Importance of Market Assessments in Planning
Creating Sustainable Places

Mid-America Regional Council

September 18, 2013

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DEVELOPMENT STRATEGIES
CREATING SUSTAINABLE PLACES

VIBRANT | CONNECTED | GREEN

North Oak
- Transit assessment

State Avenue
- Node plans (ID interested properties)

US 40
- Node plans

Metcalf/S M Pkwy
- Node plans/bicycle and pedestrian infrastructure

Rock Island
- Node plans/transit and trail integration

Troost Avenue
- Node plans
Development Strategies and . . .

- **State Avenue, KCK**
  - **WRT** (Philly and S.F.)
  - Collins & Noteis (KC)
  - Nelson\Nygaard (KC)

- **Troost Avenue, KCMO**
  - Taliaferro & Browne (KC)
  - Collins & Noteis (KC)
  - Parsons & Associates (KC)
  - Urban Planning & Management (Atlanta)
Whadda we gonna talk about?

- Market Analysis in the Design Process
- Big Forces
- Market Analysis
  - Retail
  - Housing
  - Office
- Strategies
1. Development Process

2. Big Forces

3. Market Analysis – Retail / Housing / Office

4. Strategies
Development Process, Parts 3 & 4

- Feasibility Analysis
- Preferred Development Plan
- Economic & Fiscal Impacts
- Strategic Plan

- Design Development
- Implementation Strategies
Development Process

- Site Context Analysis
- Market Analysis
- Site Analysis
- Public Participation
- Publicly Supported Land Use Program
- Market Strategy
- Schematic Design Process
- Alternative Development Concepts and Land Use Plans
- Feasibility Analysis
- Preferred Development Plan
- Economic & Fiscal Impacts
- Implementation Strategies
- Strategic Plan
1 Development Process
2 Big Forces
3 Market Analysis – Retail / Housing / Office
4 Strategies
Demand Analysis: The Demographic Shift

Demographics are Changing
- More Seniors
- More Singles
- Smaller Families

→ Demand will increase for smaller homes

Decline in Households with Kids

<table>
<thead>
<tr>
<th>Household</th>
<th>1960</th>
<th>2000</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>With Children</td>
<td>48%</td>
<td>33%</td>
<td>28%</td>
</tr>
<tr>
<td>Without Children</td>
<td>52%</td>
<td>67%</td>
<td>72%</td>
</tr>
<tr>
<td>Single</td>
<td>13%</td>
<td>26%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Source: Census for 1960 and 2000; adapted from Martha Farnsworth
Demand Analysis: The Demographic Shift

*Atlanta Study: SMARTRAQ 2007
Demand Analysis: The Demographic Shift

Transportation Preferences Are Changing

- Share of vehicle miles traveled by < 30
  - 21% (1995) to 14% (2010)
- 16-year-olds with licenses
  - 50% (1978) to 30% (2010)
- Technology use on transit on the rise
Demand Analysis: Market Demand

Regional Housing Market → Conventional Suburban Housing Market

Market for Walkable Communities

- TND Communities
- First Ring Suburbs

Urban Infill and T.O.D.

- Downtown
- Uptown
- Midtown
- Urban Neighborhoods
University of Utah Study

- By 2040, Kansas City region will add:
  - 800,000 people
  - 280,000 housing units
  - 620,000 new jobs

→ 30 to 50 percent will want walkable, “Smart Growth” communities

RCLCO Study

- 50% to 72% in corridor want mixed-use, walkable communities that are close to employment.
Demographic Segmentation

- West Florissant has 9 of 65 possible segments.
- St. Louis County has over 40 segments.
Segmentation Shifts - Urbanizing

2000  2010

Young and Restless

1 Dot = 25 HHs
Demand Analysis: Consumer Groups/Segmentation

- **Urban Professionals**
- **Families that prefer walkable communities**
- **Empty Nesters**
- **Other Young People**
Demand Analysis: Consumer Groups/Segmentation

Current Residents and “Live Near Work” Crowd

• Diverse Needs
• Multigenerational Housing
• Senior Housing
• Singles
• Working Families
• Close to work
• Affordability
Development Process

