

DOWNTOWN WAUCHULA MARKET STUDY AND ECONOMIC RESTRUCTURING RECOMMENDATIONS

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DOWNTOWN MARKET FINDINGS

Below is a brief summary of observations and recommendations made during a two-day technical assistance visit in September 2014 by Hilary Greenberg of Greenberg Development Services (GDS), Charlotte, North Carolina. The visit was sponsored by Florida Main Street as part of the services provided by Florida Division of Historic Resources. The purpose of this technical assistance visit was to help the Wauchula Main Street Program strengthen the Economic Restructuring (ER) Committee's effort to recruit new businesses and strengthen existing ones. It is expected that the activities summarized in this report could be implemented over the next three years. In preparation for the visit, the Consultant reviewed a variety of background documents including the 2010 Wauchula CRA Plan Update, Hardee County's 2012 EDC Study and 2011 Visioning Plan as well as customized demographic and retail sales reports purchased from ESRI Business Solutions for this report. During the site visit, the Consultant met with several downtown business and property owners as well as government and civic leaders. A summary of initial findings and recommendations were discussed with the Main Street Board at the conclusion of the visit.

1. CRITICAL ISSUES

Founded in mid-1800's, Wauchula is a charming, rural community surrounded by orange groves and cattle ranches. The City was selected to participate in the State's Main Street Program in 1995. The Main Street Program is 4-point approach to small town revitalization developed by the National Trust for Historic Preservation's Main Street Program®. The Wauchula Main Street Program has a strong board of directors and staff and committed volunteers working to create a positive investment climate downtown, expand employment opportunities and increase the community's tax base. The organization's four committees are responsible for implementing a wide array of projects ranging from façade improvements and special events to business recruitment and property redevelopment.

Like so many rural communities, Wauchula has struggled with a series of daunting challenges including declining property values, changing demographics as well as an uncertain job market. While downtown has many strong attributes that support redevelopment: historic architecture, landmark buildings, improved physical infrastructure and strong individual businesses, business losses due to a hurricane several years ago and years of deferred maintenance combined with a struggling economy has created a challenging environment that is not easily addressed in the short-term. While downtown businesses benefit from sales generated by seasonal residents, there are few attractions or destination uses that attract customers and visitors from outside the area to the downtown.

We believe that downtown can play an important role in the community's overall economic health by providing inexpensive space for local businesses to flourish. The continued renovation of deteriorated buildings and infrastructure will strengthen community pride and help attract new families to the community.

While there are some opportunities to attract retail uses, the ER Committee should focus on recruiting general business, service and residential uses. While the majority of downtown businesses capture sales from residents living within 10-minutes of Town (Primary Trade Area), this market is too small to support future business activity. New businesses will need to capture sales from residents living within twenty minutes (Secondary Trade Area) as well capture sales from seasonal residents and visitors traveling through the area.

Moving forward with projects outlined in the Recommendation Section will require funding and volunteer support with roles and responsibilities clearly defined so as not to squander limited volunteer time or financial resources. Wauchula's downtown revitalization strategy must continue to focus on all four programmatic points (promotion, organization, design and economic restructuring) in order to create investment momentum. Efforts to recruit new businesses must be paired with an on-going retention effort that supports and encourages local entrepreneurs as well as building and infrastructure improvements that address downtown's appearance and functionality.

2. DOWNTOWN STUDY AREA

Wauchula Main Street Program includes a fourteen-block area that runs from Florida to 4th avenues on the west and east and Palmetto and Orange Streets on the north and south. U.S. 17, a major north-south connector runs through the district. This area is also part of the City's Community Redevelopment Agency's program boundaries.



Within the Main Street Program boundaries is a variety of restaurant, service, governmental and retail uses. A small neighborhood shopping center is located on the eastern edge of the district anchored by a small grocery store and a specialty gift store.

While the downtown is not on the National Register for Historic Districts, many buildings have architectural or historic significance. Major landmarks include the Train Depot and the former City Hall building. The neighborhoods surrounding the downtown are primarily older, single-family homes with mature tree canopy.

Since the Program's inception nineteen years ago, the organization has helped to generate new jobs and attract businesses and investment to an underutilized, challenged commercial area. While there are still several long-standing vacancies, the organization has worked with property owners to make significant improvements to both buildings and businesses through a variety of financial incentives and technical assistance. Available incentives include a Façade Grant Program that provides \$2,500 in matching grant funds for exterior improvements, a Business Start-up Grant that

covers new utility deposits and an Education Grant that reimburses businesses that attend seminars or workshops. New downtown businesses could be eligible to receive tax credits or refunds through the City's Enterprise Zone Program. Qualifying businesses are eligible to receive sales and use tax credits, tax refunds on new machinery and equipment or a sales tax exemption for electrical energy. In addition to these resources, the City's Community Redevelopment Agency and the County's Economic Development Authority have additional technical assistance and funding programs to encourage small business development.

Examples of recent private sector investment downtown include the expansion of a local Sub Shop and a major renovation to a building located at the corner of U.S. 17 and Main Street. Public sector investment downtown include the 2012 streetscape project that added new landscaping, sidewalks, curbs and gutters along Main Street, an extensive 4-parking lot renovation project, and a new park on the western edge of the downtown that has become a favorite gathering spot for residents. In addition to physical and building improvements, the Organization also has a strong events calendar that is changing residents' perception about downtown. Successful downtown events coordinated by the Organization include Hometown Heroes, Hometown Holidays, Hops on Main and a Historic Ghost Tour.

The Economic Restructuring (ER) Committee has several projects underway or in the planning stages that will help to strengthen downtown businesses and attract new investment. These projects include workshops and training programs for small business owners, the compilation of a detailed property inventory and the implementation of an aggressive outreach program to contact possible businesses about locating downtown. As the ER Committee expands its business recruitment efforts, it will need to address a variety of real estate issues ranging from unrealistic sale or rent prices, deferred maintenance and obsolete retail space. Other issues that will need to be addressed include:

- New businesses that are often undercapitalized or underestimate the complexity of the trade area's demographics.
- Retailers that function more like free-standing uses rather than part of a unified shopping area.
- Large vacant buildings that will be difficult to repurpose without significant investment.
- Unwillingness of some property owners to make necessary investments in their buildings.
- Few rental spaces available in 'move-in condition'.
- Significant upper-floors vacancies.
- Despite the growing Hispanic market, only a few businesses in the Downtown appear to be targeting this market segment.

3. COMMUNITY INPUT

As part of this project, GDS worked with Main Street staff to administer a Community Scorecard survey and Vision Questionnaire to selected business owners and Main Street volunteers. Additional community input was obtained during

multiple interviews held during an on-site visit in September 2014. Below is a summary of key findings from this community input. Copies of the survey and a summary of responses have been included in the Appendix.

- Overall, respondents rated the community high on many attributes including community pride, quality of life, strong family institutions and quality businesses and leadership.
- What respondents liked best about Wauchula was its locally owned small businesses, friendly home-town feel, lack of traffic, and a focus on family, church and youth activities. Respondents are proud of the recent improvements to downtown's physical appearance including new landscaping and improvements to building facades and parking lots.
- The biggest concerns facing Wauchula is the continued influx of Hispanic households that are straining the local schools, the community's reliance on a declining citrus industry and consolidation within the mining sector that is changing job opportunities.
- Issues facing downtown include uncooperative property owners, building conditions, limited retail opportunities and a lack of apparel stores.
- Priority projects that respondents would like the Organization to focus on include the recruitment of businesses to fill vacancies (services, office space and clothing) and additional events for families. Many would like to see the Friday music events resumed.
- Specific uses that were identified for recruitment included office space for regional or direct sales, medical and professional uses, another grocery store, bakery, yogurt or ice-cream, additional clothing, and shoe stores. Other stores included antique, paint your own pottery, health food, movie theater, indoor putt-put or a children's museum.

4. TRADE AREA DEMOGRAPHICS

Wauchula, Florida is a small agricultural community incorporated in 1902. The Town was an important rail point for the Florida Southern Railway and flourished during the mid 1800's due to the presence of one of the largest phosphate deposits in the world. Once known as the "Cucumber Capital," today the region is a center for orange groves, cattle ranches and mining. Wauchula is the county seat for Hardee County.

Wauchula's market area may be small, but it is complex and often difficult for small businesses, especially start-ups to truly understand. New businesses often rely on trial and error to determine the "right mix" of product and often end up overestimating the

market. The seasonal market is particularly difficult to understand because it fluctuates from year to year. Key demographic, income and employment trends that shape the retail marketplace include the following trends:

- **Growing Hispanic Population.** Population growth and household incomes within Wauchula's Primary and Secondary Trade Areas are heavily influenced by the growing number of Hispanic persons living in the area. Growth within this sector also is skewing median age downward.
- **Retiree Population.** While there are a significant number of seniors living within the trade areas, many are seasonal residents and their spending is concentrated in a few categories during the winter months. While this group is an important source of sales for area restaurants, medical and professional services and gift stores, local businesses also need to capture sales from the year-round market.
- **Changing Employment.** While there is a strong effort to diversify the region's economic base, the majority of area residents are currently employed in the mining or agricultural sectors. Both sectors are experiencing consolidation which will have an impact on future employment and household growth. Significant reduction in the citrus industry would have a major impact on Latino residents and negatively impact the numerous Hispanic businesses that have opened around the community to serve this market segment.

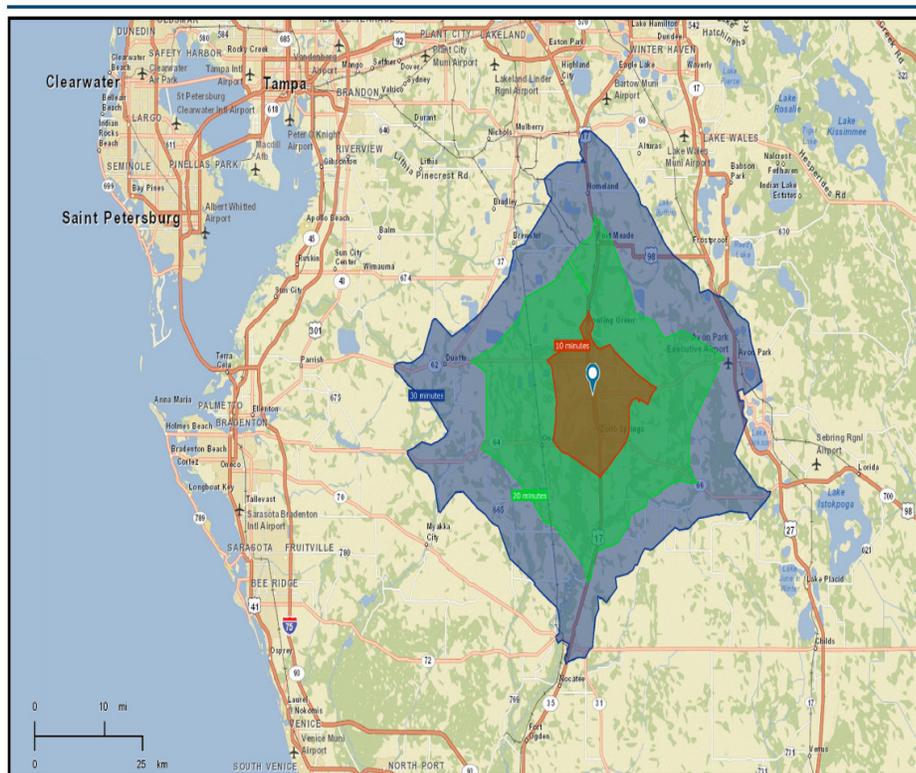
4.1. Trade Area Delineation

A retail trade area is defined as the largest distance consumers are willing to travel to purchase retail goods and services. Trade areas can vary by store category and geography and are heavily influenced by the variety of goods and services offered in the community and proximity to competing retail markets. In most cases, consumers are willing to travel further to purchase higher order goods, such as automobiles, furniture, recreational vehicles and specialty items than they are to purchase lower order goods, such as clothing, drugs, groceries and gasoline. Typically a primary retail trade area is the geographic area from which 80% of a community's customers are drawn from and includes local residents and area employees. The secondary trade area provides an additional customer support of between 20-30%, while the tertiary trade area provides an additional base of support that can vary greatly depending on distance and competitiveness of product. Although not included in the Trade Area demographic profile, day visitors, persons traveling along U.S. 17 and seasonal residents also provide significant sales support to local businesses.

