



INDEPENDENCE 2020 VISION PLAN
Retail Business Development Action Plan



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Introduction

At the heart of Independence's success in reducing retail leakage and keeping shopping local is its ability to offer residents, employees and visitors a unique and welcoming environment and shopping/entertainment experience unlike any they can find elsewhere. Independence already has a unique and inviting historic downtown that, together with the Riverview Park Amphitheater, is the envy of towns across the state. With many fine quality historic properties and other retail buildings, an active "can do" city government and local entrepreneurs investing throughout the community, Independence is ready to capitalize on the market opportunities identified in the Retail Market Analysis performed in Phase One of the Vision 2020 Plan.

This Retail Business Development Action Plan is based upon the findings of a retail market study, extensive public outreach (including business and shopper surveys), a commercial market assessment and Marketek's expertise and experience in working with over 150 business districts nationwide.

The Action Plan focuses on enhancing the economic vitality of ground floor businesses in downtown Independence, the Central Plaza Shopping Center and other commercial spaces in Independence serving retail and service-oriented businesses. The Action Plan is organized into three main sections summarized below with key goals.

1. Retail Success Factors and Key Message and Identity Themes

- Keep best practices in retail and commercial development in the forefront of business development efforts
- Entice business prospects and others to relocate or expand operations to Independence

2. Marketing Action Plan

- Encourage existing and prospective businesses to capitalize on market opportunities
- Support and enhance established businesses contributing to Independence's economic vitality
- Create top of the mind awareness about Independence and generate business leads

3. Organizing for Success

- Actively manage the business development process
- Engage public and private stakeholders in sales and marketing
- Track and publicize accomplishments

INTRODUCTION

Public Outreach

As part of the retail market analysis, Marketek visited Independence's commercial areas and conducted extensive field work. Throughout a period from July through September, Marketek performed approximately 40 in-store visits, participated in two focus groups and the Developers' Walk-Around, attended multiple Project Advisory Committee (PAC) meetings, and conducted approximately ten personal interviews. In addition, Marketek prepared and publicized two electronic surveys, a shopper survey and a business survey, both of which were posted on the City's web site. 150 people responded to these surveys, and 600 responded to surveys for the Vision 2020 planning process and raised issues about the retail environment of Independence.

Through these efforts, Marketek sought to determine two key perspectives from customers and businesses:

- What customers want from a shopping experience; and
- Business climate and marketing factors that affect business decision-makers seeking a profitable location.

Below is a summary of the information obtained through the survey process.

Independence Shopper Survey

- The majority of respondents do most of their shopping in Salem, followed by "other," with a large share of respondents writing in Dallas/Wal-Mart. Respondents cited selection and price as the primary motivations for shopping where they do.
- In terms of merchandise that respondents think is missing or lacking in Independence, top selections were shoes, men and women's casual apparel, furniture, teen/young adult and children's apparel, women's business apparel, appliances, computers and accessories and sporting goods. Top convenience goods desired included a bakery and building supplies.



Marketek met with individual business owners and the Downtown Business Association (DBA) to determine concerns and identify opportunities

- Services that respondents think are missing or lacking in Independence are restaurants, dry cleaning/laundry, general health care, tailoring/alterations, homeopathic/naturopathic care, live theater, pack and mail, computer repair, concerts/live music and day care.
- When asked what types of restaurants and cuisines are missing or lacking in Independence, top responses were healthy and natural foods, family style restaurants and a bakery. Other top picks included seafood, a deli, a coffee house and ethnic cuisine.
- The reason most respondents visit downtown Independence is its restaurants. The top three reasons for shopping downtown are to support local businesses, its convenient location and the lack of traffic or crowds. The top three ways respondents think downtown businesses could attract more local shoppers are improved selection, expanded store hours and improved advertisement and promotions.
- When asked what one thing about Independence they want to remain the same as the community grows, a large proportion of respondents listed the historic look and feel of downtown as well as its “small town” feel. When asked what one thing about Independence they would like to see change, many wanted to see improved variety and selection of stores in downtown and an improved selection of merchandise in those stores. Others wanted to see improved appearances or facades of downtown businesses and the redevelopment of abandoned downtown properties.

Business Survey

- The three top strengths associated with doing business in downtown Independence are its convenient location, friendliness and customer loyalty.
- The majority of respondents lease their space and the remaining own their spaces. Of those that lease, most are paying approximately \$1 per square foot or less.
- About half of businesses identified their current activity level as “moderately growing.” Future growth plans are mixed: some respondents had no plans to change; others planned to expand; while yet others were uncertain or planned to sell.
- Over the past two years, half of respondents made physical improvements to their businesses. Just under half made systems improvements and expanded products, services or inventory. Most respondents’ improvements were valued below \$50,000, although three were above \$100,000. In the next two years, approximately half of businesses plan to make physical improvements and a third plan to expand products, services or inventory and to add employees.
- Half of respondents identified Monmouth/Independence as their primary market area while fifteen percent chose travelers and tourists and thirty five percent identified wider market areas.
- Top critical success factors identified by respondents include public access and foot traffic. Obstacles are a weakening economy, cash flow and limited customer traffic.
- When asked what one thing about Independence they want to remain the same as the community grows, over a third of respondents selected downtown’s historic feel. Some respondents also identified the small town feel and friendly atmosphere.
- The top change respondents would make to the downtown is getting rid of empty buildings and/or improving upkeep and facades.

INTRODUCTION

Market Analysis Summary

Following is a summary of the market information collected regarding the existing commercial market and the analysis for potential increase in the market. This analysis was performed earlier in the project and can be found in full detail in Technical Memorandum #2 on the City website.

Target Market Profile

Independence's primary target consumer markets for retail, services and entertainment include local residents, who will provide the downtown with the greatest opportunity for a dependable source of year-round sales, visitors, students and local employees. The Independence Trade Area is focused mainly on the local resident convenience market and corresponds approximately to a ten minute drive area. The Trade Area has an estimated 2008 population of 19,212 persons and 6,470 households. Its population and household growth rates since 2000 were strong, surpassing those of the County and State but below those of the City. Trade Area growth is anticipated to increase over the next five years, reaching 21,564 persons and 7,285 households in 2013.

The population in the Independence Trade Area and the City of Independence is younger than that of the County and State. As typical of younger populations, median income is also lower in the City and Trade Area than in Polk County and Oregon. High levels of educational attainment in the Trade Area, however, hint at higher future earning potential for its residents. Racially, the City of Independence and the Trade Area are more diverse than the County and State. The proportion of the population of Hispanic origin in the Trade Area is more than twice that of the State. In addition, during public outreach and personal interviews, several Independence community leaders noted that the local Hispanic population is significantly larger than updated estimates indicate, showing the diverse nature of the Trade Area.

In addition to local residents, visitors, student and local employees will be important markets for Independence. Visitor attractions include the Independence cinema and library which draw 120,000 and 80,000 visitors per year, respectively. Western Oregon University enrolls 4,500 students and the 240 businesses within a 2-mile radius of downtown Independence employ 2,100 persons.



Independence Target Market

Future Retail Demand

Retail Market Place data prepared by ESRI Business Information Solutions weighs estimated retail sales against estimated consumer demand to help gauge how well a defined market area is currently meeting its retail potential. When demand exceeds supply, a leakage presumably occurs, meaning consumers are looking outside of the market area for retail goods and services. A surplus, conversely, suggests that supply exceeds demand and that certain business categories are importing sales from shoppers outside the trade area. A leakage is occurring in Independence in all retail categories examined, totaling \$53.2 million in potential sales. When converted to potential square footage of store/restaurant space based on sales per square foot standards, this amount translates to 209,893 square feet of retail space.

