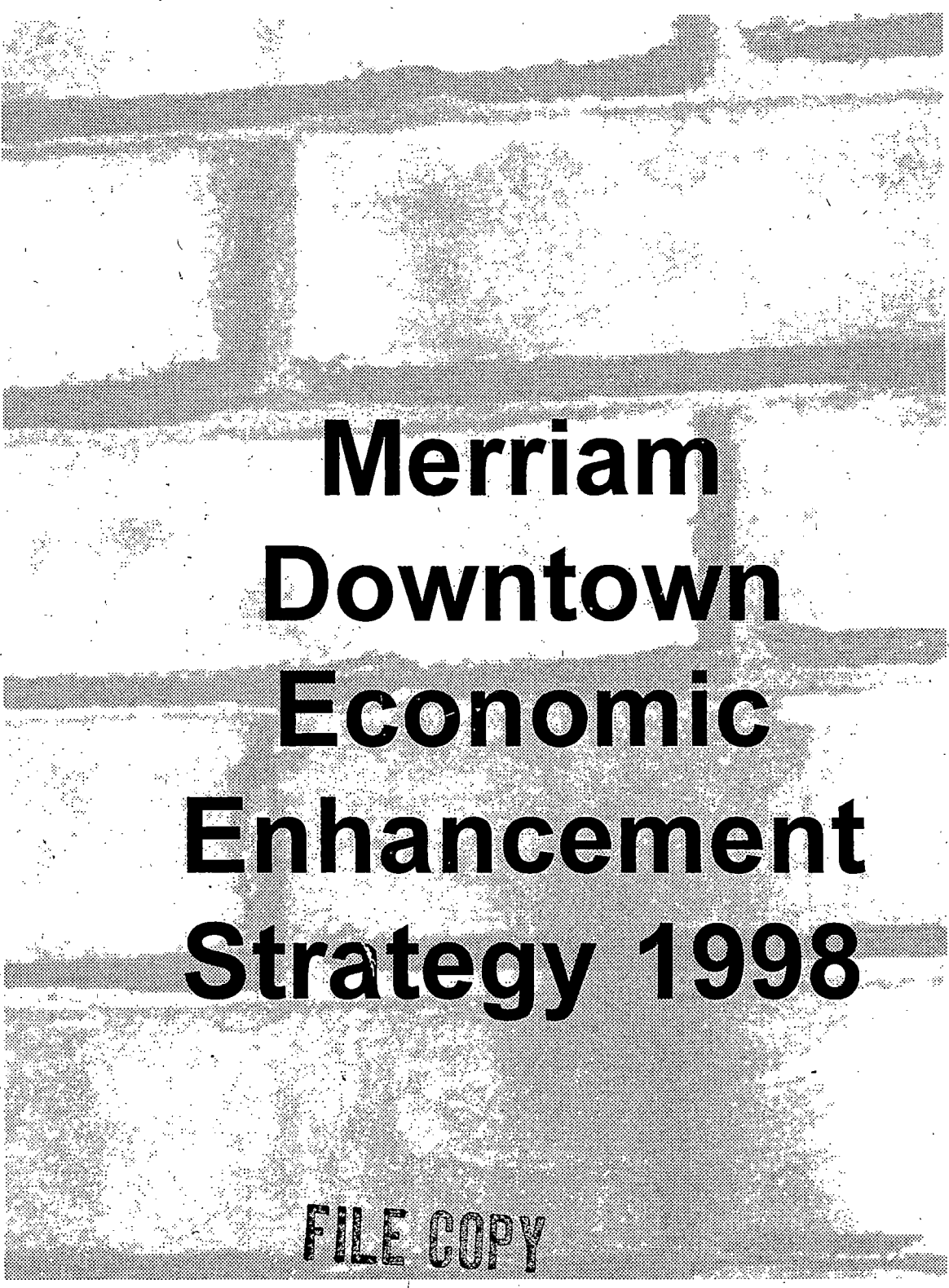


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FILE COPY



Merriam Downtown Economic Enhancement Strategy 1998

FILE COPY

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**Merriam
Downtown
Economic
Enhancement
Strategy 1998**

HyettPalma

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Alexandria, Virginia 22314

Phone 703 683 5126
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June 16, 1998

Mayor Irene B. French,
Members of the Merriam City Council, and
The Merriam Downtown Process Committee
9000 West 62nd Terrace
Merriam, KS 66202

RE: ***Merriam Downtown Economic Enhancement Strategy 1998***

Dear Mayor French, City Council Members, and
Process Committee Members:

In accordance with our contract for professional services, HyettPalma, Inc., is pleased to present the following report titled: ***Merriam Downtown Economic Enhancement Strategy 1998***.

The document presents the findings of a comprehensive analysis of Downtown Merriam's commercial markets. These findings were used to define a specific economic enhancement strategy for Downtown. The recommended strategy was tailored to enable Merriam's Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with your Downtown enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma

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OVERVIEW

This document presents the findings of a market analysis conducted for Downtown Merriam, Kansas. The results of this analysis formed the foundation used to develop an economic enhancement strategy to further strengthen Downtown and to guide its future development. The boundaries of the Downtown project area are shown on the following page of this document.

The assignment was commissioned by the City of Merriam. The project was jointly completed, between March and June 1998, by the City of Merriam, the Downtown Process Committee – created to oversee this project – and HyettPalma, Inc., in association with Cooper Design.

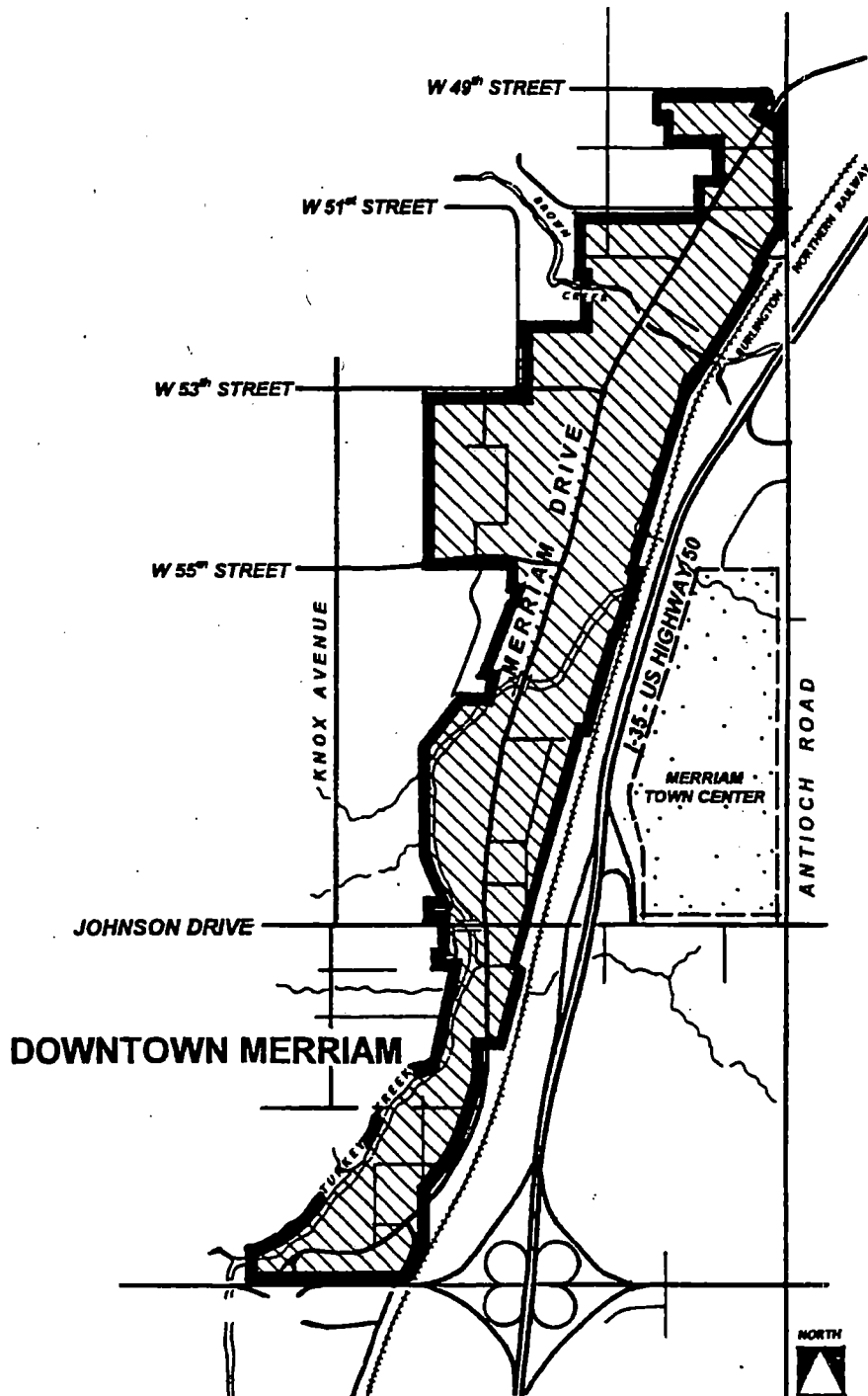
The market analysis portion of the project was conducted for the following purposes:

- To gain a higher level of knowledge concerning the business operations and market orientation of Downtown;
- As the basis for developing an economic strategy to enhance existing businesses currently operating in Downtown;
- To attract additional businesses which complement Downtown's existing businesses; and
- To guide the further enhancement and development of Downtown.

The recommended strategies were developed in accordance with the findings of the market analysis and are presented in the second part of this document.

The research completed in association with this assignment included:

- A review of all available and previously completed planning studies and market analyses;



- The findings of Downtown customer and employee focus group sessions;
- The findings of a community forum open to the public;
- The findings of a trade area resident survey;
- The findings of a Downtown business owner survey;
- An inventory of building space in Downtown;
- An assessment of Downtown's current business environment;
- An assessment of commercial districts which represent some degree of competition for the commercial offerings found in Downtown;
- Analysis of a demographic and socio-economic profile of primary trade area residents prepared by CACI;
- Review of all relevant statistical information published by the U.S. Department of Commerce; and
- Field research conducted by the City of Merriam, Cooper Design, and HyettPalma, Inc.

The research model employed in this assignment was developed by HyettPalma, Inc., and has been extensively used throughout the United States.

EXECUTIVE SUMMARY

Following is an executive summary of the document titled *Merriam Downtown Economic Enhancement Strategy 1998*, completed by HyettPalma, Inc.

Downtown Vision 2005

As part of this project, a series of meetings were held to engage the community in defining a shared, preferred vision of what Downtown Merriam should be like in the year 2005. A summary of the comments made at those sessions is shown below.

By the year 2005, Downtown Merriam would be filled with viable, profitable businesses, more people, and more parking to accommodate Downtown's additional clientele. Downtown would have a uniqueness "that makes people want to come and shop." This uniqueness would include boutiques, gourmet food, and "a full range of automotive services for the whole metro area" – in other words, "things you can't find anywhere else." This ideal Downtown Merriam would be able to attract the large number of people travelling I-35 daily and living throughout the metroplex – "we're convenient to a large number of residents, Downtown should make them want to come here."

The beautification of Merriam Drive – already started by the City of Merriam – would be appreciated, continued, and added to with curbs, bushes, and trees. Hand-in-hand with Downtown's beautification, the area would be made increasingly unique by "staying with our history."

Turkey Creek would be further recognized as a tremendous asset and efforts would be made to further take advantage of its presence in Downtown. This would be done by creating a streamway park, adding walkways, and linking Merriam Drive with Turkey Creek.

Special events would be held in Downtown that stress local history, family activities, and Downtown's auto-related business cluster. "Something special" would occur Downtown during the holidays – such as special decorations, the arrival of Santa, and a holiday parade. The streamway park, by providing a Downtown gathering place, would allow the Turkey Creek Festival to be returned to Downtown and a farmers market to be brought to Downtown.

By the year 2005, Downtown Merriam would have the following image.

Busy –

***a high activity area with
lots of customers patronizing
friendly, high quality businesses
that are supportive of each other
and of new businesses.***

Convenient and Comfortable –

***in terms of
pedestrian flow, traffic flow, parking, and safety
making Downtown
an easy experience for the impatient person.***

Attractive –

***clean, neat and beautiful in terms of
both its buildings and public spaces.***

Historic –

***having a unique, historic "look,"
stressing local history, and
promoting the part Downtown has played in
the City's and Johnson County's development.***

Magnetic –

***local residents would feel proud of Downtown and
want to use it;
metroplex residents and visitors wouldn't be able to
resist Downtown's uniqueness.***

Special –

***a quaint, historic, pedestrian area
of Mom and Pop shops that
is a community gathering place,
has a small town feel, and
recaptures our past.***

Retail Market Opportunities

Taking steps to further enhance Downtown Merriam, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 1.6% to between 2% and 2.25% by the year 2005. While this goal of share increase, between .4% and .65%, is relatively modest, it is a reasonable goal for Downtown Merriam at this time.

This increase in total retail sales could potentially support the development of between approximately 24,000 and 40,000 net square feet of additional retail space within Downtown Merriam by the year 2005. This retail space could include expansions or sales increases by existing Downtown Merriam retail businesses, the filling of existing vacant space in the project area by new retail businesses, and/or the construction of new retail space.

Office Market Opportunities

With the further enhancement of Downtown Merriam, as has been found in other similar commercial districts which have embarked upon a progressive enhancement program, as improvements are made in the overall economic and physical conditions of Downtown, an associated increase in demand for office space in Downtown may follow. However, the demand for additional office space, it is felt, will be modest.

A conservative goal for additional office space demand in Downtown Merriam, based on the further enhancement of the area between now and the year 2005, is estimated to be between approximately 10,000 and 12,000 square feet.

Service, Industrial and Wholesale Business Market Opportunities

The largest concentration of uses currently located in Downtown Merriam includes service, industrial and wholesale business operations. In fact, Downtown Merriam actually operates more as a service/industrial area than as a traditional Downtown, with service, industrial and wholesale businesses operating in approximately 82% of the commercial district's occupied building space.

Based on discussions with owners of service, industrial and wholesale businesses within Downtown Merriam, these business operations in the commercial district serve a very broad domestic and international market. And, by all accounts, the market served by these businesses is expanding. While the future growth of service, industrial and wholesale businesses will likely be limited in the commercial district, primarily due only to the limited amount of remaining developable land area, every effort should be made to encourage the continued growth and operation of quality service, industrial and wholesale businesses within appropriate areas of Downtown Merriam.

Recommended Downtown Enhancement Strategies

Two sets of strategies are recommended to guide the further enhancement of Downtown Merriam. The first set outlines ***Downtown Districts and Improvements*** for managing the future growth and enhancement of Downtown Merriam. The second set of recommended strategies outlines ***Downtown Tools*** that must be created so that the capacity to enhance Downtown exists.

Both sets of recommended enhancement strategies were specifically tailored to enable the private sector and the City of Merriam to:

- Attain the community's defined vision for Downtown;
- Capture the economic opportunities facing Downtown – which were revealed in the market analysis; and
- Move Downtown forward – from its present state – on to a higher level of economic success.

• ***Downtown Districts and Improvements***

The following ***Downtown Districts and Improvements*** should guide the future growth of Downtown Merriam and the overall Downtown enhancement effort.

Districts

Downtown should be enhanced to strengthen and create the following three, distinct districts. It should be noted that the three recommended districts build on and augment natural market forces which are at play in Downtown Merriam. The

three recommended districts, shown on the map on the following page, are:

- The Vehicle Service District;
- Historic Downtown Merriam; and
- The Northside District.

Vehicle Service District

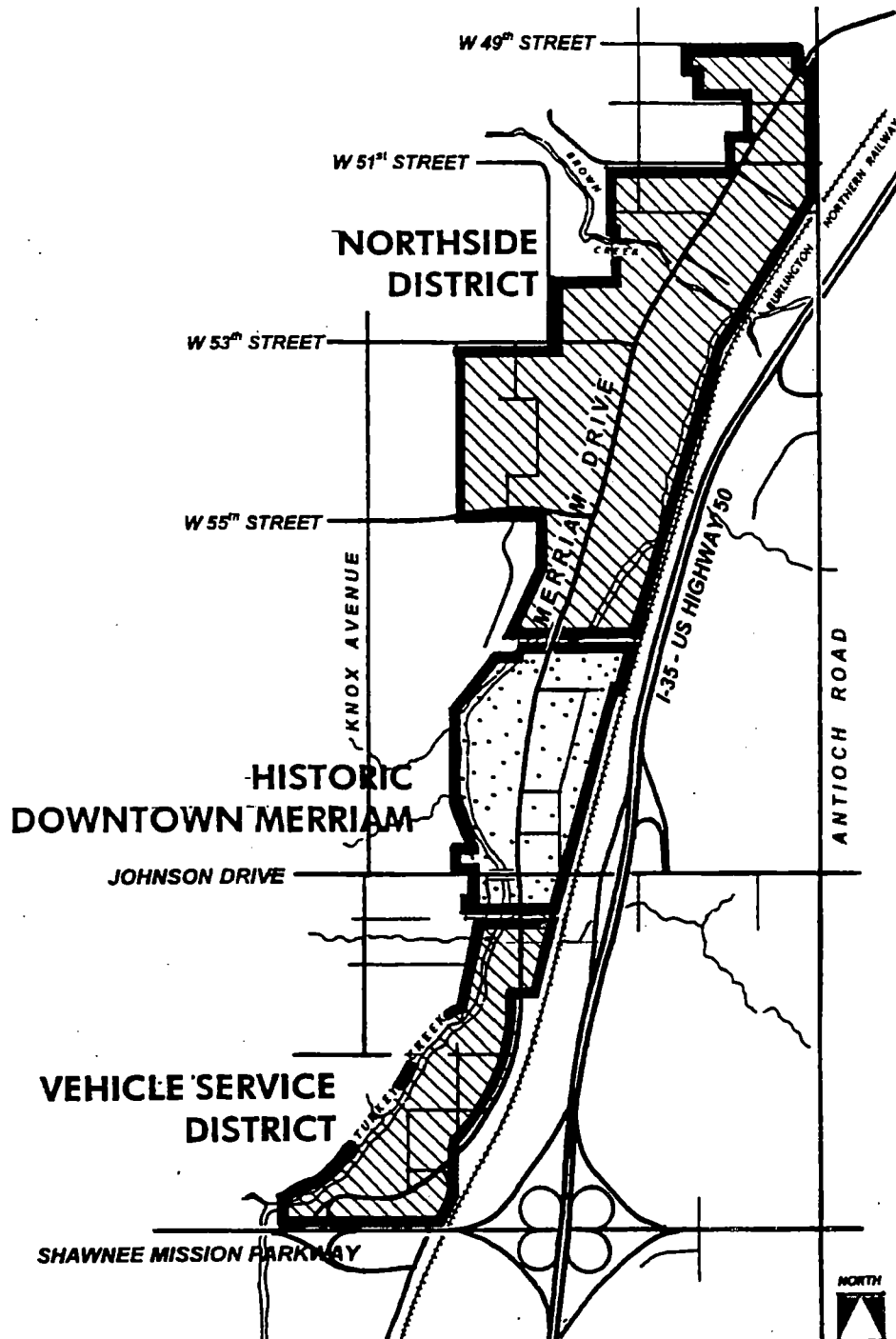
A cluster of vehicle service and repair businesses currently exists – and has been formed naturally – within the southern portion of the Downtown project area. And, this is the largest concentration of such uses found in the metroplex.

The enhancement goal for this Downtown district should be to retain and augment its current uses, improve the district's physical appearance, and market the district as a single unit that offers consumers "multi-stop" variety and convenience in a single location.

This goal should be attained through the following actions.

Public Beautification Improvements – The City of Merriam has done an excellent job with landscaping and maintenance along Shawnee Mission Parkway. It is recommended that the City build on these beautification efforts by undertaking the following public beautification improvements in the Vehicle Service District.

- Right-of-way improvements should be continued along Merriam Drive that unify the district visually.
- Directional signs should be installed on Shawnee Mission Parkway – both east and west bound – directing motorists to Downtown Merriam.
- A new southern entry sign should be installed at the corner of Carter Avenue and Merriam Drive.
- The Vehicle Service District should be marked with custom designed, decorative banners installed on existing street light poles, along the length of Merriam Drive.

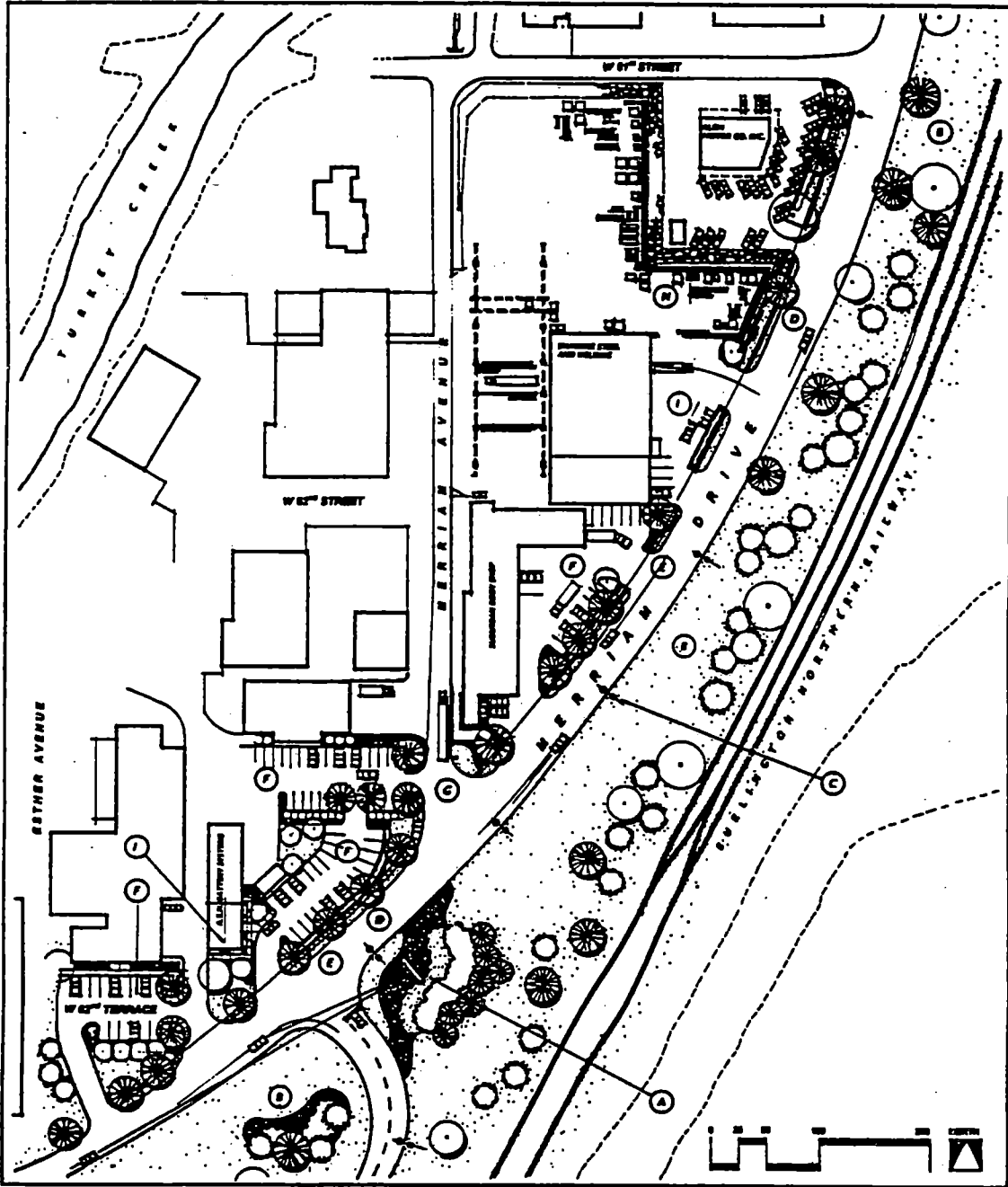


- The City should work with property owners to consolidate private parking and service areas, reduce the number and size of curb cuts, and define road edges wherever possible.
- Re-configured parking, service, and storage areas should then be well landscaped.
- The City should plant regularly spaced street trees along the west side of Merriam Drive as they have done in the eastern right-of-way, as noted by the **Prototype Plan** presented on the next page.
- The City should continue to maintain the present landscape, on the east side of Merriam Drive, supplementing it with additional plant material over time. Consideration should be given, as well, to establishing flower beds for annuals and perennials.

Private Property Improvements – As the City continues to beautify the area, private property improvements should be undertaken through the following actions.

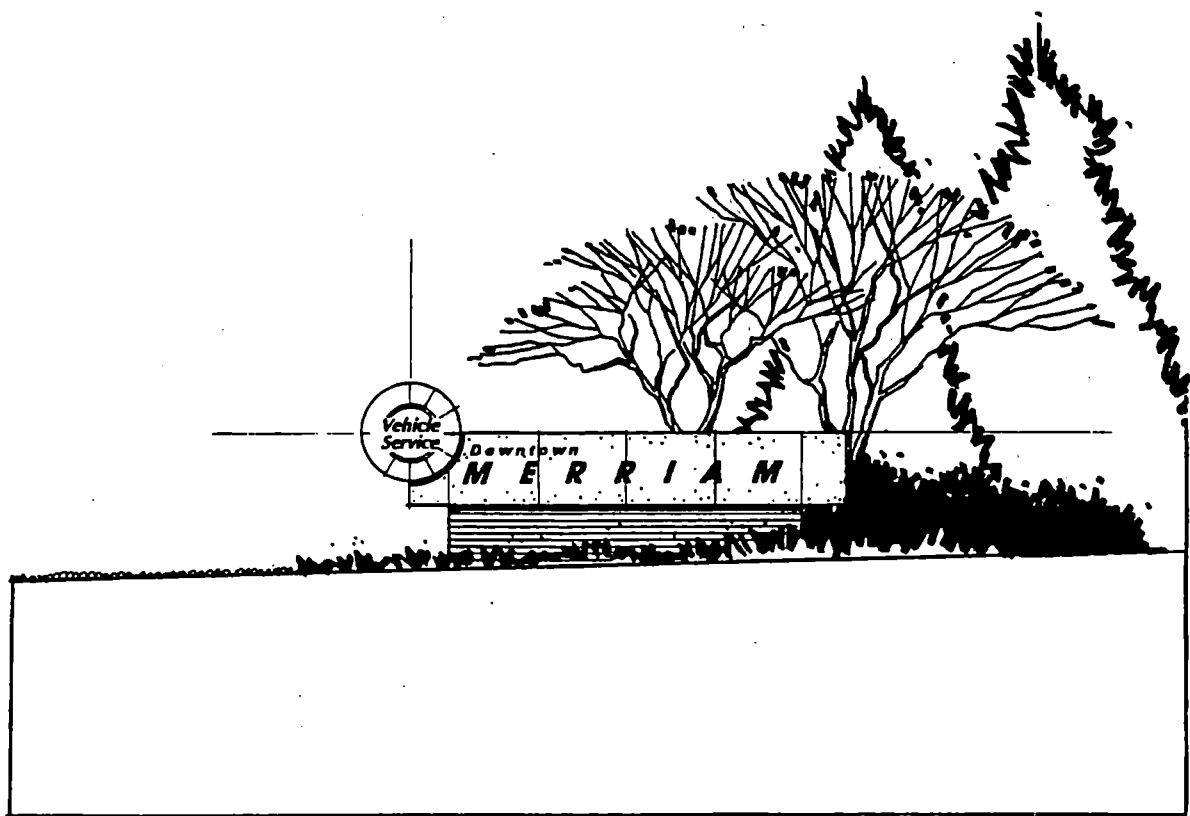
- Property owners should voluntarily meet all City code requirements as quickly as possible.
- All private parking lots should be paved.
- All inoperative vehicles stored on the exterior of buildings should be removed within 30 days of their appearance on property within the district or stored inside buildings.
- All vehicles, equipment, and inventory should be screened from public view.
- Business owners in the Vehicle Service District should jointly coordinate the design of business signage to both better establish the Vehicle Service District image and to promote the image of quality.