Wauchula's trade areas boundaries were determined through a zip code survey conducted in September 2014 by Main Street, interviews with local businesses and a review of the region's major highway patterns and location of existing regional shopping centers. Although Wauchula is small community of approximately 5,000 persons, it is a regional center for professional and governmental services and food that bring residents from outlying areas to the community on a regular basis. Based on

information gathered through surveys and interviews, we have defined three trade areas using a 10, 20 and 30 minute drive time radius to delineate market boundaries. Below is a description of the Trade Area boundaries used in our report.

- **Primary Trade Area (0-10 minute drive-time).** The ten-minute drive-time market profiles a “captive” resident and convenience-oriented market for downtown Wauchula. This area includes the City of Wauchula and portions of Hardee County including the communities of Zolfo Springs and Bowling Green.
- **Secondary Trade Area (0-20 minute drive-time).** This area includes the majority of residents living in Hardee County including residents living in Wauchula, Zolfo Springs, Bowling Green and Ft. Meade. Much of this area is rural in nature with limited commercial development.



- **Tertiary Trade Area (0-30 minute drive-time).** This area includes residents living in Hardee County as well as portions of Highlands and Desoto County. State Rd. 64 (Florida Cracker Highway) and U.S. 17 run through the area. The eastern edge of the area is bounded by U.S. 27. Much of this area is rural in nature. Opportunities to attract customers from this broader region will revolve around major service anchors, specialty retail and destination-oriented eating and drinking.

4.2. Trade Area Demographic Profile

2014 ESRI population and household growth estimates for the trade areas are similar to those for the City and County (See Appendix for City-County tables). Of the three trade areas, the Tertiary Trade Area has had the greatest increase in population and household growth between 2000 and 2010. During this period, the Primary Trade Area grew by 1.6% compared to 2.6% and 9.5% for the Secondary and Tertiary Trade Areas. There were approximately 21,000 persons living in the Primary or 10-minute trade area compared to 35,000 and 85,000 persons for the Secondary and Tertiary Trade Areas. Current population and households trends are not expected to change over the next five years.

While there has been minimal overall population growth within the Primary and Secondary Trade Areas, the Hispanic demographic group has grown over the past ten years. The Primary Trade Area has the largest percentage of Hispanic persons, with over 49% of the 2014 population classified as Hispanic compared to 42% and 32% for the Secondary and Tertiary Trade Areas. Many of these persons are children under the age of 19.

TABLE 1. TRADE AREA MARKET SNAPSHOT

CHARACTERISTIC	PRIMARY TRADE AREA	SECONDARY TRADE AREA	TERTIARY TRADE AREA
Population			
2000	20,786	33,272	85,653
2010	21,133	34,156	94,110
2014	21,897	34,946	95,472
% change 2000-2010	1.6%	2.6%	9.8%
Households			
2000	6,482	10,387	29,973
2010	6,511	10,471	32,976
2014	6,721	10,641	33,291
% change 2000-2010	.4%	.8%	10%
2010 Av. HH Size	3.15	3.07	2.71
2014 Md. HH Income	\$35,349	\$36,320	\$35,602
2014 Md. Age	31.9	33.7	39.0
2014 Owner Occupied Housing	52.1%	54.6%	54.3%
Education Attainment			
High school diploma	25.9%	27.3%	29.1%
Some College or higher	32.6%	29.7%	38.1%
Employment			
Agricultur/mining	30%	26%	15%
Services	32.6%	34.4%	43.7%

Source: 2014 ESRI Market Profile Report

TABLE 2. 2014 POPULATION RACE OR ETHNICITY

LOCALITY	Primary Trade Area	Secondary Trade Area	Tertiary Trade Area
White	67.3%	69.9%	69.3%
Hispanic	49.3%	42.2%	32.6%
African-American	8.0%	9.5%	12.9%

Note: Persons of Hispanic population may be of any race. Percentages will not total 100%

Source: 2014 ESRI Market Profile Report

A growing Under 19 age cohort has skewed median ages for all three trade areas. The Primary Trade Area had the lowest median age (31.9) compared to 33.0 for the Secondary Trade Area and 39.0 for the Tertiary Trade Area. While the median age for all trade areas is expected to increase slightly over the next five years, it is expected to remain below State levels. The Primary Trade Area's 2017 projected median age is 32.7 compared to 34.4 and 40 for the Secondary and Tertiary Trade Areas, respectively.

TABLE 3. 2014 AGE COHORT TRENDS

LOCALITY	< 18	> 65
Primary Trade Area	32.3%	13.0%
Secondary Trade Area	29.6%	13.6%
Tertiary Trade Area	25.8%	19.8%

Source: 2014 ESRI Market Profile Report

TABLE 4. 2010 POPULATION UNDER 18 BY ETHNICITY

LOCALITY	Primary Trade Area	Secondary Trade Area	Tertiary Trade Area
White	28.8%	26.4%	21.7%
Hispanic	42%	40.6%	36.8%
African-American	30%	28.1%	31.1%

Source: 2014 ESRI Market Profile Report

2014 estimated median household income for the three trade areas was approximately \$35,500, well below the State's median of \$45,600. Of the three areas, the Primary Trade Area had a slightly greater concentration of lower income households. Approximately, twenty percent of Primary Trade Area households had incomes under \$15,000 compared to 17.8% and 17.4% for the Secondary and Tertiary Trade Areas. While incomes in all three areas are projected to increase slightly over the next five years, incomes will remain well below state and national levels.

TABLE 5. HOUSEHOLD INCOME TRENDS

LOCALITY	Under \$15,000	\$15,000-\$34,999	\$35,000-\$49,999	\$50,000-\$75,000	Over \$75,000
Primary Trade Area	19.9%	29.5%	18.6%	18.5%	13.6%
Secondary Trade Area	17.8%	32.2%	18.0%	18.6%	15.0%
Tertiary Trade Area	17.4%	32.9%	18.2%	18.1%	14.7%

Source: 2014 ESRI Demographic and Income Report

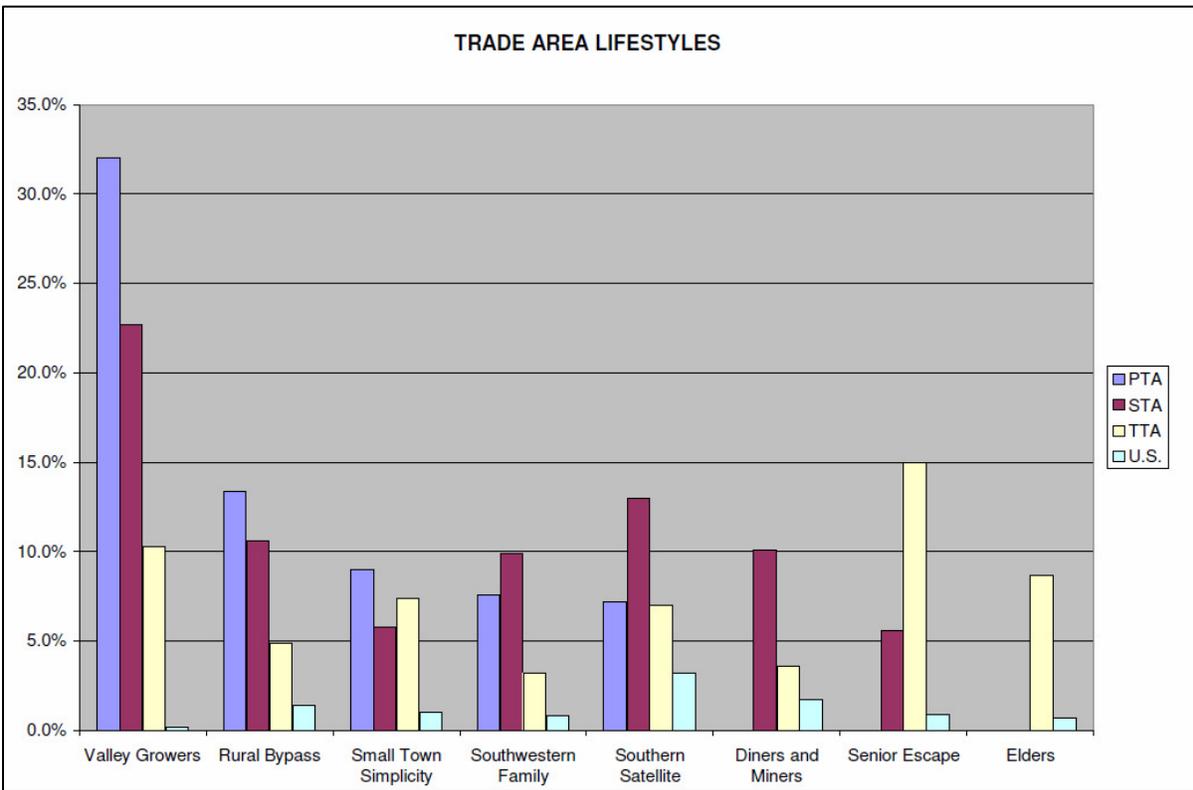
In terms of occupations, the Primary Trade Area had the greatest percentage of persons employed in agriculture and mining and the fewest employed in the Service Sector. The Primary Trade Area had the lowest percentage of persons over the age of 25 with a high school diploma (26% compared to 29% for the Tertiary Trade Area. but had a slightly higher percentage of persons with a bachelor’s degree or more than the Secondary Trade Area (32.6% vs. 29.75%), but both were below Tertiary Trade Area’s (43.7%).

5. LIFESTYLE SEGMENTATION ANALYSIS

Recognizing that people who share the same demographic characteristics may have widely divergent interests and shopping preferences, Community Tapestry data (developed by ESRI Business Information Solutions) categorizes neighborhoods throughout the nation into 65 consumer groups or market segments. Neighborhoods are geographically defined by census blocks, which are analyzed and sorted by a variety of demographic and socioeconomic characteristics as well as other determinants of consumer behavior.

Based on this analysis, the top eight lifestyle categories for each of the three trade areas are shown below. The Primary Trade Area (PTA) is the most homogeneous with 70% of all households found within five lifestyle categories (*Valley Growers, Rural Bypass, Small Town Simplicity, Southwest Families, and Southern Satellites*). Seventy percent of all households within the Secondary Trade Area (STA) were found within seven categories (*Valley Growers, Southern Satellites, Rural Bypass, Southwest Families, Diners and Miners, Small Town Simplicity and Senior Escape*). The Tertiary Trade Area (TTA) was the most diverse in terms of lifestyles attributes with 60% of households found within eight categories (*Senior Escape, Valley Growers, Elders, Small Town Simplicity and Southern Satellites, Rural Bypass, Diners and Miners, and Southwest Families*).

Of these eight lifestyle categories, three categories describe families living in small towns with strong family connections to their community, two categories describe older or seasonal retired households, two categories describe Hispanic families and one category describes households employed in the mining and agriculture industry.



The small town family lifestyle groups include *Rural Bypass*, *Small Town Simplicity* and *Southern Satellite* lifestyle segments. These households live in single family or mobile homes and spend money on home, gardens and maintaining their automobiles. Many residents shop at Wal-Mart. Hobbies include hunting, fishing and outdoor recreation.

Categories describing older, retired households include the *Senior Escape* and *Elders* categories. Many of the households within the *Small Town Simplicity* also are older residents. These residents are generally conservative, white households. Many are seasonal residents and live in mobile home parks. Residents watch TV, play golf and are very conscious of their health and buy specialty foods and dietary supplements.

The *Southwest Families* and *Valley Growers* describe Hispanic families who are generally low-moderate income households with children that live in mobile homes. These families spent money on their children or in-home entertainment.

The final category, *Diners and Miners* describes blue-collar households employed in the mining, agriculture and construction industries. These households shop at Wal-Mart and budget stores. Many of the households found in Southern Satellites are employed in these sectors.

Below is a brief summary of the eight lifestyle categories that contain the majority of trade area households. Additional information can be found in the Appendix.