To estimate future statistical market support for retail space in the Independence Trade Area, Marketek applied potential expenditure by type of merchandise to trade area population figures to obtain potential sales volume for trade area residents. Potential sales are divided among five merchandise and service categories: shopper's goods, convenience goods, restaurants, entertainment and personal services.

In 2008, there is potential for approximately 428,535 square feet of retail space based on expenditures of Trade Area residents. By 2013, potential Trade Area sales of \$116.8 million will support 482,516 square feet of retail space, growing to \$131.5 million by 2018 with 543,319 square feet in retail space potential. Overall, anticipated increases in sales potential from 2008 to 2018 translates into a potential total of 114,784 square feet of supportable new retail space in the Independence Trade Area over the next ten years.

Growth from the resident market combined with existing sales leakage translates into potential demand in the next ten years for 324,676 square feet of retail, restaurant and service development by 2018. The greatest share of this demand is for miscellaneous retail goods (33% or 107,938 square feet), followed by restaurants (21% or 68,473 square feet) and groceries (18% or 58,260 square feet).

RETAIL SUCCESS FACTORS



RETAIL SUCCESS FACTORS

Retail Success Factors

The City of Independence is poised for significant change and development over the next decade with numerous major projects planned and underway in the commercial core. The economy, changing market conditions, capital availability and other factors may affect the timing of some of these projects.

The Retail Development Guiding Principles listed on the following page are primary considerations for successful retail development. These principles address the keys to creating a successful business environment. They are a combination of planning, policy, and business development actions that together will create successful, mixed-use commercial districts that are supportive of business owners and attractive to pedestrians and establish a distinct identity that draws visitors and new residents to Independence. Several of these principles are already reflected in the Vision 2020 Plan and its accompanying action items. These principles should be adopted and promoted as a framework for retail success in Independence and reflected in any future marketing efforts.



Different retail areas in Independence, including Main Street and the Central Plaza area, offer and range of attached and free-standing commercial businesses



The City of Independence has already made significant improvements to Main Street including widening sidewalks, providing curb bulb-outs, building the amphitheater and associated facilities, administering a facade improvement grant program, and installing new street lights with hanging flower baskets and banners.

Retail Development Guiding Principles

- **Expand The Size And Scope Of The Consumer Market.** Although this seems obvious, the critical link between market size and retail development cannot be overstated. Developing a strong mix of retail and service establishments requires continued growth in Independence households, employment and traffic to the area. Strengthening the residential base in and immediately surrounding Independence will serve as an important catalyst for retail expansion. Residents of new housing will look to Independence for day-to-day goods and services as well as for entertainment and specialty items. Boosting the number of employees in the area by promoting industrial development also has the potential to jump-start retail development by offering a built-in consumer market.
- **Recognize and Promote the Unique Character of Independence's Shopping Areas.** The marketing process begins with a clear statement of Independence's identity and competitive position in the marketplace. In general, downtown Independence should promote itself as the true heart of the community – a special and vibrant entertainment and specialty shopping destination for residents, employees and businesses. Central Plaza anchored by Roth's and HiSchool Pharmacy is the community's convenience shopping center.
- **Take Care of Existing Business and Civic Anchors.** Independence's commercial base has been strengthened over the last five or more years with new quality businesses, property reinvestment, more events and promotion and increased shopper traffic. Sustaining that success—particularly in a down economy—begins with taking care of the key business anchors that are contributing to the success achieved to date. This should be a priority strategy for retail development regardless of whether the economic is strong or weak.
- **Define the Retail Core and Key Nodes.** Hand-in-hand with creating a safe, pleasant and quality pedestrian environment and transportation connections is the need to clarify the core retail areas, cluster businesses and limit sprawl. This is particularly a consideration for the Monmouth-Independence Highway corridor with many stand alone, destination businesses and others planned. A flourishing retail street – even one or two blocks long – is often characterized by active uses on the ground floor, uninterrupted retail on both sides of street and one or more significant anchor/customer traffic generators. The greater the concentration of retail, the greater the shopper draw/pull and, hence, the best chances for building a sustainable district.
- **Know What You Have to Offer.** A necessary strategy for recruiting business prospects and developers is to be able to provide key marketplace data, an inventory of available real estate and general sales and marketing material to make the case for commercial business success. At present, there is no single organization or City department responsible for maintaining and updating property/business inventories. A City of Independence prospectus providing a snapshot of the market opportunity is needed. A clear community vision is also vitally important and is being well documented through the Vision 2020 planning process.
- **Aggressively Market Yourself.** Just like any shopping mall, downtown Independence and Central Plaza need to aggressively market their assets to quality retailers, service businesses and office tenants together promoting Independence as a prime choice for business location. Working with realtors and brokers, local and regional media and community and business organizations, Independence's commercial market opportunities need to be at the forefront of communications with those who can convince potential investors that the Independence area is a positive and unique place to do business.

RETAIL SUCCESS FACTORS

Key Messages and Identity

Successful business districts or shopping centers of any size have a pro-active marketing program with key messages to entice outside investment. Several themes or messages emerged during the Vision 2020 planning process, particularly regarding downtown Independence, that should be promoted as part of a retail development marketing effort. A summary of these themes can be found below, with a more detailed list in Appendix A. These themes emerged from the results of the shoppers and business owner surveys and outreach to local business owners and residents.

- Focus on one-of-a-kind businesses
- Offer things you can't find in other places
- Be an arts and entertainment district
- Focus on locally owned and operated, not 'anywhere USA'—Hometown Businesses
- Cater to variety of income levels with the best service anywhere
- Highlight the authentic historic town
- Preserve the small town atmosphere while becoming one of the region's most desirable communities and lifestyles.

Identity

The identity of Independence is captured in the following statements. This vision reflects the inherent characteristics of the City, as well as the values of its residents captured through surveys and public outreach. The City should sell this identity through any retail marketing plan it pursues.

Independence Is...

- **A vibrant retail and entertainment district with something for everyone.** A variety of practical goods and services provides a comprehensive shopping experience for local residents, while trendy, up-scale stores attract out-of-town shoppers and visitors to the area. Exceptional customer service, convenient hours and appealing storefronts keep customers coming back.
- **A historic town that's excited to embrace green-building practices as it restores older buildings, fills vacancies and redevelops abandoned lots.** New development complements the historic homes and storefronts that give Independence its quaint, small-town charm. Excellent bike and pedestrian facilities and trails encourage transportation alternatives and enhance activity in the downtown.
- **A place to bring the whole family.** Community events in the park and along the waterfront offer fun, inexpensive activities for parents and children to enjoy. Artist markets, craft fairs and farmers markets give Independence residents a chance to support their neighbors and grow their local economy. Families love visiting the local soda shop/ice cream parlor during these events. Merchants capitalize on public events with expanded store hours and sidewalk sales.
- **A community that supports local businesses.** A strong merchants association organizes joint marketing campaigns, promotes regular, convenient business hours and is a key source for business development assistance. Artists markets and other community events give local craftsmen an opportunity to showcase their work without the overhead of a store. Upper-story residences bring life to downtown at all times of day and are an important market for retailers and restaurants.



RETAIL SUCCESS FACTORS

Market Position

For a recruitment program to be successful, a clear market position statement must be articulated for any given business district. A market position statement describes the type of retail mix, the shopping environment and the target customer market for each shopping center. Samples are provided below.

