



## “Market Analysis and Marketing”

**Downtown  
Revitalization  
Group**

MARK Project with support from NYS-HCR and HTFC  
**2015 MAIN STREET BOOT CAMP**  
Margaretville, NY – March 23rd, 2015



# 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, 4<sup>th</sup> Regional Plan, Regional Plan Association

## **Author/Editor/Blogger**

*Improving Tenant Mix*, ICSC

*Commercial Revitalization Planning Guide*, LISC

[www.commercialdistrictadvisor.com](http://www.commercialdistrictadvisor.com)

The screenshot shows a web browser window with the address bar displaying [www.commercialdistrictadvisor.blogspot.com](http://www.commercialdistrictadvisor.blogspot.com). The page features a large orange header with the title "The Commercial District Advisor" and the subtitle "The on-line resource for information-sharing, ideas and strategies for successful commercial district revitalization".

The main content area includes a post from Monday, April 22, 2013, titled "Driving the Downtown Experience". The post text reads: "I found my inspiration today in a two-year old article in the NYTimes ["But Will It Make You Happy?" NYTimes, 8/7/10]. While the article may be a tad dated, the question posed, "how do people derive happiness?" is timeless. The answer to this question holds significant implications for how we design and manage downtown environments. According to the article, new research suggests that "people are happier when they spend money on experiences instead of material objects." Some of the more relevant findings include:

The post includes a photograph of a chef in a white uniform working at a counter in a kitchen, with several people watching. The caption below the photo reads: "Williams-Sonoma offers demonstrations of its products."

Below the text is a bulleted list of findings:

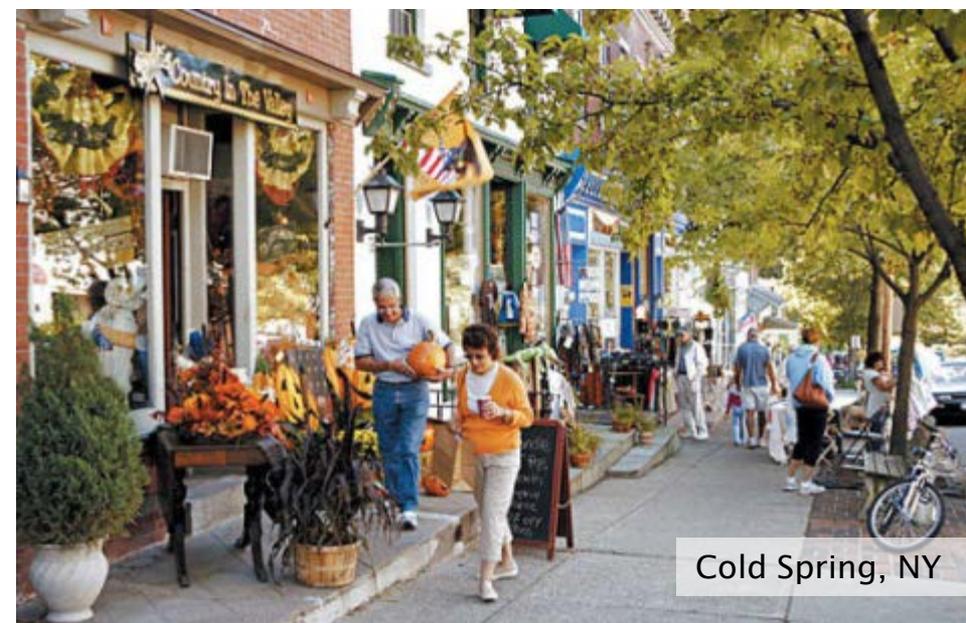
- "Make consumers feel special by giving them access to exclusive events and more personal customer service"
- "Spending money for an experience - concert tickets, French lessons, sushi-rolling classes, a hotel room in Monaco - produces longer-lasting satisfaction than spending money on plain old stuff."
- Recently public research examining nine major categories of

On the left side of the page, there is a sidebar with the following elements:

- LARISA ORTIZ ASSOCIATES** commercial district advisors logo.
- A "Join our Mailing List" section with a "Sign Up Here" button and a "GO" button.
- A "Twitter" section with a tweet from CD Advisor: "CDAdvisor Market data can be boring...unless presented like this! Check out the winner of the NYCEDC Infographic Competition [bit.ly/17zZnjf](http://bit.ly/17zZnjf)" (8 days ago).
- Another tweet from CD Advisor: "CDAdvisor @nytimes op-ed warns of pending crisis in urban communities absent coherent federal urban policy and funding support. [nytimes.com/2013/04/29/op...](http://nytimes.com/2013/04/29/op...)" (11 days ago).

At the bottom right of the page, there is a logo for **LARISA ORTIZ ASSOCIATES** commercial district advisors.

# What makes a successful district?



Cold Spring, NY



Beacon, NY

Hudson, NY



New Paltz, NY

# What creates “vibrancy”?

- retail density
- population density (i.e. customers)
- accessibility
- convenience
- safety
- attractiveness of public space/amenities
- administrative capacity/leadership

# Are you ready to market?

## "RETAIL READY" HIERARCHY





# Marketing/ Promotion

Sales vs. Event Marketing

Surprising. Whimsical. Stylish.

## Sidewalk Sale

April 3 & 4, 2009



[www.duwatowntw.com](http://www.duwatowntw.com)

RALEIGH

# SHOP DOWNTOWN

November 4 through December 24  
For your chance to WIN great prizes!

VALUABLE STORE OFFERS INSIDE!



ENTER THE  
**REGO CENTER**  
SWEEPSTAKES!

YOU COULD WIN ONE OF DOZENS OF PRIZES FROM THESE GREAT STORES!

REGO CENTER  
SHOPPING MALL

JUNCTION BLVD. & QUEENS BLVD. REGO PARK, NY

# Marketing/ Promotion

Ambient and Impulse  
Entertainment

Union Square Partnership  
to present

## 1 SUMMER THE SQUARE

...Kids, Music.



**South plaza**  
Union Square  
Park

### Fitness in the Square

Thursdays starting at 7:00 AM

Rejuvenate your body and mind with weekly spinning, spin, boot camp and cardio classes presented in partnership with local fitness studios and Brooklyn Bridge Race Center.

**JUNE 20TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**JUNE 27TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**JULY 4TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**JULY 11TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**JULY 18TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**JULY 25TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**AUGUST 1ST**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**AUGUST 8TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

**AUGUST 15TH**  
7:00 AM Spinning 101 + More  
8:00 AM Spin Yoga  
9:00 AM Cardio Boot Camp

\*Schedules are subject to change.

### Kids in the Square

Thursdays at 10:00 AM & 12:00 PM

Calling all kids, head over the Union Square for Nerf Gun, Hula Hoop, Fitness, puppets and more!

**JUNE 16TH**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM Hula Hoop Show

**JUNE 23RD**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM The Bookworm

**JUNE 30TH**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM L.A. No. Drama

**JULY 7TH**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM Nerf Gun Show

**JULY 14TH**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM Nerf Gun Show

**JULY 21ST**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM Nerf Gun Show

**JULY 28TH**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM Nerf Gun Show

**AUGUST 4TH**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM Nerf Gun Show

**AUGUST 11TH**  
10:00 AM Page Stars: Mystery & Mr. Right  
12:00 PM Nerf Gun Show

\*Classes take place in the playground.

### Music in the Square

Thursdays at 6:00 PM

Beat the summer heat and enjoy music presented by NEW YORK PRESS from talented musicians from New York City and beyond.

