





# *Today's Presentation*

- “What We Heard”
- Market Data
  - Zip Code Survey
  - Market Definition
  - Demographics
  - Retail Leakage
- Overall Observations
- Next Steps





# *“What We Heard”*: Strengths

- City is insulated from sprawl, authentic, & charming
- Unique merchandise and retail mix downtown
- Natural resources, esp. Pisgah & Dupont
- Retirement population and active seniors
- Music Center, Brevard College, and summer camps inject energy into the community
- Healthy visitor market with stronger shoulder seasons
- Transylvania County is a true destination for outdoor tourists
- Unique identity: white squirrels, land of waterfalls, and cycling/biking





# *“What We Heard”*: Challenges

- Overlapping groups and missions
- Sunday through Thursday visitor market
- Distance from Pisgah Forest to Downtown (3.5 miles)
- Parking and business hours
- Perception that merchandise price points too high for locals
- No checklist or clearly defined process for potential new businesses
- People are part of niche markets; there isn't a lot of overlap between different markets





# *“What We Heard”: Opportunities*

- Capitalize on year-round market (i.e., goods available to locals in off-season and in how retailers approach marketing)
- Leverage crowds that events/festivals bring to town
- Strengthen connection between Pisgah Forest and downtown
- Continue to attract “bikes and beer” markets
- Partnerships with Brevard College
- Make connection between local agriculture and restaurants
- Recruit outdoor-oriented businesses and industries





# *“What We Heard”: Wants*

- Small downtown hotel
- Develop Railroad Ave. as emerging arts hub
- Develop Davidson River Village site
- A City vision or set of objectives for future growth
- An itinerary development tool for visitors
- Continue to implement bike/pedestrian master plan
- Event venue or community center





# *“What We Heard”: Threats*

- Poor communication among partners
- Access to Arden retail offerings
- Lack of a consistent community brand
- Perception that downtown is not a place for locals, is for tourists only
- Old manufacturing mentality, resentment of new economy and tourist industry





# Market Data: Zip Code Survey

- Week of August 22-29, 2013
- 43 Merchants
- 5,195 Recorded Customer Visits
- 638 Unique Zip Codes
- 42 States
- 5 Foreign Countries

**Zip Code Survey of Customers**  
Brevard, North Carolina

Business Name: \_\_\_\_\_ August 22-29, 2013

**Instructions**

1. Please record the **residence zip code** of customers in the spaces below.
2. Please stop recording if you reach 200 customers, or by August 29th, whichever comes first.
3. Please record **only one customer** per individual numbered row. Thank you!

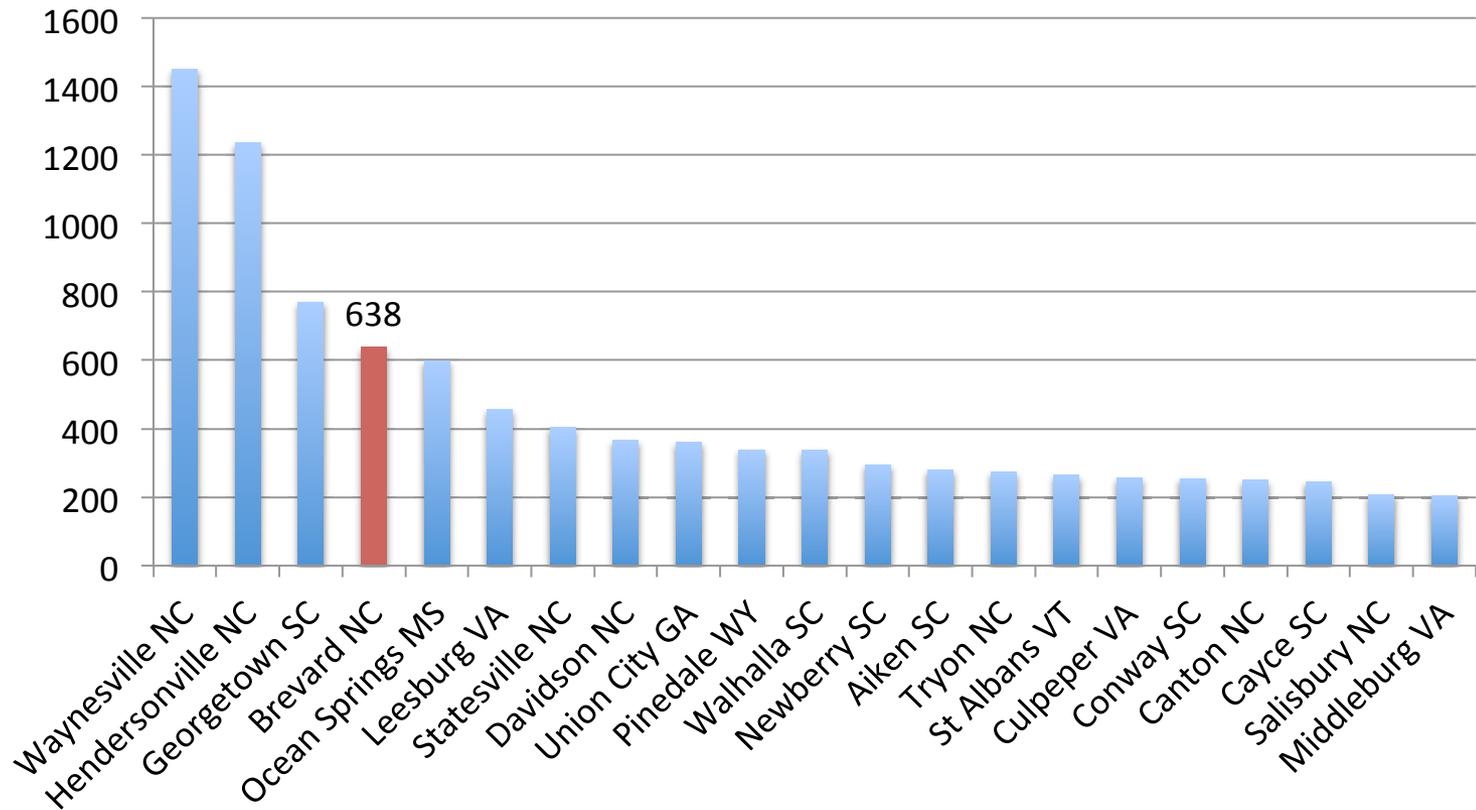
**If resident lives in zip code 28712,  
please ask them if they live IN or OUT of the City of Brevard**

	Brevard	Pisgah Forest	Cedar Mountain	Rosmar	Lake Toxaway	Balsam Grove	Penrose	Cleveland	Other
Customer	28712 IN or OUT	28768	28718	28772	28747	28708	28766	29635	Please Record
1									
2									
3									
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5									
6									
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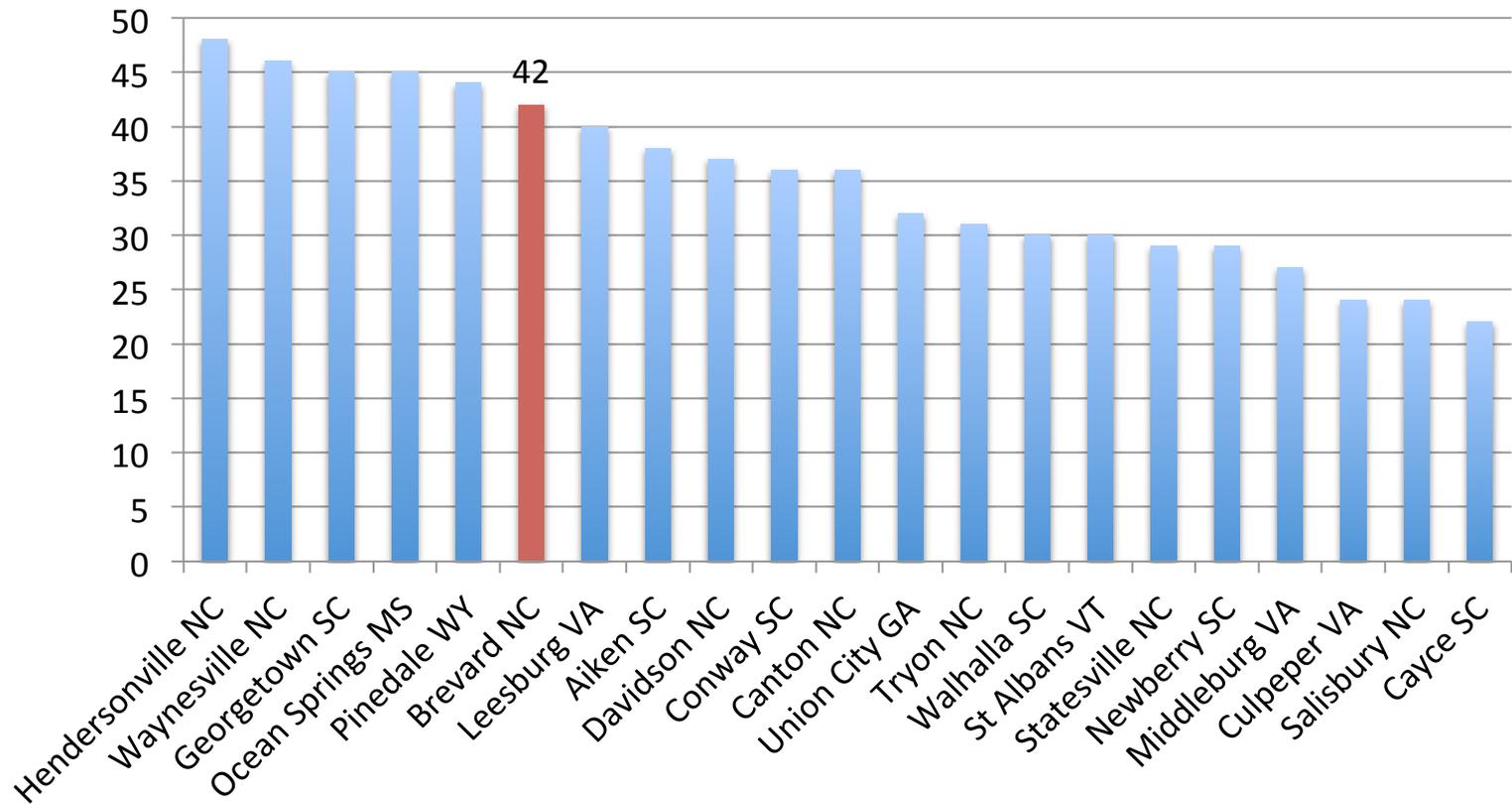