- **Valley Growers.** These neighborhoods are home to young, Hispanic families with children and, frequently, multiple generations living in single-family homes. Most residents are Hispanic (mostly of Mexican origin). This market is all about spending time with family, taking care of family and home, and following the Hispanic heritage. More homes are rented than owned, located in semirural areas where agriculture dominates. Unemployment is high, and household income is much lower than the US, supplemented by self-employment, home-grown products, and some public assistance. Consumers favor Spanish language media and outdoor activities.
- **Rural Bypass.** Typical of their country lifestyle, *Rural Bypasses* residents prefer to drive trucks and SUVs and listen to country radio. To save money, they eat at home and maintain their homes and gardens themselves. In areas with no cable access, some residents install satellite dishes to watch TV. They frequently watch sports on TV, NASCAR and other auto races, college football games, and fishing programs. They read fishing and hunting magazines. Conservative with their long-distance calls, resident demand for cost-effective cellular services is growing. They shop at discount stores, preferably at Wal-Mart. They also order from catalogs and from their Avon representatives. They shop at home improvement stores such as Lowe's and fill prescriptions at the local Wal-Mart Pharmacy instead of regular pharmacies. This is the top Tapestry segment to own and/or buy new motorcycles.
- **Small Town Simplicity.** Young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, scrapbooking, and rural activities like hunting and fishing. Since almost 1 in 4 households is below poverty level, residents also keep their finances simple—paying bills in person and avoiding debt.
- **Southwestern Families.** Residents in these neighborhoods are young families that form the foundation of Hispanic life in the Southwest. Children are the center of households that are composed mainly of married couples with children and single-parent families. Grandparents are caregivers in some of these households. Recent arrivals and older generations are language-isolated. Much of the working-age population is employed in blue-collar occupations, specializing in skilled work, as well as building maintenance and service jobs. Spending is focused on the family and at-home entertainment, but they do like to gamble.
- **Southern Satellite- 18%** Is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically not diverse, slightly older, settled married-couple families, who own

their homes. Almost two-thirds of the homes are single-family structures; a third is mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home projects.

- **Diners and Miners.** Close to one in five employed residents work in mining, oil and gas extraction, or quarrying industries. *Diners and Miners* is a very rural, primarily Southern market. Married-couple families reside in over half of the households, and over a quarter of householders live in mobile homes. This socially conservative group earns a living working with their hands. In addition to mining, construction and agriculture are common industries for employment. They take pride in the appearance of their homes and their vehicles. Budget-minded residents enjoy home cooking, but nothing too fancy. This is a gregarious group that values time spent with friends.
- **Senior Escape.** *Senior Escapes* neighborhoods are heavily concentrated in the warmer states of Florida, California, and Arizona. These areas are highly seasonal, yet owner occupied. Many homes began as seasonal getaways and now serve as primary residences. Forty percent are mobile homes; half are single-family dwellings. About half are in unincorporated and more rural areas. Over a quarter of the population are 65–74 years old. Most are white and fairly conservative in their political and religious views. Residents enjoy watching TV, going on cruises, playing Bingo, golfing, boating, and fishing. They are very conscious of their health and buy specialty foods and dietary supplements.
- **The Elders.** With a median age of 71.8 years, this is Tapestry Segmentation’s oldest market. *The Elders* residents favor communities designed for senior or assisted living, primarily in warmer climates with seasonal populations. Most of these householders are homeowners, although their housing varies from mobile homes to single-family residences to high-rise apartments. These seniors are informed, independent, and involved.

6. SALES LEAKAGE

One way to determine the amount of additional square footage an area can support is to compare potential demand figures to actual sales totals. This comparison or retail sales leakage analysis can help existing and prospective businesses determine whether their sales projections reflect a realistic capture rate given the market’s size and strength of the competition. An analysis of retail sales leakage and surplus also helps a community understand what merchandise is meeting local demand, what items are missing from the market resulting in customers shopping elsewhere and the extent to which the downtown business district is capturing the retail spending potential of households living in the defined trade area. In a sales leakage analysis, *Demand* refers

to the potential sales that could be spent by residents in the trade area, based on average household expenditures. Demand is calculated by multiplying an average spending estimate (based on the Bureau of Labor’s Consumer Expenditure Survey that considers household size, income and regional spending patterns) by the total households living within the defined trade area. Demand calculations do not include potential sales from seasonal households.

Supply refers to the total sales actually spent in stores within the trade area. To determine “retail sales leakage or sales surplus,” actual sales are compared to potential sales. *Sale leakage* occurs when potential sales are greater than actual sales (positive number). This can occur if desired products are not available or if existing stores are not competitive in terms of convenience, price or quality to stores outside the trade area. These “lost dollars” or sales leakage represent sales that could support additional stores in the trade area. A *Sales Surplus* occurs when actual sales are greater than potential sales estimates for area (negative number). Generally, this occurs when there is a concentration of retail uses in one location that is able to capture sales from local and out of town residents. Sales generated by seasonal residents can skew leakage calculations as these households are not counted in potential sale estimates.

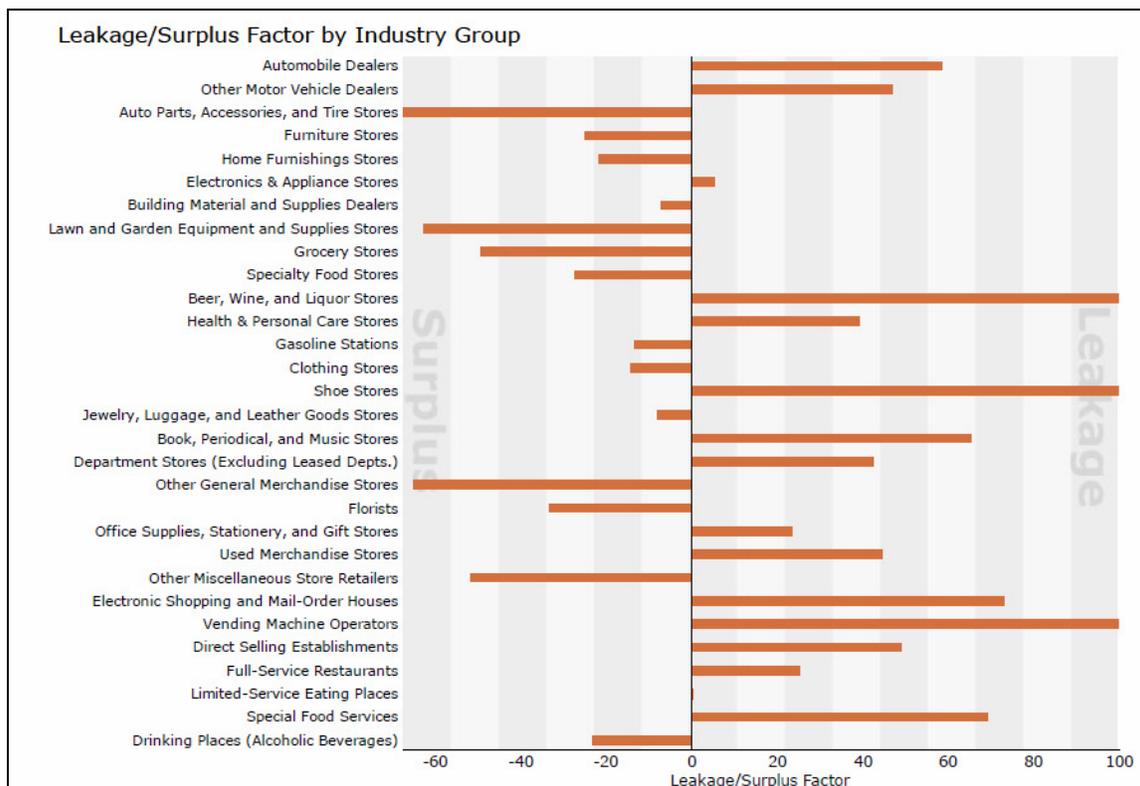
There are a variety of factors that influence retail development and potential sales demand including changes in population, employment, income levels and commercial competition. Current demographic, income or employment projections show little change for the next five years and there are no major commercial centers planned for the area. The closest regional malls to Wauchula are in Sebring or Lakeland approximately 40-60 miles away. Major retail businesses within Wauchula include a Wal-Mart Super Center, a Cato’s and a Dollar Tree discount store.

6.1. Primary Trade Area Sales Leakage

The Sales Leakage/Surplus chart below presents a snapshot of retail opportunity for the Primary Trade Area. The chart measure of the relationship between supply and demand ranging from +100 (total leakage) to -100 (total surplus). A positive value represents leakage of retail opportunity outside the area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the area. A Surplus of retail sales also may indicate the presence of seasonal residents, visitors or reflect sales generated by persons traveling through the area. Key findings for the Primary Trade are shown below:

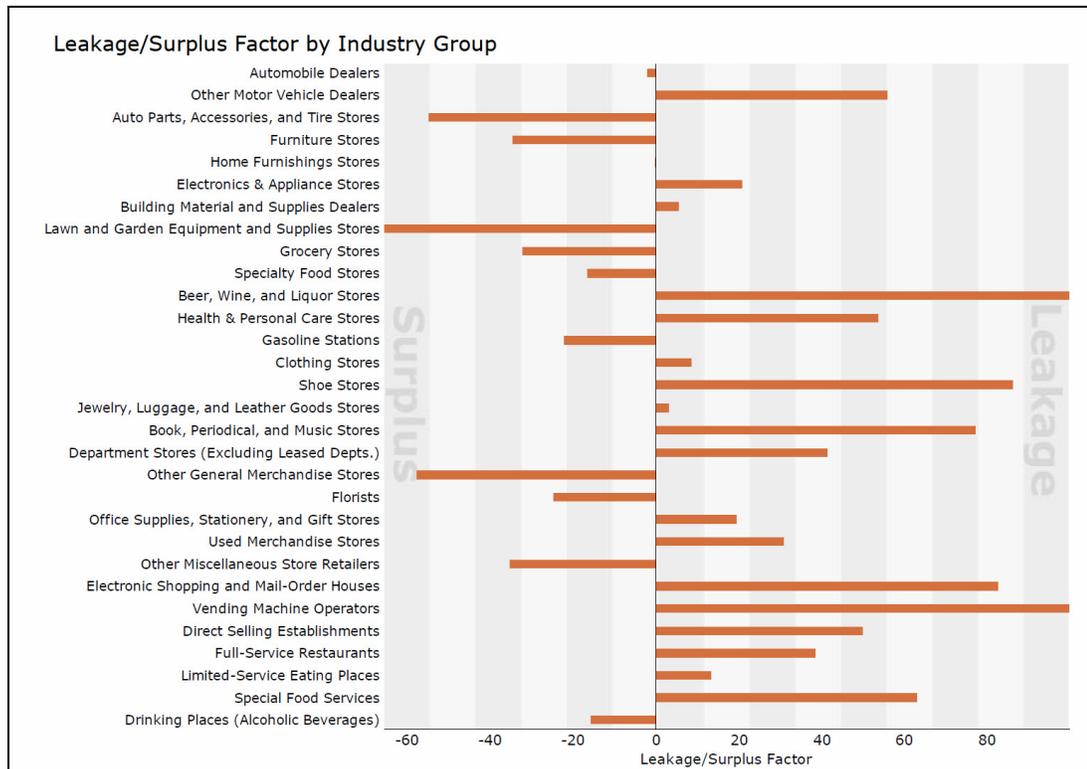
- The Primary Trade Area had an overall surplus of retail sales, due in large part to sales generated by seasonal residents and travelers driving through the area. Seasonal or part-time residents are not included in potential sales estimates.
- The greatest sales surplus was in the categories of Auto Parts and Sales, Other General Merchandise, Lawn/Garden and Grocery. There also was surplus in Miscellaneous Stores, Furniture and Home Furnishings, Gasoline, Clothing and Drinking establishments. Many of the businesses in these categories are regionally serving uses that while located in the Primary Trade Area, capture sales from residents living in the Secondary and Tertiary Trade Areas.

