



RECON

The Future Starts Now

Improving Tenant Mix

A Guide for Commercial District Practitioners



#RECon15

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INTRODUCTION



About me

Specialist in commercial district retail strategies
100+ communities nationally and internationally
New York City Planning Commissioner
Assistant Visiting Professor, Pratt University

Leadership

Board Member, International Downtown Association
Co-Chair, NYS Alliance, International Council of Shopping Centers
Co-Chair, PlaNYC Advisory Council
Member, Advisory Council, 4th Regional Plan, Regional Plan Association

Author/Editor/Blogger

Improving Tenant Mix, ICSC
Commercial Revitalization Planning Guide, LISC
www.commercialdistrictadvisor.com

INTRODUCTION

About you

retail attraction experience (multi-site)

years of experience

upper-income vs. middle-income vs. lower income

previous ICSC trade show attendance



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COURSE AGENDA

Part 1: Get “Retail Ready”

Part 2: A Step by Step Guide to Retail Attraction



Part 1:

GET “RETAIL READY”



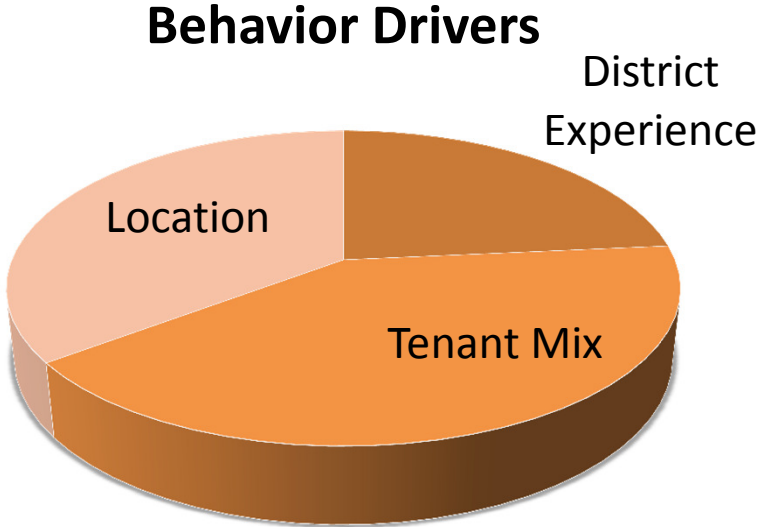
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Why does tenant mix matter?



What drives customer loyalty?



Source: John Skinner, Verde Group/ ICSC Global Research Network, p. 7



What drives customer loyalty?



DISTRICT EXPERIENCE

- Access
- Security
- Physical Environment
- Services



STORE EXPERIENCE

- Selection
- Prices
- Customer Service
- Store Layout
- Merchandising

STAGE

SELL

Characteristics of successful corridors

The outcomes we seek...

- Improved Shopper preference
- Higher real estate values
- Retail sales and sales growth over time

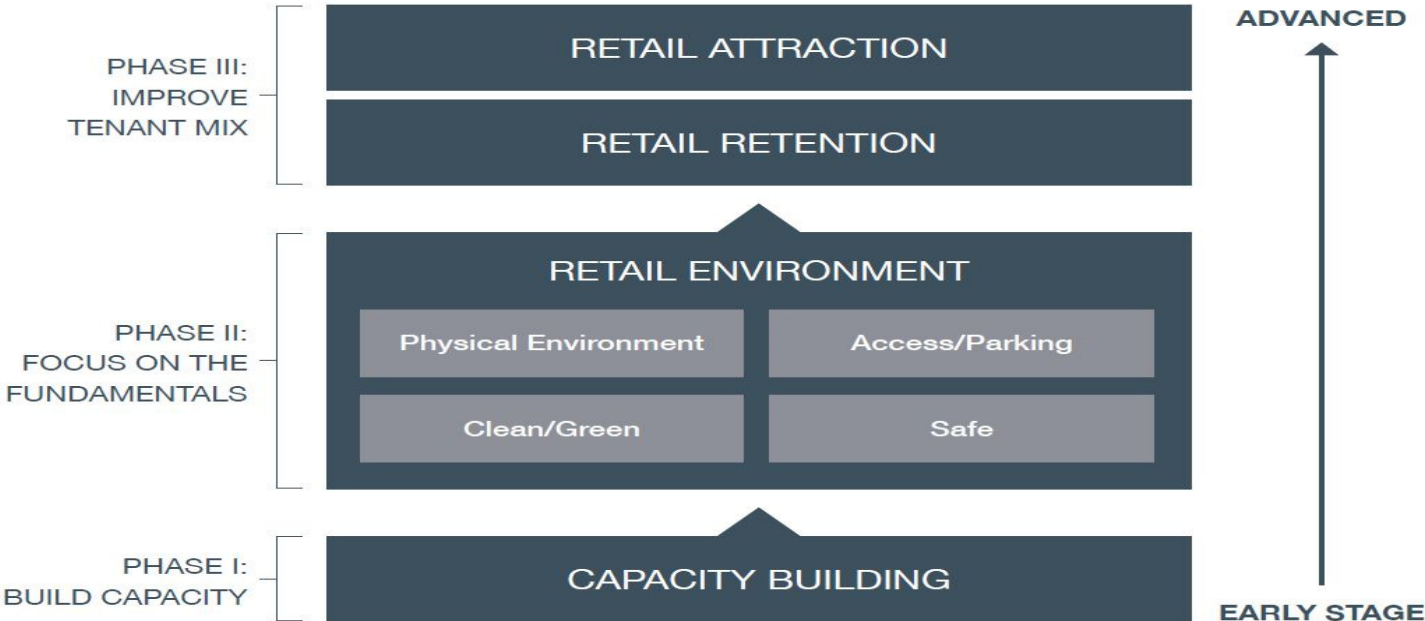
How do we get there?

- Tenant mix
- Retail density
- Corridor Size
- Parking/Access
- Leadership

Source: Econsult, "Commercial Corridors: A Strategic Investment Framework for Philadelphia, March 2009

Are you ready for retail attraction?

"RETAIL READY" HIERARCHY



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Retail ready also means...

