



CITY OF
HAYWARD
HEART OF THE BAY

Economic Development Committee
Hayward City Hall – 2nd Floor Conference Room 2A
777 B Street, Hayward, CA 94541-5007

October 5, 2009

4:00 p.m.

A G E N D A

- 1. Call to Order**
- 2. Public Comments:** (Note: For matters not otherwise listed on the agenda. The Committee welcomes public comments under this section, but is prohibited by State Law from discussing items not listed on the agenda. Items brought up under this section will be taken under consideration and referred to staff for follow-up as appropriate. Speakers will be limited to 5 minutes each; organizations represented by more than one speaker are limited to 5 minutes per organization. All public comments are limited to this time period on the Agenda.)
- 3. Approval of September 14, 2009 Summary Notes**
- 4. Buxton Company Update – Lisa Hill, Vice President – Community ID (PowerPoint Presentation posted on City of Hayward Website)**
- 5. Review of Economic Development Committee By-Laws and Rules & Regulations – A copy of this was received at the Sept. 14 EDC Meeting and is available for review on the City of Hayward Website.**
- 6. Review of Current Strategic Plan - A copy of this was received at the Sept. 14 EDC Meeting and is available for review on the City of Hayward Website.**
- 7. Economic Development Activities Update – September 2009**
- 8. Committee Member Announcements**
- 9. Adjournment**



Assistance will be provided to those requiring accommodations for disabilities in compliance with the Americans with Disabilities Act of 1990. Please request the accommodation at least 48 hours in advance of the meeting by contacting JoAnne DAgostino at 510/583-4245 or by calling the TDD line for those with speech and hearing disabilities at 510/247-3340.



CITY OF
HAYWARD
 HEART OF THE BAY

ECONOMIC DEVELOPMENT COMMITTEE

REGULAR MEETING SUMMARY NOTES - SEPTEMBER 14, 2009

1. **CALL TO ORDER:** Chair Baines called the meeting to order at 4:00 pm.

ATTENDANCE:

Committee Member	Present 9/14/09	All Meetings Year to Date		Meetings Mandated By Resolution	
		*Present	Absent	Present	Absent
Landon Baines (Chair)	✓	2	0	2	0
Chris Lam	✓	2	0	2	0
Council Member May-Bruno	no	1	1	1	1
Avtar Singh	✓	2	0	2	0
Terri Swartz	✓	2	0	2	0
Mayor Sweeney	✓	2	0	2	0
Jim Wieder (Vice Chair)	no	1	1	1	1
Council Member Zermefio	no	1	1	1	1

*August meeting does not count towards attendance.

OTHERS IN ATTENDANCE:

Greg Jones, City Manager
 Sean Brooks, Economic Development Manager
 Sally Porfido, Economic Development Coordinator
 Andy Wilson, Hayward Resident

2. **PUBLIC COMMENT:** Mr. Andy Wilson, a Hayward resident, expressed his concern about the recent Stonebrae Golf Tournament in Hayward, where visitors were routed around Hayward. He expressed concern that Hayward may be losing another identity with the construction of the Oakland/Bay Bridge. Also, Mr. Wilson will be meeting with Mr. Rick Ohlrich of the Small Business Development Center (SBDC) to discuss reinstating the business classes in Hayward.

3. **APPROVAL OF AUGUST 3 2009 SUMMARY NOTES:** The August 3, 2009 Summary Notes were approved.

4. DEVELOPMENT SERVICES DEPARTMENT – OVERVIEW OF BUILDING INCENTIVES, DAVID RIZK, DIRECTOR OF DEVELOPMENT SERVICES:

Mr. Rizk summarized the Local Economic/Incentives Stimulus Package to encourage green building and new development. In 2008, during meetings associated with development of the Green Building Ordinance for Private Development (GBO), some Council members expressed a desire to develop an economic stimulus/incentives package that would encourage developers, who were not required to “build green” in accordance with the ordinance, to do so. As the economy and housing markets have dramatically slowed, it becomes necessary to offer similar incentives to all developers until the economy recovers. The number of building permits issued and finalized for new residential units during the last three and one-half years has declined significantly, reflecting the depressed housing market and building activity levels.

In response, Development Services staff developed a preliminary set of recommendations for Council’s review and feedback that would be applicable to any project that is exempt from, but complies with, the City’s Green Building Ordinance for Private Development; to any development project, including those required to build green, for which permits are issued or final inspections conducted through now and June 30, 2012; and might exclude those projects having prior specific, negotiated agreements with the City. It is hoped that such measures would encourage some of the approximately 1,500 entitled units that are exempt from the Green Building Ordinance regulations to be built “green” and would assist developers during this depressed housing market to be better able to absorb/carry costs until the housing market rebounds and sales activity returns to more normal levels.

Staff recommends the following sets of actions for discussion:

1. Deferral of payment of certain development impact fees from time of issuance of certificate of occupancy (CO) to close of escrow or one year after CO issuance;
2. Revisions to Hayward’s Inclusionary Housing Ordinance to allow payment of in-lieu fees for a temporary period of time to meet inclusionary housing obligations;
3. Extension of initial approval period for discretionary approvals;
4. Enhancements to internal procedures related to development review processing.

Per Council’s feedback, staff will return in the fall with a set of recommendations for Council’s consideration for adoption, which may entail ordinance amendments and analysis.

5. **REVIEW OF ECONOMIC DEVELOPMENT COMMITTEE BY-LAWS AND RULES & REGULATIONS - Deferred until October 5, 2009 meeting.**
6. **REVIEW OF CURRENT STRATEGIC PLAN – Deferred until October 5, 2009 meeting.**
7. **ECONOMIC DEVELOPMENT ACTIVITIES UPDATE (AUGUST 2009):**

Economic Development and Redevelopment staff attended the September 2-4 International Council of Shopping Centers San Diego Conference to meet prospective retail tenants. The

2,800 attendees were largely comprised of real estate developers, commercial brokers, shopping center managers, a large number of Southern California City representatives, and approximately 100 retailers, many of whom already have a location in Hayward. Staff spoke to several retail prospects, such as Auto Zone, IN-N-Out Burger, Denny's, Men's Warehouse, Staples, Party City, Red Robin Restaurant, and others regarding opportunities for expansion in Hayward. Due to the current economic conditions, very few retailers are in an expansion mode. However, the retailers staff spoke with were open to considering Hayward in the future.

Staff met with Human Services Commissioner Josie Yip to review potential sites for an Asian Cultural Center. Ms. Yip is working with Hong Kong investors that are interested in Hayward as a location for this Center.

Staff is currently underwriting loan application packages received from the following:

- A jazz/wine bar applicant requesting an equipment loan. This facility will be located on a central corner of B Street and will feature jazz concerts, music instruction, and a restaurant that serves tapas, self-serve wine and champagne tasting.
- A local Vietnamese restaurant requesting loan funds for a landscaping project to accommodate outdoor seating. This also includes opening up a wall area to the outside patio area.
- A yogurt shop owner who incurred high interest rate start up costs. The owner is requesting a loan to pay off the high interest debt and assist with a new advertising campaign.

Three start-up business requests were provided information about the Small Business Administration's (SBA) and the Lenders for Community Development loan programs. Additionally, information regarding the Hayward Chamber of Commerce's free business counseling program and handouts regarding other services for start-up businesses were distributed. The types of start-up businesses requesting assistance were: a tattoo business, a sign company, and a new medical practice.

Fourteen additional business owners were provided assistance in obtaining various City services.

Two Commercial Brokers were provided assistance with ongoing Hayward projects:

- Chris Campbell, CB Richard Ellis
- Dan Bergen, Colliers

Staff continues to coordinate the City of Hayward multi-department participation in the last Hayward Chamber Street Party event scheduled for September 17. The City is represented by the Economic Development, Redevelopment Agency, Library, Police, and Fire Departments.

The City of Hayward successfully hosted the Hayward Chamber of Commerce Mixer on

August 12, 2009. Staff recruited eleven restaurants to participate by donating beverage and appetizer samples to advertise their respective restaurants at the Mixer. The Chamber reported this was one of their best attended mixers with 225 attendees.

Staff coordinated details, including a beer/wine garden for the second Chabot College Jazz Orchestra 2009 Summer Jazz Series held at City Hall Civic Plaza on Friday, August 28. The last jazz event will be held Friday, September 25.

Northern Silicon Valley Partnership (Fremont, Hayward, Newark, and San Leandro).

- Staff participated in the Northern Silicon Valley Partnership (NSVP) meeting held at Hayward City Hall on August 5, 2009 to finalize a Career Strategy Forum. This forum will be held September 16 from 8:30 a.m. to noon at Crowne Plaza Hotel in Union City to assist job seekers with developing job search skills.
- Staff is working with the NSVP to coordinate the Sept. 30 third Investor Roundtable Series, at the Crowne Plaza Hotel in Union City. This is a free pitch opportunity with Angel Investor feedback.

Staff met with Nancy Soto, Interim Director, Student Life, and Jessica Gutierrez, Student Body President, of Chabot College regarding ideas for a Student Discount Day event and a Welcome Back to School Day to be held in the core Hayward Downtown area. These prospective events would include the participation of downtown merchants offering student discounts on a certain weekday to encourage students to shop downtown. The Chabot representatives suggested Mid-September 2010 for a Welcome Back to School Day to coincide with the beginning of classes.

Staff met with Anthony Irving, Business Services Representative and Ron Visconti, Business Services Representative, Rubicon Programs, Inc., Eden Area One Stop Career Center regarding employer incentives available from the One Stop Career Center for employee training. The One Stop Career Center has received a Federal grant that provides \$5,000 per employee for on the job training or education up to a maximum of \$7,500 provided the employee remains on the job for one year.

Staff participated in the leadership by Design Summer Leadership Institute on August 4, 2009. Approximately 35 high school juniors, seniors, and college freshmen took part in the program that included a ropes course, leadership planning, and a chance to learn the benefits that CSUEB can offer. Staff spoke to the students on leadership and how to make good decisions.

8. COMMITTEE MEMBER ANNOUNCEMENTS:

Landon Baines announced that he has accepted a position with Edward Jones and plans to open his office in Downtown Hayward within the next 6 months.

9. ADJOURNMENT: Meeting was adjourned at 4:21 p.m.



CITY OF
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DATE: October 05, 2009

TO: Economic Development Committee

FROM: Sean Brooks
Economic Development Manager

SUBJECT: Buxton Company Update

BACKGROUND:

In April of 2009, the City of Hayward entered into an agreement with the Buxton Company to develop a retail marketing strategy for the City of Hayward. Based on the City's retail attraction efforts in the past, it was determined at this time in order to effectively recruit attractive retail tenants to the City of Hayward, it was necessary to use a more sophisticated approach. Retailers such as Trader Joes, Kohl's, The Guitar Center, Beverages & More, Men's Warehouse, Old Spaghetti Factory, etc. require an comprehensive approach that details how the buying habits of the City's population are a match for their retail product mix. Such an effort is consistent with Council's stated priority for Economic Development under our Fiscal Stability Initiative.

Buxton Company utilizes their expertise in retail location and market analysis to benefit communities desiring retail expansion. Using their proprietary methodologies, Buxton collects and analyzes a community's trade area information and delivers it to the community in a format that is easy to use and appealing to real estate executives and developers. They then deliver an execution strategy called Community ID® to assist in developing a marketing program for retail sites.

In a meeting with City staff and the Buxton Company, it was determined Buxton's services could best be used to assist in matching retailers to site opportunities within the following three targeted areas:

- Tennyson/ Mission to Industrial Boulevard
- Southland Mall/ Hesperian corridor
- Downtown/Foothill area

The professional services contract included the following scope of work and deliverable products for each of the three areas:

- Research and verify Hayward's retail trade area – produce drive-time trade area map.

- Evaluate Hayward's retail potential - produce retail leakage/supply analysis and customer profile.
- Match retailers and restaurants to Hayward's market potential – produce final report and final list of up to sixty retailers, between the three sites, and produce marketing (pursuit) packages for each.
- Produce an electronic presentation of the Hayward Community ID process, including the major findings such as lifestyles, purchase behaviors, media reading and viewing habits.
- Create an “on-line” account, which will allow Hayward to access all of the information developed as part of the retail analysis and to further refine marketing presentation materials or respond to inquiries by specific retailers. This on-line account will be available as part of the contract for a one-year period, and can be renewed at a cost of \$12,000/year in subsequent years.

Buxton was to consider the following factors for retail matching:

- Buying patterns of households, students, and workers in the trade area
- Demand for retail goods and services, including retail leakage from Hayward
- Site setting, situation, and configuration
- Growth and development plans
- Retail goals of the community
- Destination retailer analysis

At the time, there were no other providers found to be competitive with the service that Buxton provides. The primary goal of the Buxton Company service is to prepare Hayward to successfully expand its retail sector by matching those retailers that are a good fit for the Hayward customer profile. With the opening of Cinema Place, revitalization of its historic downtown, extensive economic, educational, and recreational opportunities, Hayward is in a position to attract new retail opportunities.

