



Trousdale County, TN  
November 2020



## COVID-19 Resistant Categories



Grocery



General Merchandise



Home Improvement



Pet Supplies

## Struggling Categories



Restaurants



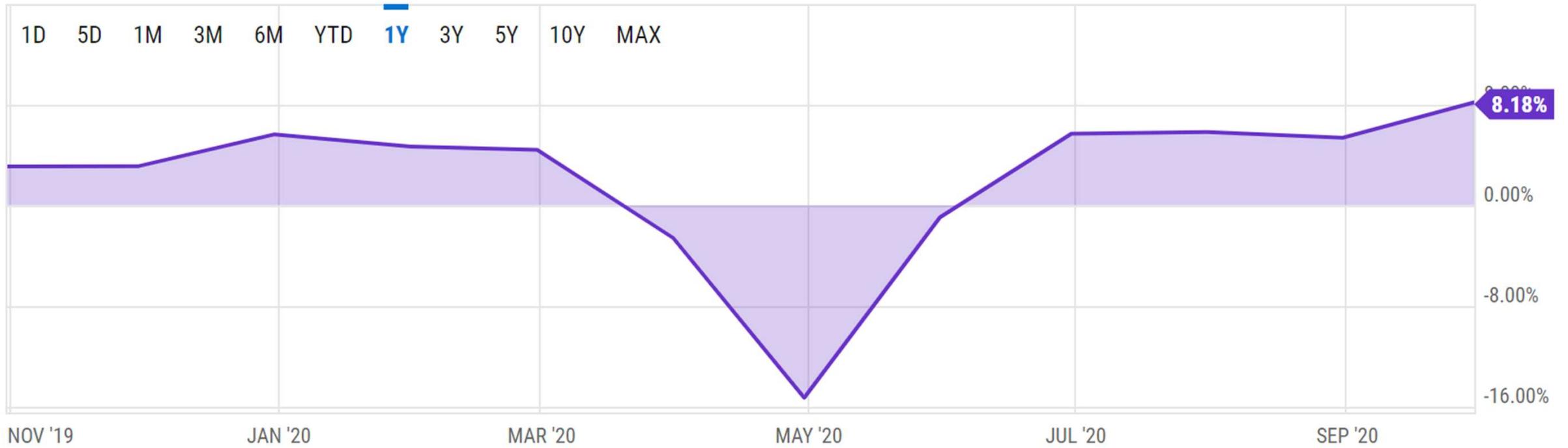
Clothing & Accessories



Furniture & Home Furnishings

BIG PICTURE

# Retail Sales UP YoY by 5.4%



RETAIL & RESTAURANT CHANGES IN 2020

# Restaurants Still Expanding



RETAIL & RESTAURANT CHANGES IN 2020

# Retailers are Hiring

 20,000	 30,000	 175,000	 5,000	 10,000
 50,000	 50,000	 25,000	 10,000	 575,000
 20,000	 2,000	 2,000	 30,000	 20,000
 30,000	 5,000	 2,000	 2,000	 5,000
 10,000	 Undisclosed	 5,000	 25,000	 200,000



Goals

Challenges

# Retail's Impact

\$

\$

\$

\$

# Retail's Impact

1 in 4 jobs are retail

Source:  
National Retail Federation

# Average Wages\*

Full-time  
**Non-Retail Workers**  
(25-54 years old)

**\$37,968**



Full-time  
**Retail Workers**  
(25-54 years old)

**\$38,376**

\*2016

Retail jobs that are part time, seasonal and temporary bring down the average wage.

Comparing full time, experienced professionals, retail jobs pay MORE than non-retail jobs

# Why Should a Municipality Invest Resources in Retail?



retail recruitment ladder



Retail builds on retail. Retail economic impact adds up quickly. Retail attracts the workforce that attracts the primary jobs. Retail influences executives looking to locate their company in your community. Retail enhances quality of life that brings your children home.

Retail builds tax base. --- Retail adds jobs from entry level to managerial. --- Retail builds communities.



## discover

**We are an investment for your community.**

COVID-19 has caused business uncertainty, unemployment, and a change in everyday life. Our team helps your community re-open with confidence and uncovers new opportunities to support your existing businesses and recruit new ones.

Our activities pay a return in sales tax, added jobs, and businesses that enhance and add to the unique qualities of your community.



## connect

**We make sure your community's story is heard.**

Communities are hurting, but their underlying unique stories and attributes remain. We assist community leaders to invite their community back to the marketplace, while dispatching strategies that maximize public safety and business success.

Aggressively taking your community's story and assets to expanding businesses, property owners, brokers, developers, and other industry players creates economic growth for your community.



## advance

**We multiply and enhance your staff.**

We work as an extension of your staff, adding specific expertise, and amplifying your efforts and visibility many times over.

Being your partner and consistently providing feedback, answering questions, and solving complex problems positions your market for growth.

# YEAR ONE

# The Five Pillars

Through our Downtown Strategic Visioning Workshop, we assess the five pillars of your downtown's mix: Market Analysis, Design, Tourism & Promotion, Economic Vitality, and Policy & Administration to provide a true road map to revitalization.



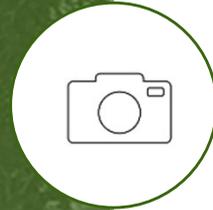
## market analysis

we help you uncover and define the economic potential in your Downtown area.



## design

thoughtful design supports a community's transformation.



## tourism & promotion

power your economic engine.



## economic vitality

creating opportunity for investment.



## policy & administration

set the foundation for smart growth.

# Timeline & Communication



Day 1-30

## DISCOVERY

Questionnaire, Kick-off Call & Market Analysis are completed.

### STEP 01

We begin the process of your Downtown Strategic Assessment with a detailed conference call with your team to discuss responses to your community pre-assessment questionnaire and examine the current status of your Downtown area.

We'll learn about your community and Downtown organization's governance structure, discuss goals that have already been internally identified, and uncover existing roadblocks to your community achieving its highest purpose.



