



Market Review and Business Recruitment Analysis

Ferndale, Michigan



Approach to this work....

- Main Street Refresh – Having a comprehensive and targeted business recruitment strategy
- Importance of Place – Entrepreneurial Ecosystems

the refreshed
MAIN STREET
APPROACH at a glance



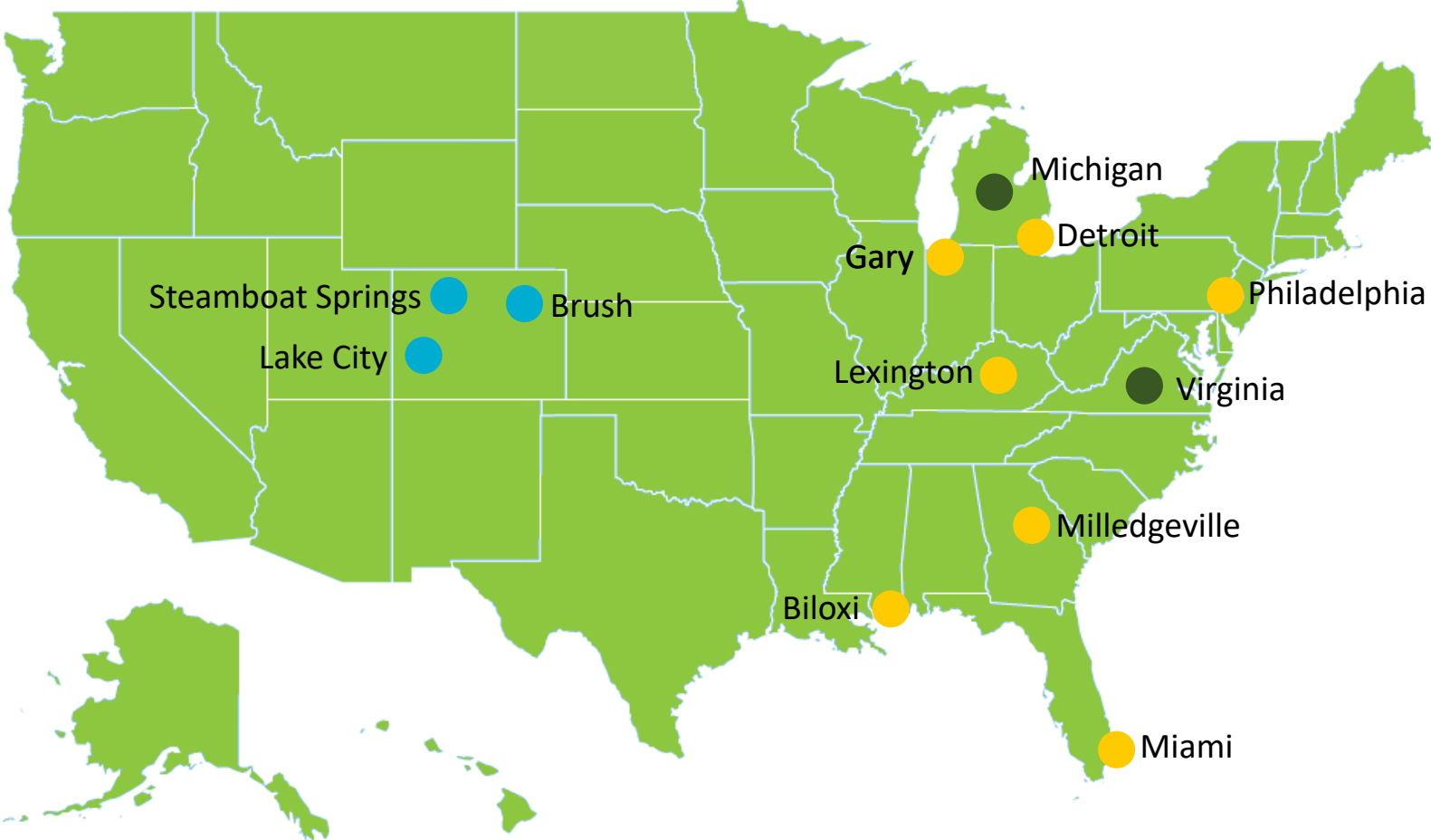
Why a Refreshed Approach?



