





# Today's Presentation

- Market Analysis Review
  - Demographics
  - Retail Leakage
  - Identified Opportunities
- Retail Strategies & Recommendations
  - Retention & Recruitment
  - Marketing & Branding
  - Organization & Partnerships
  - “Connecting the Dots”
- Conclusion





# 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**

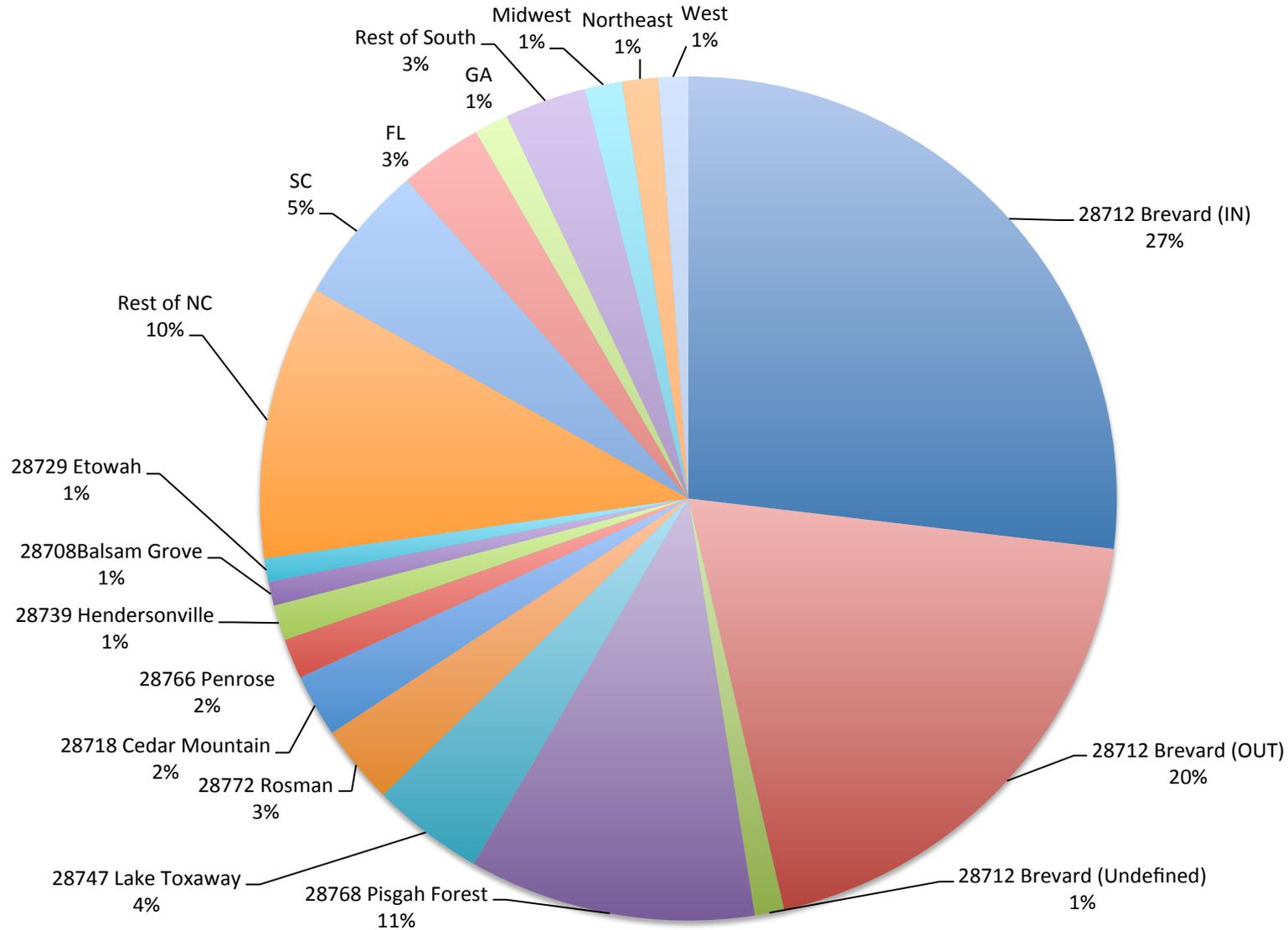
1. Please record the **residence zip code** of customers in the spaces below.
2. Please stop recording if you reach 200 customers, or by August 29th, whichever comes first.
3. Please record **only one customer** per individual numbered row. Thank you!