- Engaged property owners
- Available space - right size, type and location



A “good” tenant mix is one of the strongest indicators of commercial district success

(Of course, “good” is relative)



PART 2:

STEP BY STEP GUIDE TO RETAIL ATTRACTION

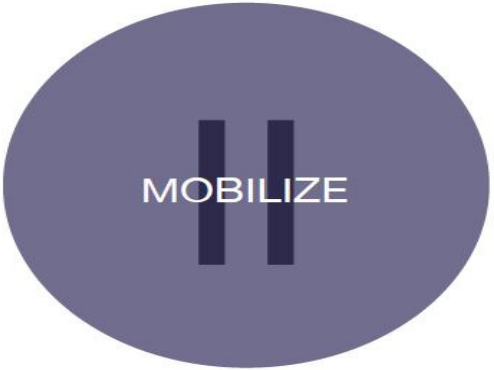


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- 1. Observe & Investigate
- 2. Evaluate Consumer Demand
- 3. Identify Opportunity Sites
- 4. Identify Retail Categories



- 5. Communicate Your Vision
- 6. Enroll Property Owners
- 7. Identify Prospects
- 8. Make the Call
- 9. Be Ready to Help



- 10. Recognize Success
- 11. Evaluate Outcomes





STEP 1
Observe and Investigate



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STEP 1
Observe and Investigate

Walk your district and observe the existing retail mix
Talk to those in the know





STEP 1

Observe and Investigate

Identify your traffic generators

Define retail micro-climates



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STEP 1
Observe and Investigate

Parking/Access





STEP 1
Observe and Investigate

Perception of crime/safety





STEP 1

Observe and Investigate

Perception of crime/safety





STEP 2
Evaluate Consumer
Demand



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RETAILER SITE SELECTION INDICATORS

Average household size	Household change (income, number, size, age, etc.)
Average/median income	Income change
Competition (presence, type and location)	Major employers in the area
Co-tenants, preferred	Number of households
Crime	Pedestrian traffic
Daytime population	Population change
Educational attainment	Population size
Ethnic composition	Psychographic composition
Home ownership	Visibility
Home sales value	



STEP 2

Evaluate Consumer Demand

What data do retailers want?

Hint, Hint. This is where you come in....



STEP 2
Evaluate Consumer
Demand

Additional “wish list”

- Non-census based data
- Short-term neighborhood change
- Recent public investments
- Daytime population
- Visitor Population
- Pedestrian counts
- Detailed ethnic composition



Determine Trade Area



STEP 2
Evaluate Consumer
Demand



**WALNUT STREET,
SHADYSIDE
PITTSBURGH, PA**
Destination districts
typically offer a unique set
of specialty retail goods and
services that people will
travel longer distances to
patronize.

Destination
30 min – 1 hour+++



**HISTORIC THIRD WARD
MILWAUKEE, WI**
Comparison districts
typically offer a set of retail
goods and services that
permit a wide range of
choice and comparison
between merchandises
offered by different stores.
Comparison shopping
trips are made less often
than shopping trips for
convenience items.

Comparison
10 – 30 min



**37TH AVENUE
JACKSON HEIGHTS, NY**
Convenience districts offer
retail goods and services
whose primary advantage
to the consumer is locational
convenience.

Convenience
0-10 minutes



Category	Convenience District	Comparison District	Destination District
Convenience stores	●	●	
Business services	●	●	
Groceries	●	●	
Laundry services	●	●	
Full-service restaurants	●	●	●
Quick service restaurant (QSF)	●	●	●
Beer, wine and liquor stores	●	●	●
Coffee shops	●	●	●
Pharmacies/drugstores	●	●	●
Hair and nail salons	●	●	●
Financial services		●	
Sporting goods, hobby, book and music stores		●	●
Opticians' offices		●	●
Martial arts, dance and yoga studios		●	●
Bars/pubs		●	●
Office supply, stationery and gift stores		●	●
Clothing, shoe and accessories stores		●	●
Jewelry stores		●	●
Fitness centers/gyms		●	●
Cosmetics, beauty-supply and perfume stores		●	●
Electronics and appliance stores		●	●
Health-care professionals' offices			●
Movie and performance theaters			●
Hotels			●
Furniture and home furnishings stores			●



STEP 2
Evaluate Consumer Demand

Convenience District

- Everyday goods/services
- Proximity
- More frequent visitation
- Competition less critical
- Smaller trade area
- Lower average sales

Destination District

- Unique goods/services
- Out of the way OK
- Less frequent visitation
- Competition
- Larger trade area
- Higher average sale



STEP 2
Evaluate Consumer
Demand

Top Categories of Retail Leakage 2013
Market Opportunity



Food + Beverage
Stores
West: 28,734 sq. ft.
East: 19,374 sq. ft.



Food Service +
Drinking
West: 12,766 sq. ft.
East: 35,857 sq. ft.



Building Materials +
Garden Equipment
West: 19,648 sq. ft.
East: 18,024 sq. ft.



General
Merchandise
West: **Surplus**
East: 15,532 sq. ft.



Electronics + Appliance
West: 70 sq. ft.
East: 3,335 sq. ft.



Health + Personal Care
West: 85 sq. ft.
East: 20,751 sq. ft.



Clothing + Accessories
West: **Surplus**
East: 19,997 sq. ft.

Source: ICSC Research, Sales Productivity for Non-Anchor Tenants in New York Metro Area Malls, Year-to-date 2014
Source: Food Marketing Institute

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Prepared by Larisa Ortiz Associates





STEP 2
Evaluate Consumer
Demand



Consumer Demand Q&A

Where does your district fall on the trade area spectrum?

Do you know your district demographics?



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Additional customer data



STEP 2
Evaluate Consumer
Demand

Preferences
Consumer concerns
Prospects

TOOL 7-1: CUSTOMER INTERCEPT SURVEY

[Include an introduction briefly describing your revitalization efforts and the boundaries of your business district]

How much time do you expect to spend in this shopping district today?

Which specific businesses have you visited or do you plan to visit today?

What additional types of businesses would you like to see in this district?

What additional types of businesses would you NOT like to see in this district?

Please circle the answer that best describes you

How much did you spend or do you plan to spend at businesses in this district today?
 \$0 \$1 - \$10 \$11-\$25 \$26-\$50 \$51-99 \$100 or more

How often do you visit this shopping district?
 Daily 2 - 4 times/wk Once a week 2 times/month Once a month
 3-6 times/year Not regularly

When do you usually visit this shopping district?
 Weekdays Weekday Evenings Weekend days Weekend evenings No set times

How do you usually access this shopping district?
 Car Public Transportation Walk Bike

Do you have difficulty parking?
 Frequently Rarely Never

How safe do you feel during the daytime in this district?
 Very Safe Somewhat Safe Not Very Safe Not at all Safe

How safe do you feel at night in this district?
 Very Safe Somewhat Safe Not Very Safe Not at all Safe

Do you live in this neighborhood? Y N

Do you work in this neighborhood? Y N

What is your gender? M F

What is your zip code?

Are you aware of the Commercial District Revitalization Planning Process? Y N

If you would like to be involved please include your contact information at the bottom of this form.