- While there was an overall surplus of sales, there was significant sales leakage in the categories of Automotive and Other Motor Vehicle Dealers, Beer and Liquor Store, Health and Personal Care, Shoe, Book and Music, Department Store, Office Supply and Gifts, Used Merchandise and Full-service Restaurant. Health and Personal Care category include pharmacies, cosmetics, beauty supply, optical goods, food supplement stores, hearing aids, medical equipment and miscellaneous personal care uses.
- Sales leakage in these categories indicates that they are opportunities for existing businesses to capture additional sales from local residents or for the community to support new businesses within these categories. Additional analysis is needed to determine whether the amount of sales leakage is sufficient to support new business use or whether there is space suitable to locate a new business.



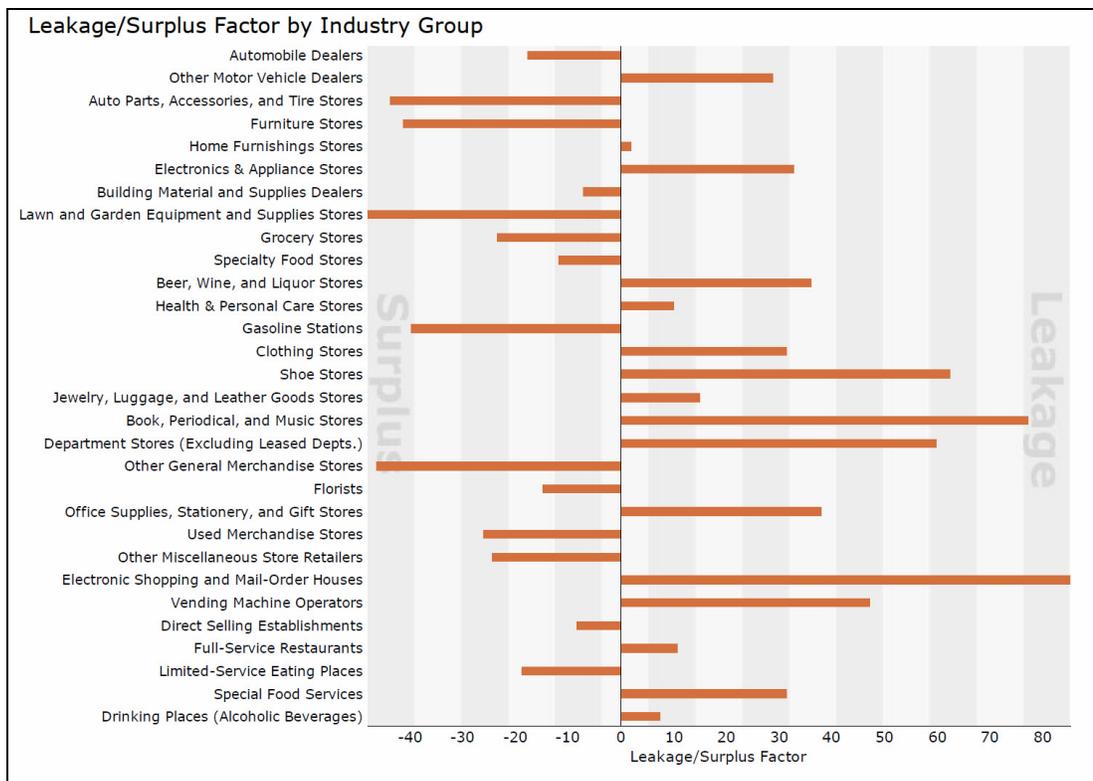
6.2. Secondary Trade Area Sales Leakage

- The Sales Leakage/Surplus chart below shows an overall sales surplus for the Secondary Trade Area that is most likely due to sales support generated by seasonal households or persons traveling through the area. These households are not included in the potential sales estimates and skew sales leakage calculations. Sales from non-residents mask sales leaving the area for larger retailing centers outside the trade area.
- The largest sales surplus was in the categories of Auto Parts and Accessories, Furniture, Lawn and Garden and Equipment, Grocery, Gas, Other General Merchandise, Florist, Miscellaneous uses and Drinking Establishments.
- Sales leakage occurred in the categories of Other Motor Dealers, Electronics and Appliance, Beer and Liquor, Health and Personal Care, Clothing, Shoe, Book and Music, Office Supply and Gift, Used Merchandise and Restaurants (both full-service and limited). Sales leakage in these categories indicates an opportunity for local businesses to capture greater share of sales from residents living in this area or for new stores to locate in the area.



6.3. Tertiary Trade Area Sale Leakage

- There was an overall sales leakage for the Trade Area, with the largest sales leakage occurring in the categories of Other Motor Vehicles Electronic and Appliances, Beer and Liquor, Books and Music, Shoe, Jewelry, Clothing, Department Store, Office Supply and Gift, Full-service Restaurants, and Drinking Establishments.
- Sales surplus occurred in the categories of Auto Parts, Furniture, Lawn and Garden and Building Supply, General Merchandise, Gas, Grocery, Specialty Food, Other General Merchandise, Used Merchandise, Florist and Limited Restaurant.



7. MARKET OPPORTUNITIES

Identifying new uses for downtown is a function of demographics and lifestyle characteristics, spending potential, existing strengths and weaknesses within the commercial area and availability of space suitable for targeted prospects. Together these factors determine downtown's ability to capture sales currently leaving the area. While demographic and income constraints will limit the number and type of businesses that downtown can capture, we believe that there are opportunities to strengthen existing business clusters and support new business activity in the downtown.

While there is significant sales leakage from all trade areas, a significant amount of identified retail leakage will most likely continue to be absorbed by larger retailing centers located outside the defined trade areas. Some of the identified sales leakage also could be absorbed through improved sales performance. Improving local business sales performance will require a more aggressive business retention effort that focuses on promotion, design and business skill activities.

While additional research is needed to determine downtown's current and future capture rate and the amount of new space downtown can support, we recommend that the Main Street Organization set a recruitment goal of five new businesses over the next two years. These businesses will most likely be a start-up businesses, or relocations or expansion of an existing business. Downtown also should be able to recruit additional businesses that replace businesses that have closed.

7.1. Market Position Statement

While market forces will continue to shape downtown's mix of uses, its future also is greatly influenced by the community's expectations and commitment to a shared vision. Wauchula is fortunate to have strong public and private sector leadership that see the value in retaining the community's historic center. Through the Main Street Program, the downtown is building a stronger sense of place and that can be used to attract new investment and support existing businesses. Based on market data and input from local business owners, GDS has prepared the following market position statement for the organization to use as a starting point for developing a market position statement that can be used to guide business development. This statement is based on available market data and input from local businesses interviewed during this project.

“Downtown with its historic buildings and pedestrian-friendly setting is the *HEART* of the community where residents can find both the necessities of life and exceptional products from locally-owned businesses that have outstanding service. Downtown is where friends, family and visitors can gather together to enjoy small town living the way it was meant to be.”

7.2. Economic Restructuring Objectives

In addition to developing a market position statement, we recommend that the organization also develop a series of objectives that can be used to prioritize ER projects and delegate volunteer resources. The following objectives can be used as a starting point for the organization to consider.

- **Retain existing business base** – Priority should be given to helping existing businesses increase sales or expand in the downtown. This could involve helping businesses attract new customers, reduce overhead, improve business operations, or find new space that meets expansion needs. Existing businesses should be encouraged to grow both in terms of inventory and job formation.
- **Increase property values** – Priority should be given to helping property owners find ways to generate additional revenue by redeveloping vacant and underutilized space and finding quality tenants that will generate necessary cash flow. Property owners should be encouraged to make on-going improvements to their building.
- **Develop strong business clusters** – Using available market research, the Committee should recruit new businesses that will strengthen existing business clusters or help to anchor new market niches. Recruitment priority should be given to helping those property owners that have made improvements to their buildings and are actively seeking quality tenants to locate downtown.

7.3. Business Opportunities

Based on available market information, we believe that there is market support to improve sales performance of existing businesses as well as to attract a few new businesses over the next two years. The Committee's ability to attract new businesses will depend upon availability and condition of space, property owners' support and the implementation of marketing, economic and promotional activities outlined in the in this report. New business will need to capture sales from both the Primary and Secondary Trade Areas as well as supplemental sales from seasonal residents.

To retain or expand downtown's existing retail base, we recommend that future recruitment activities focus on strengthening existing market niches as well as filling specific needs identified by local business or property owners. Currently downtown Wauchula's strongest business clusters are the restaurant and convenience goods and service sectors. We recommend that the ER Committee work with businesses within these categories to increase their sales levels and attract new customers. In some cases, it may be helpful to recruit new uses to expand the range, price point or product offerings within these clusters. In addition to strengthening existing business clusters, we recommend that the ER Committee focus its recruitment efforts on attracting lifestyle businesses that would complement and bolster the downtown's destination gift and home accessories store. In addition to these business clusters, we also recommend that the organization work with property owners to develop upper-floor

residential and destination uses such as educational facility or a movie theater. Long-term, the Committee could work towards developing an apparel cluster. While there is significant leakage within this category, downtowns typically have difficulties competing with chain stores located in regional shopping centers. Below is a summary of possible business categories that the ER Committee could target for recruitment.

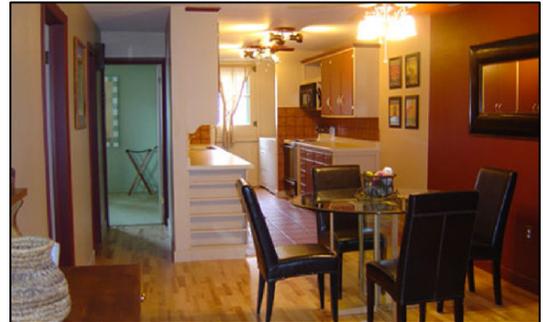
- **Lifestyle retailers.** Lifestyle businesses carry merchandise that appeals to the hobbies and lifestyles of residents. (See Appendix for descriptions of the major lifestyle segments within the Trade Area.) Examples of lifestyle uses include craft, beading, jewelry, knitting supply, home décor, ATV, motorcycle, bicycle, hunting, fishing, archery sporting goods, riding apparel or equipment, uniforms, fitness or dancewear, books, newspapers, musical instruments.
 - Recruitment should focus on recruiting stores that complement but do not compete with Cat’s on Main, downtown’s anchor gift store.
 - New stores should include in-store activities to boost traffic. Examples of in-store activities include adding a putting green or archery range in a sporting good store or holding dance, yoga or exercise classes in a dance or exercise clothing store.
 - Lifestyle retailers should be tech savvy and use social media to reach customers that do not live in the immediate area.
 - New businesses could be clustered together in one building similar to Shops on the Corner, but it is important that stores have unique identities, use merchandising props to display merchandise and do not overlap in product.
- **Apparel.** While there is significant sales leakage in both the Primary and Secondary Trade Areas in the clothing and shoe categories, these apparel retailers tend to locate in areas that already have a strong apparel stores. Recruitment of new apparel stores should focus on stores that carry specialty clothing that appeal to key submarkets. Possible stores include a western wear store, a prom or quinceanera dress store, larger women’s clothing or work boots. (Example: Funky Cowgirl, Ft. Madison, IA).



- **Electronics and Appliances.** Stores within this category include household appliances, computer software, cell phone, direct TV. We recommend that the recruitment efforts focus on computer repair or service stores, a cell phone store or a data software business.
- **Health and Personal Care.** Examples of stores within this category include hair salons, nail, cleaners, Laundromat, beauty supply, optical supplies, cosmetic, weight loss, social service agencies, home health care, nutrition or vitamin, health food, exercise studio, vision or medical services or laboratories.). We recommend that recruitment efforts focus on expanding the number of health related businesses in the downtown. The ER Committee also should work with existing

businesses within this category to capture new customers and increase sales from both the Primary and Secondary Trade Area through targeted promotions and marketing activities.

- **Housing.** Developing apartments in the downtown would strengthen building cash flow, create new TIF revenue and provide new customers for downtown businesses. Apartments could be rented to local residents or used for extended stay housing for employees or winter residents or as a B&B.



- Rentals should be of a higher quality than existing rentals in area.
- Further research is needed to identify buildings and financial resources to support redevelopment. (See Café Dodici, Washington, IA).