Day 30-60

## STAKEHOLDER INPUT

customized survey circulated electronically to property owners, merchants, community leaders and elected officials. Feedback is analyzed.

### STEP 03

Equipped with this information, we'll customize an electronic survey to engage stakeholders, business owners, and other influential community leaders in a collaborative conversation about your Downtown's past, present, and future.



Day 60 - 120

## STRATEGIC ASSESSMENT REPORT

### STEP 04

created and delivered.



# Workshop Agenda

## ONE DAY WORKSHOP

9:30 a.m.	Meet with Team
10:00	Tour with Team
12:00	Lunch with Team
1:00	Stakeholder Input Session
3:00 p.m.	Focus Group <i>Beautification Board</i> <i>Downtown Merchants</i> <i>Historical Board</i>
5:00 p.m.	City Council & Department Heads

## WHAT'S NEXT?

Following evaluation of Market Data, Stakeholder Feedback, and Boots on the Ground Tour, Strategic Visioning Report will be compiled and submitted to Mayor and Team and presentation conference call will be scheduled.



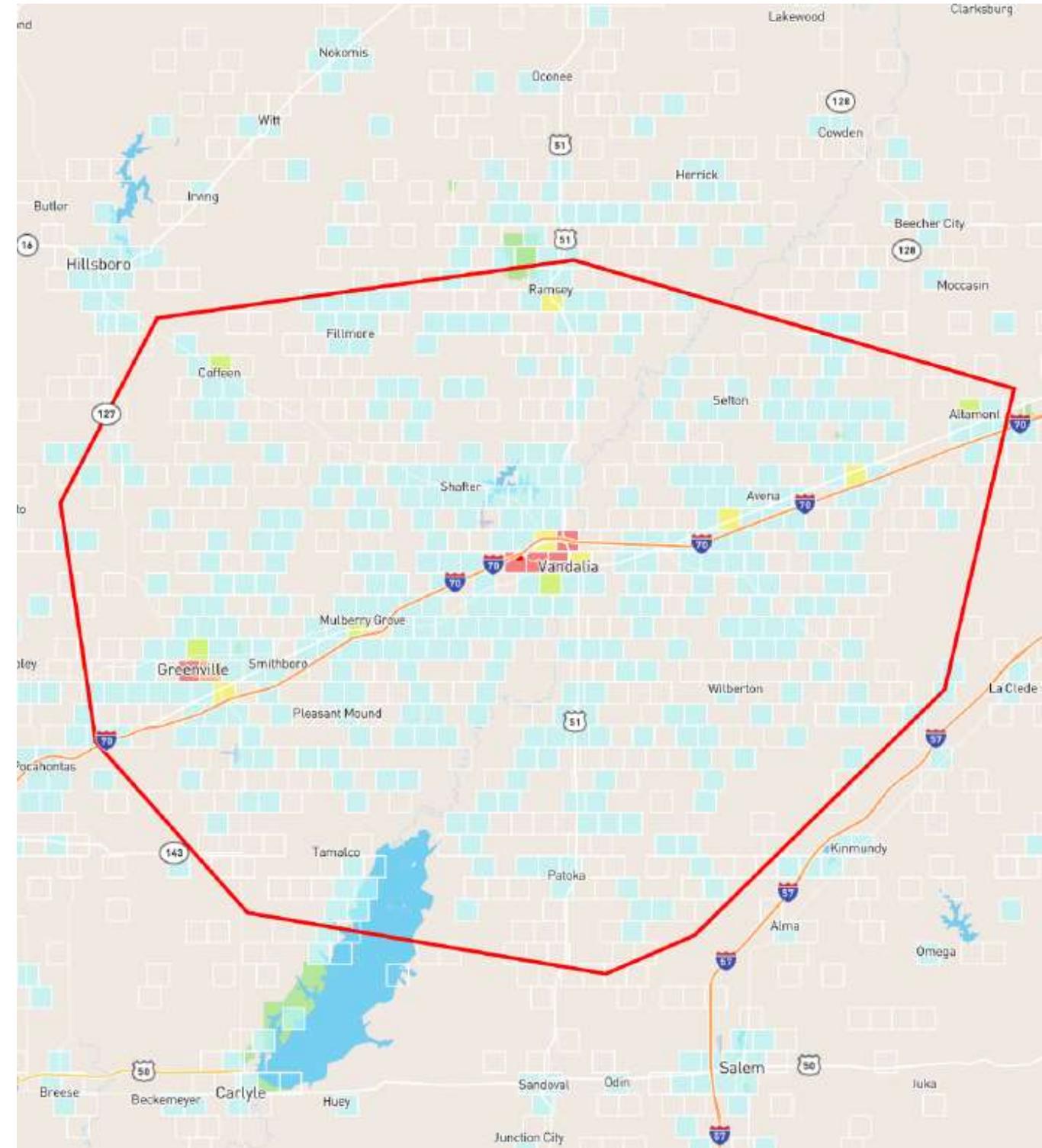
Photos from Zachary, Louisiana stakeholder meeting.

