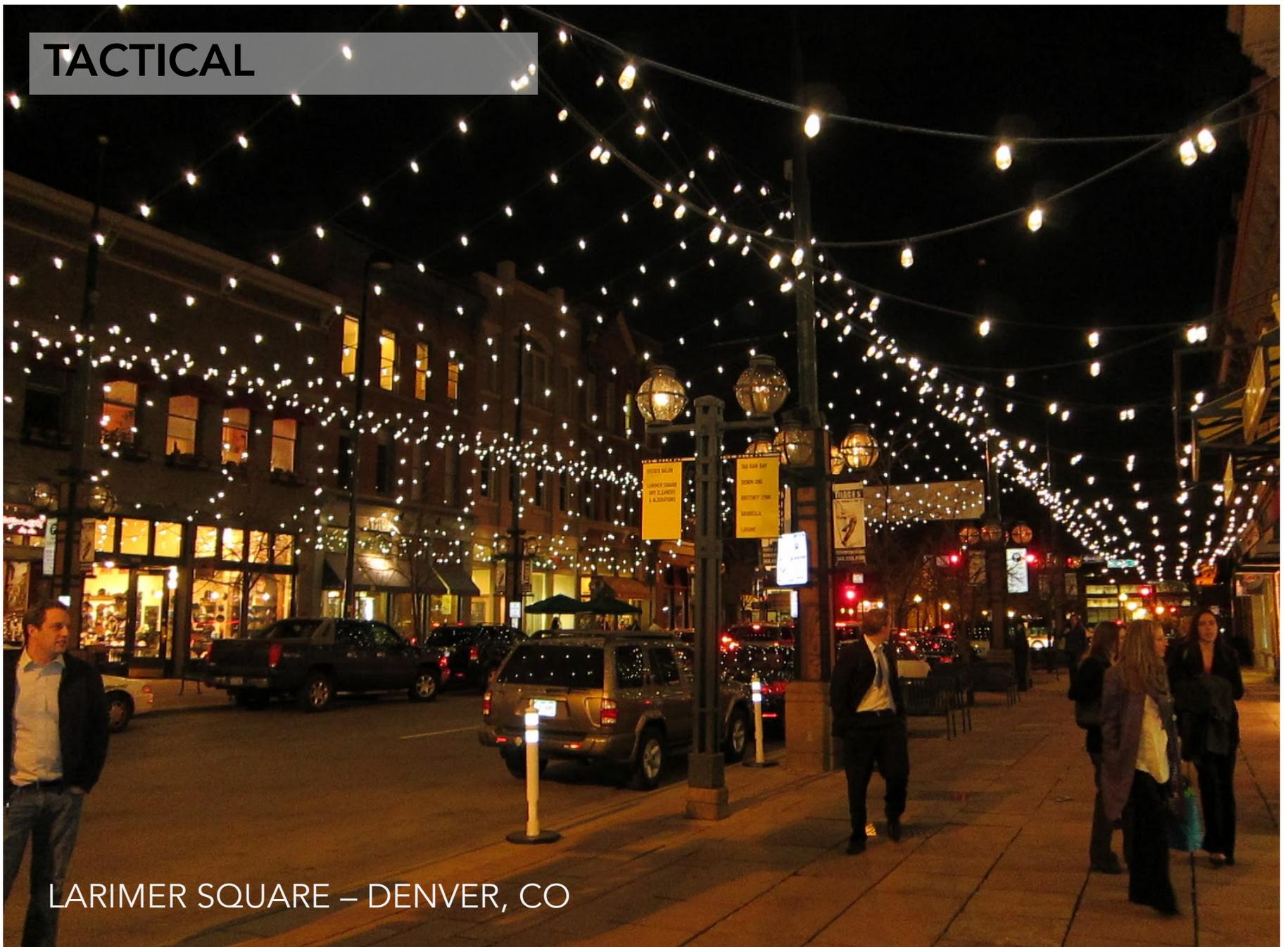


TACTICAL



LARIMER SQUARE – DENVER, CO

TACTICAL



DEL POPOLO PIZZA TRUCK – SAN FRANCISCO, CA

LEAN



POPUP HOOD PROGRAM – OAKLAND, CA

LEAN



PORCHETTA BOX – MONTREAL, CANADA

LEAN



CONTAINER BAR – AUSTIN, TX

LEAN



OCEAN DEVELOPMENT – PORTLAND, OR

LEAN

basa basa



basa
basa

OCEAN DEVELOPMENT – PORTLAND, OR



CLIMAX



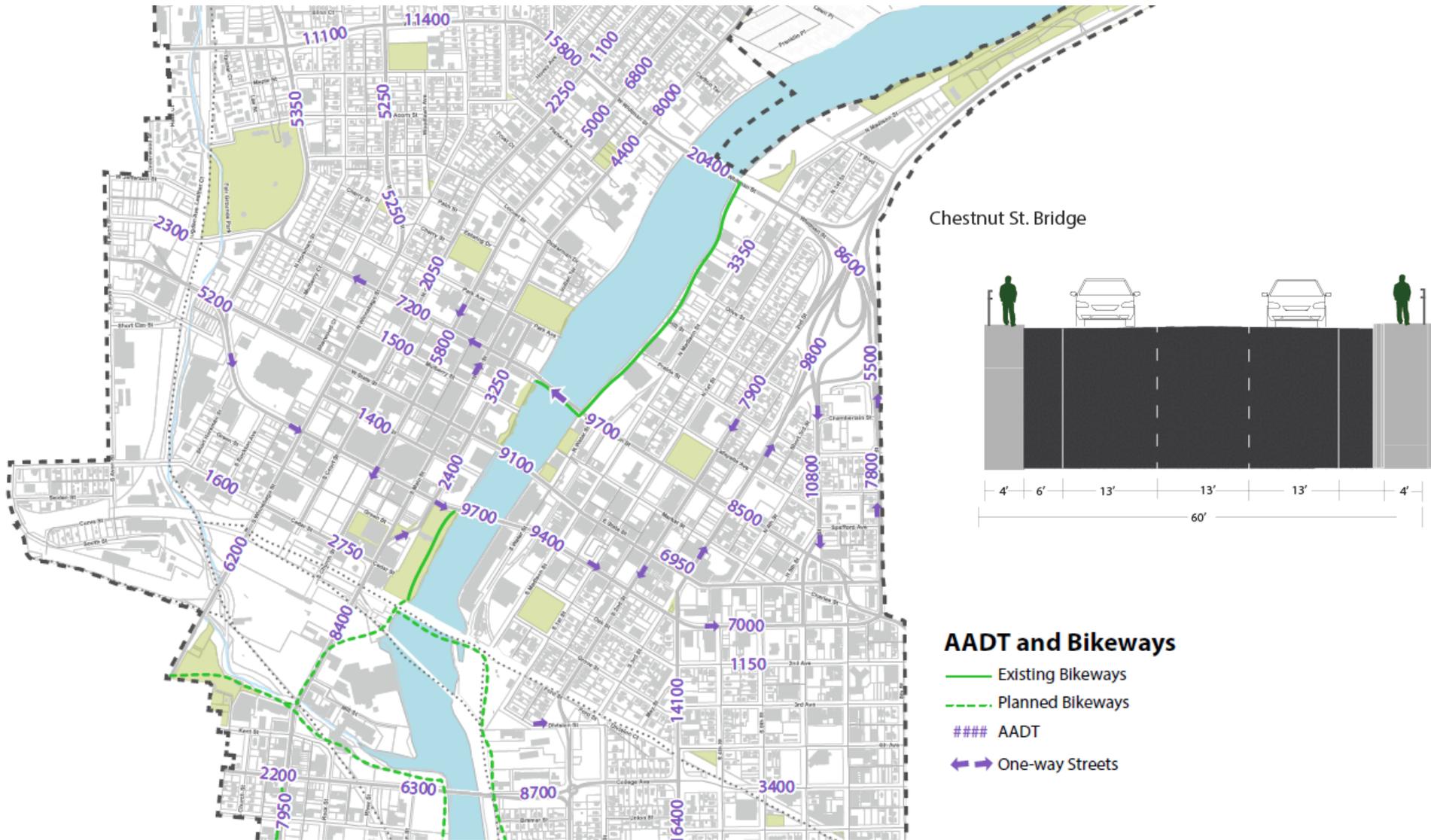
ONE MAIN - CHAMPAIGN, IL

CLIMAX



COOLEY LAW SCHOOL STADIUM – DOWNTOWN LANSING, MI

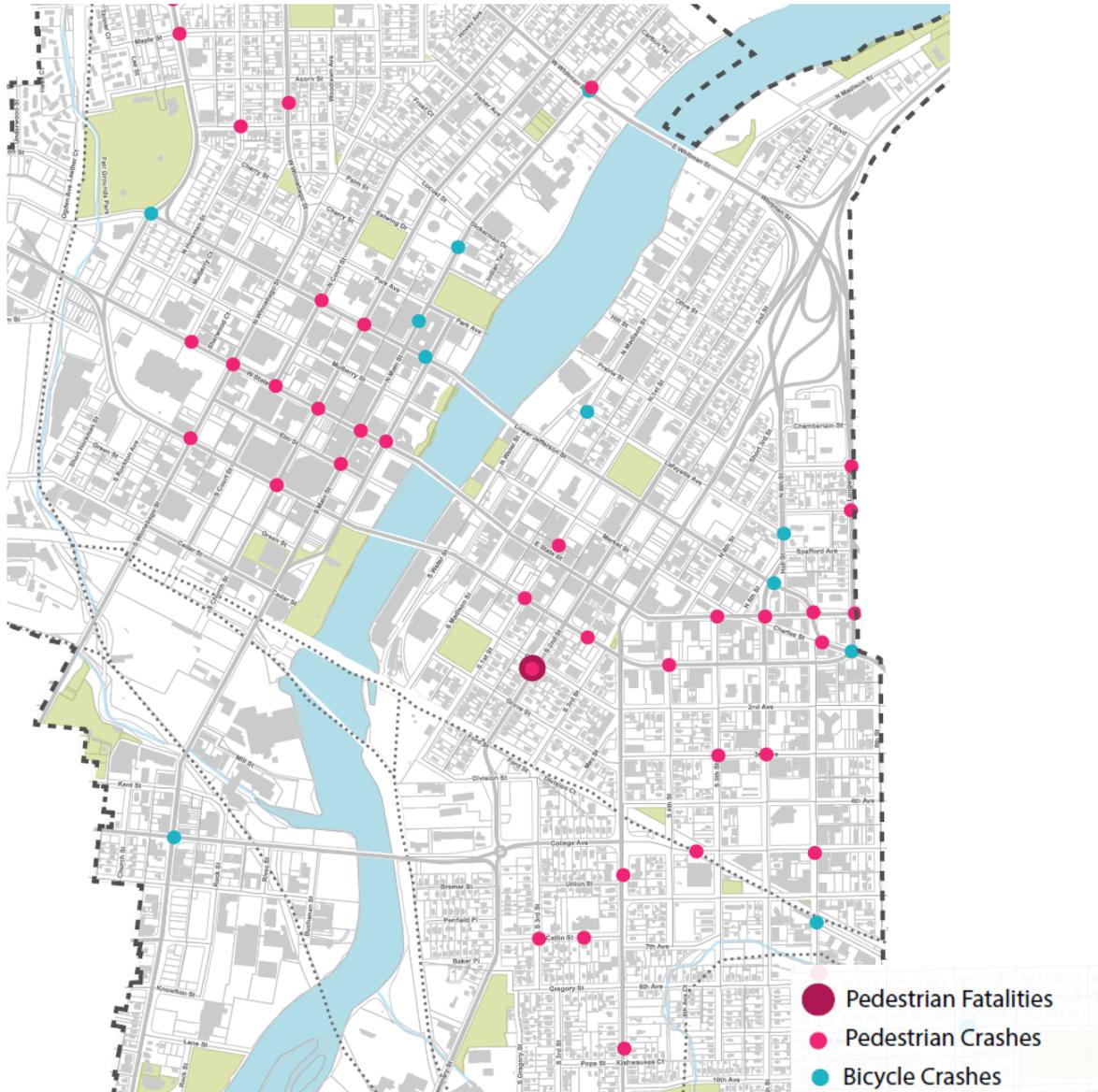
TRAFFIC CIRCULATION



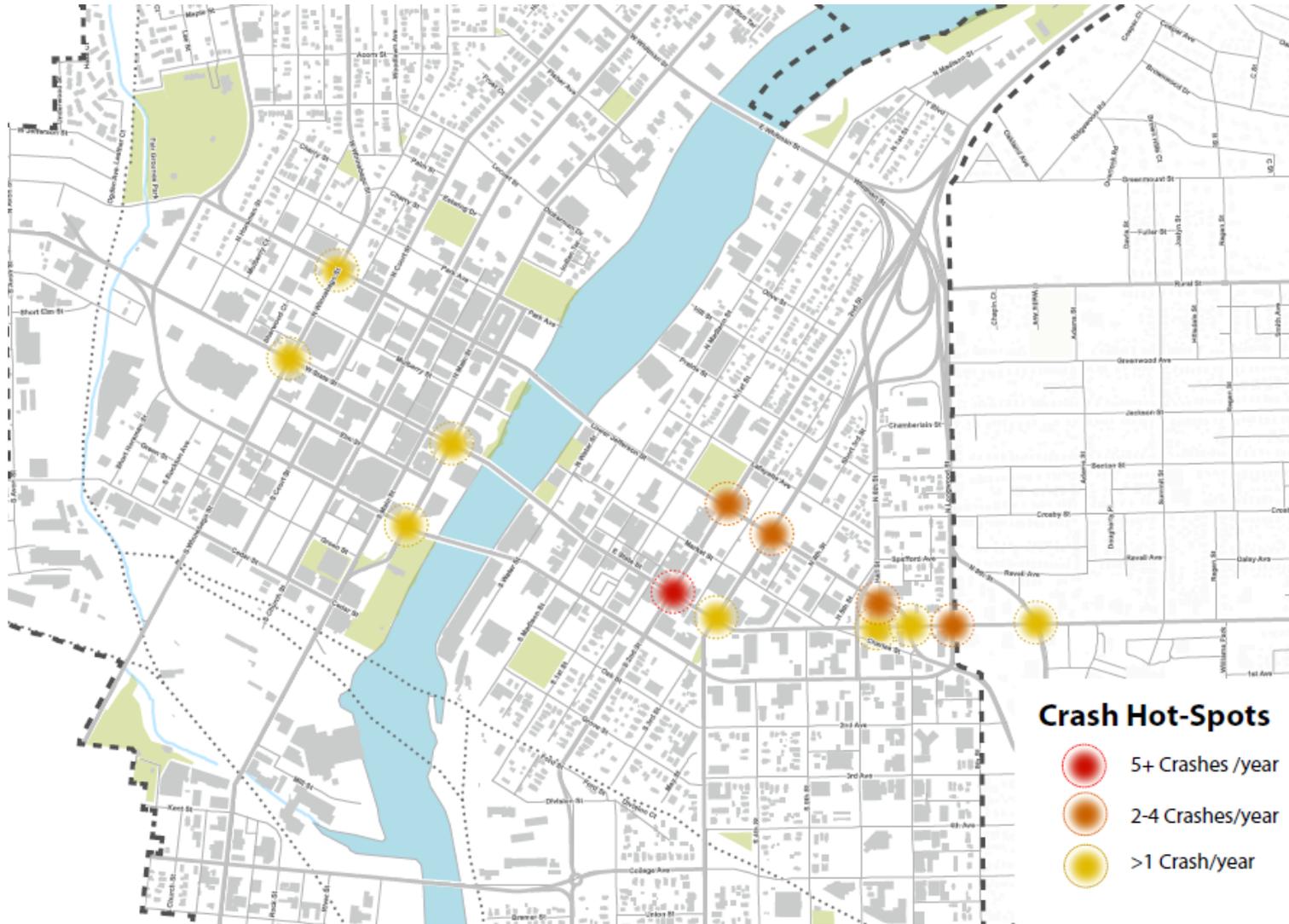
