

DOWNTOWN IOWA CITY RETAIL STRATEGY UPDATE

*prepared for the Iowa City Downtown District
by Downtown Works, LLC
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CONTENTS

03	Introduction
04	Trade Area Map
05	Trade Area/Market Stats
06-08	Trade Area/Market Psychographics
09	Interviews, Developments
10-12	Key Retail Trends & Key Property Best Practices
13	Recommendations
14	APPENDIX

Downtown Works

Consulting firm Downtown Works conducts retail market analyses, creates strategies, and develops merchandise mix plans for commercial districts, both large and small, and for individual developments. Our team guides clients in the launch of recruitment programs and ensures their successful implementation. We have created strategies for organizations, developers, and universities in cities across the U.S.; representative clients include the Downtown Seattle Association, the Nashville Downtown Partnership, the University of Washington, the City of Coral Gables, and developer Wright Runstad.

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INTRODUCTION

Retail is an important part of a downtown's ecosystem—it helps create a gathering place, drawing people and inspiring them to return. And, in addition to contributing to a city's tax base, it can help support broader economic development goals—more and more employers recognize the role that the streetfront experience plays in helping them attract top talent; in many cases, the workers they seek wish to live and work within or near to authentic, lively downtown districts.

The Iowa City Downtown District (ICDD) recognizes the need to work strategically to evolve the shopping and dining experience offered in Downtown to ensure it remains sustainable in a changing retail world. In early 2019 the ICDD engaged retail consulting firm Downtown Works for a brief assignment to assess progress in Downtown Iowa City since development of the 2014 retail strategy, and to make recommendations for advancing the goal of cultivating a vibrant retail scene in the city's core.

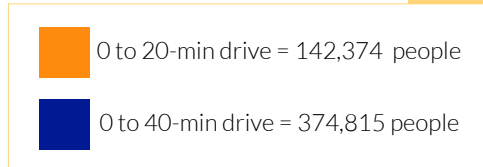
Since the original study, the population within a 40-minute drive of downtown Iowa City has grown by 7%, while the makeup of the population has not significantly changed. New hotel offerings have been added to downtown, with additional ones on the way, and the soon-to-open Chauncey project is an exciting addition that gives people one more reason to come downtown. Additionally, several new quality operators (Pitaya, Moss, and more) have been added to the downtown mix.

The following pages detail trade area/market data, key threads from interviews with stakeholders, and our comments on developments that have occurred since 2014. We have also outlined a number of current retail trends as well as property best practices with which those involved in downtown retail should be conversant.

The final section of this report covers recommendations to support a realistic, results-oriented retail enhancement effort in Downtown Iowa City; chief among these is having a dedicated staff person who is advocating for downtown retail, building relationships with qualified prospective operators and linking them up with property owners and their brokers. The objective is to increase Downtown Iowa City's appeal as a place that area residents and downtown workers are eager to spend the time they allocate to shopping and dining activities. If this is done successfully, visitors to Iowa City will similarly be eager to shop and dine Downtown.

