**America Downtown®**

*New Thinking. New Life.*

# Mission

## Downtown Action Agenda 2002

National League of Cities

HyettPalma

**America Downtown®**
*New Thinking. New Life.*

July 8, 2002

The Honorable Laura McConwell, Mayor,
and City of Mission Council Members
City of Mission
City Hall
6090 Woodson Road
Mission, Kansas 66202

Dear Mayor McConwell and
City Council Members:

It is with great pleasure that we submit to you this Action Agenda for the rebirth of Downtown Mission. We commend you for your concern regarding the revitalization of Downtown Mission and for providing the leadership necessary to focus attention on this issue.

The ***Mission Downtown Action Agenda 2002*** is based on your community's shared vision for Downtown Mission and on the market-driven steps necessary to get you there. A strong, private-public partnership will be key to the success of your efforts. This ***Mission Downtown Action Agenda 2002*** is meant to guide all of the partners participating in the rebirth of Downtown Mission.

We salute your commitment to making Mission a healthier and more vital community and offer our continued support of your efforts.

Sincerely,

Donald J. Borut
Executive Director
National League of Cities

Doyle G. Hyett
Chairman

Dolores P. Palma
President

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# Introduction



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# I. INTRODUCTION

In 1992, as America's largest membership organization representing the elected officials of this nation, the National League of Cities (NLC) decided to assume a more aggressive role in the areas of Downtown enhancement and local economic development. That role would involve offering technical assistance to local elected officials concerned about the economic success of their Downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc. Together, NLC and HyettPalma designed an advanced new pilot program. The new pilot would offer on-site, technical assistance to a limited number of communities.

The new Downtown pilot was presented under the banner of *ACCEPTING THE CHALLENGE: THE REBIRTH OF AMERICA'S DOWNTOWNS*. It was structured to guide local governing bodies -- working in partnership with local business owners, property owners and concerned citizens -- in rethinking ways to rebuild our nation's Downtowns.

Availability of the Downtown pilot was limited to eleven cities. The purpose of limiting the number of communities that could participate in the pilot was to ensure quality service delivery to the participating cities. In addition, the pilot required the local governing body in each participating city to be the agency that contracted with NLC for services. This was done to ensure the involvement of the governing body from the very start of the local Downtown enhancement effort.

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering Downtown technical assistance. This was done with the assistance of local officials from the eleven pilot communities. Based on the evaluation, and specifically on the advice and needs expressed by the pilot's local officials, a new comprehensive technical assistance program was developed titled *AMERICA DOWNTOWN® -- NEW THINKING. NEW LIFE.*

*America Downtown® -- New Thinking. New Life.* was structured to provide the help local officials need to reverse their Downtown's cycle of decline and help it evolve to a brighter future. The program brings together the political insight of the National League of Cities and the Downtown expertise of HyettPalma, Inc. Together, they offer individualized assistance and a combination of strengths not available anywhere else.

*America Downtown® -- New Thinking. New Life.* provides direct, hands-on help to city officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. In 2002, Mission became a member of this national Downtown program. The program's strengths are built on the following convictions.

- The assistance provided is implementation-oriented -- not another Downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.

- The recommendations made for each Downtown are pragmatic -- tailored to local resources so that they can be realistically implemented.

- The solutions offered are success-oriented -- designed to improve each Downtown's economy so that the results are long-lasting.

- The on-site assistance is inclusive -- providing a forum that brings public and private sector constituents together to identify Downtown issues, define a Downtown vision, and take needed actions in partnership.

# Project Overview



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# II. PROJECT OVERVIEW

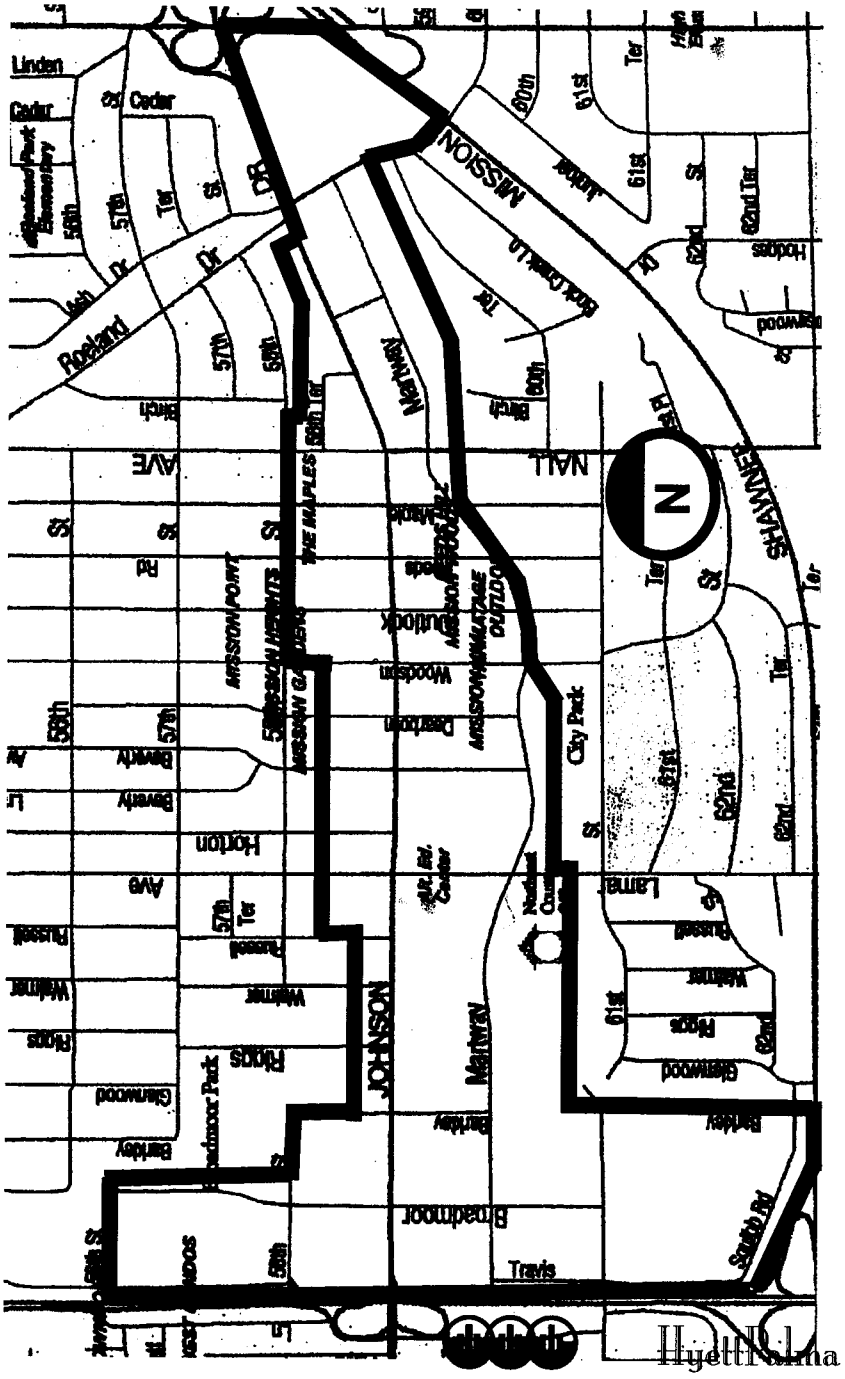
In 2002, the Mission City Council determined that an enhancement strategy was needed to further revitalize Downtown Mission. The ***Mission Downtown Action Agenda 2002*** was defined with involvement from the City government, the local business sector, and members of the community. The ***Mission Downtown Action Agenda*** shown in the following pages incorporates the desires, preferences, and concerns expressed by the people of Mission for their Downtown. This local input was used as the foundation of the project.

Based on the desires and concerns expressed by the people of Mission -- combined with a realistic analysis of Downtown's market potentials -- ***Recommended Strategies*** were defined for public and private sector implementation. The ***Recommended Strategies*** are meant to enable Downtown Mission to reach the vision defined locally, to overcome the key issues it faces, and capture the identified market potentials. The ***Recommended Strategies*** are divided into two parts -- a ***Development Framework*** and a ***Course of Action***. Both are contained in this document along with a suggested implementation sequence.

Finally, this document contains advice regarding a private-public partnership. This is the vehicle that would be responsible for implementing the recommended ***Development Framework*** and ***Course of Action*** in a timely and quality manner.

A map of Downtown Mission, as defined for this project, is shown on the following page.

# Downtown Mission

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# Executive Summary



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# III. EXECUTIVE SUMMARY

The ***Mission Downtown Action Agenda 2002*** was defined by HyettPalma, Inc. The ***Mission Downtown Action Agenda*** is based on:

- Discussions held with many members of both the private and public sectors of Mission;
- Data collected by the City's staff;
- The results of a retail, office, and housing market analysis completed for Downtown; and
- The professional and technical expertise of HyettPalma, Inc.

A summary of the ***Mission Downtown Action Agenda 2002*** appears below.

■ ***Overview of Downtown Mission Today***

Today, the Downtown project area enjoys many strengths, including:

- A large number of businesses -- in fact, a larger number of businesses than one would expect to find in a city of under 10,000 people -- which offer a tremendous depth of variety;
- A considerable amount of new investment -- both private and pubic -- in the form of the Sylvester Powell, Jr. Community Center, ScripPro, Target, restaurants, and the planned Northeast Johnson County Chamber of Commerce & Visitors Bureau building;
- A strong market in the trade area (with retail spending potential estimated at approximately $634,000,000 annually, in 2002 dollars) from which the project area now draws, along with some 18,000 cars per day traveling on Johnson Drive, a daytime population of approximately 50,000 to 60,000, and appealing adjacent neighborhoods;

- An active real estate community and strong lender confidence;
- A central and easily accessible location within the region; and
- An image of being safe and providing considerable variety along with strong customer service.

For all of the health and strengths found in the project area, the community is not without concerns for its future. These include:

- Vacancies found in the project area;
- The area's appearance --which community members tend to describe as "outdated;"
- The appropriate economic orientation for the area;
- The occurrence of business turnover -- which gives one the impression that the project area is an "incubator," where businesses start, become successful, and then move to a healthier business area; and
- The impression or image the public holds of Downtown, due to the above.

During the vision sessions, held as a part of this project, community members said they want the project area to be enhanced as:

***A destination that is unique, quaint, and beautiful,***
***where the "small town feel" is retained***
***but the look is improved,***
***where there are more restaurants and an active nightlife***
***(but not a bar scene)***
***and that continues to be***
***-- and allows people to be --***
***"different."***

The ***Development Framework*** and ***Course of Action*** that follow were designed to leverage the project area's current strengths, to address the community's concerns, and to attain the community's vision -- so that the Downtown project area can enjoy the healthiest future possible.

■ ***Downtown Mission Surveys***

Two surveys were conducted as a part of this project to gauge the health of Downtown Mission as perceived locally. These were a survey of owners and managers of businesses located in the project area and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

• ***Use of Downtown***

Residents of Downtown's primary trade area reported coming to Downtown with especially strong frequency -- 83% said they come Downtown between 1 and 7 times a week.

• ***Purpose of Trips***

When asked why they currently come to Downtown Mission, the number one reason cited by residents was "shopping" -- with over one-third (37%) giving this response.

• ***Shopping Area of Choice***

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. The number one shopping area mentioned, by almost one-third of residents (32%), was Downtown Mission.

When asked their reason for choosing a particular shopping area, residents stressed the importance of convenience -- cited by almost one-half (49%) of those surveyed.

- ***Downtown Characteristics***

Residents and business owners surveyed were asked to rate a list of nineteen Downtown characteristics as being "good," "fair," or "poor" at this time. Eighteen of the listed characteristics were rated "good" by a majority or significant percentage of residents. Fourteen were rated "good" by a majority or significant percent of business owners, And, these fourteen were among the eighteen rated "good" by a majority or significant percentage of residents.

The fourteen characteristics rated "good" by a majority or significant percent of residents and business owners are shown below:

- Feeling of safety (90% residents, 73% business owners);
- Helpfulness of salespeople (84% residents, 73% business owners);
- Knowledge of salespeople (78% residents, 61% business owners);
- Quality of retail goods (76% residents, 68% business owners);
- Quality of service businesses (76% residents, 63% business owners);
- Cleanliness of area (76% residents, 60% business owners);
- Business hours (72% residents, 60% business owners);
- Quality of restaurants (70% residents, 64% business owners);
- Prices at restaurants (65% residents, 68% business owners);
- Variety of restaurants (63% residents, 65% business owners);
- Variety of service businesses (58% residents, 51% business owners);
- Price of retail goods (57% residents, 54% business owners);

- Prices at service businesses (57% residents, 52% business owners); and

- Variety of retail goods (52% residents, 48% business owners).

The four characteristics rated "good" by a majority or significant percent of residents, but not of business owners, were:

- Availability of parking (64% residents, 30% business owners);

- Convenience of parking (62% residents, 31% business owners);

- Attractiveness of the area (53% residents, 37% business owners); and

- Traffic circulation (49% residents, 35% business owners).

Of the nineteen characteristics listed in the survey, only one was not rated "good" by a majority or significant percentage of residents. This was:

- Attractiveness of Downtown buildings (40% residents, 27% business owners).

- ***Downtown Improvements***

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Only one improvement was rated "very important" by a significant percentage of residents. And, that improvement was rated "very important" by a majority of business owners:

- Recruit additional retail businesses (48% residents, 52% business owners).

The following additional improvements were rated "very important" by a majority or significant percentage of business owners:

- Improve the availability of parking (32% residents, 53% business owners);
- Improve the convenience of parking (35% residents, 52% business owners); and
- Physically improve Downtown's buildings (35% residents, 49% business owners).

■ ***Downtown Mission Tomorrow***

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Mission -- as it would ideally exist in the year 2007. Those participating in the sessions said that, by the year 2007, Downtown Mission would be known for having the following image.

***A picturesque, fun, and colorful Downtown***
***-- in terms of both its visuals and its people --***
***where you can shop and get everything you want.***

***A friendly, warm, and useable Downtown***
***that is clean, safe, and affordable.***

***A living Downtown***
***where quality is valued over quantity***
***and diversity is respected.***

***A user-friendly and accessible Downtown***
***that makes you say***
***"Come shopping with me,"***
***"I bought it in Mission,"***
***"You can't find it anywhere but Mission,"***
***"Let's spend an afternoon in Mission,"***

***"Let's spend an evening in Mission," and***
***"I love it!"***

***Downtown Mission --***
***small town USA,***
***located in the middle of it all***
***where you can still find the "old style" Johnson County***
***that is down to earth and***
***offers "character without the glitz."***

## *Come be a part of our tradition.*

- **Downtown Retail Market Opportunities**

Taking steps to further enhance Downtown Mission, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to support the development of between approximately 188,000 and 223,000 net square feet of additional retail space by the year 2007 -- which could include expansions or sales increases by existing Downtown Mission retail businesses and/or the construction of some limited amount of new retail space.

- **Downtown Office Market Opportunities**

Approximately 90,000 to 115,000 (12-15% growth in occupied space) square feet of additional office space could potentially be supported in Downtown Mission between now and the year 2007. This represents an increase in demand based on both the expected continued enhancement of the area and an anticipated increase in area households during the same time period.

- **Downtown Housing Market Opportunities**

While opportunities will be limited due to a very short supply of land area appropriate for the development of housing in Downtown Mission, every effort should be made, consistent with the implementation of the overall Downtown enhancement program, to introduce more quality, market-rate housing in Downtown Mission.

In addition, every effort should be made to maintain the highest level of quality, market-rate single-family and multi-family homes in proximity to Downtown Mission.

Specific emphasis should be placed on:

- The introduction of housing in the upper floors of buildings, with retail and/or office space located on the first and lower floors;
- Reducing the number of rental units located in Downtown, particularly in the south central portions of the commercial district; and
- If redevelopment takes place in the eastern portions of Downtown, once flooding potential is reduced by Rock Creek flow enhancement, every effort should be made to encourage the development of new mixed-use projects, containing a combination of retail, office, lodging, and housing.

■ ***Recommended Strategies***

The ***Mission Downtown Action Agenda 2002*** contains two sets of Recommended Strategies:

- A ***Development Framework*** which should be used to direct and manage Downtown's future character; and
- A ***Course of Action*** which should be implemented -- by both the private and public sectors -- to create the best possible future for Downtown Mission.

Both are summarized below.

## Development Framework

The following ***Development Framework*** should be used to ensure Downtown's future as an economically vibrant area with great appeal to area-wide patrons.

### *Districts*

The Downtown project area should be enhanced to have the following three districts. (Please see map on the next page for district locations.)

### *1. Downtown District*

The Downtown District is comprised of the central portion of the project area -- running from Nall Avenue to Lamar Avenue. This is the traditional Downtown of Mission, and the area local residents identify when they refer to "Downtown."

**A. Johnson Drive** -- Within the Downtown District, Johnson Drive should be enhanced as the most pedestrian-oriented portion of the project area that is historic, quaint, and unique. Johnson Drive, within this district, is also the most appropriate location for small, independent businesses. First floor space in this portion of Downtown Mission should be occupied, primarily, by retail businesses in order to maintain a solid streetwall of clustered retail businesses.