Big Forces

Market Analysis – Retail / Housing / Office

Strategies
State Avenue Sectors

**Population**
- West: 31,700
- Central: 24,500
- Urban Core: 45,700
- KC Metro Area: 2,035,000

**% Growth (2000-2010)**
- West: 4%
- Central: -4%
- Urban Core: -4%
- KC Metro Area: 10.9%

**Med HH Income**
- West: $59,000
- Central: $46,000
- Urban Core: $33,000
- KC Metro Area: $56,600

**% Homeowner**
- West: 71%
- Central: 68%
- Urban Core: 55%
- KC Metro Area: 68.2%

**Med Home Value**
- West: $98,000
- Central: $74,000
- Urban Core: $41,000
- KC Metro Area: $159,600
Retail Market Methodology

**Demand**

- Project future households and average income. Determine aggregate income. 
  *Sources: ESRI, MARC*

- Using consumer expenditure data, estimate expenditures by retail sector.  
  *Source: ESRI, BLS*

- Convert expenditures by retail sector to square feet of demand.  
  *Source: ULI*

**Supply**

- Evaluate competition and competitive market  
  *Field Work, Phone*

- Define market areas based on drive times, competition, location  
  *Field Work, GIS*

- Estimate capture rates for new retail  
  *Source: ULI*
### General Characteristics of Shopping Centers

<table>
<thead>
<tr>
<th>Type of Center</th>
<th>Typical Anchor</th>
<th>Gross Leasable Area (s.f.)</th>
<th>Population Support</th>
<th>Trade Area Radius (miles)</th>
<th>Drive Time (minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood</td>
<td>Drugstore/Supermarket</td>
<td>30,000-100,000</td>
<td>3,000-40,000</td>
<td>1.5</td>
<td>5-10</td>
</tr>
<tr>
<td>Community</td>
<td>Junior Dept. Store</td>
<td>100,000-450,000</td>
<td>40,000-150,000</td>
<td>3-5</td>
<td>10-20</td>
</tr>
<tr>
<td>Regional</td>
<td>1-2 Full-line Dept. Stores</td>
<td>300,000-900,000</td>
<td>&gt;150,000</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td>Super Regional</td>
<td>3-4 Full-line Dept. Stores</td>
<td>500,000-2 Million</td>
<td>&gt;300,000</td>
<td>12</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Urban Land Institute
Average Consumer Expenditures

Source: U.S. Bureau of Labor Statistics

- Food and Retail: 30%
- Housing and Utilities: 27%
- Transportation: 17%
- Healthcare: 6%
- Education: 7%
- Insurance and Pensions: 11%
- Other: 2%
Average Retail Expenditures

Source: U.S. Bureau of Labor Statistics

- Food at home: 25%
- Food away from home: 18%
- Alcohol: 15%
- Tobacco: 12%
- Housekeeping supplies: 11%
- Household Furnishings: 10%
- Apparel: 9%
- Entertainment (fees): 4%
- Entertainment (household): 3%
- Personal Care: 2%
- Reading: 1%
Retail “Gap” Analysis
Source: ESRI
RETAIL: Market and Economics

[Images of retail stores and market scenes]
<table>
<thead>
<tr>
<th>Area</th>
<th>Sq. Ft.</th>
<th>Current Average Occupancy</th>
<th>Average Lease Rate (psf)</th>
<th>Average Age (Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>4,985,000</td>
<td>99%</td>
<td>$18.50</td>
<td>72</td>
</tr>
<tr>
<td>Crossroads</td>
<td>1,240,000</td>
<td>94%</td>
<td>$10.50</td>
<td>78</td>
</tr>
<tr>
<td>Crown Center</td>
<td>1,130,000</td>
<td>99%</td>
<td>-</td>
<td>60</td>
</tr>
<tr>
<td>Main Street Corridor</td>
<td>2,185,000</td>
<td>92%</td>
<td>$12.50</td>
<td>71</td>
</tr>
<tr>
<td>Country Club Plaza</td>
<td>2,455,000</td>
<td>97%</td>
<td>$13.50</td>
<td>71</td>
</tr>
<tr>
<td>Troost Corridor</td>
<td>710,000</td>
<td>91%</td>
<td>$ 5.50</td>
<td>82</td>
</tr>
</tbody>
</table>

Dollar values represent estimated peak rents, 2012
Sources: CoStar, Development Strategies
RETAIL: Market and Economics

- “General Merchandise Stores”
  - Can pay $12 psf
  - An Anchor—drives traffic for others
RETAIL: Nodal Concentrations of Market and Economics
Set the Stage for Entrepreneurs and Changing Demographics