Potential Market Positions

“Downtown Independence is a historic mixed-used business district with one-of-a-kind specialty shopping, entertainment and restaurants serving area residents and visitors.”

“Central Plaza is Independence’s neighborhood shopping center where all of your day-to-day shopping needs can be met.”

Potential Tag Line

“Independent businesses with hometown hospitality.”

ACTION PLAN



ACTION PLAN

Retail Development Action Plan

Diversifying and strengthening the mix of commercial businesses in Independence is the ultimate goal of this Retail Development Action Plan. Independence’s ability to capture business opportunities is integrally linked to the available supply of competitive, leasable space and a well managed marketing program. The Action Plan provides direction for pursuing these fundamentals.

Target Opportunities

The following list of business and merchandise opportunities was provided in Technical Memorandum 2 at the conclusion of the retail market analysis. It is suggested for Independence based upon the retail market analysis, shopper and business owner research, Barney and Worth’s 2020 Vision Survey, visitor market insights, lifestyle analysis and the types of businesses that are succeeding in other up and coming Oregon towns. Some merchandise categories may already be represented by area businesses but are presented here as it is believed that additional options can be supported.

TARGET RETAIL/SERVICE BUSINESS OPPORTUNITIES		
MERCHANDISE	Unique apparel & accessories for all ages Casual women’s apparel Kitchen accessories shop Furniture-locally made & other Home décor/accessories Fabric/quilt store Toys/hobby shop Computer accessories	Shoes Children/infant apparel Bike/accessories Electronics Sporting goods (water-recreation-oriented) Music/CD shop Garden supply/nursery Unique gifts/galleries Pet store
RESTAURANTS/FOOD	Healthy/Natural Foods Family dining Chain restaurants (not fast food)	Brew pub Bakery
ENTERTAINMENT/RECREATION	Lodging—hotel Youth activities	Community pool Larger Farmer’s Market
PERSONAL/HEALTH CARE	Health care-general medical Homeopathic/Naturopathic Yoga/Pilates	Exercise facility Alteration
SERVICES	Computer repair Appliance repair Copy center/pack & mail	Banks (additional)

Following are the elements of a successful action plan:

❑ Package and Promote a Vision

Create a summary vision — a visual aid, map or a one page synopsis — of the future of Independence as conveyed through the Vision 2020 Plan. This is a key sales tool for existing and prospective businesses and community newcomers as well. Call out the catalytic projects underway now and planned in the next 3-5 years. Using a one-piece visual map will quickly introduce a prospective business or developer to the opportunities available.

❑ Business Retention

Helping Independence’s existing business base succeed will be the underpinning of successful economic development. Most often, businesses want and need help with marketing and merchandising, finance, systems improvements, tenant and façade improvements, business location/expansion staying on top of marketplace trends and opportunities.

A key weakness of small independent businesses, including many observed in Independence, is their inattention to overall image and visual appeal. Store image and identity includes signage, storefronts appearance, window displays, store merchandising, lighting and other elements that collectively send customers a strong impression about business quality and offerings.

As the City seeks to address key business needs and strengthen Independence’s established business base it should focus on the following top small business issues:

- Image and Identity
- Finance
- Marketing and Promotion

Preliminary implementation steps for business retention include:

- Promote the findings of the Retail Market Analysis to help existing business fill niches in the marketplace.
- Package and promote all of the resources and benefits available to Independence small businesses, calling it an “Independence Small Business Toolbox.” This will range from the City’s Façade Improvement Program to services offered by the Small Business Development Center (SBDC) or the MERIT program for small business assistance.
- Training and education are critical components of business assistance. In spring 2009, offer a workshop series with the help of the SBDC such as a Retail Academy Workshop series and a Restaurant Workshop, “Getting Diners in the Door,” for Independence businesses.
- Continue and enhance these efforts with a range of formats and programs from one-on-one in-store assistance and mentoring to business recognition programs and financial assistance.
- Offer one-on-one marketing assistance visits with e-market/business expert on merchandising, merchandise-mix, pricing, and target marketing. Create matching grant technical assistance program for free or with commitment from business to follow through.

ACTION PLAN

❑ **Property Development**

Quality business tenants need attractive, appropriately sized commercial properties in the right location for attracting customers. Specialty shops generally seek small square footages — usually 500 SF to 2,500 SF. National retailers may need 10,000 to 75,000 SF. Become thoroughly knowledgeable about and actively promote what commercial real estate products Independence has to offer.

The following action steps are important in order to be prepared to attract businesses

- *Property Database* - Support the development of a property database, focusing first on the retail core.
- *Web Property Database* - Create and keep up-to-date a one-stop web site for Available Property information for downtown Independence and the larger commercial real estate base. Various software packages exist that could support this effort. For example, the ED suite web tool has a searchable property and building database that could be used for property database.
- *Property Collection/Keeping Current* - Work with property owners and brokers to collect specific property data, photos and input to the system.
- *Cross Match Property to Business Target* - Work to match vacant spaces to specific store types and tenants.
- *Targets* - Create site-specific business location targets for downtown as more information is gleaned about property and business turnover.

❑ **Business Clustering**

Clustering businesses is a management tool used extensively by shopping centers. In Independence this approach would involve strategically locating businesses within downtown and the Monmouth-Independence Highway corridor to take advantage of relationships between nearby businesses.

To implement a clustering strategy, it is important to understand existing assets or clusters, to know where building vacancies exist and to identify and actively target businesses to suitable locations. Clustering strategies include locating businesses near compatible businesses, complementary businesses, competitive businesses, or traffic generators.

General business clustering guidelines are as follows:

- Build upon existing retail anchors and other traffic-generators such as libraries and restaurants.
- Professional service/office uses should be located in upper stories and on secondary streets out of the retail core.
- Beauty and personal care services can be scattered throughout the district.
- Restaurants can be located as entertainment anchors throughout the district with sensitivity to avoiding conflicts with neighboring businesses that may be seeking to serve a different market segment.
- Convenience businesses like grocery and drugstores are ideally located close to residential concentrations.

Business Attraction

The City will need to work hard and be smart about how to encourage quality businesses to locate in Independence. Business development efforts should emphasize unique, locally-owned businesses while also carefully targeting national retailers and regional “chain-lets.” These larger businesses offer credibility and/or the ability to draw a broad middle income market, when property is available.

Business Recruitment involves two strategic efforts, Marketing and Sales. Marketing without follow-up and personal meetings with businesses, brokers and developers is not an aggressive program.

Important to both efforts is clear understanding of:

- *Product* – what do we have to offer?
- *Audience* – who are we targeting?
- *Benefit* – compelling reason why a business will want to be located here.

Following are the three steps for implementing a Business Attraction program.

1. Sales Package – create sales material and distribution channels.

- *Packets* – to support the map, good market data and property sheets. This should be available to package for a proposed business seeking a location or for pitching a proposed location to a business.
 - Data Sheets* – elaborate on information collected as part of the target market analysis on customer market. Add information on number of day-time employees, as well as visitors, transportation and parking. Include specific market area “draw” map. See Appendix B for a sample summary sheet that includes the initial information collected for Independence. This information could be further developed into a marketing tool to attract businesses.
 - Property Sheets* – use 1-page templates to print property data from the web site Property Database.
 - Resource & Assistance Sheets* – description of the resources, services, programs and incentives for locating, i.e., the Small Business Toolbox.
- *Web site*
 - The City’s web page has no Economic Development category for businesses seeking location information. Consider putting a direct link on the front page.
 - Activate the property database tool.
 - Add pages for business location data.
 - Add pages with downloadable maps of the overall area and each district.
 - Add a blog and RSS feed to web site – which will help drive businesses to the web site and track information. Also add a “sign-up” for news.