- **Education.** Many small communities have recruited charter or private educational uses to locate in larger downtown buildings or have renovated vacant space for adult education classes. Educational uses that could be targeted for recruitment include a charter school, agricultural extension office, workforce training facility, or classroom space for community college or university.

- **Restaurants.** Even though there are several successful restaurants in Wauchula, there is considerable sales leakage from both the Primary and Secondary Trade Areas. Some of this sales leakage is from customers traveling to chain restaurants outside the trade areas. While new restaurants would help to attract new customers to the downtown, restaurant recruitment is difficult due to the high cost to upfit a building and the seasonality of Wauchula’s dining market.



- We recommend that the ER Committee focus efforts on helping local restaurants increase sales through business skill or promotional activities.
- The recruitment of new restaurants should focus on restaurants that do not overlap in menu or price point. Possible concepts to consider include ethnic or barbecue restaurants, or a food store that serves lunch. (See French Hens Restaurant, Manning, SC).
- New restaurants should be encouraged to utilize outside patios and host live music shows to increase traffic.

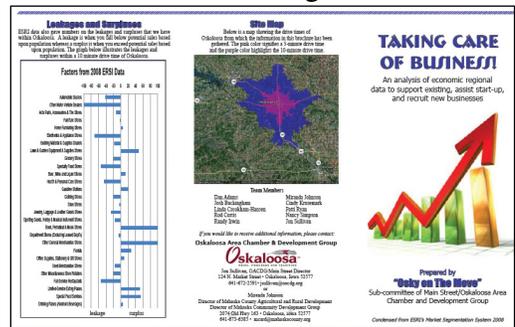
- **General Business Uses.** In addition to retail uses, downtown could be a good location for a range of professional services or businesses that serve businesses rather than consumers. Many of these businesses sell to customers through the internet and do not rely on walk-in traffic.

BUSINESS RECRUITMENT AND RETENTION WORK PLAN RECOMMENDATIONS

Below are a series of recommendations for strengthening the ER Committee’s efforts to attract new investment and retain and expand existing businesses.

1. DATA COLLECTION AND DISSEMINATION

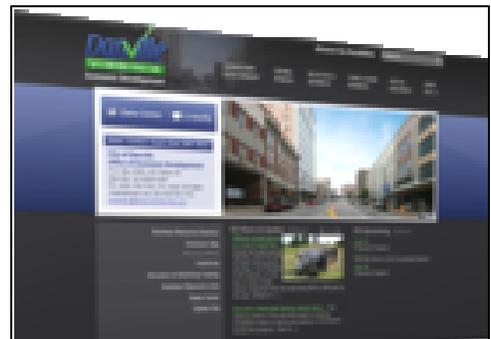
- **Data Collection.** In addition to information gathered for this report, we recommend that the ER Committee conduct the following surveys and marketing products to help both new and existing businesses refine their business plans and marketing efforts.
 - Conduct an intercept survey this winter to clarify the impact that seasonal residents have on local businesses. Customers should be asked questions regarding their place of origin, length of stay in area (if seasonal) and frequency of shopping.
 - Conduct a brief consumer survey in March at the RV parks to identify opportunities for new businesses. Examples of survey instruments can be obtained from Florida Main Street or the NMSC.
 - The ER committee should meet with businesses to discuss their plans, issues and the priorities that they would like the Committee to focus on during the next two years.
 - The Committee should complete a property inventory that includes information regarding ownership, plans for building and condition of property.
 - The Committee should prepare a brochure summarizing market information for the Secondary Trade Area using ERRI reports purchased for this Report.



- **Revise Website.** The Organization’s website could be an important tool to market downtown opportunities. In addition to listing available property for sale or lease, the website should include the following:

Use an interactive map that has links to individual stores rather than the PDF brochure that is difficult to update. (See www.visitlenoir.org)

- Include downtown events photos or videos.
- Include “before and after” façade photos.
- Include testimonials from businesses on reasons to locate downtown.
- Include marketing brochure and a trade area map.

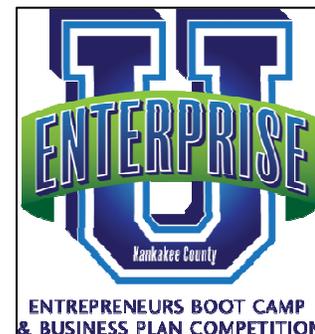


2. FINANCIAL INCENTIVES FOR “TOOL KIT”

While there are several vacant or underutilized buildings downtown, there is relatively little space available for rent that is in “move-in ready” condition for smaller businesses. Redeveloping larger vacant properties will require strong encouragement from the City and financial support. While the CRA and Wauchula Main Street have several good financial incentive programs to encourage property renovation and business expansion, we recommend that the ER Committee consider establishing the following tools to better support local businesses and encourage redevelopment.

- **National Register Historic District.** Historic tax credits are an important economic revitalization tool that can defray the cost to rehabilitate properties and generate new revenues for local governments. We recommend that the City begin the process to get the downtown listed as a National Register Historic District. Once approved, property owners of “contributing” buildings – buildings at least 50 years old that contribute to the historic fabric of the district would be eligible for a 20% federal rehabilitation tax credit on qualified rehabilitation expenses that can be carried forward for ten years. Qualified expenses include capital expenditures, such as costs of materials and labor. As it can take two or more years to secure designation, we recommend that the City implement the following actions as soon as possible:
 - The ER and Design Committees should meet with property owners individually to explain benefits associated with a District and dispel misunderstanding and rumors regarding limitations on property. Property owners should be encouraged to meet with Sebring property owners that have utilized tax credits to better understand how these credits can be used.
 - The City should hire a Consultant to prepare a National Register Historic District nomination that would be submitted to the Florida Department of Historic Resources and the National Park Service.
 - The ER Committee should host a workshop with downtown property owners to explain how tax credits can be utilized or sold to local lenders.
 - The establishment of a National Register District would help to bridge financing gaps and attract outside investment.
- **Revolving Loan Fund.** We recommend that the City develop a revolving loan program that can be used to finance interior building improvements or work not eligible for funding through the Façade Grant Program. The fund would be a self replenishing pool, using interest and principal on old loans to issue new ones. This loan programs can be used as a bridge between the amount the borrower can obtain and amount needed to renovate a building.
 - Contact USDA (Mike Botelho, USDA Area 6) regarding the Rural Economic Development Grant Program that can be used to fund a Main Street Revolving Loan Program.
 - Other sources of funding to capitalize this loan program include Florida’s Community Development Block Grant Program, the County’s Industrial

- Development Authority and local lenders. (Contact Florida Main Street for information on loan programs capitalized by local lenders).
- Loan programs can be used in combination with other grant or loan programs.
- **SBA Programs.** While incentives are useful, loans and capital are critical for start-up businesses. While there are several federal programs available to local businesses to help with expansion or start-up funding, businesses often have misperceptions regarding the amount of red tape involved or feel they would not qualify. Language barriers and cultural differences also can deter businesses from applying for funding. To help businesses better understand financing options available to them, we recommend that the ER Committee carryout the following activities over the next two years:
 - The ER Committee should work with the Chamber, the County’s Economic Development Office, SBDC staff and local lenders to coordinate a series of breakfast information sessions for local businesses on various SBA financing programs. Information should be posted on the Main Street website.
 - Topics that should be covered include SBA’s micro-enterprise loans that can provide financing for undercapitalized businesses, the 7-a and the SBA 504 program that can provide funding for building acquisition as well as business expansion. The micro loan program is targeted towards minority and women-owned businesses.
 - The ER Committee should work with South Florida State College and local agencies to develop a small business “Boot Camp” for home-based or emerging entrepreneurs in the area. The training program should cover cash flow, marketing, finances, business and operations planning. (See Kankakee, IL program)



3. BUILDING ENTREPRENEURIAL ACTIVITY

While traditional economic development efforts have focused on recruiting large companies, many communities are recognizing the value of growing local entrepreneurs. While promoting entrepreneurial activity within the community should be the focus of community-wide organizations like the Chamber and EDC, the ER Committee could play a role in positioning the downtown as a desirable location for these new entrepreneurs by offering inexpensive rental space and ancillary support services. Possible activities that could be implemented to build support for new business activity include:

- **Public recognition.** Celebrate entrepreneurial activity by recognizing home-grown achievement at an annual dinner or on the Main Street website.

- **Entrepreneurial Programs for Youth.** Work with Hardee Senior High School to develop an entrepreneurial program for local students where they could sell or display their products in the Depot.

Business Competition. Many Main Street Programs have developed business competitions to encourage entrepreneurs using a model made popular on the TV show “Shark Tank.” Entrepreneurs with the best business plan receive funding for rent or utilities during the first six months. This competition could be done in conjunction with the above Boot Camp training program. (See Marion, VA Entrepreneur Boot-Camp and Competition)



- **Establish Entrepreneurial Network.** Working with the High School’s alumni association, the ER Committee could reach out to entrepreneurs that may be “ready to come home” or be willing to mentor a local entrepreneur.
- **Develop Co-share Entrepreneurial Space.** Wauchula already has a successful example of a co-share retail project in the downtown (Shops on the Corner). This concept of shared space is one that could be replicated to include space for small office users or entrepreneurs. Tenants would have access to conference space for meetings, internet access and copy machines.

4. BUILDING STRONGER RELATIONSHIPS

It is important to note that while there may be market demand to support new businesses, recruitment of specific stores is dependent upon several factors including the store’s market and site criteria as well as the property owner’s willingness to work with a business interested in locating downtown. Downtown business and property owners are important partners in the revitalization effort. Before the ER Committee can implement a more aggressive business recruitment program, the Committee needs to implement the following activities:

- **Property Owner Interviews.** The ER Committee should conduct interviews with property owners regarding their leasing plans, concerns and interest in redeveloping upper floors or finding new tenants.
- **Property Agreements.** Based on this information the ER Committee should develop an agreement that outlines actions that the Committee and Property Owner will take over the coming year to achieve objectives identified during the interview process. The Committee should focus first on owners with vacant or underutilized property or businesses that are interested in expanding inventory or space. (See Appendix for Sample Property Owner Agreement).
- **Influence Reinvestment.** The following tools could be used to encourage property owners to improve their property or lease space to desired tenants.

- Use peer pressure and public recognition to motivate owners into renovating or selling their buildings at a reasonable price.
- Use option agreements in situations where the owner is unable or unwilling to wait for a good tenant for their building. In an option agreement, Main Street would pay the owner to hold his space vacant for a specified time period while the Committee attempts to find the “right” tenant.
- Use a “Maintenance Ordinance” to “encourage” owners to replace broken windows and repair roofs.
- Establish an investment group made up of local investors willing to acquire a building when the owner is unable or unwilling to make necessary repairs.
- Buildings also can be acquired by the City’s Redevelopment Authority and then redeveloped using a “community-initiated development process” where the City assumes some of the pre-development risk and cost and helps a developer secure funds to close financing gaps.

5. BUSINESS OUTREACH AND SOLICITATION

While recruitment programs vary widely, most ER Committees provide assistance with data collection and dissemination to interested businesses or developers, prepare marketing material that promote the benefits of locating downtown and develop financial incentives to help property owners renovate their buildings for new tenants. In addition to these activities, we recommend that the ER Committee assist property owners to identify and even contact businesses. While networking is a reliable way to recruit new businesses, the ER Committee will need to enlist the help of local residents and look for alternative uses to fill some of the vacant buildings downtown. Below are several steps the ER Committee could take over the next three years to generate greater interest in downtown and attract new investors.

- **Signage.** Available rental space or buildings for sale (especially buildings near U.S. 17) should be marketed more aggressively with better signage. Many communities are using vinyl cling banners to highlight opportunities. (See “Wish I Was” Storefront Campaign, Anderson, SC).
- **Outreach.** The ER Committee should work to increase awareness of available space and opportunities for good businesses by:
 - Hold regular tours for area Realtors.
 - Develop a presentation on downtown opportunities that could be given at various City and County civic clubs and association meetings.
 - Increase regional awareness regarding downtown opportunities through trade associations, newspapers or magazine articles.