**JUNE 16TH**  
6:00 PM The Roots

**JUNE 23RD**  
6:00 PM The Roots

**JUNE 30TH**  
6:00 PM The Roots

**JULY 7TH**  
6:00 PM The Roots

**JULY 14TH**  
6:00 PM The Roots

**JULY 21ST**  
6:00 PM The Roots

**JULY 28TH**  
6:00 PM The Roots

**AUGUST 4TH**  
6:00 PM The Roots

**AUGUST 11TH**  
6:00 PM The Roots

Schedules and artists subject to change.

# 2011 SUMMER IN THE SQUARE

Fitness.Kids.Music.

A free weekly entertainment & programming series in Union Square Park.

fun for all ages

free

every thursday  
June 16 to August 11




union square PARTNERSHIP  
EAT.SHOP.VISIT.  
UNION SQUARE.  
unionsquarenyc.org

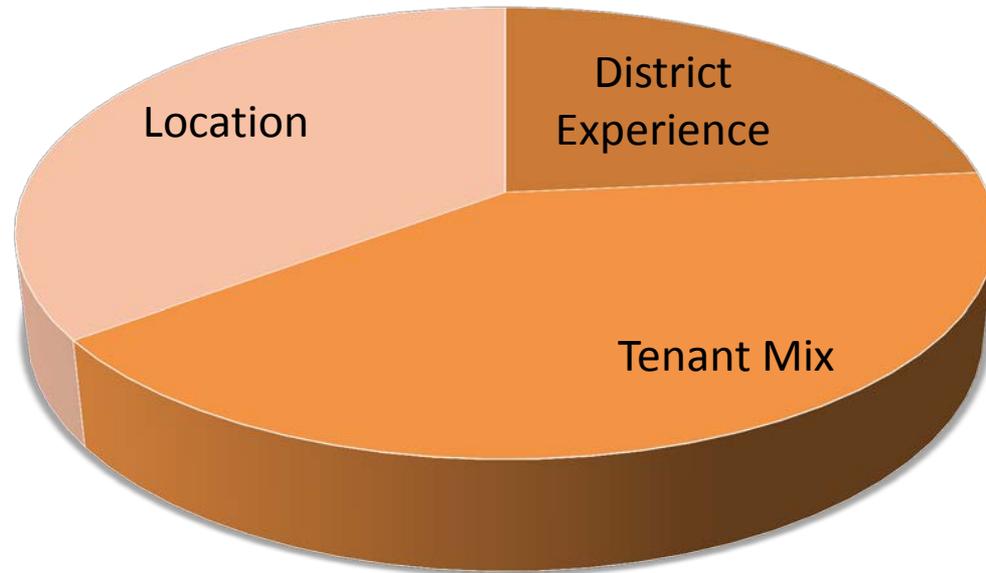
# Marketing/ Promotion

Development, retail and  
inventors



# What drives customer loyalty?

## Behavior Drivers



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

# What drives customer loyalty?



## **DISTRICT EXPERIENCE**

- Access
- Security
- Physical Environment
- Services
- Events

**STAGE**

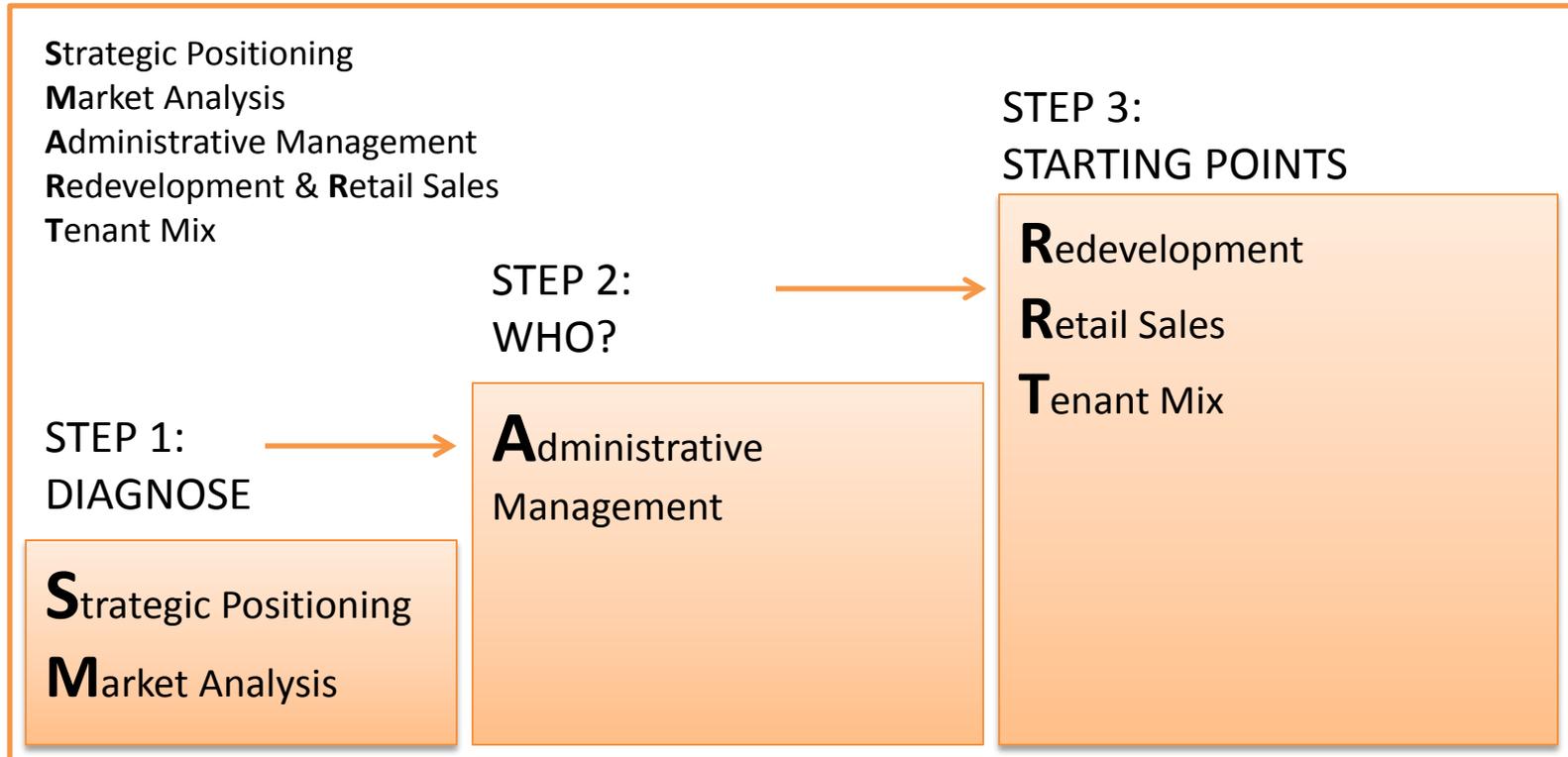


## **STORE EXPERIENCE**

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

**SELL**

# A SMARrT Approach



©Larisa Ortiz Associates

# Strategic Positioning



Defining the “DNA”  
of your  
community...

begins by  
understanding your  
market

# IMPROVING TENANT MIX

A Guide for Commercial District Practitioners





1. Observe & Investigate
2. Evaluate Consumer Demand



**STEP 1**  
Observe and Investigate



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**ASSOCIATES**  
commercial district advisors



