

DOWNTOWN ENERGIZER REVITALIZATION AND STRATEGIC REDEVELOPMENT PROGRAM

A hard-hitting “action” program designed to help downtowns identify their true potential and create a strategic redevelopment plan to achieve that potential.

Benefits

The major task of objectively preparing a downtown revitalization game plan is done professionally for your organization. By using business and urban marketing skills (developed in retail and shopping center industries) a realistic, detailed, actionable program is developed that can be acted on, rather than collect dust on the shelf. Your organization’s credibility is enhanced by the way UMC works with the client. Our work will give both private, business and public investors confidence to invest in a downtown in which all will be proud.

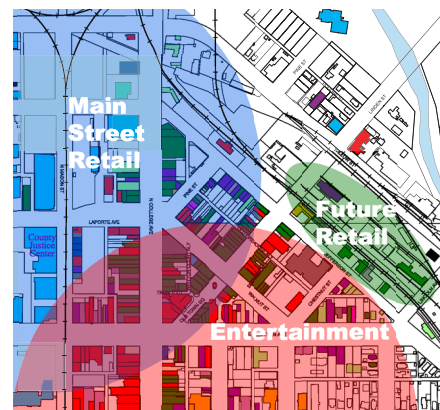
Objectives

- To develop a customized and comprehensive strategy for downtown retail, services and social/cultural activities which is responsive to the unique needs of your community.
- To develop an implementation plan and action program to achieve the approved strategy, and get results.

Tasks and Working Method

UMC divides the tasks and working method into six steps, designed to be done separately or together. These include:

Step	Subject	Estimated Time Frame
1	Research Analysis and Key Person Interviews	2 weeks
2	Consumer Trade Area Surveys	8 weeks
3	Retail/Commercial Inventory and Audit and Retail Gap Analysis	2 weeks
4	Consensus Workshops with all Involved Parties	1 week
5	Strategy Development	2 weeks
6	Development of Implementation Programs to Achieve the Approved Strategy	3 weeks
Total Program		12-18 weeks



- Phoenix, Arizona
- Downtown Los Angeles, California
- Fashion District, Los Angeles, California
- Montebello, California
- Colorado Springs, Colorado
- Cherry Creek North, Denver, Colorado
- Denver, Colorado
- Fort Collins, Colorado
- Orlando, Florida
- Evansville, Indiana
- Richmond, Indiana
- Burlington, Iowa
- Des Moines, Iowa
- Grinnell, Iowa
- New Orleans, Louisiana
- Grand Rapids, Michigan
- St. Cloud Minnesota
- Lincoln, Nebraska
- Buffalo, New York
- Rochester, New York
- Syracuse, New York
- Fargo, North Dakota
- Cleveland, Ohio
- Findlay, Ohio
- Bexley, Ohio
- Cincinnati, Ohio
- Philadelphia, Pennsylvania
- Pittsburgh, Pennsylvania
- Providence, Rhode Island
- The District, Nashville, Tennessee
- Dallas, Texas
- Fort Worth, Texas
- Houston, Texas
- Norfolk, Virginia
- Roanoke, Virginia
- Tacoma, Washington
- Edmonton, Alberta
- Saint John, New Brunswick
- Halifax, Nova Scotia
- Ajax, Ontario
- Alliston, Ontario
- Brantford, Ontario
- Brockville, Ontario
- Cambridge, Ontario
- Cornwall, Ontario
- Fort Erie, Ontario
- Hamilton, Ontario
- Oshawa, Ontario
- St. Catharines, Ontario
- Sudbury, Ontario

Step 1

Research Analysis and Key Person Interviews (2 weeks)

- Relevant existing data is collected and analyzed (e.g., statistical information, traffic data, sales tax figures, available public and private sector studies, official plans and by-law documents).
- Key persons are interviewed, including: business people, retailers, members of social/cultural organizations, politicians and property owners.

Step 2

Consumer Trading Area Surveys (8 weeks)

- Downtown's primary and secondary trade areas are defined by studying consumer shopping habits downtown, and within the region.
- The study determines what the downtown is and is not used for and defines consumers' likes and dislikes about downtown and competing areas.
- The study consists of a minimum of 200 completed downtown intercept interviews and a minimum of 200 completed telephone interviews within the trade area

Interim Report #1

On completion of Steps 1 and 2, a Research Report summarizes the existing downtown physical and human resources, and the consumers evaluation of downtown.

Step 3

Retail/Commercial Inventory and Audit and Retail Gap Analysis (2 weeks)

Retail Audit

The retail audit includes:

- Complete audit/inventory of downtown stores and services
- Identification of gaps and opportunities by commodity
- Identification of appropriate market niche for downtown from a retail, commercial and social/cultural standpoint
- Assessment of all existing retail/service operations by:
 - type of commodity,
 - service or food
 - market appeal in terms
 - of price, quality, lifestyle
 - segment
- Analysis of downtown retail and service space levels in relation to what the trade area can support

Site Inspection

Conducted at the same time as the retail audit, the site inspection:

- reveals clustering of commodities, physical gaps, traffic flow, parking and transportation
- identifies opportunities for: building on existing retail/service strengths
 - building strong commercial block clusters
 - developing traffic-generating anchor districts
 - making the best use of land, buildings, public services

Retail Gap Analysis

Retail gap analysis is an evaluation of downtown's retail and service space levels in relation to what the trade area can support. It involves calculation of potential sales volume by commodity, conversion of this figure to the amount of retail square footage sustainable, and then comparison of this figure to the amount of existing retail space in each commodity category.

This determines:

- potential sales volume
- additional space requirements or gaps by commodity
- categories that are currently well represented
- which types of businesses to encourage or discourage through business recruitment efforts

Interim Report #2

On completion of Step 3, an interim report identifies retail and service markets, sales opportunities and development locations.

Step 4

Consensus Workshops with All Involved Parties

(1 week)

UMC places high priority on sharing all study results with interested and involved organizations and individuals to formulate the best possible vision, goals and strategies.

Step 5

Strategy Development

The strategy is developed in two steps:

- a) *A mid to long term strategy is drafted including:*
 - problems and issues facing downtown
 - existing strengths, opportunities, priorities
 - recommended objectives, direction, market niche
 - identification of downtown's special roles/components
 - matching of opportunities to specific target markets
- b) *A Strategy Workshop is conducted with all interested parties, to formally review the draft strategy and secure commitment to the recommendations.*

Step 6

Development of Implementation Programs to Achieve the Approved Strategy

(3 weeks)

The implementation process consists of two stages:

a) *Commercial Strategy including:*

- definition of market and real estate potential
- preparation of an attractive recruitment package of printed communications materials
- commencement of prospecting within and outside the community
- creation of a contact organization
- listing of prospective tenants by commodity
- methods of contact with developers and retailers
- the role of public/private sector partnerships
- financial and other incentives to recruit businesses
- social/cultural requirements of mix
- marketing and promotional support

b) *Other Implementation Recommendations including:*

- branding and marketing
- physical aspects of downtown revitalization (landscaping, facade control, signage)
- parking/traffic requirements
- recommended roles for residential, municipal and entertainment components

Final Report

The program concludes with a final report, which includes:

- Background market information from Step 1 to 3
- Written outline of specific retail/service/social/cultural opportunities
- Downtown plan, including commercial clusters or nodes to form strong shopping districts
- Implementation programs to achieve:
 - necessary support systems and physical structures
 - financial and marketing assistance
- Recommended Commercial plan, organization and budgets