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

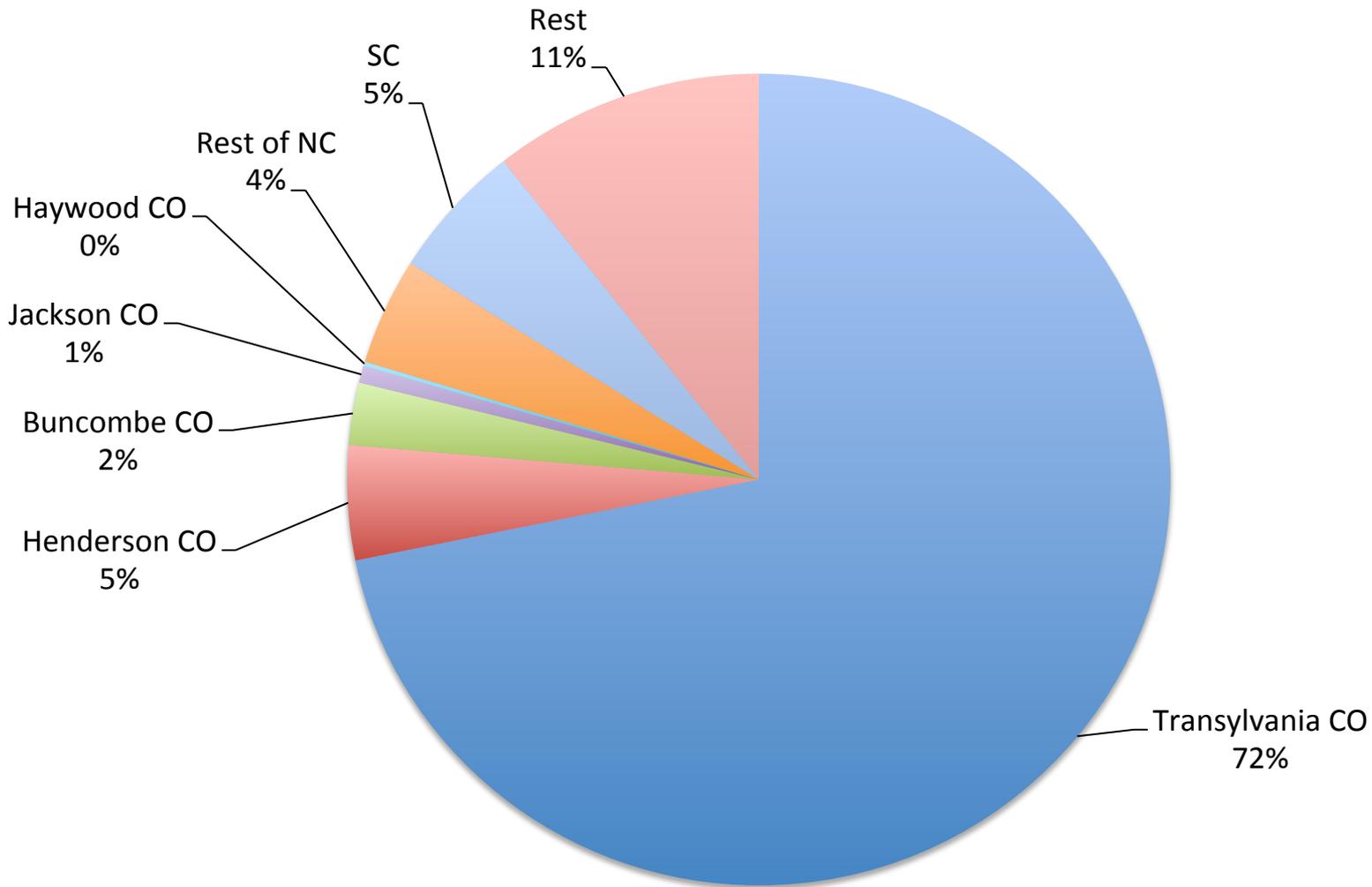
	Brevard	Pisgah Forest	Cedar Mountain	Rosmar	Lake Toxaway	Balsam Grove	Penrose	Cleveland	Other
Customer	28712 IN or OUT	28768	28718	28772	28747	28708	28766	29635	Please Record
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# Market Data: Where are they from?