- **Develop a Prospect List.** Leads for possible downtown businesses can include local businesses that need to expand or relocate, residents interested in starting a new business, regional businesses looking to open a satellite office or a franchise or chain store. To develop a list of possible prospects that can be contacted by the ER Committee, we suggest that the Committee:
 - Use information from surveys, referral network, and market study to identify concepts uses.
 - Use Retail Lease Trac or Retail Tenant Directory for names of chain stores and contact information. (www.retailleasetrac.com)
 - Establish a referral network to pass on leads that include Realtors, government agencies, lenders and business owners.
 - Conduct field trips to Arcadia, Ft. Meade and Avon Park to identify businesses that might be a good fit for Wauchula. Pay close attention to opportunities to persuade a regional business to open a satellite operation.
 - Ask local residents for names of out of town businesses that they patronize. Businesses that have large local followings may be receptive to opening a second location.
 - Develop a list of out of town vendors used by local employers that could be contacted.

- **Contact Prospects.** We recommend that the Committee utilize a personal approach to contacting possible downtown business prospects.
 - When the Committee is ready, they should hold a press conference to kick off their recruitment campaign.
 - While personal contact is often the best approach, the Committee could develop an electronic postcard that can be sent to prospects and use the City’s website to solicit inquiries. (See www.verticalresponse.com for email post card).
 - It is important to establish a procedure to follow when contacting and maintaining on-going communication with prospective businesses.
 - Volunteers can practice making a sales pitch on a “sympathetic” local business or one in a nearby town.
 - Priority should be given to assisting property owners that have ready to lease space find appropriate tenants.

6. REDEVELOPMENT OPPORTUNITIES

Below is a brief summary of three projects we believe would help leverage new private investment and strengthen existing businesses in the downtown. Funding for these projects will come from a number of local, federal, state and regional sources.

- **Former City Hall.** There has been considerable discussion regarding the potential reuse of this iconic landmark building for a movie theater or performing arts

center. While there are many issues that need to be resolved in terms of financing and management, we believe that this project could be an important destination use that would leverage new investment in the downtown. To move this project forward, we recommend that the City:

- Establish a community taskforce to research project and identify funding opportunities.
 - Hire a theater consultant to develop a business plan for the funding and management of a theater. The Consultant should also address concerns regarding target audience and support.
 - In addition to holding movies and live performances, the space could be used by after school programs to run theater camps and programs for students.
 - The building would be eligible for a variety of state and federal grants due to its historic and architectural significance.
- **Housing.** We believe that there are several buildings in the downtown with upper-floors that would be suitable for market-rate apartments. These units could be leased on a monthly basis or used for extended stay for local employers. They also could be rented during the season as a B&B. These units would provide property owners with additional cash flow and increase property values. To encourage the redevelopment of upper-floors for housing, we recommend:
 - Coordinate a walk-through of upper-floors with a qualified contractor or the Building Inspector to identify code issues that would need to be resolved.
 - Talk with property owners regarding the potential for qualifying for historic tax credits and revolving loan (See Financial Incentives). Historic Tax credits can be applied for retroactively, assuming renovation work is done in accordance with the Dept. of Interior Standards and the building is a contributing structure.
 - Based on interest, select one building to use as a Case Study and fund a feasibility study to show cash flow potential.
- **Train Depot.** In 2011, the CRA received a grant from the County’s EDA to renovate the north half of the Wauchula Train Depot. The renovated space has been leased to the Peace River Explorations for a Welcome Center and Museum with exhibit space for art shows and classes and event space that can be leased for meetings or weddings. This project can be a significant anchor for the Downtown. We strongly encourage the non-profit organization to research other museum exhibits in Florida communities and seek outside assistance to develop an exhibit that tells Wauchula’s unique “story”. In addition to a museum and visitor center, we suggest that the City consider the following uses to increase visitor activity and revenue:
 - A gift or book store that could be staffed by run by a local charity.
 - A bicycle rental service (See Pulaski Bikes rental program at the Pulaski, VA Depot)
 - Class room space for adult or on-line learning.
 - Seasonal ice-cream vendor.



- While there is limited public access to fossil beds, the area’s reputation as fossil rich area should still be promoted in the Depot Museum through fossil exhibits and a work room for local fossil collectors.
- **Other Possible Anchors.** Below are several additional uses that could attract customers to downtown and help existing businesses.
 - Auction house
 - Upper-floor classroom space for regional technical college or on-line learning class.
 - Entrepreneur Office Building with small rental spaces for 1-2 person office tenants that could share break room, office equipment and Internet access.
 - Indoor market for food vendors, home-based businesses or craft vendors.
 - Wellness Center
 - Children’s Arcade with indoor miniature golf and games.



7. BUSINESS RETENTION

Increasing sales performance and improving overall business conditions should be a priority for the ER Committee. Businesses would benefit from continued efforts to enhance the downtown’s image within the region, activities that work to improve overall business skills and more targeted promotions that capture sales from key market segments. While there always will be “nay sayers,” it is important to continue on-going efforts to bolster the public’s confidence in downtown through physical, marketing and image activities. Activities that should be carried out by either the Promotion or ER Committee include the following:

- **Strengthen Anchors.** The ER Committee should meet with major downtown employers and anchor tenants to discuss their plans and identify ways in which the Committee could support their efforts. These uses include the Cats on Main Street, downtown restaurants and financial institutions.
- **Improve Business Skills.** The ER Committee should work with the Chamber of Commerce to host on-site retail consultants who could work with individual businesses on cash flow management, merchandising or marketing. The Committee also could sponsor workshops on various business skill topics.
 - Possible workshop topics include social media, websites, window displays, Cash management or health insurance.
 - Contact Restaurant Trade Association for consultant that could work with downtown restaurants on menu, seating and marketing.
- **Highlight Businesses.** While there are many good businesses operating downtown, there also are a number of large empty storefronts that create the impression that downtown is struggling. To highlight the positive and minimize

the negative, we recommend the following actions:

- Ask businesses to use interior lighting (especially in winter) to showcase windows at night.
- Work with property owners to camouflage vacant windows using merchandise from other stores, temporary displays (local artists, student art etc). or vinyl window decals.
- Implement a Clean Sweep program to clean areas around vacant buildings. (See Washington, IA clean sweep program).
- Establish a small grant program to help businesses purchase display shelving, mannequins and props that can be used to showcase merchandise in windows or storefronts.



8. TARGETED PROMOTIONS

Below are suggestions for several targeted events that would increase sales from key market segments or support existing downtown business clusters.

- **Rural Residents.** Many residents enjoy outdoor recreational activities including rodeo, hunting, fishing and motorcycle riding. To bring residents downtown, the Promotion Committee could:
 - Coordinate tag-on events during Rodeo or Fair week.
 - Work with local auto parts stores to coordinate weekend motorcycle rides through the area that would start and stop in the downtown.
- **Retirees.** Retirees typically shop earlier in the day and spend money on dining, travel, gifts and children's items. Events that would target this group include a
 - Financially "fit" seminar with downtown financial services.
 - Health fair with medical community, fitness center, pharmacy and grocers.
 - Downtown walking club that would end at a local coffee shop.
- **Families with young children.** Wauchula has many families with young children. Many of these households are Hispanic families that enjoy socializing in local parks. Events that would target this group include:
 - Host small child-friendly events at Heritage Park like games, children story hour, puppet shows or family oriented music.
 - Close a street one night every month during summer for children to ride bicycles.
 - Hold a Kite flying event in which merchants provide the basic ingredients of a kite – paper, string and masking tape – and later display photographs of kites made by children.



- **Employees.** Possible promotions to target this group include:
 - Discount card for employees that can be used in downtown businesses.
 - Have restaurants create “Bring a fellow employee to lunch and get a free dessert.” Promotion.



- **Visitors.** Possible activities that could increase visitor activity downtown include
 - “Discover our treasures” event that promotes gift and collectible businesses.
 - Youth sporting events that would bring out of town families to downtown during summer.
 - “Farm to table” event that included a tour of a local farm and eating at local restaurant.

APPENDIX

CITY – COUNTY DEMOGRAPHIC TABLES

TABLE 1. COMMUNITY MARKET SNAPSHOT

CHARACTERISTIC	WAUCHULA	HARDEE CO.	FLORIDA
Population			
2000	4,680	26,938	15,982,378
2010	5,001	27,731	18,802,690
2014	5,040	27,519	19,552,860
% change 2000-2010	6.8%	3%	17.6%
Households			
2000	1,481	8,166	6,337,929
2010	1,546	8,245	7,420,802
2014	1,547	8,479	7,636,053
% change 2000-2010	4.3%	----	17%
2010 Av. HH Size	3.15	3.12	2.48
2014 Md. HH Income	\$37,194	\$36,344	\$45,645
2014 Md. Age	30.8	32.8	41.7
2014 Owner Occupied Housing	45%	54%	67.4%
Education Attainment			
High school diploma	33.0%	25.9%	25.4%
Some College or higher	36.4%	37.1%	35.2%
Employment			
Agricultur/mining	23%	30.7%	1%
Services	36.7%	31%	52%

* American Community Survey estimate Source: U.S. Census 2000, 2010,

TABLE 2. 2014 AGE COHORT TRENDS

LOCALITY	< 18	> 65
Wauchula	32.8%	4.4%
Hardee County	26.8%	13.6%
Florida	22.7%	18.8%

Source: U.S. Census 2000, American Community Survey 2012 estimate

TABLE 3. 2010 POPULATION UNDER 18 BY ETHNICITY

LOCALITY	Wauchula	Hardee Co.	Florida	Wauchula	Hardee Co.	Florida
White	32.4%	51.7%	16.3%	25.9%	54.6%	19.5%
Hispanic	29.5%	58.6%	15.9%	28.5%	54%	17.5%
African-American	34.1%	54.7%	11.2%	46.7%	40.8%	12.3%

Hispanic persons may be of any race. Percentages will not equal 100 %

Source: U.S. Census 2000, American Community Survey 2012 estimate

TABLE 4. 2014 POPULATION RACE OR ETHNICITY

LOCALITY	Wauchula	Hardee Co.	Florida
White	65.3%	70.4%	75%
Hispanic	47.9%	44%	22.5%
African-American	7.7%	7.7%	16%

Hispanic persons may be of any race. Percentages will not equal 100 %
Source: U.S. Census 2000, American Community Survey 2012 estimate

TABLE 5. HOUSEHOLD INCOME TRENDS

LOCALITY	Under \$15,000	\$15,000-\$34,999	\$35,00-\$49,999	\$50,000-\$75,000	Over \$75,000
Wauchula	18.7%	27.3%	32.3%	21.8%	12.6%
Hardee County	18%	29.6%	18.8%	18.4%	15.3%
Florida	14.2%	34.4%	14.8%	19%	27.6%

Source: US. Census 2000 and 2010

PROPERTY OWNER AGREEMENT EXAMPLE

PROPERTY INFORMATION

Property address: _____
Name of owner: _____
Square footage: _____
Current tenants: _____
Assessed Value: _____
Sale price or rent: _____
Rental rates and terms: _____
Desired tenants: _____
Long-term plans: _____

Property owner responsibilities:

1. Prepare building to be leased or sold
 - Remove trash or unused display cases Turn on electricity
 - Wash windows

2. Make minor repairs to exterior
 - Remove old signs from building
 - Wash exterior windows and facade
 - Sweep and wash doorway inset
 - Repair broken windows or leaks

3. Provide leasing information
 - Prepared sheet with information on condition of mechanicals (heat, air, electric)
 - Prepare leasing sheet with rent, estimated utilities, taxes or other expenses (garbage, SMDD etc.). Include possible tenant upfit allowance or incentives (free rent in exchange for repairs etc).

4. Determine best way to market services
 - Local realtor or Broker
 - List property yourself
 - Signage in window
 - Window cling sign
 - Ad/Marketing budget

Main Street assistance:

- Include property in Downtown marketing brochure
- Include property in Downtown website
- Include property in Downtown referral network campaign
- Display Main Street “opportunity sign” in window
- Provide façade or design assistance (drawings, grants, tax application)
- Provide assistance with renovation, acquisition loan or grant
- Contact possible tenants on owner/realtors behalf
- Show space to interested tenants/buyers

PROPERTY OWNER – MAIN STREET AGREEMENT

Below are items that could be incorporated into your agreement.