# Market Data: Unique Zip Codes

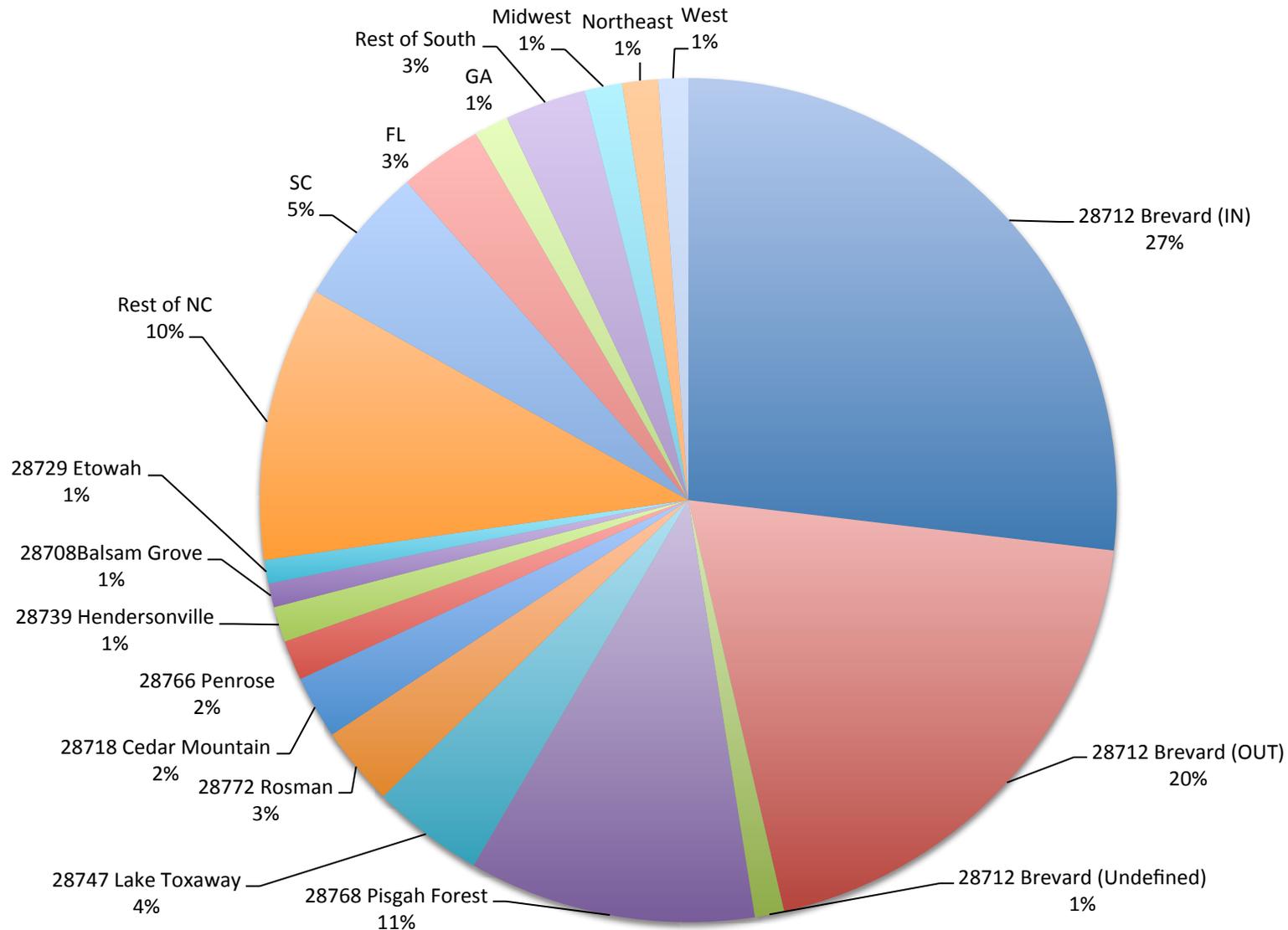




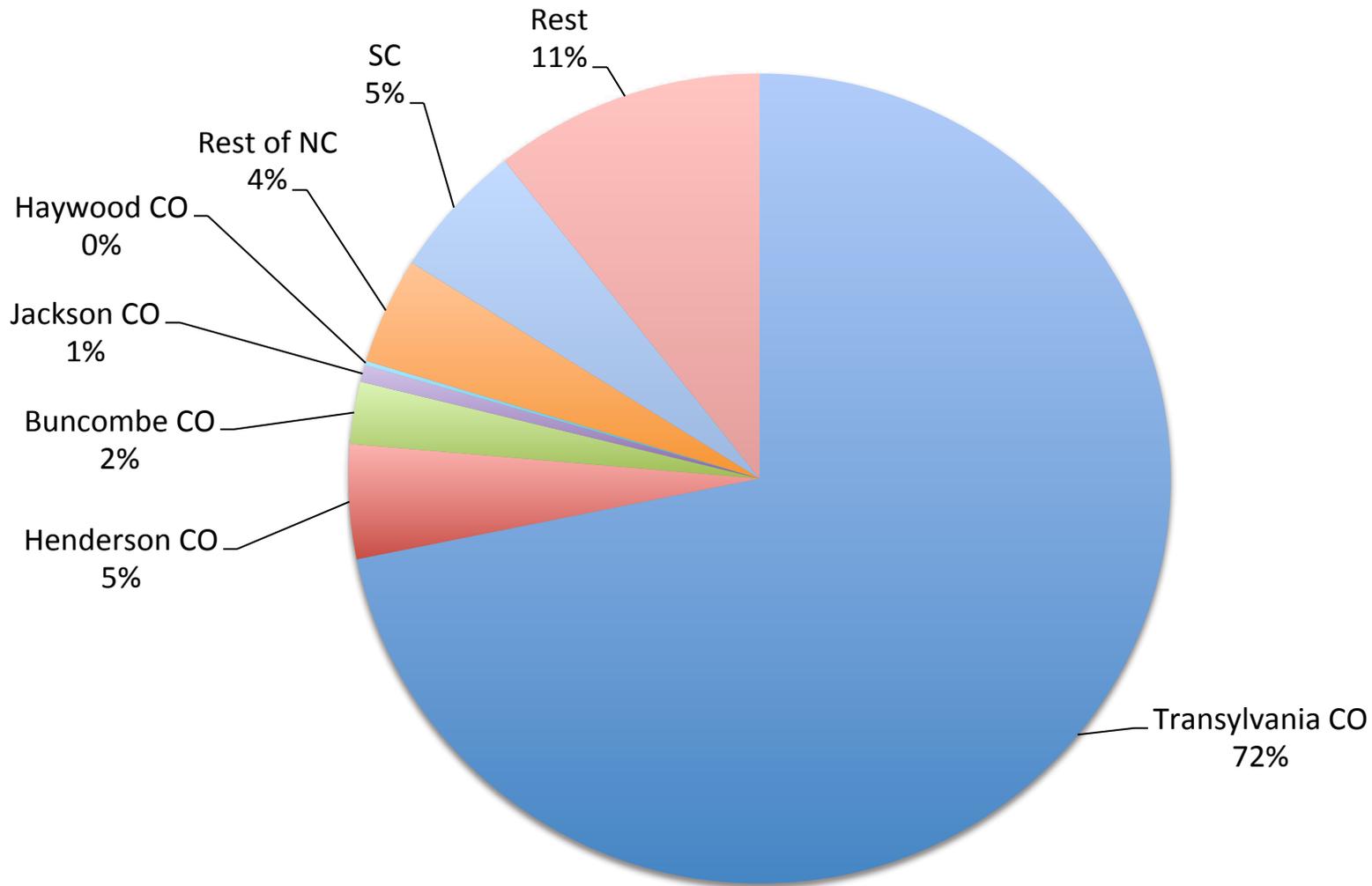
# Market Data: Total U.S. States



# Market Data: Where are they from?



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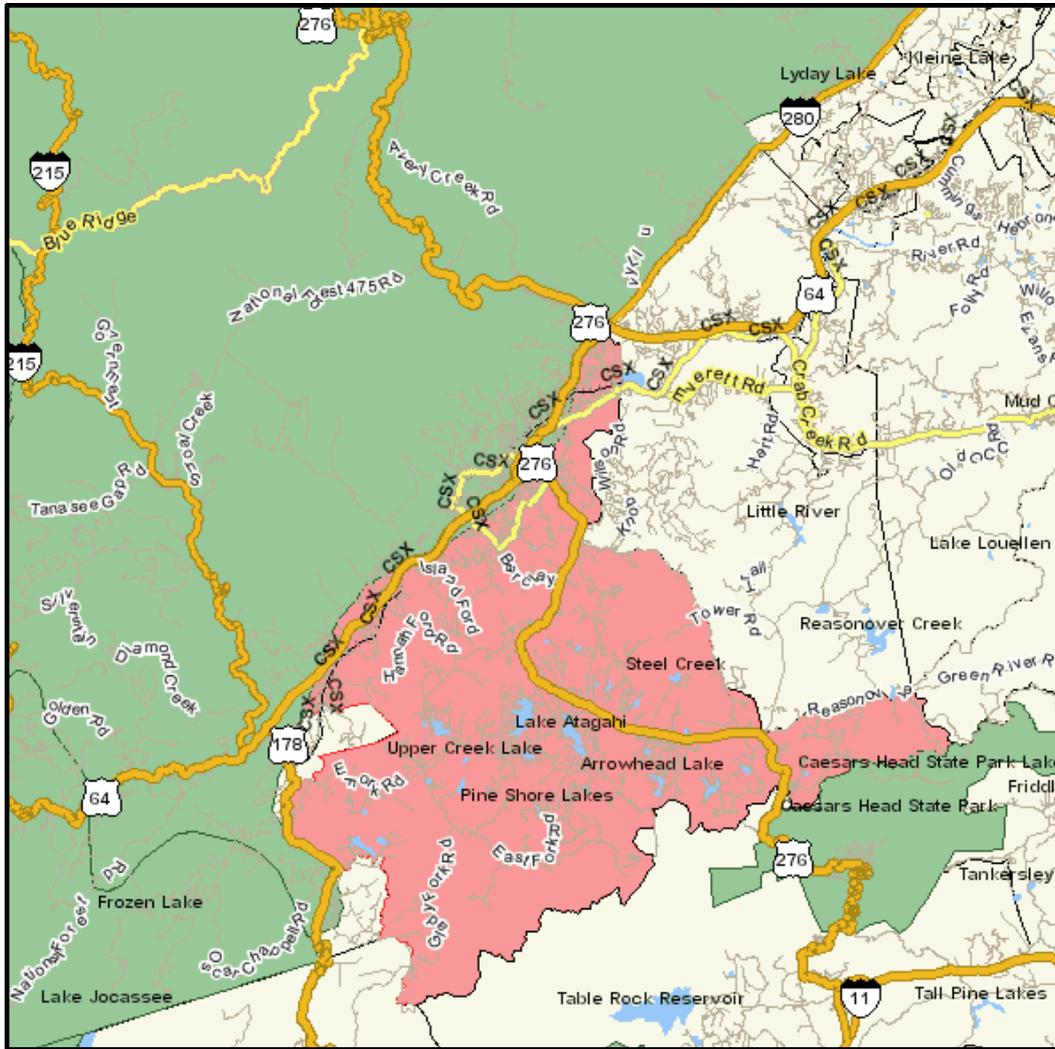
# Market Data: Market Definition

Zip Code	Area	Population	Visits	Visits/1000 Pop
28718	Cedar Mountain	313	126	402.56
28712 IN	Brevard City	7,479	1,410	188.53
28712 ALL	Brevard	18,959	2,490	131.34
28772	Rosman	1,487	158	106.25
28747	Lake Toxaway	2,105	223	105.94
28712 OUT	Brevard	11,480	1,022	89.02