## STEP 1

# Observe and Investigate

Walk your district and observe the existing retail mix

Talk to those in the know



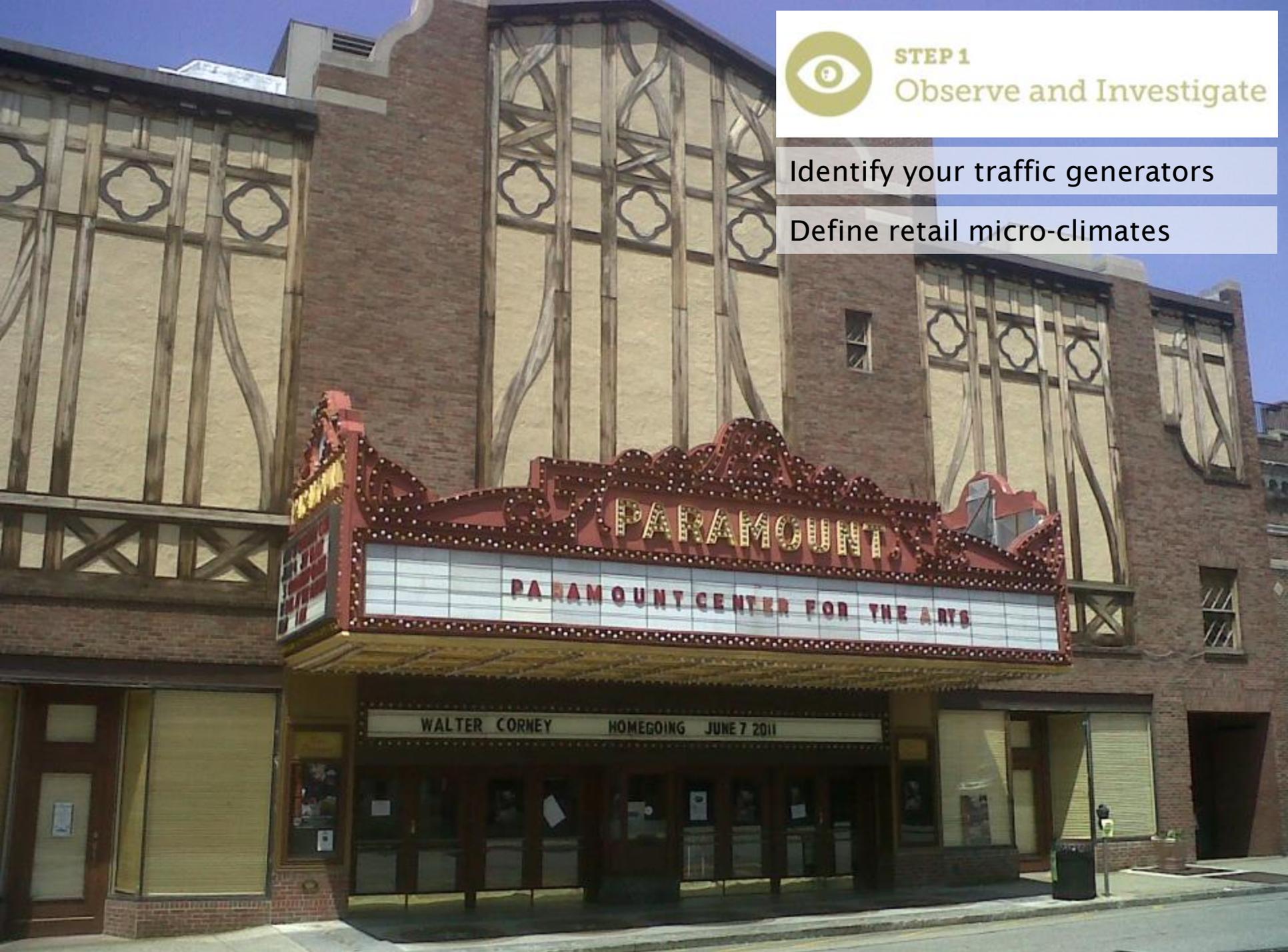


## STEP 1

# Observe and Investigate

Identify your traffic generators

Define retail micro-climates





STEP 1

Observe and Investigate

Parking/Access





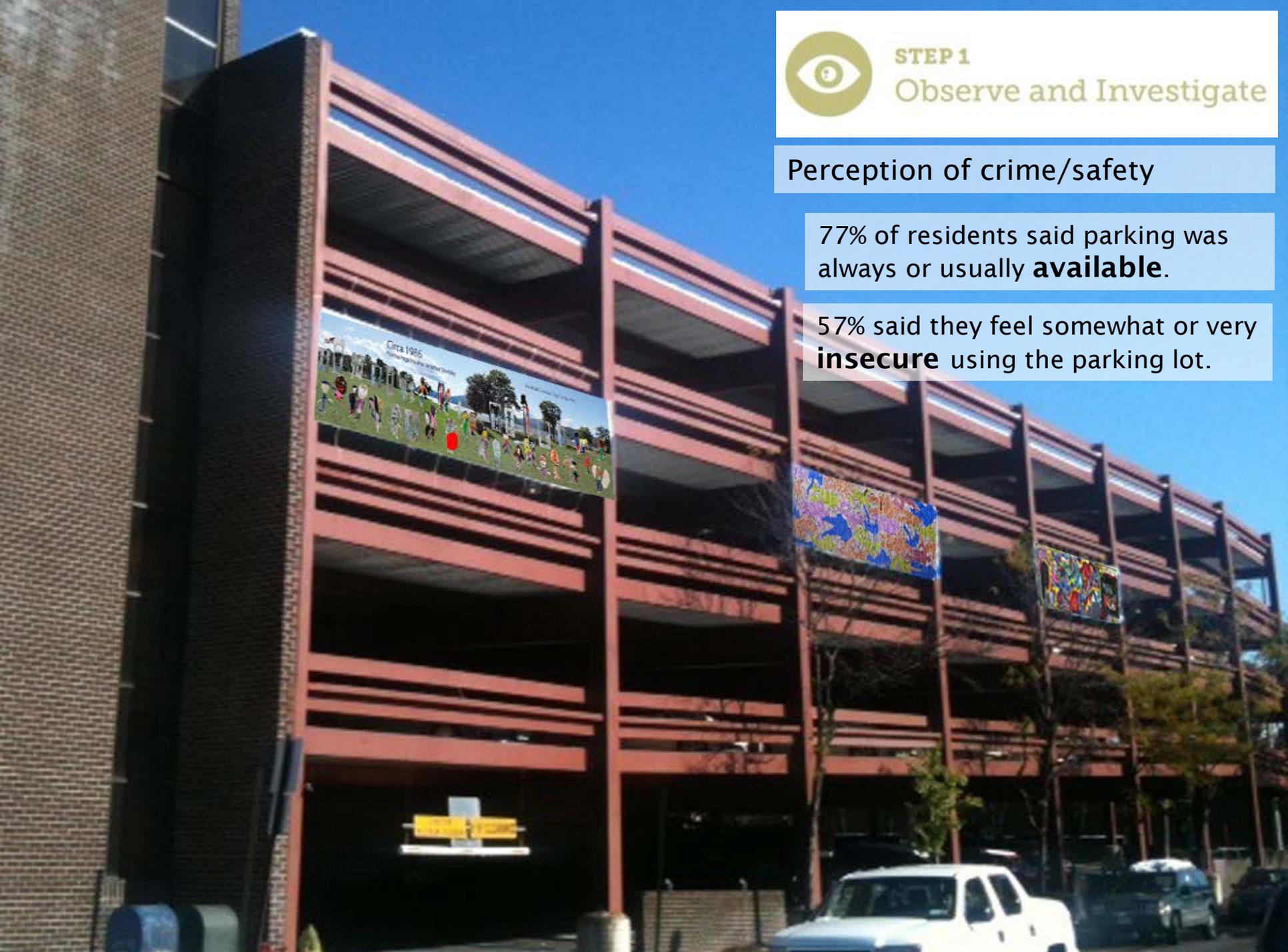
STEP 1

Observe and Investigate

## Perception of crime/safety

77% of residents said parking was always or usually **available**.

