

CITY OF EAGLE POINT

"Gateway to the Lakes"

OREGON



JOINT MEETING OF THE CITY OF EAGLE POINT CITY COUNCIL AND ECONOMIC DEVELOPMENT COMMISSION

Council Chambers
17 Buchanan Ave. South, Eagle Point, Oregon
February 4, 2013

WORKSHOP AGENDA

1. CALL TO ORDER – 6:00 P.M.
2. DISCUSSION REGARDING ECONOMIC DEVELOPMENT PLAN: Ron Fox, Southern Oregon Regional Economic Development Inc. (SOREDI) and Mary Bosch, Marketek, Inc.
3. ADJOURN

**BUSINESS OF THE CITY COUNCIL AND
ECONOMIC DEVELOPMENT COMMISSION
EAGLE POINT, OREGON**

AGENDA STATEMENT

Item Number: 2

Meeting Date: February 4, 2013

ITEM TITLE: Discussion regarding an Economic Development Plan.

SUBMITTED BY: Henry Lawrence, City Administrator (541) 826-4212, ext 107
Mike Upston, Principal Planner (541) 826-4212, ext 111

SUMMARY EXPLANATION: The purpose of this workshop is to engage the City Council and Economic Development Commission in a discussion regarding an economic development plan. This workshop will be an opportunity for Councilors and Commissioners to get together with City staff, Southern Oregon Regional Economic Development, Inc. (SOREDI), and Marketek, a Portland-based economic development consulting firm, to discuss a proposed scope of work and options for moving forward.

Marketek's Mary Bosch has provided a draft proposal (refer to Attachment A) to conduct a retail market analysis for Eagle Point. We've asked her to align her proposed scope of services with the City's somewhat broader goal of developing a three-pronged economic development approach consisting of: 1) a local retail service strategy, 2) a traded sector strategy, and 3) an e-commerce strategy. Mary's primary roles would be to develop the content for a local retail service strategy and merge SOREDI's work on a traded sector and e-commerce strategy into a single report that provides specific recommendations and action items based on a thorough understanding of Eagle Point's unique position in the Rogue Valley.

You may recall that SOREDI's Ron Fox showed a short video about traded sector strategy at our November 5, 2012 workshop, along with his own commentary about why it's important. Ron will be on hand during the February 4, 2013 workshop to talk about how a traded sector strategy pertains to Eagle Point and how it would be incorporated into the report that Mary Bosch has proposed. You may also recall from that November workshop that Ron talked about having an e-commerce strategy as well. One thought is that this would add e-commerce businesses to the current mix of industrial and commercial businesses meeting the criteria to receive property tax incentives within the Jackson County Enterprise Zone (Sidebar: We've heard that the Enterprise Zone may have an e-commerce category added to it in future). Similar to the traded sector information, Ron will discuss how information regarding an e-commerce strategy would be incorporated into Mary Bosch's report.

SOREDI is available at no cost to assist with the traded sector and e-commerce strategies, but would defer to the consultant to provide the local retail service strategy and pull all of the information together into a single document.

At the February 4th workshop, staff will provide introductory remarks and then turn it over to Mary and Ron to present more detailed information. Then Councilors and Commissioners will be provided time to engage in questions and general discussion. The workshop will conclude with direction to staff on whether to proceed with hiring Mary Bosch to do the work described in her draft proposal, or to move in a different direction.

No action is sought. The purpose of the workshop is for the Council and Commission to receive and consider the information presented. No decision is requested and no public input will be received, though the workshop is open to the public. However, as described above, the Council and Commission will have the option to request that staff prepare a resolution to hire Mary Bosch as well as request SOREDI's participation.

The workshop will begin at 6:00 p.m. and is anticipated to last about an hour and a half. If you have any questions please contact either Henry Lawrence or Mike Upston.

Resolution: _____ Ordinance: _____ Contract: _____ Other:(specify) _____

Funding Source: _____
APPROVED FOR SUBMITTAL: _____
City Administrator

STAFF RECOMMENDATION: No staff recommendation is provided at this time. This workshop is solely for the purpose of providing information and generating discussion. However, as mentioned above, the Council and Commission will have the option to request that staff prepare a resolution to hire Mary Bosch as well as request SOREDI's participation.