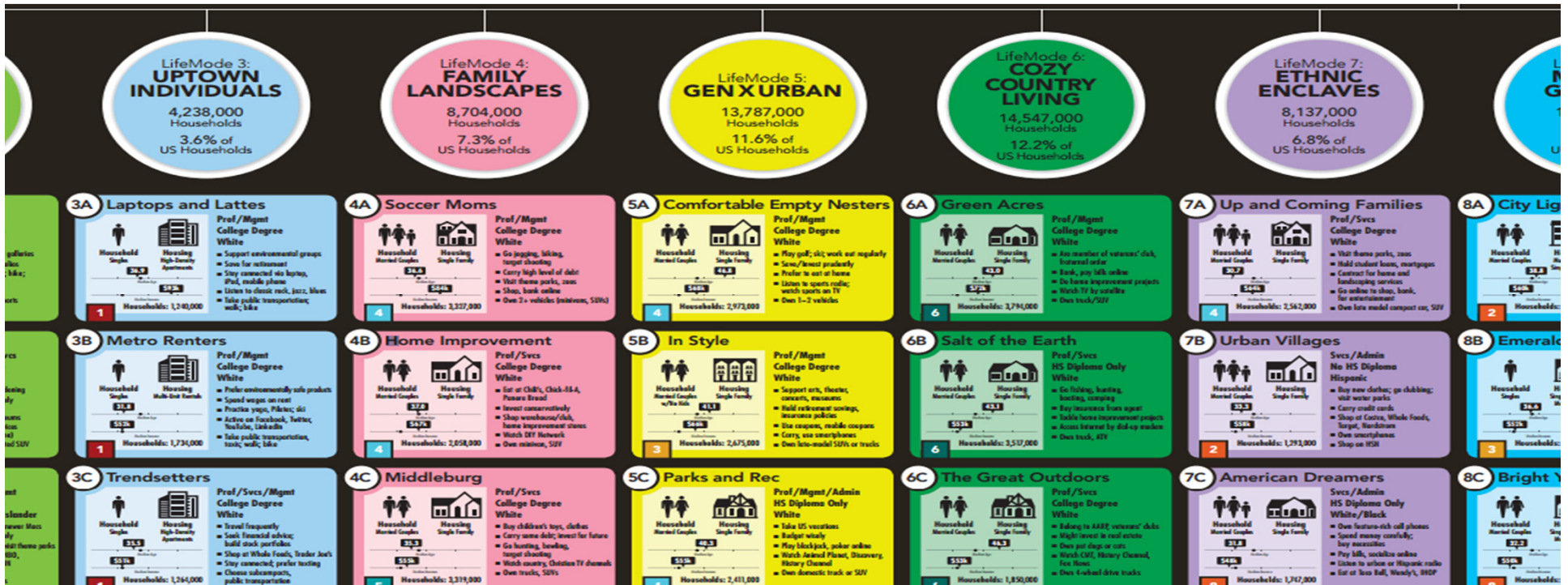
Do you have any suggestions for changes in this district?



Tapestry Segmentation



STEP 2
Evaluate Consumer Demand



Who are your customers?



STEP 2
Evaluate Consumer
Demand

City Lights residents earn a good living working in **white collar and service occupations**. They buy household furnishings, groceries, personal goods, and entertainment.

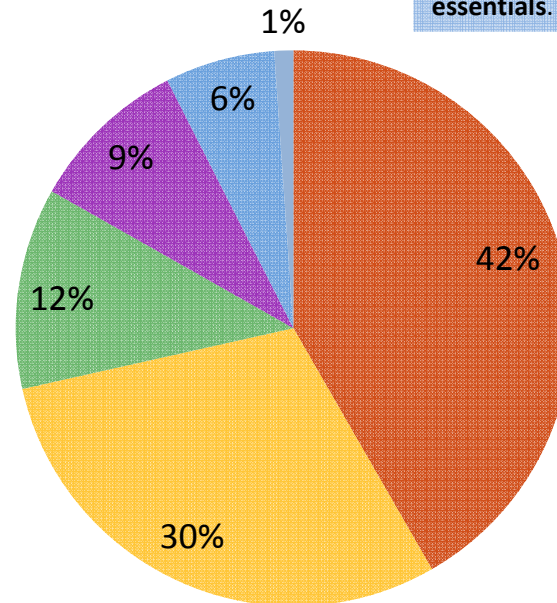
High Rise Renters residents are a **diverse mix of race and ethnicity**. They buy household items and apparel at discount stores and affordable department stores. They do not dine out regularly.

Hispanic cultures dominate this family oriented segment. Putting their children first, *NeWest Residents* lead a strong, family-oriented lifestyle.

Urban Melting Pot neighborhoods are ethnically diverse, made up of **over 50% foreign-born residents**. Fashion conscious, yet cost conscious, *Urban Melting Pot* residents **love to shop**.

Psychographic Profiles

City Strivers shop at wholesale clubs for groceries and children's essentials.



International Marketplace neighborhoods are developing urban markets with a **rich blend of cultures**. They buy groceries, diapers, and children's clothes.



Geography: Primary Trade Area (.5 mile) Source: Esri, 2012

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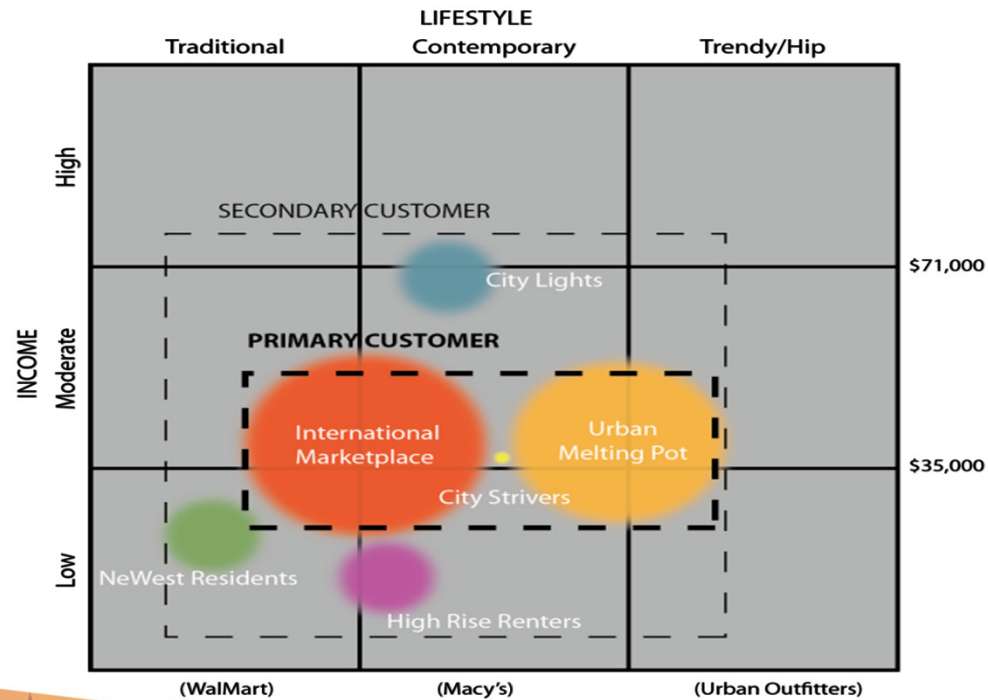


What are their preferences?