28768	Pisgah Forest	7,379	568	76.98
28766	Penrose	1,064	80	75.19
28708	Balsam Grove	663	48	72.40
28774	Sapphire	1,115	37	33.18
28717	Cashiers	1,425	25	17.54
28729	Etowah	2,826	47	16.63
29635	Cleveland	1,234	10	8.10
28759	Mills River	7,239	35	4.83
28791	Hendersonville	14,692	23	1.57
28704	Arden	19,125	20	1.05
28803	Asheville	30,087	22	0.73
28806	Asheville	39,718	21	0.53
Primary Trade Area				
Secondary Trade Area				





# Market Data: Market Definition

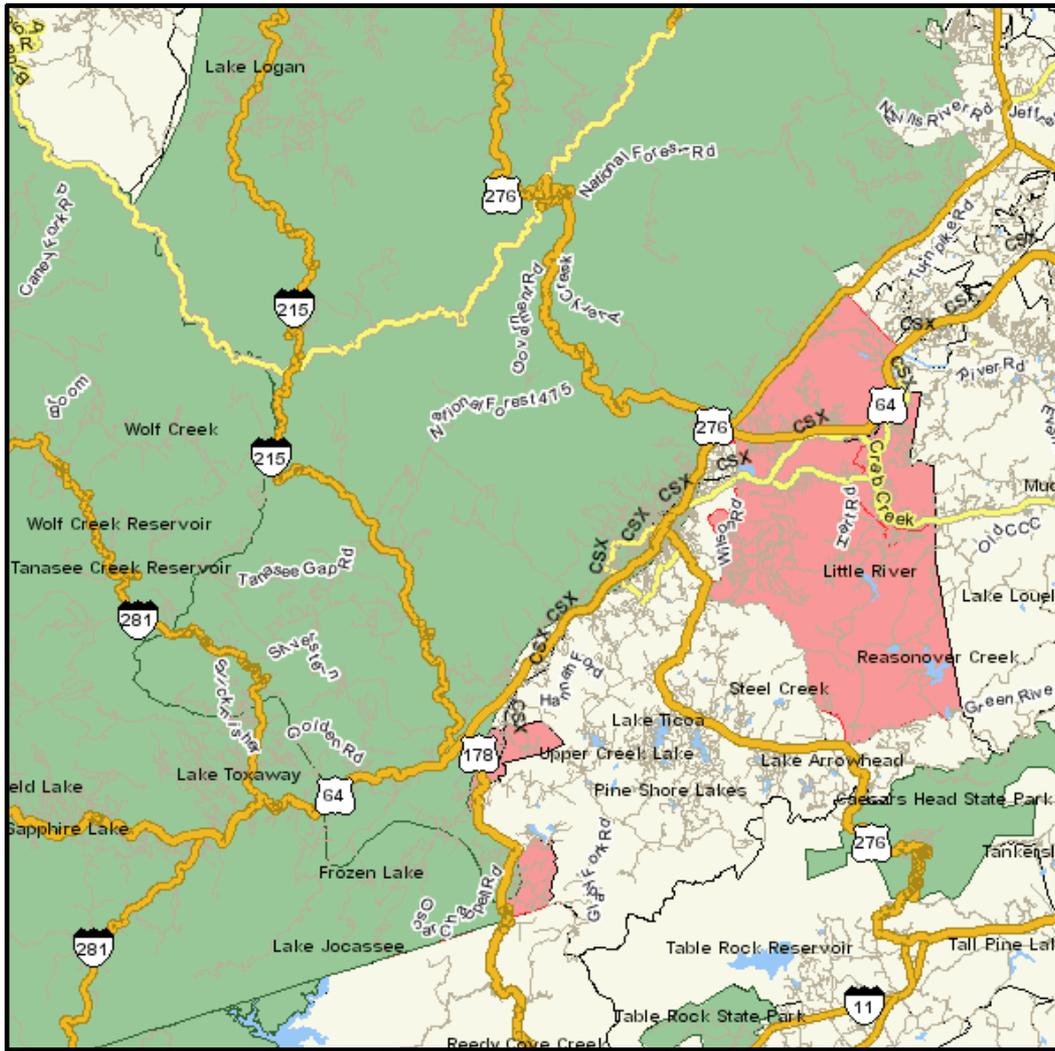


Primary Trade Area





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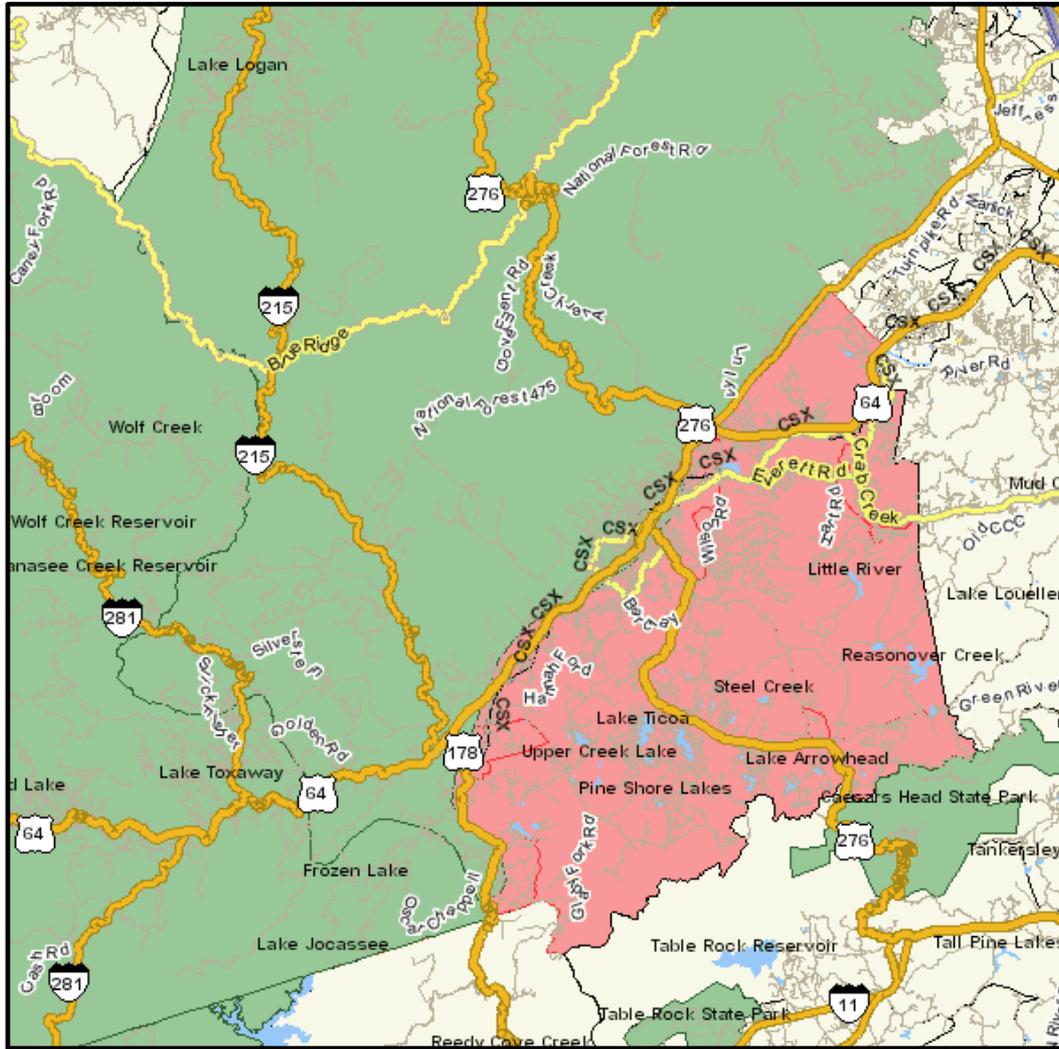