# Market Data: Where are they from?





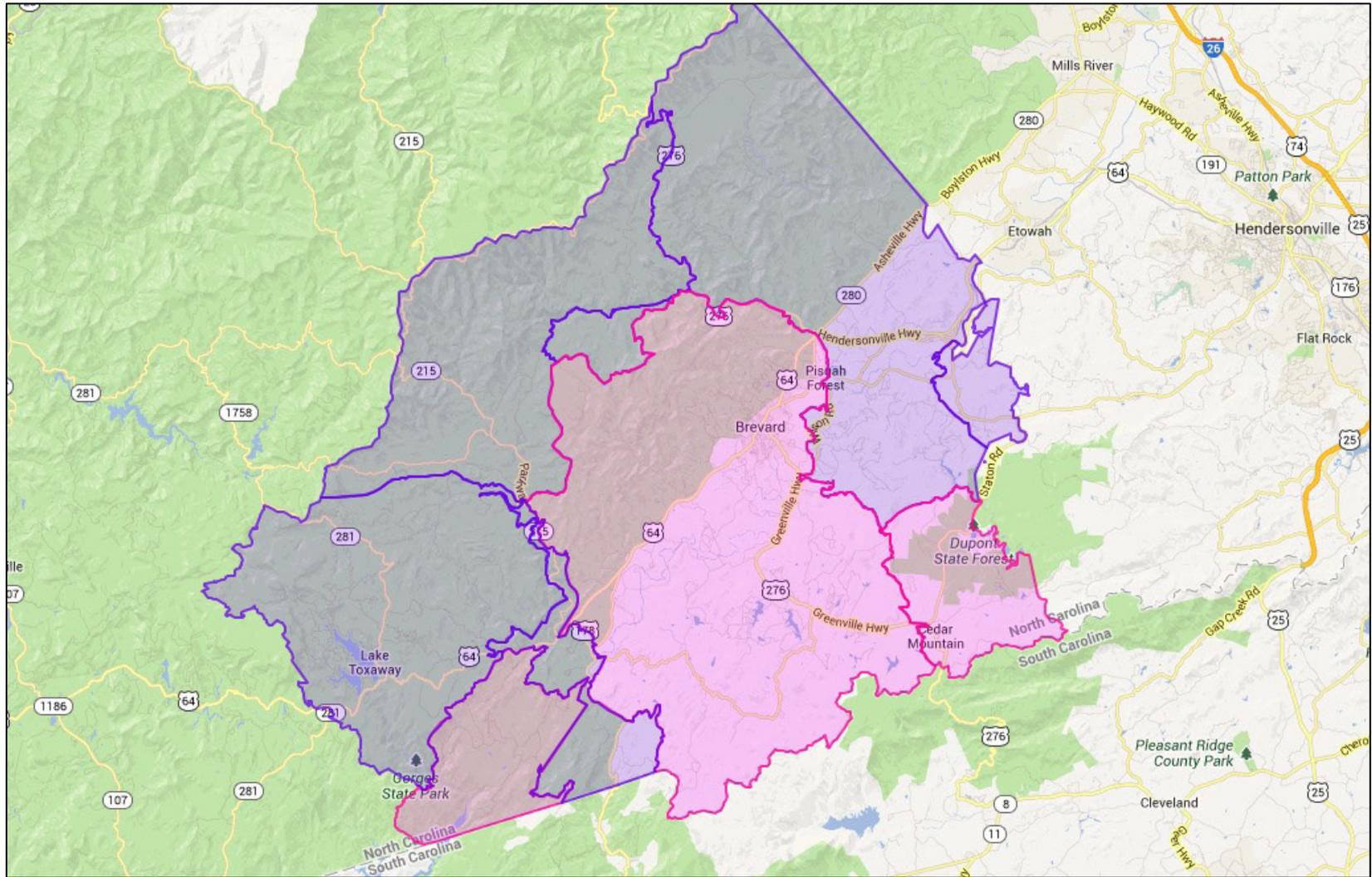
# Market Data: Market Definition

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				





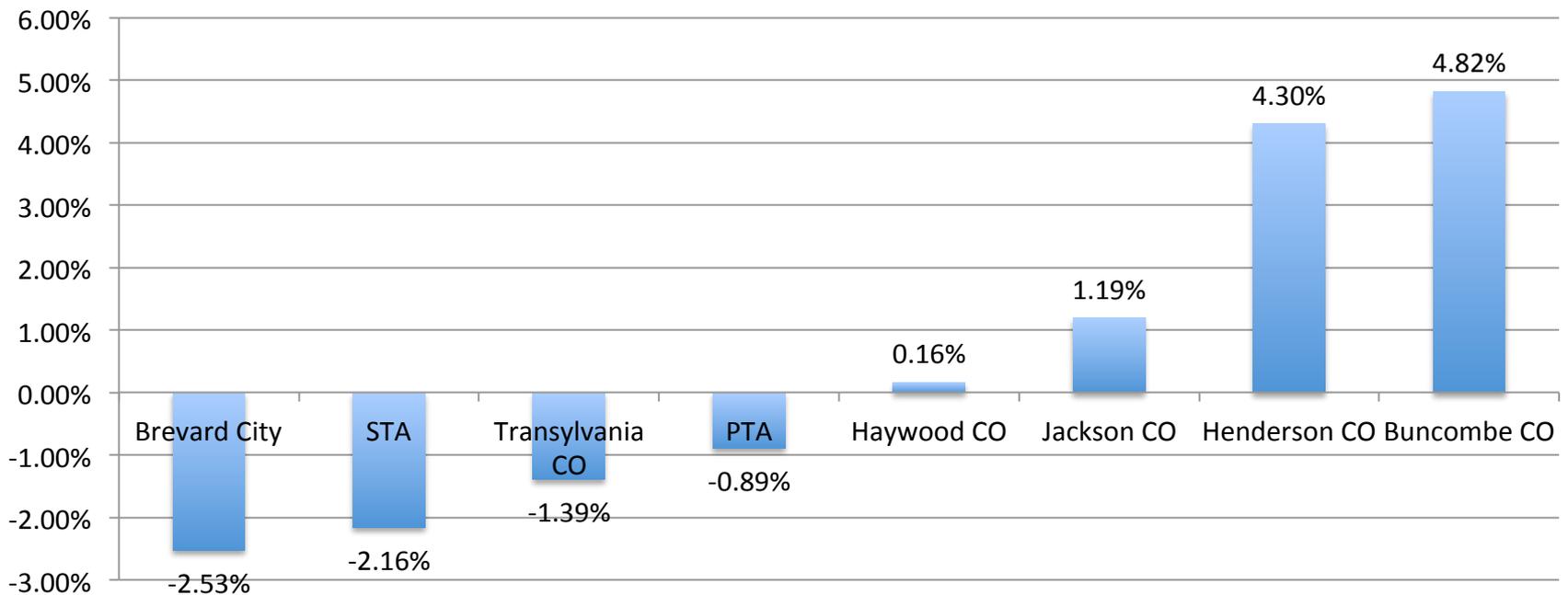