STEP 2
Evaluate Consumer
Demand

LOA Strategic Positioning Matrix Mapping your District's Business Mix

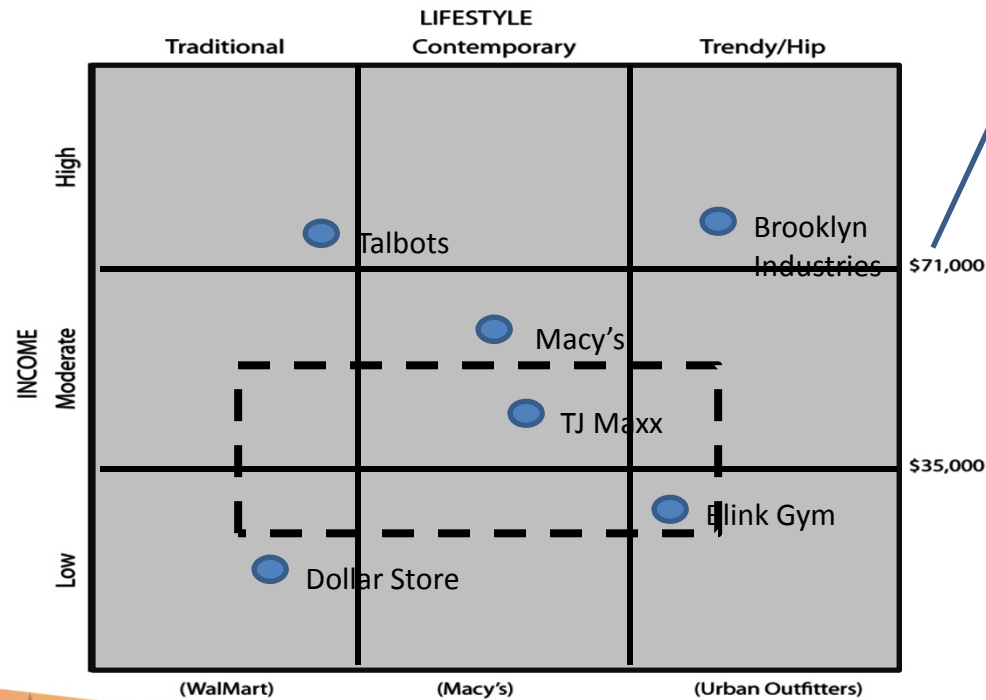


What is the "right" mix?



STEP 2
Evaluate Consumer Demand

LOA Strategic Positioning Matrix Mapping your District's Business Mix

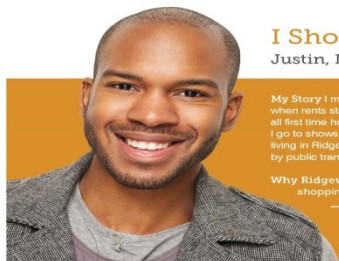


Retailer price point as it relates to relative income benchmarks.

Define your target customer



STEP 2 Evaluate Consumer Demand



I Shop Myrtle Justin, New Ridgewood Homeowner

My Story I moved to Ridgewood in 2010 from Williamsburg when rents started getting too high. My neighbors and I are all first time homebuyers. My office is in Union Square and I go to shows on the weekends downtown and at BAM, so living in Ridgewood makes it easy to get where I need to go by public transit.

Why Ridgewood? I love the scale and diversity. I like shopping in the local craft stores and European

markets, and eating food from all over the world, right in my neighborhood. There is also a great artist resources center down the street and lots of galleries nearby.

New stores I'd like to see on Myrtle Avenue:

- Bike, skate or sporting good shop
- Cafés
- Specialty, organic food market
- Performance space

Bring your business to Myrtle Avenue. Contact the Myrtle Avenue Business Improvement District
60-82 Myrtle Avenue | Ridgewood, NY 11385 | 718.381.7974 | myrtlebid@gmail.com
www.ridgewood-ny.com



I Shop Myrtle Helen, Longtime Ridgewood Homeowner

My Story I've called Ridgewood home for 40 years. I raised my kids here and can't imagine living anywhere else. It's like I live in Park Slope, but for half the price.

Why Ridgewood? There are community-oriented activities that go on during the day, like the greenmarket, flea market and street concerts, and nice places to eat in the evening. I've been shopping here all my life and would call myself a loyal Myrtle Avenue

customer. I hope new stores continue to come to the neighborhood.

New stores I'd like to see on Myrtle Avenue:

- Sophisticated and affordable gifts and housewares
- Department store with clothes and shoes for the family
- Sit-down restaurant for special occasions
- Health food store

Bring your business to Myrtle Avenue. Contact the Myrtle Avenue Business Improvement District
60-82 Myrtle Avenue | Ridgewood, NY 11385 | 718.381.7974 | myrtlebid@gmail.com
www.ridgewood-ny.com



I Shop Myrtle Julianna, Ridgewood Renter

My Story My family and I moved to Ridgewood in 2000. I have two young kids who I go shopping for often. We don't own a car, so it is nice living in a community that offers everything I need close by, and with great public transit.

Why Ridgewood? We love that the area is affordable and diverse. There are also a number of Spanish-speaking stores, restaurants and services on Myrtle

Avenue, which is a plus for us. We love having stores like The Children's Place close to home, and hope that more stores for kids and families come to the Avenue.

New stores I'd like to see on Myrtle Avenue:

- Department store
- Quality home goods
- Casual, kid-friendly restaurant
- Children's play spaces

Bring your business to Myrtle Avenue. Contact the Myrtle Avenue Business Improvement District
60-82 Myrtle Avenue | Ridgewood, NY 11385 | 718.381.7974 | myrtlebid@gmail.com
www.ridgewood-ny.com



I Shop Myrtle Martyna, Ridgewood Resident and Employee

My Story I moved to Ridgewood in 2003. My family and I are originally from Poland and we first moved to Greenpoint when we arrived in New York, but when it started to get more expensive there, we decided that Ridgewood would be a better place to raise our family.

Why Ridgewood? I love the stores here. Because there is a large Polish community I can buy the foods and products that remind me of home. I love

buying new clothes for my kids so I can find everything I need on Myrtle Avenue.

New stores I'd like to see on Myrtle Avenue:

- Nice Department Store with kids and women's clothing
- Housewares store
- Gardening store
- Casual sit-down restaurant

Bring your business to Myrtle Avenue. Contact the Myrtle Avenue Business Improvement District
60-82 Myrtle Avenue | Ridgewood, NY 11385 | 718.381.7974 | myrtlebid@gmail.com
www.ridgewood-ny.com





STEP 3
Identify Opportunity Sites



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STEP 3 Identify Opportunity Sites

Opportunity site inventory

Lease expiration dates

Owner expectations – lease rates, uses

Owner interest - don't engage if an owner is recalcitrant to share information.