COMMISSION RECOMMENDATION: None at this time.

COUNCIL OPTIONS:

1. Direct staff to prepare a resolution to hire Mary Bosch as well as request SOREDI's participation; or
2. Direct staff to schedule another workshop and bring back additional information; or
3. Provide alternate direction to staff.

ATTACHMENTS:

Attachment A: Marketek Proposal

Attachment A: Marketek Proposal



Market Analysis . Economic Development . Urban Planning

9220 SW Barbur Blvd. Suite 119-220 Portland, Oregon 97219

January 30, 2013

TO: Mr. Henry Lawrence
City Administrator
City of Eagle Point, OR

FROM: Ms. Mary Bosch
Principal
Marketek

RE: Retail Market Analysis, City of Eagle Point, Oregon

Marketek is pleased to share the following scope of work and qualifications to assist Eagle Point with a retail market analysis and business development action plan. The scope of work contained in the proposal responds to Eagle Point's desire to provide needed commercial goods and services to local residents today and as population growth continues. Specifically, this project seeks to provide Eagle Point a clear picture of its market opportunities and 'best bets' for retail business development. In the course of work, Marketek will make every effort to build on past planning efforts and current projects. Marketek will also work closely with Southern Oregon Regional Economic Development, Inc. (SORED) focused on Traded Sector opportunities to ensure that a unified work product is created for the City of Eagle Point.

Project Background and Goals

One of the fastest growing communities in Oregon over the past decade, Eagle Point's population has nearly doubled in the past six years. The Jackson County Comprehensive Plan projects that population for Eagle Point's urban area will be 16,964 residents in the year 2026 and 21,449 residents by the year 2040. In addition to significant housing development, Eagle Point will be poised for commercial and potentially industrial development with the completion of the Highway 62 Bypass by 2017. To prepare to accommodate population and employment growth, Eagle Point is eager to identify business opportunities that will best meet the needs of the community over the next several years.

To address and plan for Eagle Point's imminent growth and development, the City is eager to create a three-pronged economic development strategy as recommended by SOREDI focused on: 1. Local Retail, 2. Traded Sector and 3. E-commerce. Marketek will prepare the Retail Market Analysis and Strategy and SOREDI will assist Eagle Point with the Traded Sector and E-commerce strategies. Marketek will work collaboratively with SOREDI to create a single end product.

Among the goals and outcomes specifically of this retail market analysis are to:

- Create an accurate and *realistic* picture of the Eagle Point marketplace and its retail potential, including the location and characterization of the existing supply of businesses, consumer preferences, needs and buying patterns and opportunities and challenges for growth and development.
- Understand the gaps in the retail market and conversely, the potential for increased retail sales by sector and/or merchandise type.
- Clearly understand the needs and preferences of Eagle Point's key target markets, including community residents, employees, business owners, visitors and passers-through.
- Provide the City of Eagle Point with key business retention and recruitment strategies and a game plan to strengthen and diversify the local retail/service industry.
- Assess the Highway 62 corridor and downtown district for infill and redevelopment potential and identify overall development concept.
- Provide user-friendly data for promoting target business opportunities to existing and prospective businesses and developer prospects.

Scope of Work

The major work phases of this project and key tasks are outlined below.

I. Orientation and Discovery

Objective

- To gain an understanding of key economic and market attributes, retail supply characteristics, issues, development projects and opportunities

Tasks

- Review all prior documents and relevant local and regional planning efforts for key findings and analyses to provide information foundation for project activities.
- Participate in a driving tour of Eagle Point's key shopping areas/retail properties and in a walking tour of the downtown and key centers to understand existing supply.
- Meet with City staff and other key stakeholders to ensure clear project objectives and to clarify key issues and opportunities.

II. Target Market Analysis and Commercial Assessment

Objectives

- To understand the size, characteristics and growth patterns of Eagle Point's target customer markets

- To clarify the key issues and opportunities related to future commercial development.