The appearance of the commercial district will become much more important in the future as newer commercial offerings continue to be added to the community and throughout the region. The appearance of Downtown Merriam must be upgraded if the commercial district is to remain competitive.

**Vehicle Services District**

PROTOTYPE PLAN

***Merriam Downtown
Economic Enhancement Strategy 1998***



Vehicle Service District
SOUTH ENTRY SIGN

Code Enforcement – The City of Merriam has recently embarked on an aggressive program of code enforcement. This effort should be applauded and continued since it is in the best economic interest of Downtown and the City as a whole to upgrade the condition of buildings and property within the district. It must be realized that *the appearance* of Downtown was the number one complaint heard from citizens, customers, Downtown employees, and a large number of Downtown business and property owners throughout the completion of this project.

Property Consolidation – Over time, it is expected that some business owners now located in the Vehicle Service District will choose to relocate or close their operations (due to the need for more space, retirement or other lifecycle-related decisions). When this occurs, remaining business owners should be encouraged – and possibly assisted – to acquire the vacated properties, consolidate properties, and operate out of larger space.

Historic Downtown Merriam

Those involved in the process of completing this Downtown enhancement strategy identified a "shopping gap" that exists in Merriam – a gap that is not now being filled by either Downtown or Merriam Town Center. That was described as the following:

***A quaint, historic, pedestrian area
of Mom and Pop shops that
is a community gathering place,
has a small town feel, and
recaptures our past.***

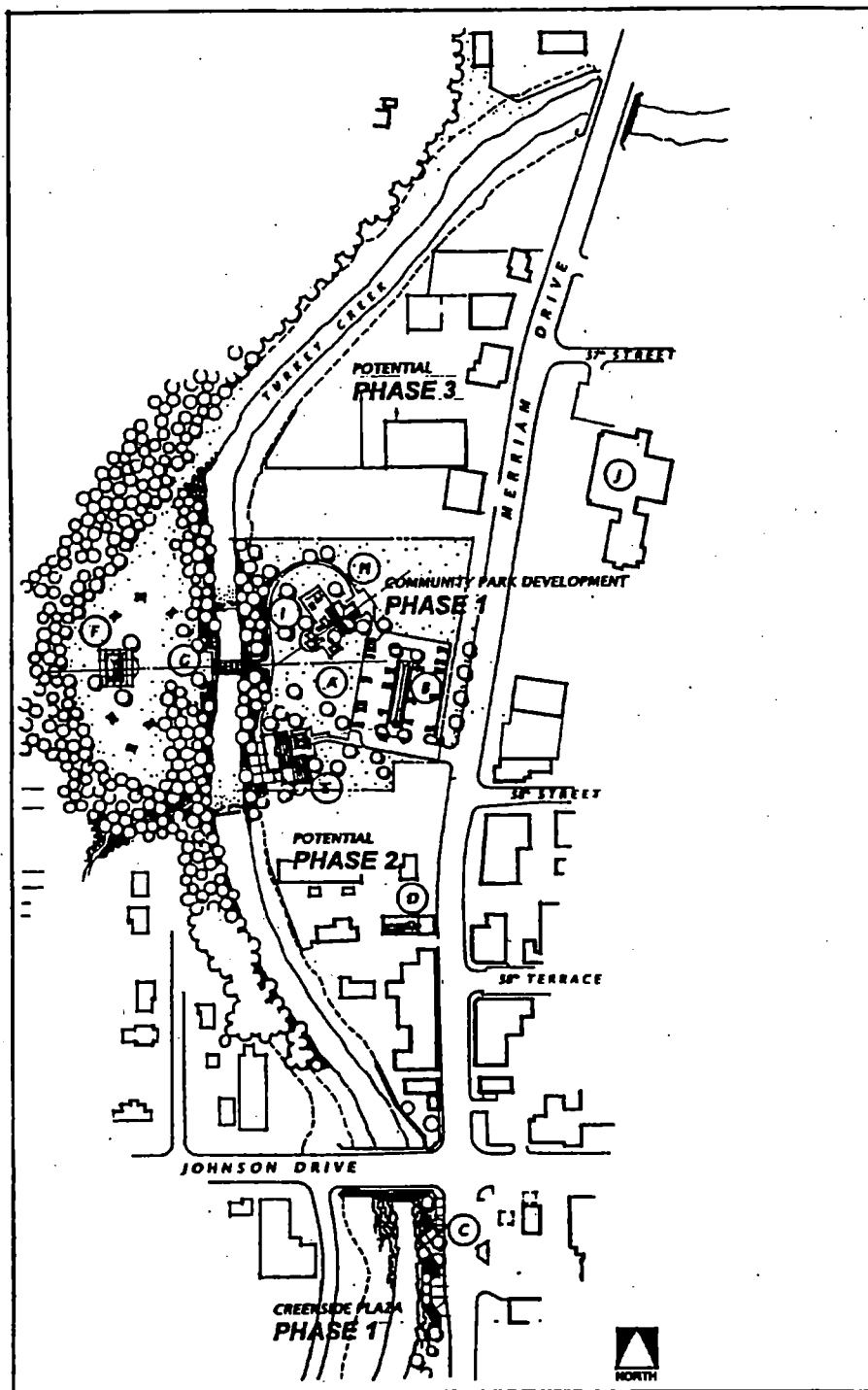
This portion of Downtown – Historic Downtown Merriam – is very important to the entire City since:

- It presents the only realistic opportunity the community has to fill the gap identified by local residents – for a pedestrian-oriented, traditional Downtown; and
- It is located at the crossroads of two highly travelled roads, making it the highly visible "image maker" of the entire City of Merriam.

Top Priority – For the reasons shown above, the enhancement of this Downtown district should become a top priority of the Downtown enhancement effort.

Phase 1 – Improvements to this district should be implemented in three phases. The following improvements should be undertaken as Phase 1. The **Phase 1 Plan** is presented on the next page.

- Property should be acquired and a new city park should be created, on the west side of Merriam Drive. The park should serve as a community gathering place and landmark, act as a stage for festivals and a farmers market, include recreation space, and have walkways that link Turkey Creek to Merriam Drive.
- The maximum number of existing buildings in the district should be renovated, returning them to their original character.
- The development of restaurants along Turkey Creek should be encouraged and stimulated – on land leased from the City in the new city park by private entrepreneurs and in existing buildings located adjacent to the creek, opening the rears of buildings to the creek.
- Independently owned specialty retail businesses and food establishments should be recruited for this district.
- The old Merriam School building should be acquired by the City and restored, with additions removed.
- New infill buildings should be developed on appropriate vacant property in Historic Downtown Merriam.
- All parking lots in this district should be paved.
- The City's zoning ordinance should be revised to:
 - Ensure the placement of retail, restaurant and office uses in this district;



Historic Downtown Merriam

PHASE 1 - DEVELOPMENT PLAN

Merriam Downtown

Economic Enhancement Strategy 1998

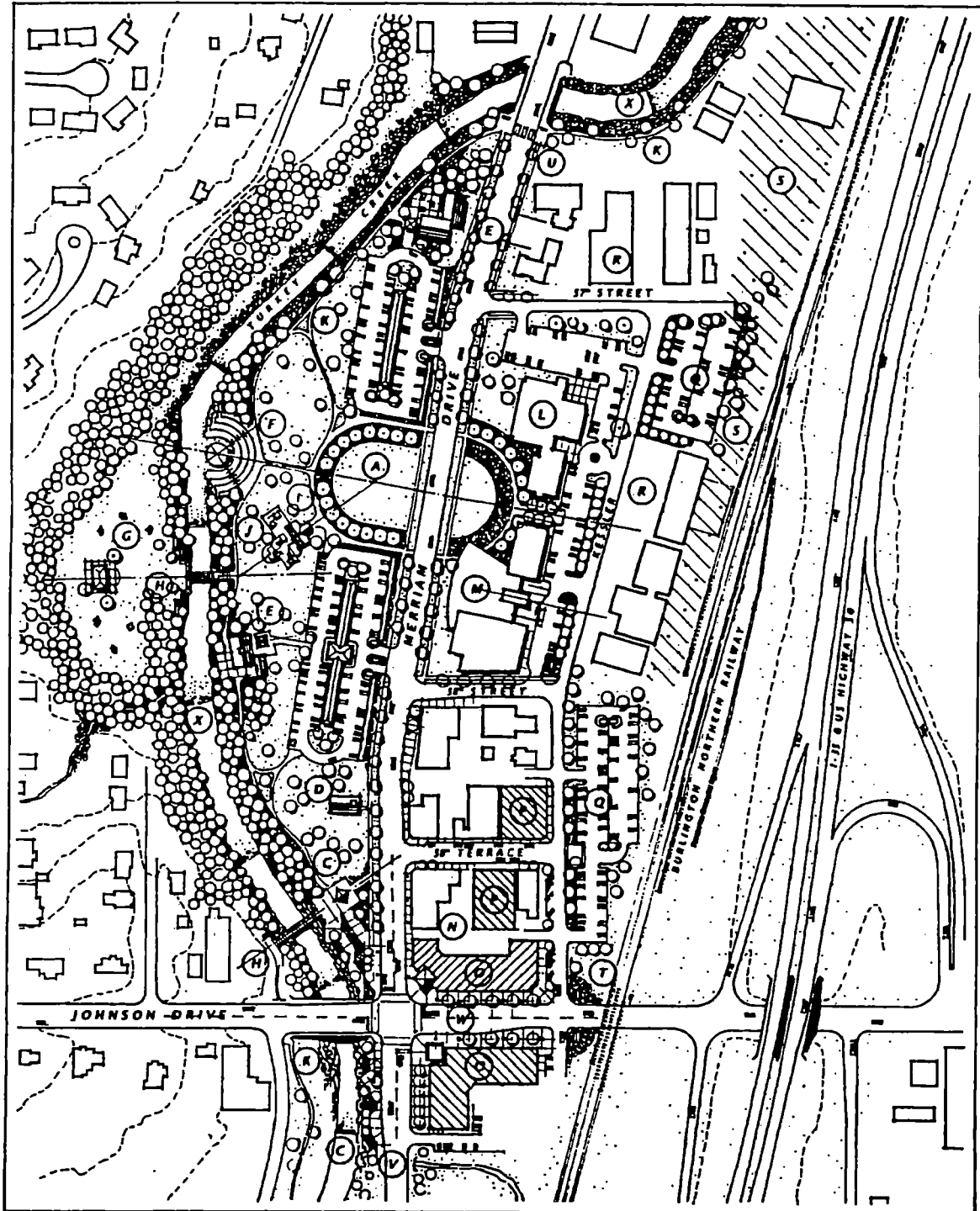
- Require zero front yard lot line development in this district – and do away with the now required 30 foot front yard setback requirement; and
- Allow zero side yard setbacks when possible – determined on a case-by-case basis, satisfying life safety concerns – to enable a contiguous streetwall of development.
- On the west side of Merriam Drive, from the proposed new city park south to Johnson Drive, the City should acquire, rehabilitate, and land bank property as it becomes available to ensure that buildings are either maintained for retail uses or converted to park property in the future.
- A creekside plaza should be developed on the west side of Merriam Drive, south of Johnson Drive.
- Through consultation with property owners and enforcement of codes, the view of the eastern edge of this district from I-35 should be improved. Improvements should include the removal and/or screening of stored materials and equipment, paving of unpaved lots, and provision of landscaping to improve this important view of the community.

Phase 2 – The following improvements should be implemented as the second phase of Historic Downtown Merriam's enhancement. This phase is presented in the **Long Range Development Plan** presented on the next page.

- Streetscape improvements should be undertaken in Historic Downtown Merriam, on Merriam Drive and Johnson Drive, as well as on the side streets. Improvements should include new sidewalk paving, street trees (where there is sufficient sidewalk width), and pedestrian scale lighting. Also, custom designed banners and signage identifying and promoting Historic Downtown Merriam should be installed.
- Signage with landscaping should be installed at the entryways to Historic Downtown Merriam.

HyettPalma

** in association with Cooper Design



Historic Downtown Merriam

LONG RANGE DEVELOPMENT PLAN

*Merriam Downtown
Economic Enhancement Strategy 1998*

- Consideration should be given to adding minimal height spillways along Turkey Creek to maintain a minimum water level throughout the year – ensuring that the modification does not increase potential flood levels.
- The batting cages located on Kessler Lane should be relocated to a City park or other appropriate area of the community, and the property should be developed and used for public parking, if deemed needed, or simply landscaped to ensure an attractive view of Downtown from I-35.
- The width of existing curb cuts should be reduced, where possible, and curb cuts should be removed where not needed.
- Two drive lanes, with one center turn lane throughout Downtown, should be maintained rather than the present four lanes near the intersection of Johnson Drive.

Phase 3 – The following improvements should be implemented as the third phase of Historic Downtown Merriam's enhancement.

- Consideration should be given to expanding the present Community Center to the south, adding indoor recreational and entertainment facilities. Parking should also be expanded accordingly and the entire block should be landscaped to coordinate with the proposed park development on the west side of Merriam Drive.
- The current and former residential properties located immediately behind the Merriam Community Center should be acquired by the City and developed as public parking for the Center, with a high degree of landscaping to ensure an attractive view from I-35.
- If it is determined that an appropriate level of retail development has taken place in other portions of the district and that additional public open space is desired along Turkey Creek, consideration should be given to the development of additional public open space on the west side of Merriam Drive – extending open space south to Johnson Drive.
- If the potential new open space is developed, the park should emphasize access to and views of Turkey Creek.

HyettPalma

- If the potential new open space is developed, any displaced businesses located on the west side of Merriam Drive should be relocated to other appropriate properties within Downtown.
- Eventually, the Streamway Path should be expanded through this area, linking Historic Downtown Merriam to the system, and continuing into the Northside District.
- Based on future demand for commercial building space in the district, consideration should be given to the development of new pedestrian oriented commercial buildings on both sides of Johnson Drive, east of Merriam Drive.
- Over time, the pedestrian-oriented nature of this district should be continued. This means that in the remainder of this district – which runs north to Turkey Creek from the church that sits north of the Community Center (on the east side of Merriam Drive) and from the northern tip of the recommended park (on the west side of Merriam Drive):
 - Zero front yard lot line infill construction and redevelopment should be encouraged; and
 - Independently owned specialty retail businesses and food establishments should be recruited for buildings in this portion of the district.

Northside District

Today, this district is comprised of a mixture of warehouse, light manufacturing, and miscellaneous commercial/office uses. This district has the potential to become an area of great economic opportunity due to:

- The district's proximity to the new Antioch interchange;
- The availability of the former Kansas City Concrete Pipe Company site which, as a large vacant parcel, is an opportunity site;
- Consumer traffic which Merriam Town Center will generate once completed; and

- The existence of a number of parcels within the district which are now underutilized, given their current uses.

Therefore, this district should be viewed as an area that is in transition from its present uses to a new role and identity.

The following improvements and actions should be implemented in order to "set the stage" and enable this district to evolve to a new role and identity.

- The City should acquire the former Kansas City Concrete Pipe Company site, landscape the site, and landbank the property. It is essential that this property be developed with uses that suit its *new* role and identity rather than its old.
- Every effort should be made to work with property owners to re-organize parking, service, and storage yards wherever possible, and install landscaping – particularly screening of storage areas.
- Every effort should be made to work with future developers in this area to ensure the preparation of development plans which are consistent with the overall Downtown enhancement effort.
- The City should encourage the school board – and assist in any way deemed appropriate – to acquire and use the Dutch Maid site (both the main building and annex) – for school related purposes and needs.
- The City should beautify the public right-of-way in this district in order to stimulate investor confidence and signal the new identity being created for this district.
- All parking lots within the Northside District should be paved.
- Aggressive code enforcement should be undertaken in this district, consistent with the City's current efforts throughout the community.
- The possibility of relocating the school bus facility out of Downtown should be explored with the owners of the property.

- Consideration should be given to the acquisition of property and/or securing of easements to extend the Streamway Path along Turkey Creek, throughout the district.
- Consideration should be given to purchasing additional land along Brown Creek, west of Merriam Drive, to link this new property to the existing Brown Park.
- The following uses should no longer be allowed in this district by right:
 - Vehicle parking, storage or impound lots, unless as a minor adjunct to an allowed use; and
 - Storage yards of any type.

After the stage has been set (via the actions recommended above), then the City of Merriam should:

- Determine if the old Kansas City Concrete Pipe property should be developed or if the property should remain as open space;
- If it is determined that the property should be developed, a qualified developer or developers should be sought for the site through the issuance of a request for proposals from qualified developers to acquire and develop the site;
- The property should be viewed as potentially being developed as Merriam Town Center II or as a smaller neighborhood commercial center; and
- Work with the City of Overland Park to ensure appropriate and attractive development near the new I-35 interchange – in both Overland Park and Merriam.

- **Downtown Tools**

The following ***Downtown Tools*** should be aggressively and diligently put into place so that the capacity exists to enhance Downtown Merriam.

Business Retention

Every possible effort should be made to assist, support and retain the maximum number of appropriate existing businesses operating in Downtown Merriam. The following actions should be taken to assist existing businesses in the commercial district.

- ***One-On-Ones*** – The provision of one-one-one assistance to existing businesses is perhaps the most effective business retention strategy employed in commercial district revitalization in the nation today. The objective of one-on-one assistance is to define a customized strategy to address the specific needs of individual businesses – helping to make the existing businesses stronger, more profitable, more market aware and, as a result, retain the businesses.

When the Downtown Partnership hires a full-time, professional, and experienced director, one-on-one technical assistance should be one of the primary responsibilities of the staff person. And, one-on-one assistance should be provided to existing businesses on a continuous basis.

- ***Market Information*** – Market information compiled in association with the completion of the economic enhancement strategy, and all future market information obtained for Downtown Merriam, should be offered to existing business owners to assist in understanding the market potential within the trade area.

- ***Contemporary Businesses*** – Not only to compete, but to simply survive in the areawide marketplace, it is essential that Downtown Merriam businesses understand that they must:

- Offer quality inventory and services at reasonable prices, and stand behind all products and services;
- Present up-to-date merchandise and state-of-the-art services; and
- Offer goods and services in physically appealing and clean business space.

- **Incentives** – Any incentives designed to improve Downtown Merriam businesses and business practices should be aggressively marketed to existing business owners throughout the business district.

Business Recruitment

A concerted effort should be continuously made to attract appropriate businesses to Downtown Merriam. The following actions should be taken to ensure that appropriate business prospects are sought for the commercial district.

- **Recruitment Responsibility** – The staff of the Downtown Partnership should be primarily responsible for the recruitment of businesses to Downtown Merriam – working in association with Downtown property owners and the community's commercial real estate brokers and agents who represent Downtown property owners. Staff should actively and aggressively seek business prospects from throughout the region.
- **First Stop** – The Downtown Partnership should be positioned and operated as the first stop for all prospects seeking building space in Downtown Merriam. This should be underscored through the marketing efforts of the Downtown enhancement strategy.
- **Put the Word Out** – A maximum effort should be made through the enhancement program's marketing actions to inform the business and investment community that the City of Merriam is business friendly and has a gameplan for Downtown. And, that the overall enhancement initiative seeks only quality businesses, developers, and investors.

Lender Consortium

It is critical that the local lending community have a clear understanding of the economic potential and economic development needs of Downtown Merriam. The following actions are suggested to ensure that the local lending community has a significant and important role in the further revitalization of Downtown Merriam.

- **Form a Lender Consortium** – Representatives from each of the area's lending institutions should be asked to join representatives from the City of Merriam and the Downtown Partnership in forming a Downtown Merriam Lender Consortium. The purpose of the consortium would be to:

- Review the recommendations of the enhancement strategy relative to seeking and encouraging higher levels of private investment in Downtown's buildings and businesses;
- Identify all existing, available funding sources which provide assistance to building and business owners, including any appropriate, available state and local resources;
- Identify funding gaps;
- Design additional funding programs to offer assistance to business and building owners, as deemed appropriate and feasible;
- Identify sources of funds to potentially offer loans and grants as incentives to those who abide by the recommendations of the enhancement strategy, including the design guidelines; and
- Design/implement an aggressive program to market any and all available financial assistance programs, including the design and production of promotional material describing financial assistance programs.
- ***Incentives*** – If deemed feasible and if funds are available, the City, in association with the local lending community, should consider offering partial grants – such as for 25% to 50% of exterior improvement costs up to a certain limit, such as \$5,000 or \$7,500 per building – to Downtown business and property owners who:
 - Make exterior improvements that are in keeping with the recommendations found in this document; and
 - ***Make those improvements within twelve months from the date upon which grants become available.***

The intent of this incentive would be to stimulate immediate, appropriate improvements by making grants available for a limited time.

Additional City Actions

The City of Merriam should consider undertaking the following additional actions in order to further enhance Downtown – consistent with the overall enhancement strategy for the commercial district.

- ***Undertake a Comprehensive Traffic Study*** – Following the completion of the Merriam Town Center project and the opening of the new I-35 interchange at Antioch Road, the City should undertake a comprehensive analysis of traffic flow and speed limits throughout Downtown Merriam. Every effort should be made to improve traffic flow and make the area – particularly Historic Downtown Merriam – more pedestrian friendly.
- ***Public Safety*** – The City of Merriam's Police Department should continue to institute progressive community policing initiatives throughout Downtown Merriam, including vehicle patrols, bike patrols, and police dialogue with business owners.
- ***Seek Qualified Developers for City Property*** – If the City of Merriam transfers public property to private developers to undertake projects in the future, consideration should be given to the issuance of a request for proposals (RFP) from qualified developers to undertake projects.

Design Assistance

A concerted effort should be made to encourage business and property owners to enhance existing buildings to the highest level of quality possible, and construct new buildings which amplify the overall character and aesthetic appeal of Downtown Merriam.

- ***Design Guidelines*** – The design standards recommended throughout this document should be used as guides for the renovation of existing buildings and property and for the construction of new buildings within Downtown Merriam.
- ***Design Assistance*** – To supplement the design standards suggested in this document, and to ensure that the standards are utilized, preliminary design assistance should be offered to interested business and property owners who desire to undertake renovation and new construction projects within Downtown Merriam.

Marketing

For the enhancement strategy to succeed in stimulating Downtown's economy, a comprehensive marketing campaign must be implemented. The marketing campaign should be designed to have the following elements.

- **Media Relations** – The very first element of the marketing campaign to be implemented should be an aggressive media relations effort.

The media relations effort should include the following:

- Identifying all print and electronic media outlets from throughout the metroplex;
- Identifying a contact person at each media;
- Developing a rapport with each media contact identified; and
- Sending media releases and story ideas to each contact on a regular, on-going basis.
- **Newsletter** – It is vitally important to communicate with Downtown's most immediate constituents – its business owners, property owners, and current investors; local business, service, and civic organizations; and elected officials and community leaders. The best way to affect this communication is through a monthly Downtown newsletter that is mailed to all of these constituents.
- **Community Forums** – It is strongly suggested that two community forums be held each year. The forums should be open to Downtown property owners, business owners, and investors; community residents; and elected officials and community leaders. Each forum should allow time to present the accomplishments of the past six months, to discuss the projects planned for the next six months, and to allow those attending to ask questions and offer suggestions.
- **Web Site** – The Internet is fast becoming a standard means for local residents, visitors, and investors alike to find out what is offered and available in a community's Downtown. Therefore, a Downtown section should be included in the City's and the Chamber of Commerce's Web sites.

- **Co-Op Advertising** – As public sector and private sector beautification improvements are made, business owners in the Vehicle Service District have an ideal opportunity to advertise cooperatively. This might be done through placing regular ads in area-wide media or through producing a brochure that lists all of Downtown's vehicle-related businesses. The thrust of this co-op advertisement should be to tout the Vehicle Service District as the consumer's "one-stop for multiple shops" related to vehicle repair and service.
- **Festivals** – With creation of the Downtown park, consideration should be given to returning the Turkey Creek Festival to Downtown. In addition, consideration should also be given to:
 - Reinstating the auto show and holding it in and adjacent to the Downtown park; and
 - Holding traditional, family-oriented Christmas events in the Downtown park and decorating the park with displays that attract people from the region.
- **Visitor's Guide** – Consideration should be given to placing a Downtown ad in the Merriam visitor's guide. Ideally, the Downtown Merriam ad would be designed to take up the center two pages of the visitor's guide.

Management

Strong management is critical to ensure that the Downtown enhancement strategy is implemented in a timely and quality manner. Therefore, the following management system should be put into place for Downtown Merriam.

- **Lead Group** – One group must assume the lead role in overseeing the enhancement strategy's implementation. It is suggested that the Downtown Process Committee – with revisions, as deemed appropriate – evolve into the board of directors of Merriam's Downtown Partnership. And, it is the Downtown Partnership that should assume this lead role.
- **Adoption** – The first job of the Downtown Partnership is for its board of directors to adopt the **Merriam Downtown Economic Enhancement Strategy 1998**, as its official mission and agenda. Ideally, the City of Merriam would then also adopt the enhancement strategy as the Downtown element of the City's official plans.

- **Staff** – The Downtown Partnership's board of directors should consist of a group of volunteers who are actively involved in implementing the Downtown enhancement strategy. However, it must be realized that volunteers – no matter how dedicated – have a limited number of hours to donate to worthy causes, such as the enhancement of Downtown. And, it must also be realized, Downtown's enhancement requires full-time attention and management – much as the management of a business does. Therefore, it is suggested that the Downtown Partnership hire a full-time, professional director.
- **Roles** – The roles that should be assumed in implementing portions of the enhancement strategy are as follows:
 - The City of Merriam should assume responsibility for the public property improvements, property purchases, ordinance changes, ordinance enforcement, and planning actions recommended in the enhancement strategy;
 - The Chamber of Commerce should assume responsibility for the portions of the recommended marketing campaign that relate to festivals, joint advertising, and tourism development;
 - The Downtown Partnership should assume responsibility for championing, managing and general oversight of the Downtown enhancement strategy's implementation and for ensuring that the effort continues as a private-public partnership; and
 - The Downtown Partnership's director should:
 - Spend as much time as possible "on the street," developing a rapport with Downtown's business and property owners and encouraging them to make the recommended and necessary improvements; and
 - Dedicate time primarily to implementing the portions of the enhancement strategy that deal with business retention, business recruitment, lender involvement, and communications (media relations, newsletter, community forums).

- **Funding** – The Downtown enhancement strategy should be implemented as a private-public partnership. And, funding the effort should also be a private-public venture. This means that, at a minimum, funds to implement the recommended enhancement strategy should be derived from:
 - Private contributions from all those who stand to benefit from a better Downtown Merriam from *throughout the City*,
 - Annual allocations from the City of Merriam; and
 - Designating the entire Downtown project area as a Tax Increment Financing (TIF) District.

I. Retail Market Opportunities

I. RETAIL MARKET OPPORTUNITIES

Following is an analysis of the retail operations of Downtown Merriam and of the primary retail market which is served by Downtown. The purpose of this analysis was to, first, identify significant economic indicators which characterize the retail potential of Downtown, and second, to identify economic factors which should guide efforts to enhance retail operations in Downtown Merriam.

Boundaries of Retail Trade Area

For the purposes of this retail market analysis, Downtown Merriam's primary retail trade area is defined, as:

- The geographic area from which the majority of retail customers are currently drawn; and
- The geographic area which presents the greatest potential in the immediate future for gaining additional retail customers.

Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary trade area has been identified as that shown on the following page.

Key Retail Market Indicators

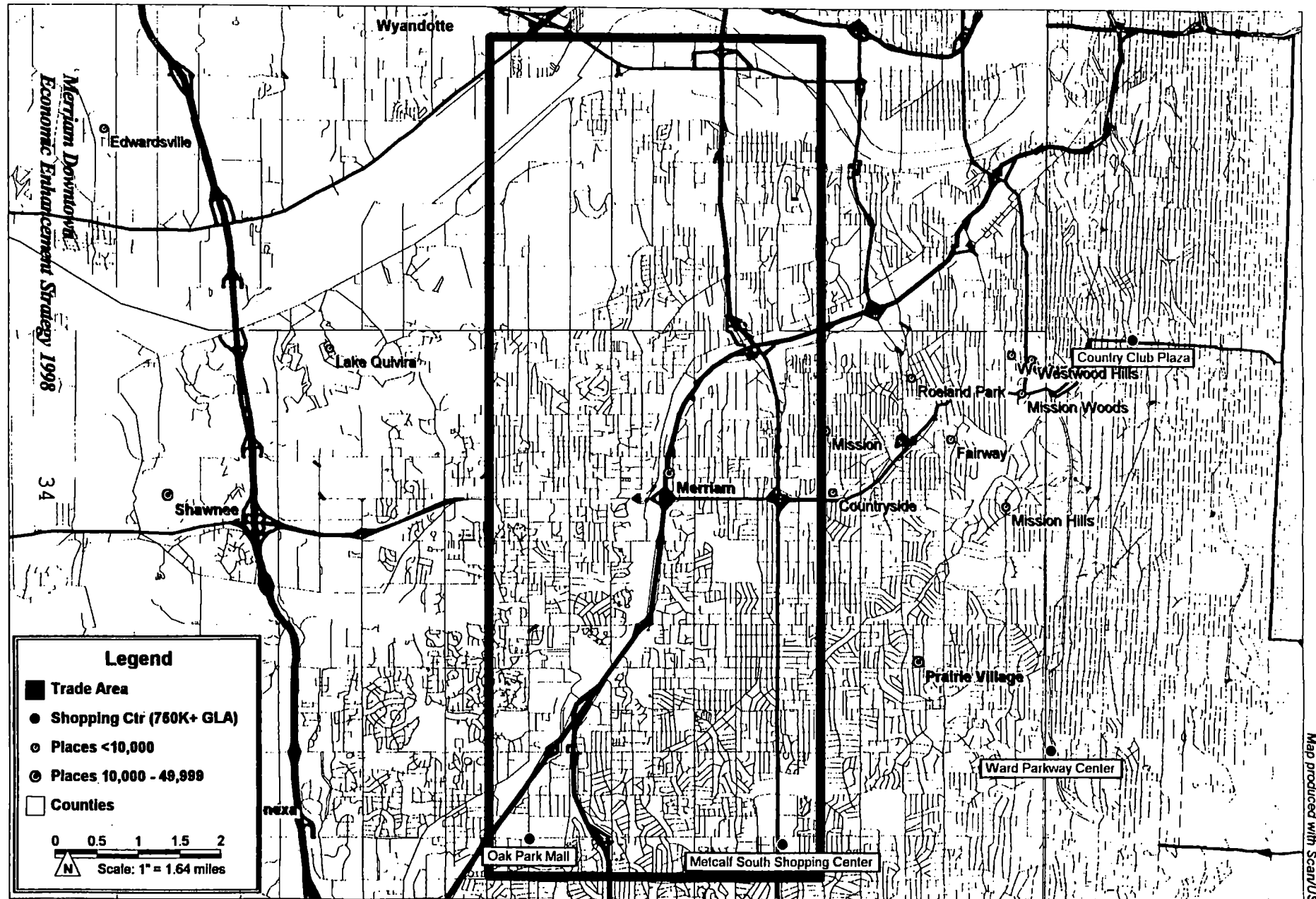
Following are the key demographic and socio-economic indicators which characterize Downtown Merriam's retail customer base. These indicators are based on the most current information available as of 1998.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 131,703 – WITH AN ESTIMATED 56,261 HOUSEHOLDS
(Source: CACI estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.33 PERSONS, WHICH IS LOWER THAN THE NATIONAL AVERAGE OF 2.68 (Source: CACI estimate)

Merriam, KS Merriam Ln & Johnson Dr

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04/16/98

**THE TOTAL ESTIMATED ANNUAL INCOME OF HOUSEHOLDS
WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY
\$2,656,000,000 (Source: CACI estimate)**

**THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE
PRIMARY TRADE AREA IS \$47,214 (Source: CACI estimate)**

Inventory of Downtown Retail Uses

As noted in the table on the following pages, Downtown Merriam currently contains approximately 38 retail businesses, which occupy approximately 100,730 square feet of building space. The retail inventory was completed by the City of Merriam.

**Downtown Merriam Retail Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
<u>52-</u>	<u>BUILDING MATERIALS AND GARDEN SUPPLIES</u>		
5251	Hardware	1	3000
<u>54-</u>	<u>FOOD STORE</u>		
5461	Retail Bakery	1	1500
<u>55-</u>	<u>AUTOMOTIVE DEALERS & SERVICE STATIONS</u>		
5521	Used Cars	4	9200
5531	Auto/Home Supply	3	11080
5561	Recreational Vehicle Dealer	1	2900
5571	Motorcycle Dealer	2	4200
<u>56-</u>	<u>APPAREL/ACCESSORIES</u>		
5699	Miscellaneous	1	1600
<u>57-</u>	<u>FURNITURE/HOME FURNITURE</u>		
5712	Furniture Store	1	6500
<u>58-</u>	<u>EATING/DRINKING</u>		
5812	Eating Places	3	3700
5813	Drinking Places	3	12800
<u>59-</u>	<u>MISCELLANEOUS RETAIL</u>		
5921	Liquor Store	1	800
5942	Books	1	1500
5993	Tobacco Stand	1	650
5999	Miscellaneous Retail	10	35200
	<u>SELECT SUPPORT SERVICES</u>		
-7231	Beauty Shops	1	1000
-7241	Barber Shops	2	1500
-7251	Shoe Repair/Shine	1	600

**Downtown Merriam Retail Businesses
by Standard Industrial Classification (Continued)**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
	<u>AMUSEMENT & RECREATION SERVICES</u>		
-7999	Misc. Amusement/Entertainment	1	3000
TOTAL # OF RETAIL BUSINESSES			38
TOTAL SQUARE FEET OF OCCUPIED RETAIL SPACE DOWNTOWN			100,730

Source: City of Merriam

Downtown Vision 2005

As part of this project, a series of meetings were held to engage the community in defining a shared, preferred vision of what Downtown Merriam should be like in the year 2005. A compilation of the comments made at those sessions is shown below.

By the year 2005, Downtown Merriam would be filled with viable, profitable businesses, more people, and more parking to accommodate Downtown's additional clientele. Downtown would have a uniqueness "that makes people want to come and shop." This uniqueness would include boutiques, gourmet food, and "a full range of automotive services for the whole metro area" – in other words, "things you can't find anywhere else." This ideal Downtown Merriam would be able to attract the large number of people travelling I-35 daily and living throughout the metroplex – "we're convenient to a large number of residents, Downtown should make them want to come here."

The beautification of Merriam Drive – already started by the City of Merriam – would be appreciated, continued, and added to with curbs, bushes, and trees. In addition, Downtown would be further beautified by:

- "Cleaning up what we have;"
- "Requiring new buildings to look permanent;"
- "Upgrading the facades of existing buildings;"
- "Adding unique buildings at Johnson Drive that create a pedestrian area;"
- "Making sure business signs add to the beautification;" and
- "Blending the auto businesses into the character of Downtown."

Overall, the beautification effort could be summed up by saying that "more attention would be paid to design."

Hand-in-hand with Downtown's beautification, the area would be made increasingly unique by "staying with our history." This would include:

HyettPalma

- Installing additional signs that emphasize the role Downtown has played in local history;
- Promoting local history;
- Respecting and restoring Downtown's remaining historic buildings; and
- Adding decorative, old fashioned street lights to Downtown.

Turkey Creek would be further recognized as a tremendous asset and efforts would be made to further take advantage of its presence in Downtown. This would be done by creating a streamway park, adding walkways, and linking Merriam Drive with Turkey Creek.

Special events would be held in Downtown that stress local history, family activities, and Downtown's auto-related business cluster. "Something special" would occur Downtown during the holidays – such as special decorations, the arrival of Santa, and a holiday parade. The streamway park, by providing a Downtown gathering place, would allow the Turkey Creek Festival to be returned to Downtown and a farmers market to be brought to Downtown.

By the year 2005, Downtown Merriam would attract a wide range of users. At a minimum, these would include:

- Merriam residents;
- Merriam Town Center customers – "Downtown should take advantage of the traffic it generates;"
- Employees who work in Merriam during the day but might live elsewhere;
- Residents of northeast Johnson County;
- Residents of all of Johnson County; and
- I-35 travellers – "there are 140,000 cars passing by each day, let's make them want to stop."

By the year 2005, Downtown Merriam would have the following image.

Busy –

***a high activity area with
lots of customers patronizing
friendly, high quality businesses
that are supportive of each other
and of new businesses.***

Convenient and Comfortable –

***in terms of
pedestrian flow, traffic flow, parking, and safety
making Downtown
an easy experience for the impatient person.***

Attractive –

***clean, neat and beautiful in terms of
both its buildings and public spaces.***

Historic –

***having a unique, historic "look,"
stressing local history, and
promoting the part Downtown has played in
the City's and Johnson County's development.***

Magnetic –

***local residents would feel proud of Downtown and
want to use it;
metroplex residents and visitors wouldn't be able to
resist Downtown's uniqueness.***

Special –

***a quaint, historic, pedestrian area
of Mom and Pop shops that
is a community gathering place,
has a small town feel, and
recaptures our past.***

Results of Surveys

As part of this market analysis, two types of opinion surveys were conducted. These were a random sampling of primary trade area residents by telephone and a self-administered survey of Downtown business owners. The results of those surveys follow.

• Use of Downtown

Residents of Downtown's primary trade area were asked how often they come to Downtown Merriam. In response, 35% said they come to Downtown with considerable frequency (from 1 to 7 times a week). Another 23% said they come to Downtown with moderate frequency (from 3 times a month to once every two months). And, a considerable percentage (42%) said they now come to Downtown infrequently – from 5 times a year to never.

• Purpose of Trips

When asked the reasons they come Downtown, the largest percentage of residents surveyed – 28% – said when they come Downtown they are "passing through." A combined 48% said they come Downtown to shop (22%), for auto service and repair (15%), and to eat in restaurants (11%). Therefore, just over three-quarters (76%) of those surveyed are now coming to Downtown Merriam for one of these four reasons.

The remaining 24% of residents surveyed said they come to Downtown for the following reasons.

- 3% Work
- 3% Personal Business
- 3% Service Businesses
- 2% Entertainment
- 2% Visiting Family
- 2% Community Center
- 1% Auto Purchase
- 1% Church
- 1% Recreation
- 1% Visiting Friends
- 1% Government Business
- 1% Walk/Jog
- 3% Other

- **Shopping Area of Choice**

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. Almost three-quarters (72%) said they shop in one of the following.

- Oak Park 22%
- Mission 19%
- Overland Park 11%
- Wal-Mart 11%
- Shawnee 9%

The remaining 28% of residents surveyed reported shopping in a wide range of areas, as shown below.

- 3% Home Depot
- 3% K-Mart
- 3% Prairie Village
- 3% Merriam
- 3% Metcalf Avenue
- 3% Roeland Park
- 2% Area Malls
- 2% Kansas City, Kansas
- 1% Kansas City, Missouri
- 5% Other (Fairway, Country Club Plaza, Missouri)

When asked why they choose a particular shopping venue, residents stressed the importance of convenience, as follows:

- 39% gave "convenience" as their primary reason for choosing a shopping area;
- 26% said "closeness to home" – which is also a form of convenience – was the major factor in choosing a shopping area.

Therefore, 65% of those surveyed said convenience was the primary consideration in patronizing a shopping area.

The remaining 35% said they choose a shopping area for the following reasons.

- 13% Variety/Selection Offered
- 6% Price
- 5% Close to Work
- 5% Parking
- 1% Service
- 5% Other (small town atmosphere, support local businesses, advertising, traffic)

- ***Downtown Characteristics***

Residents and business owners surveyed were asked to rate a list of 19 Downtown characteristics as being "good," "fair," or "poor" at this time.

Six characteristics were rated good by a majority of residents and business owners – although only five of these were rated good by a majority of both groups. The five characteristics rated good by a majority of both residents and business owners were:

- Helpfulness of salespeople (rated good by 72% of residents and 70% of business owners);
- Quality of service businesses (68% residents and 70% business owners);
- Quality of retail goods (58% residents and 58% business owners);
- Knowledge of salespeople (56% residents and 57% business owners); and
- Business hours (58% residents and 63% business owners).

Therefore, residents and business owners indicated they are pleased with the customer service offered at businesses, the quality of Downtown's retail and service businesses, and the hours businesses operate.

The one characteristic rated good by a majority of residents (70%) and by a near-majority of business owners (49%) was feeling of Downtown safety. And, the one

characteristic rated good by a majority of business owners (54%) but by a far smaller percentage of residents (38%) was the prices charged at Downtown service businesses.

- ***Downtown Improvements***

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time. Six improvements were rated very important by a majority of residents and four by a majority of business owners. Of these, three improvements were rated very important by a majority of both – increase restaurant variety, improve parking availability, and improve parking convenience.

The six improvements rated very important by a majority of residents were:

- Increase the variety of retail goods (68%);
- Increase the variety of restaurants (62%);
- Increase the availability of parking (61%)
- Recruit additional retail businesses (59%);
- Increase the convenience of parking (56%); and
- Improve the quality of restaurants (53%).

The four improvements rated very important by a majority of business owners were:

- Improve the availability of parking (55%);
- Physically improve buildings (54%);
- Improve the convenience of parking (53%); and
- Increase the variety of restaurants (51%).

From these responses, it is clear that residents placed a higher priority on enhancing Downtown's retail and restaurant offerings – in terms of increasing the variety of retail goods in Downtown, increasing the number of retail businesses, and improving both the variety and quality of Downtown restaurants. Business owners, on the other hand, placed a higher priority on improving the availability and convenience of Downtown parking.

Two additional improvements were rated very important by a significant percentage of residents and one by a significant percentage of business owners. These were:

- Improve the cleanliness of Downtown (rated very important by 50% of residents and 50% of business owners); and
- Physically improve Downtown's buildings (rated very important by 47% of residents).

Given these responses – and since 54% of business owners said it is very important to physically improve Downtown's buildings – it can be concluded that both residents and business owners agree on the importance of improving Downtown's physical appearance and appeal.

When asked if there is anything else that could be done to encourage them to come Downtown more often, residents reiterated the importance of:

- Increasing the variety and assortment of offerings, particularly stressing retail and specialty shops;
- Improving Downtown's appearance – with comments such as beautify the area, clean up older buildings, generally fix up the place, enhance historic buildings, install old style street lamps, and keep the old type neighborhood look; and
- Increasing the number of restaurants.

When asked what types of new businesses or activities they would personally use if located in Downtown Merriam, residents **overwhelmingly** stressed a preference for three types of uses. These were:

- Retail businesses, with apparel stores being the top priority;
- Food establishments; and
- Entertainment and recreation opportunities – primarily those that appeal to children and families.

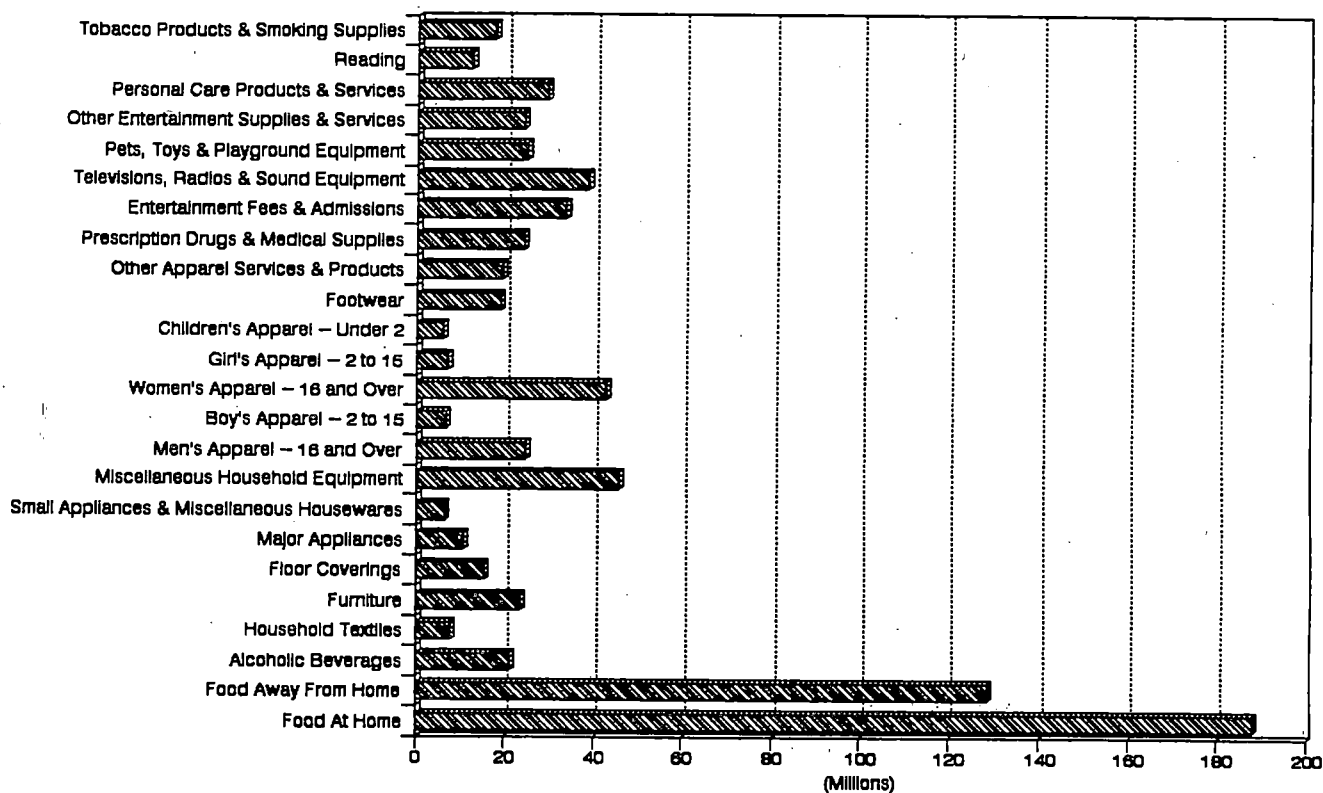
Downtown's Retail Growth Potential

As noted by the graphs on the next two pages, the total estimated demand for retail products in Downtown's primary trade area is approximately \$778,000,000 per year. {NOTE: A complete presentation of retail product demand – by product type – is presented in THE RETAIL REPORT® contained in the Appendix of this document.}

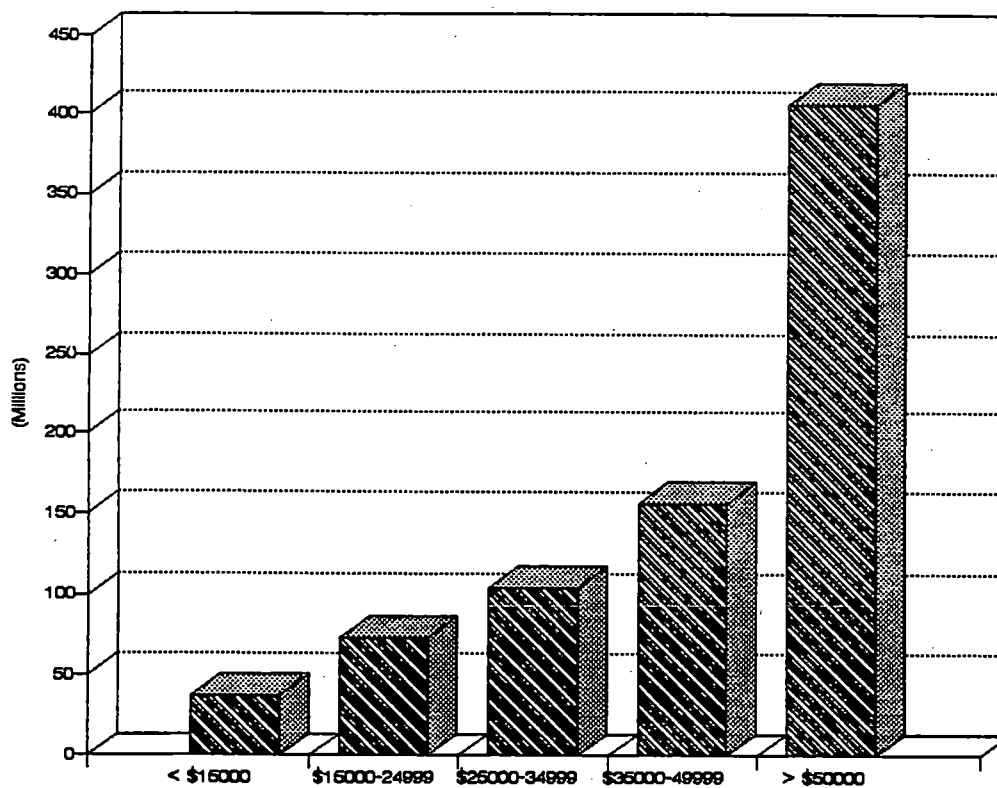
It is assumed, as a conservative estimate, that Downtown Merriam retail businesses are now generating an average (blended figure) of approximately \$125 per year per square foot in retail sales (sales of the types of products presented on the next page). Downtown Merriam should currently be generating approximately \$12,600,000 in retail sales per year.

By dividing the project area's estimated annual retail sales – \$778,000,000 – by the total estimated demand for retail products within the primary trade area – \$12,600,000 – it can be concluded that Downtown Merriam may currently be capturing approximately 1.6% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas. While this capture rate is relatively low, it is characteristic of a business district like Downtown Merriam – with the high concentration of service and industrial businesses located in the commercial district.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



Taking steps to further enhance Downtown Merriam, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 1.6% to between 2% and 2.25% by the year 2005. While this goal of share increase, between .4% and .65%, is relatively modest, it is a reasonable goal for Downtown Merriam at this time.

If Downtown Merriam is able to increase its market share to between 2% and 2.25% by the year 2005, it is possible that the project area may be able to increase its total capture of retail sales to between \$15,600,000 and \$17,500,000 by the year 2005 – considered in constant 1998 dollars.

This increase in total retail sales could potentially support the development of between approximately 24,000 and 40,000 net square feet of additional retail space within Downtown Merriam by the year 2005. This retail space could include expansions or sales increases by existing Downtown Merriam retail businesses, the filling of existing vacant space in the project area by new retail businesses, and/or the construction of new retail space.

VERY IMPORTANT NOTE: Downtown Merriam's ability to gain a larger retail market share will be contingent – to a significant extent – on efforts to enhance the area's business climate, to enhance and expand existing businesses, and to recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented, on an on-going basis, the actual growth in Downtown Merriam's market share could potentially be **much higher** than projected. Downtown Merriam may, if enhancement efforts are implemented diligently, also be able to attract more large stores – which could greatly enhance the total Downtown Merriam retail space by 2005 – and increase the amount of new square footage well beyond the above projection. Conversely, by the year 2005, Downtown Merriam's market share could be **much less** than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

***Potential Retail Business Types
for Enhancement, Expansion and Recruitment***

Based on the findings of this retail market analysis, an opportunity exists for the enhancement or expansion of certain types of existing retail businesses in – as well as the recruitment of additional businesses to – Downtown Merriam. A list of the types of existing retail businesses which may enhance their revenues through expansion or merchandise line reorientation – and a list of the types of businesses which may be recruited to Downtown – is shown in the chapter of this document titled ***Recommended Strategies***.

II. Office Market Opportunities

II. OFFICE MARKET OPPORTUNITIES

Following is an assessment of Downtown Merriam's current office potential. The purposes of the assessment are:

- To identify key economic indicators which affect the office tenant potential of Downtown;
- To identify the office space development potential of Downtown; and
- To identify the types of office end-users that should be targeted for recruitment and expansion in Downtown.

Key Office Market Indicators

Following is an overview of key economic indicators which characterize the current office operations within Downtown Merriam.

- Downtown Merriam currently has a small base of office development, with a total of approximately 15 various office occupants which occupy approximately 60,580 square feet of building space.
- The relatively small amount of office space found in the business district is typical of a commercial area like Downtown Merriam – with the high concentration of service and industrial uses located in the business district.
- Virtually all of Downtown's office operations serve the business services needs of other businesses throughout the region and elsewhere, rather than the personal needs of community and trade area residents.
- While additional office space is located within the commercial district, it is maintained in association with other uses and, therefore, is not classified separately as office space – such as an office operated in conjunction with an auto repair business or distribution business.

Inventory of Office Uses

The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the City of Merriam.

**Downtown Merriam Office Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
<u>63/64-</u>	<u>INSURANCE</u>		
641	Insurance Agents, Brokers, Service	1	1000
<u>65-</u>	<u>REAL ESTATE</u>		
653	Real Estate Agents and Managers	1	1500
<u>73-</u>	<u>BUSINESS SERVICES</u>		
731	Advertising	1	5000
733	Mailing Services	1	14900
737	Computer Design Services	2	2700
738	Miscellaneous Business Services	2	24400
<u>80-</u>	<u>HEALTH SERVICES</u>		
804	Offices of Other Health Practitioners	1	1000
<u>83-</u>	<u>SOCIAL SERVICES</u>		
832	Individual and Family Services	1	3200
<u>87-</u>	<u>ENGINEERING & MANAGEMENT SERVICES</u>		
871	Engineering, Architectural Services	1	1500
872	Accounting, Auditing, Bookkeeping	2	1200
873	Research and Development	1	2500
	<u>SERVICES NOT ELSEWHERE CLASSIFIED</u>		
	Other Services	1	1680
TOTAL # OF OFFICE BUSINESSES			15
TOTAL SQUARE FEET OF OCCUPIED OFFICE SPACE DOWNTOWN			60,580

Source: City of Merriam

Downtown's Office Market Opportunities

It is anticipated that most of Downtown's office market growth – other than office space maintained in association with other uses – will continue to consist of office uses which, primarily, serve the business services needs of other businesses throughout the region and elsewhere, as is currently the case.

With the further enhancement of Downtown Merriam, as has been found in other similar commercial districts which have embarked upon a progressive enhancement program, as improvements are made in the overall economic and physical conditions of Downtown, an associated increase in demand for office space in Downtown may follow. However, the demand for additional office space, it is felt, will be modest.

A conservative goal for additional office space demand in Downtown Merriam, based on the further enhancement of the area between now and the year 2005, is estimated to be between approximately 10,000 and 12,000 square feet.

VERY IMPORTANT NOTE: The potential for office space growth in Downtown Merriam is based on increased demand resulting from the further enhancement of Downtown. This is a conservative method of projecting office space demand. However, the actual growth in demand can be much higher if Downtown: attracts headquarter offices, general offices, or back office operations from outside the area; attracts the relocation of office occupants currently located elsewhere in the community; or experiences significant expansion by current Downtown office operations.

Potential Office Types for Expansion and Recruitment

A listing of office types recommended for recruitment and expansion in Downtown Merriam is shown in the chapter of this document titled ***Recommended Strategies***.