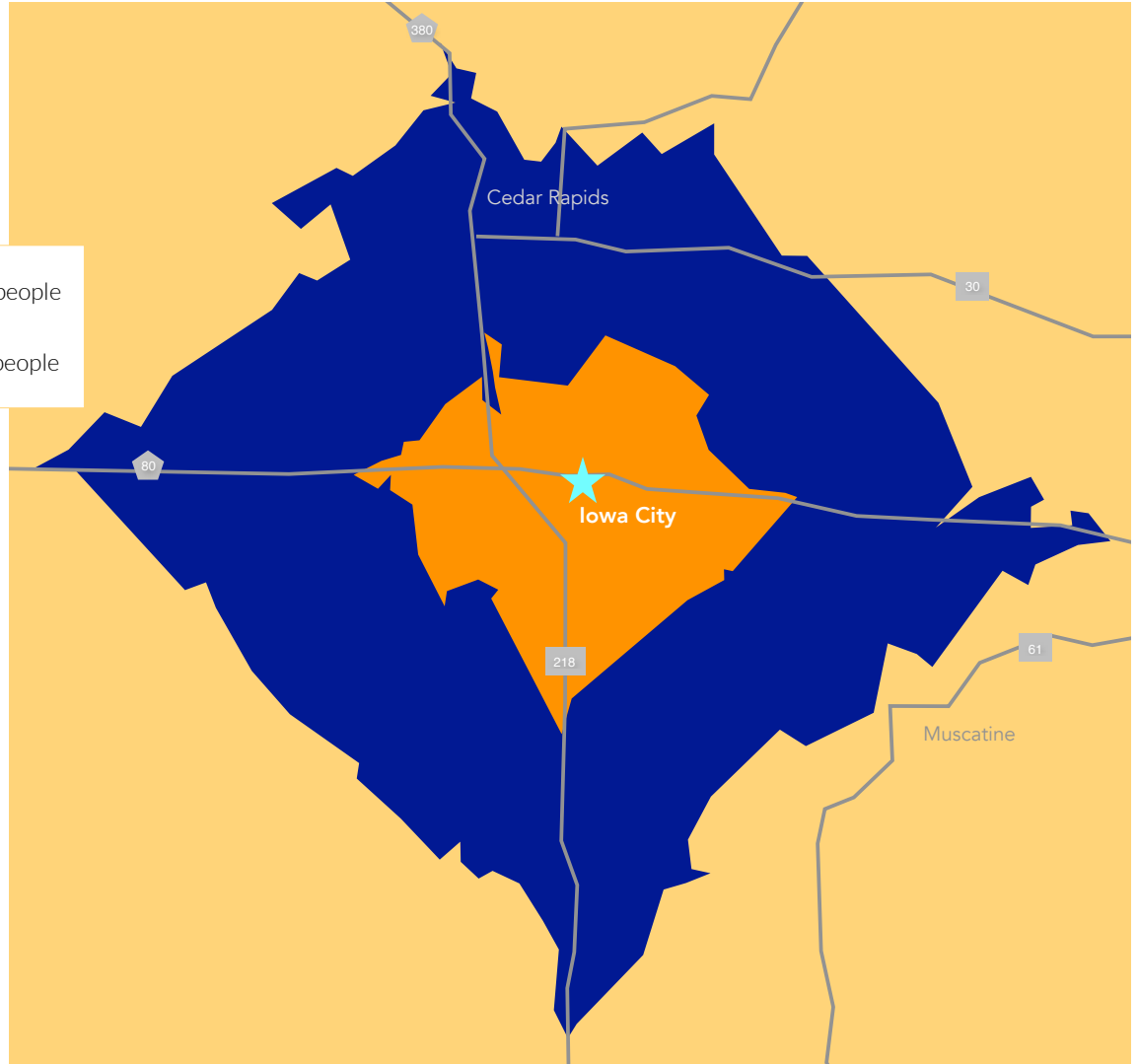
TRADE AREA MAP

The 2018 residential population within a 40-min drive of Downtown Iowa City was an estimated **374,815**.



In 2014, the total residential population within a **40-minute drive** of Downtown Iowa City was an estimated 349,969; **2018's estimated figure of 374,815 is a gain of 7.1%** since 2014.

Within a **20-minute drive**, the 2014 population was 128,469; 2018's estimated figure of **142,372 is a gain of 10.8%**.



Sources: U.S. Census Bureau; ESRI 2018 estimates

TRADE AREA/MARKET STATS

Area Residents

Key statistics of the population within 40-minutes of downtown Iowa City:

- **14.7%** of the population is **aged 25 to 34**; their consumer spending is rising.
- Just under **40%** of the population is aged **35 to 64**; these are high years for earnings + consumption.
- Estimated 2018 **avg HH income is \$79,990** (this is lower than the \$83,694 average income for all US households); by comparison, average HH income in 2014 was \$70,128.
- **26.3%** of households **earns \$100k+**; 22.2% did so in 2014.
- More than **40%** of the population has a **BA degree or higher**.

Downtown Residents

Approximately 1,800 people reside in Downtown Iowa City.