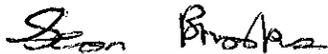
DISCUSSION:

The City of Hayward has identified sixty targeted retailers (twenty per each project area) based on the psychographic and segmentation analysis from Buxton and received the corresponding retail marketing packages. These packages will be used as a tool to alert retailers as to how the specifics of the Hayward trade area are conducive to that particular retailers' business model, their demographics/psychographics, and how Hayward can be instrumental in their respective expansion plans. Some of the national retailers that have been identified as matches and targets are: Whole Foods Markets, American Apparel, Ashley Furniture Home Store, Barnes & Nobles, Red Robin Restaurants, Chipotle, TJ Maxx, etc.

Staff has begun to contact some of these respective targeted retailers to develop relationships and initiate potential interest. At the recommendation of Buxton, staff attended the International Council of Shopping Centers (“ICSC”) Western Region deal making conference in San Diego in September 2009 and relayed the Buxton results to the retailers that were present. Staff is currently working on following up with prospective businesses as well as contacting all sixty targeted retailers over the next few months.

Due to the current retail and economic conditions, retailers in general are curbing their expansion plans as they attempt to shore up their balance sheets, although there are a few retailers that are still growing. The overall goal is to position Hayward as a desirable retail arena so that when retailers/restaurants choose to expand, they will look to Hayward as an option. The desired outcome of the partnership between Buxton and the City of Hayward is to place the City on the radar for future retail opportunities.

Prepared by:



Sean Brooks, Economic Development Manager



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Buxton
Identifying Customers

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About Buxton

- National leader in customer analytics
- 500 years of retail management and site selection experience
- 1,900+ clients including 450 community clients
- 20 million sq. feet of retail expansion by our community clients
- Daily interface with senior retail real estate executives

We Speak Retail!

Hayward's Goals

To define the retail potential so that the staff has the data, tools and resources to market Hayward effectively. The purpose of the study was to identify retailers and restaurants that best fit the market trade areas in three primary sectors of the community.

Hayward's Primary Retail Sectors

City staff selected three primary corridors to showcase the overall community retail opportunity, including:

- Hesperian Blvd Corridor
- Downtown-Foothill Blvd Corridor
- Mission Blvd Corridor



Key Steps in Developing Hayward's Strategy

Step 1. Define Trade Areas for all Primary Retail Sectors

Step 2. Identifying and Profiling Customers in each Area

Step 3. Understanding Retail Potential

Step 4. Matching Customers to Retailers

Step 5. Creating Customized Marketing Packages

Identifying and Profiling Customers

For retailers: It's Customers, Not People

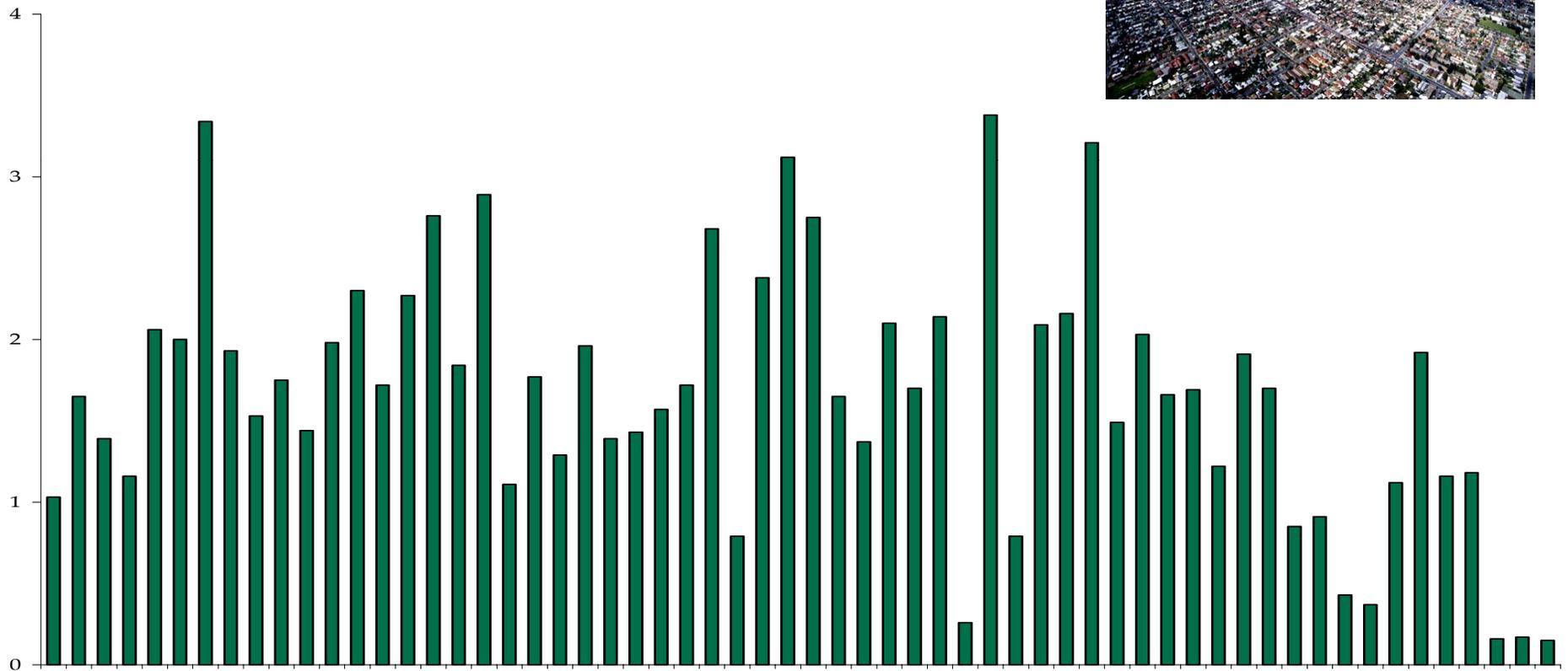


Customers are identified based on psychographic characteristics which include:

- Lifestyles
- Purchase Behavior
- Media Habits

Segmentation

- All U.S. households are grouped into types based on demographics *and psychographics*



Success is insight.

Step 1. Primary Eight-Minute Trade Area: Hesperian Blvd Corridor

Factors considered when selecting the drive time include:

- Regional aspects of the area
- Existing retail in surrounding areas
- Density of the consumers in the trade area
- Street Network

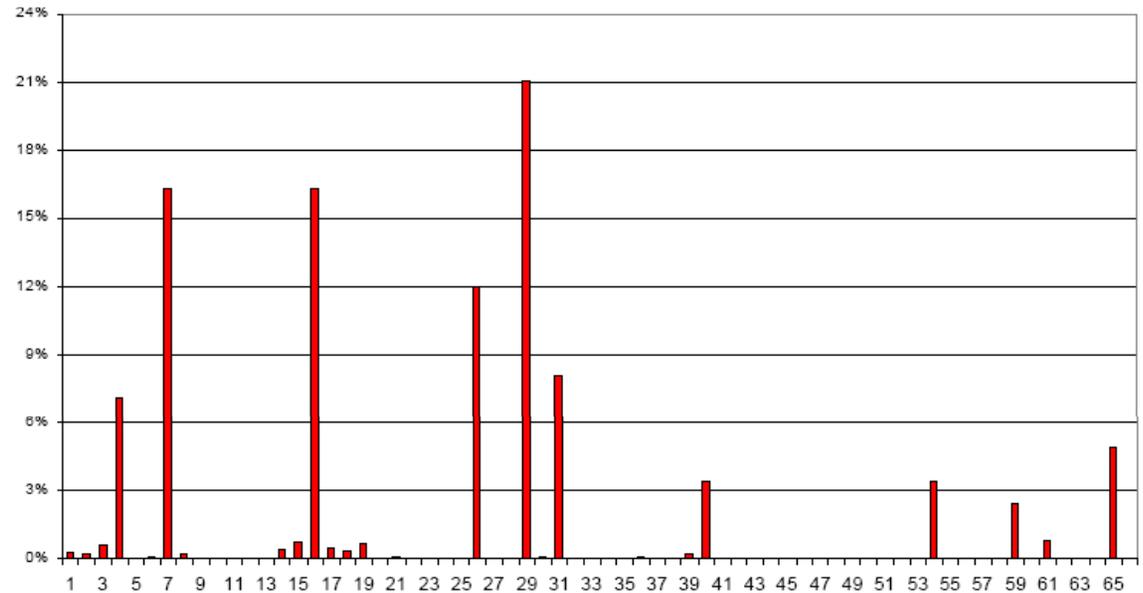


Success is insight.

Step 2. Hesperian Blvd Customers

■ Hesperian Blvd Corridor

Dominant Segments/Customers – make up at least 3% of the trade area



Dominant Segments	Description	Households	% of All Households
4	Young Digerati	5,676	7.11
7	Money & Brains	12,982	16.27
16	Bohemian Mix	12,967	16.25
26	The Cosmopolitans	9,571	12.00
29	American Dreams	16,791	21.04
31	Urban Achievers	6,464	8.10
40	Close-In Couples	2,730	3.42
54	Multi-Culti Mosaic	2,735	3.43
65	Big City Blues	3,920	4.91

Success is insight.

Step 3. Understanding Retail Potential

Retail Leakage/Surplus Analysis by Store Type

- How strong is our retail sector
- What are our retail opportunities
- What are the opportunities for local retailers



Hesperian Blvd Lifestyles



Segment 7 Money & Brains

Married couples with few children

Have high incomes and advanced degrees

Owners of small, fashionable homes

City dwellers

Ethnic diversity – White and Asian



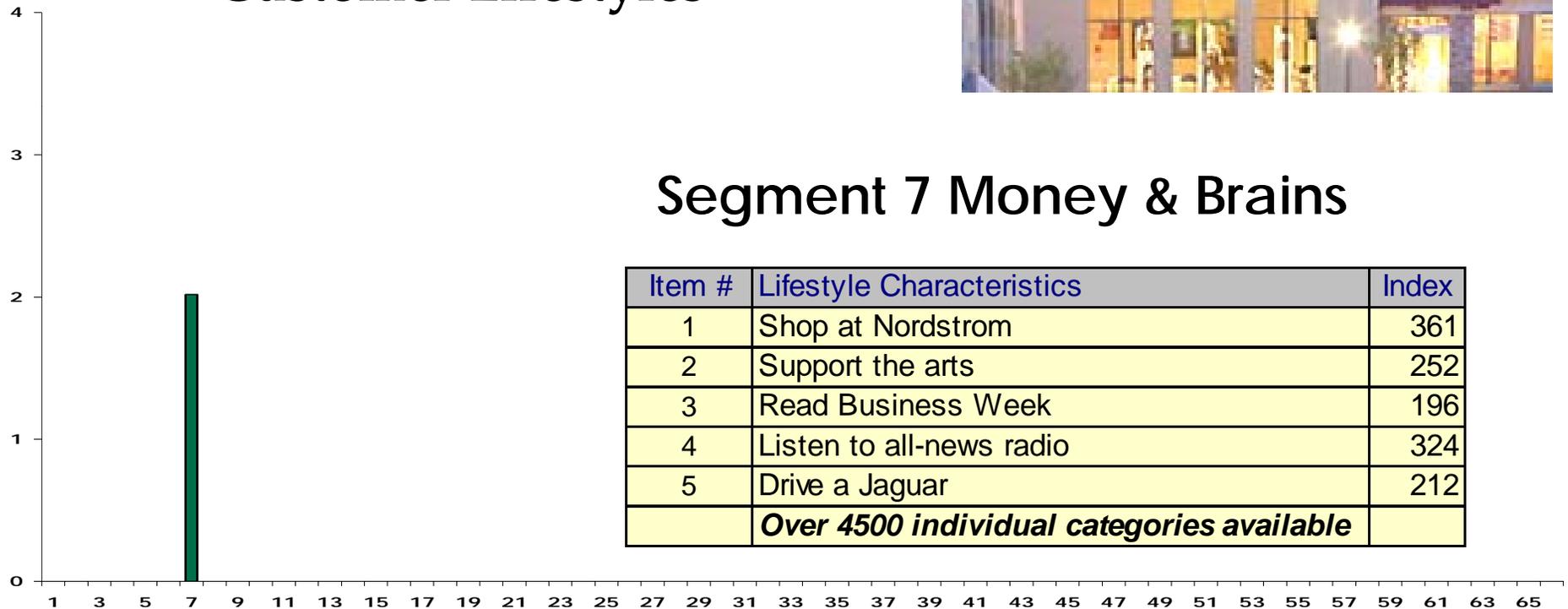
Success is insight.

