</u>	<u>Potential SF</u>
1	Grocery Stores	CUSTOM	\$ 41,600,000.00	2	60,000
2	Limited Service Restaurants	CUSTOM	\$ 22,900,000.00	5	20,000
3	Appliances & Electronics Stores	CUSTOM	\$ 18,500,000.00	1	20,000
4	Home Centers	CUSTOM	\$ 13,100,000.00	1	25,000
5	Family Clothing Stores	CUSTOM	\$ 10,300,000.00	3	15,000
6	Auto Parts & Accessories	CUSTOM	\$ 8,400,000.00	2	15,000
7	Jewelry Stores	CUSTOM	\$ 8,100,000.00	1	10,000
8	Furniture Stores	CUSTOM	\$ 5,300,000.00	1	10,000
9	Women's Clothing Stores	CUSTOM	\$ 5,300,000.00	2	10,000
10	Office and Stationary Stores	CUSTOM	\$ 5,200,000.00	1	10,000
11	Book Stores	CUSTOM	\$ 4,900,000.00	1	15,000
12	Children and Infant Clothing	CUSTOM	\$ 4,100,000.00	2	10,000
13	Shoe Stores	CUSTOM	\$ 4,100,000.00	1	6,000
14	Pet and Pet Supply Stores	CUSTOM	\$ 2,200,000.00	1	10,000
15	Men's Clothing Store	CUSTOM	\$ 1,600,000.00	1	5,000
16	Hobby, Toy, and Game Stores	CUSTOM	\$ 1,000,000.00	1	5,000
	Total		\$ 156,600,000.00	26	246,000 sf

Retail Recruitment Prospect List

Gap Category	Gap
Furniture Stores	\$ 5,300,000.00

Prospect	Typical Size	Last Contact	Comments/ Next Steps
Farmers Home Furniture	12000-25000		
W.S. Badcock Corporation	10000-25000		
Direct Buy, Inc.	10000-14000		
Aaron Rents, Inc.	8000-20000		
Bassett Furniture Industries, Inc.	14000-20000		
Haverty Furniture Companies, Inc.	35000-55000		
Turner's Fine Furniture	25000-30000		
Wood You Distributor	5000-10000		
VyMaC Corp.	2500-7000		
La-Z-Boy Inc.	1500-20500		
Ethan Allen Interiors Inc.	6000-35000		
Restoration Hardware	10000-12000		
USA Baby, Inc.	10000-13000		
Room & Board	30000-32000		
Pier 1 Imports Inc.	9000-15000		

Property Catalog

1.		City Plaza	139 Commerce Ave.	Crossman & Co. 678.920.1996	For Lease: 7,100 sf
2.		City Marketplace	900 Hogansville Rd	Wheeler Real Estate Company 757.627.9088	For Lease: 3,600 sf 3,000 sf 1,500 sf 1,200 sf 1,000 sf
3.		City Station	S David Road & Highway 29	SRS Real Estate 678.420.1385	For Lease
4.		Exit 6 Opportunity	KIA Parkway & KIA Boulevard	Bull Realty 404.876.1640	For Sale: 18 Acres

BaseCamp

Retail Strategies

Charles Branch | [My info](#) | [Sign out](#) **HELP**

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Latest activity across your projects

West Alabama Chamber of Commerce — City of Tuscaloosa

File	Tuscaloosa Retail Recruitment Prospect List.xlsx	Uploaded by Charles B.	TODAY
File	Tuscaloosa Peers.xls	Uploaded by Charles B.	TODAY
File	Tuscaloosa Retail Trade Area GAP Report.docx	Uploaded by Charles B.	Feb 27
File	Tuscaloosa Market Analysis.docx	Uploaded by Charles B.	Feb 27

City of Madison — Madison Market Analysis

File	Madison Workforce Region Market Analysis.docx	Uploaded by Charles B.	TODAY
File	Promenade Madison Flyer.pdf	Uploaded by Charles B.	Yesterday
File	Madison GAP Analysis.xlsx	Uploaded by Charles B.	Yesterday
File	Madison Retail Recruitment Prospect List.xlsx	Uploaded by Charles B.	Yesterday
File	Madison Peer Analysis.xlsx	Uploaded by Charles B.	Yesterday

Elmore County Economic Development Authority — City of Tallassee

File	Tallassee Market Analysis.docx	Uploaded by Charles B.	Feb 27
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Elmore County Economic Development Authority — City of Wetumpka

File	Wetumpka Market Analysis.docx	Uploaded by Charles B.	Feb 27
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City of Chickasaw — Chickasaw Market Analysis

File	Chickasaw Retail Recruitment Prospect List.xlsx	Uploaded by Charles B.	Feb 27
File	Chickasaw Peer Analysis.pdf	Uploaded by Charles B.	Feb 27
File	Chickasaw GAP Summary.pdf	Uploaded by Charles B.	Feb 27
File	Chickasaw Market Analysis.docx	Uploaded by Charles B.	Feb 27

City of Washington — Washington Market Analysis



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LEASE

LAKEVIEW 29SEVEN

2830 7TH AVENUE SOUTH, BIRMINGHAM, ALABAMA 35233



- SIZE 1,100 - 5,965 SQUARE FEET
- LEASE RATE CALL FOR PRICING
- AVAILABLE FALL 2012
- TRAFFIC 74,260 VPD (RED MTN EXPY)

○ DEMOGRAPHICS

<i>Distance</i>	<i>Population</i>	<i>Daytime Pop</i>	<i>Median Income</i>
1 MILE	9,387	41,291	\$34,631
3 MILES	76,228	139,019	\$47,476
5 MILES	177,285	205,793	\$47,219

MARTIN S. SMITH, CCIM

P. 205.313.3676
F. 205.313.3677

INFO@RETAILSPECIALISTS.COM



Examples of Successful Retail Recruitment



Lane Parke - Mountain Brook, AL

Retail recruitment, market analysis and leasing services were provided to the owner of a 1950's-era shopping center and apartment complex, which is being redeveloped into a high-end, mixed-use development. Retail Strategies completed the research and made a presentation to the city to rezone the 27 acre site to PUD. Research uncovered an opportunity to recruit luxury retail tenants, most of which are locating in Alabama for the first time. Lane Parke will feature over 160,000 square feet of luxury retail, 25,000 square feet of office space, a 100 room boutique inn, and 320 luxury residential units.