You do not want to go to a retailer without some assurance that you have a viable site



STEP 3

Identify Opportunity Sites

Property Owner Engagement

Engage early through market research

Listen to their ideas and concerns

Request formal commitment before
expending time/resources

Move on if recalcitrant

Don't give up. Revisit after successful
execution



STEP 4
Identify Retail
Categories to Target



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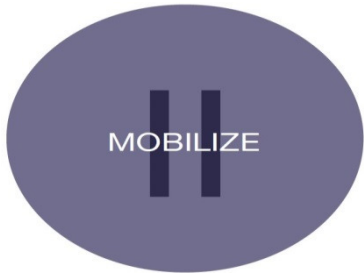


STEP 4
Identify Retail
Categories to Target

**Identify Retail
Categories to Target**

- Consumer demand
- Community preference
- Size and configuration of opportunity sites





STEP 5
Communicate Your Vision



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STEP 5
Communicate Your Vision

- Map of the district that clearly identifies retailers and major activity generators
- Information about any incentives or resources for retail
- Testimonials from merchants
- Sales figures for your district



Welcome to Frogtown

Saint Paul Minnesota's most culturally-diverse neighborhood

Frogtown business is ready to hop



- Culturally-rich business and restaurant offerings
- Near business and government districts — one and one-half miles from the heart of downtown Saint Paul and one mile from the Minnesota State Capitol
- Direct access to Interstate Highways 94 and 35E
- Home of numerous historic landmarks
- Future location of Twin Cities light rail transit line

With its strong history of ethnic diversity, Saint Paul Minnesota's Frogtown neighborhood is a hidden jewel within the Twin Cities metropolitan area.

Your future customers in Frogtown

Residents within a one-mile radius of Frogtown's main intersection — University Avenue and Dale Street:

	2007	2012
Population	31,663	32,015
Households	10,815	10,879
Families	5,709	5,577
Median age	27.8	27.9
Median household income	\$43,803	\$54,229



STEP 5 Communicate Your Vision

District Sell Sheets (completed in house)

Frogtown visitors commuting daily

Today's traffic counts in the Frogtown neighborhood bring tens of thousands of visitors to your door every day, but this is only part of the story. Existing bus routes include the most travelled in the Twin Cities, and the planned light rail line projects a minimum of 44,000 passengers a day.

Distance	Street	Closest cross-street	Year	Count
.13 miles	Dale Street North	Dale Street South	2001	23,250
.15	Dale Street North	West Edmund Avenue	1998	22,775
.29	University Ave North	Mackubin Street	1998	23,550
.30	I-94	Dale Street	2002	154,200



The City of Saint Paul is prepared to match your investment. The Central Corridor Development Strategy envisions new housing, streetscape improvements, and green spaces throughout Frogtown.

More information about the plans available at www.stpaul.gov/centralcorridor



Steve Boland, Executive Director
533 North Dale Street
Saint Paul, Minnesota 55103
(651) 789-7486
steve@greaterfrogtowncdc.com

Complete research and additional documents available for download at www.gfcdc.com

Demographic and traffic information from ESRI.com — 2008



The Minnesota State Capitol, located at the eastern end of Frogtown.

Frogtown Square

In the heart of Saint Paul's most culturally-diverse neighborhood

The future of Frogtown business

The intersection of University Avenue and Dale Street presents a unique opportunity for retail businesses opening in 2010. This location — with direct access to Interstate Highways 94 and 35E — is one of the confirmed stations on the new Twin Cities light rail transit line. Traffic counts already bring tens of thousands of customers a day to this intersection, with at least 44,000 more each day projected under light rail. Over 20,000 square feet of flexible retail space are available.



This new design incorporates active senior living with first-floor retail space. Fifty new housing units, owned and managed by Episcopal Homes of Minnesota, will include underground parking for residents and surface parking for your customers.

This new building ensures ease of access for bus, rail, and automotive traffic. Customers coming from either University Avenue or Dale Street will have direct access to retail parking.



Property highlights

- Over 20,000 square feet of retail space
- Ownership or leasing opportunities available
- Flexible terms based on length of lease and improvements needed
- 50 stalls of attached, surface parking dedicated to Frogtown Square
- Construction begins spring 2009 for summer 2010 occupancy



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STEP 5

Communicate Your Vision

Property Sell Sheets

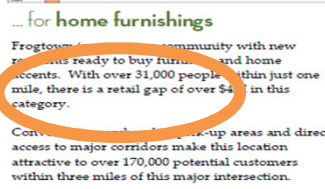
Frogtown Square — flexible spaces



...for a drug store

Final retail space options for this development are available for your customization. Data shows a \$26M retail gap in general merchandise sales within just one mile of this building, and an additional \$2M pharmacy spending gap in the same area.

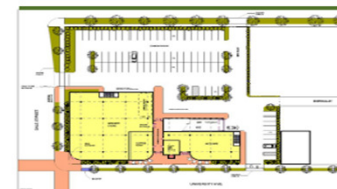
Frogtown Square can customize your retail space, including the option of a drive-thru lane, and additional storage in the underground parking facility.



...for home furnishings

Frogtown Square is in a community with new residents ready to buy furniture and home accents. With over 31,000 people within just one mile, there is a retail gap of over \$40M in this category.

Convenient bus and walk-up areas and direct access to major corridors make this location attractive to over 170,000 potential customers within three miles of this major intersection.



...for restaurants

Smaller flexible spaces offer great potential for restaurants. The area is thriving with authentic ethnic cuisine, there are gaps in dining options for the community and tens of thousands of commuters visiting Frogtown daily.

Over 5,000 families within Frogtown have specific needs for breakfast, traditional American fare, and kid-friendly dining.

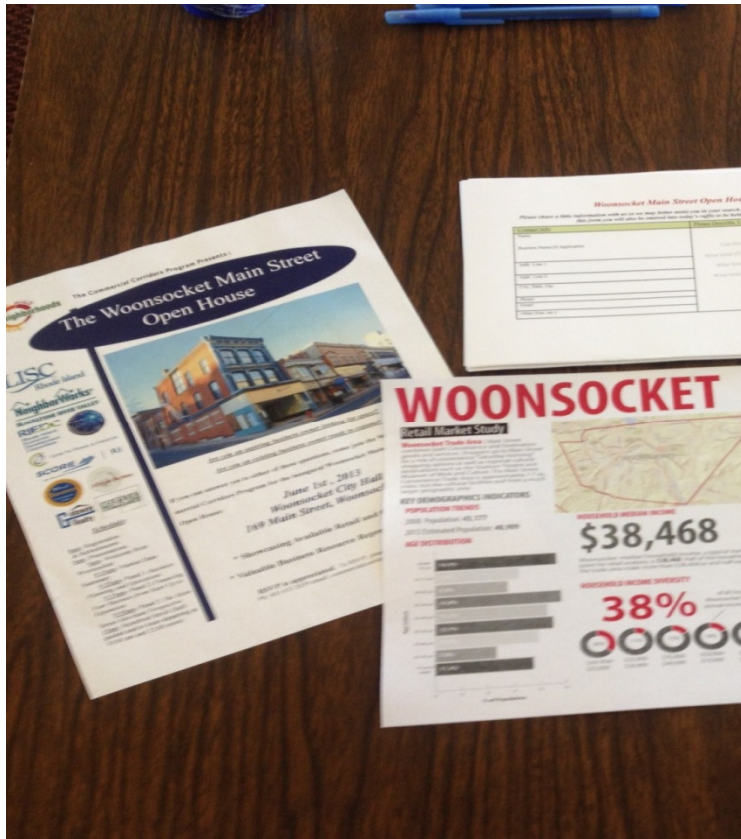
Complete research and additional documents available for download at www.gfcdc.com