The economic orientation of this portion of the Downtown District should be:

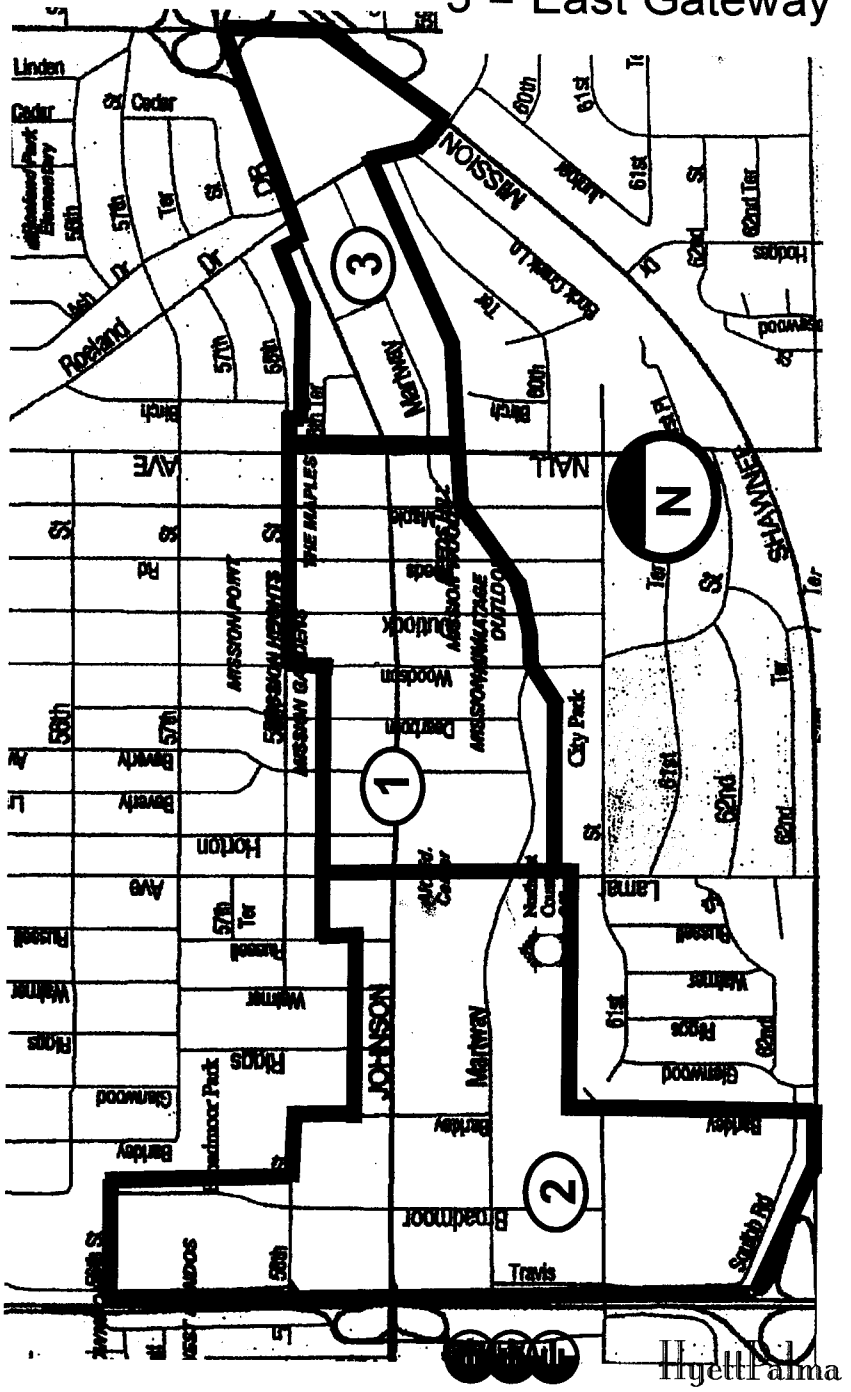
***Specialty and convenience retail,***
***food, art, and entertainment***
***along with outdoor dining.***

**B. Northern Portion** -- The area north of Johnson Drive is appropriate for offices and service businesses, as well as some degree of housing.

**C. Southwest Portion** -- Institutional uses should continue to be clustered in the southwest portion of the Downtown District, as has begun with the location of City Hall, the Community Center, and the planned new Chamber of Commerce & Visitors Bureau building. Continuing to build this cluster will create a civic activity center within the Downtown District -- which is very desirable as a Downtown anchor.

# Downtown Mission Districts

1 = Downtown
2 = West Gateway
3 = East Gateway



**D. Southeast Portion** -- The southeast portion of this district is appropriate for mixed-use development and redevelopment. Such structures should include market-rate housing in upper floors with offices below.

### *2. East Gateway District*

Once pending flood plain issues are resolved with the completion of the Rock Creek Improvement Project, the East Gateway District will lend itself to rehab and redevelopment of underutilized property, vacant lots, and surface parking lots.

**A. Mission Center Mall** -- During the course of this project it became clear that mall management, as well as the public, wish to see Mission Center Mall be put to greater use and attract a larger number of users. It appears that this can be accomplished in three ways:

- Renewal of the mall as a retail center;
- Adaptive use of the existing mall so that it is reinvented as a mixed-use center that includes retail plus a broader range of uses; or
- Redevelopment of the mall property altogether.

It must be noted that, if the third option above is chosen, strong consideration should be given to creating a mixed-use development that includes (optimally) retail, office, housing, and lodging.

In any case, regardless of the path taken to reinvigorate Mission Center Mall, the mall's owners/managers should be encouraged to re-establish the property as a strong eastern anchor to the Downtown project area that serves the trade area.

**B. Johnson and Martway** -- Convenience retail, restaurant, and recreation/entertainment businesses are now located on these two corridors. These uses should be further clustered and strengthened over time. On the other hand, the presence of auto service businesses should be de-emphasized -- and decreased -- on Johnson Drive and Martway as this district is further enhanced. In

their place, owners should be encouraged to rehab and redevelop their properties for convenience retail, restaurant, and recreation/entertainment uses.

### *3. West Gateway District*

This portion of the Downtown project area has already established itself as a redevelopment area, with national businesses, businesses requiring a larger building footprint, and office buildings locating here. Due to the exposure and vehicular access enjoyed by this area, it can be expected that new development and redevelopment activities will intensify here.

It should be recognized that the City of Mission is landlocked. And, the West Gateway District provides the City with its only viable opportunity to experience greater intensity of use -- which should be realized by encouraging development and redevelopment of underutilized properties located in this district.

## ***Growth Management***

The following actions and policies are needed for appropriate growth management within the project area.

### *1. Adoption*

It s suggested that the City of Mission adopt the ***Downtown Action Agenda*** as the Downtown element of the City's comprehensive plan.

### *2. Retail*

Independently owned retail businesses should be clustered on Johnson Drive within the Downtown District, as described above.

### *3. Housing*

Housing should be allowed in the upper stories of mixed-use buildings throughout the Downtown project area.

### *4. Adjacent Neighborhoods*

Every effort should be made to protect adjacent neighborhoods, particularly from commercial encroachment.

***5. Zoning Ordinance***

The City's Zoning Ordinance should be modified, as appropriate and necessary, to ensure the placement of uses in accordance with the recommendations of the ***Action Agenda***.

## Course of Action

The following ***Course of Action*** should be implemented, by both the private and public sectors, to attain the community's vision for Downtown Mission and to capture the economic opportunities identified in the Downtown market analysis.

## *Key Initiative #1: Traffic & Parking*

The overall parking and traffic flow situation in the Downtown project area should be examined as a whole. To accomplish this, a traffic and parking professional should be retained to conduct a traffic and parking study. The goals of the study should be to determine how best to:

- Make the project area -- especially the Downtown District -- as pedestrian-friendly and safe as possible, while still accommodating traffic flow; and

- Make the project area's parking system as convenient, easy to understand, and user-friendly as possible for current and potential consumers.

The goal of the study **should not** be to move vehicular traffic through the area as quickly and efficiently as possible.

The study should address the following.

**A. Parking Management**

Ways to better manage the current on-street spaces should be explored to:

- Ensure turnover for customers;

- Remove signs that read "Parking for XYZ Business Only" and "Parking Not for ABC Business" -- which tend to lessen customer loyalty, rather than vice versa;

- Review all parking time limits, and revise as necessary to create a system that the buying public can readily understand; and

- Determine ways to offer on-street parking to consumers as a unified system, that again, is convenient and welcoming to customers.

**B. Parking Supply**

The traffic and parking study should **quantify** whether or not a parking shortage actually exists in the Downtown District.

**C. Traffic Circulation**

The traffic and parking professional retained should analyze the entire project area to examine, at a minimum:

- Speed limits and enforcement;

- Signalization; and

- Measures that can be taken to improve pedestrian safety.

Again, the goal of analyzing traffic flow in the project area is to improve pedestrian access and safety without deterring vehicular customer traffic.

## *Key Initiative #2: Beautification*

The following public improvements should be made to create a recognizable identity for the project area -- one that is distinctive and aesthetically pleasing.

**A. Downtown District**

Streetscape amenities in the Downtown District should be upgraded to include:

- Flowers and more intensive landscaping along sidewalks;

- Repaired brick crosswalks;
- Benches and trash receptacles -- of a design that is in keeping with the district's architecture and with the quaint image for Downtown desired by the community; and
- Unique, creatively designed banners (not stock) that reflect the district's image.

**B. Entryways**

A grand entryway -- with monument signs, landscaping, and evening lighting -- should be established at the east and west entrances to the Downtown project area.

**C. Public Art**

A public art placement plan should be developed. And, art pieces selected for placement in the project area should be of high quality, juried by well respected members of the art community, and include fountains as well as sculpture.

## *Key Initiative #3: Buildings*

Building owners should be encouraged to, and assisted in, making necessary improvements to their Downtown structures via the following.

**A. Design Guidelines**

A professional preservation architect or architectural historian should be retained to develop design guidelines for the Downtown project area.

**B. Design Assistance**

A preservation architect or architectural historian should be retained to provide **preliminary** design assistance to owners seriously interested in making exterior building improvements that are in keeping with the design guidelines mentioned above.

**C. Incentive Facade Grants**

To provide owners an incentive to upgrade their buildings, a pool of approximately $75,000 should be created to offer 50-50 matching facade grants to building owners

-- or to business owners working with building owner consent -- in the Downtown District. The maximum grant offered per building should be approximately $5,000.

**D. Code Enforcement**

Code enforcement is an important tool and its use should be continued.

## *Key Initiative #4: Anchors*

The following additional anchors should be created in the Downtown project area.

**A. Community Center Expansion**

The expansion of the Community Center should be wholeheartedly embraced. In addition, the budding civic activity cluster, in which the Community Center is located, should be further strengthened through the following.

- Consideration should be given to creating a passive public outdoor space on the parking lot located across Beverly Street, on the east side of the Community Center. This space should be designed to function as the "Town Green" desired by the community.

- Care should be taken to create a system of walkways that radiate from the Community Center to all nearby neighborhoods.

**B. Chamber of Commerce & Visitors Bureau Building**

The Northeast Johnson County Chamber of Commerce & Visitors Bureau is planning to construct a substantial new building in proximity to the Community Center. This new structure should be welcomed as an element of Downtown's budding civic activity cluster.

## *Key Initiative #5: Business Retention*

Business owners within the project area must take personal responsibility for operating the highest quality businesses possible. The following should be implemented to assist them in doing so.

### A. One-On-One Advice

Personal, private, one-on-one assistance should be offered to every business owner in the project area -- and particularly those in the Downtown District.

### B. Business Hours

Every business located in the Downtown project area should maintain business hours that are most convenient for their customers. This includes being open during the hours that are posted on a business's signs or windows.

### C. Referral Cards

A referral card should be produced that lists all businesses in the project area, along with their phone numbers and business hours. These cards should be placed at the cash register of each business and used by sales personnel to refer customers to other businesses within Downtown.

### D. Toot Your Horn

The fact that Downtown Mission businesses provide unrivaled and memorable customer service should be promoted in their ads as a way of making these businesses -- and Downtown as a whole -- distinctive in the minds of the buying public.

### E. Public Safety

The City should do everything in its power to re-introduce and maintain foot and bike patrols in the Downtown District.

## *Key Initiative #6: Business Development*

The following effort should be implemented aggressively to attract businesses to Downtown.

### A. Goal

The goal of the business development effort should be not only to fill vacancies but to:

- Further strengthen the area's variety and, thereby, its convenience for the shopper;

- Further broaden the range of retail stores found in the area;
- Introduce a wider range of eating establishments, to include fine dining, outdoor dining, and more "clean food;" and
- Compound the number and mix of entertainment venues offered.

### B. Top List

The following uses should be the initial target businesses for attraction to Downtown Mission:

- Home furnishings and accessories;
- Apparel and accessories for men, women, and children;
- Restaurants -- particularly sit-down, fine and moderate-priced dining establishments;
- Restaurants with entertainment and, where feasible, establishments which provide outdoor seating;
- Art and antiques; and
- Specialty retail businesses of the types referenced in the ***Development Framework*** of the ***Downtown Action Agenda***.

### C. Process

Mission is fortunate to have a very active real estate community that is involved in the Downtown project area. Therefore, businesses should be sought for the project area by working with real estate representatives.

### D. Rock Creek Improvement Project

The City of Mission should continue to pursue completion of this project at the earliest possible date, with the goal of significantly reducing the portion of the

Downtown project area that is contained in the designated flood plain. Doing so is expected to stimulate investment and business development in the area.

## *Key Initiative #7: Marketing*

Currently, no collective marketing initiatives are being conducted for the Downtown project area and there is not a merchants association in place. Therefore, a marketing campaign that includes the following elements should be devised and implemented.

### A. Marketing Message

A clear message should be created that positions the Downtown project area as being:

***A distinctive cluster of businesses***
***-- both specialty businesses and nationals --***
***located all in one area***
***that offers incomparable variety and***
***incredible customer service . . .***
***making it the ultimate in convenient shopping.***

Consideration should be given to retaining a marketing/public relations professional to help craft the marketing message, based on the recommendations contained in the ***Action Agenda***.

### B. Events

To enforce Downtown's image as a community gathering place, consideration should be given to staging at least one special event on the sidewalks of the Downtown District -- and holding this event each year. In addition, consideration should be given to putting up holiday lights, that are as elaborate as can be afforded -- both on public and private property -- within the Downtown District and staging a "Downtown lighting" that is coordinated with the holiday tree lighting ceremony(s).

### C. Image Development

As the enhancement effort goes forward, an all-out effort should be made to get positive stories about Downtown and the Downtown effort placed with all major print and electronic media throughout the region.

### D. Brochure

A brochure is needed to market the project area's businesses and attractions (such as the Community Center, planned Chamber & Visitors Bureau building, etc.). The brochure should be professionally designed, graphically appealing, and easy to use.

### E. Chamber of Commerce & Visitors Bureau

The Chamber & Visitors Bureau should be asked if it is possible to:

- Include a regular column about the Downtown enhancement effort in its newsletter; and
- Add a page about Downtown to its Web site.

If this is not possible, then a separate Downtown newsletter and Downtown Web site should be created.

### F. Joint Marketing

Overland Park and Shawnee both have aggressive Downtown enhancement efforts in place -- and both are participants in the ***America Downtown®*** program, as is Mission. Therefore, these three communities should discuss the possibility of jointly marketing their Downtowns to promote the unique nature of each and to share customers.

## ■ Partnership for Success

The most successful Downtown enhancement efforts nationwide are those that are implemented by a partnership among the private and public sectors. For Downtown Mission to reach its full potential, Downtown's key private and public sector leaders and constituents ***must*** plan together and implement together -- in partnership. A shared direction, a unified voice, and ***action*** -- on the part of both the private and public sectors -- are essential for Downtown success.

***Downtown Partnership***

Now that the ***Downtown Action Agenda*** is completed, the time has come for implementation. That implementation should be championed by a Downtown Partnership whose board includes:

- The Mayor of Mission;
- A Mission City Council Member, selected by Council;
- The City Administrator;
- The Chair of the Planning Commission;
- The head of the Chamber & Visitors Bureau;
- The head of the DRC;
- A Downtown bank CEO;
- A highly respected Downtown business owner;
- A highly respected Downtown property owner; and
- A Downtown resident.

The Downtown Partnership could function as a free-standing, independent organization or it can be created under the umbrella of an existing organization -- such as the Chamber of Commerce & Visitors Bureau. In either case, the Downtown Partnership must have its own independent board with the above composition.

***Partnership Role***
The sole role of the Downtown Partnership should be to:

- Implement the ***Downtown Action Agenda*** by realizing the highest level of quality accomplishments in the shortest amount of time possible;
- Provide leadership;
- Motivate the private sector to invest in Downtown; and
- Increase coordination, cooperation, and unity among the key groups and individuals involved in Downtown's enhancement.

# Downtown Mission Today



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# IV. DOWNTOWN MISSION TODAY

Two surveys were conducted as a part of this project to gauge the health of Downtown Mission as perceived locally. These were a survey of owners and managers of businesses located in the project area and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

- ***Use of Downtown***

Residents of Downtown's primary trade area reported coming to Downtown with especially strong frequency -- 83% said they come Downtown between 1 and 7 times a week. This frequency can be seen in the following:

- 24% said they come Downtown daily;
- 27% said they come Downtown 3 to 6 times a week; and
- 32% said they come Downtown once or twice a week.

Another 14% reported coming to Downtown with moderate frequency -- defined as:

- From 1 to 3 times a month (9%); and
- From 6 to 11 times a year (5%).

Only 3% of those surveyed said they seldom come to Downtown Mission. These responses included:

- From 1 to 5 times a year (1%); and
- Almost never (2%).

Therefore, these responses indicate that Downtown Mission is enjoying the strong patronage of trade area residents at this time.

- ***Purpose of Trips***

When asked why they currently come to Downtown Mission, the number one reason cited by residents was "shopping" -- with over one-third (37%) giving this response.

The second and third most cited reasons were:

- Eating in restaurants (19%); and
- Post office (12%).

Therefore, over two-thirds of those surveyed (68%) said they now come to Downtown primarily for these three reasons -- shopping, eating in restaurants, and going to the post office.

The remaining reasons given for Downtown trips, and the percentage of residents citing each, are shown below:

- Banking (7%);
- Service businesses (7%);
- Recreation (4%);
- Entertainment (3%);
- Work (3%);
- Live there (2%);
- Passing through (2%);
- Personal business (2%);
- Government business (1%); and

- Visiting friends (1%).

- ***Shopping Area of Choice***

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. The number one shopping area mentioned by almost one-third of residents (32%), was Downtown Mission. The next most frequently cited shopping venues were Wal-Mart (18%) and Merriam (12%). Therefore, 62% of residents surveyed said they now do most of their family shopping in one of these three areas.

Of the remaining 38% of residents said they do most of their shopping in:

- Prairie Village (9%);
- Shawnee (8%);
- Overland Park (7%);
- Metcalf South (3%);
- Oak Park Mall (3%); and
- Other (8%) -- Leewood, Country Club Plaza, Olathe, Kansas City (Kansas), and Lenexa.

When asked their reason for choosing a particular shopping area, residents stressed the importance of convenience -- cited by almost one-half (49%) of those surveyed. The next most frequently cited reason for choosing a shopping venue was closeness to home (cited by 21% of respondents), which is also a form of convenience. Therefore, 70% of those surveyed indicated that convenience was their primary reason for choosing a shopping area at this time.

The next most cited reason for choosing a particular shopping area was the variety/selection offered -- mentioned by 20% of residents surveyed.

Therefore, the vast majority of trade area residents surveyed -- 90% -- said they choose a shopping area based on its convenience or variety/selection.

The remaining 10% of those surveyed said they choose to shop in a particular area due to:

- Price (7%);
- Service (2%); and
- Closeness to work (1%).

- ***Downtown Characteristics***

Residents and business owners surveyed were asked to rate a list of nineteen Downtown characteristics as being "good," "fair," or "poor" at this time.

Eighteen of the listed characteristics were rated "good" by a majority or significant percentage of residents. Fourteen were rated "good" by a majority or significant percent of business owners, And, these fourteen were among the eighteen rated "good" by a majority or significant percentage of residents.