TRAFFIC CIRCULATION: INTERVENTIONS



TRAFFIC SAFETY



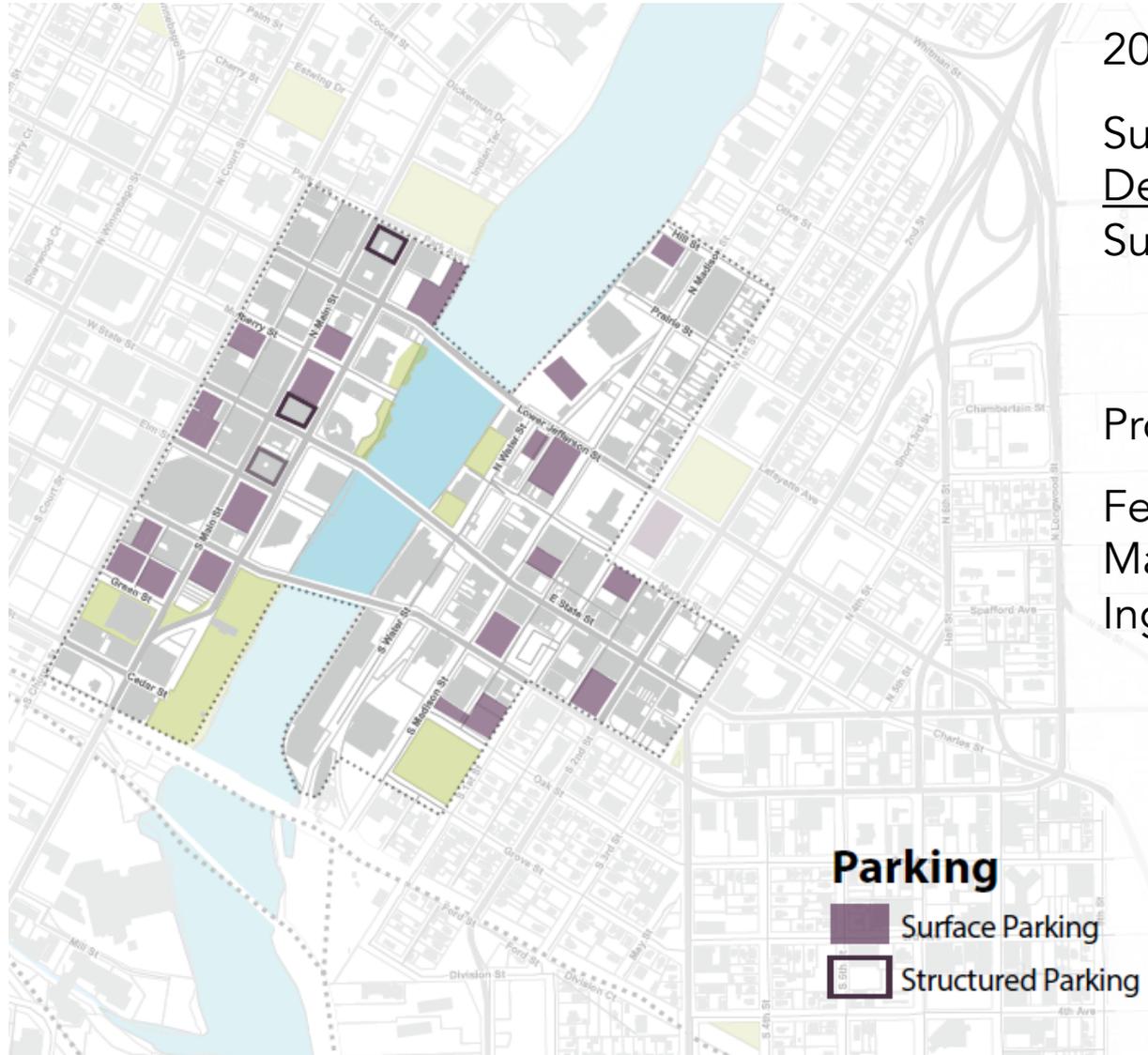
TRAFFIC SAFETY



TRAFFIC SAFETY: INTERVENTIONS



PARKING



2008 Downtown Parking Study

Supply: 12,961 spaces
Demand: 6,336 spaces
Surplus: 6,625

Projected Deficits:

Federal courthouse: 348 spaces
Main St. Mall: 413 spaces
Ingersoll/ComEd: 184 spaces

PARKING: INTERVENTIONS



REFINING THE CHARGE

- Scope to Reality
 - Area demographic information
 - Cull down existing reports to key teaser information for investors
 - Perceptions Survey results
 - Informative to growth
 - Baseline
 - Peer communities review document