A. Socio-Economic Profile

Using secondary data such as the Census, county and regional employment data and other public and proprietary data sources, demographic and economic analyses for Eagle Point and its primary market area will be performed within the years 2013 - 2018.

Included in this analysis will be:

- Population and household growth trends
- Age, income, education, race
- Lifestyle characteristics of the population
- Employment trends and forecasts

B. Profile of Other Target Markets

To the extent that information is available, data will be collected and analyzed related to the size, characteristics and growth trends of other key target markets for retail development such as: visitors, employees, students, youth and other customer groups.

C. Commercial Market Assessment

Based on and including the results of the preceding steps, a Commercial Market Assessment 'report card' will be prepared identifying assets, liabilities, barriers and opportunities for future commercial development in Eagle Point. These factors may relate to market conditions, regulatory/code issues, overall development patterns and other conditions. The assessment will address conditions unique to the following focus areas: Downtown, Downtown Perimeter, Highway 62 Commercial Corridor and the Urban Reserve Area. This background document will provide a common base of information about opportunities and issues related to retail and general commercial development.

III. Statistical Retail Market Analysis

The results of the retail market analysis will provide estimates of market support for retail/service and office uses in the primary market area and supportable development within Eagle Point. The competitive supply of such uses in the market area will be analyzed to provide realistic projections regarding future levels of demand and supply. The research tasks outlined below will build upon all prior analysis and economic or development studies with strategies and recommendations related to Eagle Point's key shopping centers/districts.

A. Retail Market Analysis: Supply and Demand

Objectives

- To determine existing leakage in the retail base and to quantify potential demand for retail, restaurant and service establishments in the market area. Demand projections will include estimated annual absorption of space for various types of retail space.

- To provide recommendations about the types of businesses and activities that would increase and sustain the economic vitality of retail market. Guidelines on business clustering will be included as well as recommended marketing considerations.

Tasks

- Identify major competitive retail facilities/shopping centers that presently exist or are planned in the target study area and the Eagle Point area as a whole.
- Quantify retail sales leakage (or retail gaps) for the Eagle Point market area by retail goods and services.
- Prepare potential demand estimates for retail space by business type for the next five and ten years and/or at the proposed community build out. Utilize secondary data, including population growth and expenditure data to estimate retail expenditures in the market area. Relate demand to existing and projected retail/commercial supply in both sales (\$) and square feet of supportable space.
- Quantify existing spending from the visitor market utilizing reliable data from Dean Runyan and Associates, local visitor market attractions, hotel/motel tax trends and other available sources.
- Determine the proportion of potential retail and other commercial demand that Eagle Point can expect to capture now and for the next five years or at the proposed community build out.
- Identify market voids and specific retail/commercial niches or target businesses to be filled.

IV. Opinion Research / Public Outreach

Given the critical importance of achieving sustainable economic success in Eagle Point, it is also proposed that business and consumer research be conducted. Opinion research will complement the statistical market analysis (Part III) and include a combination of approaches including written and electronic surveys, focus groups, one-on-one meetings and large group meetings.

A. Survey of Shopping Preferences

Objectives

- Determine the shopping habits and preferences of key target markets—where do customers shop now? What do they want to see in Eagle Point?
- Determine existing perceptions about shopping in the study areas.
- Identify the types of products and services that residents will support in Eagle Point and that if available in town would encourage shoppers to support Eagle Point shopping centers.

Tasks

- Draft a survey instrument, Survey of Shopping Preferences, suitable for self-administration by Eagle Point area residents, area workers, and other target markets.
- Develop a "cover letter" for the survey(s) explaining its purpose and requesting the help of the respondent in this important initiative.
- Publicize the surveys with the help of the City of Eagle Point, Eagle Point and Upper Rogue Chamber of Commerce.
- Analyze and synthesize survey results.

B. Business Owner Survey

Objectives

- Obtain input from business owners regarding key issues and opportunities related to doing business in Eagle Point and an understanding of needs and interests regarding strengthening existing businesses.
- Gain insights to retail/commercial market issues and business opportunities and potential barriers.