Workers

Roughly 20,000 people work within a one-mile radius of downtown Iowa City.

	0-20 min.	0-40 min.
2018 est. population	142,374	374,815
2023 pop. forecast	154,186	396,912
2018 households (hh)	57,559	151,956
2018 avg hh size	2.32	2.37
2018 est. avg hh annual income	\$82,480	\$79,990
2018 est. annual hh income		
<\$15,000	13.4%	10.4%
\$15-34.9	17.2%	17.7%
\$35-49.9	12.0%	12.8%
\$50-74.9	16.4%	18.3%
\$75-99.9	13.6%	14.4%
\$100k+	27.5%	26.3%
2018 population by age		
ages 15-24	19.7%	17.8%
ages 25-34	18.4%	14.7%
ages 35-44	12.3%	11.9%
ages 45-54	11.2%	11.5%
ages 55-64	10.6%	12.0%
ages 65-74	6.1%	8.4%
ages 75+	3.8%	6.1%
2018 pop. age 25+ by edu. level		
some college, no degree	16.2%	20.1%
associate degree	7.9%	10.4%
bachelor's degree	28.6%	23.7%
graduate/professional degree	27.3%	16.2%

TRADE AREA/MARKET PSYCHOGRAPHICS

The market of consumers for a given place is based on more than demographic statistics. Data on attitudes, lifestyles, activities, and spending habits—known as *psychographics*—explain how people spend their time and their money.

For this analysis we have assessed data from ESRI, a leader in geographic information system (GIS). ESRI's psychographics product, Tapestry, segments the U.S. population into 67 unique psychographic groups. Their classification system provides insights into consumer's lifestyle choices, what they buy, and how they spend their free time.

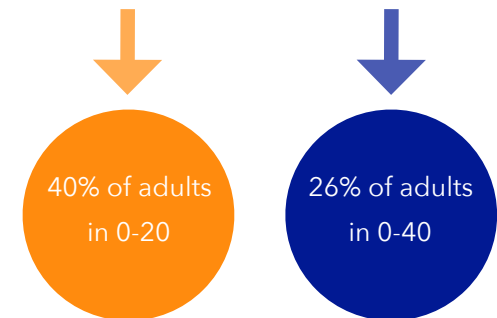
Within 40 minutes of downtown Iowa City, 26% of the adult population (77,048 of 296,274 people) falls into 8 psychographic groups; their members largely tend to shop at mid-price point and above stores and dine at mid-price point and above restaurants.

Collectively, members of these 8 groups largely share the following characteristics:

- Lifestyles emphasize exercise and fitness
- Have healthy eating habits, buy organic/natural products
- Tend to eat out with frequency
- Most spend above the national average on apparel, entertainment and recreation, and food

Detail on each of the 8 groups is on the following pages.

	0-20 min.	0-40 min.
In Style	13.8%	8.4%
Young & Restless	8.1%	4.5%
Emerald City	6.9%	3.0%
Savvy Suburbanites	3.9%	4.9%
Enterprising Professionals	2.7%	1.1%
Metro Renters	2.0%	0.8%
Professional Pride	1.6%	1.5%
Exurbanites	1.3%	1.9%



- Are tech-savvy and own the latest gadgets
- Are well-educated, interested in culture, the arts, travel and books
- Are interested in apparel, including current fashion and athletic wear

LIFESTYLE GROUPS/PSYCHOGRAPHIC TARGET MARKET

1. IN STYLE 13.8% in 0-20, 8.4% in 0-40

- Married couples, primarily without kids
- Nearly half are college graduates
- Enjoy traveling, read extensively
- Support arts, theater, concerts, museums
- Active, health-conscious
- Prefer organic foods; in many cases grow their own vegetables
- Invest in home remodeling/maintenance
- Attentive to price—use coupons, especially mobile coupons
- Have lots of tech gadgets
- Spending: compared with national average, spend 11% more on apparel, 21% more on entertainment & recreation, 15% more on food