Retail analysis from ESRI.com — 2008



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STEP 5

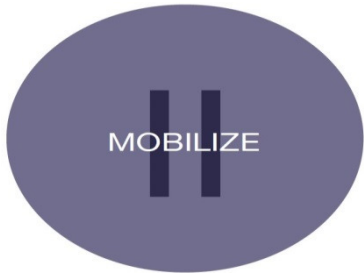
Communicate Your Vision

Make the commercial real estate community aware of your targeted retail approach

Share your findings and vision with the stakeholders

Become a vehicle for connections

- Real estate events
- Monthly alerts (vacancies, new business openings, businesses for sale, business testimonials)



STEP 6
Enroll Property Owners





STEP 6 Enroll Property Owners

Share your strategy

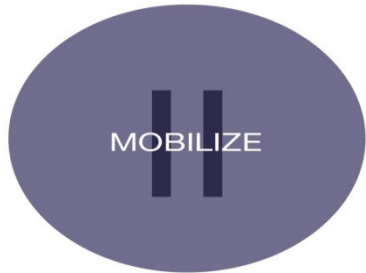
Offer to help

Reach out regularly

Get to know:

- Leasehold expiration dates
- Rent expectations
- Use Preferences

Remember. Leasing starts **BEFORE** you see the “For Rent” sign

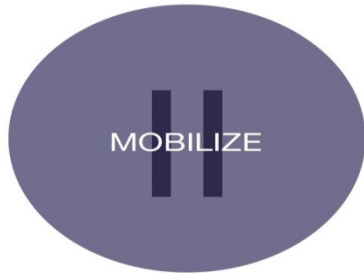


STEP 7
Identify Prospects



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PROSPECTING Q & A

How many of you actively prospect?
How many of you have attended a trade show?
What has worked and what hasn't?



What not to do.



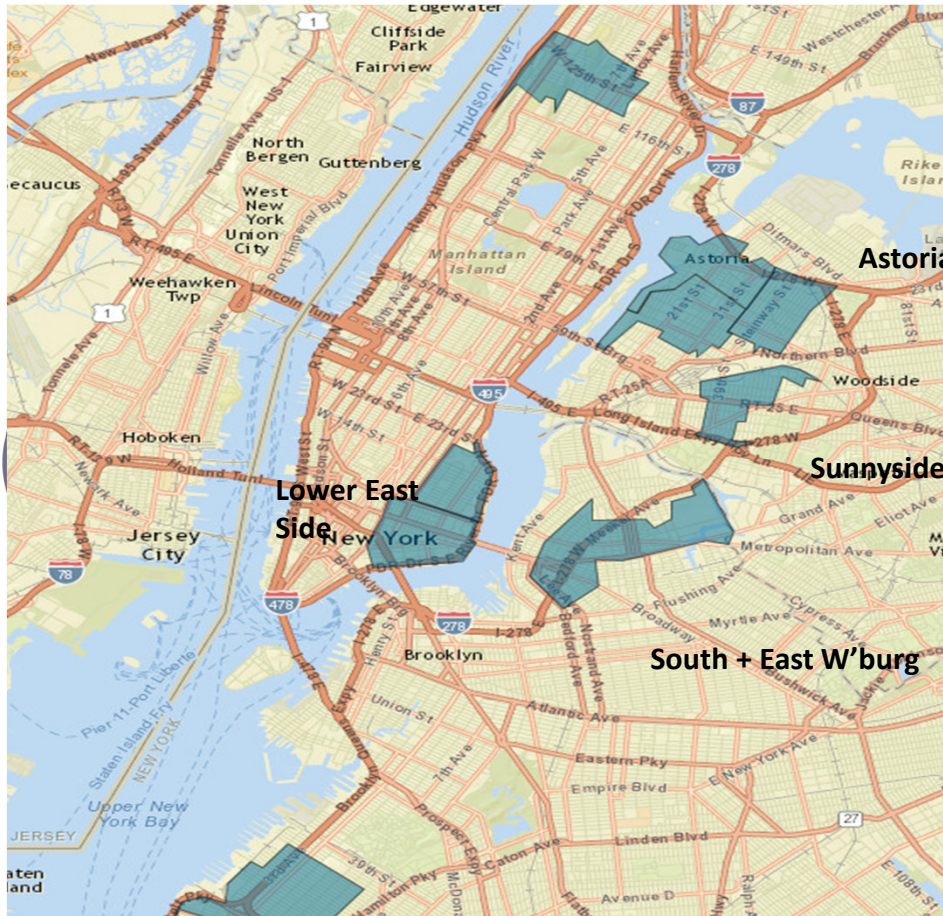


STEP 7
Identify Prospects

National vs. regional vs. local
Relationships matter more
than materials

Tenant reps vs. broker reps

Morningside/Harlem



STEP 7
Identify Prospects

Scout “like” neighborhoods
Retail Attraction Committee

- Meet regularly
- Eat, shop, visit prospects
- Discuss prospects before active pursuit

Criteria	Range
Hispanic Population	23% - 40%
Median Household Income	\$29,000 - \$60,000
Population Density	42,000 – 105,000





STEP 7 Identify Prospects

Read, Absorb

Industry publications

Shopping Centers Today

Retail Traffic

Reference USA (sales psf)

Local news

Wall Street Journal

Business Journals



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STEP 7
Identify Prospects

Network

Tradeshows

Websites

Brokers/Leasing Agents

Regional Real Estate Reps

**Go to where the
businesses are**

Chambers of Commerce

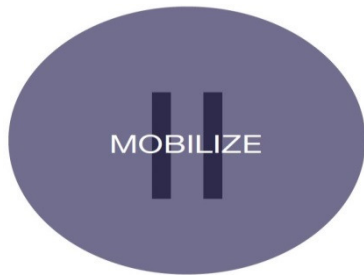
Merchants Associations

Business Competitions





STEP 7 Identify Prospects



MAINTAIN A PROSPECT DATABASE

- Business Contact Information
 - Broker Contact Information
 - Lifestyle/Pricepoint
 - Square Footage Needed
 - Desired Rent
 - Other locations
 - Strength of prospect (hot/warm/cold)
-
- Keep track of when to follow up
 - Be persistent
 - Stir up the competitive juices

PROSPECT SHEET
XYZ Beauty Supply



XYZ Beauty Supply is a beauty and makeup store that features one-stop shopping for all beauty, hair, and makeup products. XYZ caters to women looking for fun, moderately priced beauty items. They offer in-store salons at every location.