III. Service, Industrial and Wholesale Business Market Opportunities

III. SERVICE, INDUSTRIAL AND WHOLESALE BUSINESS MARKET OPPORTUNITIES

The largest concentration of uses currently located in Downtown Merriam includes service, industrial and wholesale business operations. In fact, Downtown Merriam actually operates more as a service/industrial area than as a traditional Downtown, with service, industrial and wholesale businesses operating in approximately 82% of the commercial district's occupied building space.

As noted by the tables presented on the next few pages, Downtown Merriam currently contains approximately 148 service, industrial and wholesale oriented businesses. These businesses occupy approximately 759,000 square feet of building space.

As indicated by the tables, the most pronounced uses found in the commercial district include:

- Construction/manufacturing related uses – which occupy approximately 174,000 square feet of existing building space;
- Storage and warehousing uses – which occupy approximately 153,000 square feet of building space;
- Wholesale business uses, which occupy approximately 148,000 square feet of building space; and
- Vehicle related repair service uses – which occupy approximately 140,000 square feet of the commercial district's building space.

While the commercial district is noted as a significant distribution and light manufacturing center, it is perhaps best known as a vehicle service and repair center – functioning with a convenient cluster of vehicle service and repair uses, providing virtually all types of services related to the repair and maintenance of vehicles in one location – Downtown Merriam.

**Downtown Merriam Service, Industrial
and Wholesale Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
07-	<u>AGRICULTURAL SERVICES</u>		
074	Veterinary Services	1	1500
078	Landscape and Horticultural Services	5	9860
15-	<u>GENERAL BUILDING CONTRACTORS</u>		
152	General Contractors	1	7600
16-	<u>HEAVY CONSTRUCTION OTHER THAN</u>		
	<u>BUILDING CONSTRUCTION - CONTRACTORS</u>		
162	Heavy Construction, Except Highway and Street	5	25100
17-	<u>CONSTRUCTION - SPECIAL TRADE</u>		
	<u>CONTRACTORS</u>		
171	Plumbing, Heating, Air	2	5000
172	Painting and Paper Hanging	1	2000
173	Electrical Work	4	25100
175	Carpentry and Floor Work	1	3200
176	Roofing, Siding, and Sheet Metal Work	2	4300
177	Concrete Work	4	8360
179	Miscellaneous Special Trade Contractors	4	16100
20-	<u>FOOD AND KINDRED PRODUCTS</u>		
206	Sugar and Confectionery Products	1	7200
208	Beverages	1	7500
22-	<u>TEXTILE MILL PRODUCTS</u>		
226	Dyeing and Finishing Textiles	1	5000
24-	<u>LUMBER AND WOOD PRODUCTS, EXCEPT</u>		
	<u>FURNITURE</u>		
243	Millwork, Veneer, Plywood, Structural Wood Members .	1	4000
25-	<u>FURNITURE AND FIXTURES</u>		
252	Office Furniture	1	2000
254	Shelving	1	8000

**Downtown Merriam Service, Industrial
and Wholesale Businesses
by Standard Industrial Classification (Continued)**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
27-	PRINTING, PUBLISHING, AND ALLIED SERVICES		
275	Commercial Printing	4	13800
28-	CHEMICAL AND ALLIED PRODUCTS		
281	Industrial Inorganic Chemicals	1	12600
289	Miscellaneous Chemical Products	1	9000
33-	PRIMARY METAL INDUSTRIES		
331	Steel Works, Blast Furnaces, Rolling/Finishing Mills ...	1	14400
34-	FABRICATED METAL PRODUCTS, EXCEPT MACHINERY AND TRANSPORTATION EQUIP.		
342	Cutlery, Handtools, and General Hardware	1	2200
343	Heating Equip. and Plumbing Fixtures	1	4800
346	Metal Forgings and Stampings	1	7500
35-	INDUSTRIAL AND COMMERCIAL MACHINERY AND COMPUTER EQUIPMENT		
354	Metalworking Machinery and Equipment	1	2500
358	Refrigeration and Service Industry Machinery	1	8000
36-	ELECTRONIC AND OTHER ELECTRICAL EQUIPMENT AND COMPONENTS, EXCEPT COMPUTER EQUIPMENT		
364	Electrical Lighting and Wiring Equipment	4	23100
39-	MISCELLANEOUS MANUFACTURING INDUSTRIES		
393	Musical Instruments	1	2700
399	Miscellaneous Manufacturing Industries	1	16500
42-	MOTOR FREIGHT TRANSPORTATION AND WAREHOUSING		
421	Trucking and Courier Services, Except Air	4	12800
422	Public Warehousing and Storage	8	152900

**Downtown Merriam Service, Industrial
and Wholesale Businesses
by Standard Industrial Classification (Continued)**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
47-	TRANSPORTATION SERVICES		
472	Arrangement of Passenger Transportation	1	9000
48-	COMMUNICATIONS		
481	Telephone Communications	1	9000
50-	WHOLESALE TRADE - DURABLE GOODS		
501	Motor Vehicles and Motor Veh. Parts and Supplies ...	8	32030
503	Lumber and Other Construction Materials	6	44800
504	Professional and Comm. Equipment and Supplies ...	2	5200
506	Electrical Goods	1	8000
507	Hardware, and Plumb. and Heating Equip. and Supplies	1	5000
508	Machinery, Equipment and Supplies	3	9400
509	Miscellaneous Durable Goods	1	7700
513	Apparel, Piece Goods, and Notions	1	7500
514	Groceries and Related Products	2	9530
519	Miscellaneous Nondurable Goods	4	18500
72-	PERSONAL SERVICES		
721	Laundry, Cleaning, and Garment Services	1	1500
722	Photographic Studios	2	3180
729	Miscellaneous Personal Services	2	2898
73-	BUSINESS SERVICES		
734	Services to Buildings	3	11200
75-	AUTOMOTIVE REPAIR SERVICES, AND PARKING		
753	Automotive Repair Shops	34	133660
754	Automotive Services, Except Repair	2	5800
76-	MISCELLANEOUS REPAIR SERVICES		
762	Electrical Repair Shops	4	4800
769	Miscellaneous Repair Shops	2	3300

**Downtown Merriam Service, Industrial
and Wholesale Businesses
by Standard Industrial Classification (Continued)**

SIC CODE	BUSINESS TYPE	# BUS.	TOTAL SQ. FT.
78-	MOTION PICTURES		
781	Motion Picture Production and Allied Services	1	2500
TOTAL # OF BUSINESSES			148
TOTAL SQUARE FEET OF OCCUPIED SPACE DOWNTOWN			759,118

Source: City of Merriam

Based on discussions with owners of service, industrial and wholesale businesses within Downtown Merriam, these business operations in the commercial district serve a very broad domestic and international market. And, by all accounts, the market served by these businesses is expanding. This market strength is further substantiated by the continuing expansion of the commercial area's existing businesses, with many literally flowing into the streets, the opening of new businesses within the commercial district during the recent past, and known interest from other similar businesses seeking space in the commercial district.

While the future growth of service, industrial and wholesale businesses will likely be limited in the commercial district, primarily due only to the limited amount of remaining developable land area, every effort should be made to encourage the continued growth and operation of quality service, industrial and wholesale businesses within appropriate areas of Downtown Merriam.

IV. Recommended Strategies

IV. RECOMMENDED STRATEGIES

This chapter includes two sets of recommended enhancement strategies. The first set outlines ***Downtown Districts and Improvements*** for managing the future growth and enhancement of Downtown Merriam. The second set of recommended strategies outlines ***Downtown Tools*** that must be created so that the capacity to enhance Downtown exists.

Both sets of recommended enhancement strategies were specifically tailored to enable the private sector and the City of Merriam to:

- Attain the community's defined vision for Downtown;
- Capture the economic opportunities facing Downtown – which were revealed in the market analysis; and
- Move Downtown forward – from its present state – on to a higher level of economic success.

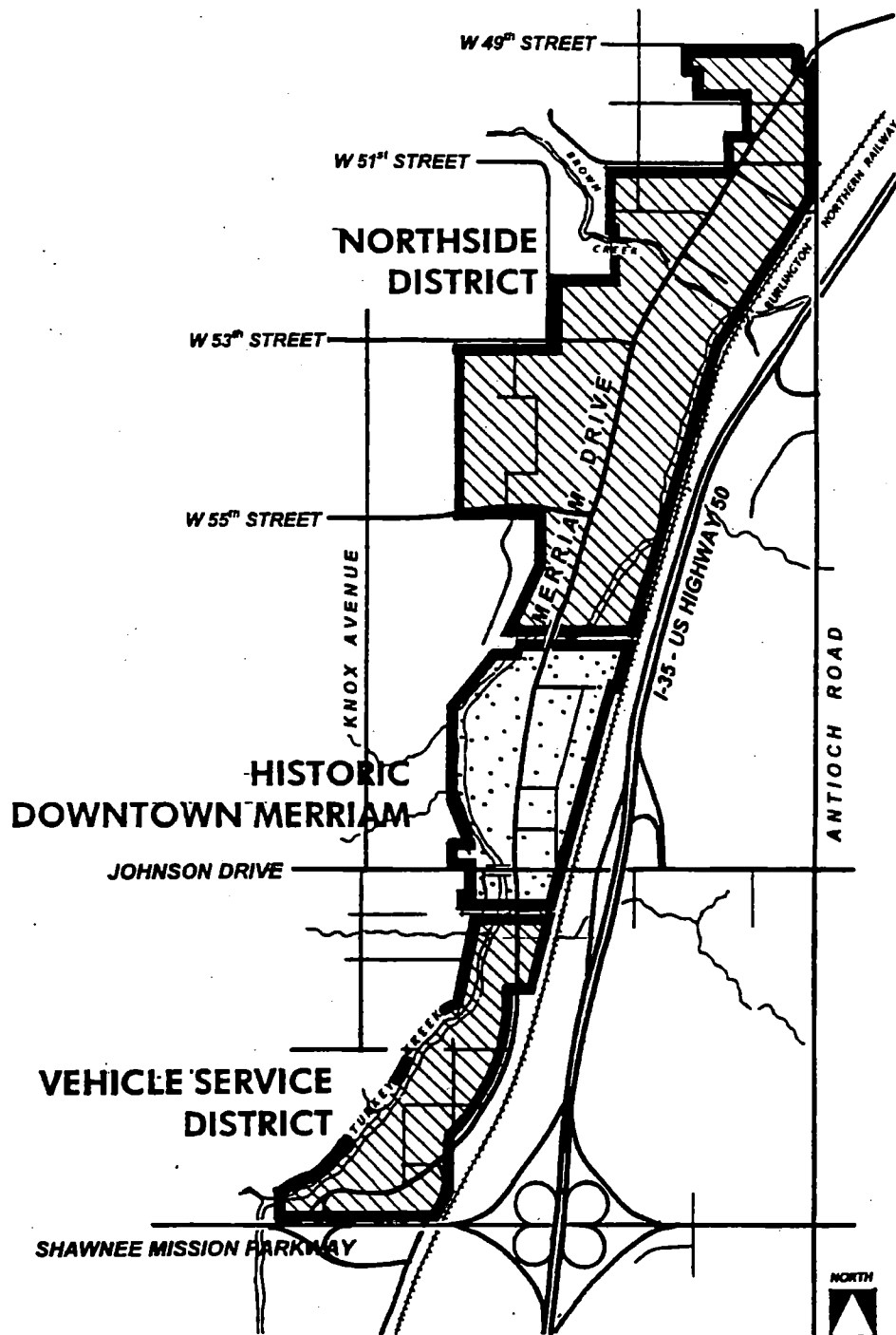
Downtown Districts and Improvements

The following *Downtown Districts and Improvements* should guide the future growth of Downtown Merriam and the overall Downtown enhancement effort.

Districts

Downtown should be enhanced to strengthen and create the following three, distinct districts. It should be noted that the three recommended districts build on and augment natural market forces which are at play in Downtown Merriam. The three recommended districts, shown on the map on the following page, are:

- The Vehicle Service District;
- Historic Downtown Merriam; and
- The Northside District.



Vehicle Service District

A cluster of vehicle service and repair businesses currently exists – and has been formed naturally – within the southern portion of the Downtown project area. And, this is the largest concentration of such uses found in the metroplex.

While the businesses in the district appear to be prosperous, many of the vehicle service and related businesses seem not to consider the appearance of their property to be of prime importance. When combined with the fact that much of the development in the area pre-dates modern development regulations, the result is large expanses of paving, unsightly views of parking, service, and storage yards, and a lack of landscaping.

The enhancement goal for this Downtown district should be to retain and augment its current uses, improve the district's physical appearance, and market the district as a single unit that offers consumers "multi-stop" variety and convenience in a single location.

This goal should be attained through the following actions.

Public Beautification Improvements – The City of Merriam has done an excellent job with landscaping and maintenance along Shawnee Mission Parkway. It is recommended that the City build on these beautification efforts by undertaking the following public beautification improvements in the Vehicle Service District.

- Right-of-way improvements should be continued along Merriam Drive that unify the district visually – using the prototype design plan prepared for this district and presented at the end of this section.
- Directional signs should be installed on Shawnee Mission Parkway – both east and west bound – directing motorists to Downtown Merriam.
- A new southern entry sign should be installed at the corner of Carter Avenue and Merriam Drive – promoting both Downtown Merriam and the Vehicle Service District and taking advantage of existing landscaping at this corner, supplementing it with new plantings and lighting to highlight the sign – as shown graphically at the end of this section.

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- The Vehicle Service District should be marked with custom designed, decorative banners installed on existing street light poles, along the length of Merriam Drive, to further identify and promote the Vehicle Service District – as shown graphically at the end of this section.
- The City should work with property owners to consolidate private parking and service areas, reduce the number and size of curb cuts, and define road edges wherever possible. Re-configured parking, service, and storage areas should then be well landscaped.
- While the east side of Merriam Drive is attractively landscaped along the right-of-way, the west side is not. Except for a select few businesses, such as ASH Battery Systems and Shawnee Steel & Welding, there is little or no landscaping to soften the large expanses of paving. The City should require, at a minimum:
 - That paving within the public right-of-way (other than at drive approaches) be removed and lawn or landscaping be installed;
 - A 5 foot wide landscape buffer be maintained between parking, service, and storage areas and the public sidewalk wherever possible; and
 - That the area between the sidewalk and private property be landscaped or improved to screen views of drives, parking areas, service and storage yards, including the installation of clipped hedges, masonry screen walls, and (for service and storage yards) decorative fences or high walls – as described graphically at the end of this section.
- In conjunction with establishing landscape buffers and screening, the City should plant regularly spaced street trees along the west side of Merriam Drive as they have done in the eastern right-of-way.
- The City should continue to maintain the present landscape, on the east side of Merriam Drive, supplementing it with additional plant material over time. Consideration should be given, as well, to establishing flower beds for annuals and perennials.

Private Property Improvements – As the City continues to beautify the area, district business and property owners should also – and simultaneously – take aggressive steps to improve the visual appeal of their properties. Private property improvements should be undertaken through the following actions.

- Property owners should voluntarily meet all City code requirements as quickly as possible.
- All private parking lots should be paved.
- All inoperative vehicles stored on the exterior of buildings should be removed within 30 days of their appearance on property within the district or stored inside buildings.
- All vehicles, equipment, and inventory should be screened from public view – as shown in the prototypes included in the graphic design recommendations for this district.
- There are quite a few large, unsightly building signs in the district. Building signage should be modest in scale with an emphasis on quality rather than size. Business owners in the Vehicle Service District should jointly coordinate the design of business signage to both better establish the Vehicle Service District image and to promote the image of quality.
- Service oriented buildings often have few windows, service doors rather than person doors, and are generally not as welcoming to the public as more pedestrian oriented commercial buildings, such as retail building space. The careful design of customer entrances and office areas is important to the appearance of service business buildings. Awnings, landscaping, informational signage, and architectural treatments should be designed to be attractive and inviting.

The appearance of the commercial district will become much more important in the future as newer commercial offerings continue to be added to the community and throughout the region. The appearance of Downtown Merriam must be upgraded if the commercial district is to remain competitive. And, again, it must be noted that the appearance of the commercial district – or the poor appearance of the district – was noted as the most pressing concern of the community.

Code Enforcement – The City of Merriam has recently embarked on an aggressive program of code enforcement. This effort should be applauded and continued since it is in the best economic interest of Downtown and the City as a whole to upgrade the condition of buildings and property within the district.

It must be realized that *the appearance* of Downtown was the number one complaint heard from citizens, customers, Downtown employees, and a large number of Downtown business and property owners throughout the completion of this project.

Property Consolidation – Over time, it is expected that some business owners now located in the Vehicle Service District will choose to relocate or close their operations (due to the need for more space, retirement or other lifecycle-related decisions). When this occurs, remaining business owners should be encouraged – and possibly assisted – to acquire the vacated properties, consolidate properties, and operate out of larger space.

The goal of such consolidation would be to have fewer businesses operating in larger space so that their inventory, equipment, and vehicles do not overflow onto portions of their lots that are visible from public rights-of-way.

Uses – The following uses are appropriate for the Vehicle Service District of Downtown Merriam and should continue to be expanded and placed in the district.

Prepared Food

- Moderate Priced Restaurants;
- Theme Restaurants;
- Sandwich Shops; and
- Coffee Shops.

Retail/Select Services

- Auto/Home Supply; and
- Vehicle Repair and Servicing.

Offices

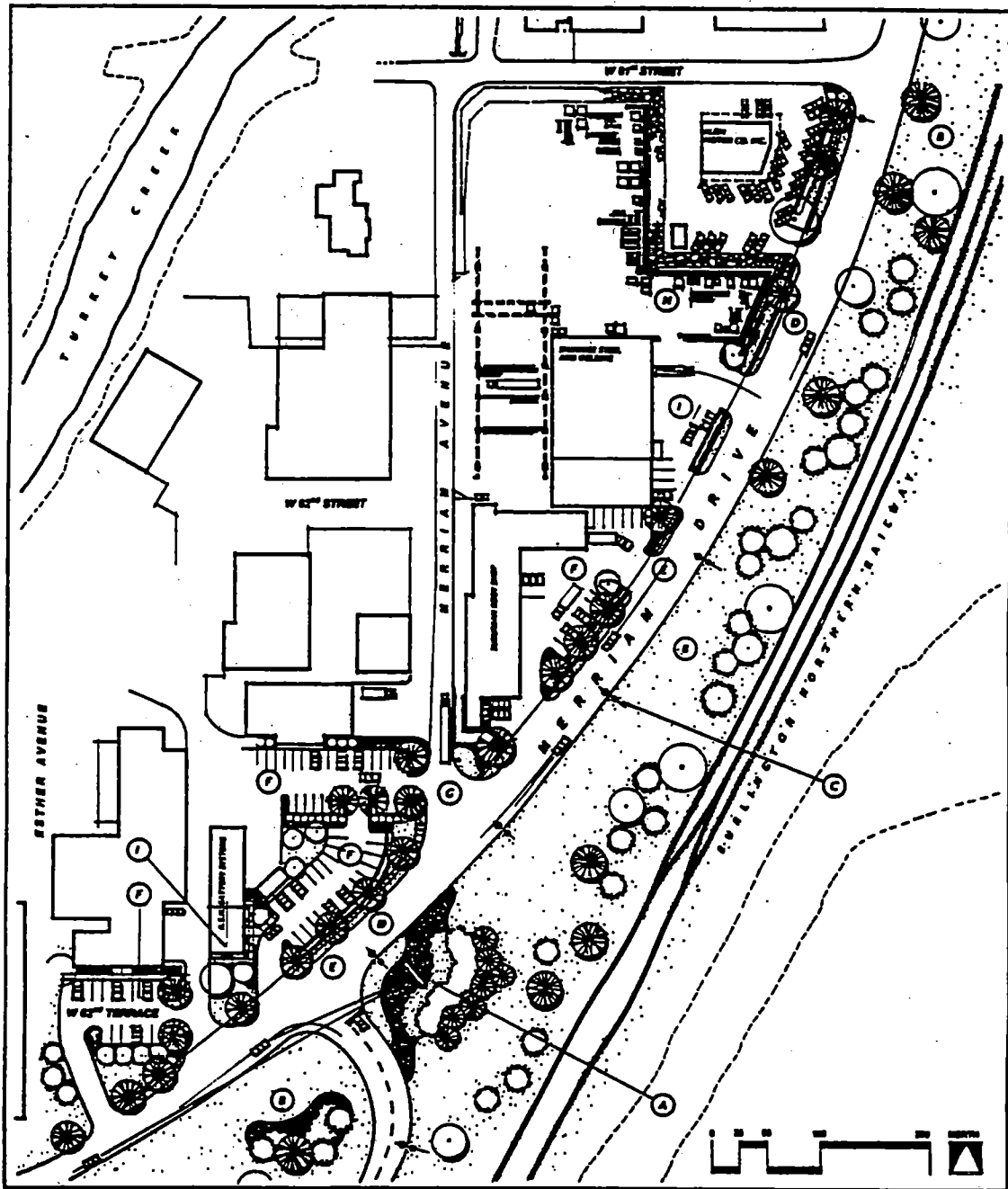
- Offices Operated, Primarily, in Association with Other Uses in District.

Industrial

- Uses Allowed in City's I-1 Zoning District – with Maximum Emphasis on Vehicle Related Service and Repair.

NOTE: In accordance with the current regulations of the City's I-1 Zoning District: The uses permitted in this district should always be required to be in an enclosed structure and all premises should be landscaped according to an approved landscape plan. All walks, drives and parking should be all-weather surfaced.

Graphic Design Considerations – Following are graphic design recommendations to guide the further enhancement of the Vehicle Service District.



Vehicle Services District

PROTOTYPE PLAN

VEHICLE SERVICE DISTRICT PROTOTYPE PLAN LEGEND

A. DOWNTOWN GATEWAY

At this key southern entry to Downtown Merriam, develop a Downtown Entry/Vehicle Service District sign. Reinforce with landscaping: including ground cover, shrubs, flowering trees, with an evergreen background. Site the new sign to take advantage of existing landscaping.

B. RIGHT-OF-WAY LANDSCAPING

Maintain and enhance existing right-of-way landscaping along Merriam Drive.

C. DECORATIVE BANNERS

Install large decorative banners, promoting the Vehicle Service District, on existing street light poles.

D. STREET TREE PLANTING

Introduce street trees along the western side of Merriam Drive, in the lawn terrace and/or on private property.

E. LAWN TERRACE LANDSCAPING

Encourage the private expansion and landscaping of the lawn terrace wherever possible. Plant hedges and/or install low walls to screen parking and services areas.

F. RE-CONFIGURATION OF PRIVATE PARKING

Encourage consolidation and re-configuration of private parking and service yards, adding landscaping to screen views into these areas.

G. RE-DEFINE THE INTERSECTION OF MERRIAM DRIVE AND MERRIAM AVENUE

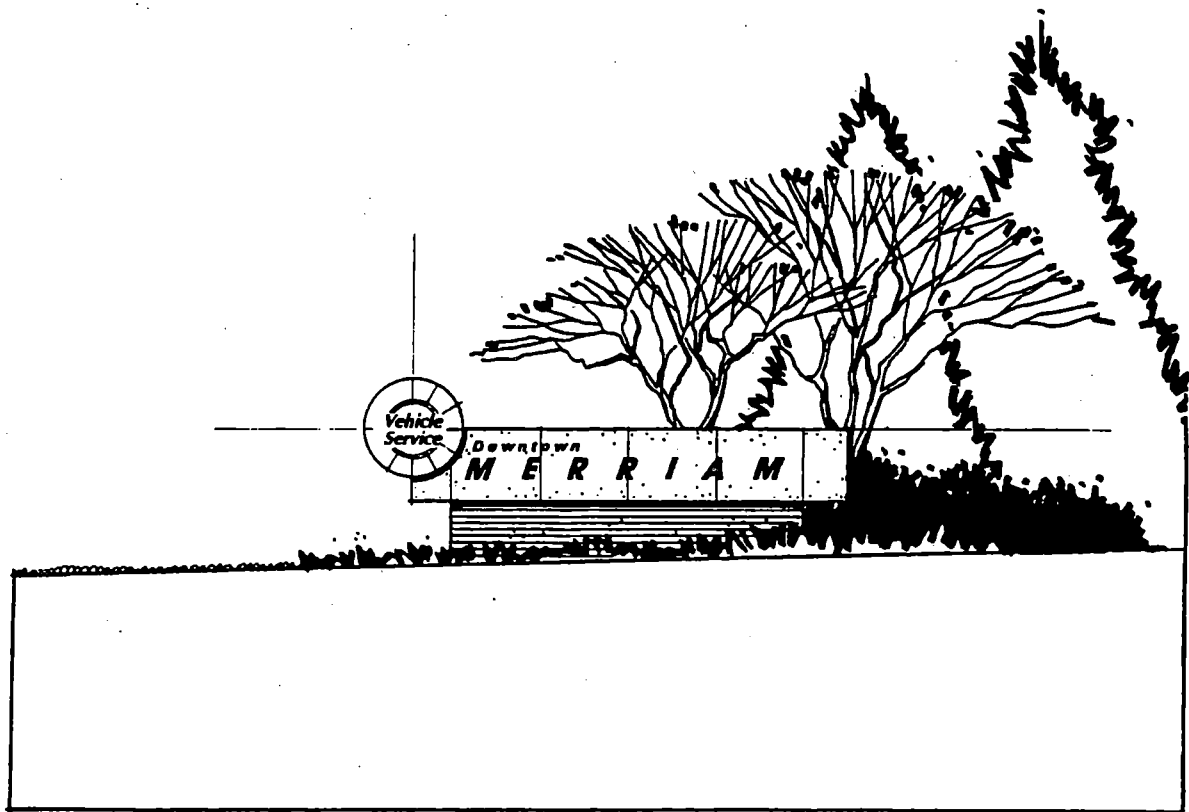
Reduce the amount of paving in this area, installing curbs and gutters to define the roadway. Combine with the re-configuration of private parking and service.

H. YARD SCREENING

Consider installing 4 - 6 foot high fences or walls to screen storage yards visible from Merriam Drive.