downtown strategies

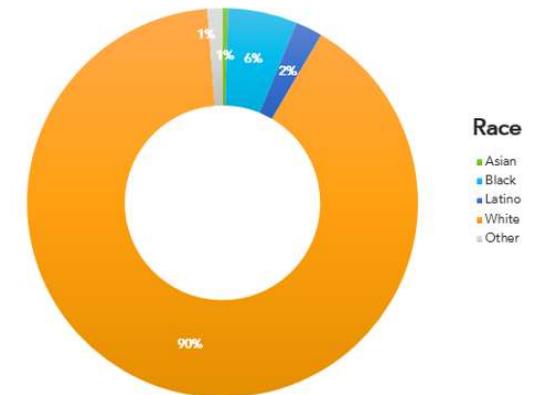
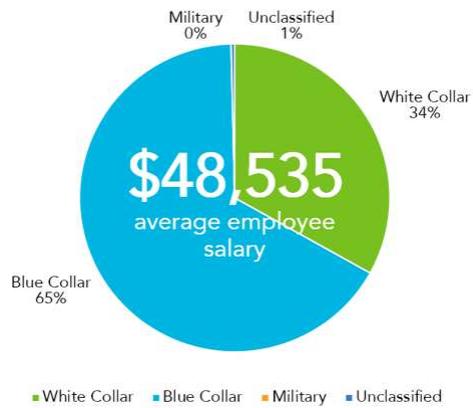
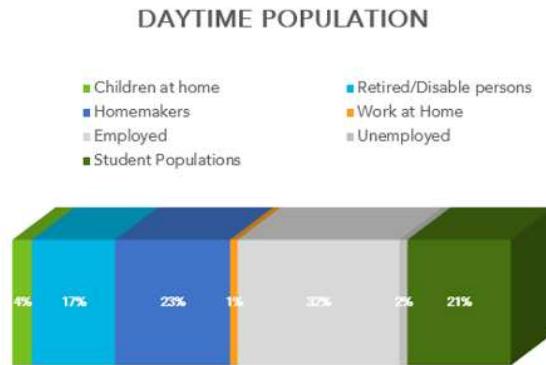
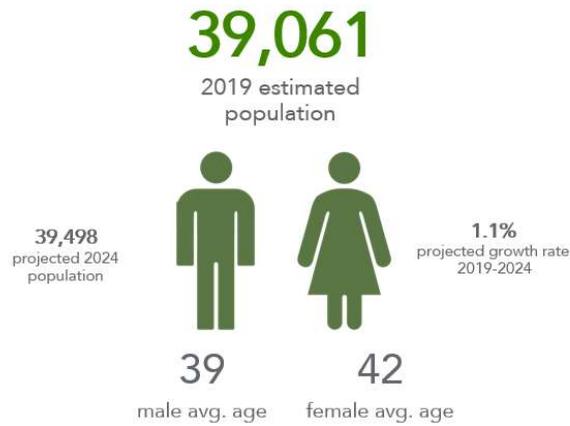
# Market Analysis

We begin by assessing your consumers from multiple geographies.

Using our advanced analytics and proprietary tools, we uncover and define the economic potential in your Downtown area based on a custom trade area derived from mobile data tracking.



# Market Analysis





# LifeMode Group: Cozy Country Living

## The Great Outdoors

Households: 1,908,600

Average Household Size: 2.44

Median Age: 47.4

Median Household Income: \$56,400

### WHO ARE WE?

These neighborhoods are found in pastoral settings throughout the United States. Consumers are educated empty nesters living an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks. They are active gardeners and partial to homegrown and home-cooked meals. Although retirement beckons, most of these residents still work, with incomes slightly above the US level.

### OUR NEIGHBORHOOD

- Over 55% of households are married-couple families; 36% are couples with no children living at home.
- Average household size is slightly smaller at 2.44.
- Typical of areas with rustic appeal, the housing inventory features single-family homes (77%) and mobile homes (15%); a significant inventory of seasonal housing is available (Index 397).
- Residents live in small towns and rural communities throughout the West, South, and Northeast regions of the country.
- More than half of all homes were constructed between 1970 and 2000.
- Most households have one or two vehicles; average travel time to work is slightly higher (28 minutes) despite a disproportionate number that work from home (Index 149).

### SOCIOECONOMIC TRAITS

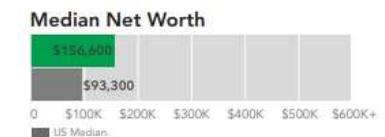
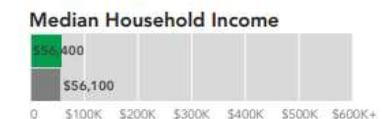
- 60% have attended college or hold a degree.
- Unemployment is lower at 4.8% (Index 88), but so is labor force participation at 60%.
- Typical of neighborhoods with older residents, income from retirement and Social Security is common, but residents also derive income from self-employment and investments.
- Residents are very do-it-yourself oriented and cost conscious.
- Many service their own autos, work on home improvement and remodeling projects, and maintain their own yards.
- They prefer domestic travel to trips abroad.

### MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Satellite dishes and riding lawn mowers are familiar sights in these rural settings, along with multiple vehicles; four-wheel drive trucks are popular, too.
- Residents are members of AARP and veterans' clubs and support various civic causes.
- Technology is not central in their lives: light use of Internet connectivity for shopping to entertainment.
- Most households have pets—dogs or cats.
- Television channels such as CMT, History, and Fox News are popular.
- They enjoy outdoor activities such as hiking, hunting, fishing, and boating.

### INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

downtown strategies

# Walkability Assessment

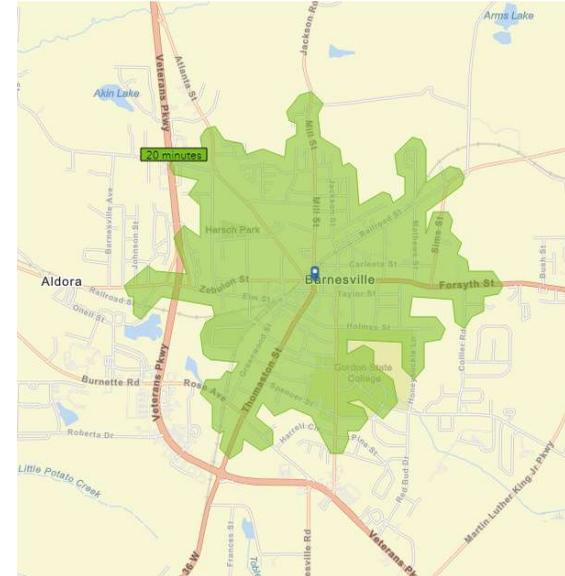
## What's your Community's Walk Score?

A community's walk score is determined by analyzing 3 factors:

- walkable distance between boundaries
- presence of a comprehensive network of pathways designed for pedestrians and cyclists
- variety of restaurants, retailers, and service providers necessary for regular life.

This assessment shows your Downtown within a 20-minute walk.

A walk time from one Downtown boundary to the next that exceeds 20 minutes is not considered walkable.