Hesperian Blvd Lifestyles

Psychographics focus on
Customer Lifestyles



Segment 7 Money & Brains



Item #	Lifestyle Characteristics	Index
1	Shop at Nordstrom	361
2	Support the arts	252
3	Read Business Week	196
4	Listen to all-news radio	324
5	Drive a Jaguar	212
	Over 4500 individual categories available	

Success is insight.

Hesperian Blvd Lifestyles



Segment 16 Bohemian Mix

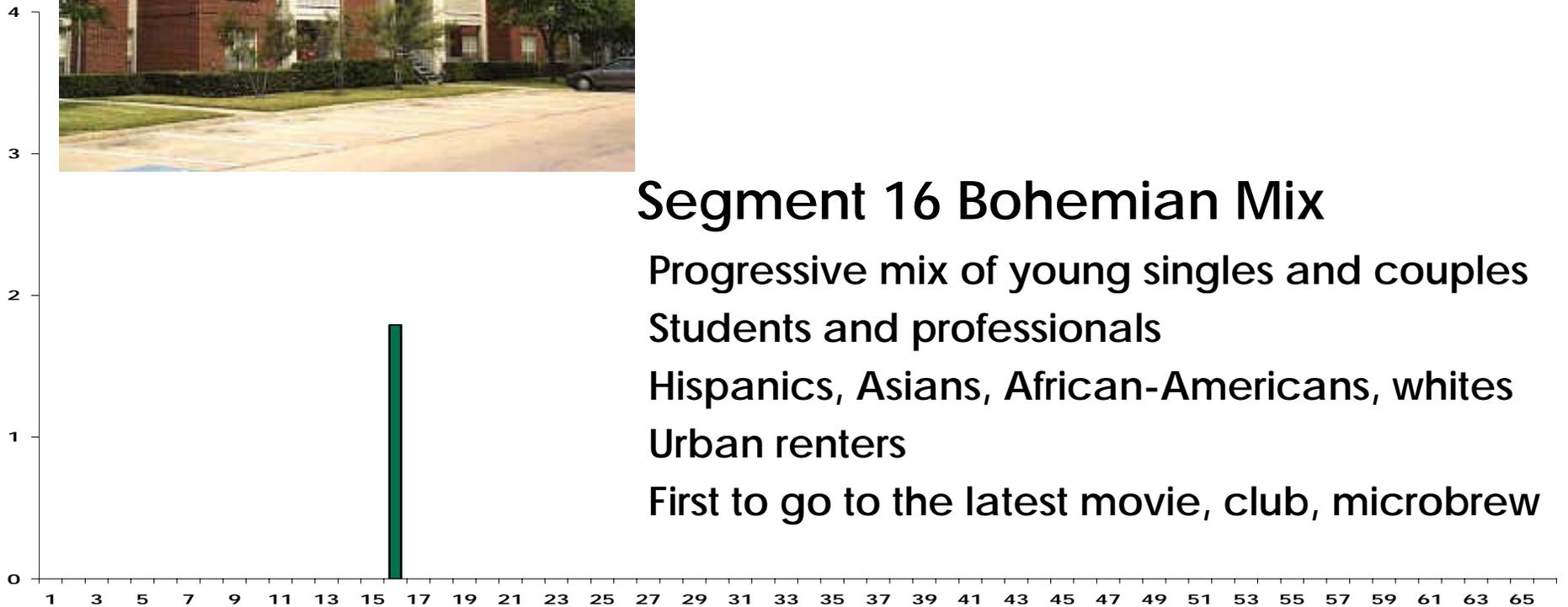
Progressive mix of young singles and couples

Students and professionals

Hispanics, Asians, African-Americans, whites

Urban renters

First to go to the latest movie, club, microbrew



Success is insight.

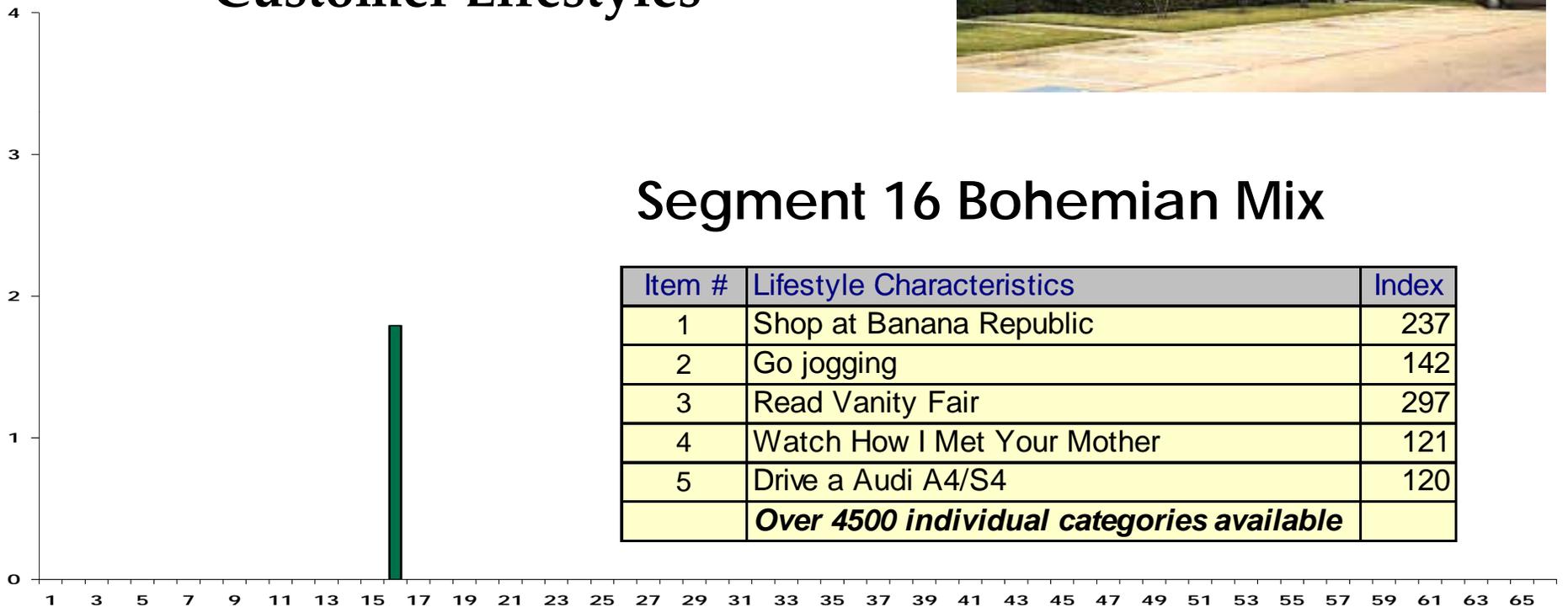
Hesperian Blvd Lifestyles

Psychographics focus on
Customer Lifestyles



Segment 16 Bohemian Mix

Item #	Lifestyle Characteristics	Index
1	Shop at Banana Republic	237
2	Go jogging	142
3	Read Vanity Fair	297
4	Watch How I Met Your Mother	121
5	Drive a Audi A4/S4	120
	Over 4500 individual categories available	



Success is insight.

Step 4. Matching Customers to Retailers

Hesperian Blvd Corridor

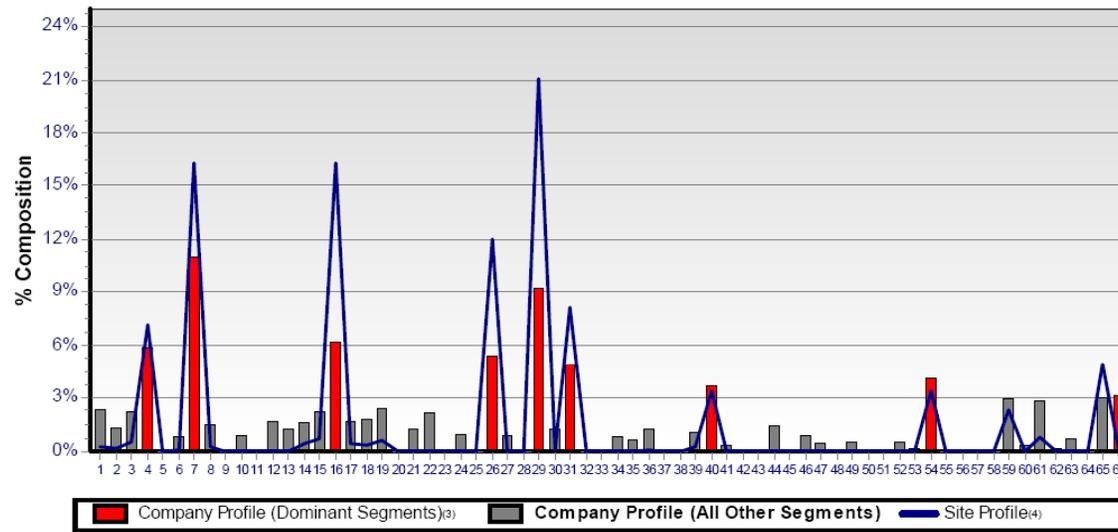
The community's profile was matched to the profiles of over 5,000 regional and national retailers and restaurants...



Success is insight.

Positive Retail Matches

Segmentation Profile⁽¹⁾ (8 Minute Drive Time)⁽²⁾



Two components make a successful retail match:

1. Segmentation Profile Match

Trade Area Comparison (8 Minute Drive Time)

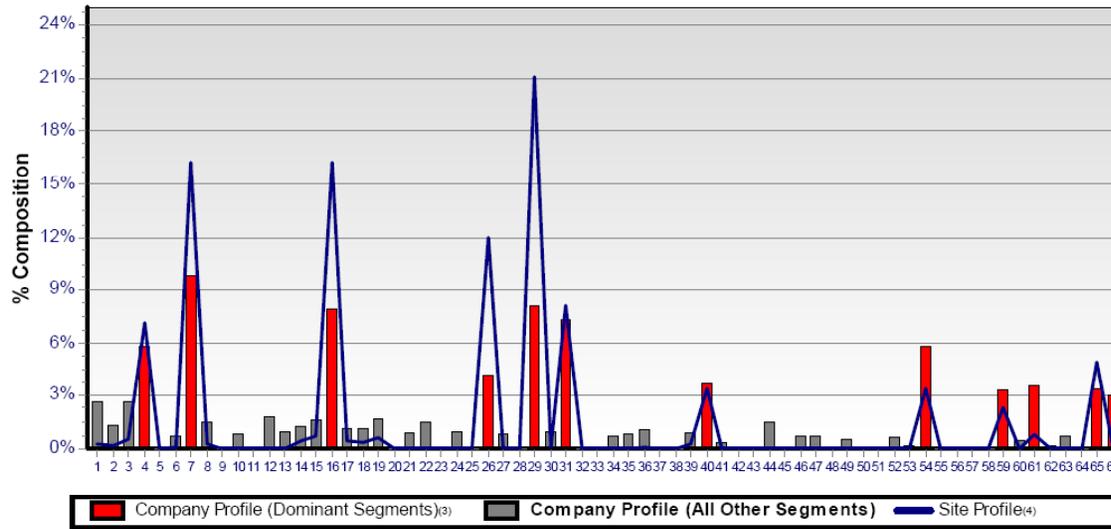
2. Trade Area Comparison Match

	OUTBACK STEAKHOUSE Average Trade Area ⁽⁵⁾	Hayward, CA Site Trade Area
Total Population	188,561	245,275
Total Households	70,374	79,791
Company Dominant Segment Households	37,490	69,916

Success is insight.