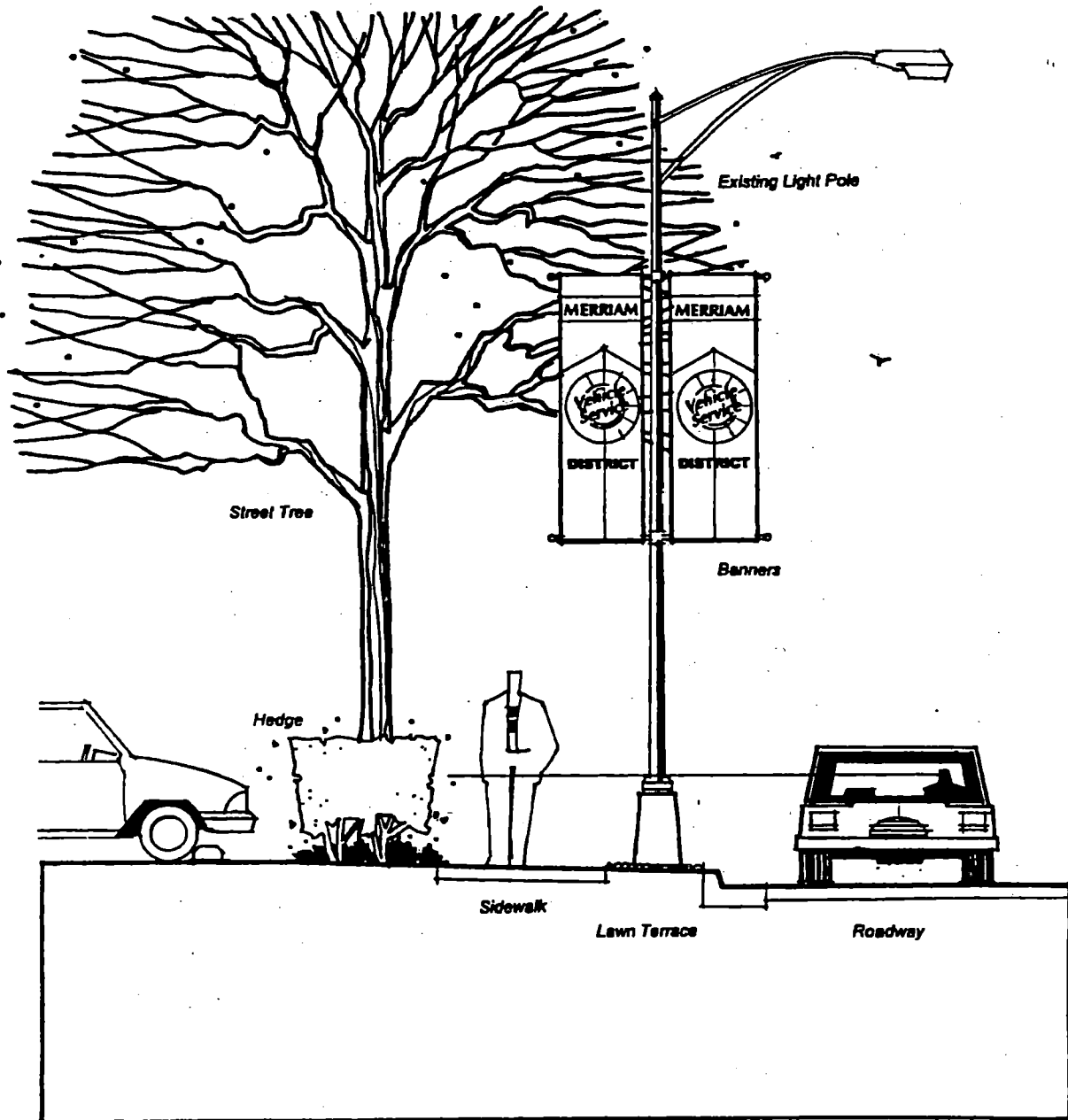
I. MAINTAIN PRIVATE LANDSCAPING

Maintain and encourage quality private landscaping such as at businesses like ASH Battery Systems and Shawnee Steel and Welding.



Vehicle Service District
SOUTH ENTRY SIGN

*Merriam Downtown
Economic Enhancement Strategy 1998*



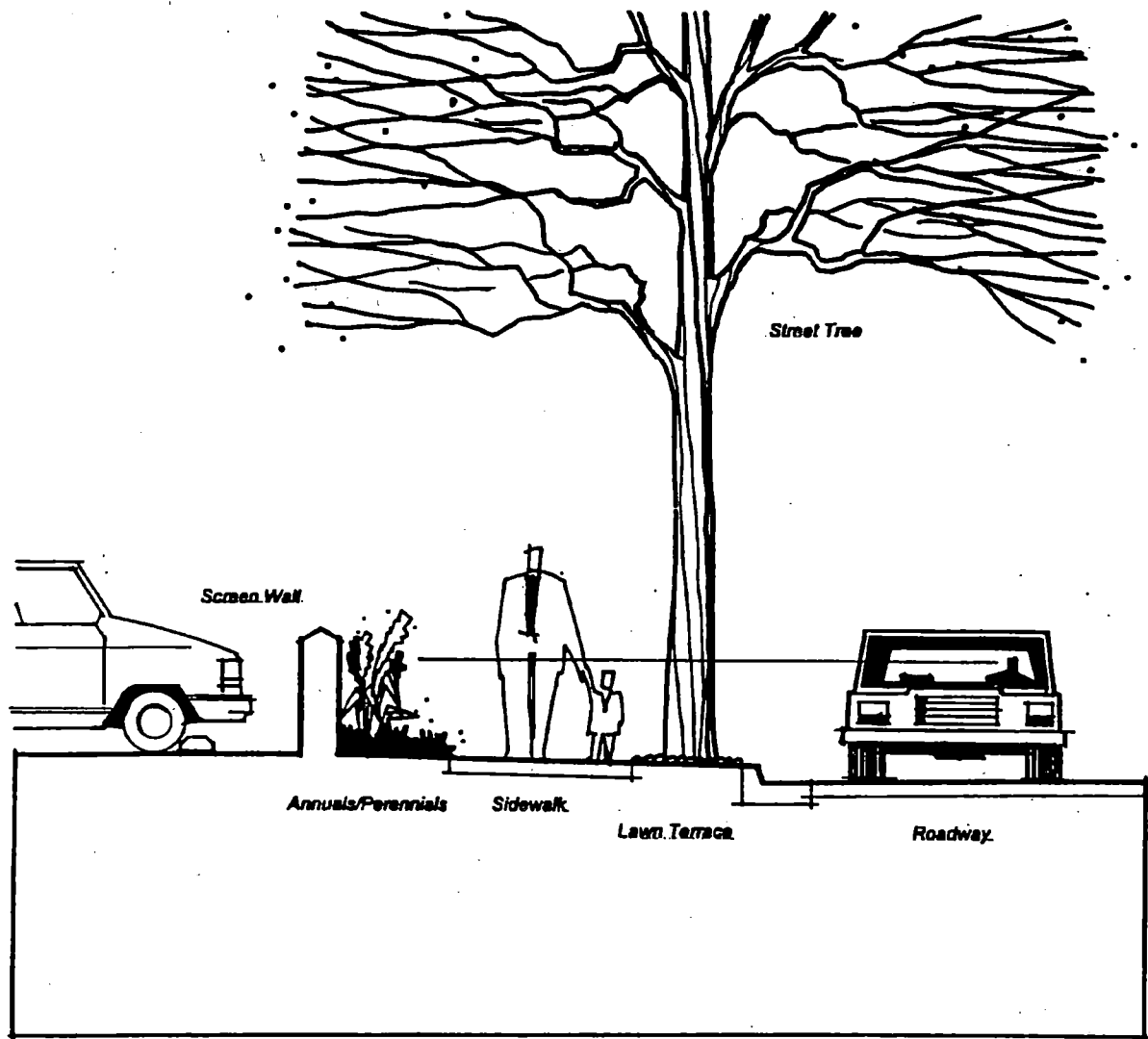
Vehicle Service and Northside Districts

LANDSCAPE HEDGE

Parking Lot and Service Yard Screening

Merriam Downtown

Economic Enhancement Strategy 1998



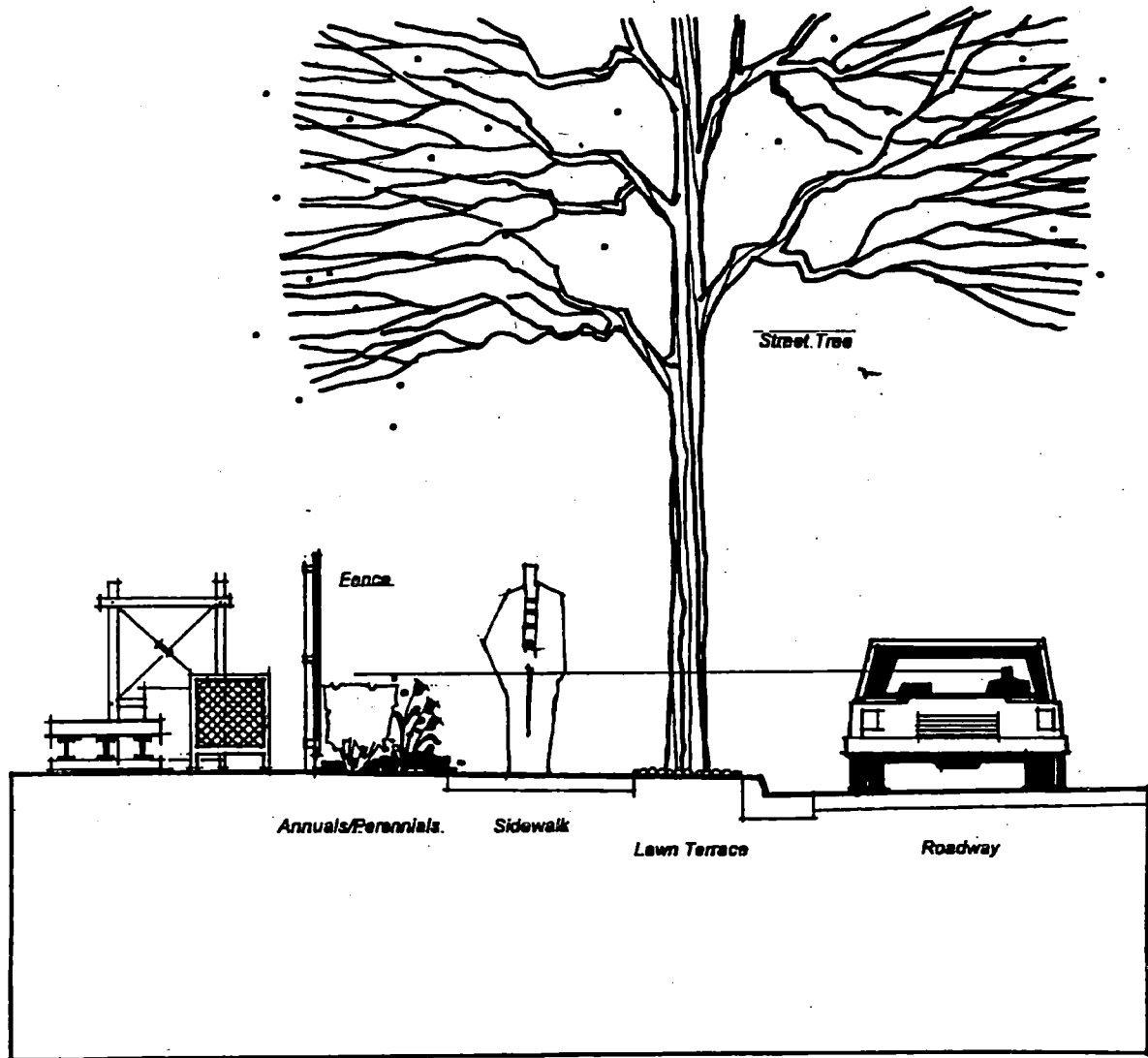
Vehicle Service and Northside Districts

SCREEN WALL

Parking Lot and Service Yard Screening

Merriam Downtown

Economic Enhancement Strategy 1998



Vehicle Service and Northside Districts

SCREEN FENCE

Parking Lot and Service Yard Screening

Merriam Downtown

Economic Enhancement Strategy 1998

Historic Downtown Merriam

Today, Merriam's Downtown is primarily comprised of vehicle service, warehousing, and light industrial uses. Therefore, it is not a traditional "shopping" Downtown of retail, food, and personal service businesses. Merriam Town Center, when completed, will be a modern, auto-oriented "shopping" center offering retail and food destination businesses that appeal to residents of Merriam and beyond.

Those involved in the process of completing this Downtown enhancement strategy identified a "shopping gap" that exists in Merriam – a gap that is not now being filled by either Downtown or Merriam Town Center. That was described as the following:

*A quaint, historic, pedestrian area
of Mom and Pop shops that
is a community gathering place,
has a small town feel, and
recaptures our past.*

This portion of Downtown – Historic Downtown Merriam – is very important to the entire City since:

- It presents the only realistic opportunity the community has to fill the gap identified by local residents – for a pedestrian-oriented, traditional Downtown; and
- It is located at the crossroads of two highly travelled roads, making it the highly visible "image maker" of the entire City of Merriam.

Top Priority – For the reasons shown above, the enhancement of this Downtown district should become a top priority of the Downtown enhancement effort.

Orientation – The Historic Downtown Merriam District should be enhanced as:

*Merriam's pedestrian-oriented, quaint,
historic Downtown that offers Mom and Pop
specialty shops and restaurants,
as well as public open space
linked to Turkey Creek.*

Phase 1 – Improvements to this district should be implemented in three phases. The following improvements should be undertaken as Phase 1. The recommended improvements are further described graphically by the **Phase 1 Development Plan** presented at the end of this section.

- Property should be acquired and a new city park should be created, on the west side of Merriam Drive, as shown in the drawings included at the end of this section. The park should serve as a community gathering place and landmark, act as a stage for festivals and a farmers market, include recreation space, and have walkways that link Turkey Creek to Merriam Drive.
- The maximum number of existing buildings in the district should be renovated, returning them to their original character. The accompanying blockscape drawings – presented at the end of this section – illustrate how the existing buildings along the east side of Merriam Drive, between 58th Terrace and Johnson Drive, might be renovated. Note the pedestrian scale of the renovated storefronts and the emphasis on restoring the original large display windows.
- The development of restaurants along Turkey Creek should be encouraged and stimulated – on land leased from the City in the new city park by private entrepreneurs and in existing buildings located adjacent to the creek, opening the rears of buildings to the creek.
- Independently owned specialty retail businesses and food establishments should be recruited for this district.
- The old Merriam School building should be acquired by the City and restored, with additions removed. And, this building should be used to house the Historic Merriam Society's Museum Room (now located at the Merriam Community Center) and, possibly, the Chamber of Commerce office and the office of the Downtown Partnership, discussed later in this document.
- New infill buildings should be developed on appropriate vacant property in Historic Downtown Merriam. These buildings should have the same architectural characteristics as the original Downtown commercial buildings.

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- All parking lots in this district should be paved.
- The City's zoning ordinance should be revised to:
 - Ensure the placement of retail, restaurant and office uses in this district;
 - Require zero front yard lot line development in this district – and do away with the now required 30 foot front yard setback requirement; and
 - Allow zero side yard setbacks when possible – determined on a case-by-case basis, satisfying life safety concerns – to enable a contiguous streetwall of development.
- On the west side of Merriam Drive, from the proposed new city park south to Johnson Drive, the City should acquire, rehabilitate, and land bank property as it becomes available to ensure that buildings are either maintained for retail uses or converted to park property in the future – depending on the future demand for commercial space within the balance of the district and the future demand for additional public space within the district.
- A creekside plaza should be developed on the west side of Merriam Drive, south of Johnson Drive, as shown graphically on the **Phase 1 Development Plan** presented at the end of this section.
- Through consultation with property owners and enforcement of codes, the view of the eastern edge of this district from I-35 should be improved. Improvements should include the removal and/or screening of stored materials and equipment, paving of unpaved lots, and provision of landscaping to improve this important view of the community.

All recommended Phase 1 improvements should be implemented simultaneously with improvements recommended for the Vehicle Service District.

Phase 2 – The following improvements should be implemented as the second phase of Historic Downtown Merriam's enhancement. These recommended improvements are graphically illustrated on the **Long-Range Development Plan** presented at the end of this section.

- Streetscape improvements should be undertaken in Historic Downtown Merriam, on Merriam Drive and Johnson Drive, as well as on the side streets, as shown graphically at the end of this section. Improvements should include new sidewalk paving, street trees (where there is sufficient sidewalk width), and pedestrian scale lighting. Also, custom designed banners and signage identifying and promoting Historic Downtown Merriam should be installed.
- Signage with landscaping should be installed at the entryways to Historic Downtown Merriam, as shown on the **Long-Range Development Plan** presented at the end of this section.
- Consideration should be given to adding minimal height spillways along Turkey Creek to maintain a minimum water level throughout the year – ensuring that the modification does not increase potential flood levels.
- The batting cages located on Kessler Lane should be relocated to a City park or other appropriate area of the community, and the property should be developed and used for public parking, if deemed needed, or simply landscaped to ensure an attractive view of Downtown from I-35.
- The width of existing curb cuts should be reduced, where possible, and curb cuts should be removed where not needed.
- Two drive lanes, with one center turn lane throughout Downtown, should be maintained rather than the present four lanes near the intersection of Johnson Drive. This might allow the width of the roadway to be slightly reduced.

Phase 3 – The following improvements should be implemented as the third phase of Historic Downtown Merriam's enhancement. These recommended improvements are illustrated graphically on the **Long-Range Development Plan** presented at the end of this section.

- Consideration should be given to expanding the present Community Center to the south, adding indoor recreational and entertainment facilities. Parking should also be expanded accordingly and the entire block should be landscaped to coordinate with the proposed park development on the west side of Merriam Drive.
- The current and former residential properties located immediately behind the Merriam Community Center should be acquired by the City and developed as public parking for the Center, with a high degree of landscaping to ensure an attractive view from I-35.
- If it is determined that an appropriate level of retail development has taken place in other portions of the district and that additional public open space is desired along Turkey Creek, consideration should be given to the development of additional public open space on the west side of Merriam Drive, further extending open space south to Johnson Drive – as shown in the drawings included at the end of this section. This is the section of Historic Downtown Merriam where the creek is closest to Merriam Drive. This portion of Merriam Drive, given its width and the closeness of buildings on both sides, is constricted. Such a plaza would relieve this situation, opening up Downtown to Turkey Creek. It would also provide an additional site for special activities, such as art displays, community events, and informal music performances, as well as give motorists on Merriam Drive a clear view of Turkey Creek. The accompanying design section through the proposed creekside plaza and Merriam Drive, presented at the end of this section, illustrates how the plaza could be developed.

VERY IMPORTANT NOTE:

It should be noted and understood that if buildings are removed from the property on the west side of Merriam Drive – specifically in the area from the old Merriam School building south to Johnson Drive – it is very unlikely that other buildings will ever be developed on the property because the depth of lots is shallow at this location, the

property is in a flood prone portion of Downtown Merriam, and development in a flood prone area is normally much more expensive than development in a non-flood prone area.

- If the potential new open space is developed, the park should emphasize access to and views of Turkey Creek. Where possible, the creek bank should be developed to allow users to easily reach water level.
- If the potential new open space is developed, any displaced businesses located on the west side of Merriam Drive should be relocated to other appropriate properties within Downtown.
- Eventually, the Streamway Path should be expanded through this area, linking Historic Downtown Merriam to the system, and continuing into the Northside District.
- Based on future demand for commercial building space in the district, consideration should be given to the development of new pedestrian oriented commercial buildings on both sides of Johnson Drive, east of Merriam Drive. The blockscape drawings, attached at the end of this section, illustrate what new buildings might look like if developed. Logically, new buildings should follow the design of traditional Historic Downtown Merriam commercial buildings.
- Over time, the pedestrian-oriented nature of this district should be continued. This means that in the remainder of this district – which runs north to Turkey Creek from the church that sits north of the Community Center (on the east side of Merriam Drive) and from the northern tip of the recommended park (on the west side of Merriam Drive):
 - Zero front yard lot line infill construction and redevelopment should be encouraged; and
 - Independently owned specialty retail businesses and food establishments should be recruited for buildings in this portion of the district.

Uses – The following uses are appropriate for the Historic Downtown Merriam District and should continue to be expanded and placed in the district.

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Outdoor Dining Establishments;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Deli;
- Brew Pubs;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns – with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods – i.e., Italian, Greek, French, Chinese, etc.

Entertainment

- Entertainment in Restaurants – i.e., piano player, guitarist, small combos, etc.

Specialty Retail

- Antiques;
- Art Galleries, Framing and Supplies;
- Bike/Motorcycle Shop;
- Books;
- Cameras and Photo Supplies;
- Florist;
- Gifts, Stationery and Cards;
- Hardware;
- Home Decorating Products and Design Services;
- Newsstand;
- Nurseries/Garden Supply/Feeds;
- Office/School Supplies;
- Optical Products;
- Sewing Supplies;
- Small Variety Store;
- Sporting Goods;
- Tobacco Shop;
- Toys, Games and Crafts; and
- Wall Coverings and Paint.

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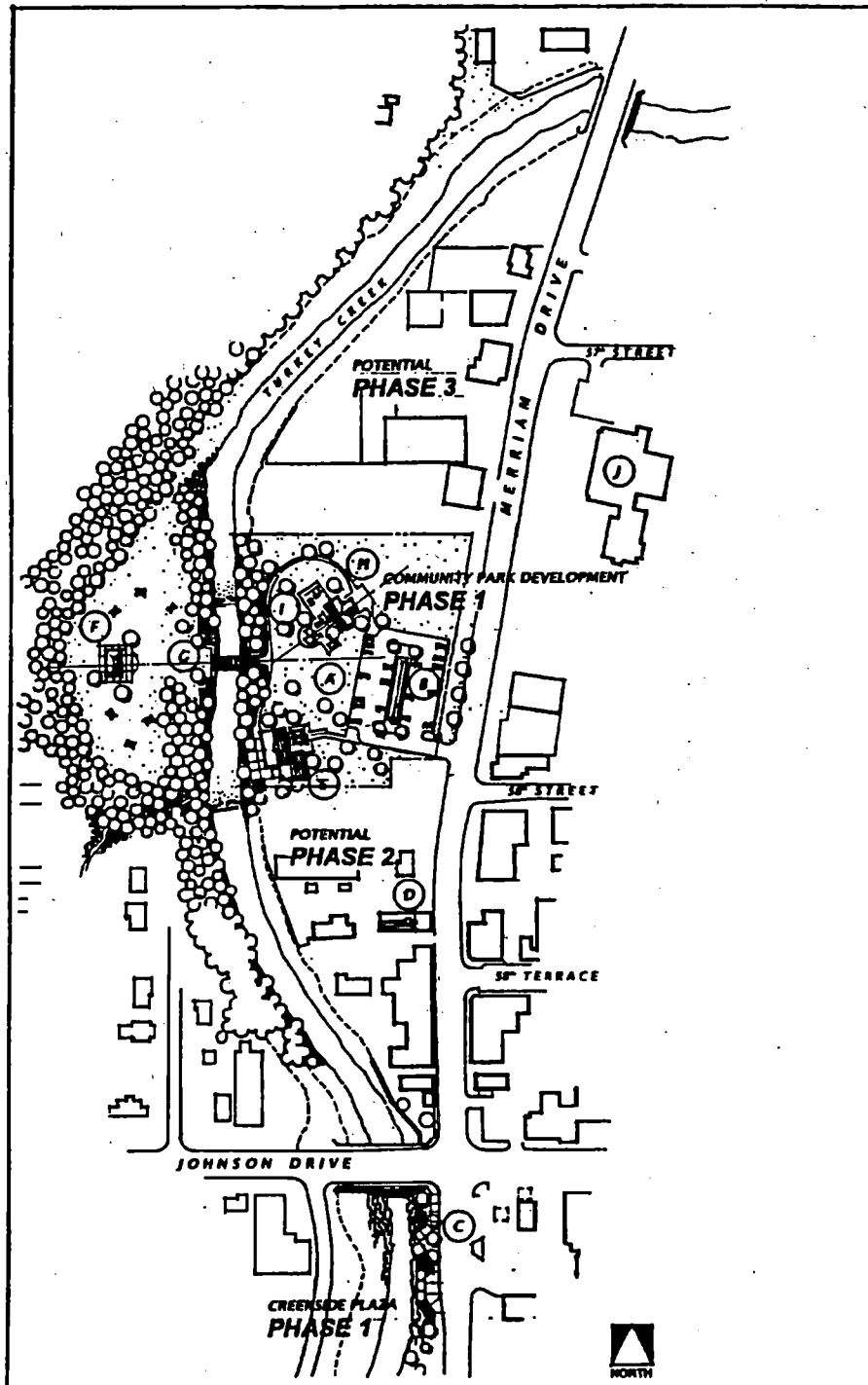
Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Gas Service Station;
- Physical Fitness Facility, and
- Shoe Repair/Shine.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices;
- Doctors Offices;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- Newspapers;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Graphic Design Considerations – Following are graphic design recommendations to guide the further enhancement of Historic Downtown Merriam.



Historic Downtown Merriam

PHASE 1 - DEVELOPMENT PLAN

**HISTORIC DOWNTOWN MERRIAM
PHASE 1-DEVELOPMENT PLAN
LEGEND**

A. NEW DOWNTOWN COMMUNITY PARK

Purchase property and develop new community park along Turkey Creek. Take maximum advantage of Turkey Creek frontage within Historic Downtown Merriam.

B. PUBLIC PARKING / FARMER'S MARKET

Develop public parking for new park, future restaurant development, and for farmer's market. Construct a farmer's market canopy within the parking area.

C. CREEKSIDE PLAZA

Develop outdoor plaza along Turkey Creek – south of Johnson Drive.

D. HISTORIC SCHOOLHOUSE

Acquire building, remove later additions and restore original historic schoolhouse building.

E. RESTAURANT DEVELOPMENT SITE

Seek qualified developer(s) for construction of private restaurant development within the new community park on Turkey Creek.

F. POTENTIAL PICNIC AREA & SHELTER

Consider development of a picnic area located in a natural glade on the west side of Turkey Creek with an open picnic shelter.

G. NEW PEDESTRIAN BRIDGE

Construct first pedestrian bridge over Turkey Creek to access picnic area (if picnic area and shelter developed.)

H. PARK ACTIVITIES BUILDING

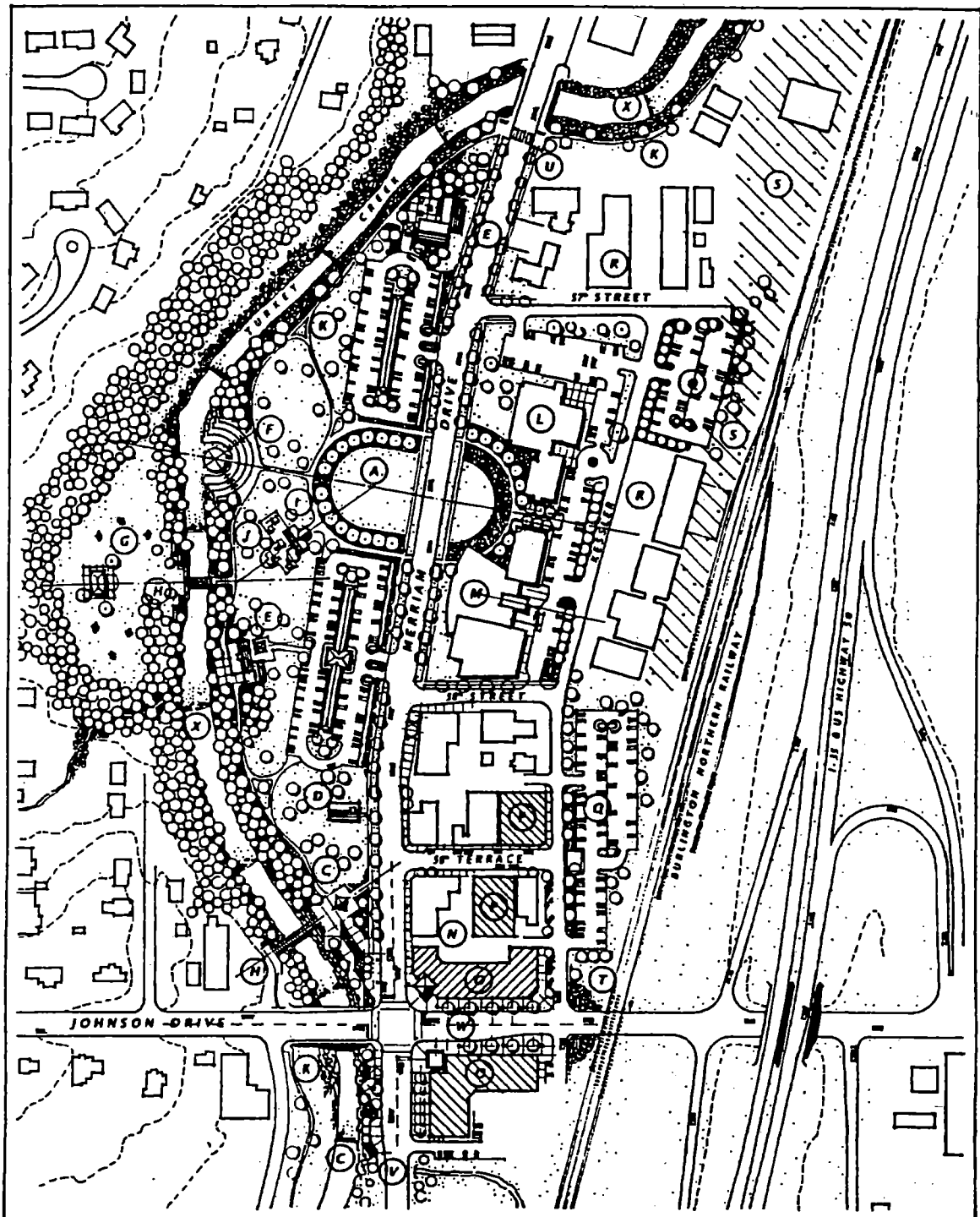
Construct an open shelter for park activities, providing public restrooms and possibly seasonal concessions for park users.