 - Communities with public markets/transformational retail
 - Commercial and residential market analysis
 - Concept of complete market
 - Market Strategic Direction Memorandum

MARKET DATA & TRENDS

- Affiliated Community
 - Who: Residents of Rockford
 - Role: Community pride and differentiation
- ½ - Mile Pedestrian
 - Who: Residents and employees in nearby properties
 - Role: Most frequent users whose visibility suggests character of area (Brand)

MARKET DATA & TRENDS

- 20-Minute Drive Time Destination
 - Who: Users seeking unique products and services
 - Role: Primary Market Providing 50% to 85% of each business' sales
- Balance Goal
 - Stores
 - Restaurants
 - Personal Services
 - Offices
 - Residences

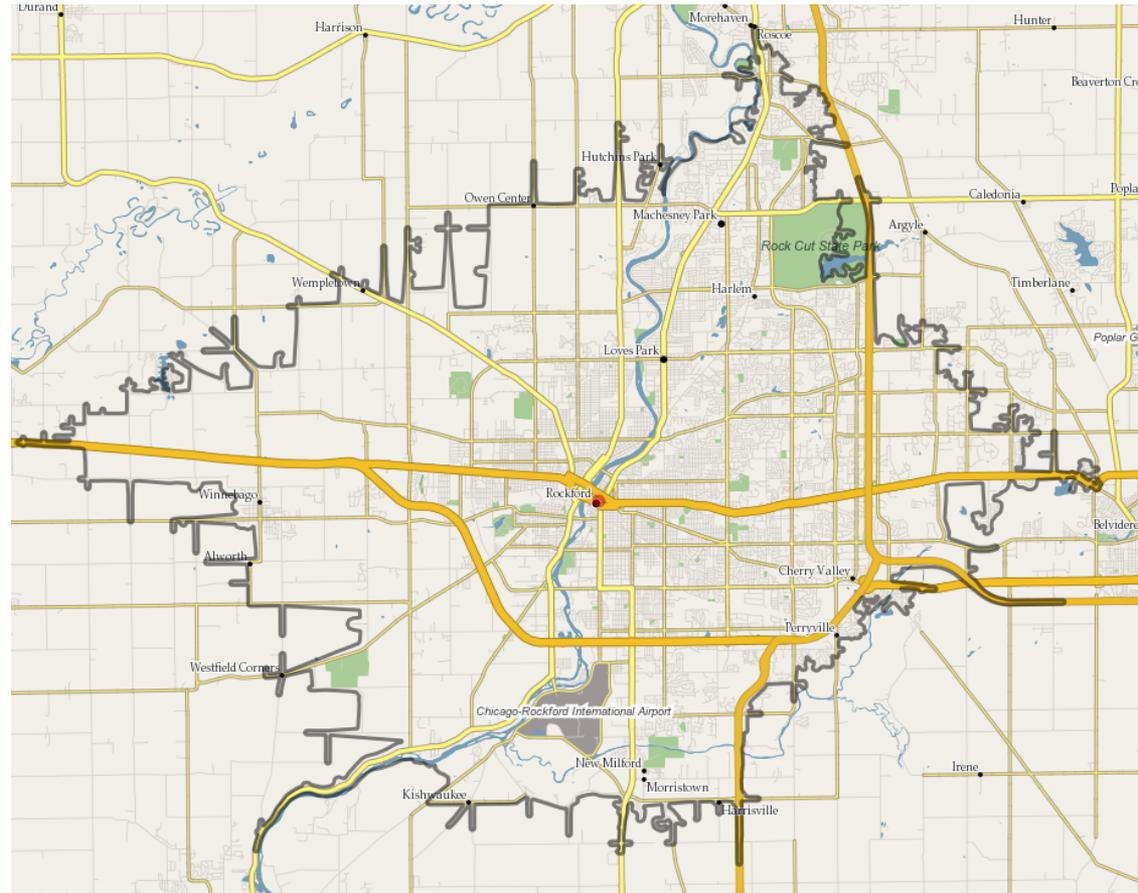
DEMOGRAPHIC INFORMATION

	Rockford	0.5 Miles Downtown Rockford	20 Minutes Downtown Rockford
Employees	71,365	7,124	100,809
Total Population	150,891	3,207	235,672
Population (per Sq. Mi.)	2,431.09	4,072.21	1,184.03
Median Age	36.4	42.2	38.2
Rented Housing Units	41.4%	93.6%	34.7%
Average Household Income	\$56,742	\$22,034	\$60,783
% Household Income > \$75,000	21.7%	3.2%	25.4%
Household Income > \$75,000	12,844	42	23,675
Resident Retail Spending	\$1 Billion	\$15 Million	\$1.7 Billion