# Market Data: Market Definition





# Market Data: Demographics

## Projected 2013-2018 Population Growth



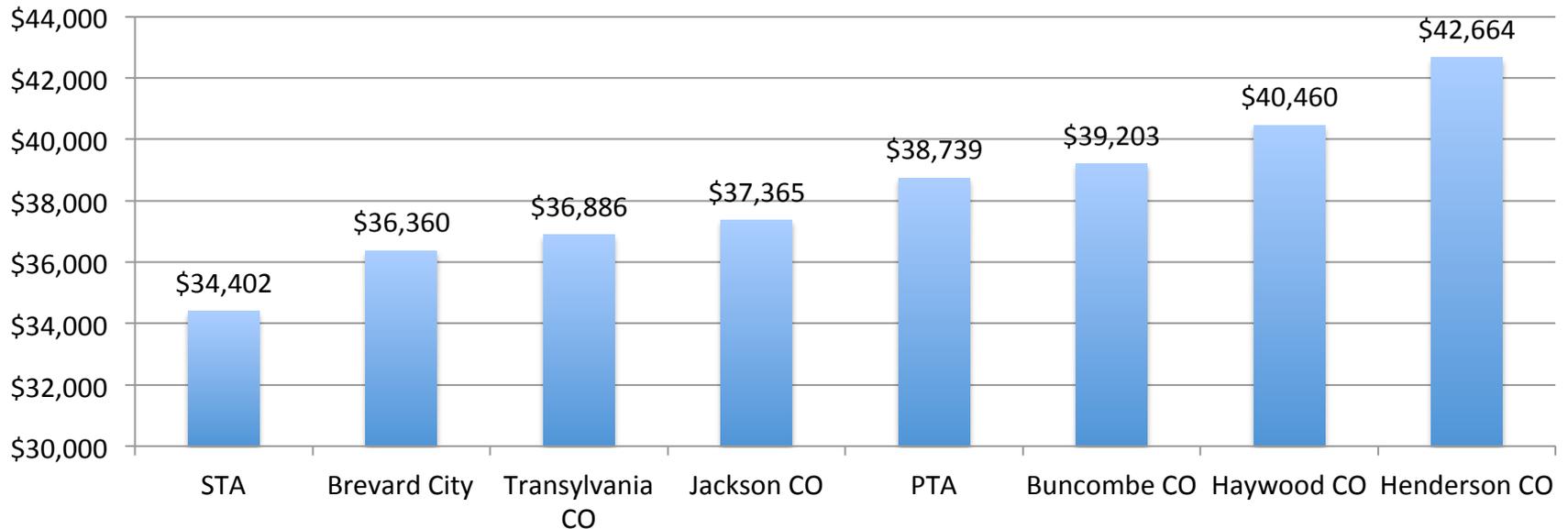
Data: Nielsen Claritas





# Market Data: Demographics

## Median Household Income



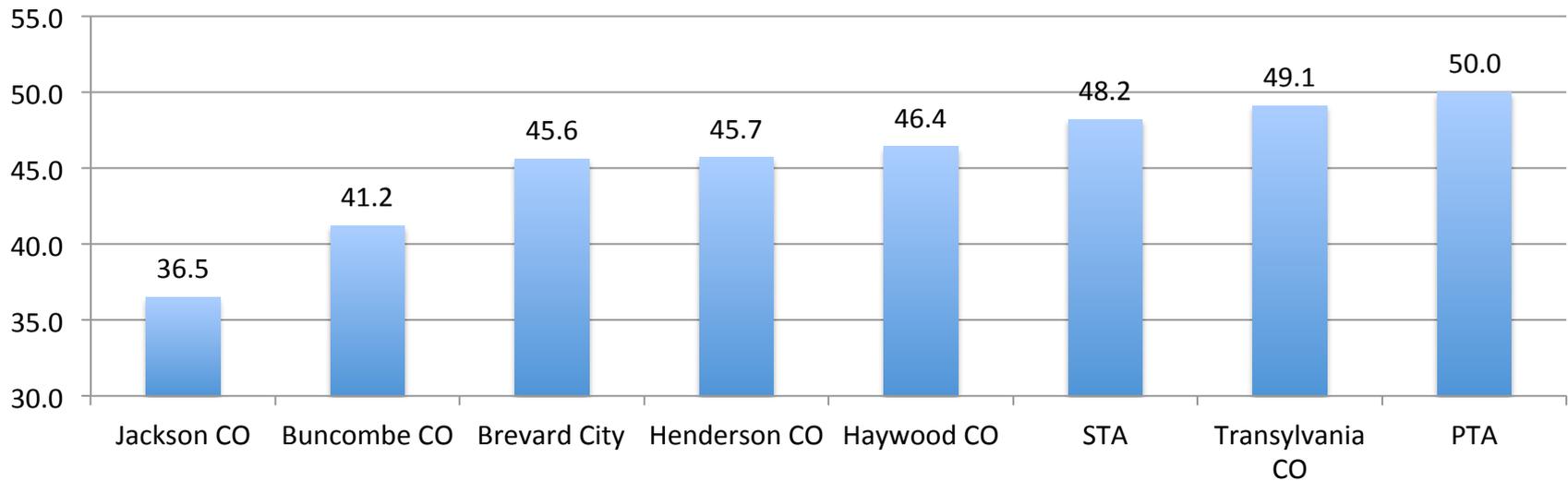
Data: Nielsen Claritas





# Market Data: Demographics

## Median Age



Data: Nielsen Claritas





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	3,467,415	(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