The fourteen characteristics rated "good" by a majority or significant percent of residents and business owners are shown below:

- Feeling of safety (90% residents, 73% business owners);
- Helpfulness of salespeople (84% residents, 73% business owners);
- Knowledge of salespeople (78% residents, 61% business owners);
- Quality of retail goods (76% residents, 68% business owners);
- Quality of service businesses (76% residents, 63% business owners);
- Cleanliness of area (76% residents, 60% business owners);

- Business hours (72% residents, 60% business owners);
- Quality of restaurants (70% residents, 64% business owners);
- Prices at restaurants (65% residents, 68% business owners);
- Variety of restaurants (63% residents, 65% business owners);
- Variety of service businesses (58% residents, 51% business owners);
- Price of retail goods (57% residents, 54% business owners);
- Prices at service businesses (57% residents, 52% business owners); and
- Variety of retail goods (52% residents, 48% business owners).

The four characteristics rated "good" by a majority or significant percent of residents, but not of business owners, were:

- Availability of parking (64% residents, 30% business owners);
- Convenience of parking (62% residents, 31% business owners);
- Attractiveness of the area (53% residents, 37% business owners); and
- Traffic circulation (49% residents, 35% business owners).

Of the nineteen characteristics listed in the survey, only one was not rated "good" by a majority or significant percentage of residents. This was:

- Attractiveness of Downtown buildings (40% residents, 27% business owners).

- ***Downtown Improvements***

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Only one improvement was rated "very important" by a significant percentage of residents. And, that improvement was rated "very important" by a majority of business owners:

- Recruit additional retail businesses (48% residents, 52% business owners).

These additional improvements were rated "very important" by a majority or significant percentage of business owners. These were:

- Improve the availability of parking (32% residents, 53% business owners);
- Improve the convenience of parking (35% residents, 52% business owners); and
- Physically improve Downtown's buildings (35% residents, 49% business owners).

When asked what else could be done to increase their patronage of Downtown, residents reiterated the importance of increasing retail variety. Business owners, on the other hand, stressed the importance of increased marketing (events, advertising, co-op advertising, brochures, discounts, etc.) to increase patronage of Downtown.

In terms of specific businesses or activities, residents expressed a desire primarily for apparel, a Target, and a movie theater.

# Downtown Mission Tomorrow



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## V. DOWNTOWN MISSION TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Mission -- as it would ideally exist in the year 2007. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2007, Downtown Mission would be a welcoming, comfortable, pedestrian-friendly place that is a destination "more people want to go to." It would be an ideal place to meet a friend and spend some time because "there would be more reasons to stay Downtown once you are there." Pedestrians would be "freely walking around at all times of day" and Downtown would have shops, restaurants, evening activity, and homes above shops.

Downtown would offer "a complete diversity of shops that encompass life." These would be unique and "unlike any others." Unique shops would be encouraged to locate on Johnson Drive -- and they would remain at the sidewalk's edge, rather than being set back -- and Mission Center Mall would be better utilized, possibly as a location for national businesses.

There would be a better physical definition of "what is Downtown" so that people would "know when they're in Downtown Mission." This would be accomplished with more green space, landscaping, flowers, benches, and trash receptacles. Public art and fountains would add to Downtown's unique ambience -- and include "evidence of the City's history and roots." The fronts of buildings would be beautified as well. This would include more color in awnings, awnings that are "more appropriate for Downtown's quaintness," and coordinated business signs that complement each other but "still let people be unique." Older buildings on Johnson Drive would be retained -- "this is the heart of Downtown and it has charm" -- rather than being torn down for strip malls. "Losing our old buildings would be the disintegration of Downtown." And, businesses themselves would be neat and clean on the inside. To ensure that they are meeting this test, business owners would stand back and ask themselves, "If this wasn't my business, would I want to go into

it?" All this would have the positive side effect of "creating an environment that makes residents want to stay in Mission and take care of their homes."

Downtown would have a "landmark" -- a focal point that would allow "cognitive orientation," helping one locate/orient oneself in Downtown. This might take the form of a green place with benches, planters, and a town clock. And, the entrances to Downtown would be marked with significant signage/art/fountains to "designate where you are."

Downtown parking would be more convenient. This means in part that "parking would not be restricted by signs that say a space is for a particular business." Parking turnover would be ensured for Downtown businesses and the JO would be an integral part of Downtown.

Downtown would be "more walkable." This might be accomplished through slower traffic on Johnson Drive, clearly defined and well marked crosswalks, continuous sidewalks, increased community awareness and respect for pedestrians, and enforcement of the law that gives pedestrians the right-of-way.

Downtown would continue to have a full mix of offerings, including:

- Small boutiques in old buildings on Johnson Drive;
- Unique eating places;
- Art galleries;
- Entertainment, e.g., movies, live theater, outdoor concerts, etc.;
- National chains in newer buildings on the edges of the project area;
- Housing -- above shops and in neighborhoods adjacent to Downtown;
- Bed and breakfast facilities "for out of town guests;"

- Places to "meet and do things;" and
- "Something for teens -- latch onto them now so they stay."

The ideal Downtown Mission would be able to attract a wide range of users, including:

- Residents living within walking distance;
- Business owners;
- Office building employees;
- Residents of Mission and the small cities around Mission;
- Residents of Wyandotte County;
- Students at KU Medical Center; and
- "People fed up with homogenization."

As Downtown Mission is enhanced, care would be taken to "keep the good things going." This includes Downtown's:

- Wide variety of businesses;
- Unique businesses;
- Economically competitive stores;
- Friendliness;
- People who help and provide great customer service in shops;
- Safety; and

- Parking in front of businesses.

By 2007, Downtown Mission would be known for having the following image.

***A picturesque, fun, and colorful Downtown***
***-- in terms of both its visuals and its people --***
***where you can shop and get everything you want.***

***A friendly, warm, and useable Downtown***
***that is clean, safe, and affordable.***

***A living Downtown***
***where quality is valued over quantity***
***and diversity is respected.***

***A user-friendly and accessible Downtown***
***that makes you say***
***"Come shopping with me,"***
***"I bought it in Mission,"***
***"You can't find it anywhere but Mission,"***
***"Let's spend an afternoon in Mission,"***
***"Let's spend an evening in Mission," and***
***"I love it!"***

***Downtown Mission --***
***small town USA,***
***located in the middle of it all***
***where you can still find the "old style" Johnson County***
***that is down to earth and***
***offers "character without the glitz."***

## *Come be a part of our tradition.*

# Downtown Market Analysis



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# VI. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Mission's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors -- business owners, property owners, developers, patrons, the City government, etc. -- being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.

## Downtown Retail Opportunities

***Retail Trade Area*** -- Downtown Mission's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers.

Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been identified as the area shown on the following page.

***Retail Economic Indicators*** -- Downtown's retail trade area can be currently characterized by the following economic indicators.

**THE PRIMARY TRADE AREA HAS AN ESTIMATED 2002 POPULATION OF 88,000 AND AN ESTIMATED 38,454 HOUSEHOLDS** (Source: ESRI estimate)

**THE PRIMARY TRADE AREA POPULATION IS PROJECTED TO INCREASE TO 90,327 BY 2006, WITH A PROJECTED 40,308 HOUSEHOLDS BY 2006** (Source: ESRI estimate)

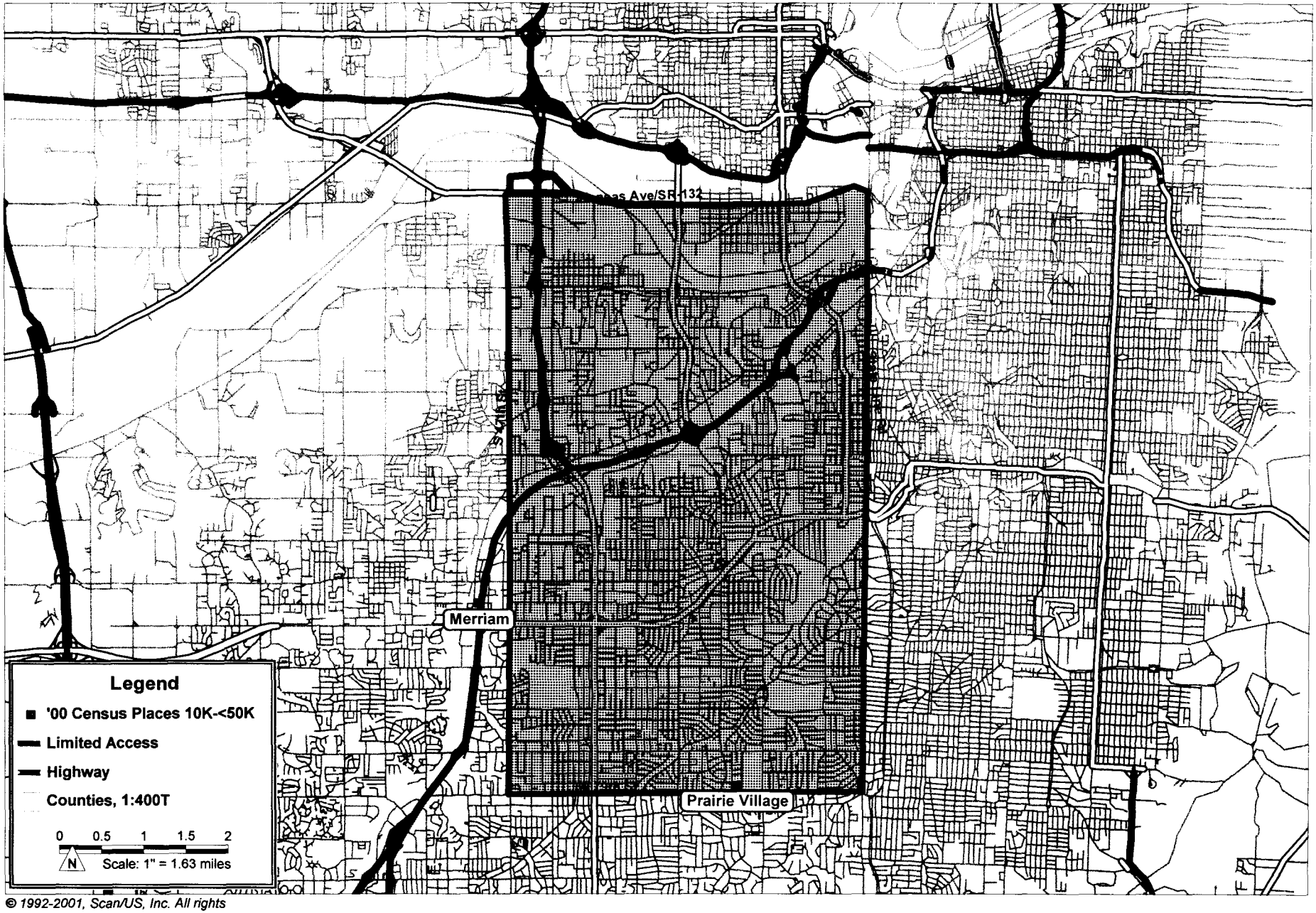
**THE AVERAGE HOUSEHOLD SIZE IS 2.28 PERSONS, WHICH IS LESS THAN THE NATIONAL AVERAGE OF 2.68** (Source: ESRI estimate)

**THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY $2,089,000,000 PER YEAR** (Source: ESRI estimate)

**THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY $54,327** (Source: ESRI estimate)

# Downtown Mission, KS

Scan/US, Inc.



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Primary Retail Trade Area

***Current Retail Businesses*** -- Downtown Mission currently contains approximately 218 retail businesses, which occupy approximately 1,186,000 square feet of building space. The retail inventory was completed by the City of Mission and is shown on the following pages.

## Downtown Mission Retail Businesses by Standard Industrial Classification

| SIC CODE | BUSINESS TYPE | # BUS. | TOT. SQ. FT. |
|---|---|---|---|
| **52** | **Building Materials and Garden Supplies** | | |
| 5231 | Paint/Glass/Wall Paper | 4 | 12,800 |
| 5251 | Hardware | 2 | 9,774 |
| **53** | **General Merchandise** | | |
| 5331 | Variety Store | 2 | 17,615 |
| 5399 | Miscellaneous and Mall | 3 | 456,650 |
| **54** | **Food Store** | | |
| 5411 | Grocery Store | 2 | 97,000 |
| 5421 | Meat/Fish Market | 1 | 1,000 |
| 5461 | Retail Bakery | 3 | 4,500 |
| 5499 | Miscellaneous Food | 3 | 8,400 |
| **55** | **Automotive Dealers and Service Stations** | | |
| 5511 | New/Used Cars | 1 | 30,200 |
| 5521 | Used Cars | 4 | 12,540 |
| 5531 | Auto/Home Supply | 8 | 29,040 |
| 5541 | Gas Service Station | 12 | 19,200 |
| **56** | **Apparel and Accessories** | | |
| 5611 | Men's and Boy's Apparel | 1 | 5,000 |
| 5621 | Women's Apparel | 2 | 2,470 |
| 5632 | Women's Accessories/Specialty | 1 | 900 |
| 5641 | Children's Apparel | 2 | 1,680 |
| 5661 | Shoes | 2 | 2,626 |
| 5699 | Miscellaneous Apparel | 3 | 1,626 |
| **57** | **Furniture and Home Furnishings** | | |
| 5712 | Furniture Store | 3 | 2,165 |
| 5714 | Drapery/Upholstery | 3 | 6,900 |
| 5719 | Misc. Home Furnishings | 4 | 30,000 |
| 5722 | Home Appliances | 2 | 6,008 |

## Downtown Mission Retail Businesses by Standard Industrial Classification

| SIC CODE | BUSINESS TYPE | # BUS. | TOT. SQ. FT. |
|---|---|---|---|
| **57** | **Furniture and Home Furnishings** | | |
| 5731 | Radio/TV/Electronics | 1 | 2,700 |
| 5734 | Computers/Software | 8 | 7,604 |
| 5735 | Records/Tapes/CDs | 1 | 900 |
| 5736 | Musical Instruments | 2 | 4,990 |
| **58** | **Eating/Drinking** | | |
| 5812 | Eating Places | 50 | 109,579 |
| 5813 | Drinking Places | 2 | 1,828 |
| **59** | **Miscellaneous Retail** | | |
| 5912 | Drug Store | 1 | 10,908 |
| 5921 | Liquor Store | 3 | 3,400 |
| 5932 | Antiques | 7 | 9,210 |
| 5942 | Books | 4 | 7,660 |
| 5944 | Jewelry | 5 | 14,171 |
| 5945 | Hobby/Toys/Games | 2 | 52,600 |
| 5946 | Camera/Supply | 1 | 725 |
| 5947 | Gift/Novelty | 4 | 5,345 |
| 5949 | Sewing/Piece Goods | 2 | 12,320 |
| 5992 | Florist | 2 | 4,200 |
| 5993 | Tobacco Stand | 1 | 1,000 |
| 5995 | Optical | 2 | 3,600 |
| 5999 | Miscellaneous Retail | 22 | 28,944 |
| | **Select Support Services** | | |
| 7216 | Dry Cleaners/Tailors | 5 | 21,900 |
| 7231 | Beauty Shops | 14 | 18,518 |
| 7241 | Barber Shops | 3 | 5,480 |
| 7251 | Shoe Repair/Shine | 1 | 3,090 |
| 7832 | Motion Picture Theater | 1 | 6,925 |
| 7841 | Video Rental | 2 | 14,134 |

## Downtown Mission Retail Businesses by Standard Industrial Classification

| SIC CODE | BUSINESS TYPE | # BUS. | TOT. SQ. FT. |
|---|---|---|---|
| | **Amusement and Recreation Services** | | |
| 7911 | Dance Studios/Schools | 1 | 2,000 |
| 7991 | Physical Fitness Facilities | 1 | 47,000 |
| 7999 | Mic. Amusement/Recreation | 2 | 27,500 |
| **TOTAL NUMBER OF RETAIL BUSINESSES** | | **218** | |
| **TOTAL SQ.FT. RETAIL SPACE** | | | **1186325** |

Source: City of Mission

***Retail Potential*** -- Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately $634,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand is shown in **THE RETAIL REPORT®**, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown Mission retail businesses now generate an average (blended figure) of approximately $175 per year per square foot in retail sales.

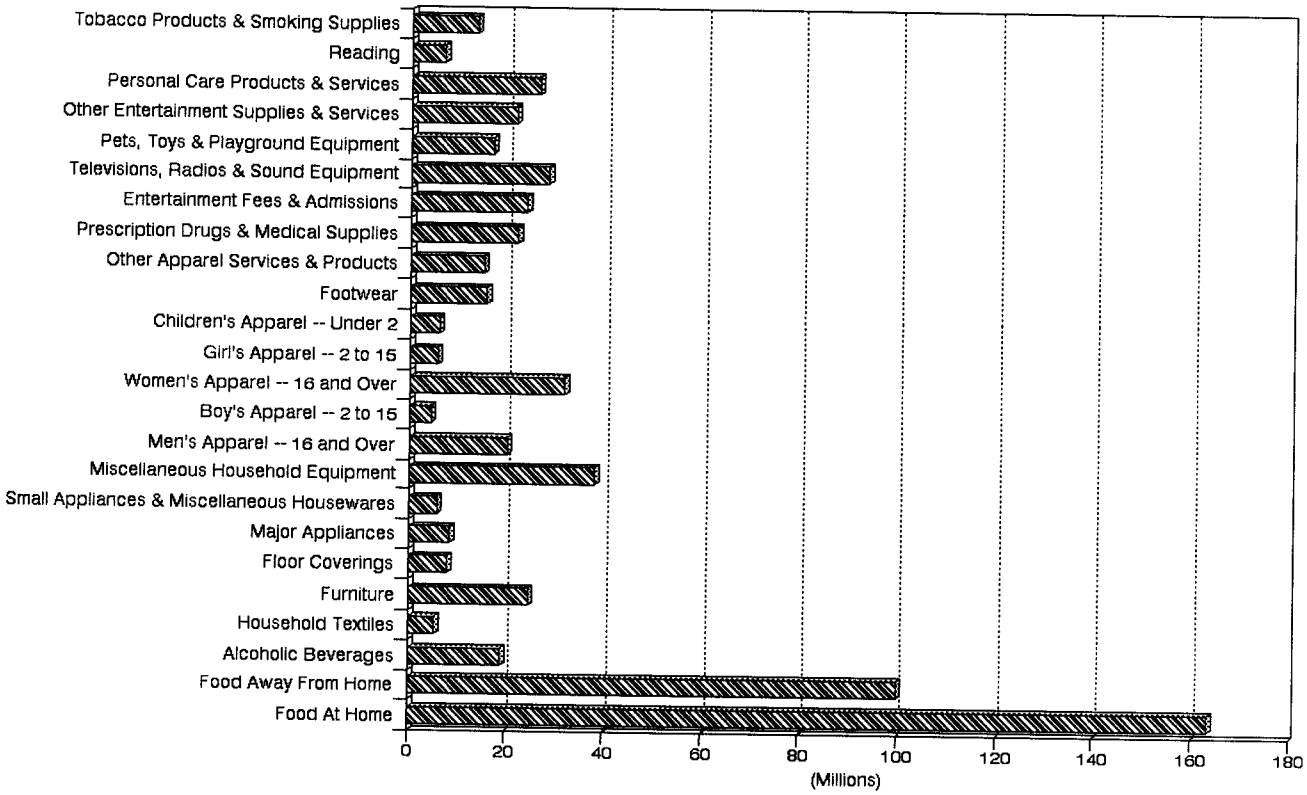
Since Downtown currently contains approximately 1,186,000 square feet of occupied retail space, Downtown Mission should currently be generating approximately $208,000,000 in retail sales per year.