Tasks

- Develop a business survey and publicize well through the City of Eagle Point and Chamber to assure a high response rate. Utilize electronic survey approach, supplemented by hard copy distribution if necessary.
- Analyze and synthesize results and the application for business recruitment and retention strategies.

C. In-store Visits

Objective

- Gain direct insight to the retail and service mix, merchandising and business practices, and issues and opportunities facing the existing business base.

Tasks

- Make in-store visits to anchors and a sample of other businesses in each shopping area to assess existing business condition, merchandise and business mix in the Eagle Point community.
- With the help of the City, identify select business owners who are key stakeholders or leaders and who should be personally interviewed during the business visitation.
- Summarize issues and observations regarding retail and general commercial base.

V. Real Estate Product

Objective

- Understand what sites/properties Eagle Point has to offer that will accommodate future commercial development in each of the four geographic focus areas: Downtown, Downtown Perimeter, Highway 62 Commercial Corridor and Urban Reserve Area.

Tasks

- Conduct site visit to key commercial development/redevelopment areas.
- Based on the market analysis, input of the City and 'windshield' survey of commercial properties, identify vacant and underutilized parcels that are most likely candidates for new development or redevelopment.
- Review and clarify City zoning, land use, redevelopment and related plans, incentives and policies related to encouraging commercial and/or mixed use development on key sites.
- With City staff, identify and evaluate four catalytic development/redevelopment sites based on factors such as: Low improvement to land ratios, Zoning, Ease of land assembly, Adjacent land uses and surrounding development, Importance they play in creating a sense of place and enhancing

Eagle Point's urban design fabric, Strength of near-term market support, and Long-term catalytic impact on Eagle Point's business base

- Provide City staff a template to conduct commercial property/site inventory for marketing purposes.

VI. Conclusions and Recommendations

Based upon the findings of the commercial assessment, the statistical market analysis, extensive opinion research and retail experience in working with dozens of business districts, conclusions and recommendations will be provided related to the following:

- Business/Merchandise Mix
- Market Position
- Business Retention/Expansion/Recruitment Strategies
- Business Location Recommendations
- Marketing and Promoting Eagle Point Shopping Centers/Properties for Economic Success

Recommendations will address the question: *How can we put our market analysis to work in successful business development?* Specific types of retail/service /entertainment businesses to recruit or merchandise lines to add to current businesses will be identified based upon the market analysis research. The emphasis will be on businesses that will complement and improve the existing commercial mix and increase target market attraction. Using the market analysis as a foundation, guidance also will be provided regarding the best location for key target businesses.

Working with City, a clear message will be developed regarding what the business districts wants to be known for and how it will distinguish itself regarding service, retail, restaurant, entertainment and other businesses. As a result, a market position statement will be developed for that will help focus future commercial expansion and can be used in promoting to business prospects.

Business development recommendations will be two-pronged, focusing both on strategies aimed at helping existing businesses expand or redevelop and on ones that seek to attract new business to fill market voids. Business expansion and assistance strategies and tactics such as training programs, mentoring, one-on-one technical assistance will also be recommended.

Marketing guidelines, business development strategies and next steps will be recommended to promote Eagle Point's offerings to its target markets. The plan will be developed in collaboration with City who will most likely be actively involved with implementation. Marketing strategies may include: advertising, print, electronic, direct mail, presentations, website, special events and other activities.

A succinct summary of action steps will be provided with priorities for the next 6 to 12 months as well as longer term strategies for putting the market study to work. In addition, a simple business development/marketing factsheet will be drafted for use in promoting business opportunities.

VII. Written Report and Work Session

Marketek will prepare a draft written report incorporating all findings, conclusions and recommendations, supported by an exhibit package of tables, charts and other documentation. The findings of both Marketek and SOREDI's analysis and economic development recommendations will be merged into one document for the City of Eagle Point.

Marketek will conduct a work session with City staff and any other key stakeholders desired. The session will focus on putting the market analysis to work in a business development action plan.