Opportunity Gap - Retail Stores	PTA-2012			STA-2012			COMBINED-2012		
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<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
<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

Data: Nielsen Claritas





# 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

Data: Nielsen Claritas





# 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

Data: Nielsen Claritas





# *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





# *Four Strategies*

- Retention & Recruitment
- Marketing & Branding
- Organization & Partnerships
- “Connecting the Dots”





# *Retention & Recruitment: Key Issues*

- Overall, Brevard has a healthy retail market:
  - Primary trade area is a net gain; combined trade area near equilibrium despite its small size
  - Good balance between local and visitor markets (70/30 at end of Aug.)
  - Current market data indicate opportunities for additional offerings in several categories
- However, several challenges to growth exist:
  - Real or perceived barriers to entry (ex. impact fees, renovation costs)
  - “Small, shrinking, old” population—means Brevard must increase its local share to maintain the size of its existing retail market
  - The “Arden effect”—regional retail offerings pull dollars out of local market
  - Shoulder seasons, albeit short ones





# *Retention & Recruitment: Issues & Goal*

- *What this means:* Brevard must be proactive to capture new retail development
- *Goal:* “The City of Brevard and its community partners will work together to foster business investment and nurture existing and future restaurant and retail growth.”





# Retention & Recruitment: Recommendations

- Lower barriers to entry for small businesses:
  - “One-stop shop” model for new businesses
  - Gap financing for renovations (HOB)
  - “Gift certificate” investments for new businesses

The screenshot shows the website for the Town of Lexington Business and Development Services Center. The header includes the town logo and the tagline "Building Partnerships The Official Website". A navigation menu lists various services like Home, Council, Departments, etc. The main content area features a large banner for the "Business and Development Services Center" with a key graphic. Below the banner, there is a detailed description of the center's services, its location at 111 Maiden Lane, and contact information. A sidebar on the left provides a "I want to..." menu with options like "Apply for a business license" and "Pay a utility bill". There are also "Quick Links" and "Helpful Links" sections at the bottom.





# *Retention & Recruitment: Recommendations*

- Explore innovative models for downtown/RR Ave. space:
  - Commercial kitchen with rental/retail space
  - Brevard College or BRCC small business incubators
  - Office/living space for mobile professional
- Public realm improvements to incent private investment:
  - Rosman Highway streetscape
  - Railroad Avenue streetscape
  - Continue implementation of bike/pedestrian plan







# *Retention & Recruitment: Recommendations*

- **Downtown:**
  - Will remain specialty district
  - Local independent merchants
  - Unlikely to have chain stores
  - Potential for nearby RR Ave as creative economy district
- **Pisgah Forest:**
  - Mix of chain and local offerings
  - Outdoor and specialty retail
  - Also attractive for gas, grocery, convenience, general merchandise
- **US-64/276 corridors:**
  - Most attractive location for chain retail
  - Not to order of magnitude of Arden or Hendersonville
  - Continued inline shopping and pad site development



# Marketing & Branding: Key Issues & Goal



- Brevard enjoys a strong sense of community identity:
  - A wealth of outdoor activities, vibrant downtown, strong visitor market, high quality of life
  - Unique attributes such as white squirrels, "land of waterfalls," Pisgah/Dupont/Gorges, and cycling/biking offerings
- However, several gaps exist:
  - Lack of awareness of full extent of retail offerings (locals and visitors alike)
  - Identified need to communicate community identity to residents, visitors, investors (Goldsmith report)
  - Market analysis indicates significant city-county drop-off in consumer activity
- *Goal:* "Brevard will better communicate its unique community identity and its retail offerings to locals and visitors alike."





# *Marketing & Branding: Recommendations*

- Cover bases re: print, web, social media platforms
- Continue to build on “beer and bikes” marketing; explore bike partnerships “over the mountain” (Hincapie, TR)
- Pursue efforts to capture niche markets:
  - Summer camps, Brevard music series, etc.—encourage overnight visitation through packages and marketing materials
  - Culinary and shopping





# Where the Gulf Coast Comes to **Dine.**

It's the light of the candles and the sound of conversation wafting through the air. It's a gourmet steak or a casual sandwich. It's a romantic dinner for two or a celebration feast for the family. It's a cup of coffee and time for yourself. It's over three dozen restaurants from the dazzling to the unadorned set amongst the shops and experiences in our alluring town. It's Ocean Springs, where the Gulf Coast comes to dine.