By dividing the project area's estimated annual retail sales -- $208,000,000 -- by the total estimated demand for retail products within the primary trade area -- $634,000,000 -- it can be concluded that Downtown Mission may currently be capturing approximately 33% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

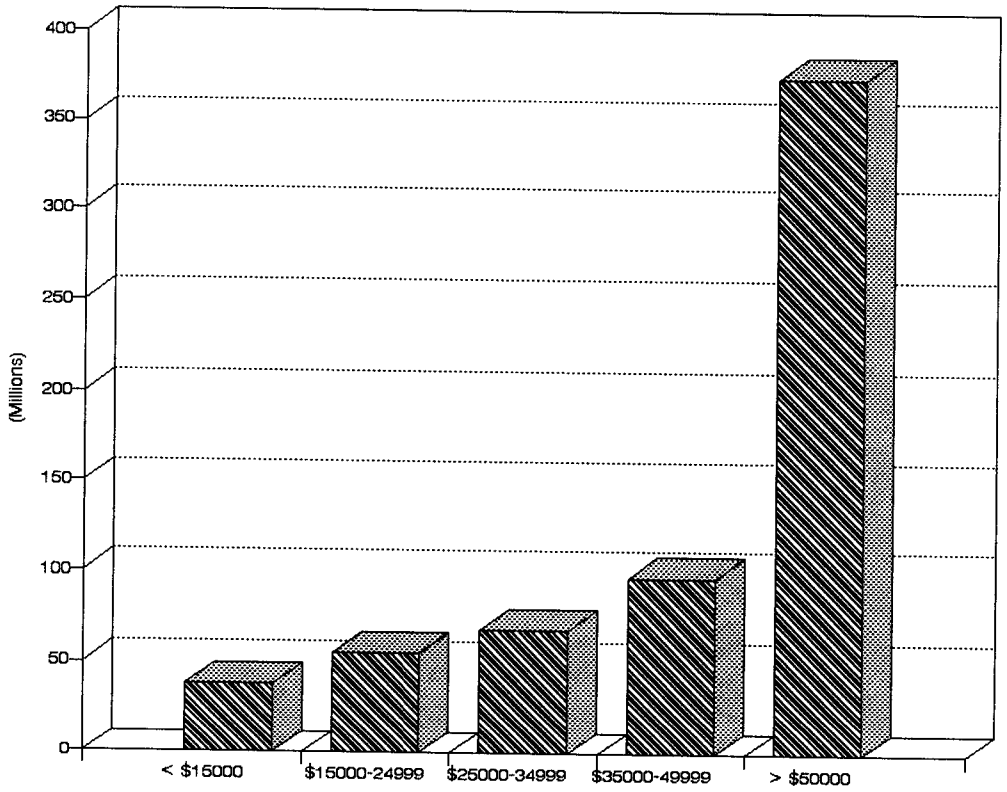
Taking steps to further enhance Downtown Mission, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 33% to between 38% and 39% by the year 2007. This should be considered a goal of the economic enhancement program.

If Downtown Mission is able to increase its market share to between 38% and 39% by the year 2007, it is possible that the project area may be able to increase its total capture of retail sales to between $241,000,000 and $247,000,000 by the year 2007 -- considered in constant 2002 dollars.

# TOTAL PRODUCT DEMAND
## BY PRODUCT TYPE



# TOTAL PRODUCT DEMAND
## BY INCOME GROUP



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This increase in total retail sales could potentially support the development of between approximately 188,000 and 223,000 net square feet of additional retail space by the year 2007 -- which could include expansions or sales increases by existing Downtown Mission retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented -- on an on-going basis -- the actual growth in Downtown's market share could potentially be **much higher** than projected. Conversely, by the year 2007, Downtown Mission's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

***Retail Business Development*** -- Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Mission. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Recommended Strategies***.

## Downtown Office Opportunities

***Office Market Indicators*** -- The key economic indicators which characterize the current office operations within Downtown Mission follow.

- Downtown Mission currently has a total of approximately 188 various office occupants which occupy approximately 755,000 square feet.

- Downtown Mission is the community's professional office center. Based on information maintained by the Johnson County Appraiser, Mission contains a total of approximately 1,187,849 square feet of office space. With the above noted 755,000 square feet, Downtown Mission contains approximately 64% of the city's office space.

- Downtown's occupied office space serves both the personal needs of those who live within the primary trade area and an expanding external market, with significant concentrations of office uses in the areas of finance, insurance, business services, health services, and professional services.

- Based on information provided by the City of Mission, the city (which includes both Downtown and the balance of Mission) contains a total of approximately 200,000 square feet of vacant office space -- most of which is contained in five buildings located in the western section of the community.

***Current Office Uses*** -- The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the City of Mission.

## Downtown Mission Office Businesses by Standard Industrial Classification

| SIC CODE | BUSINESS TYPE | # BUS. | TOT. SQ. FT. |
|---|---|---|---|
| **27** | **Publishing** | | |
| 272 | Periodicals | 1 | 80,940 |
| **47** | **Transportation Services** | | |
| 472 | Passenger Trans. Arrangement | 1 | 10,000 |
| **48** | **Communications** | | |
| 483 | Radio & TV Broadcasting | 1 | 20,514 |
| **60** | **Depository Institutions** | | |
| 602 | Commercial Banks | 4 | 12,800 |
| 603 | Savings Institutions | 2 | 7,040 |
| 606 | Credit Unions | 2 | 2,800 |
| 609 | Related Banking Functions | 3 | 5,780 |
| **61** | **Non-Depository Credit Institutions** | | |
| 611 | Fed./Fed. Sponsored Credit | 1 | 450 |
| 614 | Personal Credit Institutions | 3 | 1,034 |
| 616 | Mortgage Bankers/Brokers | 3 | 17,951 |
| **62** | **Security and Commodity Brokers** | | |
| 621 | Security Brokers | 5 | 3,500 |
| **63/64** | **Insurance** | | |
| 631 | Life Insurance | 8 | 46,385 |
| 641 | Insurance Agents/Brokers | 4 | 1,850 |
| **65** | **Real Estate** | | |
| 653 | Real Estate Agents/Mgrs. | 10 | 2,750 |
| **73** | **Business Services** | | |
| 731 | Advertising | 3 | 750 |
| 732 | Credit Reporting/Collection | 3 | 1,000 |
| 733 | Mailing/Reproduction/Comm. Art/Photography/Steno Servs. | 5 | 6,100 |

# Downtown Mission Office Businesses by Standard Industrial Classification

| SIC CODE | BUSINESS TYPE | # BUS. | TOT. SQ. FT. |
|---|---|---|---|
| **73** | **Business Services** | | |
| 734 | Services to Buildings | 1 | 776 |
| 736 | Personnel Supply Services | 1 | 350 |
| 737 | Computer/Data Processing | 3 | 1,950 |
| 738 | Misc. Business Services | 14 | 5,100 |
| **80** | **Health Services** | | |
| 801 | Offices/Clinics of Doctors | 2 | 14,848 |
| 802 | Offices/Clinics of Dentists | 5 | 8,450 |
| 803 | Offices of Osteopathic Phys. | 1 | 1,000 |
| 804 | Offices of Other Medical | 9 | 18,298 |
| 807 | Medical/Dental Labs | 2 | 14,520 |
| **82** | **Educational Services** | | |
| 822 | College | 1 | 6,506 |
| 824 | Vocational Schools | 1 | 14,384 |
| **83** | **Social Services** | | |
| 835 | Child Day Care Services | 2 | 3,954 |
| **86** | **Membership Organizations** | | |
| 861 | Business Association | 1 | 600 |
| **87** | **Engineering/Management Services** | | |
| 871 | Engineering/Architecture | 6 | 3,675 |
| 872 | Accounting/Bookkeeping | 7 | 3,850 |
| 874 | Management/Public Relations | 3 | 3,450 |
| **89** | **Services Not Elsewhere Classified** | | |
| 899 | Services | 69 | 414,041 |
| **93** | **Finance, Tax and Monetary Policy** | | |
| 931 | Fin., Tax, Monetary Policy | 1 | 17,300 |
| **TOTAL NUMBER OF OFFICE BUSINESSES** | | **188** | |
| **TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE** | | | **754,696** |

Source: City of Mission



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***Office Potential*** -- It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve both internal -- primarily trade area resident and business -- needs, and an expanding external market, as is currently the case.

Communities nationwide have experienced the fact that -- as improvements are made in the overall economic and physical conditions of their Downtowns -- an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Mission, particularly with the significant and expanding retail offerings located in Downtown Mission.

Therefore, it is estimated that approximately 90,000 to 115,000 (12-15% growth in occupied space) square feet of additional office space could potentially be supported in Downtown Mission between now and the year 2007. This represents an increase in demand based on both the expected continued enhancement of the area and an anticipated increase in area households during the same time period.

It must be noted that the actual growth in Downtown's office demand could be **higher** if Downtown is able to attract general offices, or back office operations from outside the area; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations, as is currently being undertaken by ScripPro.

***Office Business Development*** -- A listing of office types recommended for recruitment and expansion in Downtown Mission is presented in the chapter of this document titled ***Recommended Strategies***.

## Downtown Housing Opportunities

Downtown Mission currently contains a significant number of housing units, with the heaviest concentration of units located in the central portions of the commercial district -- both north and south of Johnson Drive. Based on estimates provided by the City of Mission, these housing units are occupied by approximately 600 residents. And, Downtown Mission is positioned between a solid wall of housing on both its north and south sides.

As in virtually all successful Downtown revitalization programs throughout the nation during the past decade -- regardless of community size -- as Downtown's physical environment and mix of businesses is improved, it is very likely that the demand for housing in and near Downtown Mission will also increase. While housing of all types is in high demand in quality commercial districts throughout the nation, conventional, market-rate housing is thriving.

While opportunities will be limited due to a very short supply of land area appropriate for the development of housing in Downtown Mission, every effort should be made, consistent with the implementation of the overall Downtown enhancement program, to introduce more quality, market-rate housing in Downtown Mission. And, based on local discussions, a significant desire has been expressed for the introduction of a greater number of owner-occupied units in the future, rather than rental units.

In addition, every effort should be made to maintain the highest level of quality, market-rate single-family and multi-family homes in proximity to Downtown Mission.

Specific emphasis should be placed on:

- The introduction of housing in the upper floors of buildings, with retail and/or office space located on the first and lower floors;
- The reduction in the number of rental units located in Downtown, particularly in the south central portions of the commercial district; and

- If redevelopment takes place in the eastern portions of Downtown, once flooding potential is reduced by Rock Creek flow enhancement, every effort should be made to encourage the development of new mixed-use projects, containing a combination of retail, office, lodging, and housing.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Mission -- and in the neighborhoods near the commercial district -- it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort be made to develop the greatest number of market-rate units possible in and near Downtown when market conditions allow.

# Recommended Strategies



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# VI. RECOMMENDED STRATEGIES

The ***Mission Downtown Action Agenda 2002*** contains two sets of ***Recommended Strategies*** for enhancing Downtown. These are:

- A ***Development Framework*** which should be used to direct and manage Downtown's future character; and

- A ***Course of Action*** which should be implemented -- by both the private and public sectors -- to create the best possible future for Downtown Mission.

These recommendations are included here, following an overview of Downtown Mission today.

## *Overview of Downtown Today*

Today, the Downtown project area enjoys many strengths, including:

- A large number of businesses -- in fact, a larger number of businesses than one would expect to find in a city of under 10,000 people -- which offer a tremendous depth of variety;

- A considerable amount of new investment -- both private and pubic -- in the form of the Sylvester Powell, Jr. Community Center, ScripPro, Target, restaurants, and the planned Northeast Johnson County Chamber of Commerce & Visitors Bureau building;

- A strong market in the trade area (with retail spending potential estimated at approximately $634,000,000 annually, in 2002 dollars) from which the project area now draws, along with some 18,000 cars per day traveling on Johnson Drive, a daytime population of approximately 50,000 to 60,000, and appealing adjacent neighborhoods;

- An active real estate community and strong lender confidence;

- A central and easily accessible location within the region; and
- An image of being safe and providing considerable variety along with strong customer service.

For all of the health and strengths found in the project area, the community is not without concerns for its future. These include:

- Vacancies found in the project area;
- The area's appearance --which community members tend to describe as "outdated;"
- The appropriate economic orientation for the area;
- The occurrence of business turnover -- which gives one the impression that the project area is an "incubator," where businesses start, become successful, and then move to a healthier business area; and
- The impression or image the public holds of Downtown, due to the above.

During the vision sessions, held as a part of this project, community members said they want the project area to be enhanced as:

***A destination***
***that is unique, quaint, and beautiful,***
***where the "small town feel" is retained***
***but the look is improved,***
***where there are more restaurants and an active nightlife***
***(but not a bar scene)***
***and that continues to be***
***-- and allows people to be --***
***"different."***

The ***Development Framework*** and ***Course of Action*** that follow were designed to leverage the project area's current strengths, to address the community's concerns, and to attain the community's vision -- so that the Downtown project area can enjoy the healthiest future possible.

# Development Framework

The following ***Development Framework*** should be used to ensure Downtown's future as an economically vibrant area with great appeal to area-wide patrons.

***Districts***

The Downtown project area should be enhanced to have the following three districts. (Please see map on the next page for district locations.)

***1. Downtown District***

The Downtown District is comprised of the central portion of the project area -- running from Nall Avenue to Lamar Avenue. This is the traditional Downtown of Mission, and the area local residents identify when they refer to "Downtown."

**A. Johnson Drive** -- Within the Downtown District, Johnson Drive should be enhanced as the most pedestrian-oriented portion of the project area that is historic, quaint, and unique. Johnson Drive, within this district, is also the most appropriate location for small, independent businesses. First floor space in this portion of Downtown Mission should be occupied, primarily, by retail businesses in order to maintain a solid streetwall of clustered retail businesses.

The economic orientation of this portion of the Downtown District should be:

***Specialty and convenience retail,***
***food, art, and entertainment***
***along with outdoor dining.***

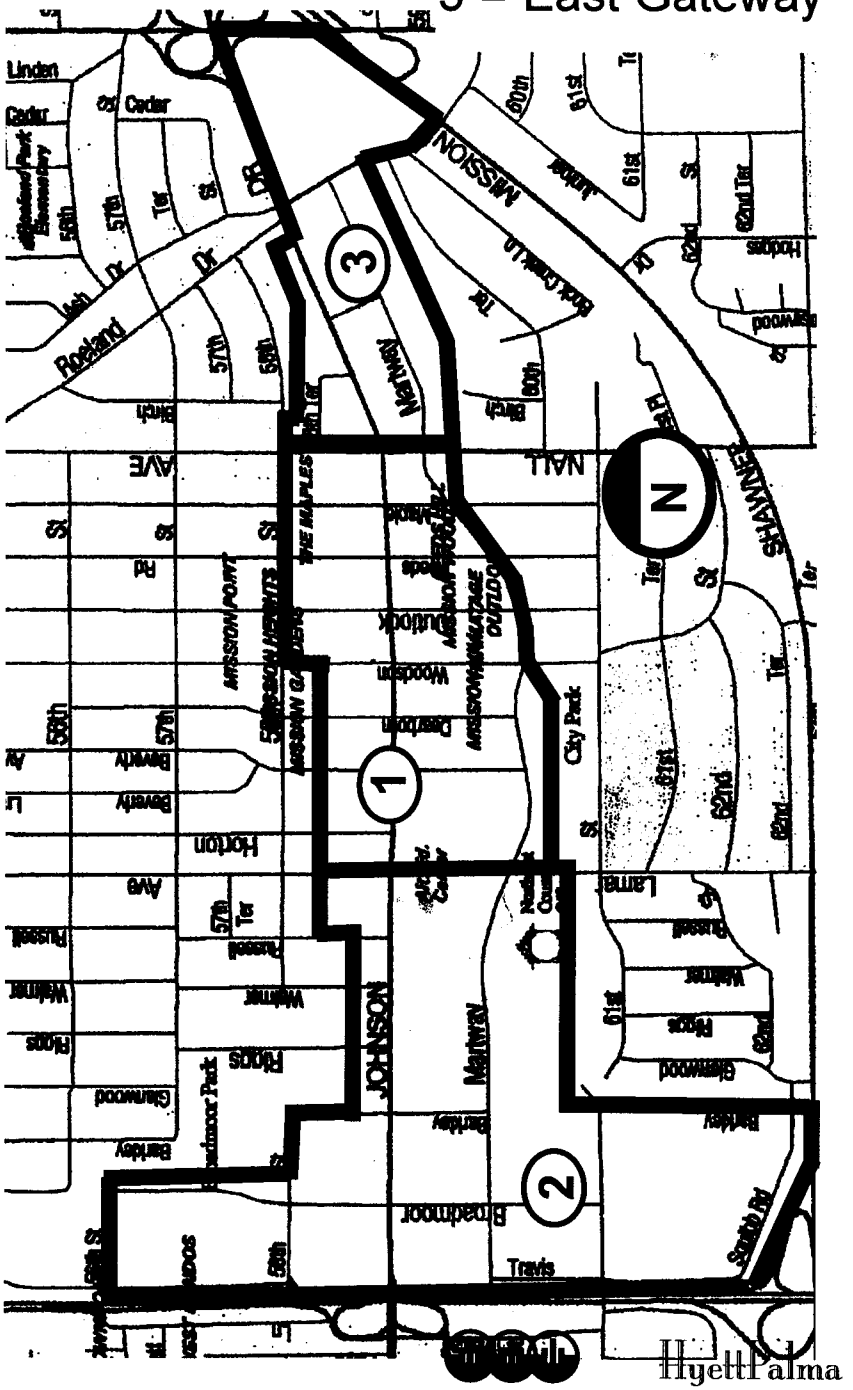
Specific uses appropriate for this portion of the Downtown District follow.