Marketek will make revisions of the draft study based upon City comments and prepare a final document for distribution. We will provide an electronic copy of the report and any power point presentations suitable for photocopying.

VIII. Optional Services

A. Business Development Training and Coaching

With the market analysis and development strategies as the foundation, Eagle Point will be ready to move toward reaching its market potential through business expansion and recruitment. A Business Recruitment workshop is proposed to help apply the results of the market analysis to commercial business development. Business and community stakeholders from Eagle Point would be encouraged to attend.

Business Recruitment Workshop Outline

A sound recruitment program has as its foundation the market analysis, store-type recommendations, a well-defined market position, business district development plan and recruitment information. With these tools in hand, City will be ready to recruit retail and other commercial businesses. The recruitment workshop proposed below will help key stakeholders develop or strengthen a knowledgeable local sales team and with the ability to sell. The workshop includes a detailed workbook and will focus on the following topics:

- Responsibilities and Challenges of the Recruitment team—*Who will do what?*
- Establishing Priorities for Recruitment
- Promoting Business District Real Estate
- Prospecting for New Business--Traditional and non-traditional marketing methods
- Examples of Success—Case Studies of Recruitment Initiatives
- Putting It All Together---Retail Business Development Plan for Eagle Point

B. Implementation Assistance

Marketek is ready to assist clients with implementing their market studies for strategic target marketing and business development results. Our services range from creating prospecting lists to organizing marketing and branding campaigns to achieve the desired results.

Help with developing and producing collateral materials, overall marketing/public relations plans, target market messaging, website development, staff/team training, prospect management and other related services are also some of the implementation services that we offer clients. Fees are negotiated on a project-by-project basis.

Budget and Schedule

The total project budget including all fees and expenses for the Eagle Point Market Analysis outlined above is \$17,950. Marketek is prepared to begin work within two weeks upon your advice to proceed. The project schedule from the start date is 12 weeks.

Project Budget Eagle Point Retail Market Analysis	
Phases	Costs
I. Orientation and Discovery	\$1,500
II. Target Market Analysis and Assessment	\$2,500
III. Statistical Retail Market Analysis	\$3,500
IV. Opinion Research/Public Outreach	\$3,000
V. Real Estate Product	\$2,500
VI. Conclusions and Recommendations	\$1,500
VII. Written Report and Work Session	\$1,750
Other Project Elements	
Project Management/Client Communications	\$500
Expenses	
Travel - 3 trips @ \$400	\$1,200
TOTAL FEE & EXPENSES NOT TO EXCEED	\$17,950

Qualifications

Marketek, Inc. – www.marketekInc.com

Marketek celebrates 27 years of providing market research, city planning, and economic development services to clients nationwide. Since 1985, we have assisted over 350 communities revitalize local neighborhoods, commercial districts and industrial areas. In 2009-2012 we completed more than fifty projects in six states, with services ranging from retail marketing assistance to affordable housing studies.

Marketek's rigorous analysis and innovative marketing concepts are aimed at enhancing the market advantages of our clients. The firm has offices in Atlanta, Georgia, Charleston, South Carolina and Portland, Oregon.

Marketek's principals draw on extensive backgrounds in downtown revitalization, real estate development, marketing organizational development and strategic/urban planning to provide comprehensive services to our clients, including developers, public agencies, downtown associations, nonprofits organizations, industrial corporations, commercial developers, builders and financial institutions.

Our services range from preparing commercial revitalization strategies to conducting market feasibility analyses for residential, retail, office and industrial developments. Marketek has pioneered a practical, hands-on approach to community economic revitalization. And our experience with communities and private developers alike enables us to identify their mutual needs and interests in the economic development process.

Marketek operates with a small staff. Our ability to help clients succeed is based on the experience and capabilities of Marketek principals, the commitment to high quality work and ultimately, the practical application of our analysis and plans. We are selective in the assignments we accept to ensure that all projects have the full participation of at least one principal. Our "hands-on" approach typically results in our continuing involvement in the community or development long after a project is completed.