- Main Street has been a successful model for commercial district revitalization for 35 years, but the community development field has changed dramatically.
- Purpose of Refresh is to obtain clear picture of what the most common challenges are, how different audiences use and perceive the Main Street Approach, and make the Approach more **user-friendly, strategic, flexible, and outcome-driven**.
- Research shows:
 - The Four Point Approach encourages users to be overly focused on process, sometimes at the expense of a clear sense of outcomes or impact.
 - Main Street programs tend to focus too much time and effort on the components of the Approach where they feel most comfortable – most often Design and Promotion



Refresh – Pilot Sites



The Four-Point Refresh

1. Organizational flexibility
2. Emphasis is on the **STRATEGY** (not MS “point”)



Main Street – Current...

DESIGN

Examples:

Facade improvements
Street banners
Plantings

ORG

Examples:

Newsletter
Volunteer mgmt.
Annual fundraiser

PROMO

Examples:

Spring festival
Shop local campaign
First Fridays

ECONOMIC VITALITY

Examples:

Business recruitment
Business assistance
Market analysis



the [new]
MAIN STREET APPROACH



THREE TIGHTLY-INTEGRATED COMPONENTS:

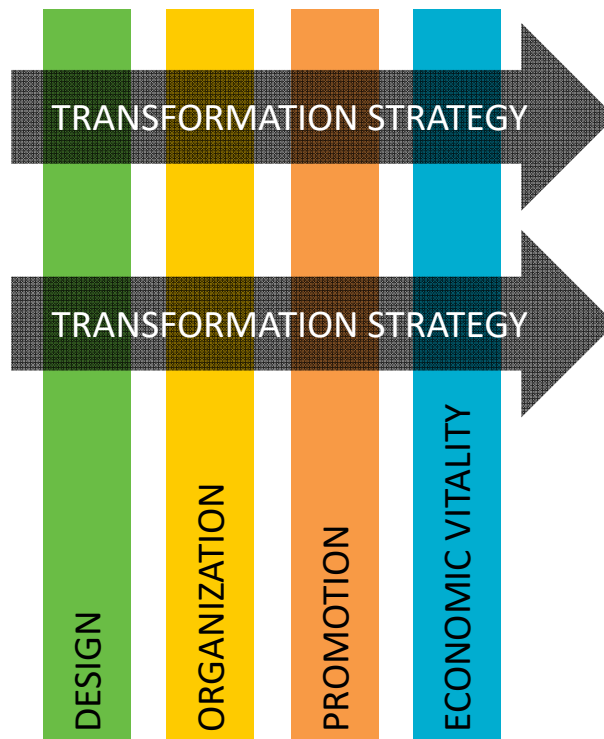
1. COMMUNITY VISIONING AND MARKET UNDERSTANDING
2. TRANSFORMATION STRATEGIES
 - IMPLEMENTED THROUGH THE FOUR POINT FRAMEWORK
3. IMPACT AND MEASUREMENT