Washington Avenue

Cherokee Street
RETAIL: Niche Retailers Move In
Population & Housing Projections

ESRI Street Network

- Calculated street density
- Identified low density/future growth areas

Interpolated population by city @ 5-year intervals

New population numbers added to each city’s identified future growth areas

Define Market Areas

Projections of City and Market Area Populations

Average HH Size = Households/Units

2040 Projections by MARC

GIS: Spatial Analysis

Visual inspection of density

Linear projection method
HOUSING: Market and Economics

Kansas City Apartments
Rents and Occupancy by Submarket
Sources: Red Capital Group; REIS 2012 1Q

- Effective Rent
- Vacancy
HOUSING: Market and Economics

LIHTC Max Rent: $890

$1,000

$1,000

$500

Affordable Rent: $695

Market Rent: $900

Net Monthly Rent

2 BR Unit: 1,287 s.f.

Vine Street Lofts
HOUSING: Market and Economics: Market Positioning

- Subsidized
- Affordable
- Workforce
- Upscale
- Luxury

% AMI:
0%  30%  60%  100%  120%  150%  200%
HOUSING: Market and Economics

HOUSEHOLD INCOME TROOST CORRIDOR

% Homeowner

% Renter

Kansas City MSA Median Household Income 2010

Subsidized    Affordable    Workforce    Upscale    Luxury

$0    $18,120    $36,240    $48,320    $60,400    $72,480    $90,600    $108,720    $120,800

$700    $1,100    $1,400    $130K    $160K    $240K

HOUSING: Market and Economics
Housing Market Positioning

Median Home Values

Troost Corridor
Creating Sustainable Places

November, 2012
### Unit Mix/Current Rents:

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>Number</th>
<th>Vacant</th>
<th>Size</th>
<th>Rent</th>
<th>Rent/SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studio</td>
<td>17</td>
<td>1</td>
<td>379-420 SF</td>
<td>$615</td>
<td>$1.46-$1.62</td>
</tr>
<tr>
<td>1-BR/1-Ba</td>
<td>63</td>
<td>4</td>
<td>465-642 SF</td>
<td>$725-$765</td>
<td>$1.13-$1.65</td>
</tr>
<tr>
<td>2-BR/1-Ba</td>
<td>26</td>
<td>1</td>
<td>573-729 SF</td>
<td>$875</td>
<td>$1.20-$1.53</td>
</tr>
<tr>
<td>2-BR/2-Ba</td>
<td>9</td>
<td>1</td>
<td>775-787 SF</td>
<td>$1,050</td>
<td>$1.33-$1.35</td>
</tr>
</tbody>
</table>

Total 115 7
## HOUSING: Case Study: 18th and Vine

### American Jazz Museum

### SUMMARY OF SELECTED RENTAL PROPERTIES

<table>
<thead>
<tr>
<th>Property</th>
<th>Year Built/Reno.</th>
<th>Occ. Rate</th>
<th># of Units</th>
<th>Avg. Rent (SF)</th>
<th>Size (SF)</th>
<th>Rent PSF</th>
<th>Avg. Rent (SF)</th>
<th>Size (SF)</th>
<th>Rent PSF</th>
</tr>
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<tbody>
<tr>
<td><strong>LIHTC Properties (50% AMI)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 The Vine Street Lofts</td>
<td>2003</td>
<td>95%</td>
<td>49</td>
<td>$525</td>
<td>1,048</td>
<td>$0.50</td>
<td>$695</td>
<td>1,287</td>
<td>$0.54</td>
</tr>
<tr>
<td>3 Jazz District Apartments Ph. I</td>
<td>2002</td>
<td>97%</td>
<td>22</td>
<td>$584</td>
<td>672</td>
<td>$0.87</td>
<td>$665</td>
<td>879</td>
<td>$0.76</td>
</tr>
<tr>
<td>4 Jazz District Apartments Ph. II</td>
<td>2007</td>
<td>97%</td>
<td>17</td>
<td>$588</td>
<td>639</td>
<td>$0.92</td>
<td>$687</td>
<td>934</td>
<td>$0.74</td>
</tr>
<tr>
<td><strong>Total/Average</strong></td>
<td></td>
<td>96%</td>
<td>88</td>
<td>$552</td>
<td>875</td>
<td>$0.63</td>
<td>$686</td>
<td>1,117</td>
<td>$0.61</td>
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<td>$842</td>
<td>879</td>
<td>$0.96</td>
</tr>
<tr>
<td>4 Jazz District Apartments Ph. II</td>
<td>2007</td>
<td>97%</td>
<td>31</td>
<td>$667</td>
<td>634</td>
<td>$1.05</td>
<td>$721</td>
<td>901</td>
<td>$0.80</td>
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<tr>
<td><strong>Total/Average</strong></td>
<td></td>
<td>97%</td>
<td>53</td>
<td>$676</td>
<td>650</td>
<td>$1.04</td>
<td>$771</td>
<td>891</td>
<td>$0.87</td>
</tr>
<tr>
<td><strong>Market Rate Properties</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>$866</td>
<td>879</td>
<td>$0.99</td>
</tr>
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<td>27</td>
<td>$799</td>
<td>639</td>
<td>$1.25</td>
<td>$912</td>
<td>1,002</td>
<td>$0.91</td>
</tr>
<tr>
<td><strong>Total/Average</strong></td>
<td></td>
<td>97%</td>
<td>69</td>
<td>$784</td>
<td>730</td>
<td>$1.07</td>
<td>$890</td>
<td>1,004</td>
<td>$0.89</td>
</tr>
</tbody>
</table>
### Unit Mix Summary