2. YOUNG & RESTLESS 8.1% in 0-20, 4.5% in 0-40

- Well-educated young workers; median age is 29.4
- 2 out of 3 have some college, an associate's or bachelor's degree, or higher; nearly 15% are still enrolled in college
- Highly mobile, changing addresses frequently
- Careful shoppers—aware of prices, have low brand-loyalty
- Purchase natural/organic food, yet also frequent fast food establishments
- Like to be the first to try new products
- Enjoy dancing, playing pool, fashion magazines, sports
- Listen to blues, jazz, rap, dance music
- Most of their info comes from the Internet and TV
- Spending: compared with national average, spend 1% more on apparel, 55% less on entertainment & recreation, 25% less on food

3. EMERALD CITY 6.9% in 0-20, 3.0% in 0-40

- Well educated and employed, young and mobile; median age 36.6
- Music and art are major sources of enjoyment
- Travel frequently for both fun and work
- Buy natural, green, and environmentally-friendly products
- Shop Trader Joe's and Whole Foods
- Very conscious of nutrition; regularly buy and eat organic/local foods and enjoy cooking
- Long hours online for entertainment and to make environmentally friendly purchases after careful research
- Liberal; contribute to NPR and PBS
- Practice yoga, go to the gym
- Spending: compared with national average, spend 20% more on apparel, 9% less on entertainment & recreation, 3% more on food

4. SAVVY SUBURBANITES 3.9% in 0-20, 4.9% in 0-40

- Married couples with no children or with older children
- Have established wealth
- Well-educated and well-traveled
- Focus on quality in their purchases
- Enjoy good food and wine; prefer natural or organic products
- Are into DIY gardening and home remodeling
- Are physically fit; pursue sports from skiing to golf and invest heavily in gear and equipment
- Appreciate and make liberal use of technology
- Spending: compared with national average, spend 38% more on apparel, 85% more on entertainment & recreation, 52% more on food

5. ENTERPRISING PROFESSIONALS 2.7% in 0-20, 1.1% in 0-40

- Young, well-educated, climbing the ladder in STEM occupations
- Half of households are married couples, 30% single households
- Move frequently for job growth and therefore many choose to rent
- Are early adopters of new technology
- Dress in trendy clothing
- Stay youthful and healthy; eat organic and natural foods, run, do yoga
- Read magazines, newspapers, digital books
- Spending: compared with national average, spend 65% more on apparel, 24% more on entertainment & recreation, 33% more on food

6. METRO RENTERS 2.0% in 0-20, 0.8% in 0-40

- Young singles starting their careers
- Most are degreed; 25% hold graduate degrees
- Need to be where the action is; are avid, albeit price-sensitive, shoppers and diners
- Home products are not a priority, though will shop stores like CB2 or Pier One Imports
- Shop nationals, locals and online
- Work out regularly, play team sports
- Own latest electronics; seldom watch TV
- Incomes aren't high but they spend most of their discretionary income on themselves
- Spending: compared with national average, spend 89% more on apparel, 15% less on entertainment & recreation, 26% more on food

7. PROFESSIONAL PRIDE 1.6% in 0-20, 1.5% in 0-40

- Married couples
- Tech savvy; buy the latest devices
- Read epicurean, sports, home mags
- Upgrade their picture-perfect homes, own 2 -3 vehicles
- Spend heavily on e-commerce shopping and also shop in brick and mortar stores
- Workout, visit salon and spa regularly
- Spending: compared with national average, spend 87% more on apparel, 157% more on entertainment & recreation, 93% more on food

8. EXURBANITES 1.3% in 0-20, 1.9% in 0-40

- Married couples approaching retirement; have high incomes
- More than half have a bachelor's degree or higher
- More interested in quality than cost; take pride in their homes and foster a sense of personal style
- Prefer natural, organic products; contract for home care services
- Support public TV/radio
- Choose late-model luxury cars, SUVs
- Spending: compared with national average, spend 53% more on apparel, 83% more on entertainment & recreation, 59% more on food

INTERVIEWS, DEVELOPMENTS

During our team's visit to Iowa City in January, we met one-on-one with a variety of stakeholders and toured the downtown to see what has happened there in the last five years. Below are threads we heard from stakeholders, followed by commentary on key developments we saw.