ACTION PLAN

2. Marketing – is all about creating awareness of the opportunity. The goal is to have consistent, frequent and meaningful messages to the target audience that demonstrate why they should consider a location.

- **Lists** – the first step is to create and maintain a target list. The list should include all existing businesses (who may have opportunity to expand) and all target businesses. Use a Contact Management System to organize and stay on top of the niches. Create the database list using the following sources and “information gathering” tactics:

- Existing businesses in Independence
- Existing businesses in the greater Independence area including Salem, Monmouth and Dallas. Often adding a new location for a small, existing, well known, successful business, is the best way for the business to expand.

Redmond's Market Vision

Redmond's historic, mixed-use central business district offers specialty retail, unique dining, and a depth of services in a friendly, hometown atmosphere.

Redmond desires a vibrant downtown filled with unique businesses that complement existing and emerging business clusters, enhance the local economy, and improve the local quality of life.

"We have the energy, political will for change, and public and private investment to spur redevelopment. The time is now!"
— Downtown Business Owner

Greater Trade Area
Retail Potential: Greater Trade Area = 802,000 square feet (2005-15)

Local Trade Area
Retail Potential: Local Trade Area = 385,191 square feet (2005-15)

Local Retail Trade Area

To learn more, Contact us!

City of Redmond
Community Development Department
Contact: Jim Hendry
Phone: 541.923.7710
Email: jimh@ci.redmond.or.us
Web: www.redmond.or.us

Redmond Downtown Partnership
Contact:
Phone:
Email:
Web:

City of Redmond
Downtown Urban Renewal Agency
Contact: Nick Lelock
Phone: 541.923.7710
Email: nickl@ci.redmond.or.us
Web: www.redmond.or.us

Redmond Chamber of Commerce
Contact: Eric Sande
Phone: 541.923.5191
Email: info@vistorredmond.com
Web:

Redmond Economic Development
Contact: Edward "Bud" Price
Phone: 541.923.3223
Email: redap@redap.org
Web: www.redap.org

You'll discover why Downtown Redmond is the place to be!

Redmond's Business Targets

A Look at Redmond's Downtown District

Downtown Redmond Capture New Supportable Retail Space (Sq. Ft) 2005-2015		
Selected Merchandise Categories	Local Market Area Square Feet	Greater Market Area Square Feet
Apparel	13,761	8,428
Home Furnishings	14,452	5,058
Specialty Retail	14,202	6,990
Grocery	12,090	6,299
Health/Personal Care	4,306	2,243
Restaurants	16,248	9,888
Entertainment	20,208	5,460
Other (Home improvement, personal services & related)	9,071	7,001
Total	104,338 S.F.	51,367 S.F.

"We have a great team from the Redmond Downtown Partnership, the Chamber and the City, committed to downtown's long term success."
— Downtown Redmond Business Owner

What Redmond Business Owners Envision for Downtown

- Small, personal service oriented businesses
- Quality specialty shops with unique storefronts & signage
- Great restaurants, with boutique-style shops
- Quaint, peaceful, green & accessible
- Historic image
- Family-oriented
- Fun living and shopping environment
- Growing, but not too fast
- Beautiful, charming, diverse, affordable

Downtown REDMOND

Imagine your business success here!

A guide to business development opportunities in Downtown Redmond, Oregon

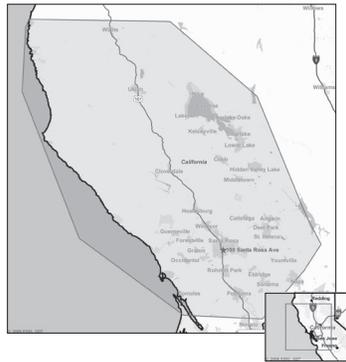
Inside:

- Redmond's Market Vision
- Target Markets
- Business Targets
- A Look at Redmond's Downtown District

A sales package created by the City of Redmond that provides data on the target market and the available spaces within downtown.



Santa Rosa Market Area



You've got the BIG picture. Now get the **DETAILS**. Go to www.srcty.org and choose "Business" for a **free retail market analysis**.
 Santa Rosa, California
 707-543-3059



A campaign by the City of Santa Rosa produced a 3D folding box with information about the location, market area, existing businesses, current retail leakage, and market potential and targeted businesses

GOOD FITS

- Family Restaurants
- Lifestyle Clothing
- Home Furnishings
- Electronics

MARKET AREA

Santa Rosa is the retail hub for Northern California with a market area extending over 80 miles from the San Francisco Bay Area to Willits and encompassing Napa Valley and Sonoma.

Population (2006)	Median Age (2006)
Santa Rosa.....29,788	Sonoma County.....38.9
15-mile Radius.....348,071	Market Area.....39.9
Sonoma County.....481,210	
Market Area.....67,814	Avg. Household Income (2006)
Annual Growth (1999-2006).....1.46%	Market Area.....\$74,239

RETAIL LEAKAGE

Sales Leakage (2006)

Furniture & Home Furnishings.....	\$345 million
Electronics & Appliances.....	\$203 million
Clothing & Accessories.....	\$65 million
Food Service & Dining Places.....	\$142 million

MARKET POTENTIAL

Market Potential Index (2006)*

Restaurants	Santa Rosa Stores' Ranks Among California Chains*
Wendy's Family Restaurant 41 (100%).....104	Agave/Oni Grill Bar.....1
Cheesecake Factory.....121	Best Buy.....1
Oldemark.....132	Chick-fil-A.....1
Red Robin.....124	Costco.....2
Stuffer.....135	J.C. Penney Company.....3
Tony Roma's.....125	Johnny Carles Pasta Grill.....1
Retail	Mary's Hair Salon.....2
Computers (3,000+).....119	Mary's Department Store.....3
Men's Apparel.....100	Men's Department Store.....3
Women's Apparel.....100	Men's Department Store.....3
PurchaseHouse44 Furniture.....105	

*Based on 2006 sales.

WHO'S HERE

Regional Malls	Regional Center	Discount Centers
Coddington	Montgomery Village	Santa Rosa Marketplace
360,000 sq ft	280,000 sq ft	Roughly 200,000 sq ft
Alloy's Clothing, Gottschalk's, Serr's Condos, Sole D'Or, J.C. Penney	Talbots, Ann Taylor, Coldwater Creek, Sur Le Table, Sur's, Candice's, Clavin's, Christopher & Banks, J. Jill, Pendleton, Sharper Image	Costco, Best Buy, Target, Beverages & More, Trader Joe's
Santa Rosa Plaza		Santa Rosa Town Center
690,000 sq ft		Roughly 300,000 sq ft
Blau's, Sears, Alway's, Alvarado & Fish, Ann Taylor, J.C. Penney, Kinross, Republic, Brookstone, Centre @ Empire, Eddie Bauer, Gap, Gymboree, Kay Jewelers, Limited Too, Pacific, Victoria's Secret		Bank of America, CompUSA, Best Buy & Beyond, Toys 'R Us & more nearby

Go to www.srcty.org and choose "Business" for a **free retail market analysis**.
 Santa Rosa, California
 707-543-3059