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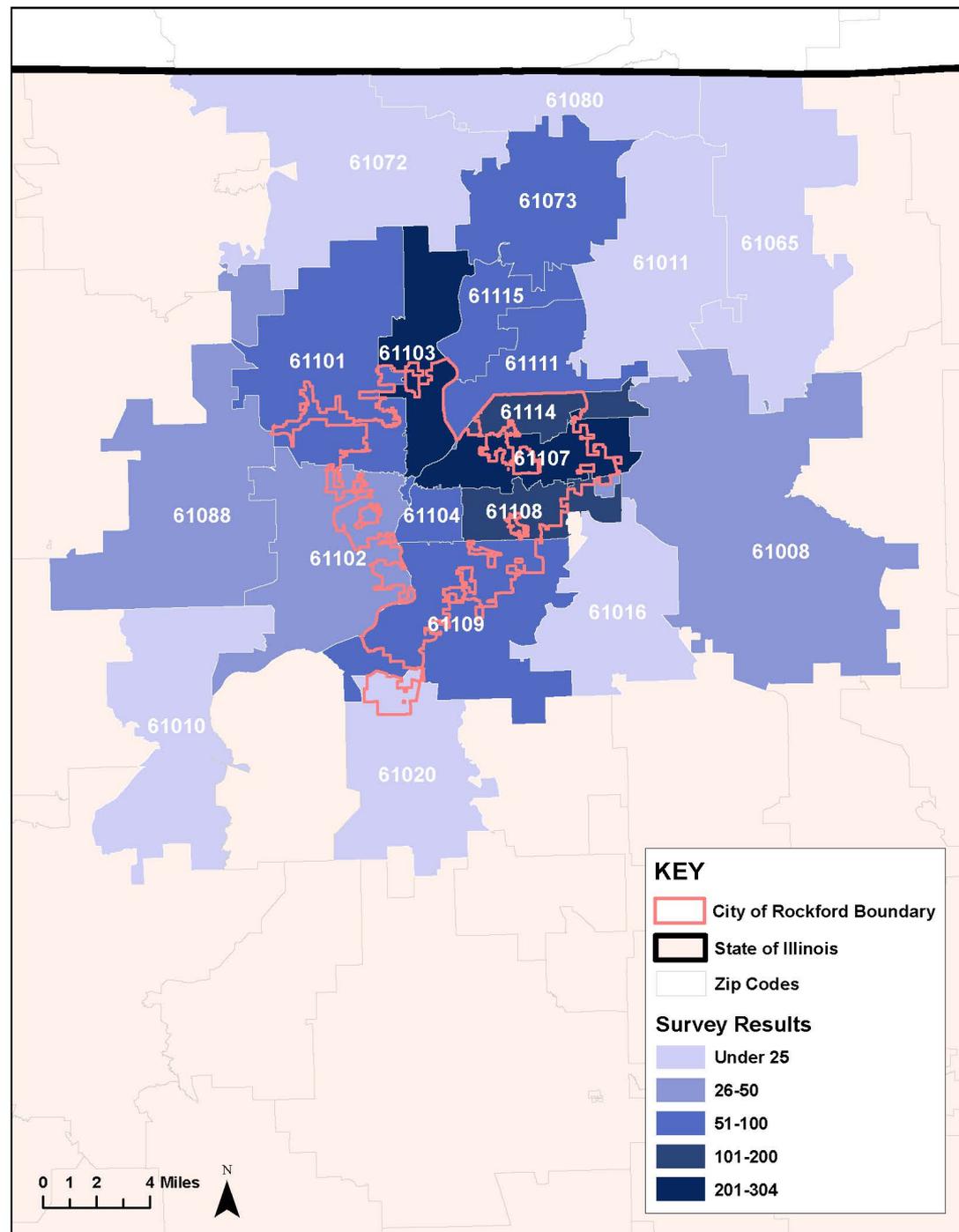
20-MINUTE DRIVE TIME MARKET

- Primary Market
 - National Standard
 - Different?
 - 80 to 85% of Sales
- Competition?



SURVEY RESULTS

- 1,587 responses
- Closed January 25
- Subgroup analysis?
 - Parking “likers”
 - Millenials
 - Boomers

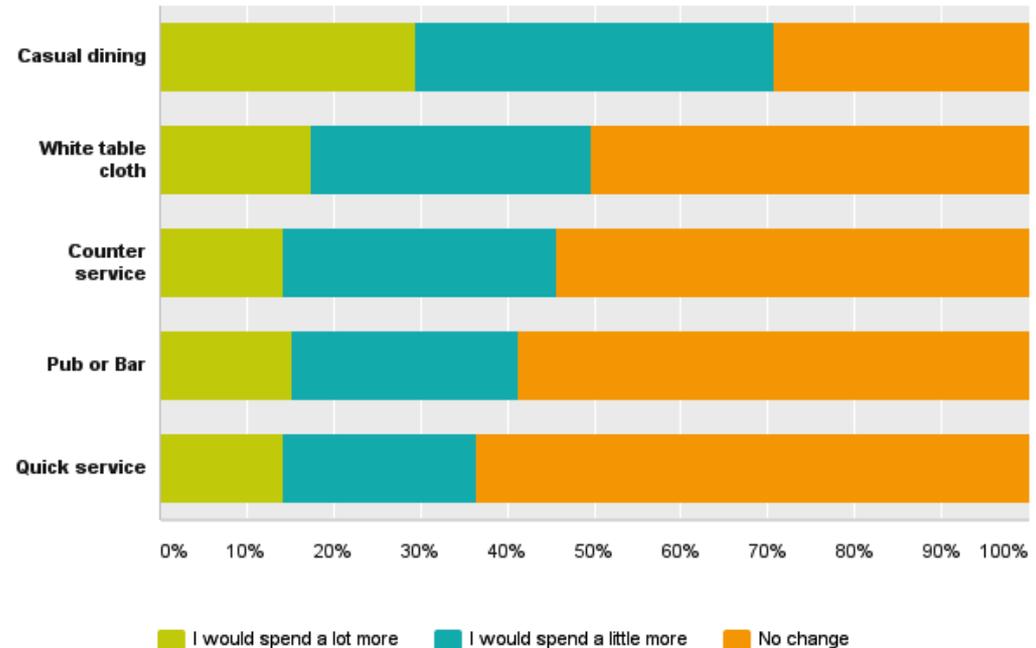


INFORMATION THAT SELLS

- Many good restaurants
- Casual Dining
 - 70% would spend more
 - Recruitment tool
- Encouraging to current businesses

Q2 How would the addition of these restaurants affect the amount you spend in Downtown Rockford?