Key Services:

- ▲ **Market Analysis for Retail, Office, Housing & Industrial Uses** – Downtown, Private Development, Community Facility, Mixed-Use Town Centers.
- ▲ **Economic Development & Revitalization Strategies** – Neighborhood, Community, Urban Corridor, Industry Analysis.
- ▲ **Strategic & Business Planning** – Community, Business, Nonprofit, Project-Specific
- ▲ **Business Recruitment & Retention Services** – Program Development, Sales Training, Implementation.
- ▲ **Marketing/Branding Strategies** – Consumer Research, Community Image, Project Marketing.
- ▲ **Organizational Development** – Public Facilitation, Board/Team Training, Assessment.

Mary Bosch, Principal, Marketek



Mary is a market analyst and economic developer experienced with every facet of the business development process – from the perspective of the entrepreneur to the developer and marketing professional. Through her work on economic revitalization assignments throughout the nation, Mary has acquired a strong understanding of what it takes to rebuild a community’s retail and economic base.

Since beginning her consulting career over 25 years ago, Mary has completed market research, business development and management projects for over 300 communities in 15 states throughout the U.S. Mary has led over 50 trainings and workshops on Market Analysis, Business Recruitment/Retention and Business Plans for Business Districts for local and state economic development and Main Street organizations.

Experience: 32 years in economic development consulting, including 23 as a principal with Marketek and nine in strategic planning and economic development positions with the Southern Company and the Georgia Power Company. Recent projects include: Santa Rosa Business Development Action Plan, Downtown San Jose Business Development Plan, Canby Retail Market Analysis & Restaurant Attraction Campaign, Lents Town Center Grocery Attraction Campaign.

Expertise: Business recruitment, retention and expansion; Economic development strategic planning; Marketing implementation assistance; Multi-sector real estate market analysis; Organizational development and capacity building; Public outreach and consumer research

Education: Master of City Planning, Georgia Institute of Technology, Atlanta, 1981
BA Communications, Indiana University, Bloomington, 1976

Project Samples



[Downtown San Jose Retail Market Analysis Strategy & Business Assessment, San Jose, California, 2010](#)

Retail market assessment designed to improve the Redevelopment Agency’s business outreach, recruitment and expansion efforts and to attract retailers to San Jose’s downtown. Through business and consumer surveys, in-store visits, interviews and a statistical demand analysis, Marketek identified target business opportunities, consumer markets, and highest and best use locations for the downtown. Working closely with the Redevelopment Authority, created a game plan for capitalizing on these opportunities and expanding services to existing downtown businesses.

Downtown Economic, Market Assessments & Business Development Plans for over 35 Oregon Downtowns, Oregon Downtown Development Association (ODDA) and Oregon Main Street Program (OMS), 2002-2012



Marketek worked as part of ODDA and OMS teams to help numerous Oregon downtowns determine and understand their market potential, identify critical business opportunities and prime development sites, and create workable development plans: from Pendleton to North Bend, from Winston to Ontario, and Lakeview and Boring—Marketek has crisscrossed the State of Oregon helping downtowns target their markets and develop the best business mix.



Santa Rosa Downtown Retail Business Development Action Plan, Economic Sustainability Strategy, Santa Rosa, CA, 2008 and updated 2011 (subcontractor)

Marketek, in collaboration with Chabin Concepts, prepared a retail strategy and target marketing plan for three unique central city business districts. Market research steps included a local community survey (450 responses) and interviews with over 50 business owners in three downtown districts. Among the end products were a detailed a marketing strategy and a step-by-step business recruitment plan.

Neighborhood Economic Development (NED) Strategy, Portland Development Commission (PDC), Portland, Oregon, 2010-2012

Marketek led an in-depth planning process that resulted in the creation of a detailed five-year strategy to serve Portland's most under-served, highest need neighborhoods. The process included 15 community focus groups, best practice case studies, identifying new implementation tools and resources, managing a citizens advisory committee, organizing a NED summit and creating the public/private strategy to guide City and neighborhood actions for budget. Marketek provides ongoing implementation assistance.