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Segmentation Profile⁽¹⁾ (8 Minute Drive Time)⁽²⁾



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1. Segmentation Profile Match

Trade Area Comparison (8 Minute Drive Time)

2. Trade Area Comparison Match

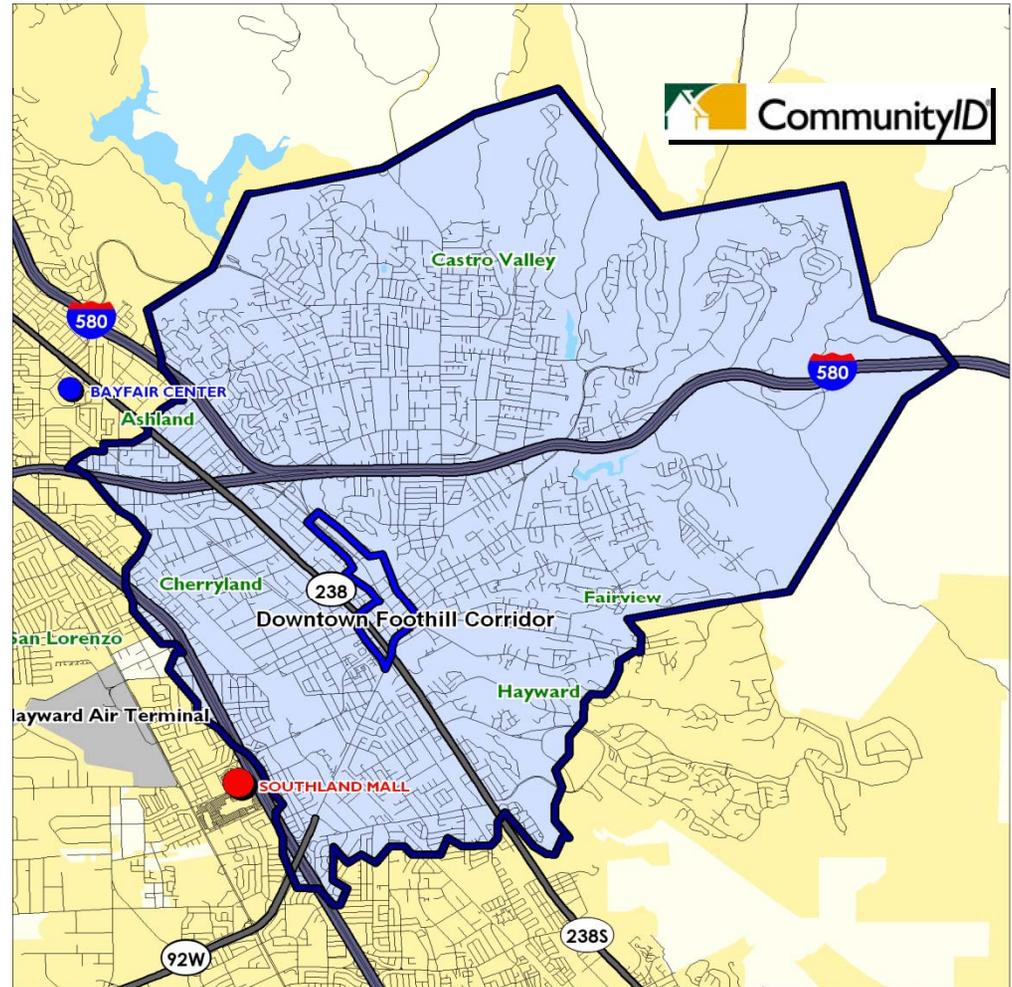
	AARON BROTHERS INC Average Trade Area ⁽⁵⁾	Hayward, CA Site Trade Area
Total Population	193,640	245,275
Total Households	74,818	79,791
Company Dominant Segment Households	49,433	76,361

Success is insight.

Step 1. Primary Six-Minute Trade Area: Downtown-Foothill

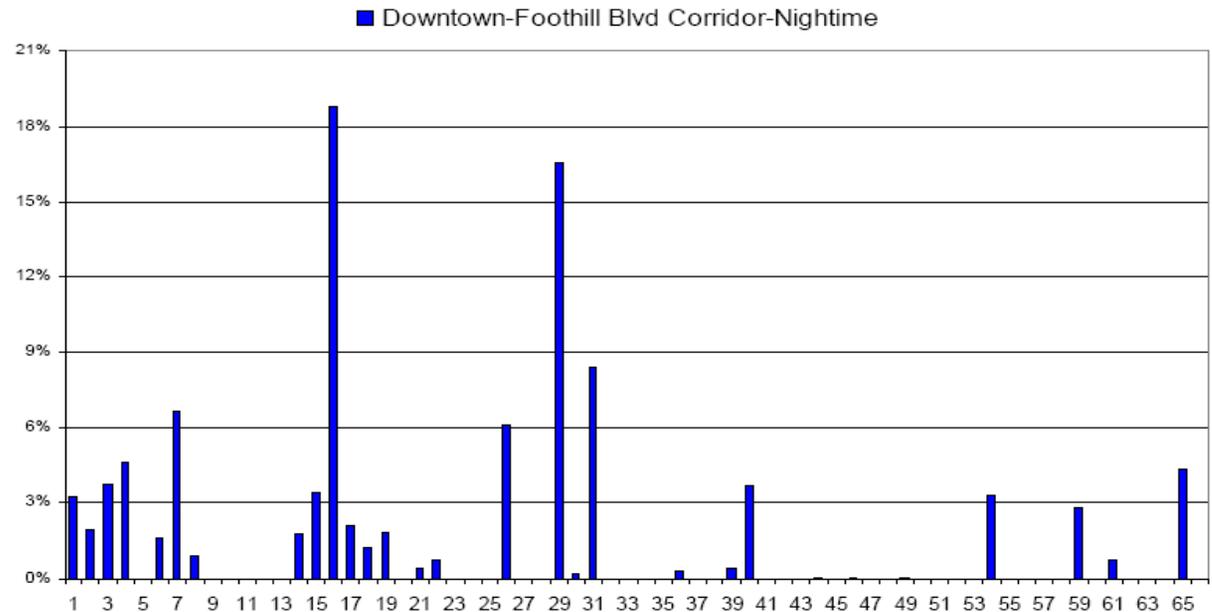
Factors considered when selecting the drive time include:

- Regional aspects of the area
- Existing retail in surrounding areas
- Density of the consumers in the trade area
- Residential factors and draw factors of the downtown



Step 2. Downtown-Foothill Area Customers

Psychographic Segments define the buying habits and lifestyles of the trade area's customers



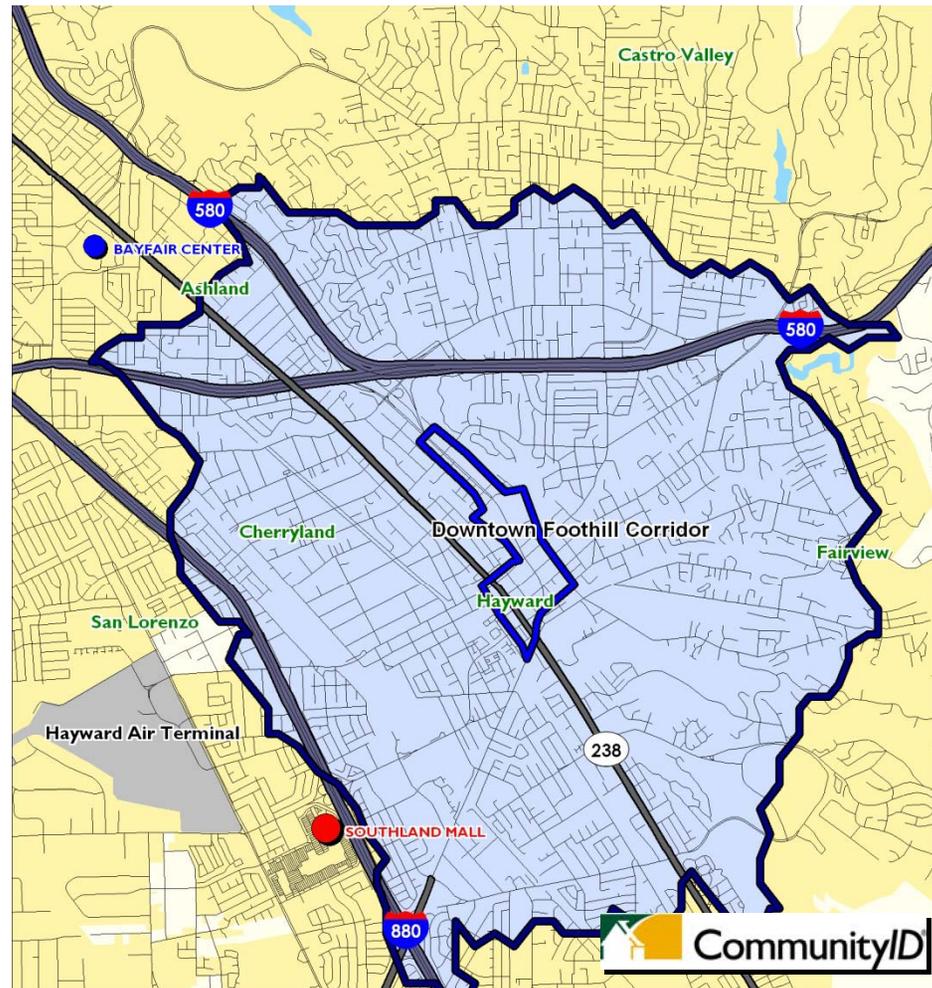
Dominant Segments	Description	Households	% of All Households
1	Upper Crust	1,478	3.21
3	Movers & Shakers	1,710	3.72
4	Young Digerati	2,121	4.61
7	Money & Brains	3,080	6.70
15	Pools & Patios	1,568	3.41
16	Bohemian Mix	8,636	18.77
26	The Cosmopolitans	2,830	6.15
29	American Dreams	7,618	16.56
31	Urban Achievers	3,881	8.44
40	Close-In Couples	1,685	3.66
54	Multi-Culti Mosaic	1,535	3.34
65	Big City Blues	1,989	4.32

Success is insight.

Step 1. Primary Five-Minute Workplace Trade Area: Downtown-Foothill

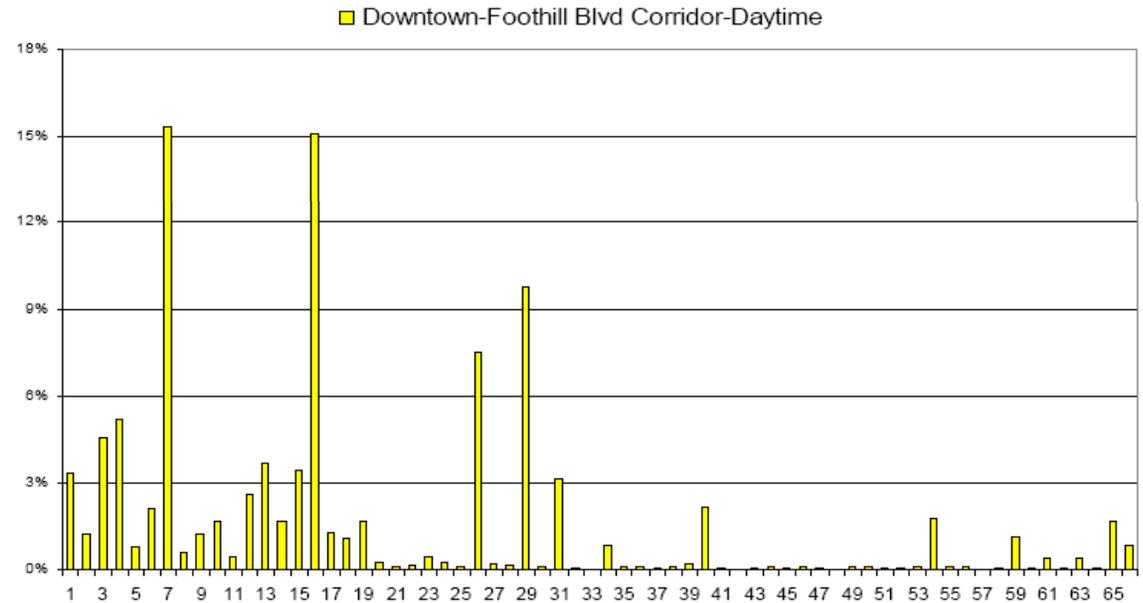
Factors considered when selecting the trade area include:

- Walk-ability in a downtown environment
- Nearby supporting workplace population
- Street Network