#### Residential Component

<table>
<thead>
<tr>
<th>Unit Type</th>
<th># of Units</th>
<th>AMI</th>
<th>Average Size</th>
<th>Current Monthly Rent</th>
<th>Current Rent/SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1BD/1ba</td>
<td>4</td>
<td>50%</td>
<td>1,375 SF</td>
<td>$520</td>
<td>$0.38</td>
</tr>
<tr>
<td>1BD/1ba</td>
<td>13</td>
<td>60%</td>
<td>1,346 SF</td>
<td>$630</td>
<td>$0.47</td>
</tr>
<tr>
<td>2BD/2ba</td>
<td>5</td>
<td>Mkt</td>
<td>1,830 SF</td>
<td>$1,065</td>
<td>$0.58</td>
</tr>
<tr>
<td>2BD/2ba</td>
<td>2</td>
<td>Mkt</td>
<td>2,250 SF</td>
<td>$1,100</td>
<td>$0.49</td>
</tr>
<tr>
<td>2BD/2ba</td>
<td>2</td>
<td>Mkt</td>
<td>2,500 SF</td>
<td>$1,450</td>
<td>$0.58</td>
</tr>
<tr>
<td><strong>Total/Average</strong></td>
<td><strong>26</strong></td>
<td></td>
<td><strong>1,602 SF</strong></td>
<td><strong>$796</strong></td>
<td><strong>$0.49</strong></td>
</tr>
</tbody>
</table>

### Unit Mix/Current Rents:

<table>
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<tr>
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<th>Vacant</th>
<th>Size</th>
<th>Rent</th>
<th>Rent/SF</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-BR/1-Ba</td>
<td>27</td>
<td>1</td>
<td>1,200-1,800 SF</td>
<td>$523-$551</td>
<td>$0.31-$0.44</td>
</tr>
<tr>
<td>2-BR/1-Ba</td>
<td>36</td>
<td>0</td>
<td>1,800-2,100 SF</td>
<td>$646-$654</td>
<td>$0.31-$0.36</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>63</strong></td>
<td><strong>1</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

*HOUSING: Artist Lofts*
## Senior Apartment Properties in Kansas City, MO

### SUMMARY OF SELECTED RENTAL PROPERTIES

<table>
<thead>
<tr>
<th>Property Name</th>
<th>Year Built</th>
<th>Occ. Rate</th>
<th># of Units</th>
<th>Avg. Rent</th>
<th>Size (SF)</th>
<th>Rent PSF</th>
<th>Avg. Rent</th>
<th>Size (SF)</th>
<th>Rent PSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sterling Apartments</td>
<td>1967</td>
<td>92%</td>
<td>38</td>
<td>$463</td>
<td>800</td>
<td>$0.58</td>
<td>$573</td>
<td>1,015</td>
<td>$0.56</td>
</tr>
<tr>
<td>Centennial Villa</td>
<td>2000</td>
<td>93%</td>
<td>46</td>
<td>$528</td>
<td>551</td>
<td>$0.96</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Lawndale Heights (LIHTC)</td>
<td>1979</td>
<td>100%</td>
<td>123</td>
<td>$625</td>
<td>600</td>
<td>$1.04</td>
<td>$725</td>
<td>700</td>
<td>$1.04</td>
</tr>
<tr>
<td>Pemberton Park for Grandfamilies (LIHTC)</td>
<td>2011</td>
<td>100%</td>
<td>36</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$525</td>
<td>830</td>
<td>$0.63</td>
</tr>
</tbody>
</table>