Price Point: Moderate

Target Market: Women

History: Founded in 2010, XYZ Beauty Supply sought to fill a gap in the market for a fun, interactive beauty supply and life style shop. What first started as one location, quickly grew to 100 over four years. They are now looking to quadruple their stores in urban markets throughout the world over the next five years.

Expansion Plans: XYZ currently operates 100 stores, and has a goal of 500 total stores in the United States.

Site Requirements: 10,000 SF
Rent: \$65-80/SF

Contact Info: Corporate Offices:
Anywhere Boulevard, Suite 100
Hometown, New York 10000
(212) 222-2222

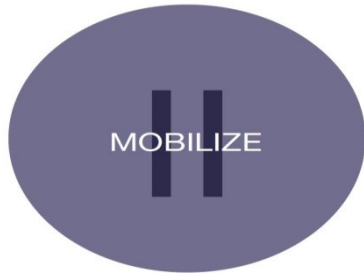


STEP 7
Identify Prospects

Prospect Sheets



STEP 7
Identify Prospects



Do your homework before the pitch

Do you have the right people?

- Einstein Bros. Bagels → 70% some college education
- Mandeé's → trendy young women with mod/low incomes

Do you have enough pedestrian traffic?

- Auntie Anne's → 30 pp. every 5 minutes during off-peak

Do you have the right space?

- CB2 → 6,000 – 9,000 sf, target young professionals
- Pinkberry → 600 – 1,600 sf



STEP 7
Identify Prospects

Prospect Research

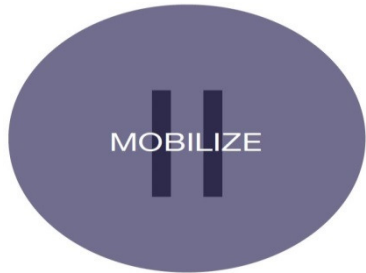
DRUGSTORE

<i>Characteristics</i>	<i>Duane-Reade</i>	<i>CVS</i>	<i>Walgreens</i>
Trade Area Size		3-5 miles	
Trade Area Population	25,000	18,000	20,000
Store Size SF		12,900 (96 x 137)	14,560sf (112 x 130)
Site Preferences		High visibility, high traffic count	Signalized intersection with heavy traffic count
Parking Requirements		75-80 cars	70+ cars

GROCERY STORE

INDUSTRY	INDICATORS	URBAN	SUBURBAN
Grocers	1. Number of People	Varies	
	2. Population Size	50 K	
	3. Median Income	30 K	
	4. Trade Area	1- to 2-mi. radius	2-mi. radius
Traditional Financial Service Providers	1. Number of Households	10 to 12 K	
	2. Median Income	Varies	
	3. Trade Area	1-mi. radius	2-mi. radius
Big Box Retailers	1. Number of Households	Varies	
	2. Median Income	Varies	
	3. Trade Area	3- to 5-mi. radius	Varies





STEP 8
Make the Call





STEP 8
Make the Call

Invite prospects on a choreographed tour of your district
District-Wide “Open Houses”





Dear [Name]:

The Steinway Astoria Partnership has undertaken an ambitious retail leasing strategy for our commercial district and I would like to personally invite you to become a part of it. As a bustling and diverse corridor with a local arts and dining scene around the corner, it is our goal to improve our local business mix and invite retailers with a proven track record of success who can join our community of outstanding mom and pops as well as national and regional chain retailers. We know our market, we know what's missing and we know what we want.

Right now we are looking for both full-service and limited-service restaurants and clothing and clothing accessory retailers to meet the needs and preferences of a growing population of young, diverse and trendy professionals living in and visiting our district. Our efforts to meet the needs of this community are focused along the Steinway corridor from 28th Avenue to 35th Avenue, where we have significant demand for these retail categories:

1-Mile Retail Leakage	Retail Gap
Food Services & Drinking Places	\$75,392,255
Clothing & Clothing Accessories Stores	\$31,216,905
General Merchandise Stores	\$31,844,518

[For Retailers] Is Steinway Street right for [Retailer name]?

After surveying our residents and studying our market data, I believe that your business could be a great fit for our neighborhood and would like the opportunity to put you in touch with a property owner or leasing agent for the space that meets your needs.

If you would like to arrange a site visit and tour, we can provide you with all the information you need to decide if Steinway Street is the right location for your business.

[For Property Owners] Is [Retailer name] right for your space?

After surveying our residents and studying our market data, I believe that your space could be a great fit for [insert retailer name] and would like the opportunity to put you or your broker in touch with a representative from the store. Bringing the right retailers into our neighborhood is crucial to the long-term health of Steinway Street and the retailers like you who do business here.

Please let me know if you or your broker are available for a site visit or tour with this, or another retailer looking to join our community. We are happy to provide you with all the information you need to decide if a business is right for your property.

I will follow up within the next week to discuss. I can also be reached at XXX-XXX-XXXX.

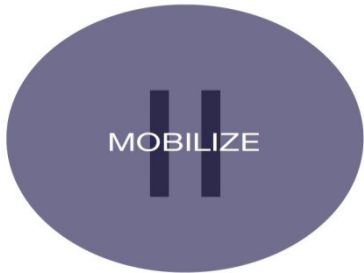
Sincerely,



STEP 8 Make the Call

Letter campaigns
Repetitive outreach





STEP 9
Be Ready to Help

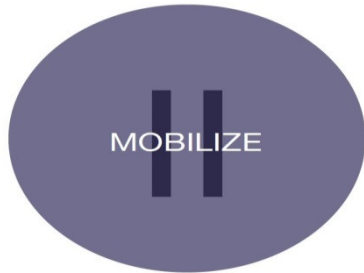


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STEP 9
Be Ready to Help



Play the mediator to negotiations, don't be the broker
(unless you have to)

Be prepared with resources that will help tenants
in their interactions with the landlord

Don't be discouraged, getting to "yes" can
mean hearing "no" multiple times



STEP 10
Recognize Success



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STEP 10
Recognize Success

Grand Openings

Build credibility, engage more property owners, and attract more retail

Issue press release, invite local leaders, cut that bright red ribbon!