ACTION PLAN

- Subscribe to the directory Plain Vanilla Shell, http://www.plainvanillashell.com/subscribe_info.asp. This website contains information about retail tenants. The Tenant Research section of their web site has search capabilities based on your target requirements. This will provide a source of potential targets to whom opportunities can be marketed.
 - Work with a commercial broker to access CoStar information on expanding retailers. A recent list of expanding national retailers is provided in Appendix C.
 - Pursue Guerilla tactics including searching other successful downtown shopping districts and malls for unique stores that fit Independence. It is best to stay within a half day drive so owners can check on the store.
 - Contact real estate brokers and build relationship so brokers trust sharing their information and knowledge of potential business leads.
 - When properties for larger format stores become available, work with local brokers and Central Plaza to determine best method and source for developing marketing list.
- *Targeted Marketing* - pursue businesses identified on lists through marketing campaigns that provide market information and describe available property. These campaigns can include the following elements:
 - *Launch the marketing campaign* – Once the property database is uploaded; use this as opportunity to “launch” the marketing efforts. If the list has not been confirmed for email distribution, launch with hard copy postcards, 6 x 9. Postcard templates can be printed at a low cost using same image as folder, leaving back side blank to add specific messages for each mailing. The first postcard can announce the Independence Commercial Property Database and drive recipients to the web site to sign-up for news or market prospectus.
 - *Follow-up postcards* – electronic postcards or hard copy postcards, or, with a good list, electronic postcards can provide additional information about the campaign targeting retail businesses. Postcards should use the themes and vision for the City. Keep messages short, simple and newsworthy – push them to web site for more information. Electronic email services such as Vertical Response, www.verticalresponse.com are excellent resources, or an email post card program can be easily designed and implemented by firms experienced in email campaigns.
 - *General Campaigns* – postcards send messages of new developments, events, new market information or new property available.
 - *Targeted Campaigns* – Further mailings can focus on specific targets. Select 2-3 target clusters, such as home furnishings, based on available properties and those businesses most desired by the community (see target list). Create a 3-4 piece series of postcards promoting the desire for this type of business that is missing in the retail mix, the property, some market data and assistance available.

3. Sales – is the personal, one-on-one follow-up to marketing and cold calling. Use a sales packet as a speaking piece and leave-behind.

- Canvass existing, recognized businesses in Independence to determine potential interest in an additional location. If there is interest, find out facility size, configuration and any specific requirements they might have. Put them on a mailing list/database for follow-up.
- Canvass unique businesses in Polk and Marion County and surrounding “close-in” areas regarding an additional location.
- Target sales on the 2-3 targets selected for target marketing campaigns. After the mailing series, begin to schedule meetings with companies on the target list. Customize packets for target presentation, i.e., home furnishings, apparel, etc. Personalize each packet with information that demonstrates the business would be successful in the identified location(s)– market data, property sheets.
- The meeting should determine interest, specific needs and timeline.

Sample Retail Attraction Campaigns
Sample: Convenience Retail
<p>Goal: Build awareness of Independence and pro-actively recruit businesses to support the major employment center of downtown (government, service) with residential development, and visitor goods and services.</p>
<p>Audience: Locally owned-operated shops not currently represented downtown, franchise businesses, regional and other retailers that may be ready to expand into a new market</p>
<p>Task 1: Contact locally owned shops in other areas in or near Independence</p> <ul style="list-style-type: none"> • Identify local businesses in the target niches that do not currently have a downtown location. • Match available buildings to target businesses. • Personally meet with them to present the vision for Independence. • Provide them with a marketing packet detailing the opportunities (specific site and building), market demographics, customer profile, and the programs and assistance available to them to help with their expansion. • Add them to the database to receive newsletter and/or updates on community activities. <p>Task 2: Contact chain/franchise businesses</p> <ul style="list-style-type: none"> • Use the list from the Retail Tenant Directory (see Appendix C) to promote to businesses seeking new locations in Oregon. • Add them to database. • Send a personal letter with marketing opportunity fact sheet introducing Independence and the vision for the community. • Place follow-up calls. • Continue with a series of mailings (postcards, letters, brochures) regarding the specific buildings and sites available, market information, special events, etc.

Sample Retail Attraction Campaigns
Sample: Specialty Retail
<p>Goal: Identify and pursue specialty and independent retail compatible with the apparel, gifts, specialty niche merchandise targeted for Independence</p>
<p>Audience: Locally owned-operated shops not currently represented in Independence, regional and other retailers that may be ready to expand into a new market, businesses with current downtown locations in model cities</p>
<p>Task 1: Contact specialty shops located elsewhere in Independence</p> <ul style="list-style-type: none"> • Identify local specialty shops that are located in unique shopping districts • Match available buildings that would best-fit businesses. • Personally meet with them to present the vision for Independence. • Provide them with the marketing packet detailing the opportunities (specific site and building), market demographics, customer profile, and the programs and assistance available to them to help with their expansion. • Add them to the database to receive newsletter and updates on downtown activities. <p>Task 2: Contact chain/franchise businesses</p> <ul style="list-style-type: none"> • Use the list from the Retail Tenant Directory (see Appendix C) to promote to businesses seeking new locations in Oregon. • Add them to database. • Send a personal letter with marketing opportunity fact sheet introducing Independence and the vision for the community. • Place follow-up calls. • Continue with a series of mailings (postcards, letters, brochures) regarding the specific buildings and sites available, market information, special events, etc. <p>Task 3: Contact manufacturers of specialty goods located in Independence/surrounding area</p> <ul style="list-style-type: none"> • Identify local companies manufacturing specialty or unique products in or nearby. • Personally meet with them to present the vision for Independence and its commercial core. • Invite them to put a local outlet downtown or test for interest in a shared retail space. • Provide them with the marketing packet detailing the opportunities (specific site and building), market demographics, customer profile, and the programs and assistance available to them to help with their expansion. • Add them to the database to receive newsletter and updates on community and economic development activities in Independence.

ORGANIZING FOR SUCCESS



DEVELOPMENT OPPORTUNITIES

ORGANIZING FOR SUCCESS

Successful commercial business development programs for small and large cities alike have the following key organizational elements in common:

- Public-private partnership where goals, responsibilities, commitment and funding are shared through a unified game plan and common vision of the community’s economic future.
- A clear delivery system for ongoing market education, target marketing and sales. Among the stakeholders involved are the City, developers, established businesses, residents, lenders, entrepreneurs, property owners and employers.
- The capacity to follow-through on work plans is well established with management by a qualified staff member with strong marketing skills. The most creative marketing and sales efforts will not succeed without continuous follow-through and systematic adjustment to the market and business targets, which are in constant flux.

Independence is fortunate to have significant competitive advantages to promote its efforts to expand and strengthen the business base. However, with current economic and fiscal constraints and several key catalytic projects just getting off the ground, it is recommended that the Retail Business Development Plan be implemented in phases.

There are many existing activities that create a positive business climate and a pleasant street environment for Independence. All of these efforts, directly or indirectly, support business development activities. The initiatives relate to public parking, public safety, streetscape enhancements, façade improvements, a positive regulatory climate and multiple redevelopment activities. These are the traditional functions provided by the local government in a downtown and commercial development program.

External partner organizations play a variety of roles, but are mainly focused on promoting the opportunities in Independence, promoting special events and/or encouraging visitors, businesses and residents to participate in activities. The City is also involved in these efforts. Below is a summary of key groups that should participate in the Retail Development Marketing Plan.

Internal Partners (City Departments)	External Partners
Community Development	Monmouth-Independence Chamber of Commerce
Urban Renewal Agency	Independence Downtown Association
Historic Preservation Commission	Polk H.A.L.O. Program- Greater Independence Business Incubator
Parks and Recreation	Real Estate Brokers & Developers
Planning Commission	Local Schools
Police	Neighborhood Associations
	Business and Property Owners

DEVELOPMENT OPPORTUNITIES

The most successful business development organizations are partnerships that include a host of key stakeholders at the table with a common vision for economic vibrancy and a significant financial stake. A variety of partners are coming together to some extent now through the Vision 2020 process or through other City-led endeavors.