57% said they feel somewhat or very **insecure** using the parking lot.





**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 helps you understand your market?



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*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



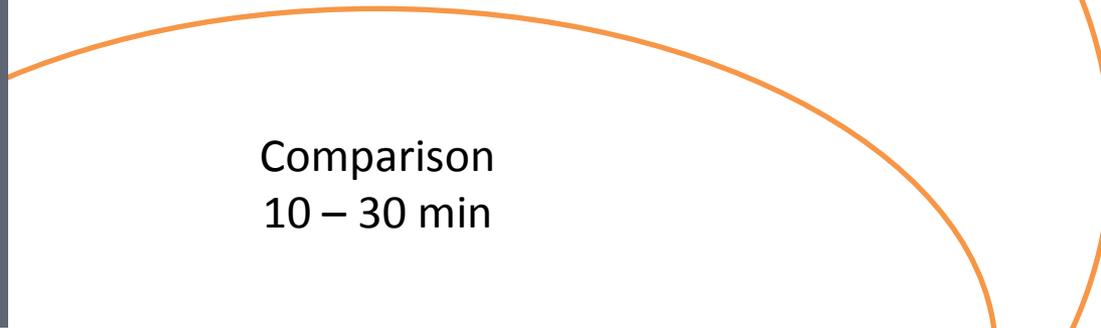
**WALNUT STREET, SHADYSIDE PITTSBURGH, PA**  
Destination districts typically offer a unique set of specialty retail goods and services that people will travel longer distances to patronize.



**Destination**  
30 min – 1 hour+++



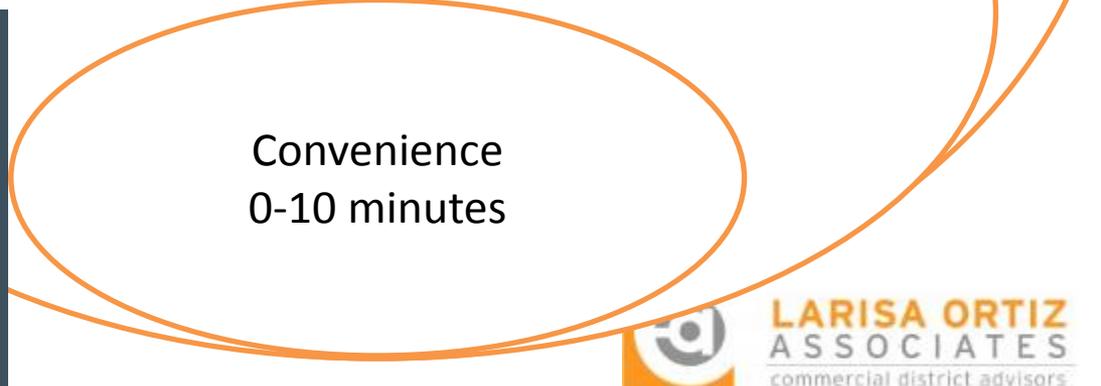
**HISTORIC THIRD WARD MILWAUKEE, WI**  
Comparison districts typically offer a set of retail goods and services that permit a wide range of choice and comparison between merchandise offered by different stores. Comparison shopping trips are made less often than shopping trips for convenience items.