PROPERTY OWNERS RESPONSIBILITIES

A. GENERAL CLEAN-UP OF BUILDING'S INTERIOR

1. Building interior must be clean

- floors must be swept
- walls and ceiling should be washed
- trash or display cases removed
- window and display areas must be clean

2. Exterior should be "spruced up"

- exterior of building washed
- sidewalk and inset door area swept and washed
- old sign or awning removed

B. PROVIDE PROPERTY INFORMATION

1. Property owners shall provide leasing information

- square footage
- condition of heating and air systems
- other costs (taxes, garbage collection, water)
- rent or terms
- tenant allowances or incentives

2. Renovation Costs

- allow building inspector to prepare list of code improvements
- allow contractor/architect to prepare schematics for possible reuse of vacant space including cost to renovate

C. DETERMINE BEST METHOD FOR MARKETING PROPERTY

1. Realtor listing of property or rental space

- commission
- signage
- marketing plan (products, advertising, listing sources)

2. Owner listing of property or rental space and would like Main Street assistance

- agreement to purchase signs or vinyl window clings to highlight rental space
- determine a budget for marketing
- discuss whether staff needs to help show property when owner is out of town
- agree to give organization period of time to find desired tenant
- agree to include desired store hours and parking rules in tenant lease

MAIN STREET PROGRAM RESPONSIBILITIES

A. MARKETING PLAN TO SELL OR LEASE SPACE

1. Main Street will develop informational material for space or building
 - Prepare fact sheet on space or building as well as financial incentives available to assist with purchase or renovation
 - Prepare market or feasibility study to identify highest use, possible rents or sources of revenue

2. Main Street will regularly distribute material
 - Include in Downtown brochure or marketing material
 - Include on Downtown website
 - Distribute information to adjacent businesses
 - Develop a network of realtors, local lenders, accountants, and financial planners and residents to help refer potential leads for space

B. OUTREACH EFFORT TO SOLICIT PROSPECTS

1. Volunteers will solicit leads for available space
 - Develop a wish list of potential tenants for space
 - Canvas region for possible tenants that fit profile and site criteria
 - Contact Sales representatives, other businesses and trade associations for leads

2. Help owner when out of town
 - Main Street Sign and contact information in window
 - Hold keys to show space

C. PROVIDE INCENTIVES/ASSISTANCE

1. Main Street will provide design assistance
 - Provide facade drawings
 - Provide sign or facade grant

2. Main Street will provide financial assistance
 - Prepare investment tax credit applications
 - Provide loans
 - Arrange meeting with local lenders or SBDC office

3. Main Street will provide merchandising assistance to tenants
 - Workshops, seminars
 - Small business counseling
 - Window display help
 - Mentors

4. Main Street will provide advertising assistance
 - Grand opening and story on website, email blasts and local media
 - Discount on first Downtown co-op advertisement

VISIONING QUESTIONNAIRE

1. What do you like best about Wauchula?

Small town, friendly, neighborly, little traffic, youth activities, spirit.

2. What are Downtown’s strengths or assets? Issues, weaknesses or liabilities?

ASSETS	ISSUES OR LIABILITES
Small town friendly History Main Street Program Local businesses	Uncooperative property owners (rents are high and buildings sit vacant) Expensive to renovate and little assistance Lack of clothing stores Little variety in retail stores

3. How has Downtown changed over the past five years?

Big improvement to downtown’s appearance with new landscaping, parking lots and building facades. Love new activities.

4. What are your top three priorities or projects that you would like the Main Street Organization to accomplish over the next two years?

Recruit businesses to fill vacancies (services, office space and clothing).

Increase membership in Main Street organization and decide on a fund raising event.

Develop additional family events.

5. Is there a specific business or service that you think should be recruited to Downtown?

Manufacturing of local products.

Office space for regional or direct sales.

Professional uses: Doctor, Dentist.

Food store: another grocery store, bakery, yogurt or ice-cream, restaurants.

Retail: clothing, shoe, children’s. Lifestyle: antique; paint your own pottery, health food. Entertainment: Movie Theater, indoor put put, children’s museum.

COMMUNITY SCORE CARD

Grade your community’s performance and health in terms of the following elements of healthy, rural communities. See brief description of each element below chart.

“A” is excellent, “B” is good, “C” is fair and “D” is poor.

Quality	Grade (A, B, C, D)
1. Community Pride	A
2. Quality in Business & Community Life	B+
3. Invest in Future	B+
4. Participatory Community Decision Meeting	B
5. Cooperative Community Spirit	B
6. Appraisal of Future Opportunities	B
7. Competitive Positioning	B-
8. Knowledge of Physical Environment	B
9. Active Econ. Dev. Program	B
10. Younger Generation of Leaders	A-
11. Diversity of Leadership Roles	B-
12. Support for Education	B
13. Approach to Healthcare	B-
14. Family Orientation	A-
15. Traditional Institutions	A-
16. Infrastructure	B+
17. Fiscal Responsibility	B-
18. Use of Technology	B
19. External Assistance	B+
20. Self-Sufficiency	B+

1. **Strong Community Pride.** Successful communities are often showplaces of care, attention, history and heritage. *Had the highest score.*
2. **Emphasis on Quality in Business and Community Life.** People believe that something worth doing is worth doing right.
3. **Willingness to Invest in the Future.** In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.
4. **Participatory Approach to Community Decision-Making.** Even the most powerful of opinion leaders seem to work toward building consensus. 50% gave it C or D.
5. **Cooperative Community Spirit.** The stress is on working together toward a common goal and the focus is on positive results.

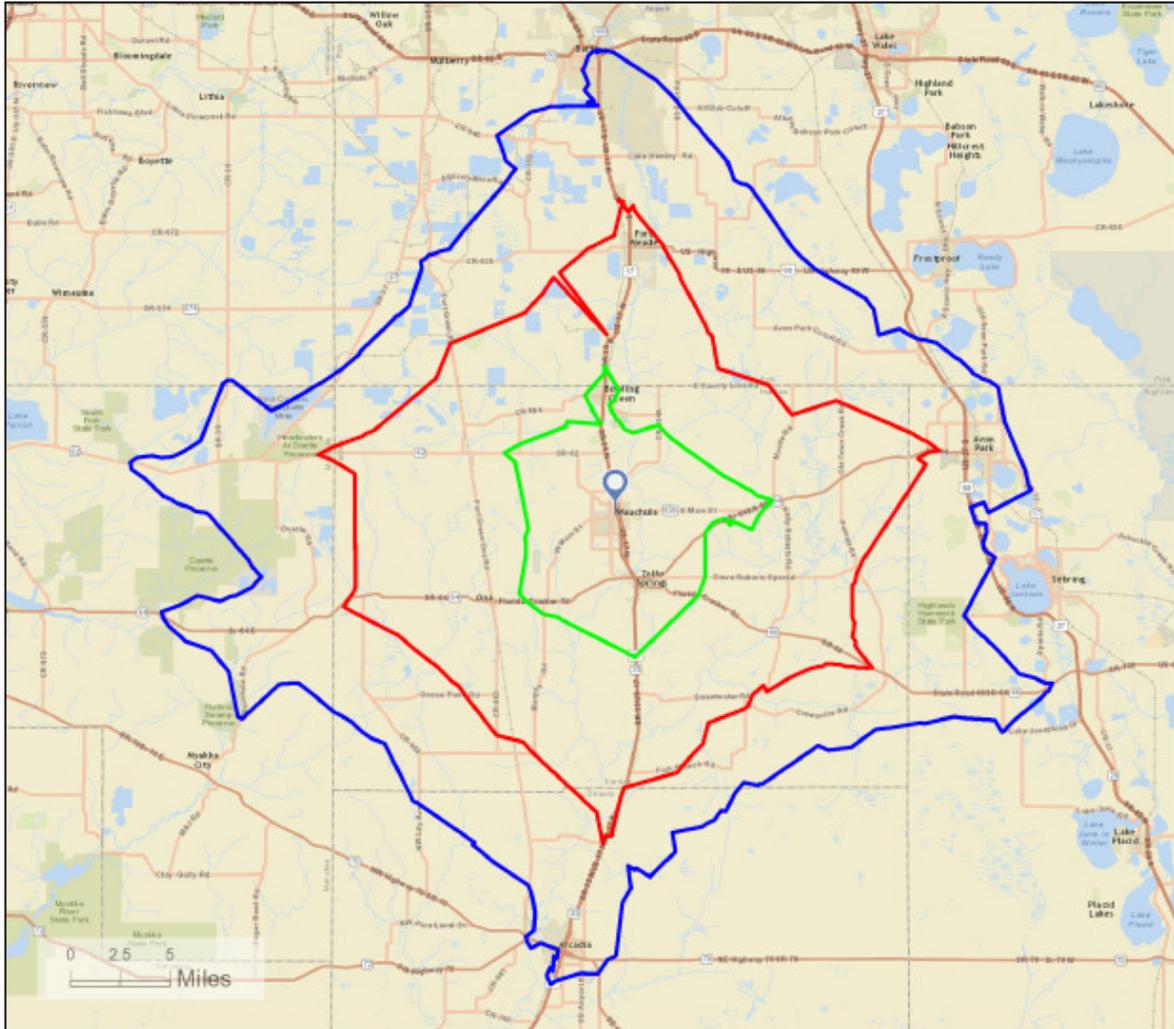
6. **Realistic Appraisal of Future Opportunities.** Successful communities have learned how to build on strengths and minimize weaknesses.
7. **Awareness of Competitive Positioning.** Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly. Had one of the lower scores.
8. **Knowledge of the Physical Environment.** Relative location and available natural resources underscore decision-making.
9. **Active Economic Development Program** There is an organized, public/private approach to economic development.
10. **Transition to Younger Generation of Leaders.** People under 40 regularly hold key positions in civic and business affairs.
11. **Celebration of Diversity in Leadership.** Women, minorities, youth and newcomers are welcomed into leadership circles where their ideas are treated as opportunities.
12. **Strong Belief in and Support for Education.** Schools play important role in retaining/attracting families.
13. **Problem-Solving Approach to Providing Health Care.** Health care is considered essential, and smart strategies are in place for diverse methods of delivery. *Had one of the lower scores*
14. **Strong Multi-Generational Family Orientation.** The definition of family is broad, and activities include younger as well as older generations. *Tied with 15 second highest score*
15. **Presence of Traditional Institutions that are Integral to Community Life.** Churches, schools and service clubs are strong influences on community development and social activities. *Tied with 14 second highest score*
16. **Sound and Well-Maintained Infrastructure.** Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.
17. **Careful Use of Fiscal Resources** Frugality is a way of life and expenditures are considered investments in the future.
18. **Sophisticated Use of Technology.** Resources Leaders access information that is beyond the knowledge base available in the community.
19. **Willingness to Seek Help from the Outside.** People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.
20. **Conviction that, in the Long Run, You Have to Do It Yourself.** Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.



Site Map

Downtown
Wauchula, Florida
Drive Times: 10, 20, 30 minute radii

Latitude: 27.547240
Longitude: -81.81346



LIFESTYLE DESCRIPTIONS



LifeMode Group: Ethnic Enclaves
Valley Growers

7E

Households: 293,000
 Average Household Size: 3.96
 Median Age: 26.6
 Median Household Income: \$32,000

WHO ARE WE?

Valley Growers is a small, but distinctive market, located almost entirely in the West (primarily in California and Washington). These neighborhoods are home to young, Hispanic families with children and, frequently, multiple generations living in single-family homes. Most residents are Hispanic (mostly of Mexican origin). A third is foreign born; 30% of households are linguistically isolated. This market is all about spending time with family, taking care of family and home, and following the Hispanic heritage. More homes are rented than owned, located in semirural areas where agriculture dominates. Unemployment is high, and household income is much lower than the US, supplemented by self-employment, home-grown products, and some public assistance. Consumers favor Spanish language media and outdoor activities.



OUR NEIGHBORHOOD

- Young families dominate this market, with a median age less than 27 and an average household size of 3.96 (Index 153). Average family size is also higher, at 4.24 (Index 135), with a number of multigenerational households (Index 266).
- Dominant household types: 38% are married-couple families with children (Index 174) and 21% are single-parent families (Index 182).
- Most households (about 56%) rent their homes.
- Homes are primarily single family homes (60%), with a large share of mobile homes (more than twice the US) and multiunit (2-4 units) dwellings (Index 143).
- Three-fifths of homes were built before 1980.