Existing organizations can and should be part of a business development initiative or roundtable and ultimately, a formal partnership to guide and lead the process. One potential organizing framework for tackling commercial business expansion and attraction is the Main Street program approach. Independence is participating in the Oregon Main Street Program at the Exploring Level presently, but hasn't created a separate organization. The City is considering applying for the Transforming Level to formalize the program and obtain additional technical assistance from the state.

The Main Street Program is organized according to the four nationally recognized focus areas for creating vitality in downtowns. It is also applicable to other commercial districts or areas and could be applied throughout Independence. The four points of Main Street are summarized below.

- **1. Promotions/Identity-Building**

Identify, develop and promote the image and promise of Independence by marketing its unique characteristics to shoppers, investors, new businesses, and visitors; create an effective promotion strategy to forge this positive image; create an atmosphere of fun and activity.

- **2. Design/Physical Improvements**

Capitalize on and improve Independence's physical assets and create an inviting atmosphere to convey a visual message about the comfort and vibrancy of Independence.

- **3. Economic Development**

Support existing retail/service businesses and recruit new businesses to respond to the current market, to balance business mix, and to provide amenities for business and resident consumers; convert unused or underutilized space into productive property; and sharpen the competitiveness of business enterprise.

- **4. Organization**

Establish common goals for strengthening the commercial core and build and organize consensus and cooperation among all stakeholders.

DEVELOPMENT OPPORTUNITIES

Next Steps

Regardless of how the marketing plan is brought to fruition, details for implementing each initiative should be recapped in a matrix, designed as a tool to assist staff in organizing, budgeting, scheduling and reporting on all the details involved in successfully implementing the action items. A sample table appears below.

Sample Implementation and Reporting Guide					
Action	Budget	Lead Person	Target Start Date	Target Completion Date	Status
Property Development					
Inventory vacancies	\$				
Contact property owners	\$				
Property profiles	\$				
Match property to business target	\$				
Redevelopment site plans	\$				
Business Attraction					
Develop collateral	\$				
Conduct direct mail	\$				
Prospect sales plans	\$				
Press and media outreach	\$				

As an adjunct tool to the reporting guide, a simple one page benchmarks and outcomes snapshot should be prepared and distributed on a semi-annual basis. The following categories may be included:

- Sales and Marketing:
 - Direct mail pieces sent
 - Number of calls made and response
 - Number of hot, warm, cool leads

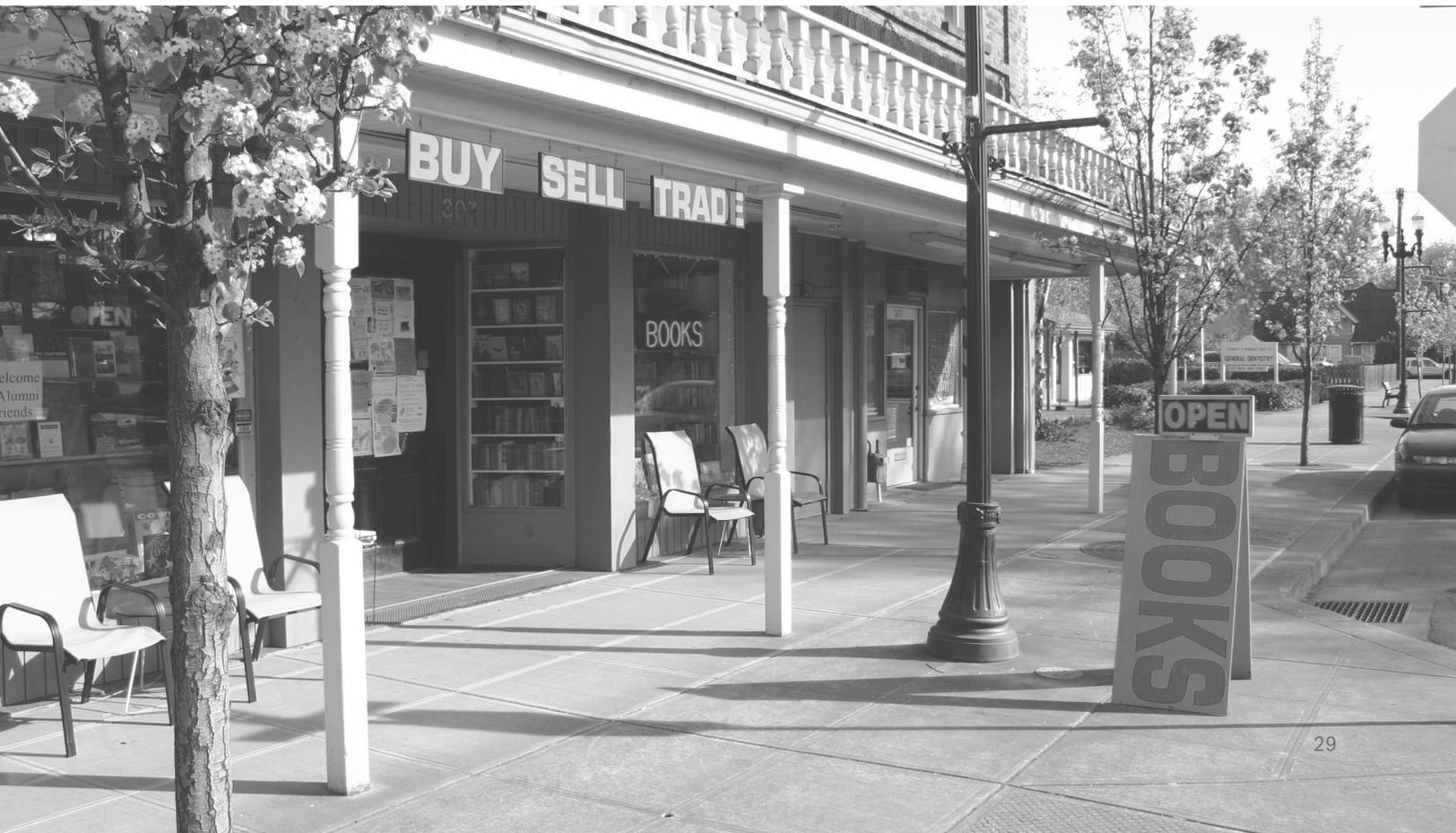
- Public Relations:
 - Press releases sent
 - Articles published

DEVELOPMENT OPPORTUNITIES

- Business Attraction:
 - Number of businesses recruited
 - Number of jobs created
 - Dollar amount of private investment
 - Dollar amount of public investment

Whether through a Main Street Program, an Economic Development Roundtable or a Business Development Committee, the next step for organizing to implement the plan is to determine who is in the lead, who is interested in actively collaborating and what resources exist to move forward.