THE MAIN STREET APPROACH



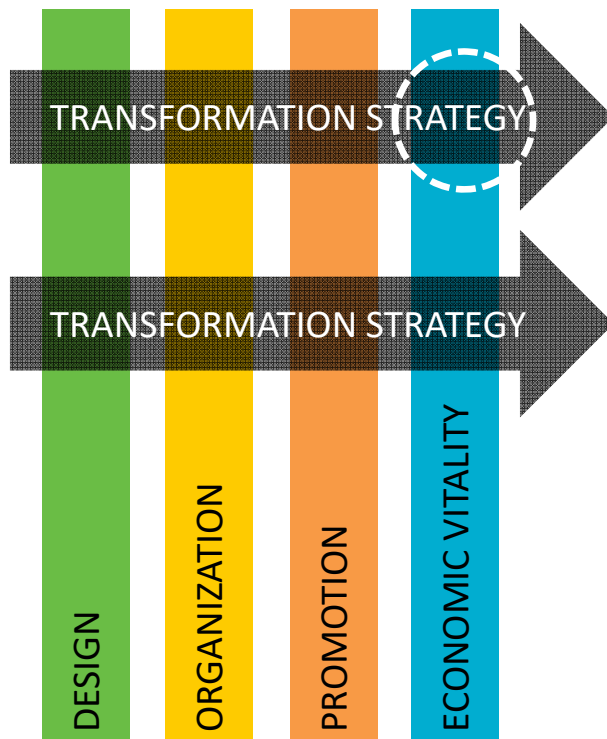
- COMMUNITY VISION
- MARKET UNDERSTANDING



- QUANTITATIVE OUTCOMES
- QUALITATIVE OUTCOMES



THE MAIN STREET APPROACH



IMPLEMENTATION THROUGH 4 POINT FRAMEWORK + FOCUS ON OUTCOMES:

- ACTIVITIES
- RESPONSIBILITY
- BUDGET
- FUNDING
- TIMELINE
- METRICS



THE MAIN STREET APPROACH



Key Benefits:

- Increased focus on economic impact
- Broader community engagement
- Tangible, quantifiable outcomes
- Greater organizational flexibility
- Relevance for more communities and organizations



Transformation Strategies

- Shaped by an understanding of the downtown's economic opportunities
- Are “Market-Based” ie. focus on specific consumer group, market/business niche
- Reflect community vision
- Guide the direction of the revitalization initiative
- Bring about substantive transformation
- Implemented through all “Four Points”
- Measurable
- Re-evaluated every 2-5 years



Importance of Place – Entrepreneurship Ecosystems

Creating a Entrepreneurship Ecosystem As Part of District Revitalization

- ***Traditional Ecosystems*** - focus on the policies, structures, and approaches to investment that play a role in supporting new forms economic activity and enterprise.
- ***There's a missing element...***

Place Matters in the New Realm of Ecosystems

WHAT IS AN ENTREPRENEURIAL ECOSYSTEM?

By most definitions, entrepreneurial ecosystems refer to the strategic alignment of a variety of public and private efforts—including government policies, funding and finance, human capital, and regulatory frameworks—to provide necessary financial, social, and human capital to foster entrepreneurship in innovative and creative ways. Frequently overlooked in these definitions is **the value of place and the physical environment as central factors in creating and growing successful enterprises.**

By emphasizing the creation and support of great places and spaces for people to live and work, commercial districts can attract new businesses and new ideas, thus contributing directly to the development of the local entrepreneurial ecosystem.



Place Matters for Small Businesses

- In a survey of 500 businesses study concluded:
 - Talent attraction and retention is the most common reason that businesses have ultimately made their decision to move to a downtown.
 - Architecture also plays a role. Respondents mentioned converted warehouses and lofts impressed potential workers.
 - Location decisions influenced by “live/work/play” neighborhoods, located near bars, restaurants and cafes.

(Cushman-Wakefield Study)

Bringing it all together

- Rather than think about business recruitment within a vacuum, need to think more holistic.
- New businesses are not only dependent upon their own entrepreneurial strengths, but the external environment.
- Capacity and resources are scarce and need to be focused on the highest and best uses.

Market Analysis Review – Key Points

- Downtown is likely destination oriented based on driving patterns.
- Primary trade area (60-70%) of defined consumers are within 3-5 mile trade area.
- Market analysis suggests 118,000 sqft of new retail/restaurants. Unclear however as to what the capture rate is that was used to calculate.
- 83,900 employees within 10 minute drive time
- Large primary trade area population of 260,600 but with slightly lower than average incomes in comparison to state and national.
- Psychographics suggest “Family Foundations” – older children at home and little financial investments.
- Regionally there is a great deal of retail competition with more than 12.5 million sq/ft of retail space.