**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.



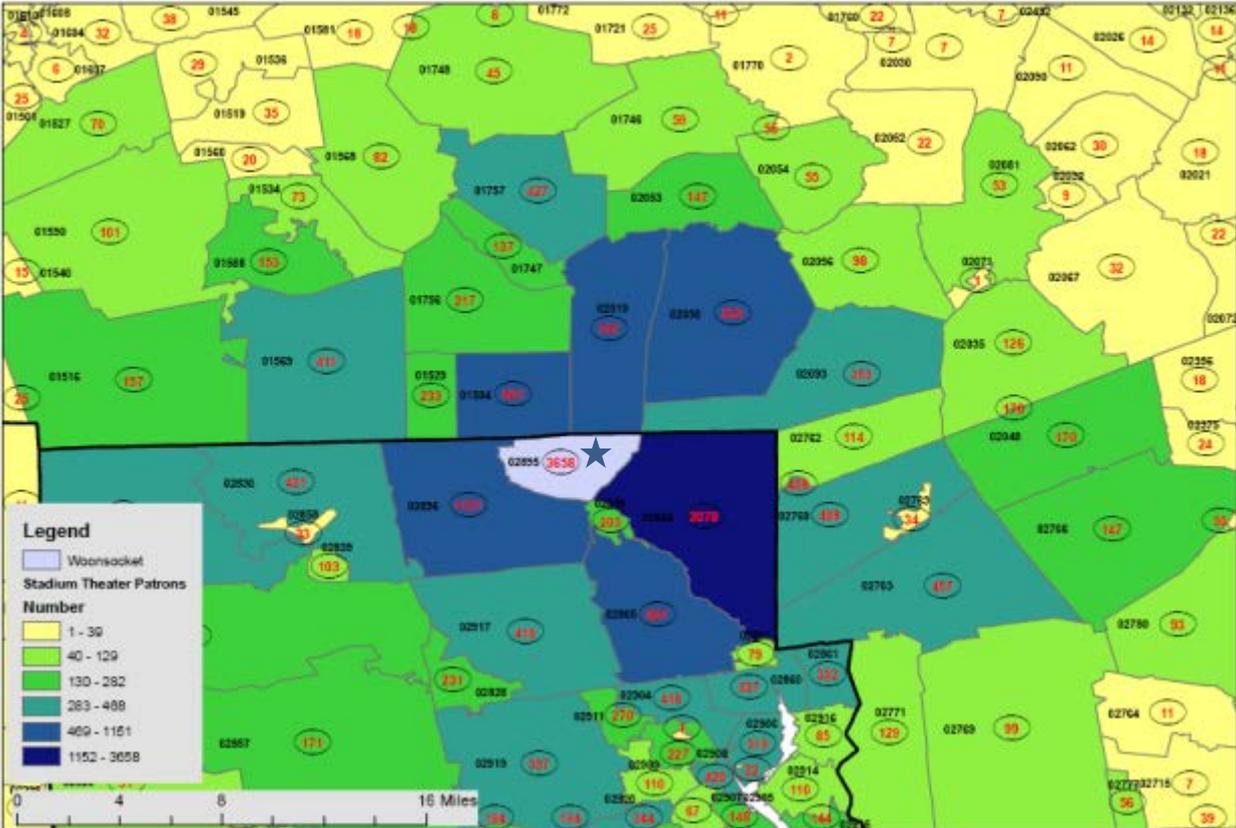
**Convenience**  
0-10 minutes



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# Determine trade area

Stadium Theater Patrons By Zip Code



Tip: Use Zip Code Data from your anchor



Stadium Theatre, Woonsocket, MA

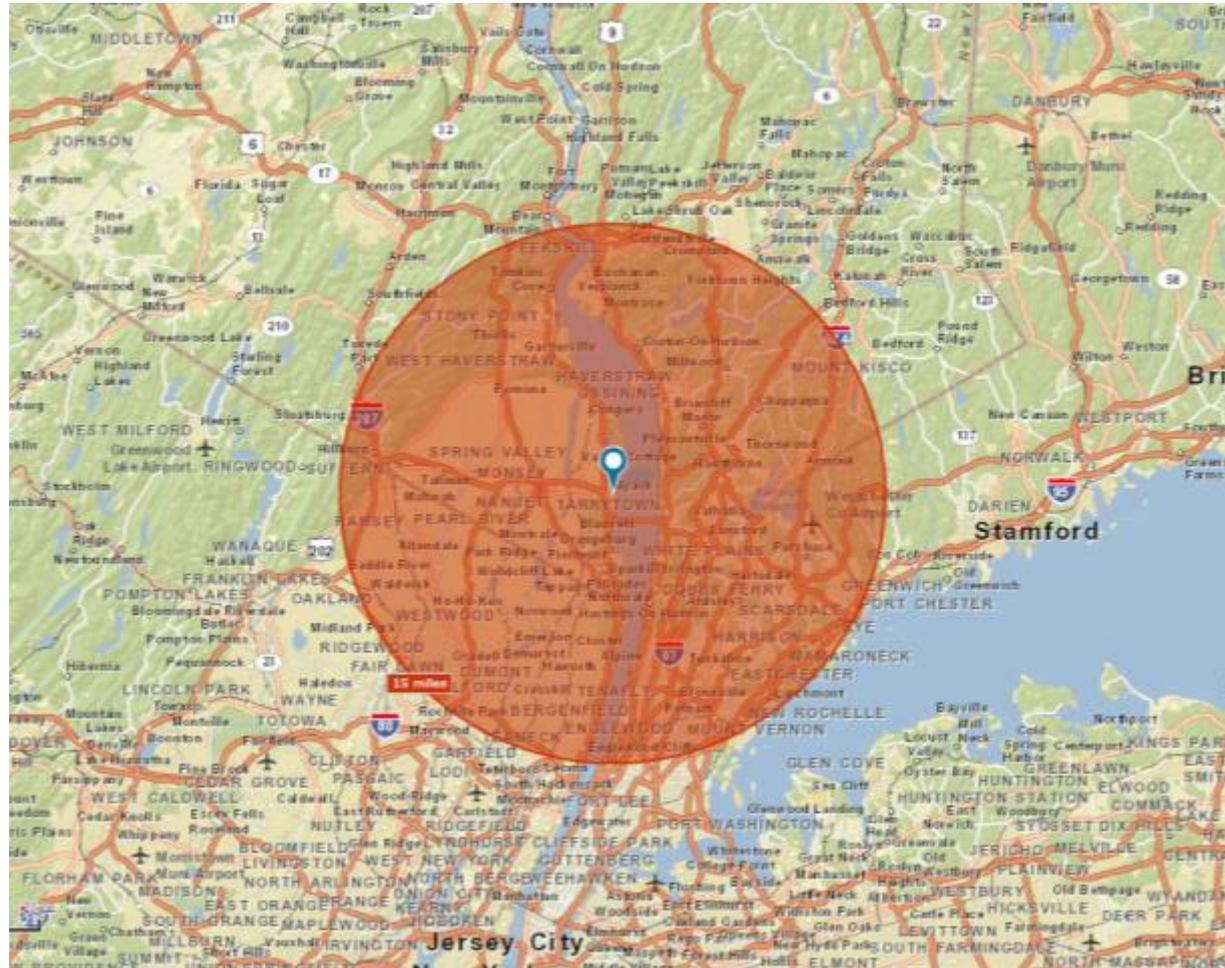
# Avoid easy mistakes



## STEP 2 Evaluate Consumer Demand

Nyack, NY

15-mile band was used to determine potential market for a downtown theatre



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## STEP 2 Evaluate Consumer Demand

Category	Convenience District	Comparison District	Destination District
Convenience stores	●	●	
Business services	●	●	
Groceries	●	●	
Laundry services	●	●	
Full-service restaurants	●	●	●
Quick service restaurant (QSR)	●	●	●
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			●

### 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



# Retail opportunities

Primary Trade Area (0.5-mile)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	SCENARIO 1: Total Estimated Sq Ft	SCENARIO 2: Number of new stores
<b>Total Retail Trade and Food &amp; Drink</b>	<b>\$297,048,624</b>	<b>\$225,271,851</b>	<b>\$71,776,773</b>	<b>24,331</b>	<b>11</b>
General Merchandise Stores	\$32,518,336	\$12,031,128	\$20,487,208	6,933	3
Full-Service Restaurants	\$16,166,376	\$10,050,819	\$6,115,557	1,902	2
Bldg Materials / Garden Supply Stores	\$6,565,273	\$2,444,802	\$4,120,471	2,060	1
Sporting Goods, Hobby, Book & Music Stores	\$6,629,560	\$3,350,888	\$3,278,673	3,262	4
Home Furnishings Stores	\$3,210,998	\$1,387,206	\$1,823,792	864	1
Secondary Trade Area (1-mile)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	SCENARIO 1: Total Estimated Sq Ft	SCENARIO 2: Number of new stores
<b>Total Retail Trade and Food &amp; Drink</b>	<b>\$968,691,226</b>	<b>\$ 715,767,009</b>	<b>\$252,924,217</b>	<b>85,737</b>	<b>30</b>
General Merchandise Stores	\$106,075,765	\$64,685,543	\$41,390,222	14,007	15
Full-Service Restaurants	\$ 52,463,225	\$20,516,406	\$31,946,818	9,937	8
Bldg Materials / Garden Supply Stores	\$ 21,321,403	\$6,752,064	\$14,569,339	7,285	5
Home Furnishings Stores	\$10,564,657	\$3,863,011	\$6,701,646	3,176	2

## Assumptions

\*SF Calculation based on a 20% capture rate and Feb. 2013 SAAR by retail category

\*\*# of New stores based on 20% capture rate and borough wide average sales per location

# Identify retail categories with significant unmet demand

## General Merchandise Stores (3-5)



General Merchandise includes department stores, \$.99 stores, and even some merchandise in pharmacies

## Full Service Restaurants (1-2)



## Home/Garden/Specialty (3-6)



# Or significant surplus to build upon

Division Street, Peekskill, NY



# Demographic summary

2012 Demographic Comparison	Total Population	Median Age	Median Household Income	Average Household Size	Percent Renters	Population Density
Myrtle Avenue (.5 mi)	46,827	32.4	\$36,867	3.02	84%	59,101 ppl/sq mi
Myrtle Avenue (1 mi)	149,980	32.4	\$35,471	2.97	80%	47,005 ppl/sq mi
Queens	2,250,879	37.4	\$53,421	2.82	57%	20,554 ppl/sq mi
Brooklyn	2,504,700	34.2	\$40,269	2.69	72%	35,369 ppl/sq mi

# Help existing businesses better market to target customer

**FAB**  
Fulton Area Businesses

**Small Business Owners: Fulton Street in Fort Greene and Clinton Hill is experiencing tremendous growth.**

The Fulton Area Business (FAB) Alliance wants to help your business benefit from this growth by sharing useful information on neighborhood trends and customer preferences. Understanding the needs and preferences of new and existing residents, visitors, students and workers is the first step in growing your customer base and increasing sales.

**CUSTOMER DEMOGRAPHICS**

Fulton Street in Fort Greene and Clinton Hill is over a mile long. Demand for retail differs from one end of the street to the other.

**HERE IS HOW THEY COMPARE:**

FORT GREENE SHOPPERS	CLINTON HILL SHOPPERS
• Median household income: \$83,506	• Median household income: \$57,343
• Median age: 35.5	• Median age: 35.4
• Annual population growth rate: 1.41	• Annual population growth rate: .52
• Residents spend \$81 million outside the neighborhood. Market data shows there is local demand for Grocery stores, restaurants, hardware and gardening.	• Residents spend \$347 million outside the neighborhood.
	• Market data shows there is local demand for restaurants and bars, pharmacies, electronics, hardware and gardening supplies and groceries.