Step 2. Identifying and Profiling Workers... ..within the trade area

Trade Area Segmentation –
Psychographic profile of
workers within the trade area



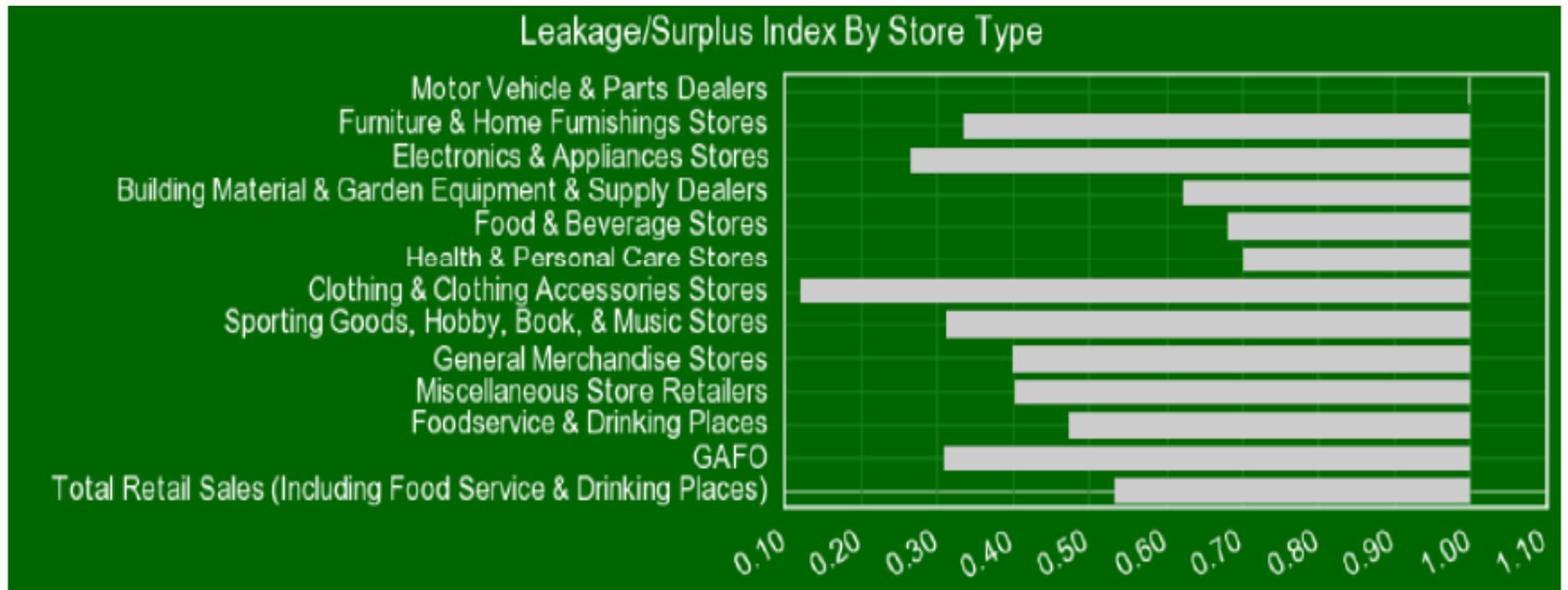
Dominant Segments	Description	Workers	% of All Workers
1	Upper Crust	1,218	3.33
3	Movers & Shakers	1,658	4.53
4	Young Digerati	1,892	5.17
7	Money & Brains	5,608	15.33
13	Upward Bound	1,342	3.67
15	Pools & Patios	1,249	3.42
16	Bohemian Mix	5,527	15.11
26	The Cosmopolitans	2,754	7.53
29	American Dreams	3,582	9.79
31	Urban Achievers	1,151	3.15

Success is insight.

Step 3. Understanding Retail Potential

Retail Leakage/Surplus Analysis by Major Store Type

- How many dollars are leaving
- What stores attract outside dollars



Success is insight.

Downtown-Foothill Area Customers



Segment 29 American Dreams

Middle-aged immigrants with children

Hispanic, Asian, African-American

Work white-collar or service jobs

Own home in multilingual neighborhoods

10% speaks a language other than English

Success is insight.

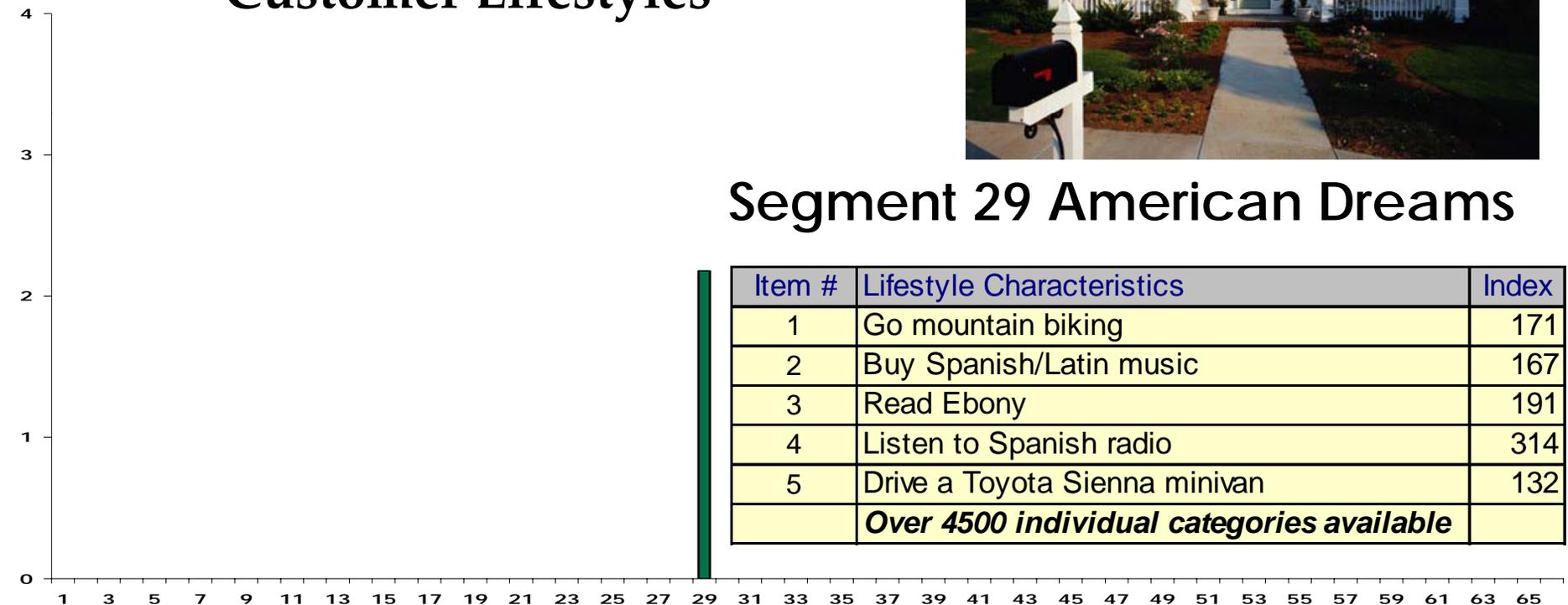
Downtown-Foothill Area Customers

Psychographics focus on
Customer Lifestyles



Segment 29 American Dreams

Item #	Lifestyle Characteristics	Index
1	Go mountain biking	171
2	Buy Spanish/Latin music	167
3	Read Ebony	191
4	Listen to Spanish radio	314
5	Drive a Toyota Sienna minivan	132
	Over 4500 individual categories available	



Success is insight.

Downtown-Foothill Area Customers



Segment 31 Urban Achievers

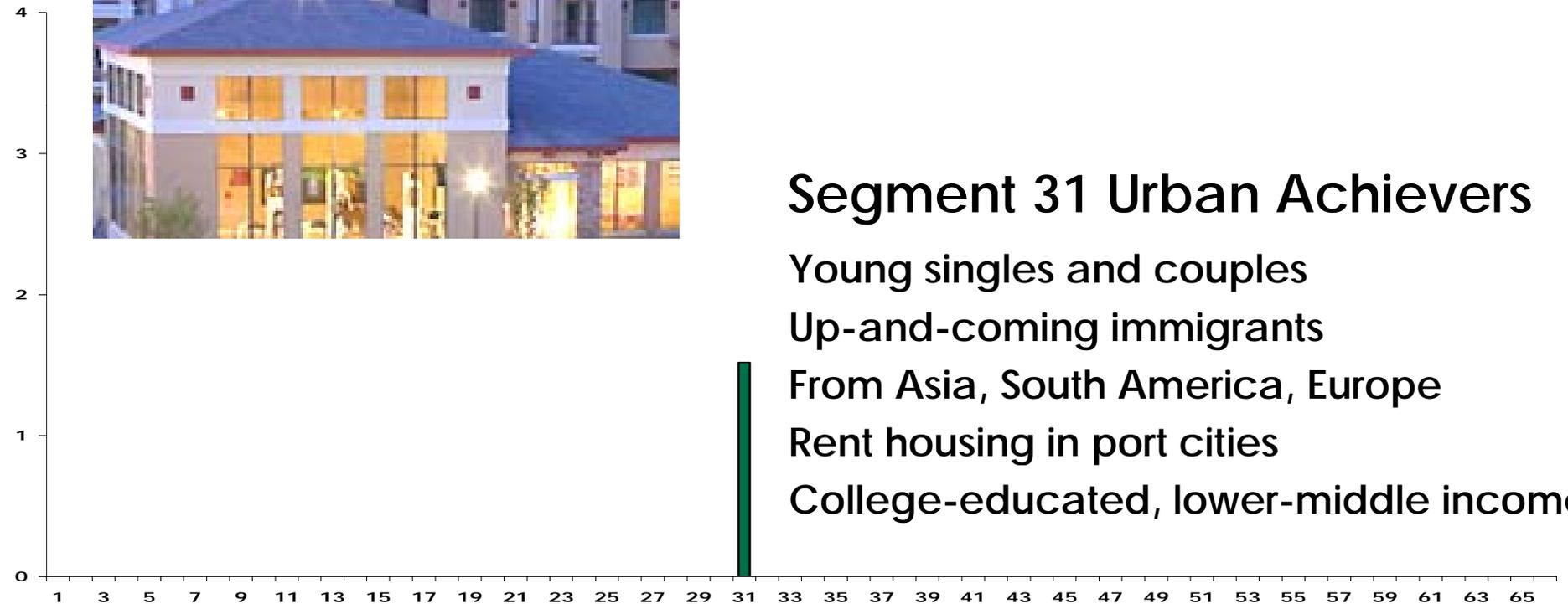
Young singles and couples

Up-and-coming immigrants

From Asia, South America, Europe

Rent housing in port cities

College-educated, lower-middle income



Success is insight.

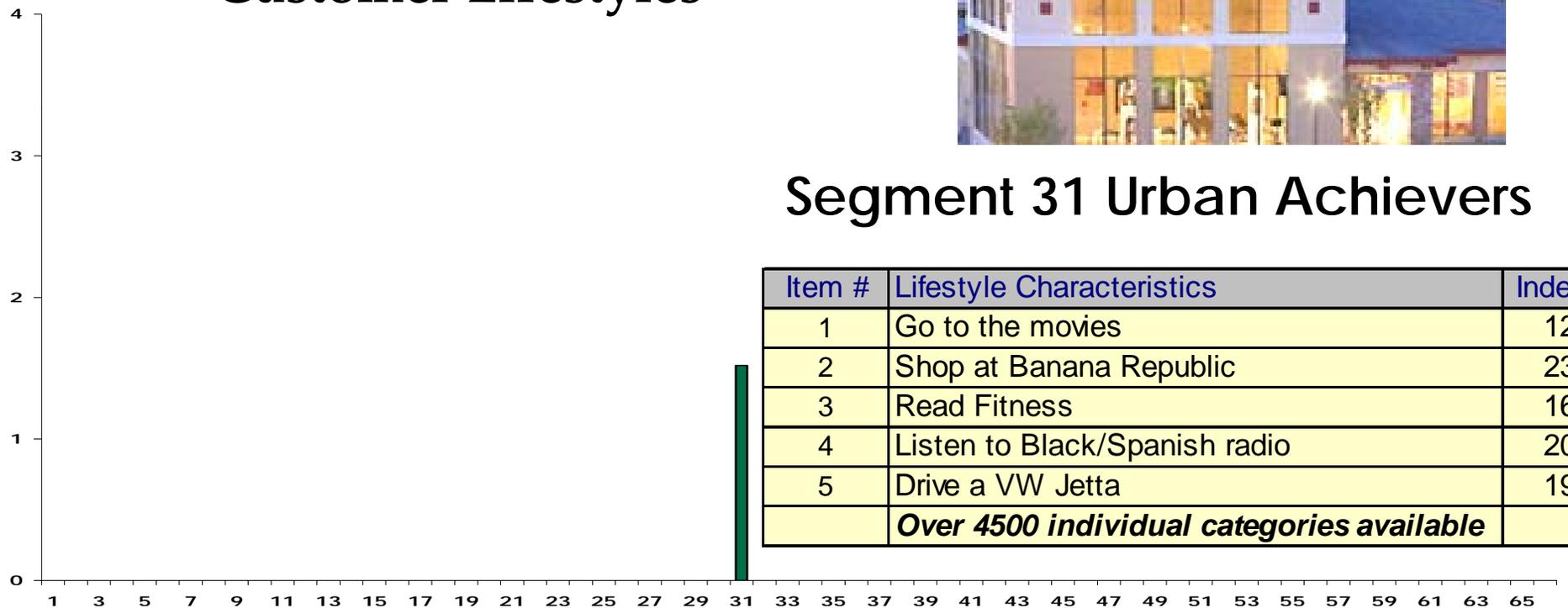
Downtown-Foothill Area Customers

Psychographics focus on
Customer Lifestyles



Segment 31 Urban Achievers

Item #	Lifestyle Characteristics	Index
1	Go to the movies	129
2	Shop at Banana Republic	238
3	Read Fitness	166
4	Listen to Black/Spanish radio	208
5	Drive a VW Jetta	193
	Over 4500 individual categories available	

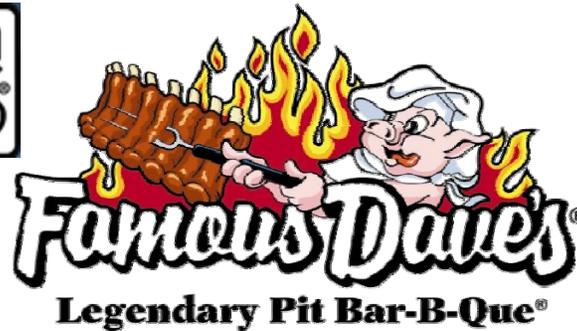


Success is insight.