## Senior Independent Living Properties in Kansas City, MO

### SUMMARY OF SELECTED RENTAL PROPERTIES

<table>
<thead>
<tr>
<th>Property Name</th>
<th>Year Built</th>
<th>Occ. Rate</th>
<th># of Units</th>
<th>Studio Rent</th>
<th>One-Bedroom Rent</th>
<th>Two-Bedroom Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armour Oaks</td>
<td>1928/2008</td>
<td>100%</td>
<td>48</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
</tr>
<tr>
<td>Wexford Place</td>
<td>1987</td>
<td>93%</td>
<td>184</td>
<td>$1,980</td>
<td>$2,320</td>
<td>$3,300</td>
</tr>
<tr>
<td>Garden Village</td>
<td>1960s</td>
<td>95%</td>
<td>-</td>
<td>$1,450</td>
<td>$2,650</td>
<td>$2,650</td>
</tr>
<tr>
<td>Kendallwood Trails</td>
<td>1980s</td>
<td>82%</td>
<td>100</td>
<td>$2,150</td>
<td>$3,96</td>
<td>$3,57</td>
</tr>
</tbody>
</table>

## Senior Assisted Living Properties in Kansas City, MO

### SUMMARY OF SELECTED RENTAL PROPERTIES

<table>
<thead>
<tr>
<th>Property Name</th>
<th>Year Built</th>
<th>Occ. Rate</th>
<th># of Beds</th>
<th>One-Bedroom Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armour Oaks</td>
<td>1928/2008</td>
<td>93%</td>
<td>40</td>
<td>$2,096</td>
</tr>
<tr>
<td>Waterford South</td>
<td>1985</td>
<td>79%</td>
<td>28</td>
<td>$1,725</td>
</tr>
</tbody>
</table>

Avg. Assisted Living Cost in Kansas City: $4,550/month

Source: OurParents.com
Regional Employment Projections

Isolate growth of office-related occupations

Convert job growth into demand, on a per-square-foot basis

Reconcile job growth with historic office development

Apply capture rate

Analyze historic regional office growth

Analyze historic office capture rates by submarket

Estimate increase/decrease in capture rate for submarket

Office growth projections

Data Source: MERIC

Data Source: CoStar

P.S.F. Data: CoStar
OFFICE: Kansas City Metro Office Supply

Kansas City Metro Office Supply
CoStar, 2012

Square Feet (in millions)

Vacancy

Office Supply
Metro Vacancy
Projected 10 Year Office Growth
Kansas City (Missouri Portion of Metro Only)
Sources: MERIC, Development Strategies, 2012
<table>
<thead>
<tr>
<th>Location</th>
<th>Total RBA (sq ft)</th>
<th>Average Occupancy (%)</th>
<th>Average Lease Rate (psf)</th>
<th>Average Age (years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown</td>
<td>18,297,000</td>
<td>84%</td>
<td>$15.80</td>
<td>76</td>
</tr>
<tr>
<td>Crossroads</td>
<td>2,628,000</td>
<td>82%</td>
<td>$13.70</td>
<td>81</td>
</tr>
<tr>
<td>Crown Center</td>
<td>6,543,000</td>
<td>89%</td>
<td>$18.00</td>
<td>62</td>
</tr>
<tr>
<td>Main Street Corridor</td>
<td>3,382,000</td>
<td>93%</td>
<td>$13.90</td>
<td>72</td>
</tr>
<tr>
<td>Country Club Plaza</td>
<td>4,691,000</td>
<td>86%</td>
<td>$22.50</td>
<td>58</td>
</tr>
<tr>
<td>Troost Corridor</td>
<td>259,000</td>
<td>-</td>
<td>$8.00</td>
<td>74</td>
</tr>
</tbody>
</table>

Dollar values represent estimated peak rents, 2012
Development/Land Use Program
Development/Land Use Program
## Development/Land Use Program