**SHOPPERS TOLD US THEY WANT**

- Locally-owned and independent businesses
- Better quality
- More variety
- More discounts and promotions

**THE OTHER SHOPPING AREAS THAT RESIDENTS FREQUENT REGULARLY INCLUDE:**

- DEKALB AVENUE
- MYRTLE AVENUE
- FULTON MALL
- PARK SLOPE

**Waiting around businesses in those neighborhoods can shed light on what customers want and help spark ideas about new products or services to offer.**

**FULTON STREET SHOPPERS SAID THEY...**

- Want to buy goods that are locally-made, and shop at stores that are locally-owned.
- Want more products and food offerings that are organic and local.
- Want they could buy more clothing, shoes, gifts and home goods on Fulton Street.
- If you do offer these kinds of products: Market them to make sure residents are aware of what you carry.
- If you do not: Consider carrying merchandise or offering services that meets these needs.

**Consider these trends to connect with more Fulton Street shoppers and grow your customer base:**

**NEW HOMEOWNERS**  
There are roughly 12,000 new units of housing planned or under construction in the Fulton Street area. Together, these new households are projected to generate \$340 million in additional consumer spending per year.  
Offer homeowners, hardware, decor and furniture to meet the needs of new homeowners.

**HIGHLY INCOMES**  
Household incomes are increasing nearly 5% annually, twice as fast as Brooklyn overall.  
With more money to spend, residents are seeking high quality goods. Communicating that you carry high-quality goods begins with the appearance of your store. Businesses with bright, welcoming and attractive interiors, and clean, well-maintained stores will be most competitive with Pro-customer base.

**VALUE-SEEKING**  
While incomes are high, shoppers are still eager for sales and value. In particular, the 55,000 employees and 60,000 students from Pratt, NYU Poly, UIC, St. Joseph's, and other local colleges in the area are likely to be shopping in the afternoon and early evening for convenience goods, quick lunches, or happy hour specials.  
Consider marketing ideas that specifically target these customer groups - from building your presence on social media to offering student discount programs.

**CONSCIOUS CONSUMERS**  
Fulton Street shoppers want to support local, independent businesses. Share your history with customers so they learn your story and feel good about supporting small businesses!

This information is based on a retail market study and consumer survey commissioned in 2014 by the FAB Alliance. To download the full studies visit [faballiance.org](http://faballiance.org).

The Fulton Area Business Alliance (FAB) is here as a resource to help you get the word out about your business. Promote shopping parties, use website, and social media are just three of the tools we have to connect you with potential customers. Follow FAB on Facebook and Twitter, and let us know what you want to promote.

**FAB**  
Fulton Area Businesses

**NYC Small Business Services**

## Survey feedback:

- More organic offerings
- Locally-made
- More clothing, shoes, gifts

## Market data findings:

- New homeowners
- Value seeking
- Rapid income growth

# 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.*

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Do you have any suggestions for changes in this district?

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Source: LISC Commercial  
Revitalization Planning Guide





**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?

# Tapestry Segmentation



## STEP 2 Evaluate Consumer Demand

<p><b>3A Laptops and Lattes</b></p> <p>Prof/Mgmt College Degree White</p> <p>Household: Single Housing: High-Density Apartment</p> <p>Income: \$35.5 Spending: \$72%</p> <p>Households: 1,740,000</p> <p>1</p> <ul style="list-style-type: none"> <li>Support environmental groups</li> <li>Save for retirement</li> <li>Stay connected via laptop, iPad, mobile phone</li> <li>Listen to classic rock, jazz, blues</li> <li>Take public transportation; walk; bike</li> </ul>	<p><b>4A Soccer Moms</b></p> <p>Prof/Mgmt College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$31.8 Spending: \$54%</p> <p>Households: 1,117,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Go jogging, biking, target shooting</li> <li>Carry high level of debt</li> <li>Visit theme parks, zoos</li> <li>Shop, bank online</li> <li>Own 2+ vehicles (minivan, SUV)</li> </ul>	<p><b>5A Comfortable Empty Nesters</b></p> <p>Prof/Mgmt College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$48.3 Spending: \$48%</p> <p>Households: 2,973,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Play golf; ski; work out regularly</li> <li>Save/invest prudently</li> <li>Prefer to eat at home</li> <li>Listen to sports radio; watch sports on TV</li> <li>Own 1-2 vehicles</li> </ul>	<p><b>6A Green Acres</b></p> <p>Prof/Mgmt College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$31.8 Spending: \$72%</p> <p>Households: 3,794,000</p> <p>6</p> <ul style="list-style-type: none"> <li>Are members of veterans' club, fraternal order</li> <li>Bank, pay bills online</li> <li>Do home improvement projects</li> <li>Watch TV by satellite</li> <li>Own truck/SUV</li> </ul>	<p><b>7A Up and Coming Families</b></p> <p>Prof/Svcs College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$37.7 Spending: \$44%</p> <p>Households: 2,562,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Visit theme parks, zoos</li> <li>Hold student loans, mortgages</li> <li>Contract for home and landscaping services</li> <li>Go online to shop, bank, for entertainment</li> <li>Own late model compact car, SUV</li> </ul>	<p><b>8A City Lights</b></p> <p>Prof/Svcs College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$31.8 Spending: \$54%</p> <p>Households: 1,117,000</p> <p>2</p> <ul style="list-style-type: none"> <li>Visit theme parks, zoos</li> <li>Hold student loans, mortgages</li> <li>Contract for home and landscaping services</li> <li>Go online to shop, bank, for entertainment</li> <li>Own late model compact car, SUV</li> </ul>
<p><b>3B Metro Renters</b></p> <p>Prof/Mgmt College Degree White</p> <p>Household: Single Housing: Multi-Family Rental</p> <p>Income: \$31.8 Spending: \$55%</p> <p>Households: 1,734,000</p> <p>1</p> <ul style="list-style-type: none"> <li>Prefer environmentally safe products</li> <li>Spent wages on rent</li> <li>Practice yoga, Pilates; ski</li> <li>Active on Facebook, Twitter, YouTube, LinkedIn</li> <li>Take public transportation, taxi; walk; bike</li> </ul>	<p><b>4B Home Improvement</b></p> <p>Prof/Svcs College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$37.7 Spending: \$44%</p> <p>Households: 2,650,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Eat at Chili's, Chick-It-A, Panera Bread</li> <li>Invest conservatively</li> <li>Shop warehouse club, home improvement stores</li> <li>Watch NFL Network</li> <li>Own minivan, SUV</li> </ul>	<p><b>5B In Style</b></p> <p>Prof/Mgmt College Degree White</p> <p>Household: Married Couples w/No Kids Housing: Single Family</p> <p>Income: \$41.1 Spending: \$48%</p> <p>Households: 2,675,000</p> <p>3</p> <ul style="list-style-type: none"> <li>Support arts, theater, concerts, museums</li> <li>Hold retirement savings, insurance policies</li> <li>Use coupons, mobile coupons</li> <li>Carry, use smartphones</li> <li>Own late-model SUVs or trucks</li> </ul>	<p><b>6B Salt of the Earth</b></p> <p>Prof/Svcs HS Diploma Only White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$41.1 Spending: \$55%</p> <p>Households: 3,517,000</p> <p>6</p> <ul style="list-style-type: none"> <li>Go fishing, hunting, boating, camping</li> <li>Buy insurance from agent</li> <li>Do home improvement projects</li> <li>Access Internet by dial-up modem</li> <li>Own truck, RV</li> </ul>	<p><b>7B Urban Villages</b></p> <p>Svcs/Admin No HS Diploma Hispanic</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$31.8 Spending: \$55%</p> <p>Households: 1,993,000</p> <p>2</p> <ul style="list-style-type: none"> <li>Buy new clothes; go clubbing; visit water parks</li> <li>Carry credit cards</li> <li>Shop at Costco, Whole Foods, Target, Marshalls</li> <li>Own smartphones</li> <li>Shop on PHS</li> </ul>	<p><b>8B Emerald City</b></p> <p>Prof/Svcs College Degree White</p> <p>Household: Single Housing: Single Family</p> <p>Income: \$31.8 Spending: \$55%</p> <p>Households: 1,993,000</p> <p>3</p> <ul style="list-style-type: none"> <li>Buy new clothes; go clubbing; visit water parks</li> <li>Carry credit cards</li> <li>Shop at Costco, Whole Foods, Target, Marshalls</li> <li>Own smartphones</li> <li>Shop on PHS</li> </ul>
<p><b>3C Trendsetters</b></p> <p>Prof/Svcs/Mgmt College Degree White</p> <p>Household: Single Housing: High-Density Apartment</p> <p>Income: \$55.5 Spending: \$55%</p> <p>Households: 1,164,000</p> <p>1</p> <ul style="list-style-type: none"> <li>Travel frequently</li> <li>Seek financial advice; build stock portfolios</li> <li>Shop at Whole Foods, Trader Joe's</li> <li>Stay connected; prefer texting</li> <li>Choose subcompact, public transportation</li> </ul>	<p><b>4C Middleburg</b></p> <p>Prof/Svcs College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$31.8 Spending: \$55%</p> <p>Households: 1,117,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Buy children's toys, clothes</li> <li>Carry some debt; invest for future</li> <li>Go hunting, bowling, target shooting</li> <li>Watch country, Christian TV dramas</li> <li>Own trucks, SUVs</li> </ul>	<p><b>5C Parks and Rec</b></p> <p>Prof/Mgmt/Admin HS Diploma Only White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$48.3 Spending: \$55%</p> <p>Households: 2,411,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Take US vacations</li> <li>Budget wisely</li> <li>Play blackjack, poker online</li> <li>Watch Animal Planet, Discovery, History Channel</li> <li>Own domestic truck or SUV</li> </ul>	<p><b>6C The Great Outdoors</b></p> <p>Prof/Svcs College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$48.3 Spending: \$55%</p> <p>Households: 1,850,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Belong to AAUW, veterans' clubs</li> <li>Might invest in real estate</li> <li>Own pet dogs or cats</li> <li>Watch CNN, History Channel, Fox News</li> <li>Own 4-wheel drive trucks</li> </ul>	<p><b>7C American Dreamers</b></p> <p>Svcs/Admin HS Diploma Only White/Black</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$31.8 Spending: \$44%</p> <p>Households: 1,747,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Own feature-rich cell phones</li> <li>Spend money carefully; buy necessities</li> <li>Pay bills, socialize online</li> <li>Listen to urban or Hispanic radio</li> <li>Eat at Taco Bell, Wendy's, IHOP</li> </ul>	<p><b>8C Bright Young Things</b></p> <p>Prof/Svcs College Degree White</p> <p>Household: Married Couples Housing: Single Family</p> <p>Income: \$31.8 Spending: \$55%</p> <p>Households: 1,117,000</p> <p>4</p> <ul style="list-style-type: none"> <li>Buy children's toys, clothes</li> <li>Carry some debt; invest for future</li> <li>Go hunting, bowling, target shooting</li> <li>Watch country, Christian TV dramas</li> <li>Own trucks, SUVs</li> </ul>