54

90-100	<b>Walker's Paradise</b> Daily errands do not require a car
70-89	<b>Very Walkable</b> Most errands can be accomplished on foot
50-69	<b>Somewhat Walkable</b> Some errands can be accomplished on foot
25-49	<b>Car-Dependent</b> Most errands require a car
0-24	<b>Car-Dependent</b> Almost all errands require a car

KEY FACTS			INCOME			
3,463 Population	35.3 Median Age	2.7 Average Household Size	\$32,074 Median Household Income	\$18,512 Per Capita Income	\$18,200 Median Net Worth	
BUSINESSES			EMPLOYMENT			
154 Total Businesses	1,391 Total Employees		51% White Collar	31% Blue Collar	18% Services	
				11.0% Unemployment Rate		
EDUCATION			HOUSING STATS			
16% No High School Diploma	38% High School Graduate	28% Some College	17% Bachelor's/Grad/Prof Degree	\$141,284 Median Home Value	\$4,677 Average Spent on Mortgage & Basics	\$434 Median Contract Rent

downtown strategies

# Wayfinding Signage

Wayfinding in Downtown landscapes proves to be critical beyond basic navigation. Identification and information represented in elements such as monuments, directional systems, directories, interpretive and even regulatory signs enrich our experiences with Downtown environments.



downtown strategies

# Complete Streets

By planning, designing, and constructing Complete Streets, communities of all sizes – whether rural hamlets, small towns, or booming metropolises – are able to provide the quality access to jobs, health care, shops, and schools their residents deserve, while also achieving greater economic, environmental, and public health benefits.



downtown strategies

# Art in Public Places

Cities gain value through public art – cultural, social, and economic value. Public art is a distinguishing part of our public history and our evolving culture. It reflects and reveals our society, adds meaning to our cities and uniqueness to our communities. It humanizes the built environment and invigorates public spaces and is freely accessible.



downtown strategies

# Art in Public Places



downtown strategies

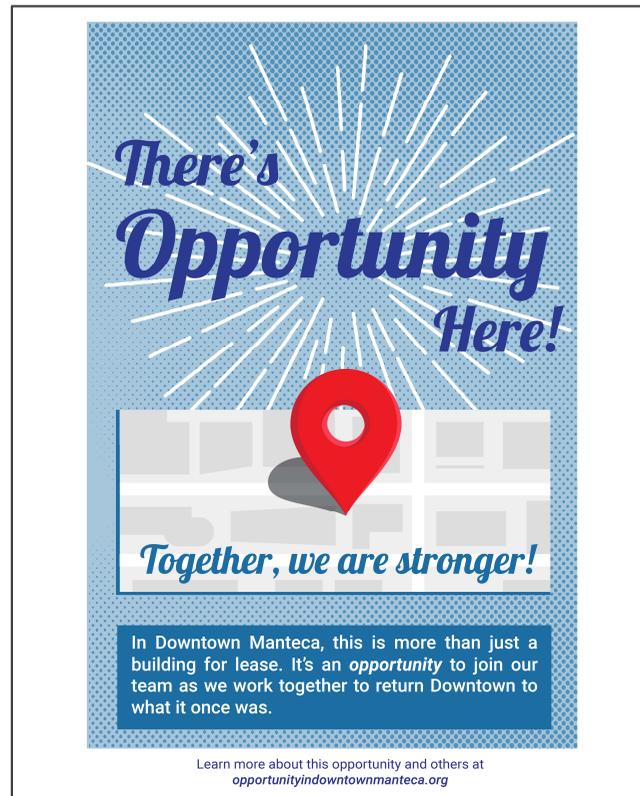
# Design

Thoughtful design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.



# Economic Vitality

Vacant buildings and storefronts are common in many Downtowns throughout the country, but when there are more vacancies than activated retail and restaurant spaces, a constant row of “for rent” and “for sale” signs can give the impression of blight.



# Historic Preservation

Historic buildings contribute to the community's sense of place and offer unique spaces for retailers, restaurants, offices, housing and mixed-use developments. Local governments can encourage the rehabilitation of historic structures through measures such as these.



## 20% TAX CREDIT

- Owners restoring income-producing buildings certified historic by the National Park Service may be eligible to receive a federal tax credit equal to 20% of rehabilitation costs.



## 10% TAX CREDIT

- Owners restoring non-historic, income-producing properties built before 1936 may be eligible to receive a federal tax credit equal to 10% rehabilitation costs.



## PRESERVATION EASEMENTS

- Owners of historic properties may donate an historic preservation easement to a non-profit organization. These easements permanently protect historic properties by restricting future development and preventing incompatible building modifications. Donors may be eligible for various tax benefits.