Secondary Trade Area





# Market Data: Market Definition



Combined Trade Area





# *Market Data: Demographics*

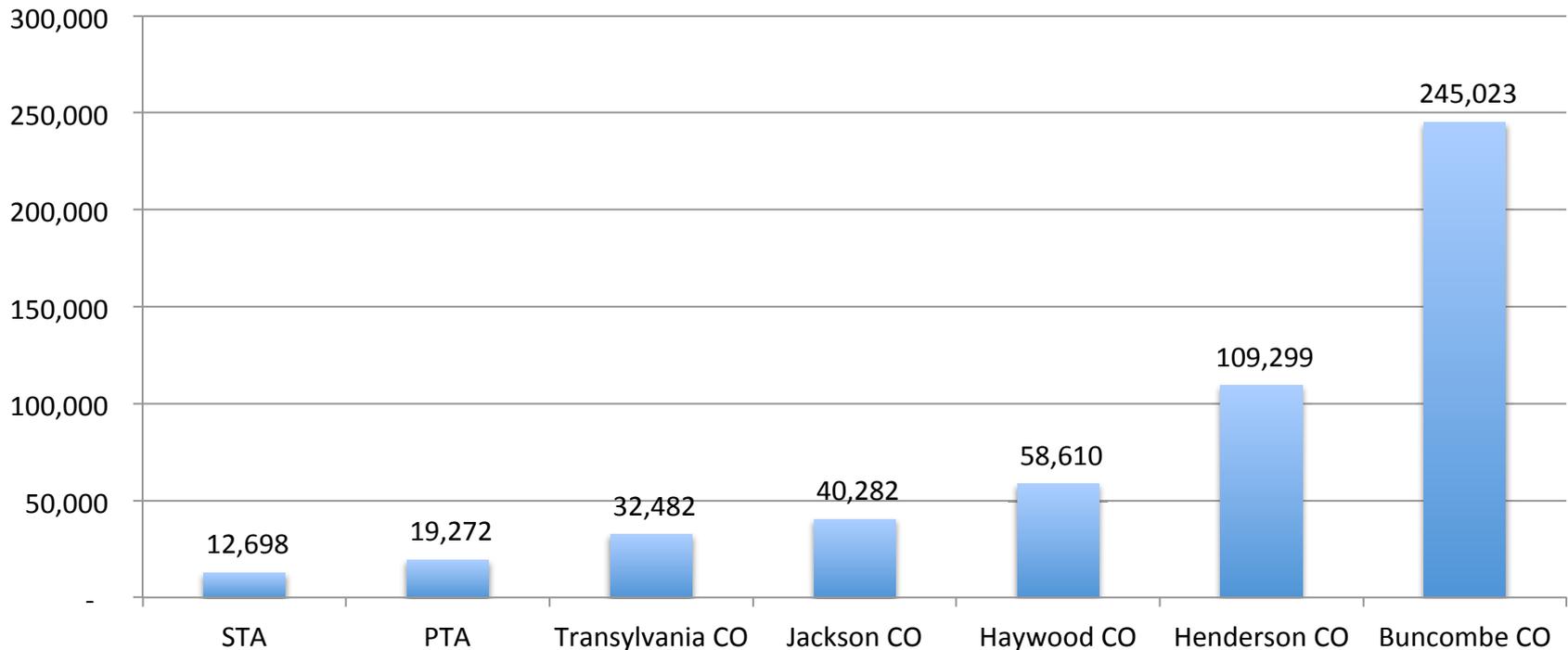
- 2013 Population
  - Primary Trade Area: 19,272
  - Secondary Trade Area: 12,698
- 2013-2018 Projected Population Growth
  - Primary Trade Area: -0.89%
  - Secondary Trade Area: -2.16%
  - North Carolina: 4.64%
- 2013 Median Age
  - Primary Trade Area: 50.0
  - Secondary Trade Area: 48.2
  - North Carolina: 37.7





# Market Data: Demographics

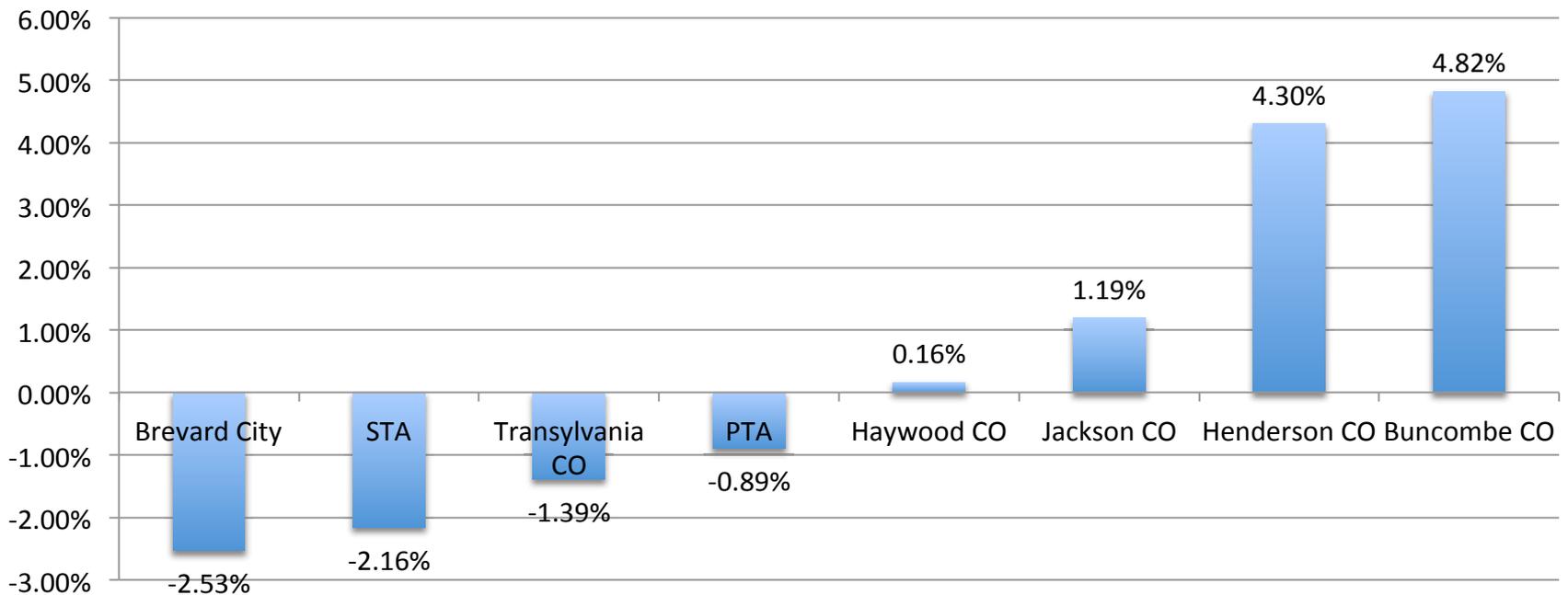
## 2012 Population





# Market Data: Demographics

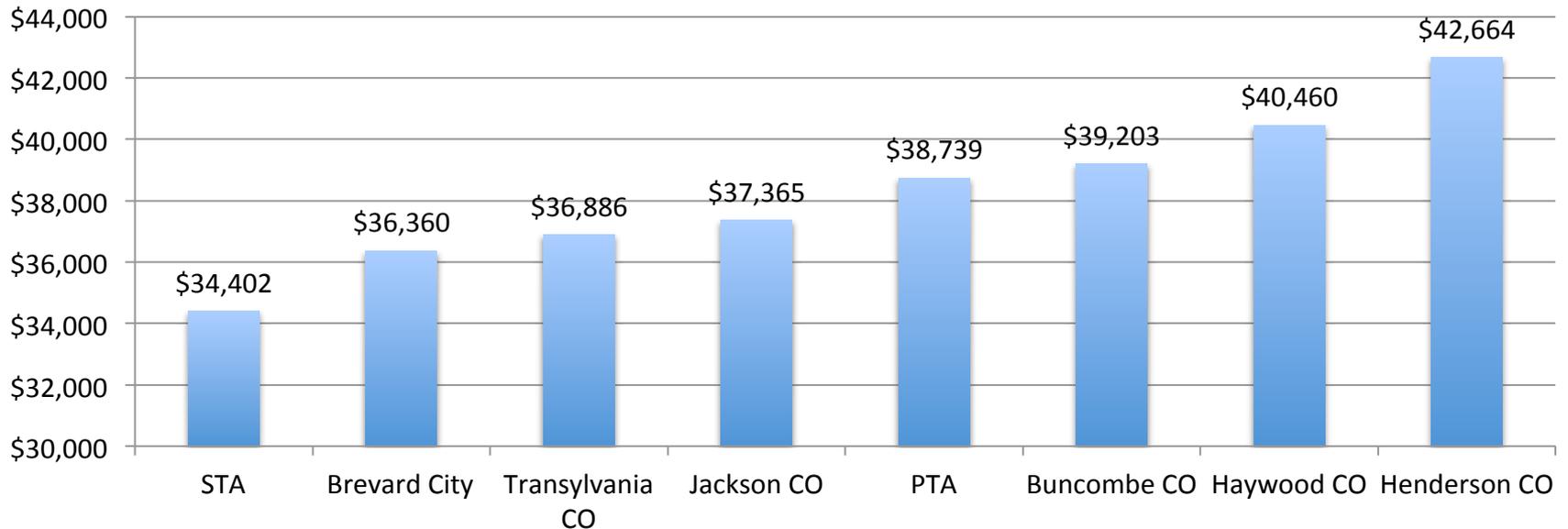
## Projected 2013-2018 Population Growth