# Who are your customers?



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

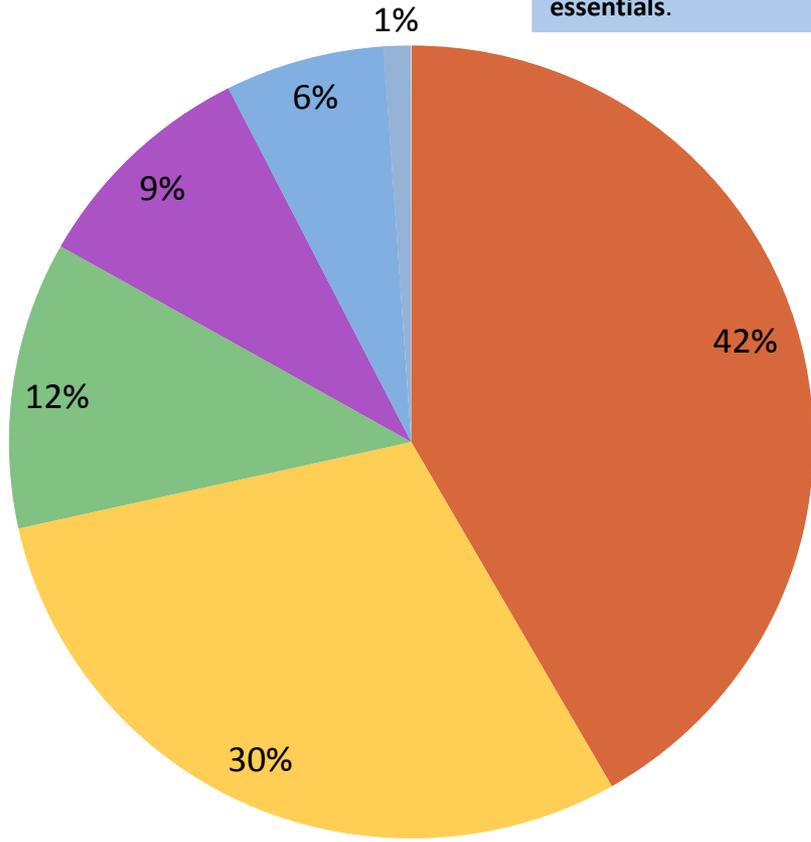
*High Rise Renters* residents are a **diverse mix of race and ethnicity**. They buy household items and apparel at discount stores and affordable department stores. They do not dine out regularly.