Step 4. Matching Customers to Retailers

Downtown-Foothill Blvd Corridor

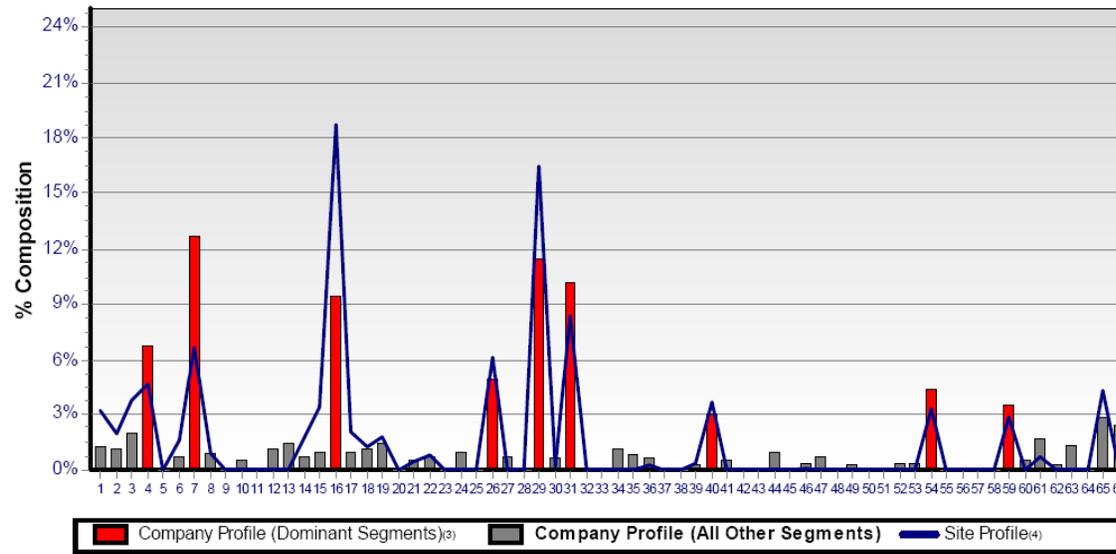
The community's profile was matched to the profiles of over 5,000 regional and national retailers and restaurants...



Success is insight.

Positive Retail Matches

Segmentation Profile⁽¹⁾ (6 Minute Drive Time)⁽²⁾



Two components make a successful retail match:

1. Segmentation Profile Match

Trade Area Comparison (6 Minute Drive Time)

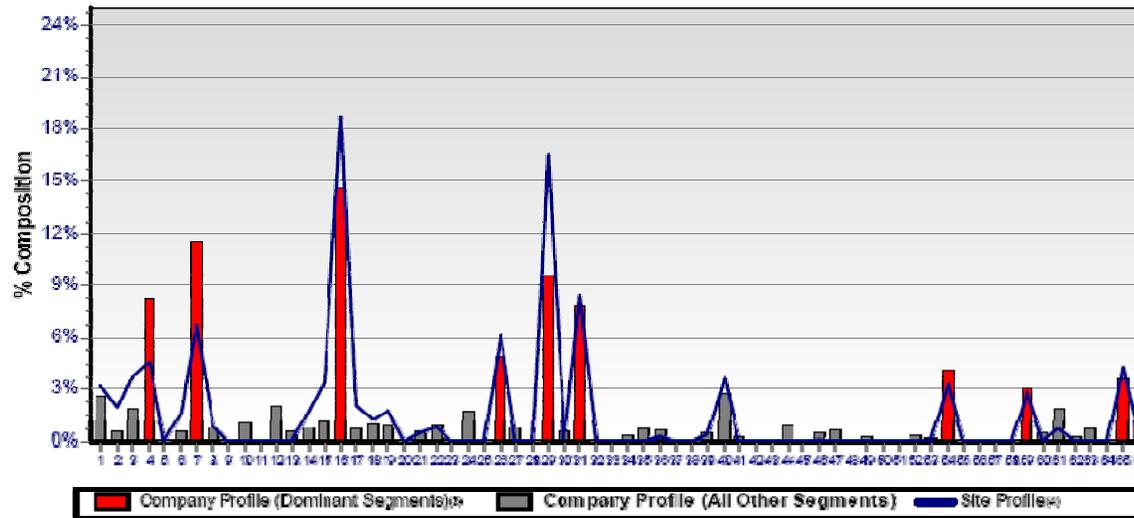
2. Trade Area Comparison Match

	RED ROBIN GOURMET Average Trade Area ⁽⁵⁾	Hayward, CA Site Trade Area
Total Population	143,027	131,966
Total Households	51,665	46,001
Company Dominant Segment Households	34,296	32,688

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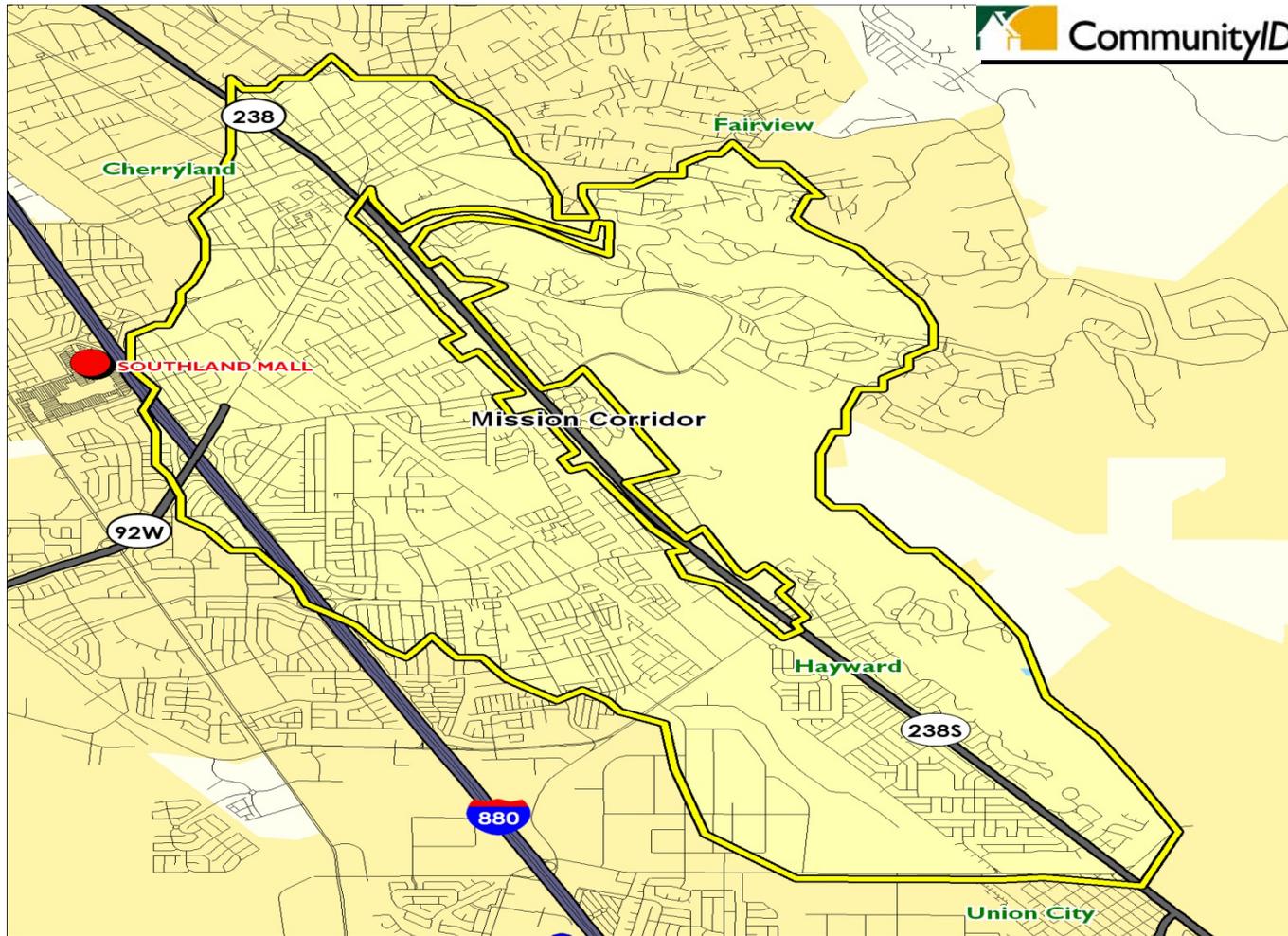
2. Trade Area Comparison Match

Trade Area Comparison (6 Minute Drive Time)

	FATBURGER Average Trade Area ⁽⁵⁾	Hayward, CA Site Trade Area
Total Population	141,216	131,966
Total Households	56,158	46,001
Company Dominant Segment Households	37,851	32,992

Success is insight.

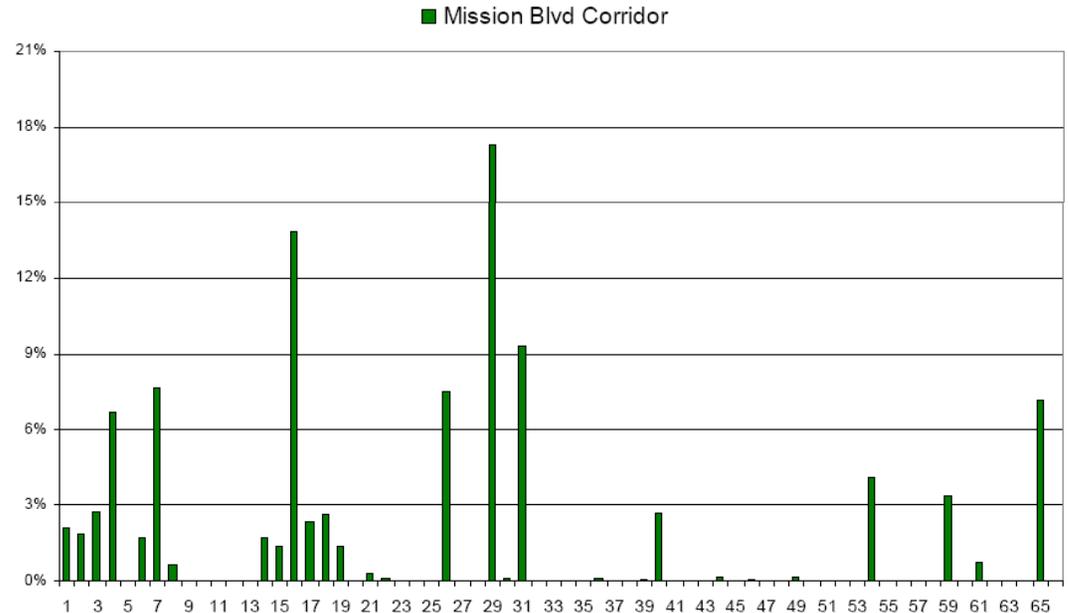
Step 1. Primary Trade Area: Mission Blvd Corridor



Success is insight.