# Resources

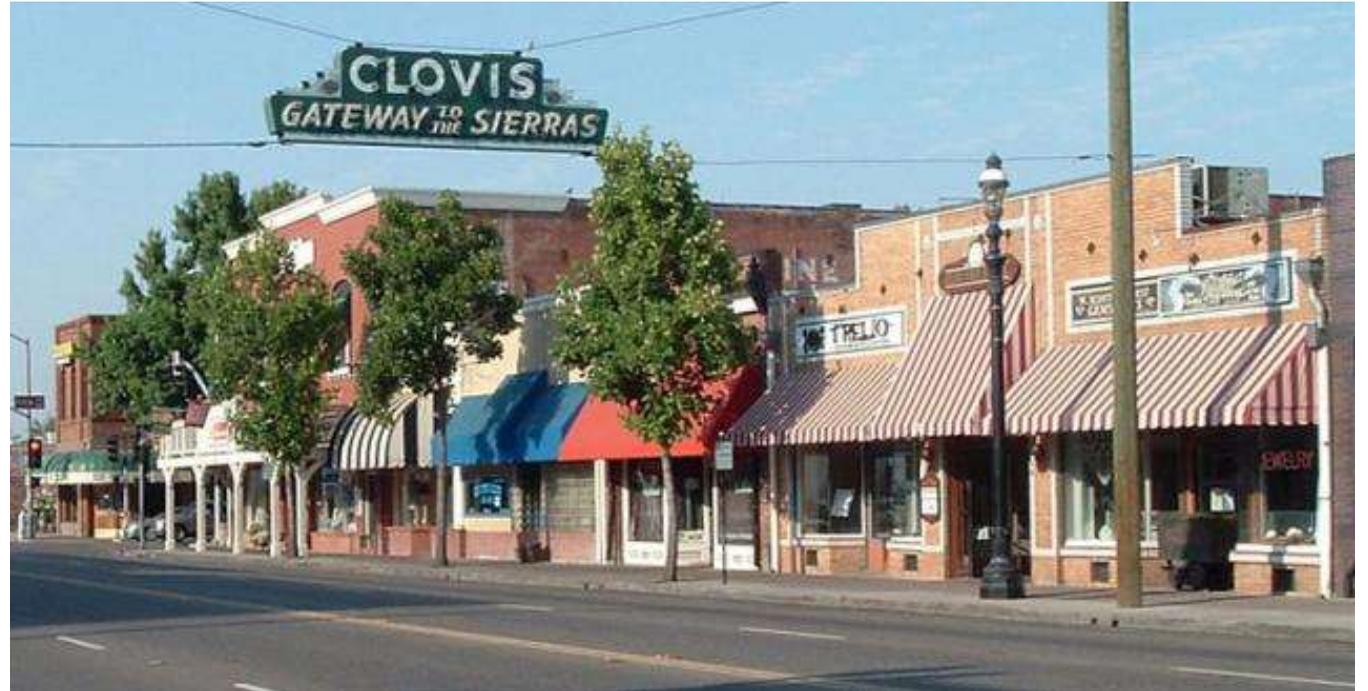
This data can be used to better understand Downtown assets and weaknesses; identify potential locations for technical assistance; measure community achievements of recruitment and retention goals; development of a comprehensive kiosk map as part of your wayfinding signage system; and to market, retain, recruit, and track development trends within the downtown commercial area.

Street Address	City	State	Zip	APN	Lot SF	Lot Frontage	Lot Depth	Gross Bldg SF
103 Elizabeth St	Ashland City	TN	37015	055F-A-016.01	6,084	67.43	90.22	1,168
102 Frey St	Ashland City	TN	37015	055C-P-021.00	5,100	34	150	1,617
101 Cumberland St	Ashland City	TN	37015	055C-I-017.00	7,000	50	140	1,040
118 N Main St	Ashland City	TN	37015	055C-I-009.00	4,050	27	150	3,618
Vine St	Ashland City	TN	37015	055C-B-005.00	204,732			
108 N Main St	Ashland City	TN	37015	055C-I-013.00	2,600	26	100	3,120
313 N Main St	Ashland City	TN	37015	049N-C-010.00	62,291	180	345	25,726
205 N Main St	Ashland City	TN	37015	055C-L-008.00	2,500	25	100	2,625
240 S Main St	Ashland City	TN	37015	055C-F-014.00	17,091	81	211	6,304
155 S Main St	Ashland City	TN	37015	055C-P-020.01	5,400	100	54	
102 N Main St	Ashland City	TN	37015	055C-I-016.00	2,700	27	100	5,670
209 N Main St	Ashland City	TN	37015	055C-L-010.00	15,000	100	150	2,070
114 S Main St	Ashland City	TN	37015	055C-H-005.00	2,500	25	100	2,350
164 S Main St	Ashland City	TN	37015	055C-H-009.02	19,500	130	150	8,304
165 S Main St	Ashland City	TN	37015	055C-P-020.00	4,000	50	80	2,900
108 Frey St	Ashland City	TN	37015	055C-P-024.00	43,146	102	423	2,068
202 S Main St	Ashland City	TN	37015	055C-P-019.00	6,480	108	60	

# Connect: Small Business Support

Safe Spaces & Places      Small Business Support

- Digital Marketing Guide
- Social Media Content Calendar
- Optimizing your Facebook Page
- Virtual E-commerce Training & Feedback Session



# Implementation

## NOW

no cost

These recommendations can be implemented now, with minimal cost and for immediate impact.

## YEAR 1-2

minimal investment

Plan now to implement these recommendations in the next 1-2 years.

With proper partnerships & persistence, these initiatives will elevate your community with reasonable investment.

## YEAR 3-5

long-term investment

These recommendations represent substantial projects requiring long-term investment.

Position your community for transformational change.