APPENDIX



Independence Themes

1. One thing to keep the same:

- Historic buildings and flavor
- Quaint, small-town, family-friendly feel
- Pedestrian and bike friendly
- Riverview Park and its events
- Waterfront

2. One thing to change:

- More stores and more variety...upscale and practical...more than just antiques
- Redevelop abandon buildings and lots; Clean up and fill vacancies
- Freshen up old buildings
- Develop upper stories
- Expand hours
- Restore Taylor's/put in another soda fountain-type place
- More businesses with regular hours
- Allow 2nd and 3rd store residential units again
- Strengthened merchants association

3. Image/Identity Suggestions:

- Keep the charming historic feel but make it a little more hip/funky
- Place where there is help for small businesses/building owners...help finding grants, etc. to keep buildings nice
- Support for local artisans/service providers/other businesses; local market where people could sell goods without overhead of a store; involve DECCA at the high school
- Show how historic buildings can go green
- No big stores or fast food
- Vibrant up scale market downtown but remain family-friendly and be a place where a whole family can enjoy
- Family-friendly waterfront events
- More art fairs
- All-American downtown with up-to-date improvements that enhance its historic nature
- Food/Art/Wine cluster
- Historic community with sophisticated stores and restaurants. Provides unique and superior goods and services in a quaint, friendly-atmosphere
- Comprehensive shopping experience for residents and destination for visitors
- Grants to do murals on buildings
- Keep great customer service
- Promote downtown more
- Enhance the property across from City Hall

Retail Market Opportunities in Independence, Oregon

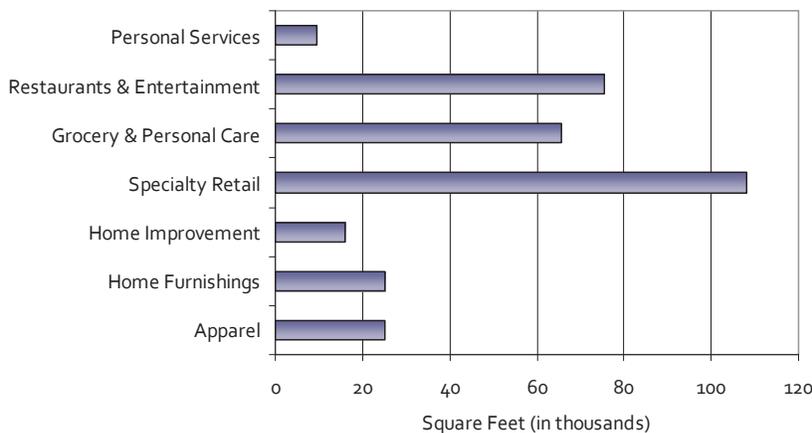
Independence Trade Area

- Population of 19,212 persons and 6,470 households
- Household and population growth rates since 2000 above Polk County and Oregon
- High growth rates – average of 2.5% per year – expected to add 1,733 households over next 10 years
- Young population – 30% of population between age 25 and 44; median age of 28 years
- Income – 38% of households earning between \$50,000 and \$99,999 and 10% earning \$100,000 or more; median income of \$48,344
- Education – 30% of population age 25 or more has bachelors degree or more, above state average



Retail Market Potential

Retail Space Potential (2008-2018)



- Existing potential for additional retail sales of \$53 million or 210,000 square feet of retail/restaurant space
- Future potential for retail sales of \$28 million or 115,000 square feet of retail/restaurant space by 2018
- Combined potential for \$81 million in sales or 325,000 in Independence Trade Area
- Retail categories with highest potential: Grocery, Restaurants, Apparel, Specialty Retail

More Markets for Retail in Independence

- Visitors to Local Attractions – Cinema (120,000 patrons per year) and library (80,000 visitors per year)
- Western Oregon University – 4,500 students
- Local Employees – 240 businesses with 2,100 employees in a 2-mile radius of downtown Independence
- Commuters – Daily traffic count of 12,300 on Mon-Ind Hwy 51 (west city limit)



9220 SW Barbur Blvd. Suite 119 Portland, Oregon 97219
 503-636-1659 o mary@marketekinc.com

APPENDIX C

Co-Star Retail National Tenant Directory			
Tenant Name	Type	# of New Leases Signed in Last 6 Mos.	Avg. SF of Leases Signed
Subway	QSR - Sandwiches	73	1,679
Game Stop	Gaming	61	2,325
Jackson Hewitt	Tax	55	1,429
Anytime Fitness	Fitness	54	4,514
Verizon Wireless	Wireless Phone	50	2,927
Snap Fitness	Fitness	48	3,366
H&R Block	Tax	47	3,587
State Farm	Insurance	47	1,596
T-Mobile	Wireless Phone	44	2,330
Liberty Tax Services	Tax	44	1,368
Walgreens	Drug Store	43	14,099
Little Caesar's Pizza	QSR - Pizza	42	1,854
Dollar Tree	Dollar Store	40	9,708
Edward Jones	Financial	37	1,381
AT&T Wireless	Wireless Phone	36	3,259
Cricket Wireless	Wireless Phone	35	1,611
Goodwill	Thrift	32	10,554
Great Clips	Salon	32	1,376
Sally Beauty	Beauty Supply	30	2,318
Curves for Women	Fitness	29	2,155
Metro PCS	Wireless Phone	25	1,424
Rent-A-Center	Rental	24	6,397
RadioShack	Electronics	24	2,381
Tuesday Morning	Discount Dept.	23	8,242
Massage Envy	Massage	22	3,447
Play N Trade	Gaming	21	1,690
Dollar General	Dollar Store	20	10,571
Pep Boys	Auto Service	19	20,362
ReMax	Real Estate	19	3,188
Jimmy John's	QSR - Sandwiches	19	1,639
Quizno's	QSR - Sandwiches	19	1,575
UPS Store	Shipping	19	1,405
Kumon Learning Centers	Tutoring	17	1,678
Tractor Supply Co.	Farm Supply	16	26,478
Family Dollar	Dollar Store	16	8,709
Huntington Learning Center	Tutoring	16	2,886
Five Guys Burgers	QSR - Burgers	16	2,702
CVS	Drug Store	15	11,088

Co-Star Retail National Tenant Directory			
Tenant Name	Type	# of New Leases Signed in Last 6 Mos.	Avg. SF of Leases Signed
Sport Clips	Salon	15	5,697
Scottrade	Financial	15	3,171
Dunkin' Donuts	QSR - Breakfast	15	2,196
Firehouse Subs	QSR - Sandwiches	15	1,917
CitiFinancial	Financial	15	6,641
Papa Murphy's	Prepared Foods	15	1,447
Allstate	Insurance	15	1,348
Big Lots	Discount	14	33,652
Planet Fitness	Fitness	14	16,289
Rue 21	Apparel	14	4,965
Starbucks	Coffee	14	3,417
Edible Arrangements	Gifts	14	1,916
Fantastic Sam's	Salon	13	1,751
Instant Tax Service	Tax	13	1,661
Weight Watchers	Weight Loss	13	1,551
Wingstop	QSR - Wings	13	1,542
America's General Finance	Financial	13	1,526
Farmer's Insurance	Insurance	13	1,450
Aaron's Rents	Rental	12	8,248
CiCi's Pizza	QSR - Pizza	12	4,454
Payless Shoes	Footwear	12	3,723
Chipotle	QSR - Mexican	12	2,996
Papa John's Pizza	QSR - Pizza	12	1,560
SuperCuts	Salon	12	1,518
Bealls	Department	11	37,976
Fresh & Easy	Grocery	11	13,282
Citi-Trends	Apparel	11	5,346
Sleepy's Mattress	Mattress	11	7,110
Davita Renal Care/Dialysis	Medical Care	11	6,136
Famous Footwear	Footwear	11	6,117
America's Best Contacts & Eye	Medical - Eye	11	3,446
Tropical Smoothie Café	QSR - Smoothies	11	1,810
LA Fitness	Fitness	10	31,505
Hibbett Sporting Goods	Sporting Goods	10	6,112
Sprint	Wireless Phone	10	3,146
GNC	Vitamin	10	2,097
Publix	Grocery	9	56,032
Petco	Pet Supply	9	14,992