Step 2. Mission Blvd. Customers

Trade Area Segmentation –
Psychographic profile of
customers within the trade area



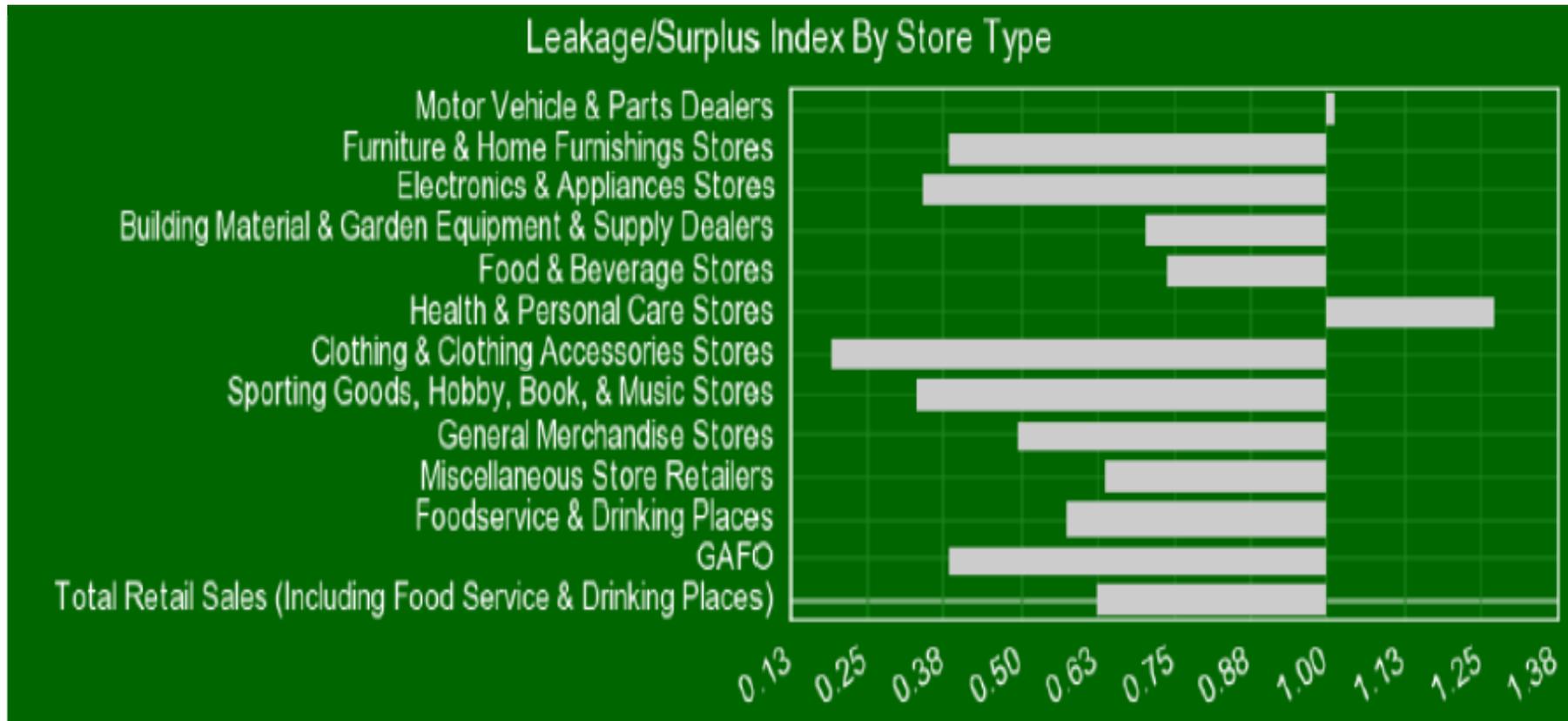
Dominant Segments	Description	Households	% of All Households
4	Young Digerati	3,071	6.68
7	Money & Brains	3,551	7.72
16	Bohemian Mix	6,355	13.81
26	The Cosmopolitans	3,479	7.56
29	American Dreams	7,948	17.28
31	Urban Achievers	4,306	9.36
54	Multi-Culti Mosaic	1,883	4.09
59	Urban Elders	1,554	3.38
65	Big City Blues	3,311	7.20

Dominant Segments –
Psychographic segments
that make up at least 3% of
the trade area

Step 3. Understanding Retail Potential

Retail Leakage/Surplus Analysis

- Overall Opportunity Areas



Success is insight.

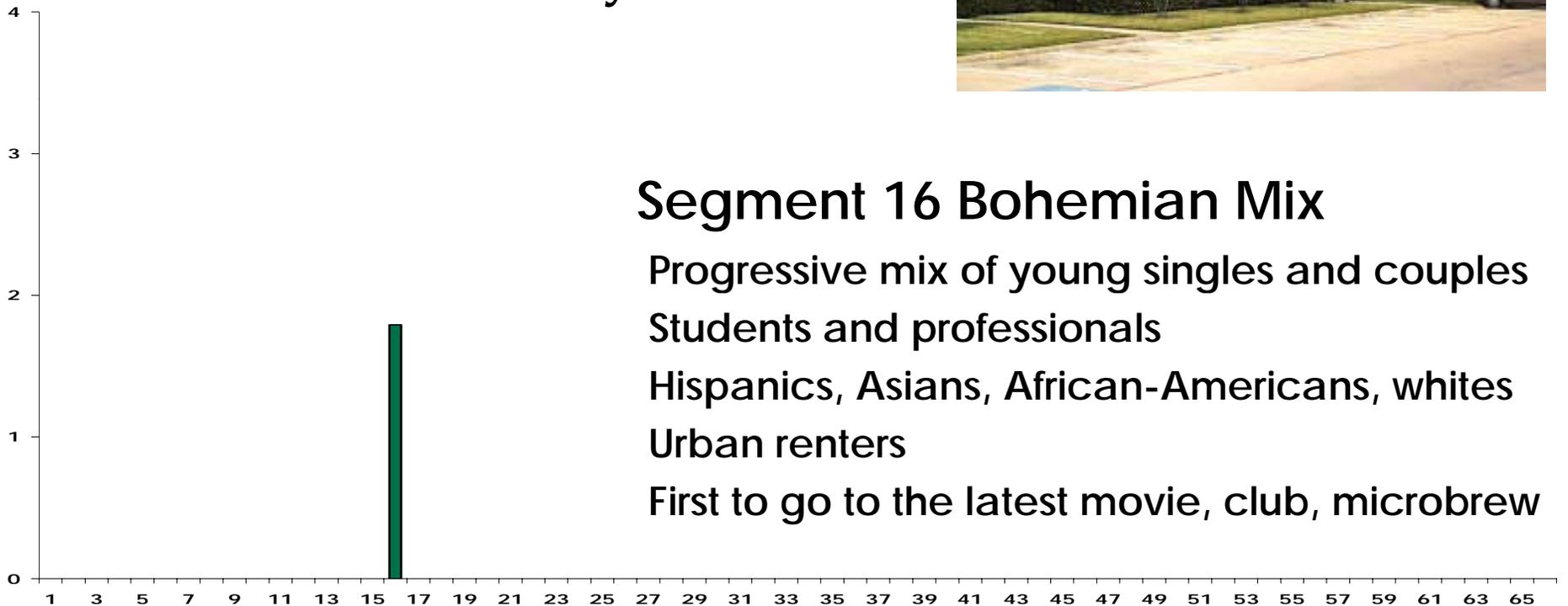
Mission Blvd. Customers

Psychographics focus on
Customer Lifestyles



Segment 16 Bohemian Mix

Progressive mix of young singles and couples
Students and professionals
Hispanics, Asians, African-Americans, whites
Urban renters
First to go to the latest movie, club, microbrew



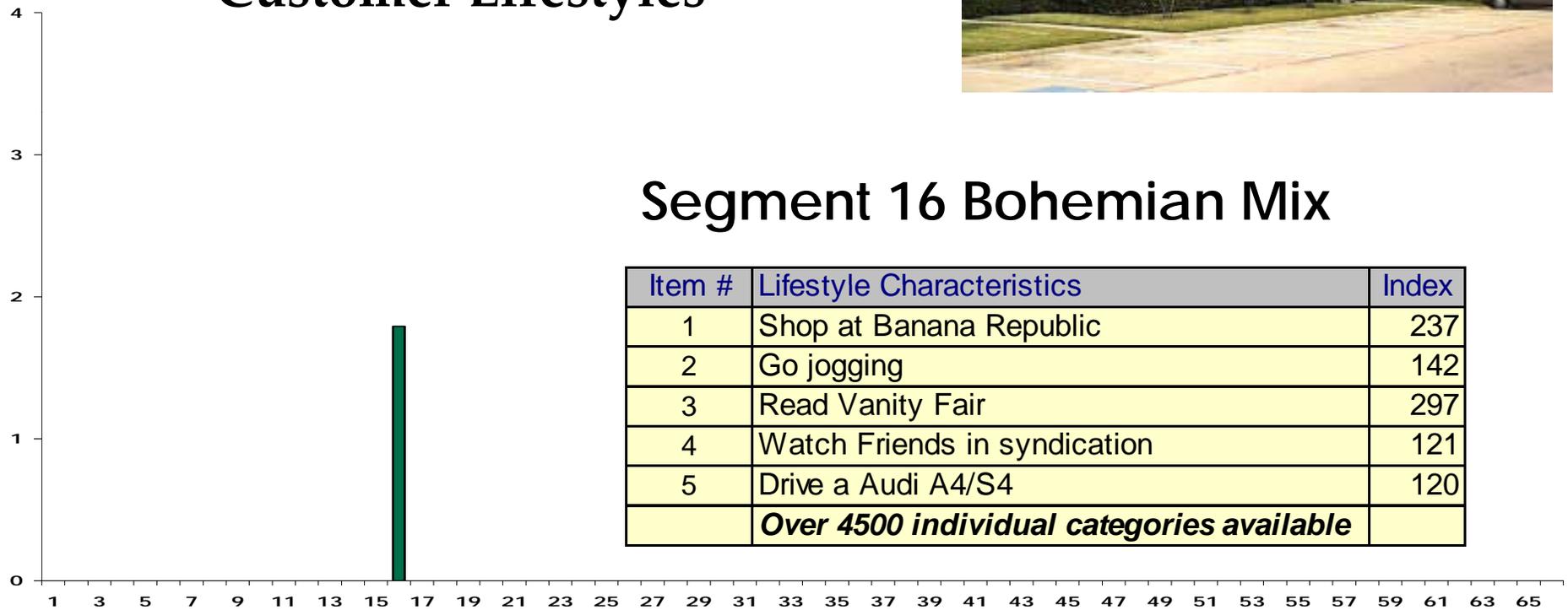
Success is insight.

Lifestyles

Psychographics focus on
Customer Lifestyles



Segment 16 Bohemian Mix



Success is insight.

Lifestyles

Psychographics focus on
Customer Lifestyles



Segment 31 Urban Achievers

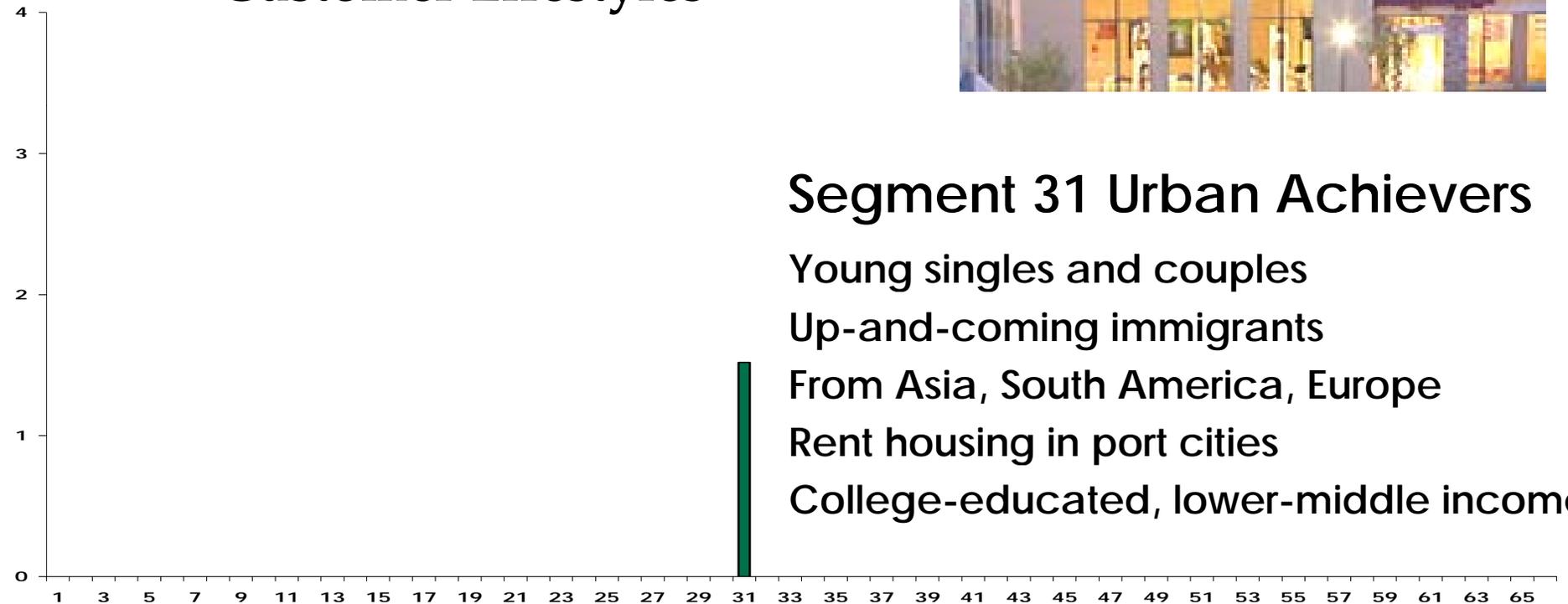
Young singles and couples

Up-and-coming immigrants

From Asia, South America, Europe

Rent housing in port cities

College-educated, lower-middle income



Success is insight.