**Prepared Food**

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- Coffee Houses;

# Downtown Mission Districts

1 = Downtown
2 = West Gateway
3 = East Gateway



## *Downtown District Uses -- Johnson Drive Area* (Continued)

### Prepared Food (Continued)
- Delis;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, etc.

### Food for Home
- Convenience Grocery;
- Green Grocer;
- Gourmet Grocer;
- Health Foods;
- Meat/Fish Market; and
- Wine/Liquor Shops.

### Entertainment
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.; and
- Movie Theater.

### Specialty Retail
- Antiques;
- Appliances;
- Art Galleries, Framing and Supplies;
- Bike Shop;
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Children's Apparel;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Hardware;
- Home Decorating Products and Design Services;
- Men's Apparel;
- Music (Recorded and Sheet);
- Newsstand;
- Office/School Supplies;
- Optical Products;

## *Downtown District Uses -- Johnson Drive Area* (Continued)

### Specialty Retail (Continued)

- Radio/TV/Electronics;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods;
- Tobacco Shop;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Casual Apparel and Accessories.

### Convenience Retail/Select Services

- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

### Offices -- Primarily in Upper Floors

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices;
- Doctors Offices;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;

***Downtown District Uses -- Johnson Drive Area*** (Continued)

**Offices -- Primarily in Upper Floors** (Continued)
- Medical Service and Health Insurance;
- National Security;
- Newspapers;
- Passenger Transportation Arrangement;
- Photographic Studios;
- Real Estate Agents and Managers;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

**Housing**
- Above first floor uses.

**B. Northern Portion** -- The area north of Johnson Drive is appropriate for offices and service businesses, as well as some degree of housing.

**C. Southwest Portion** -- Institutional uses should continue to be clustered in the southwest portion of the Downtown District, as has begun with the location of City Hall, the Community Center, and the planned new Chamber of Commerce & Visitors Bureau building. Continuing to build this cluster will create a civic activity center within the Downtown District -- which is very desirable as a Downtown anchor.

**D. Southeast Portion** -- The southeast portion of this district is appropriate for mixed-use development and redevelopment. Such structures should include market-rate housing in upper floors with offices below.

***2. East Gateway District***

Once pending flood plain issues are resolved with the completion of the Rock Creek Improvement Project, the East Gateway District will lend itself to rehab and redevelopment of underutilized property, vacant lots, and surface parking lots.

**A. Mission Center Mall** -- During the course of this project it became clear that mall management, as well as the public, wish to see Mission Center Mall be put to greater use and attract a larger number of users. It appears that this can be accomplished in three ways:

- Renewal of the mall as a retail center;
- Adaptive use of the existing mall so that it is reinvented as a mixed-use center that includes retail plus a broader range of uses; or
- Redevelopment of the mall property altogether.

It must be noted that, if the third option above is chosen, strong consideration should be given to creating a mixed-use development that includes (optimally) retail, office, housing, and lodging.

In any case, regardless of the path taken to reinvigorate Mission Center Mall, the mall's owners/managers should be encouraged to re-establish the property as a strong eastern anchor to the Downtown project area that serves the trade area.

**B. Johnson and Martway** -- Convenience retail, restaurant, and recreation/entertainment businesses are now located on these two corridors. These uses should be further clustered and strengthened over time. On the other hand, the presence of auto service businesses should be de-emphasized -- and decreased -- on Johnson Drive and Martway as this district is further enhanced. In their place, owners should be encouraged to rehab and redevelop their properties for convenience retail, restaurant, and recreation/entertainment uses.

### *3. West Gateway District*

This portion of the Downtown project area has already established itself as a redevelopment area, with national businesses, businesses requiring a larger building footprint, and office buildings locating here. Due to the exposure and vehicular access enjoyed by this area, it can be expected that new development and redevelopment activities will intensify here.

It should be recognized that the City of Mission is landlocked. And, the West Gateway District provides the City with its only viable opportunity to experience greater intensity of use -- which should be realized by encouraging development and redevelopment of underutilized properties located in this district.

Uses appropriate for this portion of Downtown Mission are shown below.

### Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, etc.

### Food for Home

- Grocery.

### Retail

- Apparel and Accessories;
- Appliances;
- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Books;
- Computers/Software;
- Dry Cleaners/Tailor Shop;
- Florist;
- Gas Service Station;
- Hardware;
- Nurseries/Garden Supply;
- Office/School Supplies;
- Optical Products;
- Pharmacy;
- Physical Fitness Facility;
- Radio/TV/Electronics;
- Variety and Discount Store;
- Sporting Goods;
- Toys, Games and Crafts;
- Video Rental; and
- Wall Coverings and Paint.

## ***West Gateway District Uses*** (Continued)

### Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;
- Administration of Utilities;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

***West Gateway District Uses*** (Continued)

**Housing/Lodging**

- Housing above first floor uses;
- Multi-family housing infill buildings on redeveloped lots, underutilized lots and surface parking lots; and
- Hotel facilities, if market conditions prove feasible.

***Growth Management***

The following actions and policies are needed for appropriate growth management within the project area.

***1. Adoption***

It s suggested that the City of Mission adopt the ***Downtown Action Agenda*** as the Downtown element of the City's comprehensive plan.

***2. Retail***

Independently owned retail businesses should be clustered on Johnson Drive within the Downtown District, as described above.

***3. Housing***

Housing should be allowed in the upper stories of mixed-use buildings throughout the Downtown project area.

***4. Adjacent Neighborhoods***

The importance of having strong, healthy neighborhoods in existence adjacent to Downtown should be recognized. Every effort should be made to protect these neighborhoods, particularly from commercial encroachment.

***5. Zoning Ordinance***

The City's Zoning Ordinance should be modified, as appropriate and necessary, to ensure the placement of uses in accordance with the recommendations of the ***Action Agenda***.

# Course of Action

The following ***Course of Action*** should be implemented, by both the private and public sectors, to attain the community's vision for Downtown Mission and to capture the economic opportunities identified in the Downtown market analysis.

## *Key Initiative #1: Traffic & Parking*

Both traffic and parking are issues of concern -- primarily to business owners located in the Downtown District. [It should be remembered that a majority or significant percent of residents, but not business owners, rated the availability of parking (64% residents, 30% business owners), the convenience of parking (62% residents, 31% business owners), and traffic circulation (49% residents, 35% business owners) as being "good" at this time.] Nonetheless, the overall parking and traffic flow situation in the Downtown project area should be examined as a whole. This is necessary to:

- Have the project area's parking and traffic systems professionally analyzed; and
- Put to rest any speculations about traffic and parking needs in the project area.

To accomplish this, a traffic and parking professional should be retained to conduct a traffic and parking study. The goals of the study should be to determine how best to:

- Make the project area -- especially the Downtown District -- as pedestrian-friendly and safe as possible, while still accommodating traffic flow; and
- Make the project area's parking system as convenient, easy to understand, and user-friendly as possible for current and potential consumers.

The goal of the study **should not** be to move vehicular traffic through the area as quickly and efficiently as possible.

The study should address the following.

### A. Parking Management

With some on-street spaces being publicly owned and others privately owned, and with the present variety of parking time limits, parking in the Downtown District is currently comically (or maddeningly) confusing for the consumer. Ways to better manage the current on-street spaces should be explored to:

- Ensure turnover for customers;
- Remove signs that read "Parking for XYZ Business Only" and "Parking Not for ABC Business" -- which tend to lessen customer loyalty, rather than vice versa;
- Review all parking time limits, and revise as necessary to create a system that the buying public can readily understand; and
- Determine ways to offer on-street parking to consumers as a unified system, that again, is convenient and welcoming to customers.

### B. Parking Supply

The traffic and parking study should **quantify** whether or not a parking shortage actually exists in the Downtown District. If it is found that a shortage of parking spaces does in fact exist, then:

- All methods of creating additional public parking spaces should be explored;
- The potential to develop off-street, public parking at the rears of buildings should be determined; and

- Cost-effective ways of developing surface level parking lots -- upon which parking garages can be built when demand warrants -- should be determined.

Regardless of the methods suggested by the professional analyst, for creating additional public parking in the Downtown District, business owners in the area should keep an open mind -- and consider all options and recommendations presented by the analyst. This is important since, although they may be experts in operating a successful business, business owners are not professionals trained to solve traffic and parking problems.

### C. Traffic Circulation

There is no question that -- to create the quaint, unique Downtown desired by the community -- the Downtown District must be made more pedestrian-friendly. In addition, the roadway improvements planned for the east and west entrances to the project area might very well increase traffic volume on Johnson Drive. Given these two factors, the traffic and parking professional retained should analyze the entire project area to examine, at a minimum:

- Speed limits and enforcement;
- Signalization; and
- Measures that can be taken to improve pedestrian safety.

Again, the goal of analyzing traffic flow in the project area is to improve pedestrian access and safety without deterring vehicular customer traffic. And, it should be noted that pedestrian access and safety along Johnson Drive in the Downtown District should be improved with measures that are in keeping with the quaint, historic Downtown desired by the community -- as opposed to creating overpasses or underpasses.

## *Key Initiative #2: Beautification*

By local accounts, streetscape improvements were last made in the project area sometime around 1989. And, for the most part, streetscape improvements existing in the project area today are primarily utilitarian in nature. Therefore, the following public improvements should be made to create a recognizable identity for the project area -- one that is distinctive and aesthetically pleasing.

### A. Downtown District

Pedestrian-scale, "historic" streetlights are now in place here -- along with highway-oriented (tall) cobra-style light standards. Streetscape amenities in the Downtown District also include brick pavers at sidewalk edges and crosswalks, and stock banners hung from light poles. Streetscape amenities in the Downtown District should be upgraded to include:

- Flowers and more intensive landscaping along sidewalks -- where space for plantings currently exists;
- Repair of brick crosswalks, or removal of the damaged brick and installation of a more durable material or simply marking of asphalt with appropriate, visible paint;
- Benches and trash receptacles -- of a design that is in keeping with the district's architecture and with the quaint image for Downtown desired by the community; and
- Unique, creatively designed banners (not stock) that reflect the district's image.

In terms of landscaping and flowers, it should be noted that several businesses within the project area now do an excellent job in this regard. Such businesses include, but are not limited to, Applebee's, Pizza Hut, and Pyramid Life. In the Downtown District, the public sector should meet -- and if at all possible, exceed -- this standard of quality that has been established in the project area by the private sector.

### B. Entryways

A grand entryway -- with monument signs, landscaping, and evening lighting -- should be established at the east and west entrances to the Downtown project area. Such welcome signs have been erected by cities located adjacent to Mission, such as Roeland Park and Countryside. Currently, the lack of similar quality entrance signs makes the City of Mission appear to be "falling behind" and not as well cared for as its neighbors. Therefore, this situation must be corrected as quickly as possible.

### C. Public Art

Community members voiced a great desire for public art -- especially public art that is indigenous to Mission and reflects the city's history. To accomplish this, a public art placement plan should be developed. And, art pieces selected for placement in the project area should be of high quality, juried by well respected members of the art community, and include fountains as well as sculpture. Without question, the art quality standard of the area has been substantially elevated by Country Club Plaza.

## *Key Initiative #3: Buildings*

The City of Mission has established a high standard of building quality with City Hall and the Sylvester Powell, Jr. Community Center. And, certain other entities -- such as ScripPro, Shawnee Mission Horizons High School, and Mission Mart -- have met this test. In addition, communities near to Mission, such as Overland Park and Shawnee, are hard at work revitalizing their Downtowns. Given this situation, property owners in the Downtown project area **must** step up and meet the challenge by upgrading their structures. And, any excuse for not responding should not be accepted.

Having said that, building owners should be encouraged to, and assisted in, making necessary improvements via the following.

### A. Design Guidelines

A professional preservation architect or architectural historian should be retained to develop design guidelines for the Downtown project area. The guidelines should demonstrate the "do's and don'ts" for:

- Rehabilitating the front facades of buildings in the project area;
- The exterior design of new structures built in the area; and
- Appropriate placement of new structures on lots in the project area.

The design guidelines should also focus on the Downtown District and the appropriate preservation/upgrading of older structures in this district. And, the design guidelines should be positioned as technical assistance for owners interested in improving the value of their property by making appropriate improvements.

### B. Design Assistance

A preservation architect or architectural historian should be retained to provide **preliminary** design assistance to owners seriously interested in making exterior building improvements that are in keeping with the design guidelines mentioned above.

### C. Incentive Facade Grants

To provide owners an incentive to upgrade their buildings, a pool of approximately $75,000 should be created to offer 50-50 matching facade grants to building owners -- or to business owners working with building owner consent -- in the Downtown District. The maximum grant offered per building should be approximately $5,000. And, the grants should be made available for front facade improvements, including signs and awnings, that are in keeping with the design guidelines. The facade grant program should be concentrated in the Downtown District since this is the area in which buildings are in most need of repair and this is the portion of the project area whose appearance is of greatest concern to the community.

### D. Code Enforcement

Code enforcement is an important tool and its use should be continued. However, it should be viewed as simply one of several important tools. And, once the three tools mentioned above are in place, code enforcement should be viewed as a tool of last resort -- and not the tool of preference for encouraging building improvements.

## *Key Initiative #4: Anchors*

The following additional anchors should be created in the Downtown project area.

### A. Community Center Expansion

The Sylvester Powell, Jr. Community Center is a wildly popular facility that has raised the standard of building design in Downtown, functions as a vital part of the project area's budding civic activity cluster, and solidifies the significance of the area as a focal point of the entire community. Therefore, expansion of the Community Center should be wholeheartedly embraced.

In addition, the budding civic activity cluster, in which the Community Center is located, should be further strengthened through the following.

- Consideration should be given to creating a passive public outdoor space on the parking lot located across Beverly Street, on the east side of the Community Center. Such a space should be designed to accommodate community gatherings, community events, outdoor concerts, etc. This space should be designed to function as the "Town Green" desired by the community.

- Care should be taken to create a system of walkways that radiate from the Community Center to all nearby neighborhoods.

### B. Chamber of Commerce & Visitors Bureau Building

The Northeast Johnson County Chamber of Commerce & Visitors Bureau is planning to construct a substantial new building in proximity to the Community Center. This new structure should be welcomed as an element of Downtown's budding civic activity cluster. Chamber & Visitors Bureau leadership should be applauded for choosing this location and encouraged to ensure that the structure is designed to be equal in quality to the Community Center.

As currently planned, the new Chamber & Visitors Bureau building and the expanded Community Center will each have meeting space to accommodate approximately 300 people. Therefore, the City and the Chamber & Visitors Bureau

should coordinate their scheduling in an attempt to attract the greatest size and largest number of meetings possible.

## *Key Initiative #5: Business Retention*

Business owners within the project area must take personal responsibility for operating the highest quality businesses possible. The following should be implemented to assist them in doing so.

### A. One-On-One Advice

Personal, private, one-on-one assistance should be offered to every business owner in the project area -- and particularly those in the Downtown District. The goal of this assistance should be to help owners:

- Address issues that affect their business's profitability;
- Understand the overall Downtown enhancement effort;
- Use the findings of the market analysis contained in this document -- and interpret those findings to benefit their own business; and
- Begin to think of themselves as part of a collective grouping of businesses that can share customers and, thereby, become more successful.

### B. Business Hours

Every business located in the Downtown project area should maintain business hours that are most convenient for their customers. This includes being open during the hours that are posted on a business's signs or windows.

### C. Referral Cards

A referral card should be produced that lists all businesses in the project area, along with their phone numbers and business hours. These cards should be placed at the cash register of each business and used by sales personal to refer customers to other businesses within Downtown.

### D. Toot Your Horn

Businesses within the Downtown project area -- and especially independently owned businesses located in the Downtown District -- are now recognized and loved by customers for the personalized customer service they provide. These businesses should use this attribute to set themselves apart from their competition by becoming more widely known for their service. The fact that they provide unrivaled and memorable customer service should be promoted in their ads as a way of making these businesses -- and Downtown as a whole -- distinctive in the minds of the buying public.

### E. Public Safety

Currently, the Downtown District is the most patrolled portion of the project area, by design. When resources allow, the City should do everything in its power to re-introduce and maintain foot and bike patrols in the Downtown District.

## *Key Initiative #6: Business Development*

The following effort should be implemented aggressively to attract businesses to Downtown.

### A. Goal

The goal of the business development effort should be not only to fill vacancies but to:

- Further strengthen the area's variety and, thereby, its convenience for the shopper;
- Further broaden the range of retail stores found in the area;
- Introduce a wider range of eating establishments, to include fine dining, outdoor dining, and more "clean food;" and
- Compound the number and mix of entertainment venues offered.

### B. Top List

The following uses should be the initial target businesses for attraction to Downtown Mission:

- Home furnishings and accessories;
- Apparel and accessories for men, women, and children;
- Restaurants -- particularly sit-down, fine and moderate-priced dining establishments;
- Restaurants with entertainment and, where feasible, establishments which provide outdoor seating;
- Art and antiques; and
- Specialty retail businesses of the types referenced in the ***Development Framework*** of the ***Downtown Action Agenda***.

### C. Process

Mission is fortunate to have a very active real estate community that is involved in the Downtown project area. Therefore, businesses should be sought for the project area by working with real estate representatives in the following manner.

- Representatives of the real estate community should be invited to a meeting to discuss the Downtown project area.
- At that meeting, the ***Downtown Action Agenda***, the market analysis findings, the recommended districts, and "top list" of business to attract should be unveiled.
- A central contact point should be designated -- either the Chamber of Commerce & Visitors Bureau or the Development and Retention Council -- where real estate professionals and prospects can obtain

information about appropriately conditioned space, available incentives, etc.

- Real estate professionals working in the Downtown project area should be asked, as a group, to lessen both the number and size of "Available" signs -- since this can be seen by investors as a signal of desperation.

- The marketing campaign -- discussed later in this document -- should be used to attract and interest area-wide prospects.

**D. Rock Creek Improvement Project**

The City of Mission should continue to pursue completion of this project at the earliest possible date, with the goal of significantly reducing the portion of the Downtown project area that is contained in the designated flood plain. Doing so is expected to stimulate investment and business development in the area.

## *Key Initiative #7: Marketing*

Currently, no collective marketing initiatives are being conducted for the Downtown project area and there is not a merchants association in place. Therefore, a marketing campaign that includes the following elements should be devised and implemented.

**A. Marketing Message**

First, a clear message should be created that can be used to position the project area in the marketplace. The marketing message should position the Downtown project area as being:

***A distinctive cluster of businesses***
***-- both specialty businesses and nationals --***
***located all in one area***
***that offers incomparable variety and***
***incredible customer service . . .***
***making it the ultimate in convenient shopping.***

It must be remembered that 70% of residents surveyed said they choose a shopping area based on its convenience and another 20% said they shop in a particular area due to variety/selection offered. Therefore, the marketing message must include the fact that the Downtown project area offers customers both convenience and variety/selection in one appealing location.

Consideration should be given to retaining a marketing/public relations professional to help craft the marketing message, based on the recommendations contained in this document.