# Market Data: Demographics

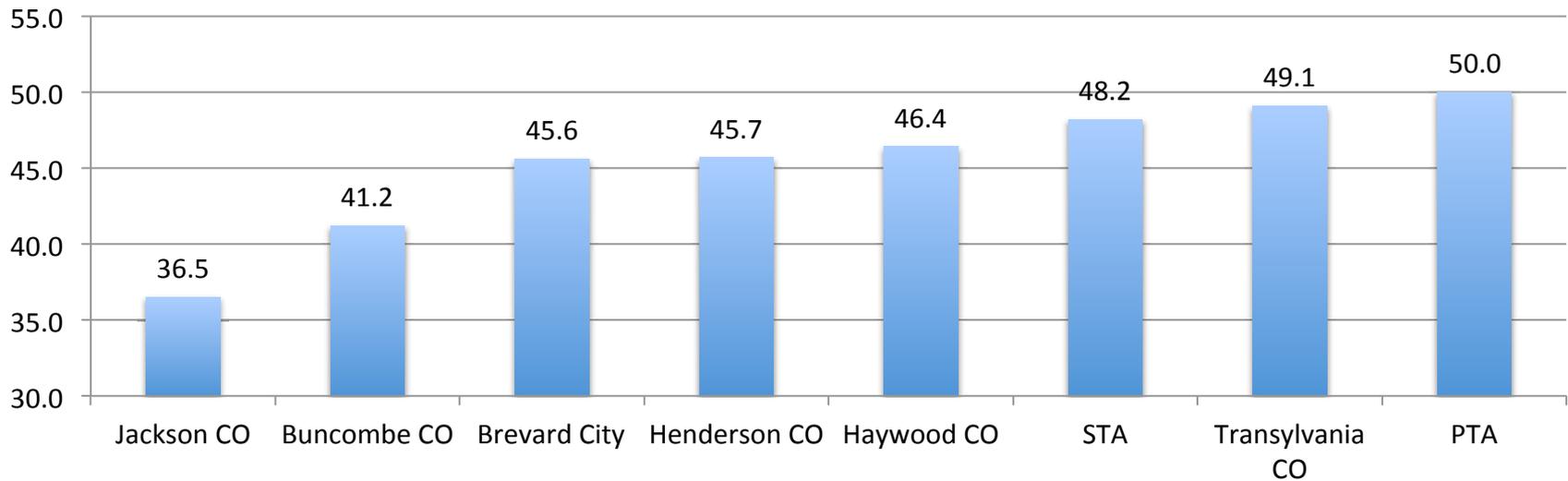
## Median Household Income





# Market Data: Demographics

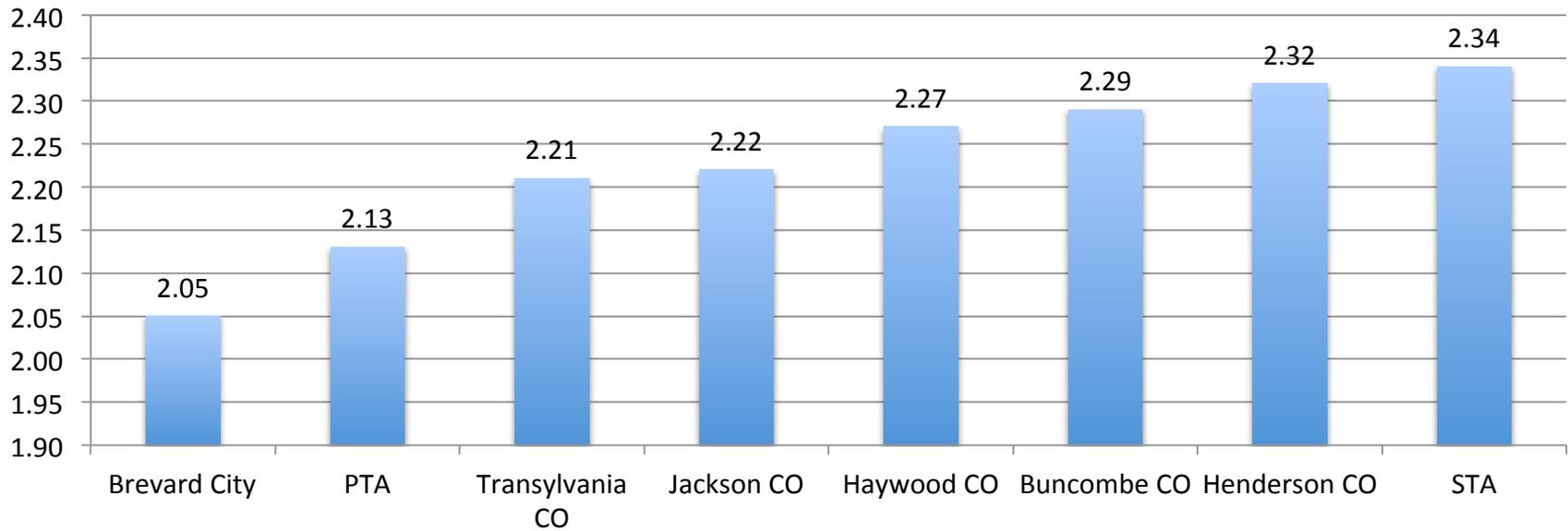
## Median Age





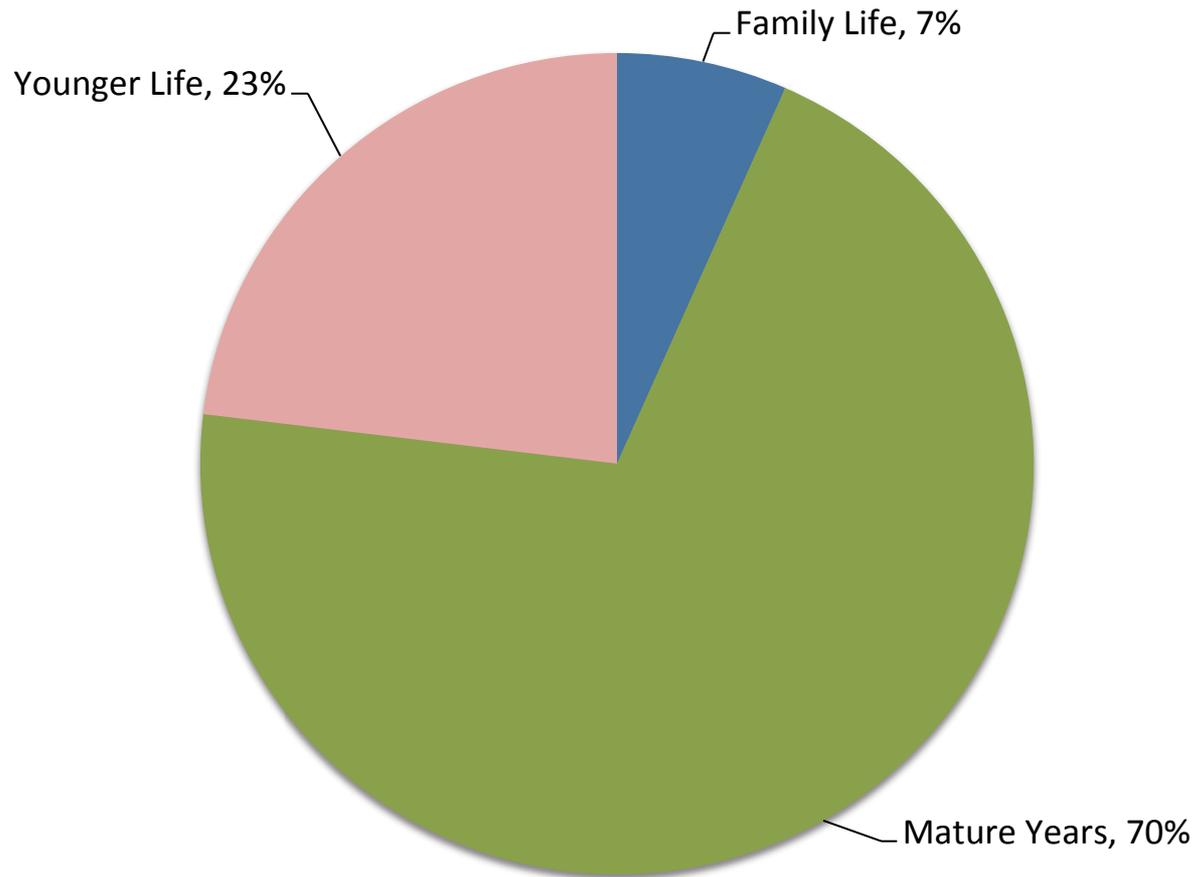
# Market Data: Demographics

## Average Household Size



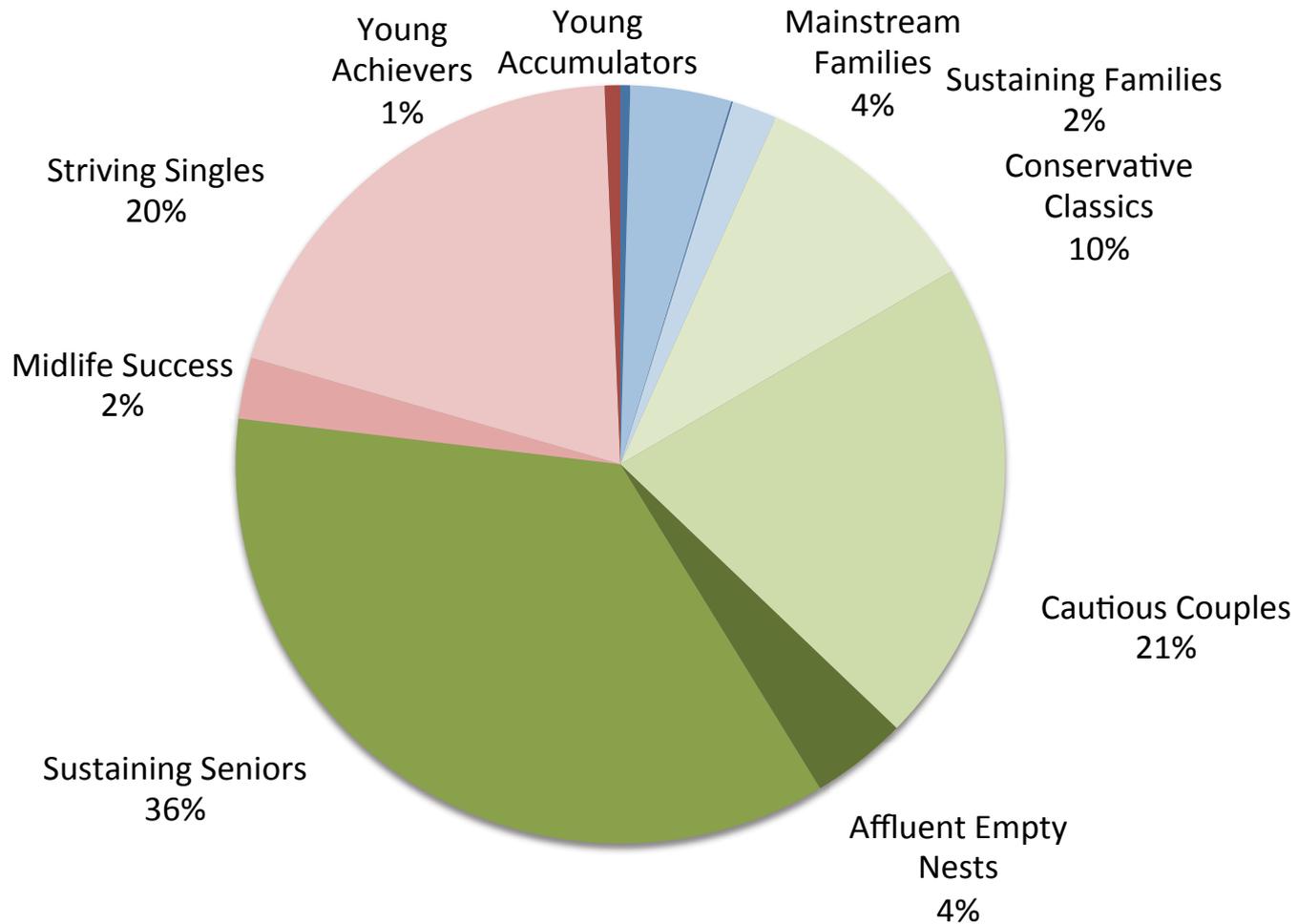


# Market Data: Psychographics



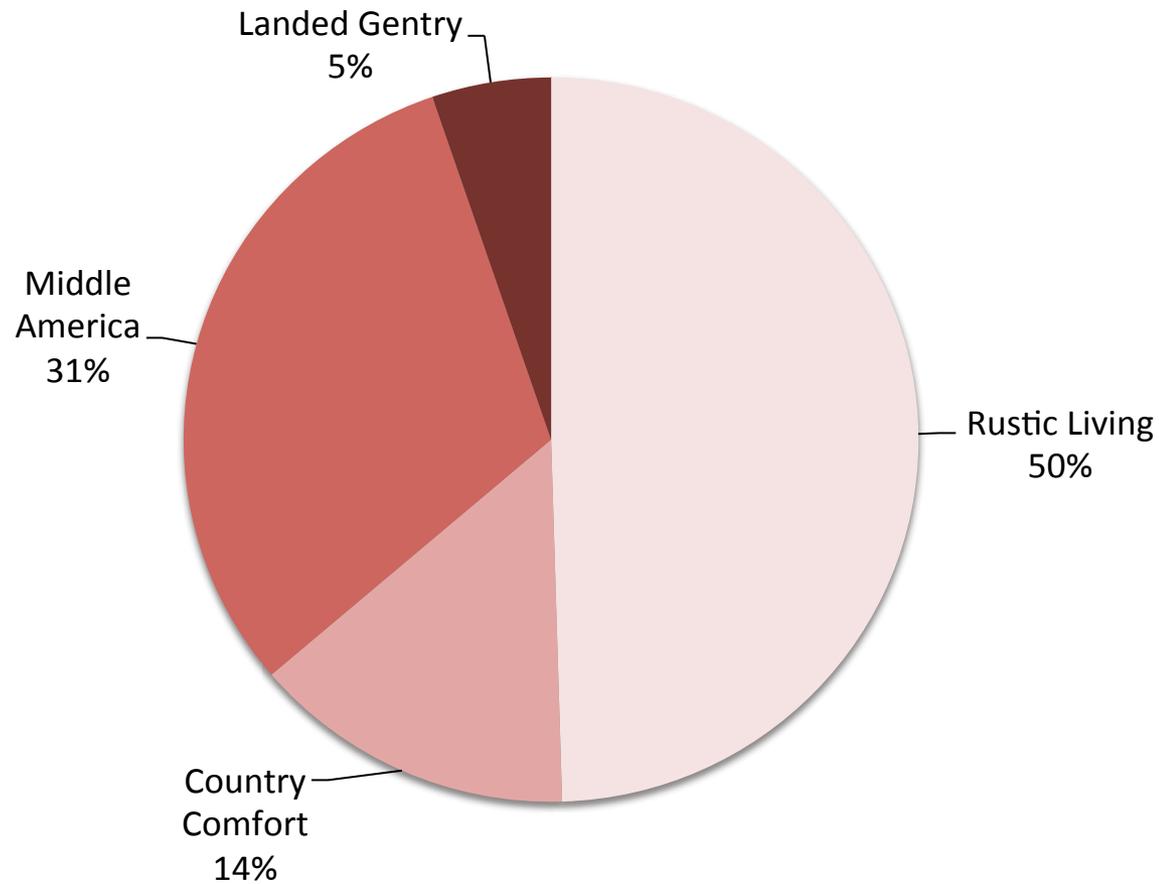