1



2



3



4



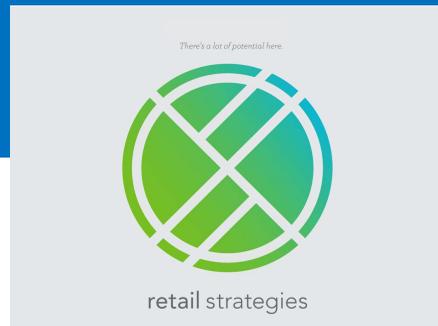
# Advance Year 2 & 3: Our Partnership

## Market Analysis



research subscription

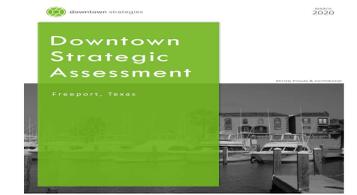
## Retail Recruitment Plan



## Marketing Guide



## Small Business Resources



# Advance: Our Partnership

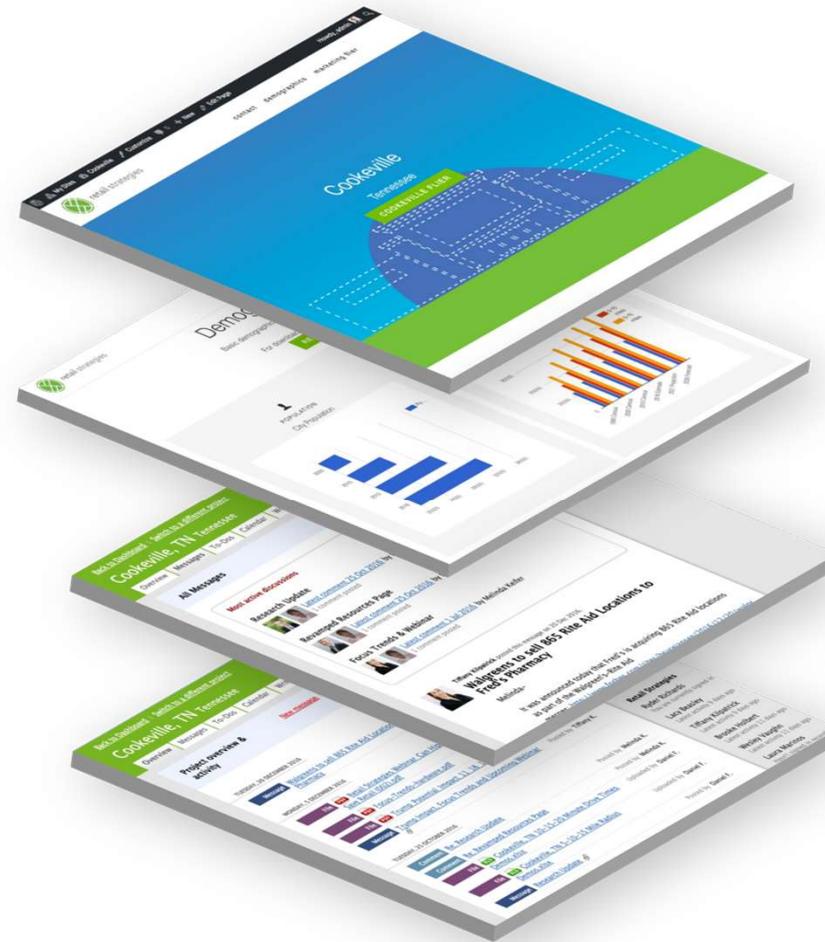


# Ongoing Data



Hartsville participated in Retail Academy supported by TNECD in 2018 & 2020.

You will receive ongoing data throughout our partnership.



# Telling the Full Story

## HARTSVILLE/TROUSDALE COUNTY, TN

Market Guide

www.trousdalecountytn.gov

### City Contact Information

**Stephen Chambers**  
County Mayor  
stephen.chambers@trousdalecountytg.gov

328 Broadway  
Room 6  
Hartsville, TN 37074  
Phone: (615) 374-2461

### Demographics



Average Age  
**40.0**



Median Household Income  
**\$40,194**



Growth Rate  
**5.31%**



### Peer Analysis

The Peer Analysis, built by Retail Strategies along with our analytics partner (Tetra), identifies analogous retail areas with a similar demographic and retail makeup. The Peer Analysis is derived from a 5 or 10 minute drive time from major comparable retail corridors throughout the county. The variables used are population, income, daytime population, market supply and gross leasable area. The following are retail areas that most resemble this core city:

Peer Trade Areas	
Andersonville, TN	8884 Andersonville Hwy
Brentwood, TN	6221 Hwy 221 North
Hillbloom, TN	7184 Mission Hwy
Dunwoody, TN	19479 Pleasant Ave
Jasper, TN	6775 Highway 43
Sharpsburg, TN	6881 Highway 37
Meridian, TN	3401 W Hwy 77

### Daytime Population

**18,029**



Citizen at Home	807
Retired/Over 65 years	2,050
Homebased	3,117
Student Population	5,112
Work at Home	286
Employed	6,120
Unemployed	218

### Demographic Profile

	3 Mile Radius	5 Mile Radius	10 Mile Radius
2018 Estimated Population	3,019	6,420	21,181
Daytime Population	4,650	5,100	11,754
Median HH Income	\$45,199	\$47,067	\$51,040
Number of Households	1,481	2,431	7,904

	5 Minute DT	10 Minute DT	15 Minute DT
2018 Estimated Population	2,727	5,905	11,000
Daytime Population	3,597	6,655	7,277
Median HH Income	\$41,552	\$47,760	\$51,326
Number of Households	1,060	2,227	4,138

### GAP Analysis

**\$86,579,415**

The Gap Analysis is a summary of the primary spending gaps segmented by retail category. It measures actual consumer expenditures within the City's trade area and compares it to the potential retail revenue generated by retailers in the same area. The difference between the two numbers reflects leakage, or the degree to which consumers travel outside the community for certain retail goods and services. The Gap analysis is a useful tool to gauge retail supply and demand within the community.



Food and Beverage Store	\$1,124,287
Building Material and General Equipment Store	\$1,114,000
Wholesale and Retail Furniture Store	\$675,000
Health & Personal Care Store	\$1,056,000
General Merchandise Store	\$1,046,000
Furniture and Home Furnishings Store	\$639,000
Pharmacy and Drug Store	\$4,391,000
Building Material, Brick, Block Store	\$6,700,000

### Focus Categories

The top categories for focused growth in the municipality are pulled from a combination of leakage reports, peer analysis, retail trends and real estate initiatives. Although these are the top categories, our efforts are inclusive beyond the defined list.

Let us know how we can help you find a site!