STEP 11
Evaluate Outcomes





STEP 11: EVALUATE OUTCOMES

Have a system in place to measure success as well as failure
Sharing your success will provide your organization with
valuable recognition





STEP 11
Evaluate Outcomes

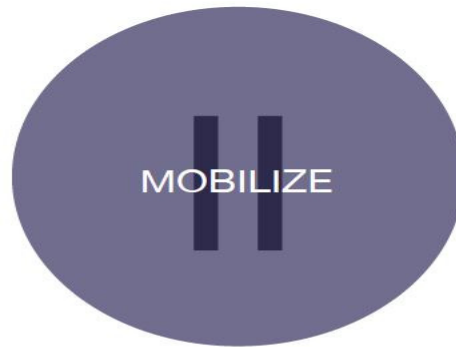
Wash, rinse, repeat!

Consistent repetition is
fundamental to the success of
your effort.





1. Observe & Investigate
2. Evaluate Consumer Demand
3. Identify Opportunity Sites
4. Identify Retail Categories



5. Communicate Your Vision
6. Enroll Property Owners
7. Identify Prospects
8. Make the Call
9. Be Ready to Help



10. Recognize Success
11. Evaluate Outcomes



BEST PRACTICES




Downtown Brooklyn. Nightlife.

1/28/13 Gmail - Top 10 Nightlife Spaces Larisa Ortiz <lortizpufolkes@gmail.com>

Top 10 Nightlife Spaces
1 message

Downtown Brooklyn <info@dbpartnership.org> Thu, Jan 17, 2013 at 10:53 AM
To: lortiz@larisaortizassociates.com




TOP 10 POTENTIAL NIGHTLIFE SPACES IN DOWNTOWN BROOKLYN
Downtown Brooklyn is amidst an economic renaissance that rivals any downtown in America. Home to 15,000 residents, 57,000 college students, 100,000 office workers – not to mention tens of thousands of tourists and shoppers who visit daily – the neighborhood offers endless possibilities for an entrepreneur looking to meet the growing demand for dining and retail establishments.


And with over a dozen projects in the development pipeline, such as City Point and the Hub, that demand is only going to soar in upcoming years. The time to capture that energy is now, whether for happy hour or all hours of the day. To better help you navigate the potential nightlife landscape, below is a list of our top choices for spaces in Downtown Brooklyn that could serve as venues for restaurants, bars, music, comedy – you name it. Our in-house expert Malina Train is here to provide assistance in finding space in Downtown Brooklyn, so don't hesitate to reach out: [718-403-4635](tel:7184034635).

<https://mail.google.com/mail/u/0/?ui=2&ik=a287384e8d&view=pt&sq=Top+10+Nightlife+Spaces&qs=true&search=query&th=13c49377592a03> 1/5

1/28/13 Gmail - Top 10 Nightlife Spaces



1) FOR THE BUSINESS LOOKING FOR NEW GLAMOR IN HISTORIC SPACE
353 Livingston Street
Space: 6,200 square feet
Contact: Isaac Mograby, Crown Retail Services, at [212.292.0214](tel:2122920214)
Renovated and refurbished, this historic building has it all: an 18,000-square-foot Planet Fitness, Seattle's Best Coffee, and retailers such as Express and Raymour & Flanigan. What's missing? A full-service establishment that contributes to the live-work-play cycle of Downtown Brooklynites. Students and young professionals occupy this neighborhood niche, and as such, the restaurant that locates in this corner of Downtown Brooklyn should exude the energetic hustle-and-bustle of its constituents.



2) FOR THE ESTABLISHMENT WITH LOFTY ASPIRATIONS
BellTel Lofts | 365 Bridge Street
Space: 4,240 square feet, ground floor and 25,000 square feet, lower level
Contact: Robert F. Hebron, Ingram & Hebron, at [718.625.0011](tel:7186250011)
Locate your restaurant in this Downtown Brooklyn gem, described as a "great architectural masterpiece in New York City" – the BellTel Lofts. Stylized in the Art Deco tradition, this building houses luxury condominiums and



<https://mail.google.com/mail/u/0/?ui=2&ik=a287384e8d&view=pt&sq=Top+10+Nightlife+Spaces&qs=true&search=query&th=13c49377592a03> 2/5



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Pop Ups

Temporary Art Installation



Permanent Retail



Organization:

No Longer Empty

Corridor:

8th Street, Manhattan, NY

Challenge:

Long-term corridor vacancies

Outcome:

Short-term use resulted in immediate occupancy



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South Bronx. Aspirational Staging

Vacancy: Before

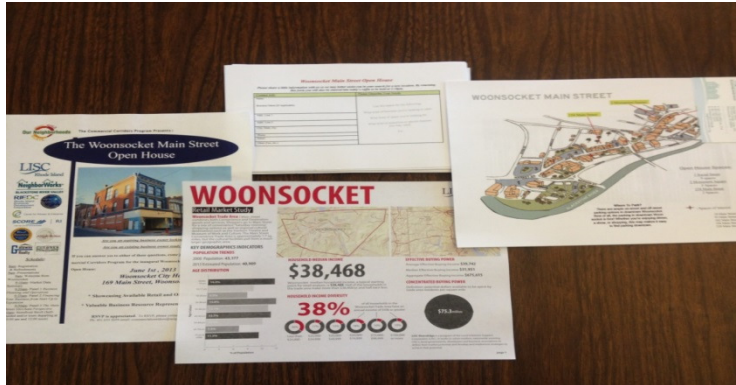


South Bronx. Aspirational Staging

Vacancy: After



Woonsocket, RI. Main Street Open House



Organization: Neighborworks, LISC
Corridor: Main Street, Woonsocket, RI
Challenges: High vacancy rate
Outcome: 20+ businesses (since 2010)



Bed-Stuy, Brooklyn. Social Media



Organization: Bed-Stuy BID, SBS
Corridor: Fulton Street
Challenges: Need for higher quality businesses
Outcome: Healthy food establishment



Parting Words

- Retail attraction is not a “quick fix”
- Some retail attraction begins with the fundamentals
- Relationships are key to successful leasing
- Engage your board and local residents in the effort
- Don't get discouraged – there will be many “no's” before a “yes”

THANK YOU!



LARISA ORTIZ
ASSOCIATES
commercial district advisors

www.larisaortizassociates.com
718-205-5116

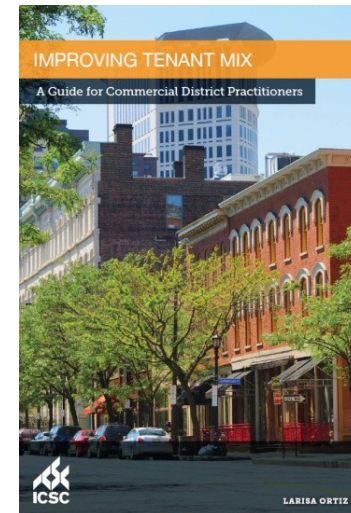
Twitter: @cdadvisor

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www.icsc.org/uploads/gpp/ICSC-Guide-for-Improving-Tenant-Mix.pdf



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