Visit [www.oceanspringschamber.com](http://www.oceanspringschamber.com) for an online guide to our colorful coast community.





## Where the Gulf Coast Comes for Art.



It's the visionary work our native son, Walter Anderson. It's the handcrafted objects of our local artisans. It's the events that engage and celebrations that delight. It's the beauty of art amidst a dazzling setting. It's Ocean Springs where galleries, museums, and activities combine with great shopping and dining to become one of America's most treasured places. It's Ocean Springs, where the Gulf Coast comes for art. Visit [www.oceanspringschamber.com](http://www.oceanspringschamber.com) for an online guide to our colorful coast community.



## Where the Gulf Coast Comes to Shop.



It's a stroll under the oaks and the charm of the street. It's a one of a kind fashion accessory and a locally handcrafted gift. It's the wrapping on the gift box and the smile behind the counter. It's over 70 shops (many of them one-of-a-kind) nestled in one of the coast's most treasured settings. It's Ocean Springs, where the Gulf Coast comes to shop.

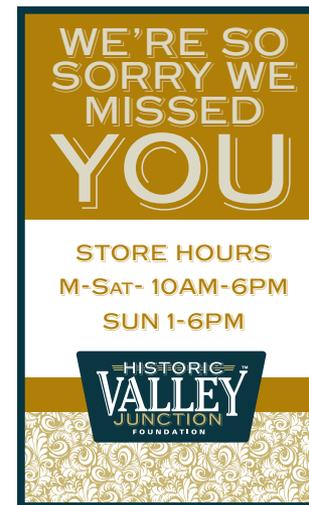
Visit [www.oceanspringschamber.com](http://www.oceanspringschamber.com) for an online guide to our colorful coast community.





# Marketing & Branding: Recommendations

- Tailor messaging to local market:
  - Consider a local currency campaign
  - Explore “open late” campaign
  - Market product lines that meet local needs (ex. Carhartt)





# Marketing & Branding: Recommendations

- Work with property owners and realtors to create consistent, branded “For Sale” signage.

**FOR SALE**  
**2.76 ACRES C-2**

**Travelers Rest**  
*south carolina*

**Realtor: Andy Parnell**  
**Phone: (864) 679-3638**

**WINDSOR**  
**AUGHTRY**  
**COMPANY**

**This Building**  
**is Not Empty.**

**Tr**  
Travelers Rest  
*Get in Your Element*

**It is Full of**  
**Opportunity.**

For more information on business opportunities,  
visit [www.travelersrestsc.com](http://www.travelersrestsc.com)





# *Marketing & Branding: Recommendations*

- Cultivate the Brevard College market
  - The school is an important market for the City
  - Brevard must constantly reintroduce itself to student body
  - Events should be targeted not just to students, but to faculty
- Conduct community image assessment/branding workshop





The logo icon consists of four stylized arrows forming a square. The top arrow is green and points up, the right arrow is yellow and points right, the bottom arrow is dark green and points down, and the left arrow is brown and points left.

# Rutland

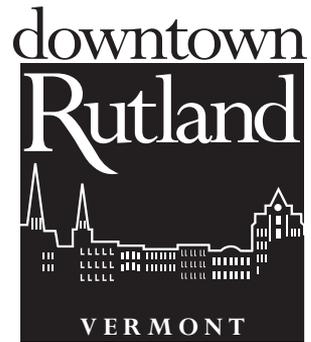
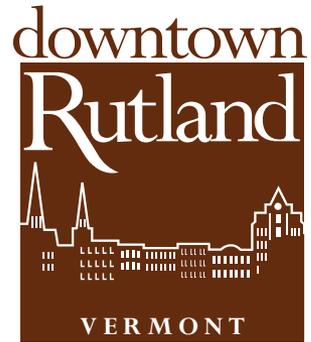
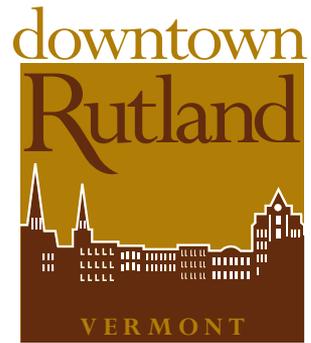
Connected, Naturally