  
Clothing

  
Grocery

  
Building & Garden

  
Health & Personal Care



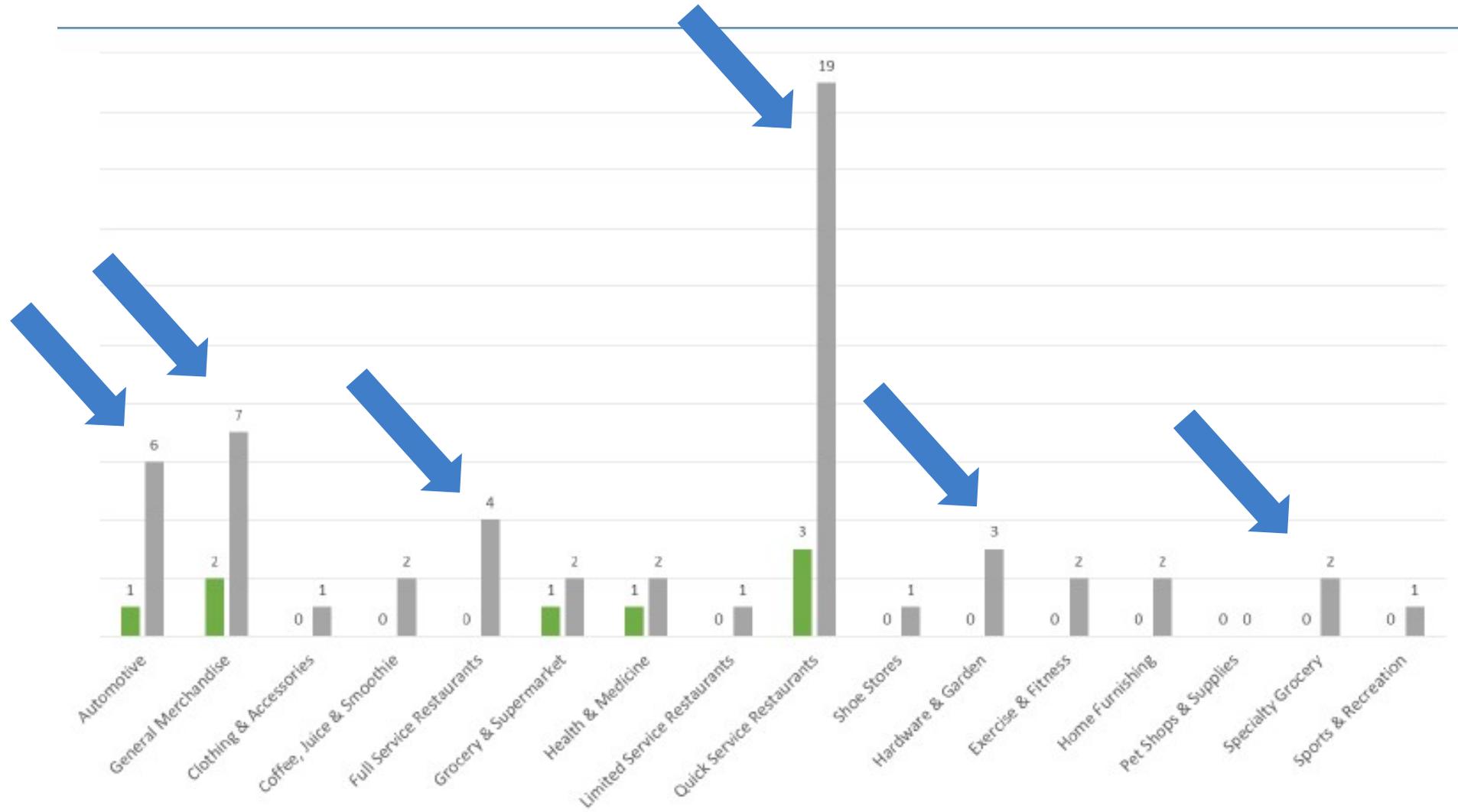


# Discover: Peer Analysis

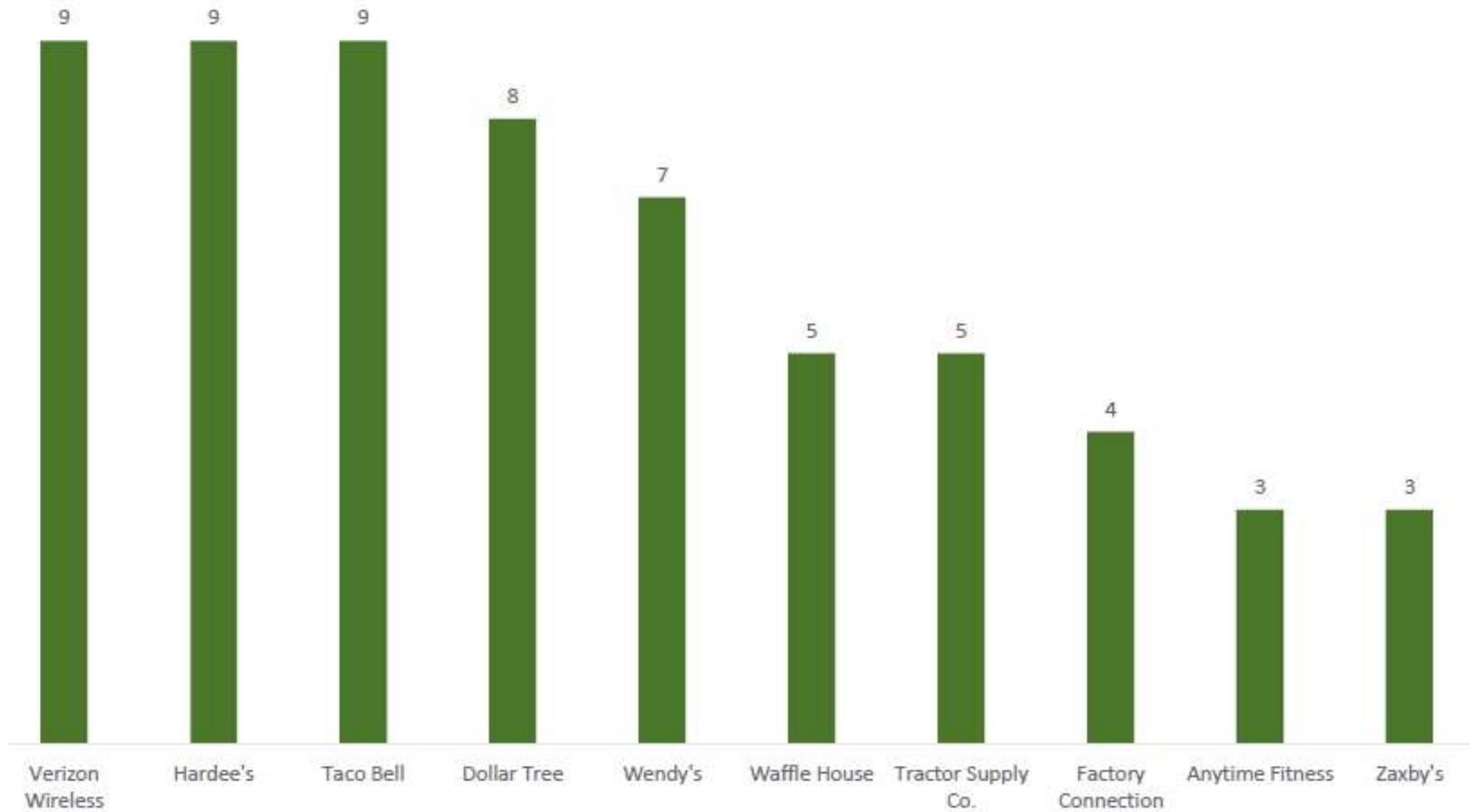
Piggly Wiggly - 10 Minute Drive Time

City	State	Residential Pop	Employed Daytime Pop	Median HH Income	Market Supply
Hartsville	TN	5,903	5,686	\$47,763	\$ 60,992,997
Andersonville	TN	6,670	6,626	\$48,295	\$61,433,807
Shelbyville	TN	7,921	6,374	\$52,747	\$100,016,479
Hillsboro	TN	5,970	7,815	\$48,207	\$95,424,991
Dunlap	TN	5,954	7,921	\$47,359	\$87,289,974
Jasper	TN	6,890	8,304	\$48,144	\$121,488,182
Charleston	TN	7,620	9,844	\$57,163	\$191,905,270

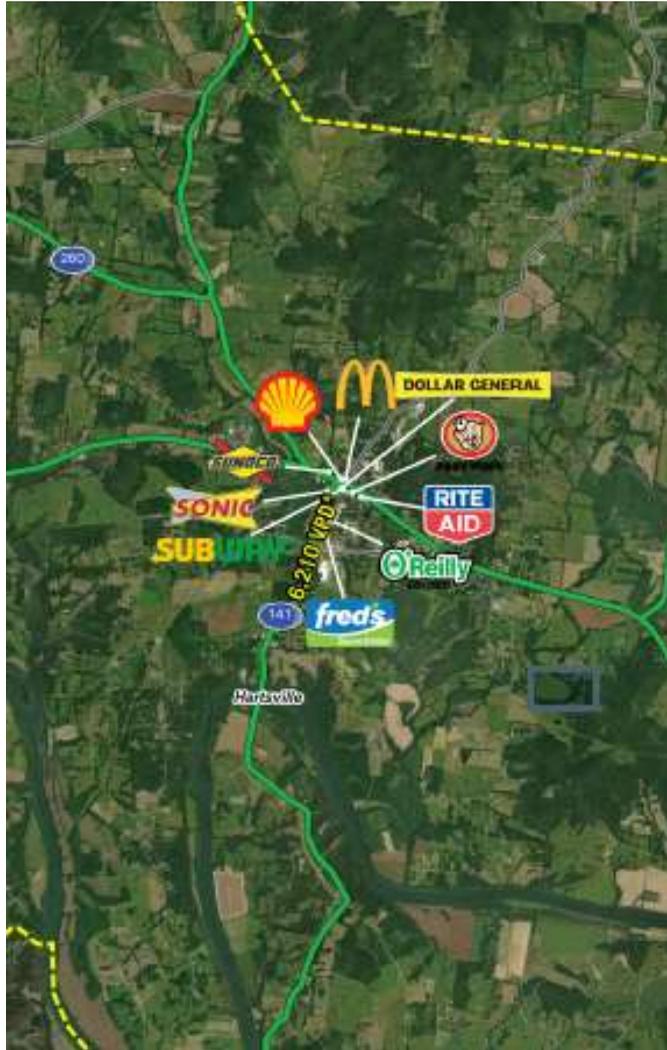
# Discover: Peer Analysis



# Retail Prospects



# Properties



underexposed properties – Zero retail listed on LoopNet

A screenshot of the LoopNet website interface. The top navigation bar includes a menu icon, a search bar with "Hartsville, TN" entered, and filters for "For Sale", "Property Types", "Price", "Bldg Size", "More Filters", and "Sort". The LoopNet logo is in the top right, along with "Sign In" and "Add a Listing" buttons. Below the navigation bar is a map of Hartsville, TN, with a yellow dashed line and a blue box highlighting a specific area. A yellow message box on the right side of the map states: "Your search did not match any properties. Modify Your Search to find matching properties." The map also shows various landmarks and roads, including US-231, US-141, and US-10.

# Success

MARTIN, TN