Market Analysis for the Argenta District Master Plan, North Little Rock, Arkansas, 2009

Marketek conducted a multi-sector market analysis as part of the master planning process for North Little Rock's downtown district of Argenta with Tunnell-Spangler-Walsh design team. Marketek assessed the hotel, retail, office and residential markets and, for each use, provided a summary of existing competitive supply, estimates of future development potential in downtown and key target markets. Marketek identified opportunities and next steps to introduce urban agriculture practices. Project won 2010 Achievement Award, Arkansas Planning Association.



Residential and Retail Market Analysis and Marketing Plan, Canby Urban Renewal Agency, Canby Business Development, Canby, Oregon, 2006-2007, Updated 2010 and 2012

Marketek completed a downtown residential market analysis and development strategy, prepared a retail market analysis and developed a business-attraction marketing plan. Marketek identified unique retail niches and the desired business mix for downtown Canby, the Highway 99 corridor and specific sites. Marketek currently is working with Canby on a retail marketing implementation program.



Iowa City Market Niche Analysis, Iowa City, Iowa, 2007-2008

In 2007, the Iowa City Economic Development Department contracted Marketek to perform a multi-sector real estate market analysis to rejuvenate its downtown core. Marketek provided assessments of the retail, residential, office, lodging and entertainment potential for the downtown and recommended business mixes, product types, price points, target markets, and strategies to improve downtown's ability to attract creative professionals. To facilitate implementation of downtown revitalization, Marketek outlined key next steps to be taken and prepared a detailed action plan for organizing for downtown development and attracting new business owners, developers and investors. The City has used Marketek's findings to create a new downtown organization and to attract investors and entrepreneurs.

Lents Town Center Market Analysis & Business Development Plan, Portland, Oregon

The Lents Urban Renewal District is one of five designated town centers in the Portland region. To help provide direction for redevelopment projects, Marketek conducted an in-depth mixed-use market study, including retail, office and residential uses. Marketek developed a retail market strategy and business development plan and continues to work with the Portland Development Commission to facilitate business prospecting, assist with marketing and share the results of the market study with the community.



Downtown Training & Technical Assistance, Oregon Main Street Program, 2010-2012

Conducted three 'resource team' evaluations for Oregon Main Street focused on Economic Restructuring and Design aspects of Bandon, Oregon and Lebanon, Oregon Main Street programs. Provided economic and organizational assessments, educational and findings presentations and written report of analysis,

observations, conclusions and recommendations. Also conducted half day workshop training for over 30 Main Street Program Managers on Asset-based Entrepreneur Development and Attracting and Growing your Local Entrepreneurs.



Feasibility Analysis for Historic Properties, Winters, California, 2009

Marketek worked as part of an interdisciplinary team to evaluate three prime historic commercial properties in Downtown Winters, California for the City and the private property owner. The property assessment involved market opportunity analysis focused on three key development uses: Lodging, Meeting/Event Space and Office. Winters community leaders and the project team identified these opportunities among several as having the greatest potential for successful development in the near term or 1-3 year timeframe. Architectural/engineering concept plans were prepared together with building redevelopment cost estimates. A financial pro forma analysis of the most viable target uses was prepared and a next steps gameplan for property redevelopment.

Downtown Bowling Green, Kentucky Mixed Use Market Analysis, 2010

Marketek prepared a comprehensive mixed use market analysis of retail, office and residential real estate products together with a marketing and organizational strategy for the successful implementation of a phased tax increment financing downtown revitalization plan. The Economic Development Authority has successfully used Marketek's findings for retail and residential targeting and recruitment.

Nineteen Livable Centers Initiatives (LCI) Projects throughout Metro Atlanta Region, 2000 – 2012 (subcontractor)

The Atlanta Regional Commission designed the Livable Centers Initiative (LCI) to foster greater livability in activity and employment centers in the Atlanta region through master planning with an emphasis on transit options. As part of a multi-disciplinary team of planners, designers and engineers, Marketek has participated in nineteen LCI studies since 2000. We provided retail, residential and office/industrial market analyses and redevelopment recommendations for residential, commercial and mixed-use projects. Suggested business mixes, housing product types and target markets were identified, along with marketing and business development guidelines.