Answered: 1,575 Skipped: 12

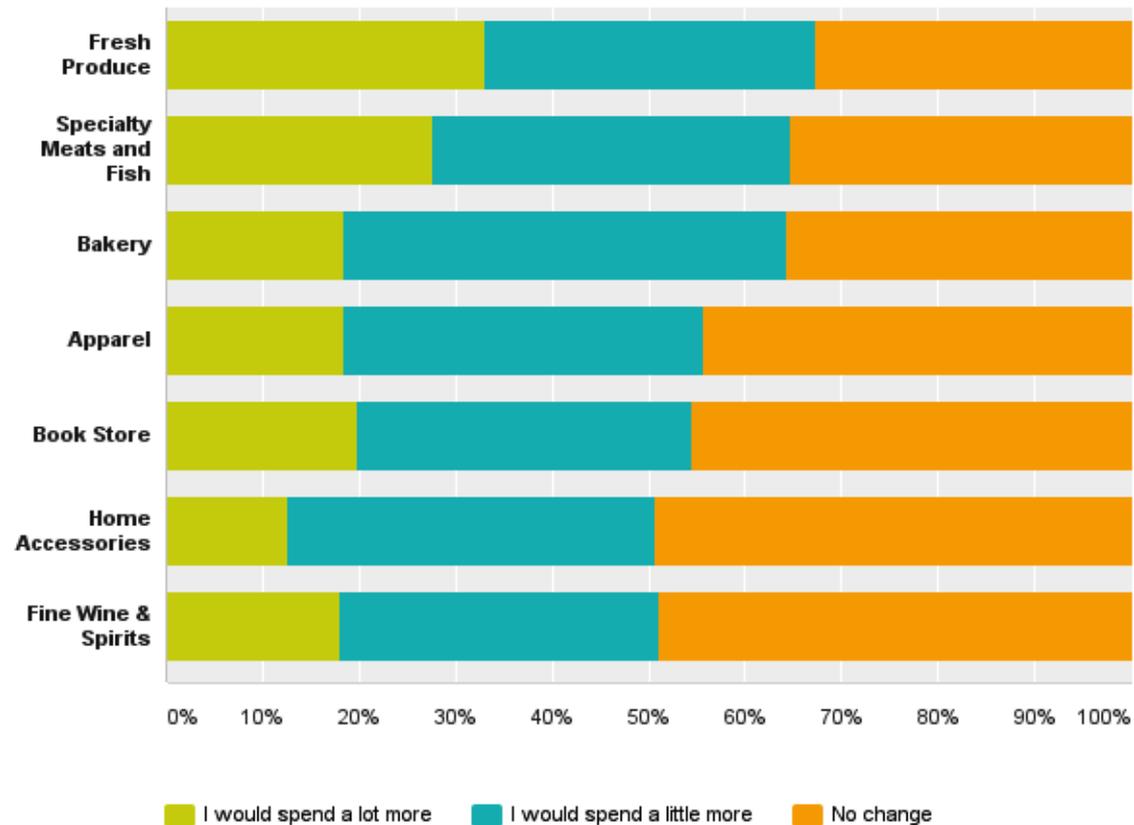


INFORMATION THAT SELLS

- City Market fits
- More of the same

Q3 How would the addition of these stores affect the amount of money that you spend in Downtown Rockford?