STAKEHOLDER INTERVIEWS

- Eagerly awaiting arrival of new residents in downtown.
- Retail sales have mostly increased year to year; construction on the Ped Mall may have compromised advances for some.
- Parking is an issue—there is not long enough time on meters, and nowhere for employees to park.
- Football games are not necessarily good for retail sales, as they keep local shoppers away from downtown and sports attendees rarely shop on game days.
- Concerned about national stores opening at Iowa River Landing, and feel that the authentic downtown should be the preferred location.
- Washington Street has not yet recovered from construction, there is a good deal of vacancy.
- The most frequently requested stores are mens, kitchen, and body care.
- Applaud the Co-Sign program and other efforts of Iowa City Downtown District.
- Feel downtown lacks enough really good restaurants.
- Lament the lack of a focused recruitment effort.

DEVELOPMENTS SINCE 2014 RETAIL STUDY UPDATE

- The **solid sales of existing operators can help in the downtown narrative shared in recruitment efforts.** We were pleased to see the same stores that were strong in 2014 remain and boast increased sales; **this story needs to be told.**
- Jefferson Hotel redo of storefronts has alleviated an eyesore at an important intersection, and the renovation with colorful exterior graphics of the former Sheraton and reopening as the Graduate Hotel is also a plus, as are the arrival of the Hyatt and Hilton hotels. **The focus, however, should remain on attracting operators that the local population will patronize;** visitors are largely interested in supporting authentic operations that the locals go to, and their business becomes “icing on the cake”.
- The addition of the Chauncey project, which will bring new residents, theater and a bowling alley, should produce more energy for the center of downtown, offering interesting activities to draw people. The more market-rate, non-student housing in the downtown the better!
- Pitaya, Ten Thousand Villages and Moss are good additions to the mix. Merge is also an asset and good use of the space.
- Changes made to Washington Street are great, though the amount of vacancy there is a concern. This supports the need for a focused recruitment effort to attract quality operators. There is too much vacancy overall in downtown, yet this also creates an opportunity to strengthen the downtown's position in the world of retail. **It will be important to get Washington Street right.**

KEY RETAIL TRENDS & BEST PRACTICES

KEY RETAIL TRENDS

Like many sectors, *retail* has been evolving at ever faster speeds in the 21st century. This is having an effect on physical shops, and on restaurants, in a myriad of ways. What gets the most attention of course is e-commerce, and no doubt this is a major force: the ability of everyone to shop online for just about anything has certainly disrupted the world of retail. Yet **live experiences that are surprising, fun, memorable, and repeatable cannot be duplicated online.** And what about food? Sure you can order groceries and such from a variety of websites, but you can't eat lunch online as you engage with friends or colleagues. **Downtown commercial districts need to leverage the distinct advantage they have over the internet—online can't offer the same sense of community that comes from real life exchanges between human beings.** A combination of high-quality, intriguing stores and food operators together with cultural offerings makes a street or district a place people want to gather, shop, dine...repeat.

Here are a number of key trends affecting retail:

1. Real estate: smaller, shorter, connected
 - Smaller—many store operators are finding that smaller footprints make more sense for them in today's retail world. In general, this is true for restaurants too—sprawling dining rooms are for the most part a thing of the past, as more and more restaurateurs opt for sizes ranging from around 2000 to 3500 square feet, while quick-causal operators are going for the 800-2000 range.
 - Shorter—rather than sign long lease terms with options to extend, operators are often choosing to open pop-up shops for a month or two at a time, or for six months to a year, with simple/low-cost build-outs. This allows them to test a market, and to remain flexible in their decisions on where to invest more heavily in longer-term stores.
 - Connected— examples of operators choosing to co-locate within one space abound; as an example, Shinola teamed up with Smile Cafe to create a dual store/eatery in Brooklyn's DUMBO district. Co-locating offers operators a greater chance to share customers, as once they are inside a door it's easy to check out both operators without having to make another threshold decision.
2. Categories: health, wellness, beauty
 - From shops selling makeup and skincare products or running shoes, to nail salons, dry bars, vegan cafes, juiceries—operators that are focused on beauty and wellness have proliferated across the last decade and become important consumer draws.
3. Menswear & Accessories: on the rise
 - While women still spend the most on apparel and accessories, the fastest rise in spending these days is coming from men, particularly younger ones.
4. Ethos & purpose: fostering community
 - More and more brands are promoting their ethos and values to relate to consumers and engender brand loyalty. An example of this is United by Blue, an apparel manufacturer and retailer that collects one pound of debris from U.S. waterways for every item it sells.