**\$18MM** Annual Sales and 95 jobs from Farmers Home Furniture, Ruler Foods, Cookout, Burke's Outlet



Retail Strategies and Martin, Tennessee have partnered for 7 years. Each year the city sees the value and continues to renew the partnership. Retail Strategies serves as an extension to your staff to serve the needs of Hartsville and Trousdale County.

# Success

SUCCESSFUL PARTNERSHIP IN LEWISBURG, TN

\$9MM Annual Sales and 85 Jobs. Successes include Sweet Cici's, Dairy Queen, Highway 55, Bojangles', Farmers Home Furniture, and Anytime Fitness.



"One of my local property owners said that were it not for Retail Strategies, Farmers Home Furniture would not be in my center. "

- Greg Lowe, *Economic Development Director, Lewisburg, TN*

# Success

Tullahoma, TN Successful partnership with Thom Robinson



"Having the Retail Strategies team working with us has been like having four extra staff people at a fraction of the cost," he said. "In addition to reaching out to numerous property owners and brokers who represent sites in the local area to assist and help them market their sites, the company is constantly identifying and contacting regional and national retailers on our community's behalf."

- Thom Robinson, Economic Development Director, Tullahoma, TN



It's not just about what we are going to give to  
you, it's about what we are going to build  
**together.**

We need you to be a part of that journey.

~ [Robert Jolly](#), CEO





[retailstrategies.com](http://retailstrategies.com) | [205] 314-0386 | [info@retailstrategies.com](mailto:info@retailstrategies.com)

2200 Magnolia Ave South, Suite 100 Birmingham, AL