SOCIOECONOMIC TRAITS

- Only 44% have a high school diploma; half of the high school graduates have completed some college or a degree.
- 30% of households have members who speak only Spanish (Index 635).
- Primarily skilled work force, in agriculture; unemployment is high at 14% (Index 163).
- Median household income is lower, primarily from wages with assistance from Supplemental Security Income (Index 185) and public assistance income (Index 325).
- They are cost-conscious consumers, willing to shop around to obtain the best price, as their number one goal when shopping is to save as much money as possible.
- Spending time with family is a top priority.
- They use TV more than any other media to stay informed.

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.

56 Rural Bypasses

Segment Code56
Segment Name*Rural Bypasses*
LifeMode Summary GroupL11 *Factories and Farms*
Urbanization Summary GroupU11 *Rural II*



Demographic

The age and household composition of the *Rural Bypasses* market is very similar to US distributions. Half of the households consist of married-couple families, 15 percent are single-parent families, and 7 percent are other family types. One-fourth of the households consist of a single person. The median age for this segment is 39.6 years, near the US median of 37.2 years. Fifty-eight percent of the residents are white; 35.5 percent are black.

Socioeconomic

The median household income is \$27,231. Wages and salaries provide the primary sources of income; however, many depend upon Social Security, Supplemental Security Income, and public assistance for support. Overall, two in three residents aged 25 years and older have graduated from high school; the population with a bachelor's degree is one-third that of the US level. Employed residents work in a variety of occupations, with a slightly higher percentage in blue-collar occupations. Higher-than-average proportions of employed residents work in the agricultural, mining, manufacturing, and construction industry sectors.

Residential

Open space, undeveloped land, and farmland are found in *Rural Bypasses* neighborhoods, located almost entirely in the South. Families live in small towns along country back roads. Residents enjoy the open air in these sparsely populated neighborhoods. Most houses are modest, single-family dwellings; 30 percent are mobile homes. Home ownership is at 73 percent. Most housing in this market was built after 1969.

Preferences

Typical of their country lifestyle, *Rural Bypasses* residents prefer to drive trucks and SUVs and listen to country radio. To save money, they eat at home and maintain their homes and gardens themselves. In areas with no cable access, some residents install satellite dishes to watch TV. They frequently watch sports on TV, NASCAR and other auto races, college football games, and fishing programs. They read fishing and hunting magazines. Conservative with their long-distance calls, resident demand for cost-effective cellular services is growing. They shop at discount stores, preferably at Wal-Mart. They also order from catalogs and from their Avon representatives. They shop at home improvement stores such as Lowe's and fill prescriptions at the local Wal-Mart Pharmacy instead of regular pharmacies. This is the top Tapestry segment to own and/or buy new motorcycles.



LifeMode Group: Hometown
Small Town Simplicity

12C

Households: 2,305,000
Average Household Size: 2.25
Median Age: 40.0
Median Household Income: \$27,000

WHO ARE WE?

Small Town Simplicity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, scrapbooking, and rural activities like hunting and fishing. Since almost 1 in 4 households is below poverty level, residents also keep their finances simple—paying bills in person and avoiding debt.

OUR NEIGHBORHOOD

- They reside in small towns or semirural neighborhoods, mostly outside metropolitan areas.
- Homes are a mix of older single-family houses (61%), apartments, and mobile homes.
- A majority, 51%, of homes are owner occupied. (Index 80).
- Median home value of \$88,000 is about half the US median.
- Average rent is \$600 (Index 62).
- This is an older market, with almost half of the householders aged 55 years or older, and predominantly single-person households (Index 139).

SOCIOECONOMIC TRAITS

- Education: 65% with high school diploma or some college.
- Unemployment higher at 11.9% (Index 138).
- Labor force participation lower at 51% (Index 81), which could result from lack of jobs or retirement.
- Income from wages and salaries (Index 82), Social Security (Index 142) or retirement (Index 112), increased by Supplemental Security Income (Index 203).
- Price-conscious consumers that shop accordingly, with coupons at discount centers.
- Connected, but not to the latest or greatest gadgets; keep their landlines.
- Community-orientated residents; more conservative than middle-of-the-road.
- Rely on television or newspapers to stay informed.



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.



LifeMode Group: Rustic Outposts
Southern Satellites

10A

Households: 3,775,000

Average Household Size: 2.65

Median Age: 39.7

Median Household Income: \$44,000

WHO ARE WE?

Southern Satellites is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically nondiverse, slightly older, settled married-couple families, who own their homes. Almost two-thirds of the homes are single-family structures; a third are mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home projects.

OUR NEIGHBORHOOD

- About 79% of households are owned.
- Married couples with no children are the dominant household type, with a number of multigenerational households (Index 112).
- Most are single-family homes (65%), with a number of mobile homes (Index 523).
- Most housing units were built in 1970 or later.
- Most households own 1 or 2 vehicles, but owning 3+ vehicles is common (Index 146).

SOCIOECONOMIC TRAITS

- Education: almost 40% have a high school diploma only (Index 137); 41% have college education (Index 72).
- Unemployment rate is 9.2%, slightly higher than the US rate.
- Labor force participation rate is 59.7%, slightly lower than the US.
- These consumers are more concerned about cost rather than quality or brand loyalty.
- They tend to be somewhat late in adapting to technology.
- They obtain a disproportionate amount of their information from TV, compared to other media.



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



LifeMode Group: Ethnic Enclaves
Southwestern Families

7F

Households: 1,000,000
Average Household Size: 3.17
Median Age: 33.8
Median Household Income: \$27,000

WHO ARE WE?

Residents in these neighborhoods are young families that form the foundation of Hispanic life in the Southwest. Children are the center of households that are composed mainly of married couples with children and single-parent families. Grandparents are caregivers in some of these households. Recent arrivals and older generations are language-isolated. Much of the working-age population is employed in blue-collar occupations, specializing in skilled work, as well as building maintenance and service jobs. Spending is focused on the family and at-home entertainment, but they do like to gamble (casinos and lottery tickets).

OUR NEIGHBORHOOD

- A family market: Married couples with kids, single parents, and grandparents head these households.
- Average household size is higher at 3.17 (Index 123).
- Many residents were born abroad (Index 237); many households have residents who speak only Spanish (Index 594).
- Over 40% of householders rent single-family homes within a mix of urban city centers and the suburbs in metropolitan areas.
- Neighborhoods are older; most of the homes constructed prior to 1970.
- Over 70% of all households have one or two vehicles available.

SOCIOECONOMIC TRAITS

- While close to 30% have attended or graduated from college, over 40% did not complete high school, which has limited their employment prospects.
- High rate of unemployment is at 12% (Index 139), and low labor force participation is at 52% (Index 83).
- Most households receive income from wages or salaries, but over 35% receive contributions from Social Security and over 10% from Supplemental Security Income.
- While budget-conscious consumers, they are also mindful of quality and attentive to environmental concerns in their purchasing decisions.
- Often, purchase decisions are based on how a product may improve or organize their lives.



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



LifeMode Group: Rustic Outposts
Diners & Miners

10C

Households: 806,000
Average Household Size: 2.53
Median Age: 40.5
Median Household Income: \$37,000

WHO ARE WE?

Close to one in five employed residents work in mining, oil and gas extraction, or quarrying industries. *Diners and Miners* is a very rural, primarily Southern market. Married-couple families reside in over half of the households, and over a quarter of householders live in mobile homes. This socially conservative group earns a living working with their hands. In addition to mining, construction and agriculture are common industries for employment. They take pride in the appearance of their homes and their vehicles. Budget-minded residents enjoy home cooking, but nothing too fancy. This is a gregarious group that values time spent with friends.

OUR NEIGHBORHOOD

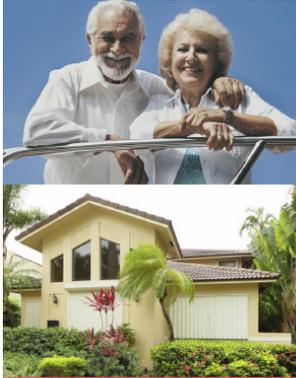
- Rural living; homes are sparsely located throughout the countryside.
- These families have roots in their communities and do not move often; over three-quarters of all households are owner occupied.
- Over half of owned homes are worth less than \$100,000.
- Married-couple families make up over half the households.
- Nearly a quarter of all housing units are mobile homes; the rest are primarily single-family dwellings.
- High-vacancy rate—nearly one in six housing units is vacant.

SOCIOECONOMIC TRAITS

- They hold strong to religious beliefs.
- Most residents did not go to college.
- They are slow to adopt technology; "if it's not broke, don't fix it," mentality.
- TV is the main source of information, news, and entertainment.
- They make purchases for today because tomorrow is uncertain.
- They are happy to go to work whenever the opportunity presents itself.
- Budgeted vacations are taken within the US, not abroad.



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.



LifeMode Group: Senior Styles
Senior Escapes



Households: 1,088,000
Average Household Size: 2.19
Median Age: 52.6
Median Household Income: \$35,000

WHO ARE WE?

Senior Escapes neighborhoods are heavily concentrated in the warmer states of Florida, California, and Arizona. These areas are highly seasonal, yet owner occupied. Many homes began as seasonal getaways and now serve as primary residences. Forty percent are mobile homes; half are single-family dwellings. About half are in unincorporated and more rural areas. Over a quarter of the population are 65-74 years old. Most are white and fairly conservative in their political and religious views. Residents enjoy watching TV, going on cruises, playing Bingo, golfing, boating, and fishing. They are very conscious of their health and buy specialty foods and dietary supplements.

OUR NEIGHBORHOOD

- Neighborhoods include primary and second homes in rural or semirural settings.
- One quarter of all housing units are vacant; many are for seasonal use only.
- One-third of the households are married couples without children; a third are single-person households.
- Half the homes are single family; another 40% are mobile homes.
- Three-quarters of all homes are owner occupied, and the majority own their homes free and clear.
- Still actively driving, most households have one or two vehicles.

SOCIOECONOMIC TRAITS

- Labor force participation is low, but more than half the households are drawing Social Security income.
- They have conservative political views.
- They spend majority of their time with spouse/significant other or alone.
- They are limited by medical conditions but still enjoy gardening and working on their vehicles.
- They take good care of vehicles, but haven't bought a new one in over five years.
- They only spend within their means, do their banking in person, and do not carry a balance on their credit card.



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.



LifeMode Group: Senior Styles

The Elders



Households: 874,000

Average Household Size: 1.67

Median Age: 71.8

Median Household Income: \$35,000

WHO ARE WE?

With a median age of 71.8 years, this is Tapestry Segmentation's oldest market. *The Elders* residents favor communities designed for senior or assisted living, primarily in warmer climates with seasonal populations. Most of these householders are homeowners, although their housing varies from mobile homes to single-family residences to high-rise apartments. These seniors are informed, independent, and involved.

OUR NEIGHBORHOOD

- Suburban periphery of metropolitan areas, primarily in the warmer climates of Florida or Arizona.
- 44% married couples without children; 44% single households; average household size, 1.67.
- Owner-occupied housing units; median home value of \$153,000 (Index 86).
- Housing mix of single-family homes (43%), town homes, and high-density apartment buildings in neighborhoods built from 1970 through 1989.
- Vacancy rates higher at 24%, due to the number of seasonal or vacation homes.
- Almost 60% of the population in group quarters on nursing home facilities.

SOCIOECONOMIC TRAITS

- Predominantly retirees, *The Elders* has a low labor force participation rate of 21.3%.
- Those who are still in the labor force tend to be self-employed or part-timers, commonly in real estate or the arts.
- Their income derives primarily from Social Security (80% of the households), retirement, or investments (almost half of the households). Less than 30% of the households draw wage/salary income.
- Median household income is lower than the US (Index 68), but median net worth is much higher (Index 273).
- These consumers have definite opinions about their spending, focusing on price, but not at the expense of quality. They prefer to use coupons and buy American and environmentally safe products.
- Cell phones are common but primarily used to make/receive calls.



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.