<table>
<thead>
<tr>
<th>Strategic Nodes</th>
<th>Downtown / 6th St.</th>
<th>Big Eleven Lake / 11th St.</th>
<th>Community College / 74th St.</th>
<th>Kmart Site / 78th St.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Information</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Sites</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Site Area (Acres)</td>
<td>5.21</td>
<td>2.57</td>
<td>8.65</td>
<td>17.10</td>
</tr>
<tr>
<td>Residential Units</td>
<td>282</td>
<td>153</td>
<td>372</td>
<td>483</td>
</tr>
<tr>
<td>No. of Residents</td>
<td>386</td>
<td>169</td>
<td>523</td>
<td>627</td>
</tr>
<tr>
<td>Retail (Sq. Ft.)</td>
<td>24940</td>
<td>5300</td>
<td>37500</td>
<td>164210</td>
</tr>
<tr>
<td>No. of Jobs</td>
<td>39</td>
<td>15</td>
<td>73</td>
<td>162</td>
</tr>
<tr>
<td>No. of Parking Spaces</td>
<td>335</td>
<td>164</td>
<td>501</td>
<td>844</td>
</tr>
<tr>
<td>Type of Parking</td>
<td>On-street + Off-street Surface Parking</td>
<td>On-street + Tuck-in Deck Parking</td>
<td>On-street + Tuck-in Deck Parking</td>
<td>On-street + Off-street Surface Parking</td>
</tr>
<tr>
<td>Proximity to Transit</td>
<td>High - Next to Transit Center</td>
<td>Medium-Bus</td>
<td>Low-Bus</td>
<td>Low-Bus</td>
</tr>
</tbody>
</table>
Development Process

Big Forces

Market Analysis – Retail / Housing / Office

Strategies
INTRODUCTION

Dependency
Public money flows into targeted sites

Incubation
Public and inst. Investment Fledgling economy emerges

Self Sufficiency
Projects occur without subsidy

Contributor
Tax base supports other communities

Investments in Public Realm

Catalyst Projects

Private Investment

Matthew Wetli 2012 DEVELOPMENT STRATEGIES
IMPROVE THE MARKET

Placemaking

Mixed Use
Walk-ability
Public Space

RESPOND TO SHIFTING MARKETS

ADDRESS HOUSING OPPORTUNITIES

Housing Goals Diagram © DEVELOPMENT STRATEGIES 2012 Matthew Wetli
Demographic Opportunity: Infill
Demographic Opportunity: Infill
Demographic Opportunity: Infill
Housing Policy: Placemaking

Where the place is inviting, shoppers stay longer and spend more.
Housing Policy: Placemaking

Great places create value for residential development
Address Housing Opportunities

Target Opportunity Areas

- TOD
- Main Street
- Town Centers
- Historic Districts
Housing Policy: Opportunity Areas: TOD

Standard Transit Oriented Development
Many historic neighborhoods have significant latent value
Housing Policy: Public-Private Partnerships

Case Study: 3CDC and Over the Rhine in Cincinnati
Housing Policy: Public-Private Partnerships

Case Study: Over the Rhine in Cincinnati
Housing Policy: Public-Private Partnerships

Case Study: Over the Rhine in Cincinnati
Housing Policy: Public-Private Partnerships

Case Study: Over the Rhine in Cincinnati

Board Members
- American Financial Group *
- American Modern Insurance Group
- Castellini Company
- Cincinnati Bell
- Cincinnati Enquirer
- Cincinnati USA Regional Chamber
- Cintas
- Convergys Corporation
- Deloitte
- Dinsmore & Shohl
- Duke Energy
- Fifth Third Bank *
- First Financial Bank
- General Electric
- Global Novations
- Humana
- Huntington Bank
- Jack Rouse Associates
- KPMG
- Macy’s *
- North American Properties
- Peck, Shaffer & Williams
- PNC Bank
- Procter & Gamble *
- Scripps Interactive
- The Kroger Company *
- Towne Properties
- Toyota Motor
- United Way
- Uptown Consortium
- Western & Southern Financial Group *

* Fortune 500 Headquartered Companies
IMPROVE THE MARKET

- Land Banking
  - Site Prep
  - Site Assembly
  - Urban Farms
  - Watershed Restoration

RESPOND TO SHIFTING MARKETS

ADDRESS HOUSING OPPORTUNITIES

Housing Goals Diagram ©
DEVELOPMENT STRATEGIES 2012
Matthew Wetli
What did we just talk about?

- Market Analysis in the Design Process
- Big Forces
- Market Analysis
  - Retail
  - Housing
  - Office
- Strategies
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