Home Depot – Sylacauga, AL

Market analysis showed the need for a home improvement store in the Sylacauga market. Hired by the city, our team approached all major building supply chains, including Home Depot, with very flexible deal terms on municipally owned property. With creative persistence and continuous follow up, Home Depot decided to locate their first rural store in Sylacauga.



Midtown Village – Tuscaloosa, AL

Retail Strategies was engaged by the City of Tuscaloosa to assist with strategic planning, retail recruitment, and advising the city on zoning ordinances and incentive packages as the city continues to rebuild in the aftermath of the 2011 tornado. Our team was also selected as the listing agent for Midtown Village during its construction phase and has since worked with the owners to take the center to over 80% occupancy, signing anchors like Planet Fitness and Ulta.



Patterson, LA

Retail Strategies is involved in the planning of a 5,000 to 15,000 square foot strip center development in Patterson, LA. Patterson's population is only 6,000, however it borders a city with a population exceeding 15,000. Research is generating interest among retailers interested in entering the market due to the combined buying potential of Patterson and its neighboring trade area. While new retailers in the market will be servicing the trade area as a whole, Patterson will capture the sales tax revenue. The development will be completed in 2013.



Village Corner - Mountain Brook, AL

Market research revealed a significant gap in the full service restaurant category in a high-end Birmingham suburb. Working with the city to obtain a zoning ordinance for a property that had been a service station since the 1920's, the team assembled the land, managed the environmental clean-up, and developed an upscale 9,000 square foot restaurant and retail project in Spring 2008. The white table-cloth bar and grill is consistently ranked among the area's finest restaurants and the sales tax projections provided by Retail Strategies to the City of Mountain Brook have been met or exceed each year.



Entertainment District – Montgomery, AL

Retail Strategies' data and research showed a gap in Montgomery's downtown entertainment district for a retail and multi-family development. Working with the city of Montgomery, the team secured municipally owned property and is proceeding with a mixed use project consisting of 65 Class A for rent residential units above 16,000 square feet of high-end retail space. Delivery of the residential units is expected to be in Fall 2013.



Winn Dixie – Covington, LA & Birmingham, AL

Retail Specialists recruited a ground-up, remodeled Winn-Dixie to Covington, Louisiana. Construction was completed in February 2010.

Retail Specialists recruited a remodeled Winn-Dixie to Inverness Corners in Birmingham, Alabama. It is the first new store opening for Winn-Dixie in Alabama in 10 years.

The Retail Strategies Process

Phase 1

- Market & Retail GAP Analysis
- Peer Identification & Analysis
- Catalog Available Properties



Phase 2

- Identify Retail Prospects
- Finalize Recruitment Plan
- Client Approval of Strategic Plan



Phase 3

- Proactive Recruitment of Retail Prospects
- Representation at ICSC Regional and National Conferences
- Deal Structuring & Site Planning
- Monthly Reporting & Updates to Market Research

Proposed Consulting Engagement Costs

INITIAL ENGAGEMENT: THREE (3) YEARS

PRICING – YEAR 1

TBD

Initial Research, Analysis, and Market/Trade Area Consulting

In addition to the analysis above, this **cost includes the option** for Client to receive on-demand research reports after the initial analysis is completed.

PRICING – YEARS 2 AND 3

TBD

Retail Strategies, for year two and three of the engagement, will provide on-demand research reports.

Retail Specialists will continue to provide the following services:

- Market Maximization Summary and Strategic Retail Recruitment Plan
- Identification of Retail Prospects
- Retailer Recruitment and execution of the Retail Recruitment Strategic Plan

PRICING – YEAR 4 AND BEYOND

TBD

Our clients have the option, beginning in year four, to renew Retail Strategies services on an annual basis at the same cost as year three of the consulting engagement.

Contact Information



Robert R. Jolly, Jr., CEO
205.313.3676
robert@retailspecialists.com



Chuck Branch, CEO
205.871.0353
cbranch@decisiondata.net



William R. Hankins, Jr.
VP of Business Development
bill.hankins@retailstrategies.com
205.314.0384



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE AGENDA ITEM

REQUESTED COMMITTEE MEETING DATE: June 4, 2013

ITEM:

Final Summary of Economic Development Survey Results

SUMMARY:

At the April 2, 2013, meeting of the Economic Advisory Committee Town Staff presented the results of the Economic Development Survey that were distributed on March 6, 2013. At that time 97 surveys had been returned and analyzed for the presentation. Since the April 2nd meeting, staff has received a few more returned surveys and incorporated those findings to conclude the report.

ATTACHMENTS: NONE (Presentation of the Final Results will be provided via PowerPoint at the meeting)



ECONOMIC DEVELOPMENT ADVISORY COMMITTEE AGENDA ITEM

REQUESTED COMMITTEE MEETING DATE: June 4, 2013

ITEM:

Staff Update on New Business Openings and Projects Underway

SUMMARY:

The Growth Management Department will briefly provide a summary of development activity to the members of the EDAC Committee at the meeting. The summary will include zoning applications that are currently being processed, site plan applications, completed projects, and other projects and activities that may soon be underway in the Town.

ATTACHMENTS: None