Co-Star Retail National Tenant Directory

Tenant Name	Type	# of New Leases Signed in Last 6 Mos.	Avg. SF of Leases Signed
Vitamin Shoppe	Vitamin	9	3,787
Select Medical Corp	Medical Supply	9	2,933
Pizza Hut	Restaurant - Pizza	9	2,213
Panda Express	QSR - Asian	9	2,059
Check Into Cash	Check Cashing	9	1,603
Ross Dress for Less	Discount Dept.	8	24,325
Ace Hardware	Home Improvement	8	12,585
Anna's Linens	Home Accessories	8	6,985
Dress Barn	Apparel	8	6,158
Justice	Apparel	8	5,598
Carter's Childrenswear	Apparel	8	5,465
LA Boxing	Fitness	8	5,052
Bank of America	Bank	8	4,105
Hallmark	Cards	8	3,272
Jenny Craig	Weight Loss	8	2,917
Ace Cash Express	Check Cashing	8	2,090
Beltone Hearing Aid Center	Medical Supply	8	1,676
LA Nails	Salon	8	1,671
Marco's Pizza	QSR - Pizza	8	1,517
Target	Discount	7	126,127
Michael's Arts & Crafts	Craft	7	22,355
PetSmart	Pet Supply	7	20,962
Staples	Office Supply	7	19,135
Rite Aid	Drug Store	7	11,729
Buffalo Wild Wings	QSR - Wings	7	5,935
Aerie	Apparel	7	4,000
Zumiez	Apparel	7	3,491
Leslie's Pool Supply	Pool Supply	7	2,578
Century 21	Real Estate	7	2,338
American Family Insurance	Insurance	7	2,045
Advance America	Check Cashing	7	2,043
Baskin Robbins	Ice Cream	7	1,918
Elements Therapeutic Massage	Massage	7	1,740
Avon	Beauty Supply	7	1,655
Sign-A-Rama	Signs	7	1,562
Any Lab Test Now	Medical Testing	7	1,328
Rita's Ice	Ice Cream	7	1,234
Pacific Sales	Appliances	6	26,093

Co-Star Retail National Tenant Directory

Tenant Name	Type	# of New Leases Signed in Last 6 Mos.	Avg. SF of Leases Signed
Save-A-Lot	Grocery	6	16,951
Shoe Carnival	Footwear	6	13,121
Cardinal Fitness	Fitness	6	6,459
Maurice's	Apparel	6	5,783
Sola Salon	Salon	6	5,111
DOTS Fashions	Apparel	6	4,390
Aeropostale	Apparel	6	4,301
Fred Astaire Dance Studios	Fitness	6	4,219
Aspen Dental	Dentist	6	3,754
Comcast	Cable	6	3,059
Nationwide Insurance	Insurance	6	2,851
Herbalife	Vitamin	6	2,848
Smoothie King	QSR - Smoothies	6	2,300
Coldwell Banker	Real Estate	6	2,186
Alltel Wireless	Wireless Phone	6	1,682
Ink Stop	Ink Recycling	6	1,460
Fred Loya Insurance	Insurance	6	1,372
Lowe's	Home Improvement	5	129,748
Kohl's	Kohl's	5	79,145
Bed Bath & Beyond	Home Accessories	5	29,540
Office Depot	Office Supply	5	21,772
Party City	Party Supply	5	15,635
Retro Fitness	Fitness	5	13,251
Harbor Freight Tools	Home Improvement	5	9,941
Powerhouse Gyms	Fitness	5	9,929
Five Below	Dollar Store	5	7,494
Rack Room Shoes	Footwear	5	7,413
Fastenal Tools	Home Improvement	5	5,861
Mattress Giant	Mattress	5	4,951
Panera Bread	QSR - Café	5	4,950
Mattress Warehouse	Mattress	5	4,437
Simply Fashions	Apparel	5	4,110
Hobby Town	Craft / Hobby	5	4,043
Once Upon a Child	Daycare	5	3,529
Wells Fargo	Financial	5	3,359
Anthony's Coal Fired Pizza	QSR - Pizza	5	3,249
Sun Tan City	Salon	5	3,174
Arby's	QSR - Burgers	5	3,161

Co-Star Retail National Tenant Directory

Tenant Name	Type	# of New Leases Signed in Last 6 Mos.	Avg. SF of Leases Signed
Aveda	Salon	5	2,623
Massage Heights	Massage	5	2,455
Wireless Zone	Wireless Phone	5	2,455
Dickey's Barbeque	QSR - BBQ	5	2,445
Planet Beach	Salon	5	1,679
Yankee Candle	Gifts	5	1,676
EmbroidME	Embroidery	5	1,667
Cartridge World (Ink)	Ink Recycling	5	1,646
Pocket Communications	Wireless Phone	5	1,606
Fitness Together	Fitness	5	1,544
Cost Cutters Hair Salon	Salon	5	1,416
Roni Deutch Tax Svc	Tax	5	1,333
Merle Norman Beuty	Beauty Supply	5	1,295
YMCA	Fitness	4	51,184
TJ Maxx	Discount Dept.	4	26,354
True Value Hardware	Home Improvement	4	15,868
Peebles	Department	4	14,277
Monkey Joe's	Family Fun	4	13,680
PNC Bank	Bank	4	12,947
Fitness 19	Fitness	4	7,870
Dollar Castle	Dollar Store	4	7,530
US Post Office	Government	4	6,764
Play It Again Sports	Sporting Goods	4	6,031
Cato Fashions	Apparel	4	5,569
Sherwin Williams	Home Improvement	4	4,995
Lady of America Fitness	Fitness	4	4,932
Men's Wearhouse	Apparel	4	4,841
Orvis	Apparel	4	4,253
The Little Gym	Fitness	4	3,891
Gymboree	Apparel	4	3,273
Wachovia	Bank	4	2,975
Regency Beauty Institute	School	4	2,857
Foot Locker	Footwear	4	2,736
US Cellular	Wireless Phone	4	2,724
Coach	Accessories	4	2,711
Jazzercise	Fitness	4	2,686
Reflexology	Massage	4	2,638
U-Haul	Storage	4	2,605

Co-Star Retail National Tenant Directory

Tenant Name	Type	# of New Leases Signed in Last 6 Mos.	Avg. SF of Leases Signed
Red Wing Shoes	Footwear	4	2,589
Motherhood Maternity	Apparel	4	2,480
McDonald's Hearing Aids	Medical Supply	4	2,226
Moe's Southwest	QSR - Mexican	4	2,221
Day By Day Calendars	Gifts	4	2,165
Hollywood Tan	Salon	4	2,139
WineStyles	Wine	4	2,115
Pizza Fusion	QSR - Pizza	4	1,978
Marble Slab Creamery	Ice Cream	4	1,852
Goin' Postal	Shipping	4	1,731
Z-Coil Footwear	Footwear	4	1,722
Yogurtland	Ice Cream	4	1,653
Labor Ready	Staffing	4	1,650
Noble Roman's	QSR - Pizza	4	1,638
Clearwire	Wireless Phone	4	1,553
Jersey Mike's Subs	QSR - Sandwiches	4	1,515
Mathnasium	Tutoring	4	1,435
Jet's Pizza	QSR - Pizza	4	1,420
Batteries Plus	Electronics	4	1,417
Brooke Insurance	Insurance	4	1,325
EZ Money	Check Cashing	4	1,316
Maggie Moo's	Ice Cream	4	1,228