I. CHILDREN'S PLAY AREA

Construct an intensive children's play area, concentrating play apparatus in a defined and secure area.

J. EXISTING COMMUNITY CENTER

Maintain the existing Community Center in the heart of Historic Downtown Merriam.



Historic Downtown Merriam

LONG RANGE DEVELOPMENT PLAN

*Merriam Downtown
Economic Enhancement Strategy 1998*

**HISTORIC DOWNTOWN MERRIAM
LONG-RANGE DEVELOPMENT PLAN
LEGEND**

A. NEW DOWNTOWN COMMUNITY PARK

Purchase property and develop new community park along Turkey Creek. Take maximum advantage of Turkey Creek frontage within Historic Downtown Merriam.

B. PUBLIC PARKING / FARMER'S MARKET

Develop public parking for new park, future restaurant development, and for farmer's market. Construct a farmer's market canopy within the parking area.

C. CREEKSIDE PLAZA

Develop outdoor plazas along Turkey Creek – north and south of Johnson Drive.

D. HISTORIC SCHOOLHOUSE

Acquire building, remove later additions and restore original historic schoolhouse building.

E. RESTAURANT DEVELOPMENT SITES

Seek qualified developer(s) for construction of private restaurant developments within the new community park and along Turkey Creek.

F. COMMUNITY AMPHITHEATER

Develop creekside outdoor theater for community concerts and festival activities.

G. POTENTIAL PICNIC AREA & SHELTER

Consider development of a picnic area located in a natural glade on the west side of Turkey Creek with an open picnic shelter.

H. NEW PEDESTRIAN BRIDGES

Construct two pedestrian bridges over Turkey Creek to enable continuation of Streamway Path and to access picnic area (if picnic area and shelter developed.)

I. PARK ACTIVITIES BUILDING

Construct an open shelter for park activities, providing public restrooms and possibly seasonal concessions for park users.

J. CHILDREN'S PLAY AREA

Construct an intensive children's play area, concentrating play apparatus in a defined and secure area.

K. STREAMWAY PATH SYSTEM

Extend Streamway Path through Historic Downtown Merriam, eventually continuing into Northside District.

**HISTORIC DOWNTOWN MERRIAM
LONG-RANGE DEVELOPMENT PLAN
LEGEND (Continued)**

L. EXISTING COMMUNITY CENTER

Maintain the existing Community Center in the heart of Historic Downtown Merriam.

M. INDOOR COMMUNITY RECREATION CENTER

Consider expanding the Community Center over the long term to offer indoor recreation opportunities, reinforcing the cultural/recreational/commercial focus of Historic Downtown Merriam.

N. REVITALIZED DOWNTOWN

Encourage the renovation of existing buildings and the introduction of new businesses. Simultaneously improve streets and sidewalks, incorporating new lighting, special paving, street trees and special amenities.

O. FUTURE POTENTIAL COMMERCIAL DEVELOPMENT

Consider promoting the development of new pedestrian commercial structures on both sides of Johnson Drive to take advantage of this key Downtown location – as market conditions allow.

P. INFILL CONSTRUCTION

Encourage the development of new commercial structures on appropriate vacant property within Historic Downtown Merriam.

Q. DOWNTOWN PARKING

Consider constructing additional parking to meet existing and potential business and public need.

R. TRANSITION AREAS

Based on the success of the development of business operations in the balance of the Historic Downtown Merriam, consider this area for future retail, office, and restaurant development.

S. HIGHWAY I-35 VIEW

Encourage the clean-up and screening of rear storage yards along I-35 to improve the present unsightly view of Downtown from the highway. Introduce new landscaping where feasible.

T. EASTERN HISTORIC DOWNTOWN ENTRY

Construct Historic Downtown entry signage and landscaping at the corner of Kessler Lane and Johnson Drive to mark this eastern entrance into the Downtown.

U. NORTHERN HISTORIC DOWNTOWN ENTRY

Construct Historic Downtown entry signage and landscaping at the south side of the bridge over Turkey Creek.

**HISTORIC DOWNTOWN MERRIAM
LONG-RANGE DEVELOPMENT PLAN
LEGEND (Continued)**

V. SOUTHERN HISTORIC DOWNTOWN ENTRY

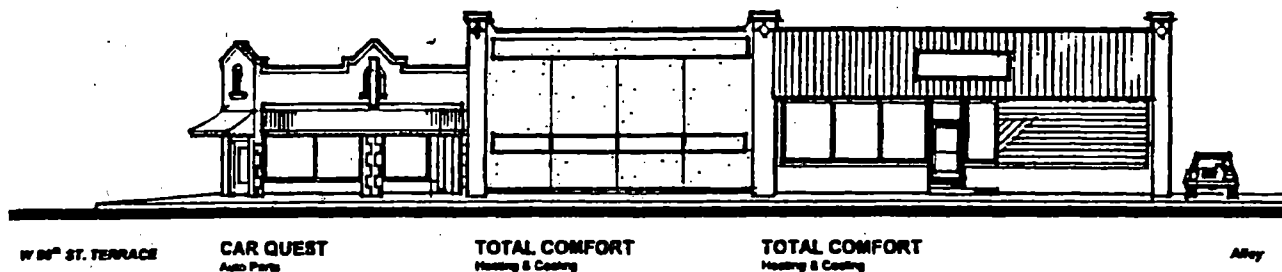
Construct Historic Downtown entry signage and landscaping at the southern entrance to Historic Downtown Merriam.

W. STREETScape IMPROVEMENTS

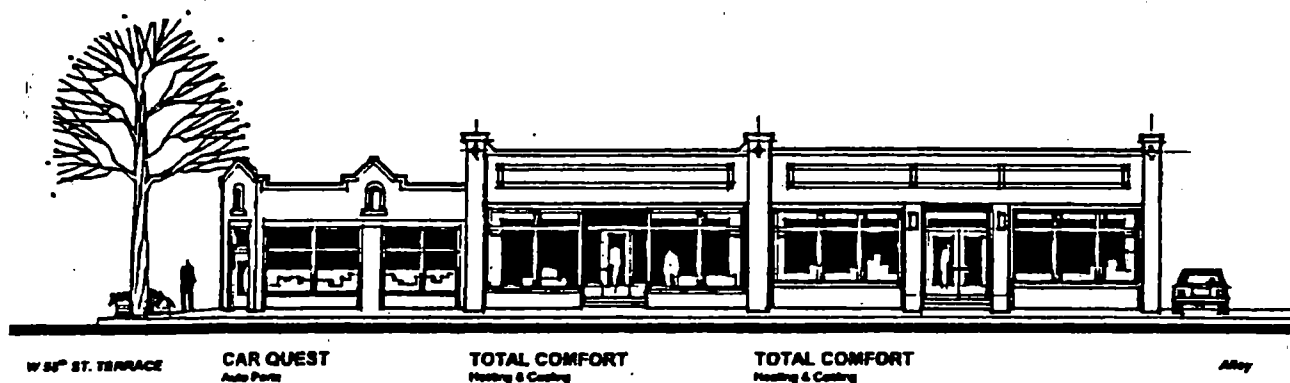
Reconstruct sidewalks and curbs on both sides of Johnson Drive and at the intersection of Johnson Drive and Merriam Drive, incorporating special paving, street trees, new lighting.

X. NEW TURKEY CREEK SPILLWAYS

Turkey Creek is a wonderful and beautiful amenity for Downtown. This plan proposes providing extensive access to and use of the creek. However, at different times of the year the water level of the creek is quite low. Consider adding minimal height spillways along its length to maintain a minimum water level throughout the year. Care should be taken not to increase potential flood levels.



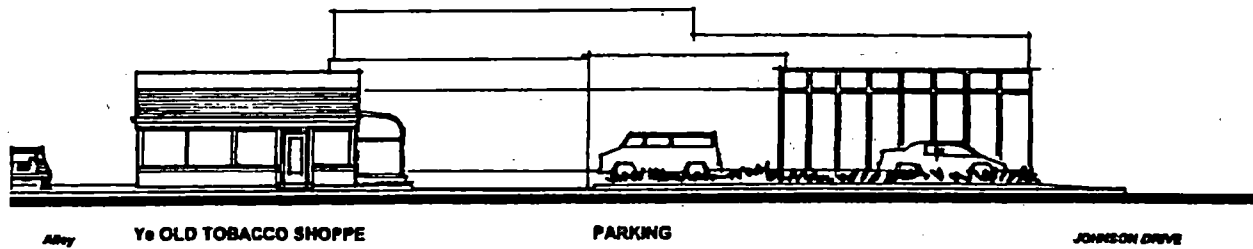
EXISTING FACADES



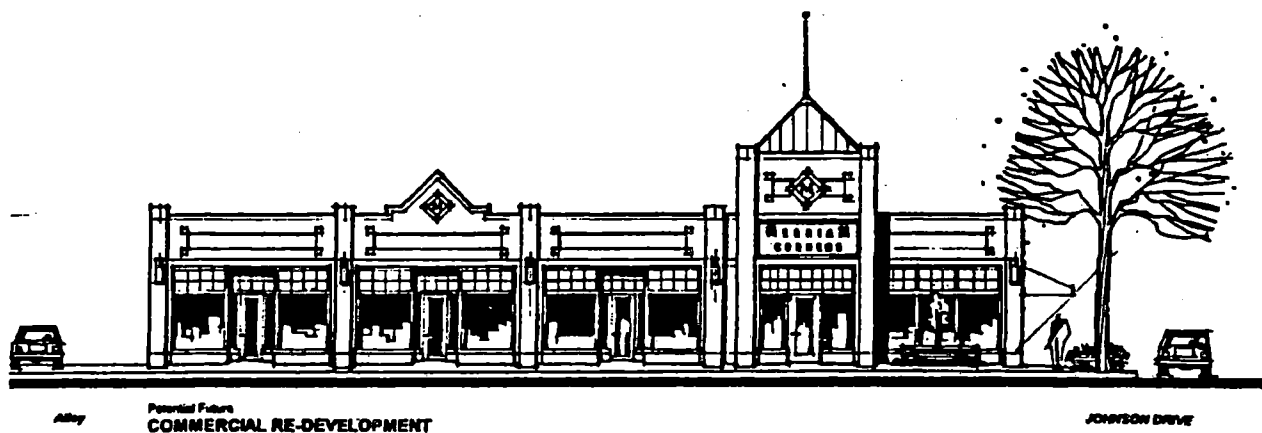
RECOMMENDED FACADE IMPROVEMENTS

Blockscape - Johnson Drive to 58 th. Street, on Merriam Drive

FACADE IMPROVEMENTS



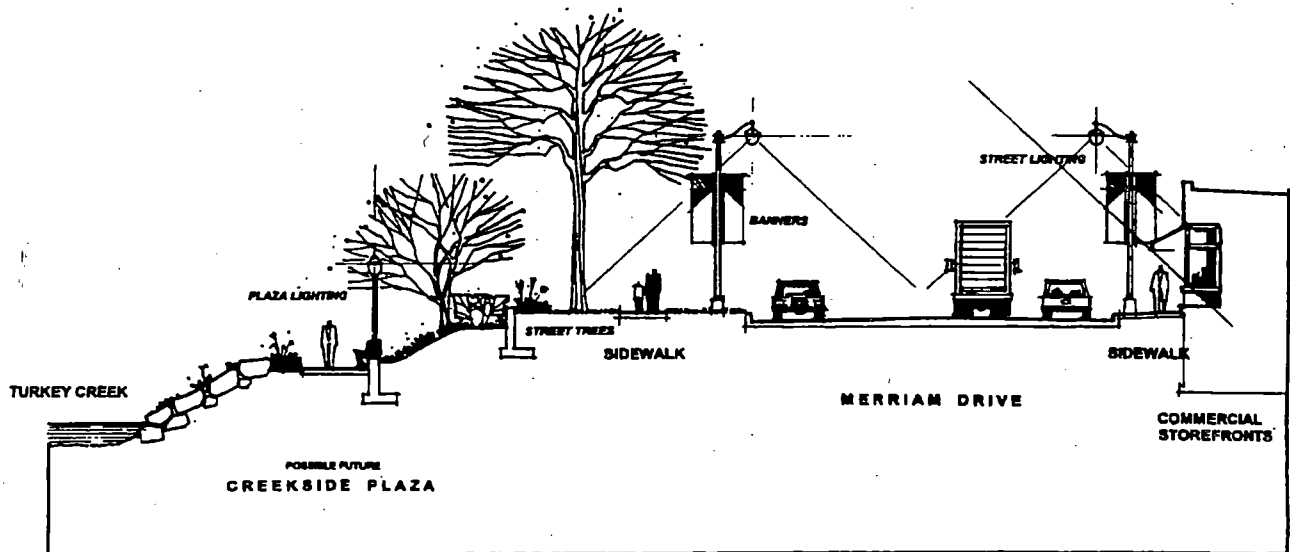
EXISTING FACADES



RECOMMENDED FACADE IMPROVEMENTS

Blockscape - Johnson Drive to 58 th. Street, on Merriam Drive

FACADE IMPROVEMENTS



Historic Downtown Merriam

MERRIAM DRIVE AND POSSIBLE CREEKSIDE PLAZA

East / West Section through Creek and Roadway

*Merriam Downtown
Economic Enhancement Strategy 1998*

Northside District

Today, this district is comprised of a mixture of warehouse, light manufacturing, and miscellaneous commercial/office uses. This district has the potential to become an area of great economic opportunity due to:

- The district's proximity to the new Antioch interchange;
- The availability of the former Kansas City Concrete Pipe Company site which, as a large vacant parcel, is an opportunity site;
- Consumer traffic which Merriam Town Center will generate once completed; and
- The existence of a number of parcels within the district which are now underutilized, given their current uses.

Therefore, this district should be viewed as an area that is in transition from its present uses to a new role and identity.

The goal for the enhancement of this district should be to:

- Set the stage ensuring that the Northside District's new role and identity becomes a reality;
- Give the area's market dynamics time to evolve and respond to recent nearby changes – meaning completion of Merriam Town Center, the Antioch interchange, and improvements in Downtown's other two districts; and
- View this district as target area #3, in terms of the overall enhancement of Downtown.

The following improvements and actions should be implemented in order to "set the stage" and enable this district to evolve to a new role and identity.

- The City should acquire the former Kansas City Concrete Pipe Company site, landscape the site, and landbank the property. This is critical since it is one of the last remaining large parcels of land in Downtown, and the

types of uses placed on this property could greatly determine the district's future economic orientation and character. It is essential that this property be developed with uses that suit its *new* role and identity rather than its old.

- Every effort should be made to work with property owners to re-organize parking, service, and storage yards wherever possible, and install landscaping – particularly screening of storage areas.
- Every effort should be made to work with future developers in this area to ensure the preparation of development plans which are consistent with the overall Downtown enhancement effort.
- The City should encourage the school board – and assist in any way deemed appropriate – to acquire and use the Dutch Maid site (both the main building and annex) – for school related purposes and needs.
- The City should beautify the public right-of-way in this district in order to stimulate investor confidence and signal the new identity being created for this district by:
 - Installing street lighting with banners, identifying and promoting the Northside District, similar to those shown on the **Landscape Hedge** graphic presented at the end of this section;
 - Installing new street trees at regular intervals;
 - Reducing the size and number of curb cuts;
 - Installing landscape buffers and screening of parking areas, service, and storage yards, as shown on the graphic presented at the end of this section; and
 - Installing a Downtown entry sign at the intersection of Merriam Drive and Antioch Road similar to that proposed for the Vehicle Service District.
- All parking lots within the Northside District should be paved.

HyettPalma

- Aggressive code enforcement should be undertaken in this district, consistent with the City's current efforts throughout the community.
- The possibility of relocating the school bus facility out of Downtown should be explored with the owners of the property. This is not an appropriate use for Downtown Merriam since it greatly exacerbates the area's traffic congestion and overtaxes its roadway systems.
- Consideration should be given to the acquisition of property and/or securing of easements to extend the Streamway Path along Turkey Creek, throughout the district. If the Streamway Path is extended, the creek banks should be enhanced, with improvements similar to those already undertaken in the core of Downtown Merriam.
- Consideration should be given to purchasing additional land along Brown Creek, west of Merriam Drive, to link this new property to the existing Brown Park. This would offer the potential to extend the Streamway Path into Brown Park and consolidate creekside property.
- The City's zoning ordinance should be revised so that it enables this district to evolve to its new economic role and identity. Specifically, the following uses should no longer be allowed in this district by right:
 - Vehicle parking, storage or impound lots, unless as a minor adjunct to an allowed use – such as customer parking, employee parking, parking of distribution trucks, parking for automobiles being repaired, parking of cars to be rented on-site (not stored for rental off-site), etc.; and
 - Storage yards of any type.

After the stage has been set (via the actions recommended above), then the City of Merriam should:

- Determine if the old Kansas City Concrete Pipe property should be developed or if the property should remain as open space;

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- If it is determined that the property should be developed, a qualified developer or developers should be sought for the site through the issuance of a request for proposals from qualified developers to acquire and develop the site;
- The property should be viewed as potentially being developed as Merriam Town Center II or as a smaller neighborhood commercial center; and
- Work with the City of Overland Park to ensure appropriate and attractive development near the new I-35 interchange – in both Overland Park and Merriam.

Uses – The following uses are appropriate for the Northside District of Downtown Merriam and should continue to be expanded and placed in the district.

Prepared Food

- Moderate Priced Restaurants;
- Theme Restaurants;
- Sandwich Shops; and
- Coffee Shops.

Food for Home

- Groceries.

Retail

- Appliances;
- Computers/Software;
- Florist;
- Hardware;
- Home Decorating Products and Design Services;
- Nurseries/Garden Supply;
- Office/School Supplies;
- Radio/TV/Electronics;
- Small Variety Store;
- Sporting Goods; and
- Wall Coverings and Paint.

Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;

Convenience Retail/Select Services (Continued)

- Dry Cleaners/Tailor Shop;
- Gas Service Station;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

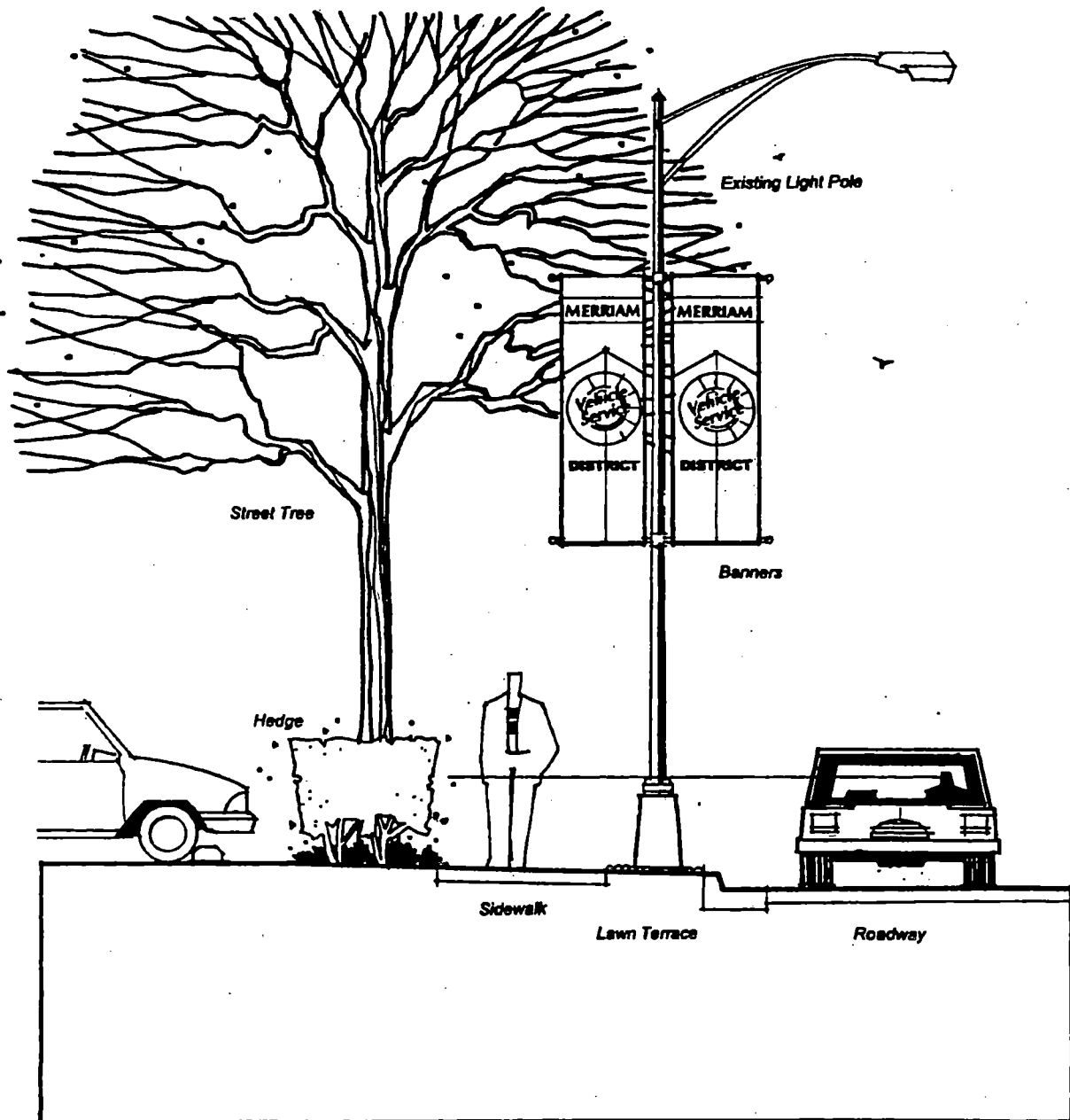
Offices

- Offices Operated, Primarily, in Association with Other Uses in District.

Industrial

- Uses Allowed in City's I-1 Zoning District.

Graphic Design Considerations – Following are graphic design recommendations to guide the further enhancement of the Northside District.



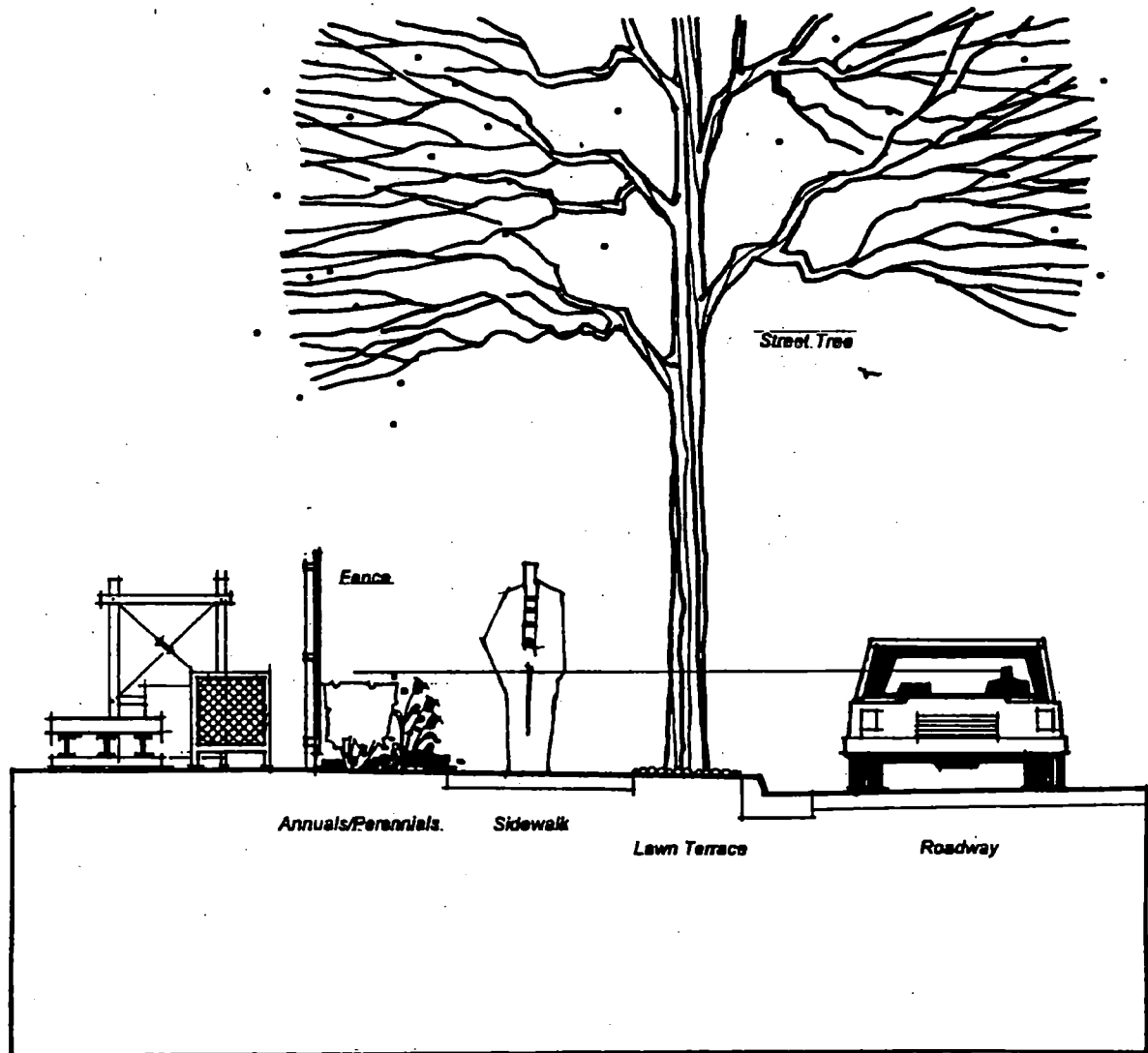
Vehicle Service and Northside Districts

LANDSCAPE HEDGE

Parking Lot and Service Yard Screening

Merriam Downtown

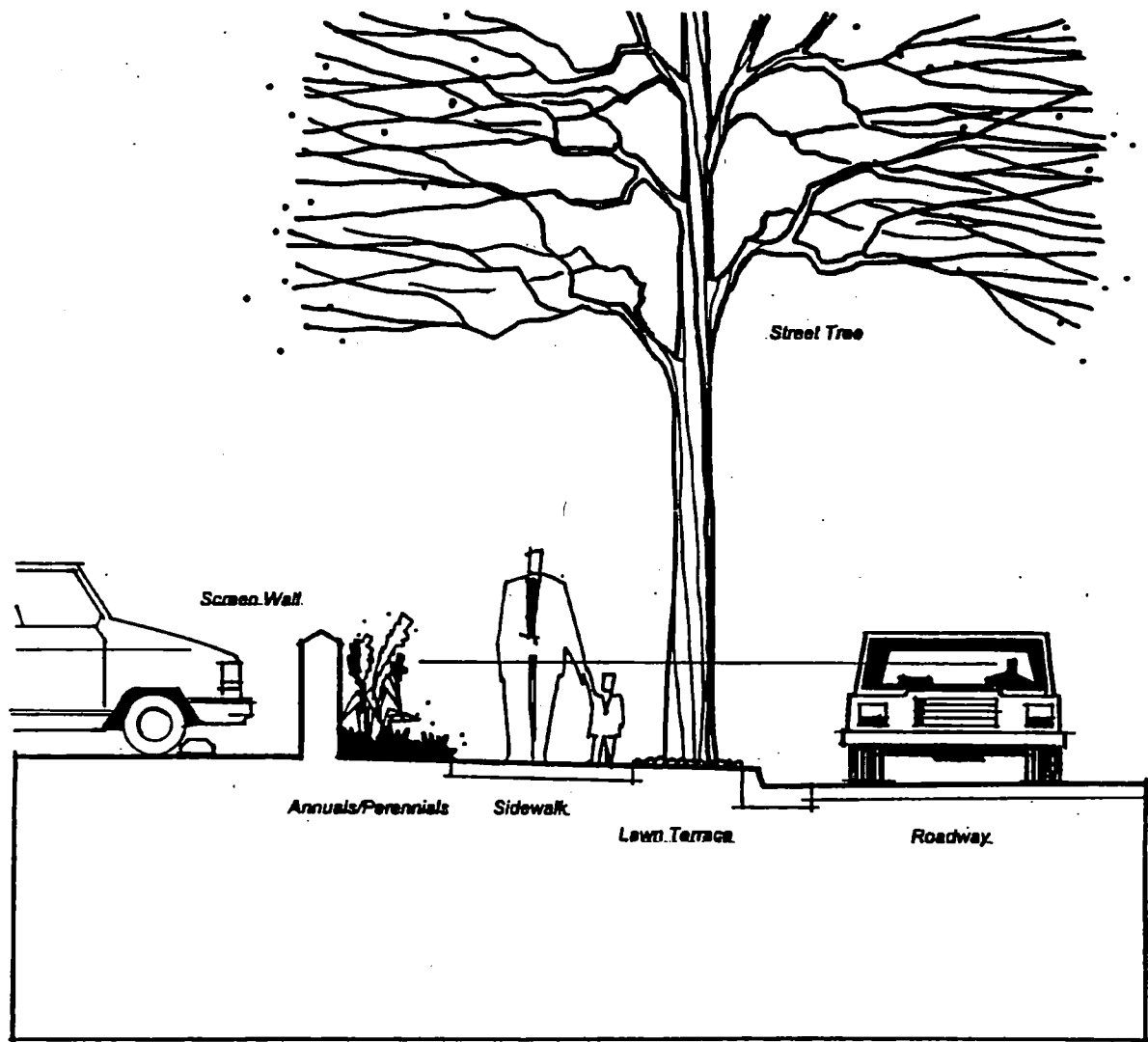
Economic Enhancement Strategy 1998



Vehicle Service and Northside Districts **SCREEN FENCE**

Parking Lot and Service Yard Screening

*Merriam Downtown
Economic Enhancement Strategy 1998*



Vehicle Service and Northside Districts

SCREEN WALL

Parking Lot and Service Yard Screening

Merriam Downtown

Economic Enhancement Strategy 1998

DOWNTOWN TOOLS

The following *Downtown Tools* should be aggressively and diligently put into place so that the capacity exists to enhance Downtown Merriam.