5. 'Clicks' & Bricks

Rather than operating as bricks 'n' mortar vs. e-commerce, operators today see their online and physical presences as mutually reinforcing. They don't worry about whether the sale happens in store or online, just that it happens as a result of interactions both on the internet and in the shop.

90% of sales in North America take place in physical stores

90% of these sales go to operators with both physical and online stores

6. Experience: that's what it's all about

Today, successful operators are offering experiences beyond mere shopping. Sephora has been so effective because its stores are about play and fun first, selling products—which is a by-product of the play—second. Outerwear/activewear brand Aether has a walk-in freezer in the middle of its L.A. store for customers to try out its cold-weather wear. Numerous stores offer classes, show artwork, or incorporate coffee or wine bars right in their spaces. It is these kinds of innovative operators that are likely to continue to be draws for consumers.

Social Fabric in downtown Bellingham, WA is one part boutique selling women's apparel and accessories, one part learning center offering sewing classes, and a dollop of art gallery. It offers an experience that is about more than just shopping.



KEY PROPERTY BEST PRACTICES

As the ICDD advances its advocacy for developing the best downtown possible, the following practices/examples can help it address some of the challenges present in Iowa City's commercial core:

1. Advancing the value of properties: To varying degrees, developers used to see little value in ground floor retail and gave minimal thought to space design or future tenants. Yet more and more, many have found that the ground floor is a highly valuable asset; they have seen that quality retail operators establish a building's identity and can help drive the rental of upper levels, even leading to higher lease rates from upper floor residential and office tenants. As a result, developers and property owners are investing more time and effort in creating ground floor space that is sought after by operators, designed in a manner that boosts their opportunity to conduct robust business.
2. Making the best use of deep spaces: In some cases, building's in downtown Iowa City have very deep footprints; a space more than sixty feet deep can be very tough for retail operators. Building owners in a variety of downtowns have employed creative ways of dealing with deep spaces:
 - In Nashville, the owner of a building on the Avenue of the Arts leased the front half of the ground floor space to an art gallery, and turned the back half into parking, entered off the alley, for residential users on the upper floors. The owner went a step further, and finished the parking space off so that it could double as event space in the evening; it is frequently used by the art gallery and others for a variety of gatherings.
 - In Seattle's Pioneer Square district, the owner of a building leased space to an operator that put two uses—a sit-down restaurant side and a cantina side—into one space, with a shared kitchen between them. The restaurant side is accessed from the streetfront, while the cantina has its own entrance off the alley; the two are also accessible to one another from within the space.
 - In other cases, building owners lease the back half of spaces to non-retail operators who have an entrance off the alley, while leasing the front half to a retailer.
3. Ensuring key clauses are used in leases: When negotiating leases with operators, it is very beneficial for property owners to include a number of clauses:
 - well-defined/specific use clause
 - standard minimum operating hours
 - continuous operations clause (so a business cannot go dark)
 - clause giving the property owner final approval on interior and exterior design
 - requirement for sales reporting
 - strict control for the sale of the business, subletting, or assignment of lease