### B. Events

Currently, except for the Cattle Drive, no special events are held on the sidewalks of the Downtown project area. Instead, what are often thought of as traditional Downtown events (such as a holiday tree lighting, sidewalk sale, Fourth of July celebration, etc.) are being held in Mission Center Mall, the Sylvester Powell, Jr. Community Center, and Broadmoor Park.

To enforce Downtown's image as a community gathering place, consideration should be given to staging at least one special event on the sidewalks of the Downtown District -- and holding this event each year, every year, for the long-term. The event should be highly family-oriented, should reinforce the image being created for Downtown, and should build on the community's history and should be fun.

In addition, consideration should be given to putting up holiday lights, that are as elaborate as can be afforded -- both on public and private property -- within the Downtown District and staging a "Downtown lighting" that is coordinated with the holiday tree lighting ceremony(s).

### C. Image Development

As the enhancement effort goes forward, an all-out effort should be made to get positive stories about Downtown and the Downtown effort placed with all major print and electronic media throughout the region. This effort should be implemented for the long-term and should be used to reinforce the project area's image as offering convenience and variety in an appealing setting.

### D. Brochure

A brochure is needed to market the project area's businesses and attractions (such as the Community Center, planned Chamber & Visitors Bureau building, etc.). The brochure should be professionally designed, graphically appealing, and easy to use. The brochure should contain a separate section of text and photos that highlights each of the three districts -- Downtown, East Gateway, and West Gateway -- recommended in this document.

The brochure should be widely distributed by making it available at all locations where area residents tend to gather.

### E. Chamber of Commerce & Visitors Bureau

The Northeast Johnson County Chamber of Commerce & Visitors Bureau currently produces a newsletter and maintains a Web site. The Chamber & Visitors Bureau should be asked if it is possible to:

- Include a regular column about the Downtown enhancement effort in its newsletter; and
- Add a page about Downtown to its Web site.

If this is not possible, then a separate Downtown newsletter and Downtown Web site should be created.

In either case, the Web site of Country Club Plaza should be reviewed as an example of an easy-to-use and visually attractive site.

### F. Joint Marketing

Overland Park and Shawnee both have aggressive Downtown enhancement efforts in place -- and both are participants in the ***America Downtown®*** program, as is Mission. Therefore, these three communities should discuss the possibility of jointly marketing their Downtowns to promote the unique nature of each and to share customers.

# Partnership



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# VIII. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those that are implemented by a partnership among the private and public sectors. For Downtown Mission to reach its full potential, Downtown's key private and public sector leaders and constituents ***must*** plan together and implement together -- in partnership. A shared direction, a unified voice, and ***action*** -- on the part of both the private and public sectors -- are essential for Downtown success.

***Downtown Partnership***
Currently, there are three primary entities that were involved in completing this ***Downtown Action Agenda***, along with the private sector. These are:

- The City of Mission;
- The Northeast Johnson County Chamber of Commerce & Visitors Bureau; and
- The Development and Retention Council (DRC).

Now that the ***Downtown Action Agenda*** is completed, the time has come for implementation. That implementation should be championed by a Downtown Partnership whose board includes:

- The Mayor of Mission;
- A Mission City Council Member, selected by Council;
- The City Administrator;
- The Chair of the Planning Commission;
- The head of the Chamber & Visitors Bureau;

- The head of the DRC;
- A Downtown bank CEO;
- A highly respected Downtown business owner;
- A highly respected Downtown property owner; and
- A Downtown resident.

The Downtown Partnership could function as a free-standing, independent organization or it can be created under the umbrella of an existing organization -- such as the Chamber of Commerce & Visitors Bureau. In either case, the Downtown Partnership must have its own independent board with the above composition.

***Partnership Role***
The sole role of the Downtown Partnership should be to:

- Implement the ***Downtown Action Agenda*** by realizing the highest level of quality accomplishments in the shortest amount of time possible;
- Provide leadership;
- Motivate the private sector to invest in Downtown; and
- Increase coordination, cooperation, and unity among the key groups and individuals involved in Downtown's enhancement.

***Funding***
A community-wide, United Way-type campaign should be developed and launched immediately, in order to fund implementation of the ***Downtown Action Agenda***. As part of that campaign, the following sources should be considered:

- Downtown business owners and commercial property owners/managers;
- Developers;
- Banks;
- Utilities;
- Service clubs (to sponsor projects recommended in the enhancement strategy);
- Institutions;
- Foundations;
- Major employers;
- Area-wide corporations and industry;
- City government;
- County government;
- State government;
- Federal government; and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Mission.

***Free Lunch***

Those in both the private and public sector -- who wish to see the healthiest Downtown Mission possible -- must realize that there is no "free lunch" when it

comes to Downtown enhancement. Instead, all of these individuals and entities must:

- Participate in implementing the ***Downtown Action Agenda***;
- Adopt a "can do" rather than "can't do" attitude; and
- Participate in funding the enhancement effort.

Only in this way can Downtown Mission realize its full potential.

# *Implementation Sequence*



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# IX. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Mission. The ***Mission Downtown Action Agenda 2002*** includes actions that should be taken to attain the Downtown vision and Downtown's market potentials. This chapter shows the same actions in the sequence in which they should be implemented.

It is assumed that the work of all involved private and public sector entities will be coordinated and will occur simultaneously whenever possible.

It should also be noted that the following implementation sequence includes recommended actions which should be carried out during the next two to three years of the enhancement effort. During those years, the City and the Downtown partnership should constantly monitor their progress.

At the end of each year, the City and the Downtown Partnership should update the implementation sequence. And, within five years, consideration should be given to updating the entire ***Mission Downtown Action Agenda 2002***, depending on the level of program accomplishments realized.

# Implementation Sequence
# Mission
# Downtown Action Agenda 2002

## Partnership/Management Actions:

- **Adoption**

Formal adoption of ***Mission Downtown Action Agenda 2002*** by the City of Mission as the formal guide for the further enhancement of Downtown Mission.

- **Partnership Formation**

Formation of the Downtown Partnership, as per recommendations of the ***Action Agenda***.

- **Secure Funding**

Garner adequate funding to operate Partnership.

- **Implement Action Agenda**

Implement enhancement actions consistent with the ***Action Agenda***.

- **Growth Management**

***1. Adoption***

City of Mission adopts the ***Downtown Action Agenda*** as the Downtown element of the City's comprehensive plan.

***2. Retail***

Independently owned retail businesses are clustered on Johnson Drive within the Downtown District.

***3. Housing***

Allow housing in the upper stories of mixed-use buildings throughout the Downtown.

***4. Adjacent Neighborhoods***

Protect adjacent neighborhoods, particularly from commercial encroachment.

# Implementation Sequence
# Mission
# Downtown Action Agenda 2002 (Continued)

## Partnership/Management Actions: (Continued)

- **Growth Management** (Continued)

***5. Zoning Ordinance***

Modify the City's Zoning Ordinance, as appropriate and necessary, to ensure the placement of uses in accordance with the recommendations of the ***Action Agenda***.

## Key Initiative #1: Traffic & Parking Actions:

**A. Parking Management**

Retain a parking advisor to examine and determine ways to better manage the current on-street spaces to:

- Ensure turnover for customers;
- Remove signs that read "Parking for XYZ Business Only" and "Parking Not for ABC Business;"
- Review all parking time limits, and revise as necessary to create a system that the buying public can readily understand; and
- Determine ways to offer on-street parking to consumers as a unified system.

**B. Parking Supply**

Traffic and parking study **quantifies** whether or not a parking shortage actually exists in the Downtown District.

# Implementation Sequence
# Mission
# Downtown Action Agenda 2002 (Continued)

## Key Initiative #1: Traffic & Parking Actions: (Continued)

### C. Traffic Circulation

Traffic and parking professional analyzes the entire project area to examine, at a minimum:

- Speed limits and enforcement;
- Signalization; and
- Measures that can be taken to improve pedestrian safety.

## Key Initiative #2: Beautification Actions:

### A. Downtown District

Upgrade streetscape amenities in the Downtown District to include:

- Flowers and more intensive landscaping along sidewalks;
- Repaired brick crosswalks;
- Benches and trash receptacles -- of a design that is in keeping with the district's architecture and with the quaint image for Downtown desired by the community; and
- Unique, creatively designed banners (not stock) that reflect the district's image.

### B. Entryways

Establish a grand entryway -- with monument signs, landscaping, and evening lighting -- at the east and west entrances to the Downtown project area.

# Implementation Sequence
# Mission
# Downtown Action Agenda 2002 (Continued)

## Key Initiative #2: Beautification Actions: (Continued)

### C. Public Art

Development of a public art placement plan and place public art in Downtown.

## Key Initiative #3: Buildings Actions:

### A. Design Guidelines

Retain a professional preservation architect or architectural historian to develop design guidelines for the Downtown project area.

### B. Design Assistance

Retain a preservation architect or architectural historian to provide **preliminary** design assistance to owners seriously interested in making exterior building improvements that are in keeping with the design guidelines.

### C. Incentive Facade Grants

Create a pool of approximately $75,000 to offer 50-50 matching facade grants to building owners.

### D. Code Enforcement

Continue code enforcement.

# Implementation Sequence
# Mission
# Downtown Action Agenda 2002 (Continued)

## Key Initiative #4: Anchors Actions:

### A. Community Center Expansion

Support and complete the expansion of the Community Center and strengthen and expand the civic activity cluster by creating a passive public outdoor space on the parking lot on the east side of the Community Center.

### B. Chamber of Commerce & Visitors Bureau Building

Support and complete development of the Northeast Johnson County Chamber of Commerce & Visitors Bureau's new building in proximity to the Community Center.

## Key Initiative #5: Business Retention Actions:

### A. One-On-One Advice

Provide personal, private, one-on-one assistance to every business owner in the project area -- and particularly those in the Downtown District.

### B. Business Hours

Every business located in the Downtown project area maintains business hours that are most convenient for their customers and remains open during the hours that are posted on a business's signs or windows.

### C. Referral Cards

Produce and place at cash registers a referral card that lists all businesses in the project area, along with their phone numbers and business hours.

### D. Toot Your Horn

Promote the fact that Downtown Mission businesses provide unrivaled and memorable customer service.

# Implementation Sequence
# Mission
# Downtown Action Agenda 2002 (Continued)

## Key Initiative #5: Business Retention Actions: (Continued)

### E. Public Safety

City re-introduces and maintains foot and bike patrols in the Downtown District.

## Key Initiative #6: Business Development Actions:

Work with area realtors to implement the business recruitment initiative, as per recommendations of the ***Action Agenda***. And, City of Mission continues to pursue completion of the Rock Creek Improvement Project, with the goal of significantly reducing the portion of the Downtown project area that is contained in the designated flood plain.

## Key Initiative #7: Marketing Actions:

### A. Marketing Message

Create a clear message that positions the Downtown project area as being:

***A distinctive cluster of businesses***
***-- both specialty businesses and nationals --***
***located all in one area***
***that offers incomparable variety and***
***incredible customer service . . .***
***making it the ultimate in convenient shopping.***

### B. Events

Stage at least one special event on the sidewalks of the Downtown District -- and hold this event each year. Put up holiday lights, that are as elaborate as can be afforded -- both on public and private property -- within the Downtown District and stage a "Downtown lighting" that is coordinated with the holiday tree lighting ceremony(s).

# Implementation Sequence
# Mission
# Downtown Action Agenda 2002 (Continued)

## Key Initiative #7: Marketing Actions: (Continued)

### C. Image Development

Get positive stories about Downtown and the Downtown effort placed with all major print and electronic media throughout the region.

### D. Brochure

Prepare a brochure to market the project area's businesses and attractions (such as the Community Center, planned Chamber & Visitors Bureau building, etc.).

### E. Chamber of Commerce & Visitors Bureau

Encourage the Chamber & Visitors Bureau to:

- Include a regular column about the Downtown enhancement effort in its newsletter; and
- Add a page about Downtown to its Web site.

### F. Joint Marketing

Overland Park, Shawnee, and Mission -- as participants in the ***America Downtown®*** program -- consider jointly marketing their Downtowns to promote the unique nature of each and to share customers.

# Appendix



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of Cities

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# THE RETAIL REPORT®

## Downtown Mission Primary Retail Trade Area

HyettPalma

1600 Prince Street • Suite 110
Alexandria, Virginia 22314

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Fax 703 836 5887

E-mail: info@hyettpalma.com
www.hyettpalma.com

# THE RETAIL REPORT®

**THE RETAIL REPORT**, presented within this document, was specifically prepared for Downtown Mission, Kansas. This document presents information concerning the characteristics of the Downtown Mission primary retail trade area. The report was prepared in 2002 by HyettPalma, Inc.

**THE RETAIL REPORT** presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Mission primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Mission primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Mission primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Mission primary retail trade area.

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# DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS

ESRI
Business Information Solutions

# Demographic and Income Profile

**Downtown Mission, KS**
**Primary Retail Trade Area**

| | | Site Type: | Polygon |
|---|---|---|---|
| **Summary** | **Census 2000** | **2001** | **2006** |
| Population | 87,625 | 88,000 | 90,327 |
| Households | 38,102 | 38,454 | 40,308 |
| Families | 22,227 | 22,793 | 25,688 |
| Average Household Size | 2.29 | 2.28 | 2.23 |
| Owner-occupied HUs | 25,336 | 25,606 | 26,888 |
| Renter-occupied HUs | 12,766 | 12,848 | 13,420 |
| Median Age | 34.7 | 35.2 | 36.5 |

| **Trends: 2001-2006 Annual Rate** | **Area** | **State** | **National** |
|---|---|---|---|
| Population | 0.52% | 0.73% | 1.15% |
| Households | 0.95% | 0.97% | 1.21% |
| Families | 2.42% | 2.17% | 1.05% |
| Owner HHs | 0.98% | 1.04% | 1.35% |
| Median Household Income | 2.34% | 2.85% | 2.53% |

| | 1990 | | 2001 | | 2006 | |
|---|---|---|---|---|---|---|
| **Households by Income** | Number | Percent | Number | Percent | Number | Percent |
| < $15,000 | 7,293 | 19.0% | 5,123 | 13.3% | 5,144 | 12.8% |
| $15,000 - $24,999 | 6,661 | 17.4% | 5,101 | 13.3% | 4,496 | 11.2% |
| $25,000 - $34,999 | 7,015 | 18.3% | 5,430 | 14.1% | 4,656 | 11.6% |
| $35,000 - $49,999 | 7,526 | 19.6% | 6,569 | 17.1% | 6,456 | 16.0% |
| $50,000 - $74,999 | 5,992 | 15.6% | 8,206 | 21.3% | 7,543 | 18.7% |
| $75,000 - $99,999 | 1,720 | 4.5% | 3,898 | 10.1% | 4,504 | 11.2% |
| $100,000 - $149,999 | 1,022 | 2.7% | 3,021 | 7.9% | 4,931 | 12.2% |
| $150,000+ | 1,077 | 2.8% | 1,106 | 2.9% | 2,579 | 6.4% |
| Median Household Income | $32,215 | | $43,186 | | $48,484 | |
| Average Household Income | $43,290 | | $54,327 | | $67,728 | |
| Per Capita Income | $18,330 | | $23,865 | | $30,370 | |

| | Census 2000 | | 2001 | | 2006 | |
|---|---|---|---|---|---|---|
| **Population by Age** | Number | Percent | Number | Percent | Number | Percent |
| 0 - 4 | 6,320 | 7.2% | 6,222 | 7.1% | 6,171 | 6.8% |
| 5 - 14 | 11,281 | 12.9% | 11,173 | 12.7% | 10,727 | 11.9% |
| 15 - 19 | 5,098 | 5.8% | 5,063 | 5.8% | 5,201 | 5.8% |
| 20 - 24 | 6,079 | 6.9% | 6,250 | 7.1% | 6,601 | 7.3% |
| 25 - 34 | 15,418 | 17.6% | 15,031 | 17.1% | 14,692 | 16.3% |
| 35 - 44 | 13,673 | 15.6% | 13,468 | 15.3% | 12,220 | 13.5% |
| 45 - 64 | 18,140 | 20.7% | 18,678 | 21.2% | 21,208 | 23.5% |
| 65 - 74 | 5,608 | 6.4% | 5,723 | 6.5% | 6,480 | 7.2% |
| 75 - 84 | 4,508 | 5.1% | 4,734 | 5.4% | 5,050 | 5.6% |
| 85+ | 1,500 | 1.7% | 1,656 | 1.9% | 1,978 | 2.2% |
| **Race and Ethnicity** | | | | | | |
| White Alone | 73,537 | 83.9% | 73,270 | 83.3% | 72,700 | 80.5% |
| Black Alone | 4,598 | 5.2% | 4,631 | 5.3% | 4,688 | 5.2% |
| American Indian Alone | 452 | 0.5% | 450 | 0.5% | 446 | 0.5% |
| Asian/Pacific Islander Alone | 1,696 | 1.9% | 1,779 | 2.0% | 2,201 | 2.4% |
| Some Other Race Alone | 5,357 | 6.1% | 5,843 | 6.6% | 8,113 | 9.0% |
| Two or More Races | 1,986 | 2.3% | 2,027 | 2.3% | 2,178 | 2.4% |
| Hispanic Origin (Any Race) | 11,009 | 12.6% | 11,933 | 13.6% | 16,236 | 18.0% |

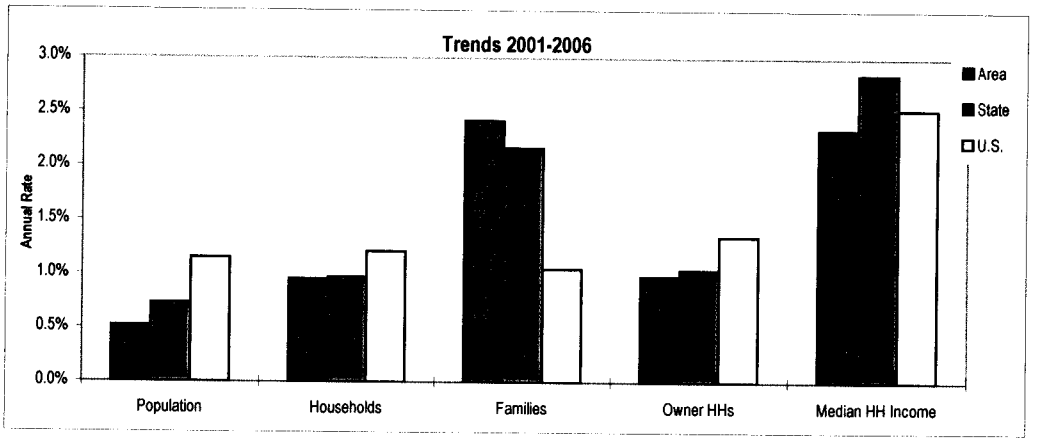
**Data Note:** Income is expressed in current dollars. Median Household Income is 1990 data in 2000 geography.
**Source:** U.S. Census Bureau, Census 2000 Summary File 1. ESRI BIS forecasts for 2001 and 2006. ESRI BIS converted 1990 Census data into 2000 geography.