Business Retention

Every possible effort should be made to assist, support and retain the maximum number of appropriate existing businesses operating in Downtown Merriam. The following actions should be taken to assist existing businesses in the commercial district.

- ***One-On-Ones*** – The provision of one-on-one assistance to existing businesses is perhaps the most effective business retention strategy employed in commercial district revitalization in the nation today. Characterized by one-on-one meetings between business owners and, normally, professional staff, the specific needs of individual businesses are addressed through the provision of technical assistance and information transfer, such as assistance in preparing a business plan, assistance in obtaining financing for business enhancement, provision of design assistance, etc.

The objective of one-on-one assistance is to define a customized strategy to address the specific needs of individual businesses – helping to make the existing businesses stronger, more profitable, more market aware and, as a result, retain the businesses. In addition, one-on-one assistance gives staff an opportunity to understand, first hand, the needs and concerns of existing business owners and ensures that existing business owners are made aware of the overall enhancement effort actions.

When the Downtown Partnership hires a full-time, professional, and experienced director, one-on-one technical assistance should be one of the primary responsibilities of the staff person. And, one-on-one assistance should be provided to existing businesses on a continuous basis.

- ***Market Information*** – Market information compiled in association with the completion of the economic enhancement strategy, and all future market information obtained for Downtown Merriam, should be offered to existing business owners to assist in understanding the market potential within the trade area.

The market information should be shared with owners during the one-on-one technical assistance sessions noted above, and timely market information should be displayed at the Downtown Merriam Web site recommended in the ***Marketing*** section of this document.

- ***Contemporary Businesses*** – Due to the tremendous number of quality, contemporary business operations located throughout the greater Kansas City metropolitan area, areawide customers have a vast assortment of businesses and business districts which can be patronized to obtain all needed and desired goods and services. Not only to compete, but to simply survive in the areawide marketplace, it is essential that Downtown Merriam businesses understand that they must:
 - Offer quality inventory and services at reasonable prices, and stand behind all products and services;
 - Present up-to-date merchandise and state-of-the-art services; and
 - Offer goods and services in physically appealing and clean business space.
- ***Incentives*** – Any incentives designed to improve Downtown Merriam businesses and business practices – such as one-on-one technical assistance, design assistance, and financial assistance – should be aggressively marketed to existing business owners throughout the business district.

Business Recruitment

A concerted effort should be continuously made to attract appropriate businesses to Downtown Merriam. The following actions should be taken to ensure that appropriate business prospects are sought for the commercial district.

- ***Recruitment Responsibility*** – The staff of the Downtown Partnership, discussed in the ***Management*** section of this document, should be primarily responsible for the recruitment of businesses to Downtown Merriam – working in association with Downtown property owners and the community's commercial real estate brokers and agents who represent Downtown property owners.
- ***Recruitment Process*** – The following business recruitment process should be implemented by the Downtown Partnership.
 - Businesses should be sought for Downtown Merriam which are identified by the enhancement strategy as being appropriate and feasible.
 - Working with the local real estate community and property owners, a packet of information should be prepared that can be provided to prospects. The packet should contain:
 - A summary of the overall Downtown enhancement effort underway;
 - A listing of the overall advantages and merits of doing business in Downtown Merriam;
 - A listing of technical and financial assistance available to those doing business in Downtown – if such programs are designed and offered; and
 - Information about the specific properties identified as appropriate for each prospect.

The packet should be professionally designed, of very high quality, and allow for personalization. For example, the packet could contain a template letter and profile of Downtown which could be personalized with the prospect's name. And, information concerning available properties could be customized to include the prospect's name. The more personal the packet, the better the reception it will receive from the prospect.

- The following steps should be taken to conduct the business attraction effort.
 - In cooperation with Downtown property owners and/or their agents, staff should develop and maintain an inventory of available space in Downtown Merriam. This inventory should be kept on computer so that it can be sorted by a variety of parameters of interest to prospects.
 - In cooperation with the real estate community and property owners - and using the recommendations found in this document - staff should identify specific businesses to be recruited.
 - Using this list, staff should compile a short list of top priority prospects and review this list with the property owners or agents involved.
 - If the prospects are deemed desirable, then staff should arrange to meet with the top prospects on the list.
 - During these meetings, prospects should be given the recruitment packet and invited to visit Downtown Merriam.
 - When prospects visit Downtown, staff should serve as their escort. Specific business owners, bankers, Partnership board members, and City representatives should be alerted to the visits so that they can be "on call" to assist prospects in any manner possible during their visit to Downtown Merriam.
 - During these visits, staff should take prospects on a tour of Downtown and of appropriate and available space in Downtown.

- If a prospect shows interest in one or more of the appropriate spaces, a meeting should be arranged between the prospect, the appropriate party responsible for leasing or selling the property, and staff.
- Following this meeting, if a prospect shows interest in a property, and if deemed appropriate, the prospect should be transferred to the owner or agent of the property for final negotiations and closing of the deal.
- Staff should follow-up with owners or agents and prospects to determine if additional assistance is needed and to ensure that the deal is closed in a timely manner.
- All identified prospects – or prospects that seek out Downtown space — should be referred to staff heading up the business attraction initiative. Staff should be positioned as the "first stop" for all business prospects.
- Staff, Downtown Partnership board members, property owners, and the real estate community should cooperatively identify prospects for Downtown Merriam using the following "inside-out" approach.
- **Existing Business Expansion** – Staff should work closely with existing, successful Downtown business owners throughout the business attraction process. These owners should be given the first chance to provide merchandise and services identified in the enhancement strategy. Existing business owners could provide these goods and services either by expanding merchandise lines or services offered in their current locations or by opening additional businesses in Downtown Merriam.

This form of business development is very cost effective since it normally requires minimum time and expense on the part of staff. In addition, current Downtown business owners are familiar with the market and should be in the best position to respond to identified market needs.

Specific emphasis should be placed on encouraging existing businesses in the Vehicle Service District to expand into vacant space when businesses move.

As noted in the Development Framework section of this document:

Over time, it is expected that some business owners now located in the Vehicle Service District will choose to relocate or close their operations (due to the need for more space, retirement or other lifecycle-related decisions). When this occurs, remaining business owners should be encouraged – and possibly assisted – to acquire the vacated properties, consolidate properties, and operate out of larger space. The goal of such consolidation would be to have fewer businesses operating in larger space so that their inventory, equipment, and vehicles do not overflow onto portions of their lots that are visible from public rights-of-way.

- ***Existing Business Repositioning*** – As part of the business attraction strategy, consideration should be given to encouraging existing businesses to relocate from other portions of the community into appropriate space in Downtown. This should be done if relocation would increase their chances of economic success.
- ***The Trade Area*** – Business prospects should be sought from within the trade area. This entails, first, identifying existing businesses that:
 - Are well-managed;
 - Are well-capitalized;
 - Have a loyal customer base; and
 - Are similar to the types of businesses recommended in the enhancement strategy.

Once this has been done, the owners of those businesses should be encouraged to consider opening additional operations in Downtown Merriam – or to relocate in Downtown – consistent with the process described above.

- ***Beyond the Trade Area*** – Recruitment of businesses located outside the trade area will most likely be necessary. Once the steps outlined above have been taken, then prospects should be sought from outside the trade area.
- ***Home Based Businesses*** – A maximum effort should be made to identify home based businesses from throughout the region that might be interested in moving to available space in Downtown Merriam. The Downtown Partnership should periodically – perhaps twice per year – make a community appeal through the local media for those who operate home based businesses that might be interested in locating in Downtown Merriam to contact Downtown Partnership staff to examine the merits of opening a business in Downtown Merriam.

As appropriate business prospects are identified, staff should provide all appropriate and available assistance to the home based businesses – resulting in their relocation to Downtown Merriam.
- ***Area Artists*** – The Downtown Partnership should contact areawide art groups to determine interest in opening art galleries/studios in the Historic Downtown Merriam District. If interest is shown by artists, staff should provide all appropriate and available assistance to the interested artists – resulting in the opening of galleries and/or studios in Downtown Merriam.
- ***First Stop*** – As noted above, the Downtown Partnership should be positioned and operated as the first stop for all prospects seeking building space in Downtown Merriam. This should be underscored through the marketing efforts of the Downtown enhancement strategy.
- ***Put the Word Out*** – A maximum effort should be made through the enhancement program's marketing actions to inform the business and investment community that the City of Merriam is business friendly and has a gameplan for Downtown. And, that the overall enhancement initiative seeks only quality businesses, developers, and investors.

Lender Consortium

It is critical that the local lending community have a clear understanding of the economic potential and economic development needs of Downtown Merriam. It is also extremely desirable that those providing the most significant amount of investment advice to businesses and investors in the community have a substantial role in designing and offering additional financial tools to further enhance Downtown Merriam, and induce higher levels of investment throughout the commercial district.

The following actions are suggested to ensure that the local lending community has a significant and important role in the further revitalization of Downtown Merriam.

- ***Form a Lender Consortium*** – Representatives from each of the area's lending institutions should be asked to join representatives from the City of Merriam and the Downtown Partnership in forming a Downtown Merriam Lender Consortium. The purpose of the consortium would be to:
 - Review the recommendations of the enhancement strategy relative to seeking and encouraging higher levels of private investment in Downtown's buildings and businesses;
 - Identify all existing, available funding sources which provide assistance to building and business owners, including any appropriate, available state and local resources;
 - Identify funding gaps;
 - Design additional funding programs to offer assistance to business and building owners, as deemed appropriate and feasible;
 - Identify sources of funds to potentially offer loans and grants as incentives to those who abide by the recommendations of the enhancement strategy, including the design guidelines; and
 - Design/implement an aggressive program to market any and all available financial assistance programs, including the design and production of promotional material describing financial assistance programs.

- ***Incentives*** – While the Lender Consortium should be encouraged to explore any and all possible methods by which to stimulate a higher level of private investment in businesses and building improvements in Downtown Merriam, it is suggested that the consortium consider ways of creating one or more financial assistance products – as has been done for housing improvements within the City. The products should be made available to Downtown business and property owners who make improvements that are in keeping with the recommendations found in this document.

If deemed feasible and if funds are available, the City, in association with the local lending community, should consider offering partial grants – such as for 25% to 50% of exterior improvement costs up to a certain limit, such as \$5,000 or \$7,500 per building – to Downtown business and property owners who:

- Make exterior improvements that are in keeping with the recommendations found in this document; and
- ***Make those improvements within twelve months from the date upon which grants become available.***

The intent of this incentive would be to stimulate immediate, appropriate improvements by making grants available for a limited time.

Additional City Actions

The City of Merriam should consider undertaking the following additional actions in order to further enhance Downtown – consistent with the overall enhancement strategy for the commercial district.

- ***Undertake a Comprehensive Traffic Study*** – Following the completion of the Merriam Town Center project and the opening of the new I-35 interchange at Antioch Road, the City should undertake a comprehensive analysis of traffic flow and speed limits throughout Downtown Merriam. Every effort should be made to improve traffic flow and make the area – particularly Historic Downtown Merriam – more pedestrian friendly.
- ***Public Safety*** – The City of Merriam's Police Department should continue to institute progressive community policing initiatives throughout Downtown Merriam, including vehicle patrols, bike patrols, and police dialogue with business owners.
- ***Seek Qualified Developers for City Property*** – If the City of Merriam transfers public property to private developers to undertake projects in the future – such as the disposition of a portion of the new community park property for the development of restaurants and the disposition of the Kansas City Concrete Pipe property, if acquired – consideration should be given to the issuance of a request for proposals (RFP) from qualified developers to undertake projects.

Design Assistance

A concerted effort should be made to encourage business and property owners to enhance existing buildings to the highest level of quality possible, and construct new buildings which amplify the overall character and aesthetic appeal of Downtown Merriam.

- ***Design Guidelines*** – The design standards recommended throughout this document should be used as guides for the renovation of existing buildings and property and for the construction of new buildings within Downtown Merriam.
- ***Design Assistance*** – To supplement the design standards suggested in this document, and to ensure that the standards are utilized, preliminary design assistance should be offered to interested business and property owners who desire to undertake renovation and new construction projects within Downtown Merriam. The preliminary design assistance should be provided by a qualified architect, retained by the Downtown Partnership.

Design assistance – provided through the Downtown Partnership – should be required prior to the granting of any type of financial assistance provided in association with the Downtown Merriam enhancement effort. Projects receiving financial assistance should be required to follow design recommendations.

Marketing

For the enhancement strategy to succeed in stimulating Downtown's economy, a comprehensive marketing campaign must be implemented. The marketing campaign should be designed to have the following elements.

- **Media Relations** – The very first element of the marketing campaign to be implemented should be an aggressive media relations effort. Media relations entails the placement of positive "news" stories about Downtown Merriam and the enhancement effort. The media relations effort is very important since it will change the public's image and perception of Downtown Merriam. In addition, stories which result will also stimulate investor interest and confidence in Downtown.

The media relations effort should include the following:

- Identifying all print and electronic media outlets from throughout the metroplex;
 - Identifying a contact person at each media;
 - Developing a rapport with each media contact identified; and
 - Sending media releases and story ideas to each contact on a regular, on-going basis.
- **Newsletter** – While it is important to communicate with the general public about Downtown and the enhancement effort, it is also vitally important to communicate with Downtown's most immediate constituents – its business owners, property owners, and current investors; local business, service, and civic organizations; and elected officials and community leaders. The best way to affect this communication is through a monthly Downtown newsletter that is mailed to all of these constituents. The newsletter should include accurate and timely information about what has been accomplished through the Downtown enhancement effort, changes that have occurred in Downtown's business sector, improvements that have been made by the public sector, and upcoming projects.

- **Community Forums** – While it is important to get accurate and timely information to Downtown's immediate constituents through a monthly newsletter, it is also vitally important to give these same constituents an opportunity to discuss the Downtown enhancement effort. Therefore, it is strongly suggested that two community forums be held each year. The forums should be open to Downtown property owners, business owners, and investors; community residents; and elected officials and community leaders. Each forum should allow time to present the accomplishments of the past six months, to discuss the projects planned for the next six months, and to allow those attending to ask questions and offer suggestions.
- **Web Site** – The Internet is fast becoming a standard means for local residents, visitors, and investors alike to find out what is offered and available in a community's Downtown. Therefore, a Downtown section should be included in the City's and the Chamber of Commerce's Web sites. The Downtown section should tout the variety of Downtown's commercial offerings as well as Downtown's amenities (its park, public improvements, historic buildings, festivals, etc.). Then, the Downtown section might offer information regarding Downtown investment opportunities (buildings for lease, property for sale, etc.).
- **Co-Op Advertising** – As public sector and private sector beautification improvements are made, business owners in the Vehicle Service District have an ideal opportunity to advertise cooperatively. This might be done through placing regular ads in area-wide media or through producing a brochure that lists all of Downtown's vehicle-related businesses. The thrust of this co-op advertisement should be to tout the Vehicle Service District as the consumer's "one-stop for multiple shops" related to vehicle repair and service.
- **Festivals** – With creation of the Downtown park, consideration should be given to returning the Turkey Creek Festival to Downtown. In addition, consideration should also be given to:
 - Reinstating the auto show and holding it in and adjacent to the Downtown park; and
 - Holding traditional, family-oriented Christmas events in the Downtown park and decorating the park with displays that attract people from the region.

- **Visitor's Guide** – As the recommended public and private sector improvements are made in Historic Downtown Merriam, and as festivals are brought back to the area, Downtown Merriam might have an opportunity to attract area-wide visitors. In doing so, consideration should be given to placing a Downtown ad in the Merriam visitor's guide. Ideally, the Downtown Merriam ad would be designed to take up the center two pages of the visitor's guide.

Management

Strong management is critical to ensure that the Downtown enhancement strategy is implemented in a timely and quality manner. Therefore, the following management system should be put into place for Downtown Merriam.

- **Lead Group** – To ensure that the enhancement strategy does not become "a study that sits on the shelf," one group must assume the lead role in overseeing its implementation. It is suggested that the Downtown Process Committee – with revisions, as deemed appropriate – evolve into the board of directors of Merriam's Downtown Partnership. And, it is the Downtown Partnership that should assume this lead role. In short, the role of the Downtown Partnership should be to ensure that the enhancement strategy, as recommended in this document, is implemented in a timely and quality manner.
- **Adoption** – The first job of the Downtown Partnership is for its board of directors to adopt this document, titled ***Merriam Downtown Economic Enhancement Strategy 1998***, as its official mission and agenda. Ideally, the City of Merriam would then also adopt the enhancement strategy as the Downtown element of the City's official plans.
- **Staff** – The Downtown Partnership's board of directors should consist of a group of volunteers who are actively involved in implementing the Downtown enhancement strategy. However, it must be realized that volunteers – no matter how dedicated – have a limited number of hours to donate to worthy causes, such as the enhancement of Downtown. And, it must also be realized, Downtown's enhancement requires full-time attention and management – much as the management of a business does. Therefore, it is suggested that the Downtown Partnership hire a full-time, professional director. The role of the director should be to:
 - Spend as much time as possible "on the street," developing a rapport with Downtown's business and property owners and encouraging them to make the recommended and necessary improvements;
 - Dedicate their time primarily to implementing the portions of the enhancement strategy that deal with business retention, business recruitment, lender involvement, and communications (media relations, newsletter, community forums).

- **Roles** – The enhancement strategy should be implemented as a true private-public partnership. This means that both the private and public sectors should:
 - Be represented on the Downtown Partnership's board of directors;
 - Actively participate in every board meeting; and
 - Assume an active role in implementing appropriate portions of the enhancement strategy.

Specifically, the roles that should be assumed in implementing portions of the enhancement strategy are as follows:

- The City of Merriam should assume responsibility for the public property improvements, property purchases, ordinance changes, ordinance enforcement, and planning actions recommended in the enhancement strategy;
- The Chamber of Commerce should assume responsibility for the portions of the recommended marketing campaign that relate to festivals, joint advertising, and tourism development;
- The Downtown Partnership should assume responsibility for championing, managing and general oversight of the Downtown enhancement strategy's implementation and for ensuring that the effort continues as a private-public partnership; and
- The Downtown Partnership's director should focus on implementing those portions of the enhancement strategy specified above and should act as the primary advocate for Downtown.

- **Funding** – As was stated earlier, the Downtown enhancement strategy should be implemented as a private-public partnership. And, funding the effort should also be a private-public venture. This means that, at a minimum, funds to implement the recommended enhancement strategy should be derived from:
 - Private contributions from all those who stand to benefit from a better Downtown Merriam – e.g., from corporations, banks, business owners, property owners, real estate developers, utilities, etc., from *throughout the City*,
 - Annual allocations from the City of Merriam; and
 - Designating the entire Downtown project area as a Tax Increment Financing (TIF) District.

NOTE: It must be made clear that the purpose of creating a Downtown TIF would be to use funds generated by that TIF to implement the Downtown enhancement strategy as shown in this document. These funds *would not* be used to totally clear Downtown land and relocate current occupants, as was done (appropriately) for the Merriam Town Center project.

V. ACTION AGENDA

The chart on the following pages shows a twelve-month Action Agenda recommended for implementation by Merriam's Downtown Partnership and the City of Merriam.

The Action Agenda should be updated annually by the Partnership, in conjunction and cooperation with the City of Merriam, and used to guide overall implementation of the Downtown enhancement strategy.

The Action Agenda should also be used as a budgeting tool, with funds allocated for the next year's actions at the time the Action Agenda is updated each year.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions

- ***Initial Actions***

Lead Group – Downtown Process Committee – with revisions, as deemed appropriate – evolves into the board of directors of Merriam's Downtown Partnership. And, the Downtown Partnership should assume the lead role in implementing the Downtown enhancement strategy.

Adoption – The board of the Downtown Partnership adopts the ***Merriam Downtown Economic Enhancement Strategy 1998***, as its official mission and agenda.

Staff – The Downtown Partnership's board of directors hires a full-time, professional director.

Roles – The Downtown Partnership assumes responsibility for championing, managing and general oversight of the Downtown enhancement strategy's implementation and for ensuring that the effort continues as a private-public partnership.

Funding – Seek funding of the Downtown enhancement strategy from:

- Private contributions from all those who stand to benefit from a better Downtown Merriam from ***throughout the City***, and
- Annual allocations from the City of Merriam, including both general fund contributions and funding from a TIF District.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions (Continued)

- ***Downtown Districts and Improvements***

Vehicle Service District

Private Property Improvements – Work with business and property owners to undertake the following private property improvements in the Vehicle Service District.

- Voluntarily meet all City code requirements as quickly as possible.
- Pave all private parking lots.
- Either remove or store from public view all inoperative vehicles stored on the exterior of buildings within 30 days of their appearance on property within the district.
- Screen all vehicles, equipment, and inventory from public view.
- Jointly coordinate the design of business signage with other businesses within the district to both better establish the Vehicle Service District image and to promote the image of quality.

Historic Downtown Merriam

Top Priority – Implement actions in Historic Downtown Merriam as the top priority of the Downtown enhancement effort.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions (Continued)

• *Downtown Districts and Improvements* (Continued)

Historic Downtown Merriam (Continued)

Phase 1 – Work with business and property owners to undertake the following private improvements in Historic Downtown Merriam as Phase 1.

- Work with businesses and property owners to renovate the maximum number of existing buildings in the district, returning them to their original character.
- Encourage the development of restaurants along Turkey Creek – on land leased from the City in the new city park by private entrepreneurs and in existing buildings located adjacent to the creek, opening the rears of buildings to the creek.
- Recruit independently owned specialty retail businesses and food establishments for this district.
- Pave all parking lots in the district.
- Enhance the view of the eastern edge of this district from I-35 – including the removal and/or screening of stored materials and equipment, paving of unpaved lots, and provision of landscaping to improve this important view of the community.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions (Continued)

- ***Downtown Districts and Improvements*** (Continued)

Northside District

Work with business and property owners to undertake the following improvements and actions in this district.

- Enure that developers in this area prepare development plans which are consistent with the overall Downtown enhancement effort.
- Pave all parking lots within the Northside District.

- ***Downtown Tools***

Business Retention

- ***One-On-Ones*** – When the Downtown Partnership hires a full-time, professional, and experienced director, one-on-one technical assistance should be one of the primary responsibilities of the staff person. And, one-on-one assistance should be provided to existing businesses on a continuous basis.
- ***Market Information*** – Market information compiled in association with the completion of the economic enhancement strategy, and all future market information obtained for Downtown Merriam, should be offered to existing business owners.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions (Continued)

- ***Downtown Tools*** (Continued)

Business Retention (Continued)

- ***Contemporary Businesses*** – Work with existing businesses to ensure that businesses understand the need and work to:
 - Offer quality inventory and services at reasonable prices, and stand behind all products and services;
 - Present up-to-date merchandise and state-of-the-art services; and
 - Offer goods and services in physically appealing and clean business space.
- ***Incentives*** – Aggressively market all available incentives to existing business owners throughout the business district.

Business Recruitment

- ***Recruitment Responsibility*** – Downtown Partnership's staff – working in association with Downtown property owners and the community's commercial real estate brokers and agents who represent Downtown property owners – aggressively seeks business prospects from throughout the region – following the enhancement strategy's recruitment strategy.
- ***First Stop*** – Position and operate the Downtown Partnership as the first stop for all prospects seeking building space in Downtown Merriam.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions (Continued)

- ***Downtown Tools*** (Continued)

Business Recruitment (Continued)

- ***Put the Word Out*** – Make a maximum effort through the enhancement program's marketing actions to inform the business and investment community that the City of Merriam is business friendly and has a gameplan for Downtown. And, that the overall enhancement initiative seeks only quality businesses, developers, and investors.

Lender Consortium

- ***Form a Lender Consortium*** – Work with City to form Lender Consortium and undertake actions as per recommendations of enhancement strategy.
- ***Incentives*** – Work with City and lending community to design incentive package, as per recommendations of enhancement strategy.