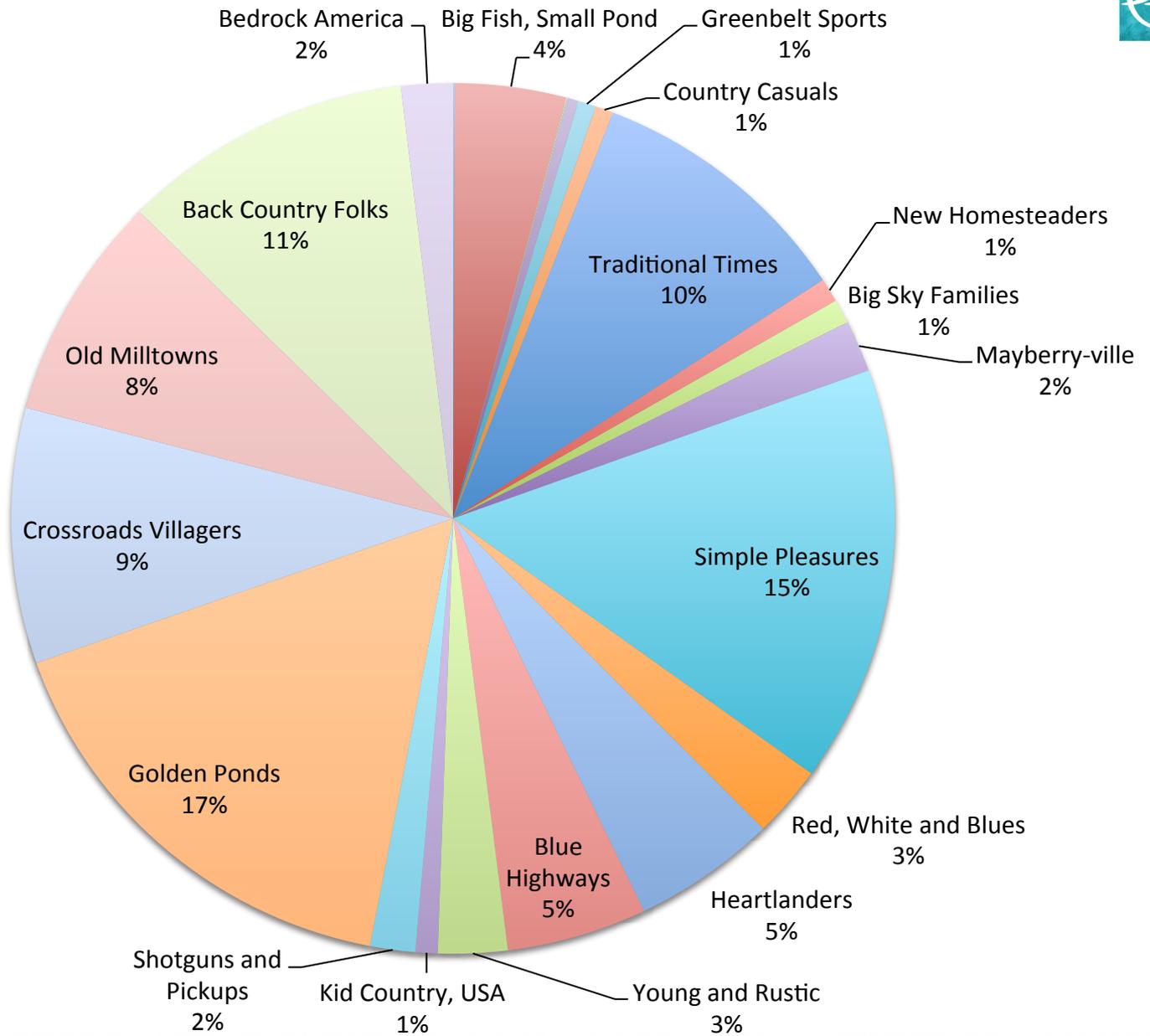
# Market Data: Psychographics





# Market Data: Psychographics







# Market Data: Demographics

- Median Household Income
  - Primary Trade Area: \$38,739
  - Secondary Trade Area: \$34,402
  - Henderson County: \$42,664
  - Haywood County: \$40,460
  - Buncombe County: \$39,203
  - Jackson County: \$37,365