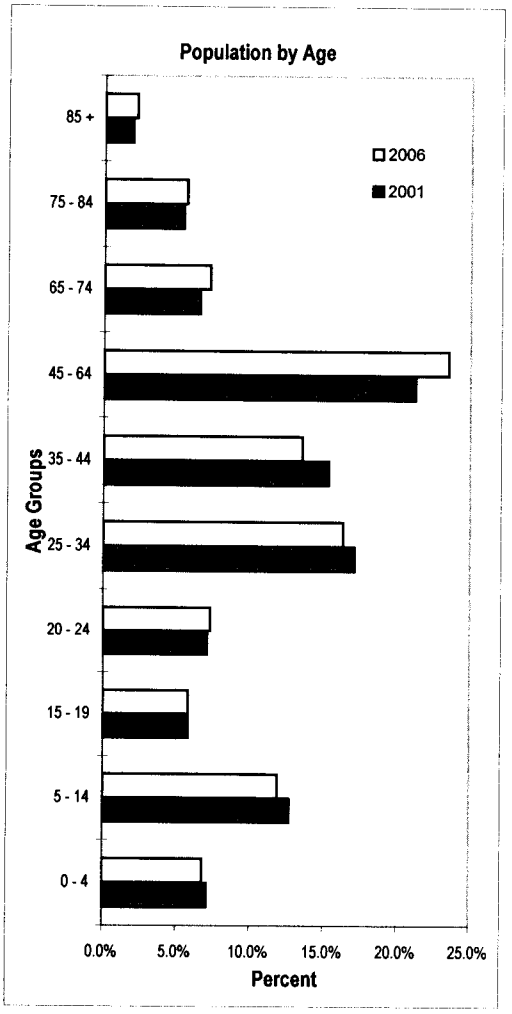
ESRI
Business Information Solutions

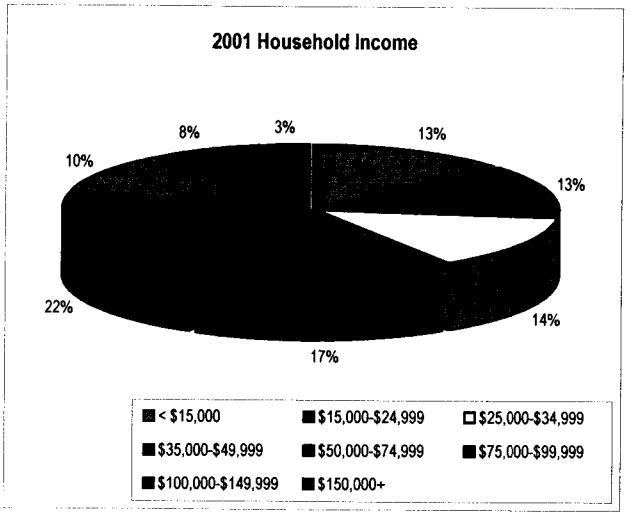
# Demographic and Income Profile

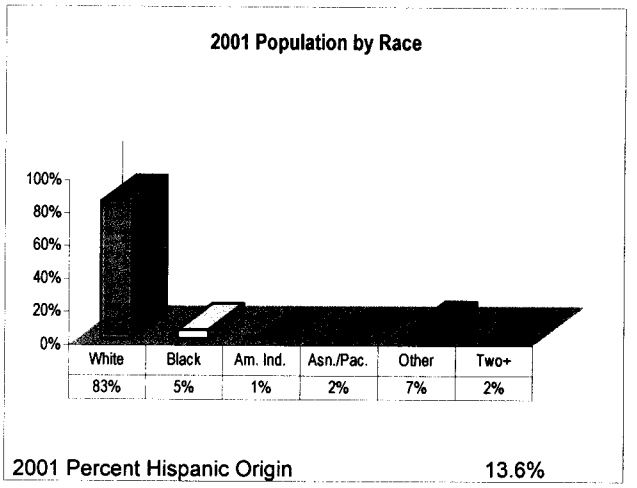
**Downtown Mission, KS**
**Primary Retail Trade Area**

**Site Type:** **Polygon**




**Source:** ESRI BIS forecasts for 2001/2006.



**Phone: 800-292-2224/ East or 800-394-3690/ West • www.esribis.com**

**5/28/2002**

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# PRODUCT DEMAND BY INCOME GROUP

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## DOWNTOWN MISSION'S RETAIL TRADE AREA
## COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
## BY INCOME GROUP

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 7,460 | 38,217,580 |
| $15000-24999 | 5,101 | 10,777 | 54,973,477 |
| $25000-34999 | 5,430 | 12,637 | 68,618,910 |
| $35000-49999 | 6,569 | 14,881 | 97,753,289 |
| > $50000 | 16,231 | 23,082 | 374,643,942 |
| TOTAL DEMAND FOR PRODUCT | | = | $634,207,198 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, playground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

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# PRODUCT DEMAND BY PRODUCT TYPE

HyettPalma

## DOWNTOWN MISSION'S RETAIL TRADE AREA
## COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
## BY PRODUCT TYPE

| PRODUCT | DEMAND |
|---|---|
| Food At Home | 163,664,034 |
| Food Away From Home | 100,065,631 |
| Alcoholic Beverages | 19,137,155 |
| Household Textiles | 5,637,927 |
| Furniture | 24,512,859 |
| Floor Coverings | 7,964,452 |
| Major Appliances | 8,772,861 |
| Small Appliances & Miscellaneous Housewares | 5,918,277 |
| Miscellaneous Household Equipment | 38,308,760 |
| Men's Apparel -- 16 and Over | 20,139,781 |
| Boy's Apparel -- 2 to 15 | 4,448,531 |
| Women's Apparel -- 16 and Over | 31,926,323 |
| Girl's Apparel -- 2 to 15 | 5,758,894 |
| Children's Apparel -- Under 2 | 6,030,768 |
| Footwear | 15,966,589 |
| Other Apparel Services & Products | 15,193,700 |
| Prescription Drugs & Medical Supplies | 22,243,995 |
| Entertainment Fees & Admissions | 23,943,966 |
| Televisions, Radios & Sound Equipment | 28,408,035 |
| Pets, Toys & Playground Equipment | 17,099,273 |
| Other Entertainment Supplies & Services | 21,760,898 |
| Personal Care Products & Services | 26,595,140 |
| Reading | 7,026,481 |
| Tobacco Products & Smoking Supplies | 13,682,868 |
| TOTAL DEMAND BY PRODUCT TYPE = | $634,207,198 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

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# DEMAND FOR FOOD PRODUCTS

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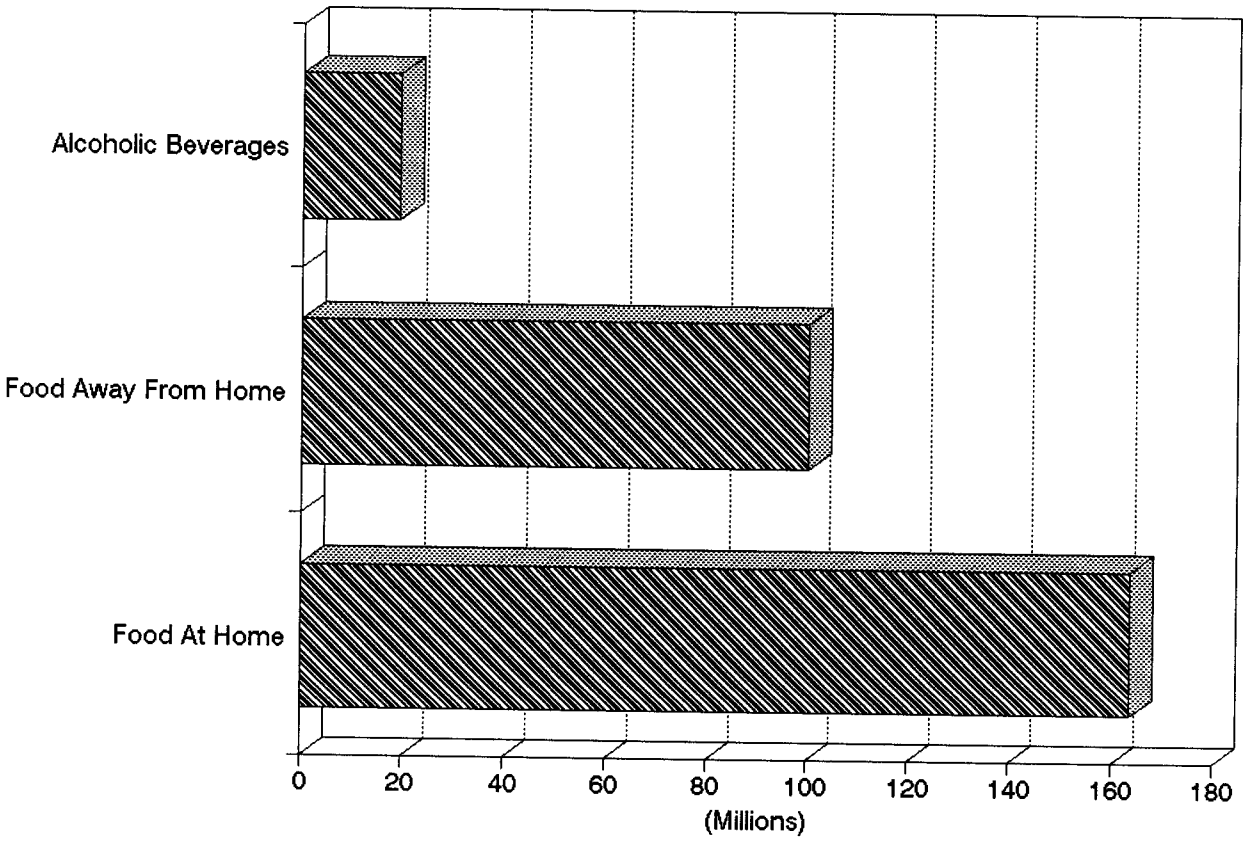
# FOOD PRODUCTS
## $ DEMAND BY PRODUCT TYPE



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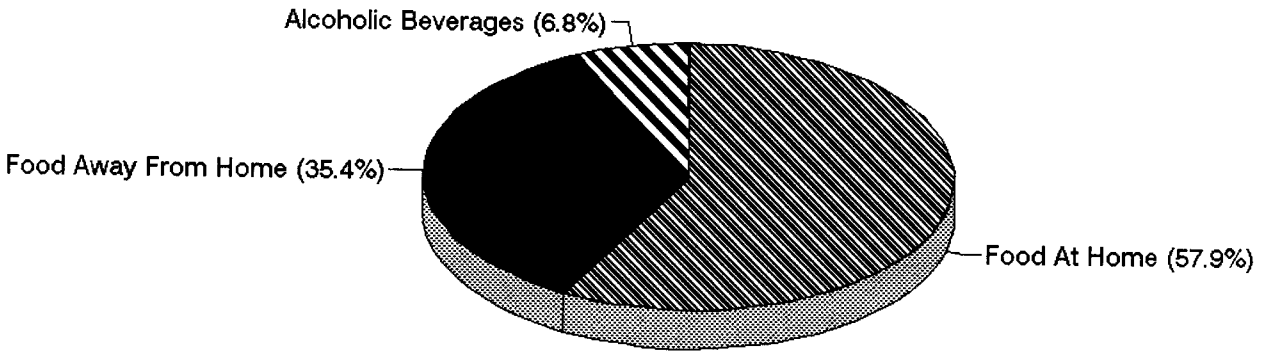
# FOOD PRODUCTS
## % DEMAND FOR EACH DOLLAR



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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AT HOME

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 2,267 | 11,613,841 |
| $15000-24999 | 5,101 | 3,434 | 17,516,834 |
| $25000-34999 | 5,430 | 3,641 | 19,770,630 |
| $35000-49999 | 6,569 | 4,066 | 26,709,554 |
| > $50000 | 16,231 | 5,425 | 88,053,175 |

TOTAL DEMAND FOR PRODUCT = $163,664,034

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AWAY FROM HOME

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 923 | 4,728,529 |
| $15000-24999 | 5,101 | 1,456 | 7,427,056 |
| $25000-34999 | 5,430 | 1,948 | 10,577,640 |
| $35000-49999 | 6,569 | 2,519 | 16,547,311 |
| > $50000 | 16,231 | 3,745 | 60,785,095 |

TOTAL DEMAND FOR PRODUCT = $100,065,631

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.

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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ALCOHOLIC BEVERAGES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 225 | 1,152,675 |
| $15000-24999 | 5,101 | 263 | 1,341,563 |
| $25000-34999 | 5,430 | 366 | 1,987,380 |
| $35000-49999 | 6,569 | 410 | 2,693,290 |
| > $50000 | 16,231 | 737 | 11,962,247 |

TOTAL DEMAND FOR PRODUCT = $19,137,155

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

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# DEMAND FOR HOME PRODUCTS

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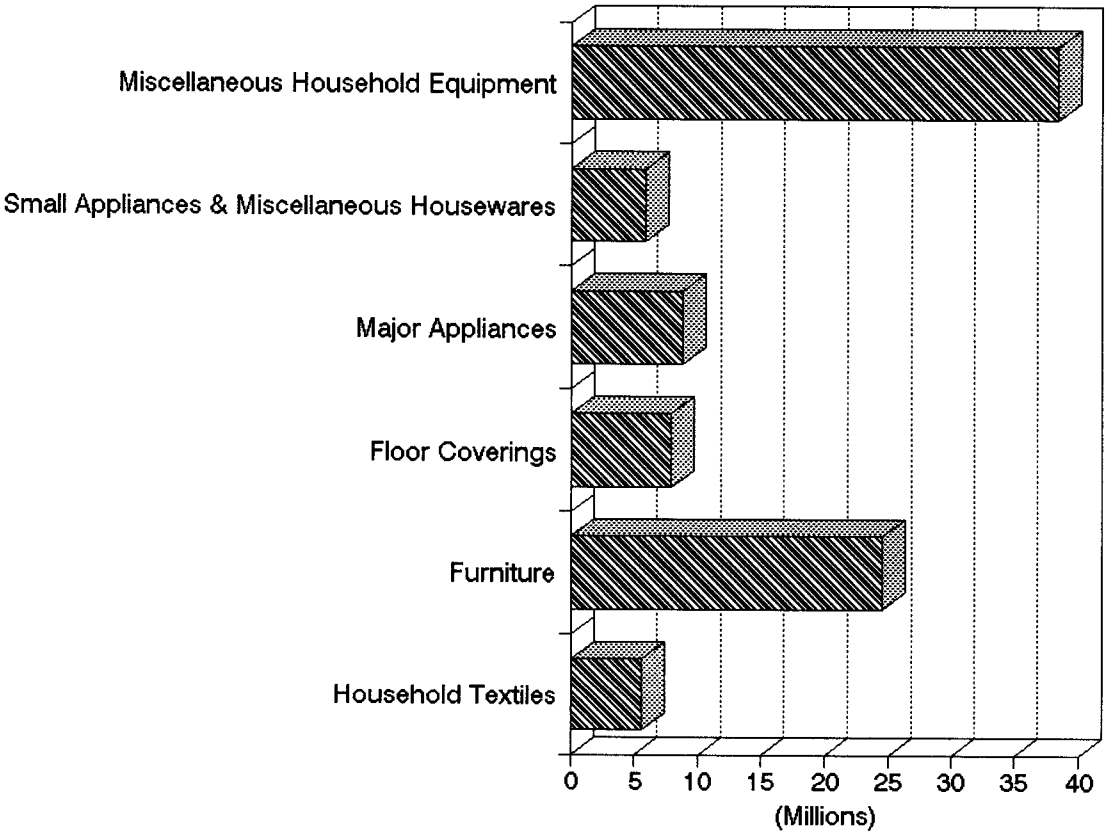
# HOME PRODUCTS
## $ DEMAND BY PRODUCT TYPE



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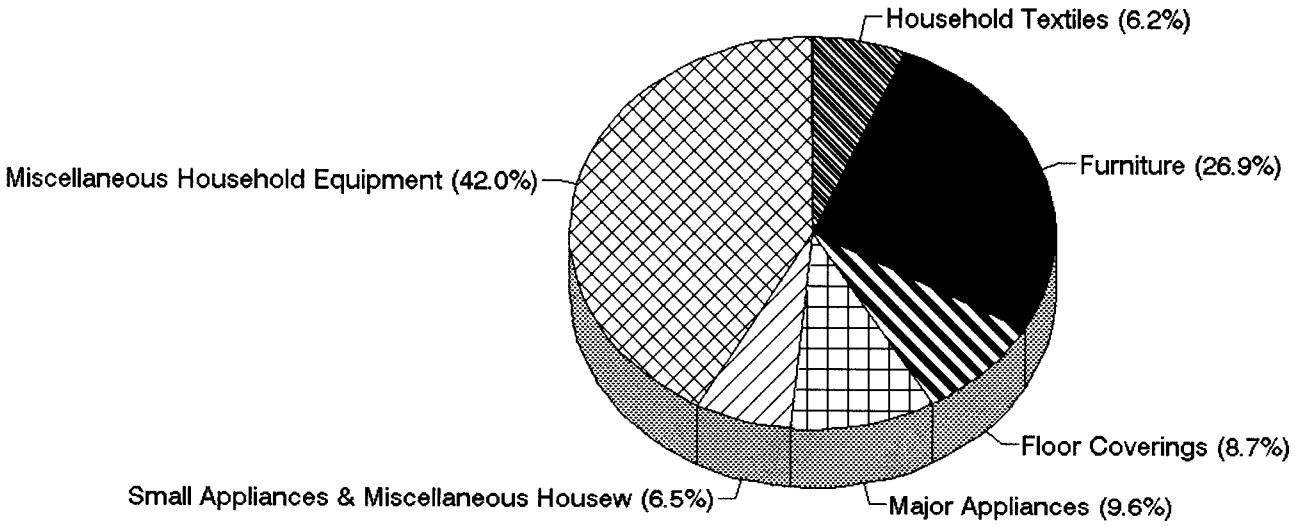
# HOME PRODUCTS
## % DEMAND FOR EACH DOLLAR



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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: HOUSEHOLD TEXTILES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 44 | 225,412 |
| $15000-24999 | 5,101 | 90 | 459,090 |
| $25000-34999 | 5,430 | 116 | 629,880 |
| $35000-49999 | 6,569 | 122 | 801,418 |
| > $50000 | 16,231 | 217 | 3,522,127 |

TOTAL DEMAND FOR PRODUCT = $5,637,927

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.