**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.

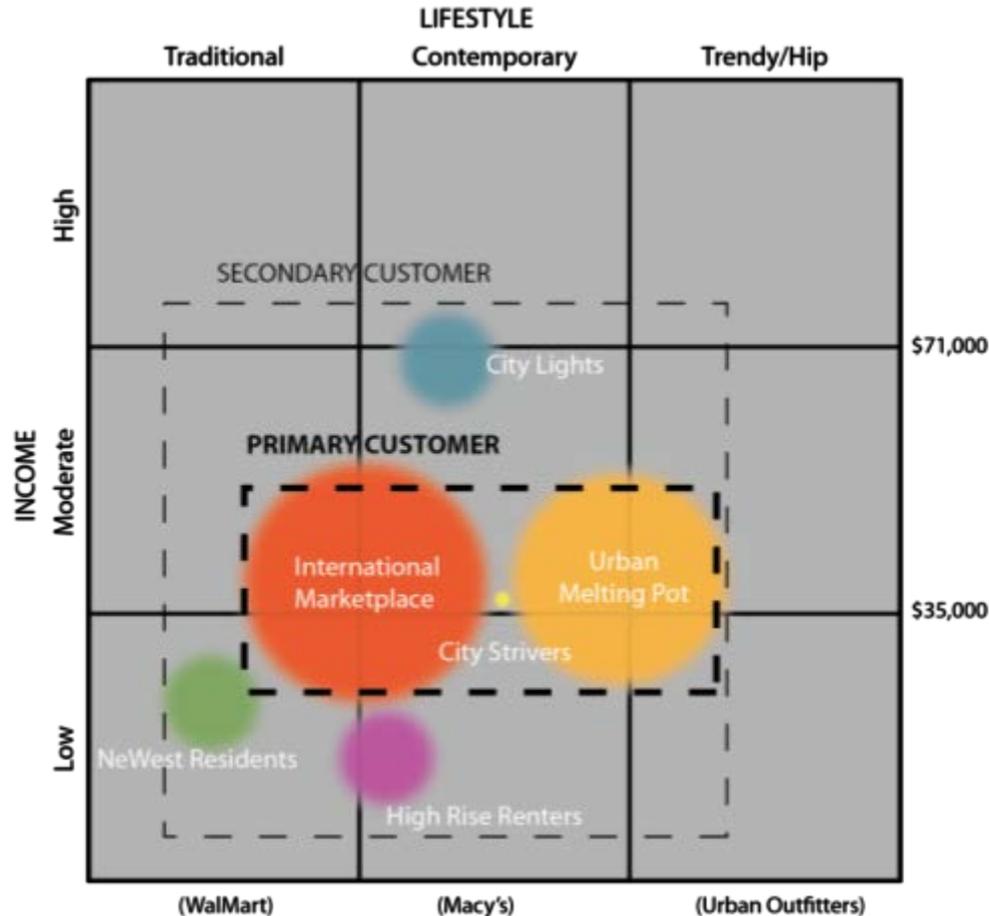


# What are their preferences?



STEP 2  
Evaluate Consumer  
Demand

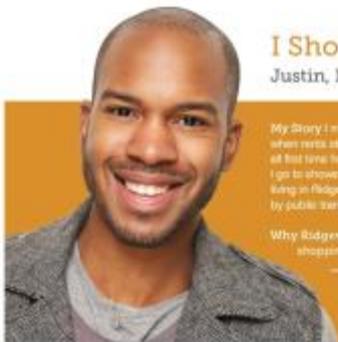
## LOA Strategic Positioning Matrix Mapping your District's Business Mix



# 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 Wilkes-Barre when rents started getting too high. My neighbors and I are all first time homeowners. My office is in Union Square and I go to stores on the weekends, downtown and at BAAI. 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 corner down the street and lots of galleries nearby.

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

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

Bring your business to Myrtle Avenue. Contact the Myrtle Avenue Business Improvement District  
60-62 Myrtle Avenue | Ridgewood, NY 11385 | 718.361.7074 | myrtledist@gmail.com  
www.ridgewood-ny.com




**I Shop Myrtle**  
Helen, Longtime Ridgewood Homeowner

**My Story** I've called Ridgewood home for 40 years. I loved 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:**

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

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**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

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**I Shop Myrtle**  
Martyna, Ridgewood Resident and Employee

**My Story** I moved to Ridgewood in 2005. 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

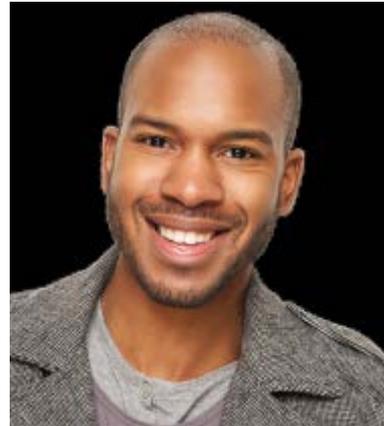
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# What activities will drive pedestrian traffic and sales?



STEP 2  
Evaluate Consumer  
Demand



# What activities will drive pedestrian traffic and sales?



## STEP 2 Evaluate Consumer Demand



**LARISA ORTIZ**  
**ASSOCIATES**  
commercial district advisors

# What activities will drive pedestrian traffic and sales?



## STEP 2 Evaluate Consumer Demand



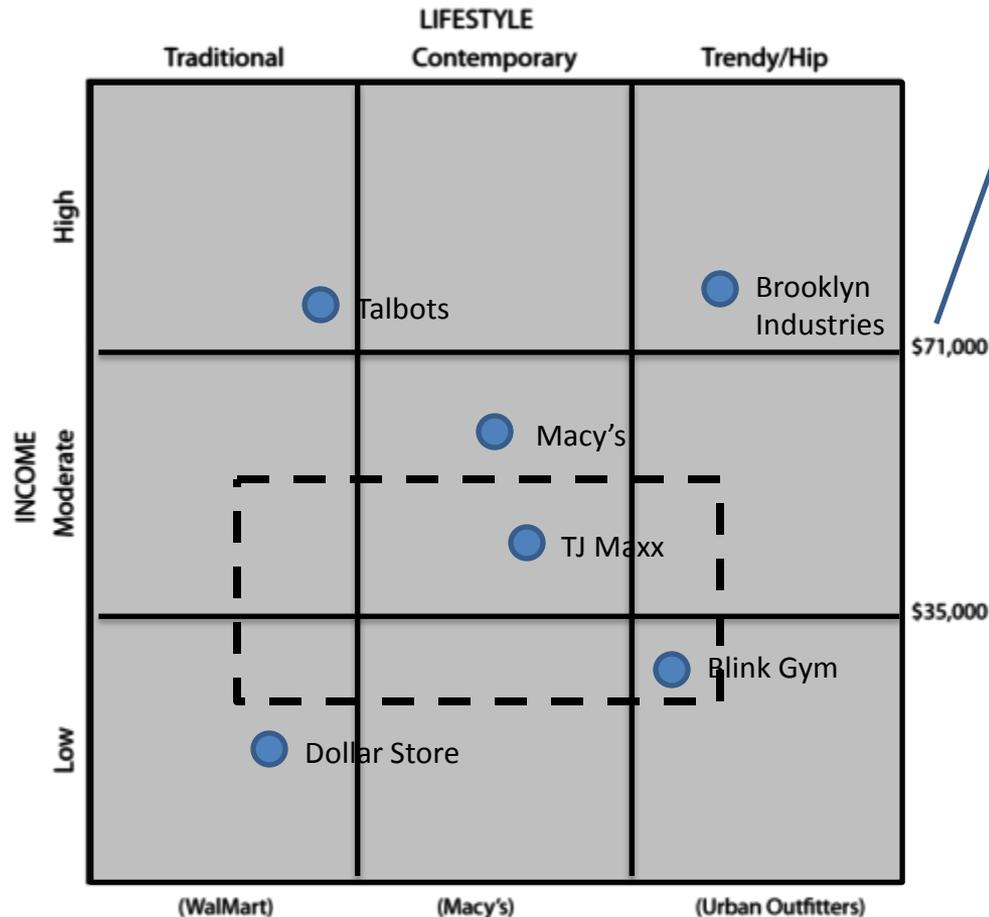
**LARISA ORTIZ**  
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# What businesses should we market to?



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.



LARISA ORTIZ  
ASSOCIATES  
commercial district advisors

What businesses should we market to?



STEP 2  
Evaluate Consumer  
Demand

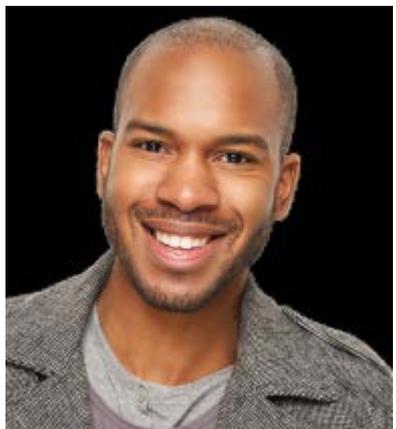


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**ASSOCIATES**  
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# What impulse or ambient entertainment should we provide?



STEP 2  
Evaluate Consumer Demand



# What impulse or ambient entertainment should we provide?



## STEP 2 Evaluate Consumer Demand



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**ASSOCIATES**  
commercial district advisors

Remember, everything originates with your customer



STEP 2  
Evaluate Consumer  
Demand



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QUESTIONS?



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