Opportunity Gap - Retail Stores	PTA-2012			STA-2012			COMBINED-2012		
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)
<b>Total Retail Sales Incl Eating and Drinking Places</b>	<b>291,632,793</b>	<b>299,229,490</b>	<b>-7,596,697</b>	<b>189,343,016</b>	<b>116,217,665</b>	<b>73,125,351</b>	<b>480,975,809</b>	<b>415,447,155</b>	<b>65,528,654</b>
<b>Motor Vehicle and Parts Dealers-441</b>	<b>47,968,860</b>	<b>31,803,541</b>	<b>16,165,319</b>	<b>30,565,499</b>	<b>3,928,924</b>	<b>26,636,575</b>	<b>78,534,359</b>	<b>35,732,465</b>	<b>42,801,894</b>
Automotive Dealers-4411	39,956,029	28,340,801	11,615,228	25,347,077	1,794,740	23,552,337	65,303,106	30,135,541	35,167,565
Other Motor Vehicle Dealers-4412	4,168,417	122,813	4,045,604	2,757,189	2,067,368	689,821	6,925,606	2,190,181	4,735,425
Automotive Parts/Accsrs, Tire Stores-4413	3,844,414	3,339,927	504,487	2,461,233	66,816	2,394,417	6,305,647	3,406,743	2,898,904
<b>Furniture and Home Furnishings Stores-442</b>	<b>5,458,332</b>	<b>3,141,034</b>	<b>2,317,298</b>	<b>3,548,756</b>	<b>1,399,490</b>	<b>2,149,266</b>	<b>9,007,088</b>	<b>4,540,524</b>	<b>4,466,564</b>
Furniture Stores-4421	2,855,494	1,311,269	1,544,225	1,877,855	215,532	1,662,323	4,733,349	1,526,801	3,206,548
Home Furnishing Stores-4422	2,602,838	1,829,765	773,073	1,670,901	1,183,958	486,943	4,273,739	3,013,723	1,260,016
<b>Electronics and Appliance Stores-443</b>	<b>5,926,123</b>	<b>2,393,815</b>	<b>3,532,308</b>	<b>3,767,578</b>	<b>174,266</b>	<b>3,593,312</b>	<b>9,693,701</b>	<b>2,568,081</b>	<b>7,125,620</b>
Appliances, TVs, Electronics Stores-44311	4,385,573	1,962,987	2,422,586	2,800,196	6,917	2,793,279	7,185,769	1,969,904	5,215,865
Household Appliances Stores-443111	1,079,307	232,196	847,111	693,114	6,917	686,197	1,772,421	239,113	1,533,308
Radio, Television, Electronics Stores-443112	3,306,266	1,730,791	1,575,475	2,107,082	0	2,107,082	5,413,348	1,730,791	3,682,557
Computer and Software Stores-44312	1,284,011	430,828	853,183	799,644	167,349	632,295	2,083,655	598,177	1,485,478
Camera and Photographic Equipment Stores-44313	256,539	0	256,539	167,738	0	167,738	424,277	0	424,277
<b>Building Material, Garden Equip Stores -444</b>	<b>27,186,907</b>	<b>14,341,529</b>	<b>12,845,378</b>	<b>17,550,092</b>	<b>14,623,641</b>	<b>2,926,451</b>	<b>44,736,999</b>	<b>28,965,170</b>	<b>15,771,829</b>
Building Material and Supply Dealers-4441	24,530,054	13,541,328	10,988,726	15,783,669	9,250,020	6,533,649	40,313,723	22,791,348	17,522,375
Home Centers-44411	9,708,527	7,179,743	2,528,784	6,286,349	337,514	5,948,835	15,994,876	7,517,257	8,477,619
Paint and Wallpaper Stores-44412	612,017	28,900	583,117	387,927	254,986	132,941	999,944	283,886	716,058
Hardware Stores-44413	2,398,198	1,409,301	988,897	1,570,476	310,239	1,260,237	3,968,674	1,719,540	2,249,134
Other Building Materials Dealers-44419	11,811,312	4,923,384	6,887,928	7,538,917	8,347,281	-808,364	19,350,229	13,270,665	6,079,564
Building Materials, Lumberyards-444191	4,688,355	1,925,036	2,763,319	3,002,829	3,263,786	-260,957	7,691,184	5,188,822	2,502,362
Lawn, Garden Equipment, Supplies Stores-4442	2,656,853	800,201	1,856,652	1,766,423	5,373,621	-3,607,198	4,423,276	6,173,822	(1,750,546)
Outdoor Power Equipment Stores-44421	494,125	0	494,125	326,418	1,620,552	-1,294,134	820,543	1,620,552	(800,009)
Nursery and Garden Centers-44422	2,162,728	800,201	1,362,527	1,440,005	3,753,069	-2,313,064	3,602,733	4,553,270	(950,537)
<b>Food and Beverage Stores-445</b>	<b>39,109,551</b>	<b>88,486,498</b>	<b>-49,376,947</b>	<b>25,773,246</b>	<b>6,109,515</b>	<b>19,663,731</b>	<b>64,882,797</b>	<b>94,596,013</b>	<b>(29,713,216)</b>
Grocery Stores-4451	35,764,601	80,262,595	-44,497,994	23,654,937	2,825,329	20,829,608	59,419,538	83,087,924	(23,668,386)
Supermarkets, Grocery (Ex Conv) Stores-44511	33,957,701	77,161,608	-43,203,907	22,444,193	2,458,901	19,985,292	56,401,894	79,620,509	(23,218,615)
Convenience Stores-44512	1,806,900	3,100,987	-1,294,087	1,210,744	366,428	844,316	3,017,644	3,467,515	(449,771)
Specialty Food Stores-4452	1,082,099	2,155,100	-1,073,001	721,822	538,778	183,044	1,803,921	2,693,878	(889,957)
Beer, Wine and Liquor Stores-4453	2,262,851	6,068,803	-3,805,952	1,396,487	2,745,408	-1,348,921	3,659,338	8,814,211	(5,154,873)
<b>Health and Personal Care Stores-446</b>	<b>22,589,043</b>	<b>18,213,834</b>	<b>4,375,209</b>	<b>14,068,711</b>	<b>27,121,379</b>	<b>-13,052,668</b>	<b>36,657,754</b>	<b>45,335,213</b>	<b>(8,677,459)</b>
Pharmacies and Drug Stores-44611	19,757,592	16,725,860	3,031,732	12,269,701	27,089,377	-14,819,676	32,027,293	43,815,237	(11,787,944)
Cosmetics, Beauty Supplies, Perfume Stores	846,100	135,012	711,088	522,575	0	522,575	1,368,675	135,012	1,233,663
Optical Goods Stores-44613	525,112	0	525,112	368,239	0	368,239	893,351	0	893,351
Other Health and Personal Care Stores-44619	1,460,239	1,352,962	107,277	908,196	32,002	876,194	2,368,435	1,384,964	983,471
<b>Gasoline Stations-447</b>	<b>29,552,599</b>	<b>31,139,955</b>	<b>-1,587,356</b>	<b>19,717,548</b>	<b>17,473,874</b>	<b>2,243,674</b>	<b>49,270,147</b>	<b>48,613,829</b>	<b>656,318</b>
Gasoline Stations With Conv Stores-44711	22,134,926	26,646,263	-4,511,337	14,802,215	17,420,916	-2,618,701	36,937,141	44,067,179	(7,130,038)
Other Gasoline Stations-44719	7,417,673	4,493,692	2,923,981	4,915,333	52,958	4,862,375	12,333,006	4,546,650	7,786,356