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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FURNITURE

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 262 | 1,342,226 |
| $15000-24999 | 5,101 | 295 | 1,504,795 |
| $25000-34999 | 5,430 | 378 | 2,052,540 |
| $35000-49999 | 6,569 | 463 | 3,041,447 |
| > $50000 | 16,231 | 1,021 | 16,571,851 |

TOTAL DEMAND FOR PRODUCT = $24,512,859

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FLOOR COVERINGS

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 100 | 512,300 |
| $15000-24999 | 5,101 | 120 | 612,120 |
| $25000-34999 | 5,430 | 153 | 830,790 |
| $35000-49999 | 6,569 | 134 | 880,246 |
| > $50000 | 16,231 | 316 | 5,128,996 |
| TOTAL DEMAND FOR PRODUCT | | = | $7,964,452 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MAJOR APPLIANCES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 115 | 589,145 |
| $15000-24999 | 5,101 | 134 | 683,534 |
| $25000-34999 | 5,430 | 160 | 868,800 |
| $35000-49999 | 6,569 | 204 | 1,340,076 |
| > $50000 | 16,231 | 326 | 5,291,306 |

TOTAL DEMAND FOR PRODUCT = $8,772,861

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 46 | 235,658 |
| $15000-24999 | 5,101 | 72 | 367,272 |
| $25000-34999 | 5,430 | 87 | 472,410 |
| $35000-49999 | 6,569 | 122 | 801,418 |
| > $50000 | 16,231 | 249 | 4,041,519 |
| TOTAL DEMAND FOR PRODUCT | | = | $5,918,277 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

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DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 303 | 1,552,269 |
| $15000-24999 | 5,101 | 488 | 2,489,288 |
| $25000-34999 | 5,430 | 624 | 3,388,320 |
| $35000-49999 | 6,569 | 861 | 5,655,909 |
| > $50000 | 16,231 | 1,554 | 25,222,974 |

TOTAL DEMAND FOR PRODUCT = $38,308,760

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

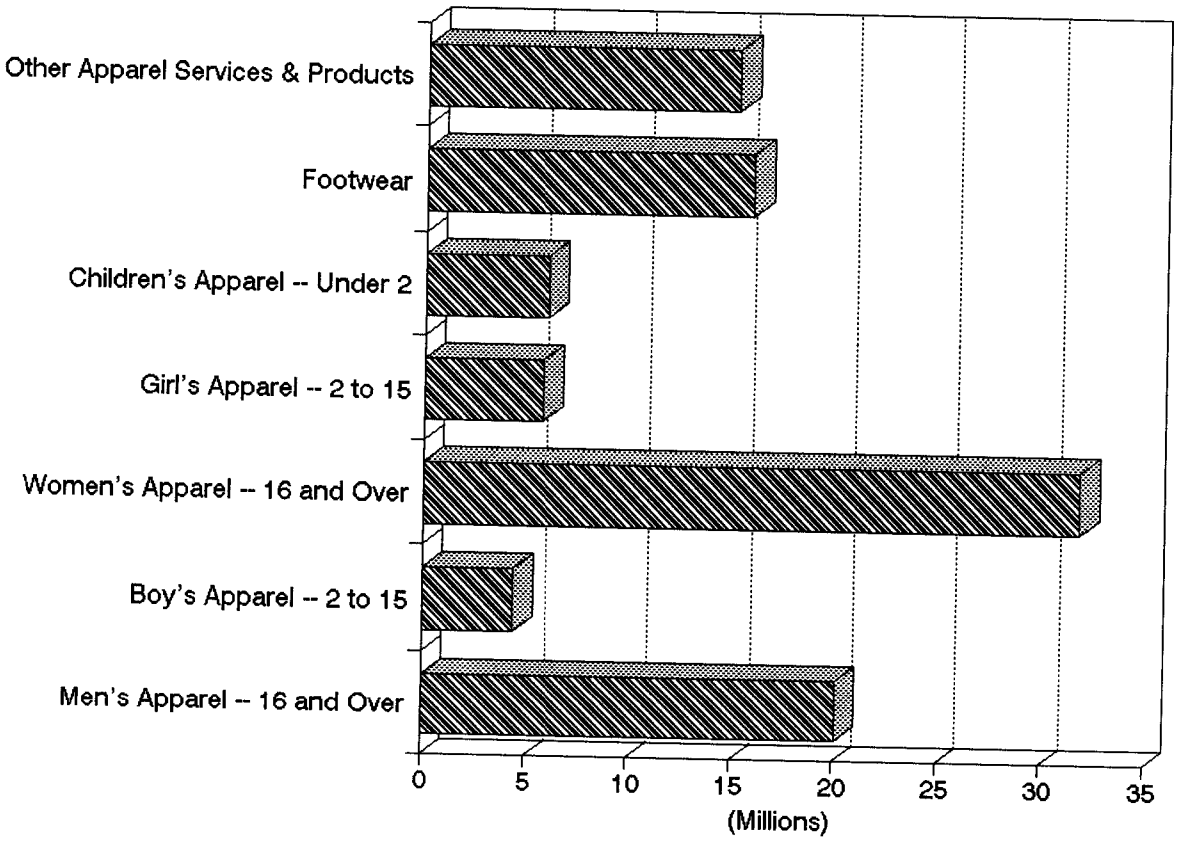
Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

HyettPalma

# DEMAND FOR APPAREL PRODUCTS

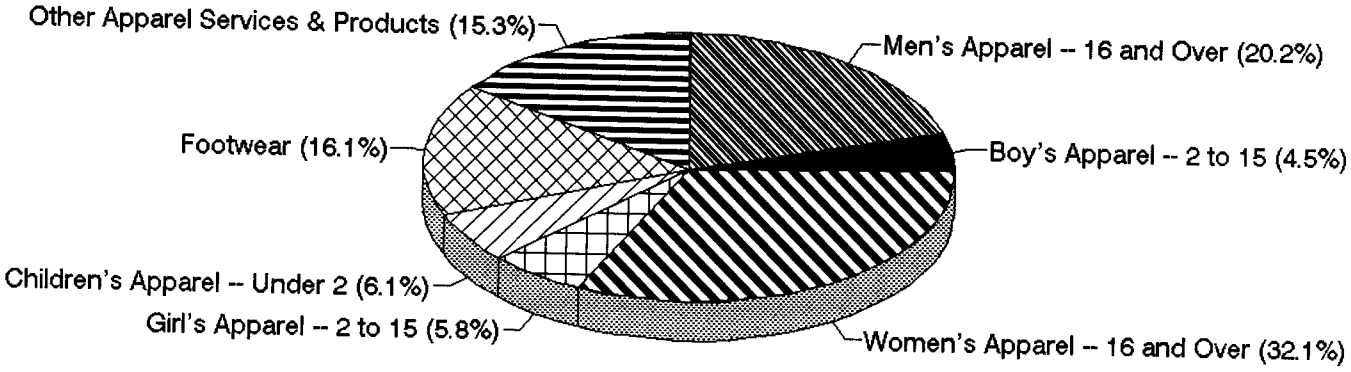
HyettPalma

# APPAREL PRODUCTS
## $ DEMAND BY PRODUCT TYPE



HyettPalma

# APPAREL PRODUCTS
## % DEMAND FOR EACH DOLLAR



HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MEN'S APPAREL -- 16 AND OVER

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 174 | 891,402 |
| $15000-24999 | 5,101 | 338 | 1,724,138 |
| $25000-34999 | 5,430 | 356 | 1,933,080 |
| $35000-49999 | 6,569 | 377 | 2,476,513 |
| > $50000 | 16,231 | 808 | 13,114,648 |
| TOTAL DEMAND FOR PRODUCT | | = | $20,139,781 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: BOY'S APPAREL -- 2 TO 15

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 50 | 256,150 |
| $15000-24999 | 5,101 | 80 | 408,080 |
| $25000-34999 | 5,430 | 90 | 488,700 |
| $35000-49999 | 6,569 | 94 | 617,486 |
| > $50000 | 16,231 | 165 | 2,678,115 |

TOTAL DEMAND FOR PRODUCT = $4,448,531

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 314 | 1,608,622 |
| $15000-24999 | 5,101 | 464 | 2,366,864 |
| $25000-34999 | 5,430 | 552 | 2,997,360 |
| $35000-49999 | 6,569 | 762 | 5,005,578 |
| > $50000 | 16,231 | 1,229 | 19,947,899 |
| TOTAL DEMAND FOR PRODUCT | | = | $31,926,323 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: GIRL'S APPAREL -- 2 TO 15

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 59 | 302,257 |
| $15000-24999 | 5,101 | 89 | 453,989 |
| $25000-34999 | 5,430 | 104 | 564,720 |
| $35000-49999 | 6,569 | 132 | 867,108 |
| > $50000 | 16,231 | 220 | 3,570,820 |

TOTAL DEMAND FOR PRODUCT = $5,758,894

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 81 | 414,963 |
| $15000-24999 | 5,101 | 105 | 535,605 |
| $25000-34999 | 5,430 | 118 | 640,740 |
| $35000-49999 | 6,569 | 152 | 998,488 |
| > $50000 | 16,231 | 212 | 3,440,972 |

TOTAL DEMAND FOR PRODUCT = $6,030,768

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOTWEAR

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 197 | 1,009,231 |
| $15000-24999 | 5,101 | 286 | 1,458,886 |
| $25000-34999 | 5,430 | 352 | 1,911,360 |
| $35000-49999 | 6,569 | 400 | 2,627,600 |
| > $50000 | 16,231 | 552 | 8,959,512 |

TOTAL DEMAND FOR PRODUCT = $15,966,589

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 182 | 932,386 |
| $15000-24999 | 5,101 | 203 | 1,035,503 |
| $25000-34999 | 5,430 | 259 | 1,406,370 |
| $35000-49999 | 6,569 | 297 | 1,950,993 |
| > $50000 | 16,231 | 608 | 9,868,448 |
| TOTAL DEMAND FOR PRODUCT | | = | $15,193,700 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

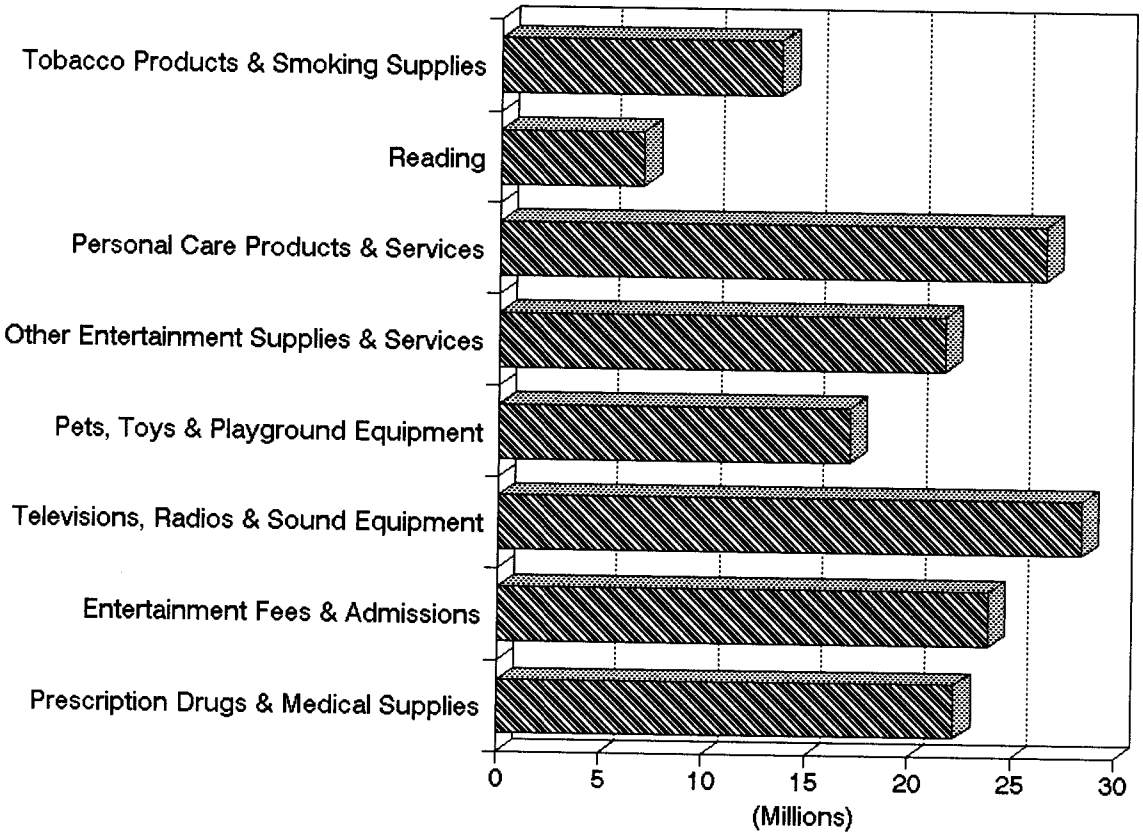
Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

HyettPalma

# DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

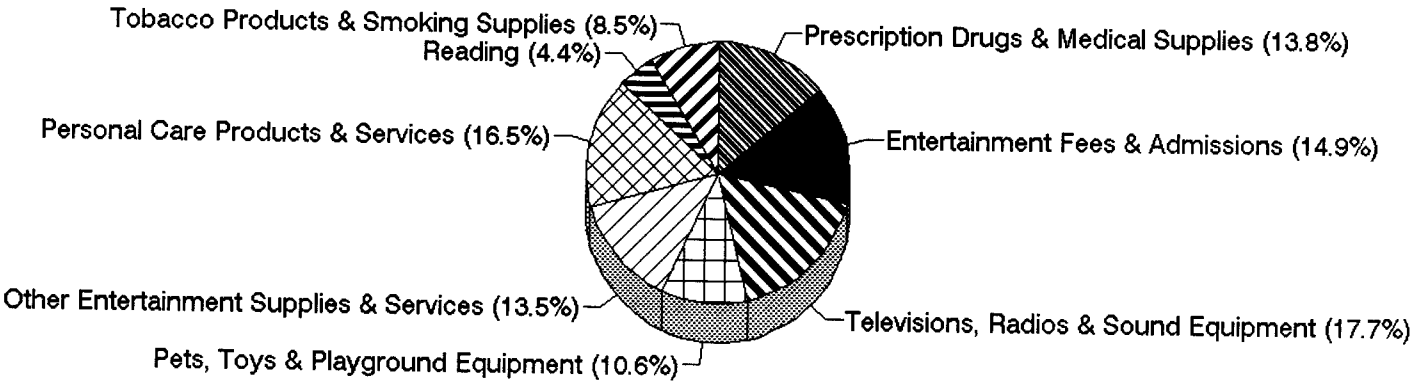
HyettPalma

# PERSONAL CARE/ENTERTAINMENT
## $ DEMAND BY PRODUCT TYPE



HyettPalma

# PERSONAL CARE/ENTERTAINMENT
## % DEMAND FOR EACH DOLLAR



HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 443 | 2,269,489 |
| $15000-24999 | 5,101 | 629 | 3,208,529 |
| $25000-34999 | 5,430 | 556 | 3,019,080 |
| $35000-49999 | 6,569 | 541 | 3,553,829 |
| > $50000 | 16,231 | 628 | 10,193,068 |
| TOTAL DEMAND FOR PRODUCT | | = | $22,243,995 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 219 | 1,121,937 |
| $15000-24999 | 5,101 | 268 | 1,367,068 |
| $25000-34999 | 5,430 | 343 | 1,862,490 |
| $35000-49999 | 6,569 | 403 | 2,647,307 |
| > $50000 | 16,231 | 1,044 | 16,945,164 |

TOTAL DEMAND FOR PRODUCT = $23,943,966

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 394 | 2,018,462 |
| $15000-24999 | 5,101 | 490 | 2,499,490 |
| $25000-34999 | 5,430 | 594 | 3,225,420 |
| $35000-49999 | 6,569 | 712 | 4,677,128 |
| > $50000 | 16,231 | 985 | 15,987,535 |
| TOTAL DEMAND FOR PRODUCT | | = | $28,408,035 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 163 | 835,049 |
| $15000-24999 | 5,101 | 282 | 1,438,482 |
| $25000-34999 | 5,430 | 362 | 1,965,660 |
| $35000-49999 | 6,569 | 406 | 2,667,014 |
| > $50000 | 16,231 | 628 | 10,193,068 |
| TOTAL DEMAND FOR PRODUCT | | = | $17,099,273 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 197 | 1,009,231 |
| $15000-24999 | 5,101 | 253 | 1,290,553 |
| $25000-34999 | 5,430 | 418 | 2,269,740 |
| $35000-49999 | 6,569 | 502 | 3,297,638 |
| > $50000 | 16,231 | 856 | 13,893,736 |

TOTAL DEMAND FOR PRODUCT = $21,760,898

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 348 | 1,782,804 |
| $15000-24999 | 5,101 | 486 | 2,479,086 |
| $25000-34999 | 5,430 | 542 | 2,943,060 |
| $35000-49999 | 6,569 | 644 | 4,230,436 |
| > $50000 | 16,231 | 934 | 15,159,754 |
| TOTAL DEMAND FOR PRODUCT | | = | $26,595,140 |

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: READING

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 79 | 404,717 |
| $15000-24999 | 5,101 | 119 | 607,019 |
| $25000-34999 | 5,430 | 143 | 776,490 |
| $35000-49999 | 6,569 | 155 | 1,018,195 |
| > $50000 | 16,231 | 260 | 4,220,060 |

TOTAL DEMAND FOR PRODUCT = $7,026,481

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

HyettPalma

DOWNTOWN MISSION'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

| Household Income | # Hlds. | $ Per Hld. | Total $ Demand |
|---|---|---|---|
| < $15000 | 5,123 | 275 | 1,408,825 |
| $15000-24999 | 5,101 | 333 | 1,698,633 |
| $25000-34999 | 5,430 | 375 | 2,036,250 |
| $35000-49999 | 6,569 | 403 | 2,647,307 |
| > $50000 | 16,231 | 363 | 5,891,853 |

TOTAL DEMAND FOR PRODUCT = $13,682,868

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

HyettPalma

# The Retail Report®

## USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

HyettPalma

### *What Does The Retail Report Tell You ?*

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2002.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

### *Who Can Benefit By Using The Retail Report ?*

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

***How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?***

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

> showing existing business owners what trade area residents are spending their money on;
>
> helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and
>
> enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

> showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;
>
> showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and
>
> targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

***How Can Business Owners Use The Retail Report ?***

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

### *How Can Entrepreneurs Use The Retail Report ?*

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

compare the markets for a variety of different retail products;

determine what type of retail business to open;

complete a realistic business plan before opening that business; and

persuade bankers and investors that a strong market exists for the type of retail business being opened.