Possible Transformation Strategies

- Arts & Entertainment
- Health and Wellness/Green Economy
- Residents

Health and Wellness/Green Economy - Assets

- Green Space Café
- Detroit Bubble Tree
- TV Fitness
- Pure Juice Bar and Café
- Schramm's Mead
- Om Café
- Little Lotus Wellness Studio
- Celestial Touch
- Natural Food Patch
- Organic Food and Vitamin Center
- Downtown Ferndale Bike Shop
- Green Thumb Garden Center
- Recycling Containers
- Flowers
- Funky/bold building color schemes

Health and Wellness/Green Economy

- Business Recruitment

- Architectural Salvage
- Habitat ReStore
- Upcycling Store (Housewares, Apparel)
- Sporting equipment (expansion perhaps for Bike Store)
- Running Store
- Health Spa
- Florist
- Pet Bakery/Supplies (Natural)
- Professional Services
 - Physical Therapists
 - Green Building Designers/Contractors

- Targeted Programming

- Shark Tank Event (Alabama MS)
- Pop-Up Retail
- Start-up – Idea Competition (Wytheville, VA)
- Walking/Running Path Designated around Downtown (Shelby NC)
- Develop a Brand Identity around this Strategy that promotes downtown as a great place for these kind of businesses (Starkville, MS)
- Host a bike and/or running event
- Targeted Incentives – Rental Subsidy to offset restaurant rent drag (Washington, MO)

Performance Arts and Entertainment - Assets

- The Oakland Art Novelty Company
- The Conserva
- The Ringwald Theater
- Orchid
- The Bosco
- Valentine Distillery Company
- Woodward Avenue Brewers
- Go Comedy
- Found Sound
- Color and Boldness of Building Exteriors
- Public Art/Murals
- Art Town brand
- Artist in You Promotion
- Funky Ferndale Art Fair
- Get Real Outdoor Movies

Performing Arts and Entertainment

- Business Recruitment

- Dance Studio
- Artist Maker Space (2112 facility in Six Corners)
- Professional Services
 - Graphic Artists/Designers
 - Video Production
 - Photographers/Photography Studio
 - Architects/Architectural Design
- Vintage Clothing
- Jazz Club/Speakeasy Club

- Targeting Programming

- Actively engage artists in the revitalization initiative's planning activities by placing on committees.
- Write up articles about Ferndale's performing arts and entertainment niche/seen and seek to place in key media outlets
- Create "This Place is Great for a ????" Posters to display in key vacancies (Lansing, MI)

Residents

- Great Restaurant Mix
 - Convenience Access
 - Grocery
 - Pharmacy
 - Lofts on 9
 - Fido Does Ferndale
 - More Units Coming
- Programming
 - Dog Watering Stations Downtown
 - Survey downtown district residents to learn more about their shopping habits/needs.

Recruitment Process

For Existing Businesses:

1. Take “Business Wish List” and explore within 1 hour drive time, existing businesses as quality targets.
2. Create Market Sheets (1-2 pages) that list out your assets; key market data; locations; incentives (Graphically enhanced to reflect market branding/niche)
3. Go to their location, take notes of quality attributes
4. Leave letter and market sheets (letter should speak to those quality attributes)
5. Follow-up (7 no’s rule)

• For New Entrepreneurs

- Meet with area TA groups and present your “Business Wish List”
- Ask to present to any TA workshops/classes in which new entrepreneurs are building their business plans.
- Hold Entrepreneurship Programming/Events – See previous slides
- Work with your existing businesses to see if they know of other entrepreneurs

Q&A/Discussion – Thanks!

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