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Computer and Software Stores-44312	1,284,011	430,828	853,183	799,644	167,349	632,295	2,083,655	598,177	1,485,478
<b>Clothing and Clothing Accessories Stores-448</b>	<b>11,188,075</b>	<b>6,799,334</b>	<b>4,388,741</b>	<b>7,687,270</b>	<b>972,898</b>	<b>6,714,372</b>	<b>18,875,345</b>	<b>7,772,232</b>	<b>11,103,113</b>
Clothing Stores-4481	7,906,893	1,735,139	6,171,754	5,498,210	604,863	4,893,347	13,405,103	2,340,002	11,065,101
Men's Clothing Stores-44811	487,147	0	487,147	342,280	0	342,280	829,427	0	829,427
Women's Clothing Stores-44812	1,987,705	247,136	1,740,569	1,390,677	0	1,390,677	3,378,382	247,136	3,131,246
Childrens, Infants Clothing Stores-44813	461,646	0	461,646	313,903	0	313,903	775,549	0	775,549
Family Clothing Stores-44814	4,226,826	1,428,662	2,798,164	2,937,948	557,389	2,380,559	7,164,774	1,986,051	5,178,723
Clothing Accessories Stores-44815	188,506	0	188,506	130,271	0	130,271	318,777	0	318,777
Other Clothing Stores-44819	555,063	59,341	495,722	383,131	47,474	335,657	938,194	106,815	831,379
Shoe Stores-4482	1,588,251	0	1,588,251	1,121,605	0	1,121,605	2,709,856	0	2,709,856
Jewelry, Luggage, Leather Goods Stores-4483	1,692,931	5,064,195	-3,371,264	1,067,455	368,035	699,420	2,760,386	5,432,230	(2,671,844)
Jewelry Stores-44831	1,550,402	5,064,195	-3,513,793	972,791	368,035	604,756	2,523,193	5,432,230	(2,909,037)
Luggage and Leather Goods Stores-44832	142,529	0	142,529	94,664	0	94,664	237,193	0	237,193
<b>Sporting Goods, Hobby, Book, Music Stores-451</b>	<b>5,399,347</b>	<b>4,319,884</b>	<b>1,079,463</b>	<b>3,387,701</b>	<b>914,151</b>	<b>2,473,550</b>	<b>8,787,048</b>	<b>5,234,035</b>	<b>3,553,013</b>
Sporting Goods, Hobby, Musical Inst Stores-4511	3,729,441	3,935,397	-205,956	2,433,523	799,464	1,634,059	6,162,964	4,734,861	1,428,103
Sporting Goods Stores-45111	1,763,498	2,942,699	-1,179,201	1,167,705	799,464	368,241	2,931,203	3,742,163	(810,960)
Hobby, Toys and Games Stores-45112	1,279,612	700,345	579,267	827,945	0	827,945	2,107,557	700,345	1,407,212
Sew/Needlework/Piece Goods Stores-45113	363,125	0	363,125	231,543	0	231,543	594,668	0	594,668
Musical Instrument and Supplies Stores-45114	323,206	292,353	30,853	206,330	0	206,330	529,536	292,353	237,183
Book, Periodical and Music Stores-4512	1,669,906	384,487	1,285,419	954,178	114,687	839,491	2,624,084	499,174	2,124,910
Book Stores and News Dealers-45121	1,174,513	229,977	944,536	641,717	114,687	527,030	1,816,230	344,664	1,471,566
Book Stores-451211	1,108,520	229,977	878,543	599,304	114,687	484,617	1,707,824	344,664	1,363,160
News Dealers and Newsstands-451212	65,993	0	65,993	42,413	0	42,413	108,406	0	108,406
Prerecorded Tapes, CDs, Record Stores-45122	495,393	154,510	340,883	312,461	0	312,461	807,854	154,510	653,344
<b>General Merchandise Stores-452</b>	<b>38,051,784</b>	<b>66,873,231</b>	<b>-28,821,447</b>	<b>25,158,072</b>	<b>34,248,978</b>	<b>-9,090,906</b>	<b>63,209,856</b>	<b>101,122,209</b>	<b>(37,912,353)</b>
Department Stores Excl Leased Depts-4521	17,812,026	17,108,018	704,008	11,833,160	30,320,146	-18,486,986	29,645,186	47,428,164	(17,782,978)
Other General Merchandise Stores-4529	20,239,758	49,765,213	-29,525,455	13,324,912	3,928,832	9,396,080	33,564,670	53,694,045	(20,129,375)





Opportunity Gap - Retail Stores	PTA-2012			STA-2012			COMBINED-2012		
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)
<b>Miscellaneous Store Retailers-453</b>	<b>8,047,454</b>	<b>6,937,960</b>	<b>1,109,494</b>	<b>5,363,061</b>	<b>1,093,010</b>	<b>4,270,051</b>	<b>13,410,515</b>	<b>8,030,970</b>	<b>5,379,545</b>
Florists-4531	568,563	251,466	317,097	365,999	377,200	-11,201	934,562	628,666	305,896
Office Supplies, Stationery, Gift Stores-4532	3,001,859	3,162,931	-161,072	1,916,331	249,522	1,666,809	4,918,190	3,412,453	1,505,737
Office Supplies and Stationery Stores-45321	1,719,402	1,607,412	111,990	1,089,885	82,431	1,007,454	2,809,287	1,689,843	1,119,444
Gift, Novelty and Souvenir Stores-45322	1,282,457	1,555,519	-273,062	826,446	167,091	659,355	2,108,903	1,722,610	386,293
Used Merchandise Stores-4533	566,015	516,022	49,993	365,031	100,198	264,833	931,046	616,220	314,826
Other Miscellaneous Store Retailers-4539	3,911,017	3,007,541	903,476	2,715,700	366,090	2,349,610	6,626,717	3,373,631	3,253,086
<b>Non-Store Retailers-454</b>	<b>23,247,089</b>	<b>5,111,108</b>	<b>18,135,981</b>	<b>14,752,873</b>	<b>0</b>	<b>14,752,873</b>	<b>37,999,962</b>	<b>5,111,108</b>	<b>32,888,854</b>
<b>Foodservice and Drinking Places-722</b>	<b>27,907,629</b>	<b>19,667,767</b>	<b>8,239,862</b>	<b>18,002,609</b>	<b>8,157,539</b>	<b>9,845,070</b>	<b>45,910,238</b>	<b>27,825,306</b>	<b>18,084,932</b>
Full-Service Restaurants-7221	12,491,173	4,528,501	7,962,672	8,016,083	1,207,496	6,808,587	20,507,256	5,735,997	14,771,259
Limited-Service Eating Places-7222	11,777,299	13,808,833	-2,031,534	7,654,612	6,889,570	765,042	19,431,911	20,698,403	(1,266,492)
Special Foodservices-7223	2,326,500	1,330,433	996,067	1,508,232	60,473	1,447,759	3,834,732	1,390,906	2,443,826
Drinking Places -Alcoholic Beverages-7224	1,312,657	0	1,312,657	823,682	0	823,682	2,136,339	0	2,136,339
<b>GAFO *</b>	<b>69,025,520</b>	<b>86,690,229</b>	<b>-17,664,709</b>	<b>45,465,708</b>	<b>37,959,305</b>	<b>7,506,403</b>	<b>114,491,228</b>	<b>124,649,534</b>	<b>(10,158,306)</b>
General Merchandise Stores-452	38,051,784	66,873,231	-28,821,447	25,158,072	34,248,978	-9,090,906	63,209,856	101,122,209	(37,912,353)
Clothing and Clothing Accessories Stores-448	11,188,075	6,799,334	4,388,741	7,687,270	972,898	6,714,372	18,875,345	7,772,232	11,103,113
Furniture and Home Furnishings Stores-442	5,458,332	3,141,034	2,317,298	3,548,756	1,399,490	2,149,266	9,007,088	4,540,524	4,466,564
Electronics and Appliance Stores-443	5,926,123	2,393,815	3,532,308	3,767,578	174,266	3,593,312	9,693,701	2,568,081	7,125,620
Sporting Goods, Hobby, Book, Music Stores-451	5,399,347	4,319,884	1,079,463	3,387,701	914,151	2,473,550	8,787,048	5,234,035	3,553,013
Office Supplies, Stationery, Gift Stores-4532	3,001,859	3,162,931	-161,072	1,916,331	249,522	1,666,809	4,918,190	3,412,453	1,505,737





# *Market Data: Retail Leakage*

- Primary Trade Area
  - Annual Consumer Expenditures: \$291 million
  - Annual Retail Sales: \$299 million
  - Annual Inflow: \$8 million
- Secondary Trade Area
  - Annual Consumer Expenditures: \$189 million
  - Annual Retail Sales: \$116 million
  - Annual Leakage: \$73 million
- Combined Trade Areas
  - Annual Consumer Expenditures: \$480 million
  - Annual Retail Sales: \$415 million
  - Annual Leakage: \$65 million





# Market Data: Per Capita Retail Activity

Geography	2012 Population	2012 Retail Sales	2012 Per Capita Sales	2012 Demand	2012 Per Capita Demand
Buncombe CO	245,023	\$5,021,750,965	\$20,495	\$3,818,248,920	\$15,583
Haywood CO	58,610	\$1,112,253,126	\$18,977	\$894,001,664	\$15,253
Henderson CO	109,299	\$1,866,530,137	\$17,077	\$1,648,948,877	\$15,087
PTA	19,272	\$299,229,490	\$15,527	\$291,632,793	\$15,132
Jackson CO	40,282	\$590,945,293	\$14,670	\$703,810,156	\$17,472
Transylvania CO	32,482	\$374,837,837	\$11,540	\$491,538,932	\$15,133
STA	12,698	\$116,217,665	\$9,152	\$189,343,016	\$14,911

- Per capita demand is in line with other SWNC counties
- Per capita retail sales lags behind other SWNC counties
- Population Size = Advantage (for some retail categories)
- Untapped retail potential likely exists for Brevard





# *Retail Data: Key Opportunities*

- Full-Service Restaurants: \$7.9 million leakage in PTA, \$6.8 million leakage in STA
- Furniture & Home Furnishings: \$2.3 million leakage in PTA, \$2.1 million leakage in STA
- Women's Clothing: \$1.7 million leakage in PTA, \$1.4 million leakage in STA
- Family Clothing: \$2.8 million leakage in PTA, \$2.4 million leakage in STA
- Sporting Goods\*: \$811k gain for Combined Trade Areas





# Overall Observations

- Brevard has a relatively healthy retail market
- A key challenge is demographics: local population is small, old, & shrinking
- Brevard must increase its local share to maintain the size of its existing retail market
- Brevard should be able to capture a greater share of the region's thriving visitor market... many positive developments are on the horizon
- Marketing and recruitment efforts should focus on local and visitor markets; different messages will be required for different audiences





# Overall Observations

- Retail growth is closely tied to economic development and job growth; the latter will drive the former
- Right now, opportunities exist for additional retail offerings
- Retail strategies should include:
  - Retention/recruitment
  - Organization/partnerships
  - Marketing/branding
  - “Connecting the dots”





# *Next Steps*

- Additional research based on feedback
- Draft market analysis report
- Retail strategy briefing
- Retail strategy briefing and report