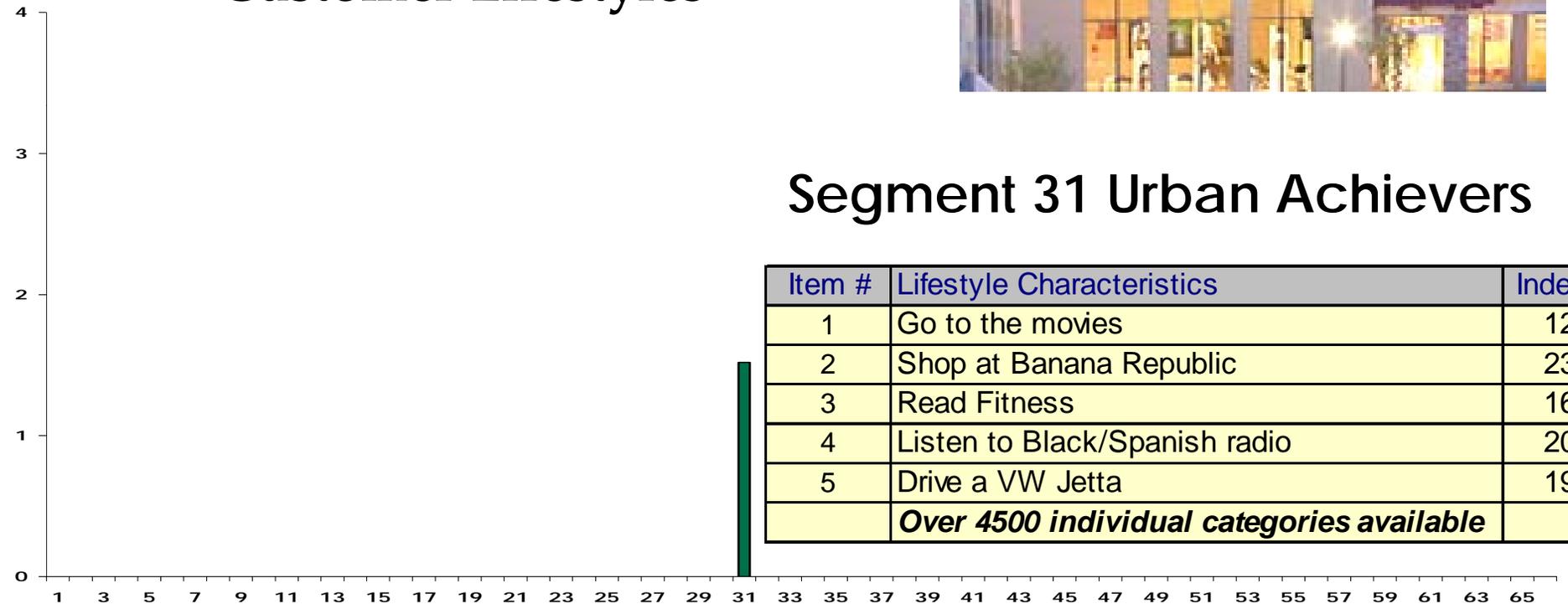
Lifestyles

Psychographics focus on
Customer Lifestyles



Segment 31 Urban Achievers

Item #	Lifestyle Characteristics	Index
1	Go to the movies	129
2	Shop at Banana Republic	238
3	Read Fitness	166
4	Listen to Black/Spanish radio	208
5	Drive a VW Jetta	193
	Over 4500 individual categories available	



Success is insight.

Step 4. Matching Customers to Retailers

Mission Blvd Corridor

The community's profile was matched to the profiles of over 5,000 regional and national retailers and restaurants...



BARNES & NOBLE



LOEHMANN'S

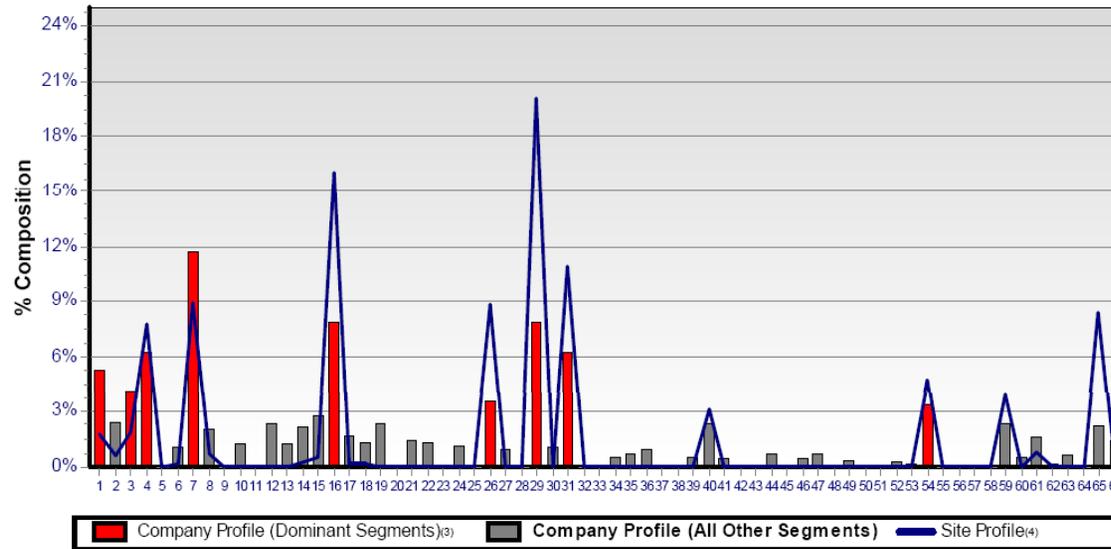


Saks Fifth Avenue



Success is insight.

Positive Retail Matches



Two components make a successful retail match:

1. Segmentation Profile Match

Trade Area Comparison (5 Minute Drive Time)

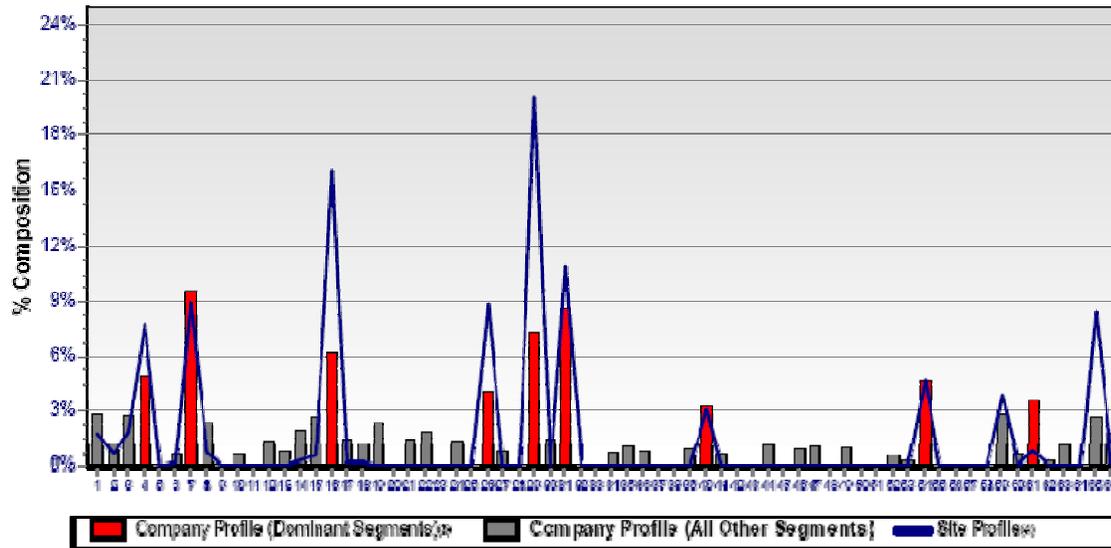
2. Trade Area Comparison Match

	TRADER JOES COMPANY Average Trade Area ⁽⁵⁾	Hayward, CA Site Trade Area
Total Population	73,354	87,609
Total Households	28,231	26,826
Company Dominant Segment Households	15,897	18,677

Success is insight.

Positive Retail Matches

Segmentation Profile⁽¹⁾ (5 Minute Drive Time)⁽²⁾



Two components make a successful retail match:

1. Segmentation Profile Match

Trade Area Comparison (5 Minute Drive Time)

2. Trade Area Comparison Match

	AMERICAN EAGLE OUTFITTERS Average Trade Area ⁽⁵⁾	Hayward, CA Site Trade Area
Total Population	69,119	87,609
Total Households	27,629	26,826
Company Dominant Segment Households	14,437	18,743

Success is insight.

Step 5. Creating Custom Marketing Packages

Supporting Maps



Recommended Retailer Profiles

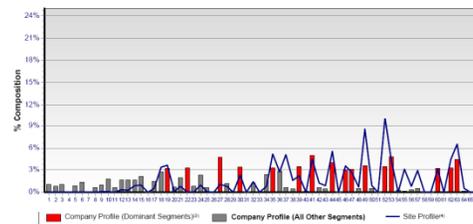
XYZ Company

XYZ Company considers locations in enclosed super regional and regional malls. Fashion co-tenants are preferred. Their customer base is made up of mostly mid income teens and adults. They currently operate in Your Community and have plans for expansion throughout the United States.

Contact Information:
2651 South Polaris Drive
Fort Worth, TX 76137
Phone: (817) 332-3681
Fax: (817) 332-3686
www.buxtonco.com



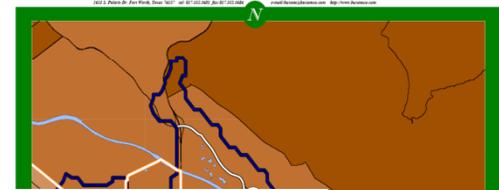
Segmentation Profile⁽¹⁾ (10 Minute Drive Time)⁽²⁾



Trade Area Comparison (10 Minute Drive Time)

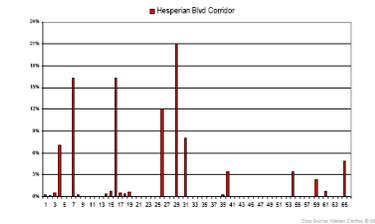
	XYZ Company Average Trade Area ⁽³⁾	Your Community, USA Site Trade Area
Total Population	73,774	74,212
Total Households	29,606	26,584
Company Dominant Segment Households	17,601	18,029

⁽¹⁾ Segmentation Profile: Every U.S. household is classified into one of 66 distinct segments described by that household's lifestyle and spending habits.
⁽²⁾ Drive Time: Drive time is used to define the trade area.
⁽³⁾ Dominant Segments: Area segment that makes up at least 3 percent of a retailer's targeted profile (RED BARS).
⁽⁴⁾ Site Profile: Those segments within the site's drive time trade area (BLUE LINES).
⁽⁵⁾ Average Trade Area: XYZ Company trade areas used in the comparison are similar to population and market type to Your Community, USA.



Drive-Time Trade Area
The map on the opposite page depicts the primary trade area for Site I. The primary trade area consists of an eight-minute polygon, determined by Buxton's proprietary drive-time technology.

Psychographics
The psychographic profile of the households within an eight-minute drive-time of Site I is presented below.



Dominant Segments
A segment that represents at least three percent of a trade area is a dominant segment. Following is a description of the dominant segments for Site I.

Dominant Segment	Description	Households	% of All Households
4	Teens Divers	5,626	7.11
7	Young & Basic	12,982	16.27
16	Bohemian Mix	12,967	16.25
26	The Cosmopolitans	9,571	12.00
29	American Dreams	16,791	21.04
31	Urban Achievers	4,464	5.69
40	Class & Coolies	2,338	2.92
54	Multi-Cult. Music	2,335	2.91
65	Big City Blues	3,528	4.51



Contact Information

Profile Match Reports

Site Description

Marketing Packages can also be created for developers, brokers, and franchisees.

Success is insight.

Executing Your CommunityID[®] Strategy

Marketing is not an option – it's *mandatory*

Market your retail advantages:

- Retail potential (leakage/surplus report)
- Retailer's customers in your trade area (retail match report)
- Your site compared to other locations (retail match report)
- Available sites and buildings

Executing Your CommunityID® Strategy

There is no single marketplace

Aggressively market to:

- Targeted retailers
- Retail developers
- Commercial real estate firms
- International Council of Shopping Centers
(Las Vegas and regional events)

Executing Your CommunityID[®] Strategy

- Creating a retail friendly climate
- Assembling and preparing sites
- Providing off-site infrastructure
- Streamlining permitting and zoning
- Providing targeted incentives
- Offering opportunities for local retailers

Executing Your CommunityID® Strategy

Using Buxton to stay current

- Client E-newsletter
- SCOUT-online interface with Buxton
- Webcasts
- ICSC support
- Client Services
- Additional retailer matches and refreshes

Buxton[®]

Identifying Customers[®]

Success is insight.