RECOMMENDATIONS

- **Reconstitute the retail advocacy program:** it will be tough for downtown to realize its full potential—to be spectacular vs. ho-hum—not to mention compete with Iowa River Landing and other area options, unless a dedicated staff person (*see appendix*) is out there building relationships with prospective operators and linking them up with property owners and their brokers.
- **Merchandise categories to recruit remain largely the same** as in the 2014 report (*see appendix*), with an **added emphasis on menswear, chef-driven restaurants, and operators in the realm of health/wellness/beauty.** Beyond these, any *quality* operator with a *unique* concept/offering should be sought.
- **Focus efforts on getting Washington Street spaces filled,** as this is the largest gap in downtown.
- **Design remains a top priority:** in addition to careful cultivation of retail and food/beverage offerings, the design of a space is paramount to operator success. Attention must be paid to ensuring that developers create buildings with space that makes for winning retail at the ground level.
- **Continue efforts to improve storefronts, signage, window displays and interior merchandising** through the Co-Sign program, as both storefront and interior presence are critical factors in attracting and retaining customers.
- **Look at possible ways to activate the alley between Washington Street and the Ped Mall;** this will require shortening the 150' store depths by dividing the spaces to have both front and back operators, or other uses such as Nashville's solution with parking in the back half of a building.
- **Key blocks in the heart of downtown—on Washington, Dubuque, and the Ped Mall—will be strongest as retail streets if retail and restaurant uses fill ground-floor spaces.** Non-retail but active uses—think doggy or child daycares, fitness studios—could go into ground floor spaces on other nearby blocks/streets. Alleys could be home to non-retail on the ground floor.

APPENDIX

1. *Merchandise Mix Plan from 2014 Strategy*
2. *Retail Advocate Role from 2014 Strategy*
3. *Market Data Tables*

Merchandise Mix Plan from 2014 Retail Strategy

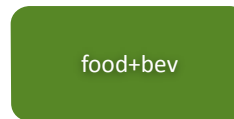
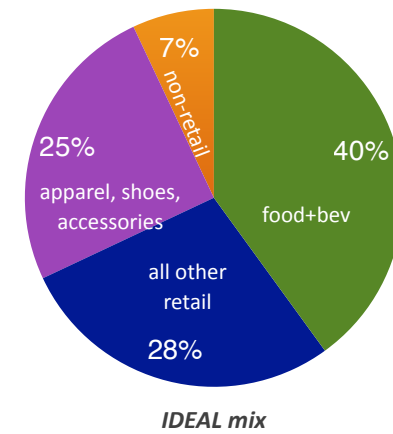
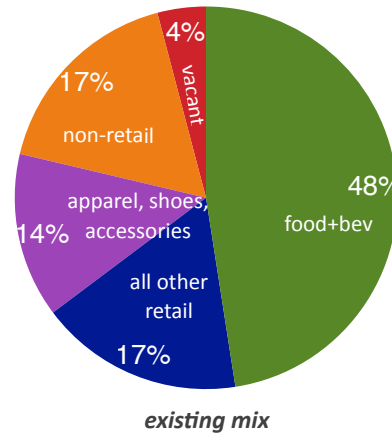
MERCHANDISE MIX PLAN

Downtown districts with unique, clustered and contiguous collections of shops and eateries attract consumers from throughout a trade area. At the same time, they can serve those who live and/or work in the immediate vicinity as well as the visitor market.

The mix of shops and restaurants in the focus area should be a balance of high-quality daytime and nighttime uses emphasizing independent operators; any nationals should be solely those not already in the market. The goal will be to develop as much contiguous retail as possible in downtown Iowa City's focus area, with distinctive shops and restaurants. Services—such as dry cleaners or copy shops—are important as they serve district workers as well as downtown residents; as much as possible, these should not be located on blocks within the focus area (see map on page 14), rather on adjacent blocks.

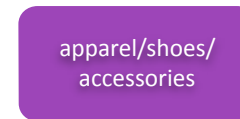
The pie charts at upper right show the existing mix in the focus area alongside the ideal mix. Key considerations:

- The “ideal mix” is not an endpoint, rather a direction to work towards.
- Today 48% of the uses are Food + Beverage (F+B). The goal is to reduce this to 40% of uses, chiefly through reduction of bars which today account for more than a third of all F+B uses, and the recapture of spaces that are currently occupied by operations that fared poorly on the qualitative assessment.
- In total, shops make up 31% of uses; the goal is to raise this to closer to 53% of all uses.
- Non-retail, which today accounts for 17% of uses, should account for no more than 7% of uses in the focus area.
- Ideally, there will be no vacancies in the focus area, rather storefronts filled with high-quality operators.