**for**  
the community

 **Recreation  
& Parks**  
RUTLAND, VERMONT

**for**  
the community

 **Recreation  
& Parks**  
RUTLAND, VERMONT







# Winter Market

DOWNTOWN RUTLAND



# Farmers Market

DOWNTOWN RUTLAND

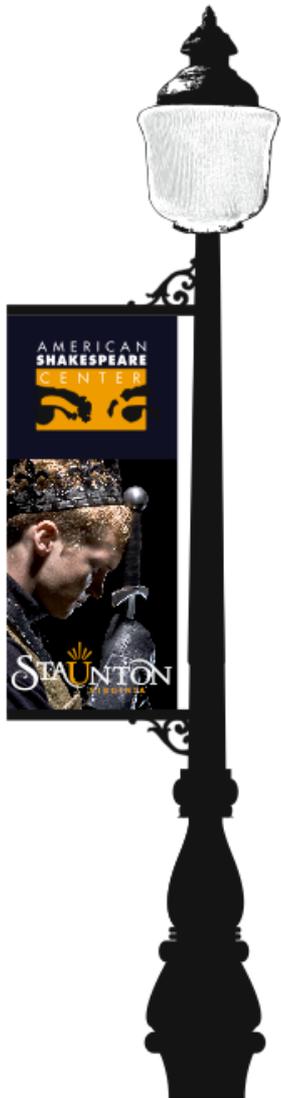
















# Organization & Partnerships: Key Issues & Goal

- “Too many chefs in the kitchen”—duplication of efforts
- Impact of Goldsmith report (in progress—TBD)
- Reinvigorated Heart of Brevard
- City commitment to retail recruitment, marketing, etc.
- Communication among community partners has been lacking in the past but is increasingly better
- *Goal:* “The City of Brevard and its partners will communicate and coordinate efforts to achieve individual and overall community initiatives.”





# Organization & Partnerships: Recommendations

- Organizations:
  - Explore Young Professionals group (Chamber)
  - Explore college-to-business partnership (BC, BRCC, HOB, City)
  - Consider Pisgah Forest retail/restaurant association
- Countywide:
  - Continue ongoing work re: Goldsmith recommendations (Independent Economic Development Task Force, Product Development Task Force)
  - County ED & TDA: marketing & recruitment
- City:
  - Fill gaps between organizations
  - Provide a platform/stage for retail development
  - Host local investors roundtable to nurture relationships, address obstacles



# “Connecting the Dots”: Key Issues



- Physical/Environmental:
  - New wayfinding system will better connect Brevard’s commercial corridors, downtown, Pisgah Forest, and outlying destinations
  - Downtown parking: awareness and convenience remain issues
- “Big Picture”:
  - Retail growth is closely tied to economic development and job growth
  - A need to retain and attract young people
  - Unexplored retail connections still exist (ex. local food and restaurants)
- Other:
  - Davidson River site: limited retail market demand insufficient for original vision
  - Silvermont and farmer’s market: great potential for building and grounds adjacent to downtown
  - A chicken-and-egg dilemma re: meeting space/downtown lodging





# *“Connecting the Dots”: Recommendations*

- Address ongoing concerns re: parking:
  - Consider short-term (ex. 15-minute) parking spaces in key areas of downtown to encourage “errand shopping”
  - Continue to implement wayfinding system with additional attention to parking and pedestrian signage
- Make explicit connection between local agriculture and restaurants





# *“Connecting the Dots”: Recommendations*

- Explore “creative economy” strategy
  - People-based approach
  - Partnerships with Brevard Col., BRCC
  - Role of VISION Transylvania, Chamber
  - Retain/attract YPs, families with children





# “Connecting the Dots”: Recommendations

- Make physical connections between downtown and Railroad Ave., farmer’s market, Silvermont, Pisgah Forest





# *“Connecting the Dots”: Recommendations*

- Make physical connections between downtown and Railroad Ave., farmer’s market, Silvermont, Pisgah Forest





# *Conclusion: Next Steps*

- Final report
- Final Strategy Board
- Questions?
- [Tee@Arnettmuldrow.com](mailto:Tee@Arnettmuldrow.com) or [Kristen@Arnettmuldrow.com](mailto:Kristen@Arnettmuldrow.com)

*Thank You!*