Answered: 1,568 Skipped: 19



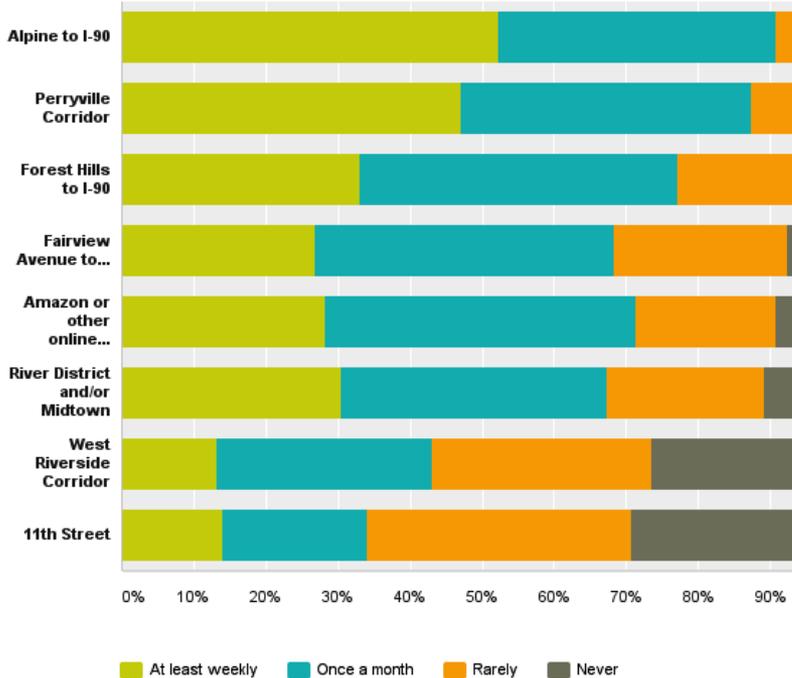
Specific Recommendations



BASELINE

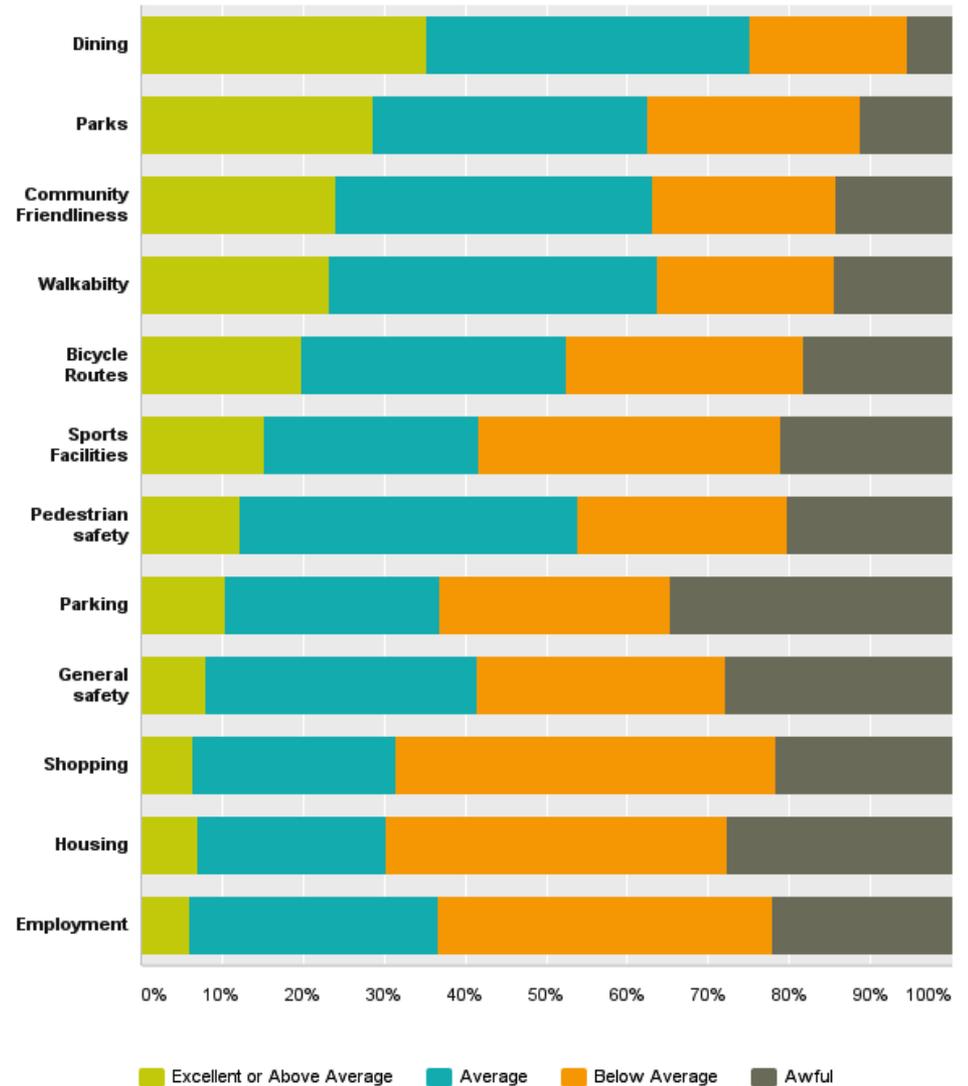
Q1 In an average month, how often do you visit these commercial areas?

Answered: 1,581 Skipped: 6



Q6 How would you describe the quality of these Downtown Rockford resources?

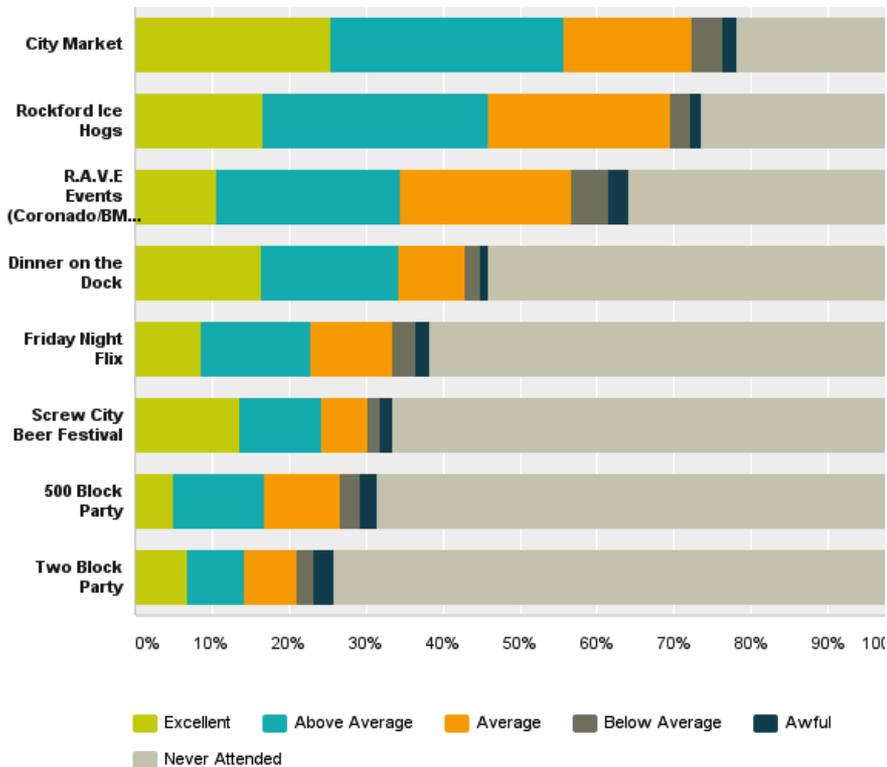
Answered: 1,535 Skipped: 52



FOCUS ON EVENTS

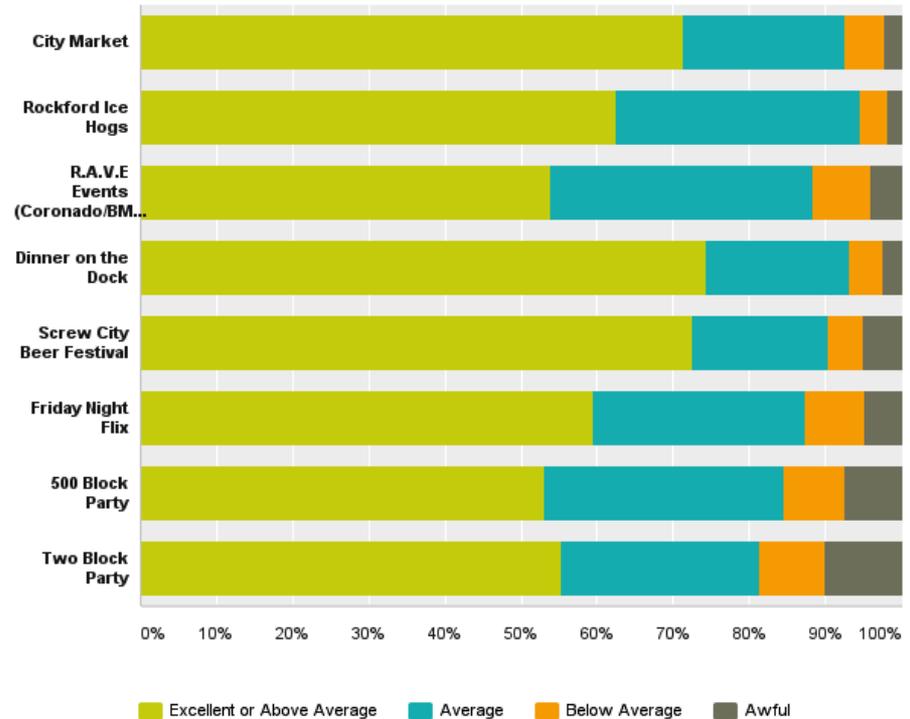
Q7 Evaluate your experience at these Downtown Rockford events:

Answered: 1,520 Skipped: 67



Q7 Evaluate your experience at these Downtown Rockford events:

Answered: 1,520 Skipped: 67



PEER COMMUNITIES

- Population
 - Building Age/Style
 - Model possibilities
 - City
 - Market Building
 - ½ Mile
 - What to examine/build
 - Total Pop
 - Total Employment
- Aurora
 - Joliet
 - Peoria
 - Springfield
 - Naperville
 - Elgin
 - DesMoines
 - Pittsburgh
 - Milwaukee

PEER COMMUNITIES

	Rockford	Aurora	Elgin	Joliet	Naperville	Peoria
Employees	71,365	47,669	35,311	46,468	57,919	67,370
Total Population	150,891	201,955	110,443	148,643	144,044	115,512
Population per Sq Mi	2,431	4,399	2,914	2,369	3,673	2,287
Median Age	36.4	31.6	33.3	32.6	38.8	34.1
Rented Housing	41.4%	30.7%	30.3%	27.4%	23.4%	41.5%
Average Household Income	\$56,742	\$83,632	\$77,403	\$72,923	\$135,518	\$70,551
Median Household Income	\$39,024	\$61,458	\$60,844	\$60,181	\$102,921	\$47,441
Per Capita Income	\$22,602	\$26,754	\$25,504	\$24,048	\$48,097	\$29,509

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PEER COMMUNITIES: CITY MARKETS

	Rockford	Des Moines	Pittsburgh	Milwaukee	Cleveland
Employees	71,365	118,977	261,104	243,956	254,114
Total Population	150,891	209,291	308,360	603,748	390,828
Population per Sq Mi	2,431	2,536	5,284	6,233	5,013.06
Median Age	36.4	33.9	33.1	30.6	35.9
Renter Occupied Housing	41.4%	37.3%	53.7%	57.3%	56.0%
Average Household Income	\$56,742	\$58,250	\$60,259	\$48,137	\$38,909
Median Household Income	\$39,024	\$43,716	\$38,421	\$34,931	\$26,477
Per Capita Income	\$22,602	\$23,761	\$27,924	\$19,133	\$16,862

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Peer Communities: City Market ½ Mile

	Rockford	Milwaukee	Pittsburgh	Cleveland	Des Moines
Employees	7,124	34,405	8,916	6,253	21,964
Total Population	3,207	3,206	12,110	3,395	2,494
Population per Sq Mi	4,072	4,070	15,382	4,312	3,167
Median Age	42.2	29.6	30.1	41.2	37.8
Rented Housing	93.6%	66.2%	81.2%	72.3%	81.5%
Average Household Income	\$22,034	\$94,336	\$66,104	\$42,433	\$57,916
Median Household Income	\$13,132	\$60,180	\$38,278	\$18,457	\$27,272
Per Capita Income	\$10,427	\$60,477	\$40,130	\$23,802	\$40,005

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INVESTMENT COSTS

RSMeans QuickCost Estimator

Project Title: **Rockford Market Lean**

Model: **Store, Retail**

Construction: **Split Face Concrete Block / Steel Joists**

Location: **ROCKFORD, IL**

Stories: **1**



Costs are derived from a building model with basic components. Scope differences and market conditions can cause costs to vary significantly.

Story Height (l.f.): **14**

Floor Area (s.f.): **5,000**

Data Release: **Year 2012 Quarter 3**

Wage Rate: **Union**

Basement: **Not included**

Cost Ranges	Low	Med	High
Total:	\$552,600	\$614,000	\$767,500
Contractor's Overhead & Profit:	\$138,150	\$153,500	\$191,875
Architectural Fees:	\$55,350	\$61,500	\$76,875
Total Building Cost:	\$746,100	\$829,000	\$1,036,250

Do You Need a More Comprehensive Estimate With Current Cost Data and Your Own Detailed Project Specifications?

Access the [Custom Cost Estimator](#), a paid subscription service, to reference a comprehensive library of square foot models updated and localized for the United States to create a customized online estimate specific to your individual project! - **All from RSMeans, *The Industry Source!***

[\[click here to view a sample report\]](#)

RSMeans QuickCost Estimator

Project Title: **Rockford Market Residential**

Model: **Apartment, 1-3 Story**

Construction: **Face Brick with Concrete Block Back-up / Wood Joists**

Location: **ROCKFORD, IL**

Stories: **3**



Costs are derived from a building model with basic components. Scope differences and market conditions can cause costs to vary significantly.

Story Height (l.f.): **10**

Floor Area (s.f.): **60,000**

Data Release: **Year 2012 Quarter 3**

Wage Rate: **Union**

Basement: **Not included**

Cost Ranges	Low	Med	High
Total:	\$6,447,600	\$7,164,000	\$8,955,000
Contractor's Overhead & Profit:	\$1,611,900	\$1,791,000	\$2,238,750
Architectural Fees:	\$644,850	\$716,500	\$895,625
Total Building Cost:	\$8,704,350	\$9,671,500	\$12,089,375

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[\[click here to view a sample report\]](#)

NEXT STEPS

- Create Development Scenarios
 - Transitions from tactical, to lean, to climax
 - Associated Costs
 - Stakeholder Workshop
- Survey
 - Determine Subgroups
 - Follow-up on safety
 - Follow-up on parking
- Learn about Peers
 - Temporary Retail Policy
 - Lean Development
 - Climax Development
- Complete Strategy Memo
- Do we need:
 - Business Development Workshop
 - New demographics

A LITTLE TLC!