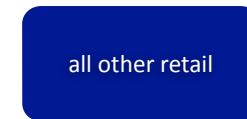
food+bev

- full-service
- fresh/unique concepts
- chef-driven
- local quick/casual concepts
- delicatessen/cafe



apparel/shoes/
accessories

- apparel-m/w/activewear
- children's apparel & toys
- shoes/accessories (handbags, etc.)
- fashion jewelry



all other retail

- gifts & home accents
- kitchen w/cooking school
- garden shop
- tech/travel/office
- art supplies
- pet food/accessory
- bike store/repair
- beauty/makeup
- salon
- barber shop
- spa

RECOMMENDATIONS

The following recommendations describe the actions we consider necessary to implementing a sustainable retail enhancement program in Downtown Iowa City.

Recommendation #1— Hire a Retail Recruiter

Downtown Iowa City has the best chance of reaching its full potential as a shopping/dining district if a retail recruiter is hired to prospect for uses that fit with the merchandise plan.

The retail recruiter identifies and develops relationships with operators, ones adept at creating a compelling shop or eatery, that appeal to the target market groups. The recruiter acts as a matchmaker between prospects and downtown's property owners and their brokers. Early on, the recruiter meets with landlords to discuss the strategy and begin building their trust. The recruiter must be:

- an expert at recognizing quality store and restaurant operators
- enthusiastic about Downtown Iowa City
- detail-oriented
- tenacious yet engaging

In cases where landlords cannot reject a tenant that is not the highest and best use for the focus area, the recruiter can encourage alternative strategies such as shorter-term deals and performance clauses that allow the space to be recaptured when more fitting tenants are found.

Retail Recruiter Role

- salaried (not commission-based)
- develops and nurtures relationships with property owners, existing operators, and potential operators
- serves as a “Match Maker”—brings viable prospects to landlords and/or their real estate representative
- keeps track of key vacancies, short-term leases, lease expirations; advises on recaptures of ground level space for retail
- enters all prospecting and property data in a tool such as Salesforce or Knack for his/her use and to build institutional memory
- works with relevant city agencies to help facilitate the opening of shops and restaurants

Retail Recruiting Process

The retail recruiter is tasked with finding operators for Downtown Iowa City, with an emphasis on the focus area. Prospecting is conducted in person, not by phone or e-mail. Just as in a mall, downtown stores and restaurants come and go over time, making the recruiting effort an ongoing, continual process of building a pipeline of potential operators. Typically, Downtown Works works with its clients to select the ideal candidate for a retail recruiter position. Following hiring, the training process includes:

Initial Training: Provide a recruiter with intensive training on leasing terminology; landlord relations; prospecting philosophy,

approach, and best practices; and the process for “handholding” a retailer through to the opening of their operation (leasing, permitting, etc.).

Prospecting: Prospect with a recruiter, seeking out and engaging quality, independent, well-branded operators from throughout the region. In the case of Iowa City, it would be appropriate to prospect in both Iowa and Illinois. We advise on the development of effective marketing image pieces for use by a recruiter. We also work with a recruiter to reach out, as appropriate, to national operators. We continually review prospecting efforts and strategize regarding key opportunities.

Landlord Relations: Together with a recruiter, we meet one-on-one with landlords and their brokers to share the retail strategy, seeking their support for the plan. We discuss opportunities and issues with their properties and tenants (referring to the qualitative assessment), and emphasize how critical the street-level tenancing is to their building as well as to the district as a whole. We also provide landlords with suggested lease clauses that are considered best practices in terms of retail leasing.

We know from experience that it can be a challenge to engage and gain support from landlords. This is a time-consuming yet critical part of the implementation, as with their support the program will have the greatest opportunity for success.