Design Assistance

- ***Design Guidelines*** – Work with business and property owners to use the design standards as guides for the renovation of existing buildings and property and for the construction of new buildings within Downtown Merriam.
- ***Design Assistance*** – Offer preliminary design assistance to interested business and property owners who desire to undertake renovation and new construction projects within Downtown Merriam – with services provided by a qualified architect.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions (Continued)

- ***Downtown Tools*** (Continued)

Marketing

- ***Media Relations*** – Undertake the following media relations initiatives:
 - Identify all print and electronic media outlets from throughout the metroplex;
 - Identify a contact person at each media;
 - Develop a rapport with each media contact identified; and
 - Send media releases and story ideas to each contact on a regular, on-going basis.
- ***Newsletter*** – Prepare and distribute a monthly Downtown newsletter.
- ***Community Forums*** – Hold two community forums – conducted as per recommendation of enhancement strategy.
- ***Web Site*** – Prepare and include a Downtown section in the City's and the Chamber of Commerce's Web sites.
- ***Co-Op Advertising*** – Work with business owners to produce co-op ads which tout the Vehicle Service District as the consumer's "one-stop for multiple shops" related to vehicle repair and service.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

Downtown Partnership Actions (Continued)

- ***Downtown Tools*** (Continued)

Marketing (Continued)

- ***Festivals*** – With creation of the Downtown park, consideration should be given to returning the Turkey Creek Festival to Downtown.
- ***Visitor's Guide*** – Consideration should be given to placing a Downtown ad in the Merriam visitor's guide.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

City of Merriam Actions

- ***Initial Actions***

Adoption – City of Merriam adopts the enhancement strategy as the Downtown element of the City's official plans.

Roles – The City of Merriam assumes responsibility for the public property improvements, property purchases, ordinance changes, ordinance enforcement, and planning actions recommended in the enhancement strategy.

Funding – Designate the entire Downtown project area as a Tax Increment Financing (TIF) District, and provide annual funding allocations to the overall enhancement effort from both general fund contributions (as deemed appropriate and feasible) and funding from the TIF District.

- ***Downtown Districts and Improvements***

Vehicle Service District

Public Beautification Improvements – The City should undertake the following public beautification improvements in the Vehicle Service District.

- Continue right-of-way improvements along Merriam Drive that unify the district visually – consistent with recommendations of Prototype Plan.
- Install directional signs on Shawnee Mission Parkway – both east and west bound – directing motorists to Downtown Merriam.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

City of Merriam Actions (Continued)

• ***Downtown Districts and Improvements*** (Continued)

Vehicle Service District (Continued)

Public Beautification Improvements (Continued)

- Install a new southern entry sign at the corner of Carter Avenue and Merriam Drive.
- Mark the Vehicle Service District with custom designed, decorative banners installed on existing street light poles, along the length of Merriam Drive.
- Work with property owners, when possible, to consolidate private parking and service areas, reduce the number and size of curb cuts, and define road edges wherever possible – with re-configured parking, service, and storage areas well landscaped.
- Plant regularly spaced street trees along the west side of Merriam Drive as done in the eastern right-of-way.
- Continue to maintain the present landscape, on the east side of Merriam Drive, supplementing it with additional plant material over time – particularly establishing flower beds for annuals and perennials.

Code Enforcement – Continue code enforcement efforts to upgrade the condition of buildings and property within the district.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

City of Merriam Actions (Continued)

- ***Downtown Districts and Improvements*** (Continued)

Vehicle Service District (Continued)

Property Consolidation – Work with existing business owners – when feasible and appropriate – to acquire vacated properties, consolidate properties, and operate out of larger space.

Historic Downtown Merriam

Top Priority – The City should implement the following actions in Historic Downtown Merriam as the top priority of the Downtown enhancement effort.

Phase 1 – The following improvements should be undertaken by the City as Phase 1.

- Acquire property and develop a new city park on the west side of Merriam Drive – as per recommendations of enhancement strategy.
- Work with businesses and property owners to renovate the maximum number of existing buildings in the district, returning them to their original character.
- Encourage the development of restaurants along Turkey Creek – on land leased from the City in the new city park by private entrepreneurs and in existing buildings located adjacent to the creek, opening the rears of buildings to the creek.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

City of Merriam Actions (Continued)

- ***Downtown Districts and Improvements*** (Continued)

Historic Downtown Merriam (Continued)

Phase 1 (Continued)

- Acquire the old Merriam School building, restore building, and place new uses in building – in accordance with recommendations of the enhancement strategy.
- Revise City's zoning ordinance to:
 - Ensure the placement of retail, restaurant and office uses in this district;
 - Require zero front yard lot line development in this district – and do away with the now required 30 foot front yard setback requirement; and
 - Allow zero side yard setbacks when possible – determined on a case-by-case basis, satisfying life safety concerns – to enable a contiguous streetwall of development.
- On the west side of Merriam Drive, from the proposed new city park south to Johnson Drive, as appropriate and feasible, acquire, rehabilitate, and land bank property as it becomes available to ensure that buildings are either maintained for retail uses or converted to park property in the future.
- Develop a creekside plaza on the west side of Merriam Drive, south of Johnson Drive.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

City of Merriam Actions (Continued)

• *Downtown Districts and Improvements* (Continued)

Historic Downtown Merriam (Continued)

Phase 1 (Continued)

- Through consultation with property owners and enforcement of codes, enhance the view of the eastern edge of this district from I-35 – including the removal and/or screening of stored materials and equipment, paving of unpaved lots, and provision of landscaping to improve this important view of the community.

Northside District

The following improvements and actions should be implemented by the City in order to "set the stage" and enable this district to evolve to a new role and identity.

- Acquire the former Kansas City Concrete Pipe Company site, landscape the site, and landbank the property.
- Work with property owners to re-organize parking, service, and storage yards wherever possible, and install landscaping – particularly screening of storage areas.
- Work with developers in this area to ensure the preparation of development plans which are consistent with the overall Downtown enhancement effort.
- Encourage the school board – and assist in any way deemed appropriate – to acquire and use the Dutch Maid site (both the main building and annex) – for school related purposes and needs.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

City of Merriam Actions (Continued)

- ***Downtown Districts and Improvements*** (Continued)

Northside District (Continued)

- Undertake aggressive code enforcement in this district, consistent with the City's current efforts throughout the community.
- Modify the zoning ordinance to ensure that the following uses are not allowed as uses by right in the district:
 - Vehicle parking, storage or impound lots, unless as a minor adjunct to an allowed use; and
 - Storage yards of any type.

- ***Downtown Tools***

Lender Consortium

- ***Form a Lender Consortium*** – Form Lender Consortium and undertake actions as per recommendations of enhancement strategy.
- ***Incentives*** – Work with lending community to design incentive package, as per recommendations of enhancement strategy.

DOWNTOWN MERRIAM YEAR-1 ACTION AGENDA

City of Merriam Actions (Continued)

- ***Downtown Tools*** (Continued)

Additional City Actions

- ***Undertake a Comprehensive Traffic Study*** – Following the completion of the Merriam Town Center project and the opening of the new I-35 interchange at Antioch Road, undertake a comprehensive analysis of traffic flow and speed limits throughout Downtown Merriam. Every effort should be made to improve traffic flow and make the area – particularly the Historic Downtown Merriam District – more pedestrian friendly.
- ***Public Safety*** – The City of Merriam's Police Department should continue to institute progressive community policing initiatives throughout Downtown Merriam, including vehicle patrols, bike patrols, and police dialogue with business owners.
- ***Seek Qualified Developers for City Property*** – If the City of Merriam transfers public property to private developers to undertake projects in the future, consideration should be given to the issuance of a request for proposals (RFP) from qualified developers to undertake projects.

HyettPalma

THE RETAIL REPORT®

**Downtown Merriam
Primary Retail Trade Area**



1600 Prince Street • Suite 110
Alexandria, Virginia 22314

Phone "03 683 5126
Fax "03 836 588"

THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Merriam, Kansas. This document presents information concerning the characteristics of the Downtown Merriam primary retail trade area – including the area within the polygon drawn from the intersection of Merriam Drive and Johnson Drive: 2 miles east; 2 miles west; 5 miles north; and 5 miles south. The report was prepared by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Merriam primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Merriam primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Merriam primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Merriam primary retail trade area.

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DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS

DEMOGRAPHIC AND INCOME FORECAST

MERRIAM, KS
MERRIAM LN & JOHNSON DR
PRIMARY TRADE AREA

SITE: Polygon
Latitude: 38,56,59
Longitude: 94,43,56

Polygon Points: 5
Degrees North: 38.95
Degrees West: 94.73

SNAPSHOT	1990 CENSUS	1998 UPDATE	2003 FORECAST
Population	116054	131703	141596
Households	48633	56261	61023
Families	31467	34706	36569
Median Age	32.3	35.1	36.5
Per Capita Income	\$ 16143	\$ 20166	\$ 22354
Median Household Income	\$ 33609	\$ 40165	\$ 43804
Average Household Income	\$ 38794	\$ 47214	\$ 51875
Average Household Size	2.38	2.33	2.31

ANNUAL PERCENT CHANGE FOR 1998-2003			
TRENDS	Area	State	National
Population	1.46	0.67	0.94
Households	1.64	0.72	1.10
Families	1.05	0.42	0.85
Median Age	0.83	0.66	0.65
Per Capita Income	2.08	2.45	3.26
Average Household Size	-0.17	-0.03	-0.14

HOUSEHOLDS BY INCOME	1990 CENSUS		1998 UPDATE		2003 FORECAST	
	Number	%	Number	%	Number	%
Less than \$15,000	7570	16	5978	11	5183	8
\$15,000-\$24,999	8580	18	7946	14	7566	12
\$25,000-\$34,999	9119	19	9708	17	9659	16
\$35,000-\$49,999	10763	22	12252	22	13133	22
\$50,000-\$74,999	8859	18	12980	23	15067	25
\$75,000-\$99,999	2292	5	4284	8	5715	9
\$100,000-\$149,999	972	2	2344	4	3571	6
\$150,000+	414	1	762	1	1121	2

POPULATION BY AGE	Number		Number		Number	
		%		%		%
0-4	8546	7	8348	6	8432	6
5-14	15061	13	17142	13	18022	13
15-19	6988	6	8730	7	9397	7
20-24	8814	8	9000	7	10427	7
25-34	24809	21	22518	17	21426	15
35-44	17761	15	21767	17	21733	15
45-64	21621	19	29156	22	35845	25
65-74	7763	7	8713	7	8978	6
75-84	3560	3	4781	4	5415	4
85+	1132	1	1548	1	1919	1

RACE AND ETHNICITY	Number		Number		Number	
		%		%		%
White	107758	93	120588	92	128349	91
Black	3421	3	4055	3	4435	3
Asian/Pacific	2068	2	3190	2	4084	3
Other Races	2807	2	3869	3	4728	3
Hispanic (any race)	4848	4	7425	6	9549	7

Income is expressed in current dollars.

Sources: 1990 Census and CACI forecasts for 1998 and 2003.

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**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY INCOME GROUP**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	6,198	37,051,644
\$15000-24999	7,946	9,200	73,103,200
\$25000-34999	9,708	10,816	105,001,728
\$35000-49999	12,252	12,772	156,482,544
> \$50000	20,370	19,952	406,422,240
TOTAL DEMAND FOR PRODUCT		=	\$778,061,356

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

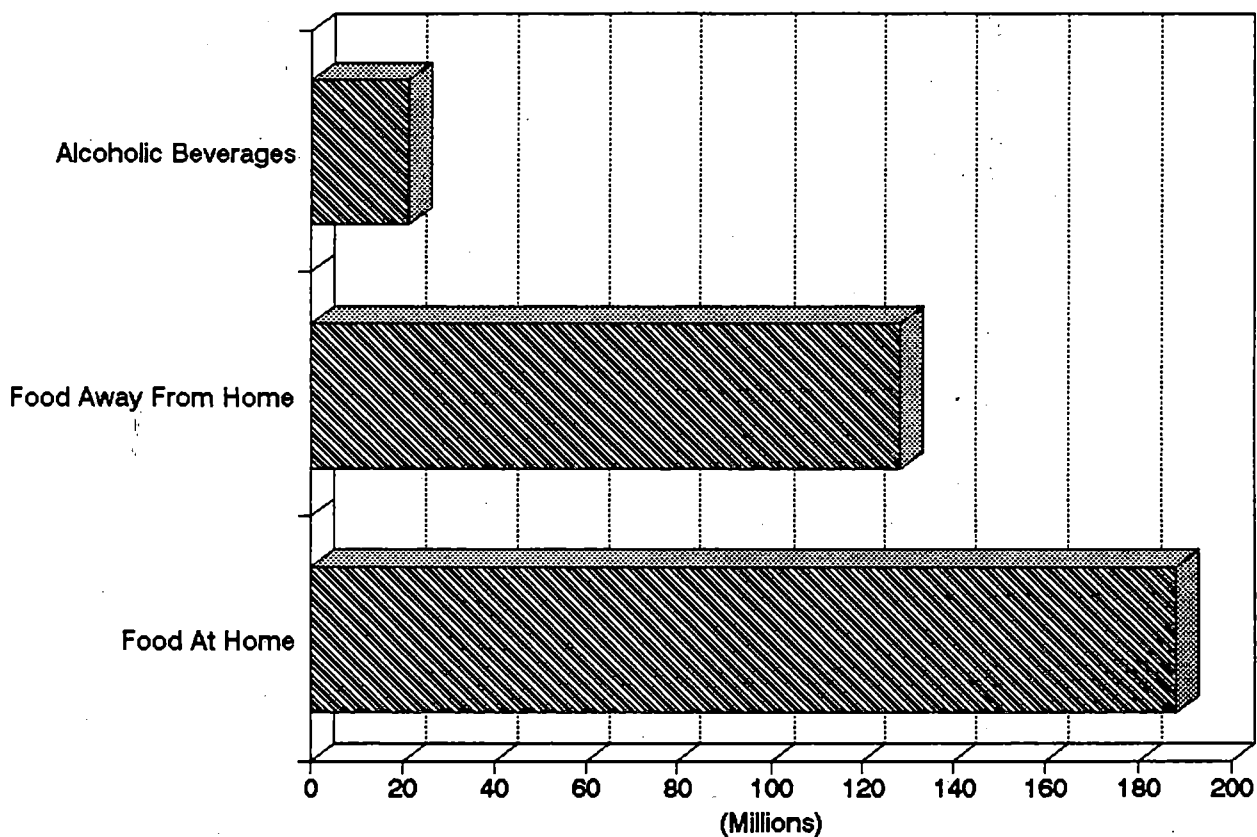
PRODUCT DEMAND BY PRODUCT TYPE

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND BY PRODUCT TYPE

PRODUCT	DEMAND
Food At Home	187,982,308
Food Away From Home	128,499,972
Alcoholic Beverages	21,262,838
Household Textiles	7,740,834
Furniture	23,449,360
Floor Coverings	15,484,962
Major Appliances	10,735,120
Small Appliances & Miscellaneous Housewares	6,528,672
Miscellaneous Household Equipment	45,456,450
Men's Apparel -- 16 and Over	24,592,226
Boy's Apparel -- 2 to 15	6,924,760
Women's Apparel -- 16 and Over	42,653,862
Girl's Apparel -- 2 to 15	7,175,692
Children's Apparel -- Under 2	6,259,468
Footwear	19,059,302
Other Apparel Services & Products	19,413,762
Prescription Drugs & Medical Supplies	24,093,648
Entertainment Fees & Admissions	33,563,900
Televisions, Radios & Sound Equipment	38,472,636
Pets, Toys & Playground Equipment	25,082,730
Other Entertainment Supplies & Services	24,412,036
Personal Care Products & Services	29,491,304
Reading	12,256,606
Tobacco Products & Smoking Supplies	17,468,908
TOTAL DEMAND BY PRODUCT TYPE	= \$778,061,356

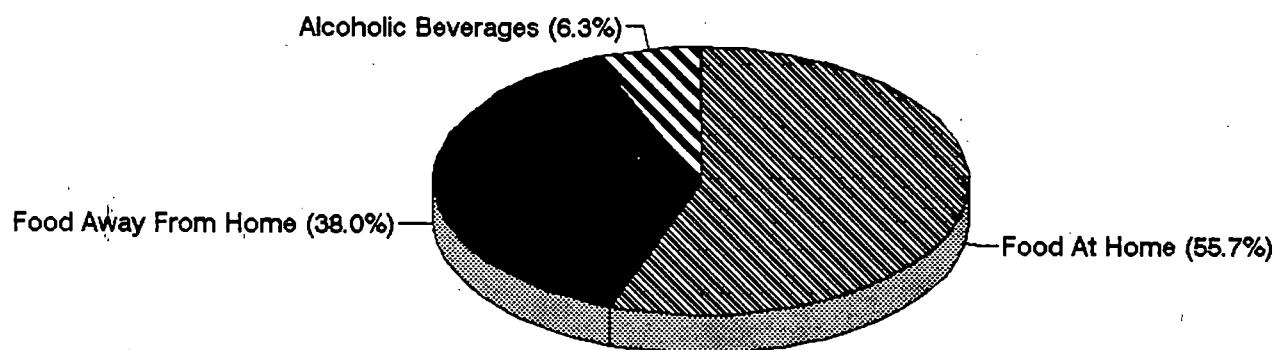
SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

FOOD PRODUCTS \$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR



DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	2,029	12,129,362
\$15000-24999	7,946	2,812	22,344,152
\$25000-34999	9,708	2,936	28,502,688
\$35000-49999	12,252	3,378	41,387,256
> \$50000	20,370	4,105	83,618,850

TOTAL DEMAND FOR PRODUCT = \$187,982,308

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	785	4,692,730
\$15000-24999	7,946	1,381	10,973,426
\$25000-34999	9,708	1,728	16,775,424
\$35000-49999	12,252	2,091	25,618,932
> \$50000	20,370	3,458	70,439,460
TOTAL DEMAND FOR PRODUCT =			\$128,499,972

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	158	944,524
\$15000-24999	7,946	212	1,684,552
\$25000-34999	9,708	244	2,368,752
\$35000-49999	12,252	325	3,981,900
> \$50000	20,370	603	12,283,110
TOTAL DEMAND FOR PRODUCT =			\$21,262,838

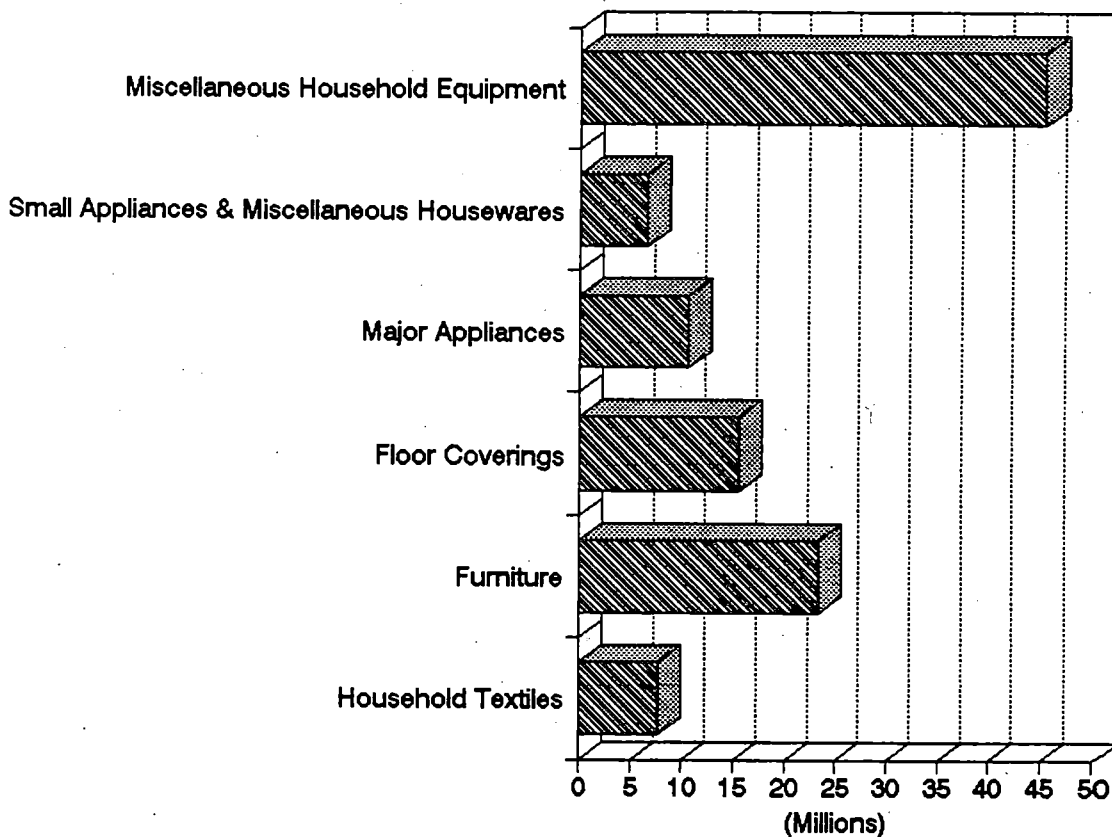
SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

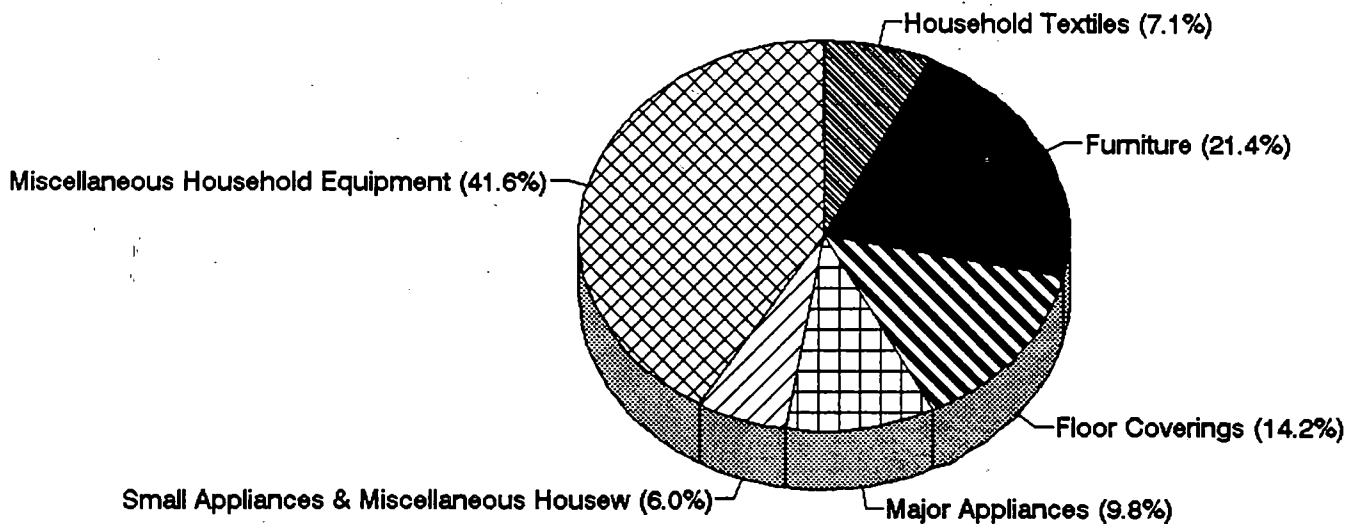
HOME PRODUCTS

\$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR



DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	56	334,768
\$15000-24999	7,946	70	556,220
\$25000-34999	9,708	82	796,056
\$35000-49999	12,252	130	1,592,760
> \$50000	20,370	219	4,461,030
TOTAL DEMAND FOR PRODUCT =			\$7,740,834

**SOURCE: U.S. Department of Labor, Consumer Expenditure
 Survey; CACI; and HyettPalma, Inc.**

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens,
curtains and drapes, slipcovers, pillows and sewing
materials.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	150	896,700
\$15000-24999	7,946	221	1,756,066
\$25000-34999	9,708	329	3,193,932
\$35000-49999	12,252	371	4,545,492
> \$50000	20,370	641	13,057,170
TOTAL DEMAND FOR PRODUCT			= \$23,449,360

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	88	526,064
\$15000-24999	7,946	101	802,546
\$25000-34999	9,708	107	1,038,756
\$35000-49999	12,252	113	1,384,476
> \$50000	20,370	576	11,733,120
TOTAL DEMAND FOR PRODUCT =			\$15,484,962

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	91	543,998
\$15000-24999	7,946	157	1,247,522
\$25000-34999	9,708	180	1,747,440
\$35000-49999	12,252	185	2,266,620
> \$50000	20,370	242	4,929,540

TOTAL DEMAND FOR PRODUCT = \$10,735,120

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	41	245,098
\$15000-24999	7,946	67	532,382
\$25000-34999	9,708	99	961,092
\$35000-49999	12,252	105	1,286,460
> \$50000	20,370	172	3,503,640
TOTAL DEMAND FOR PRODUCT =			\$6,528,672

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	209	1,249,402
\$15000-24999	7,946	358	2,844,668
\$25000-34999	9,708	517	5,019,036
\$35000-49999	12,252	652	7,988,304
> \$50000	20,370	1,392	28,355,040
TOTAL DEMAND FOR PRODUCT =			\$45,456,450

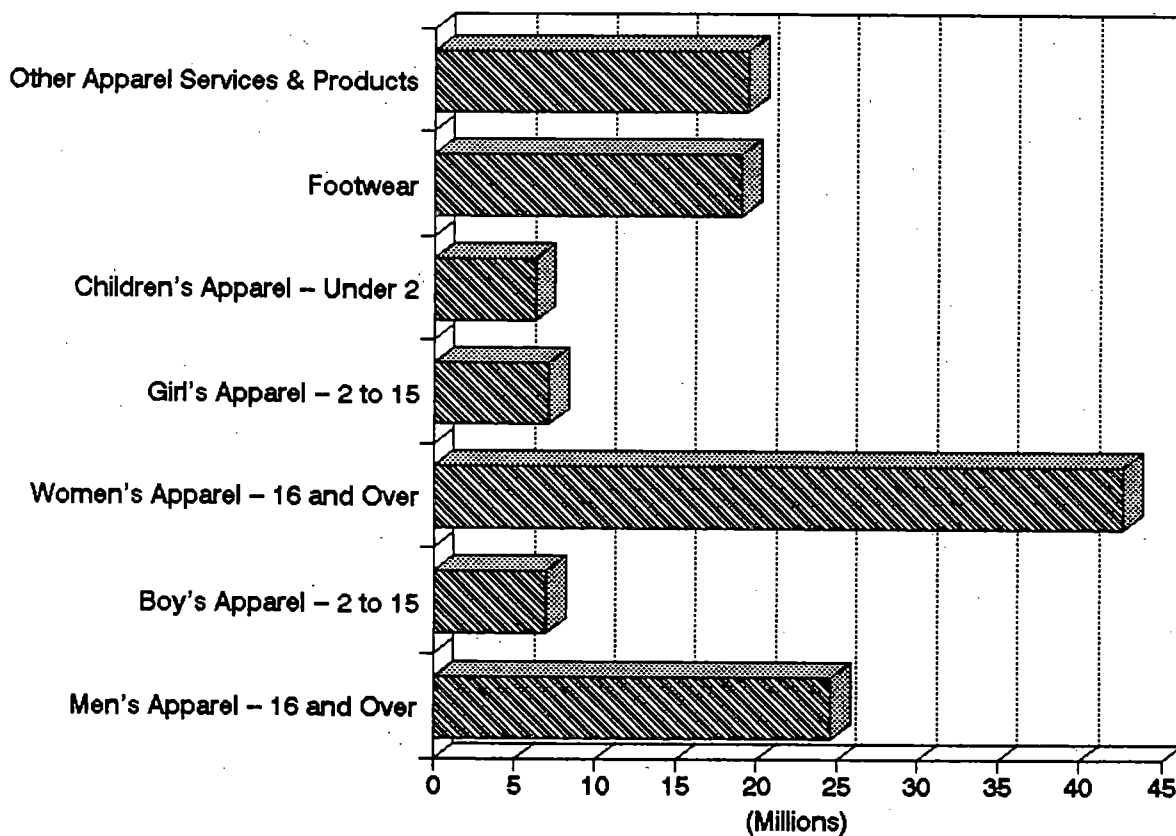
SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

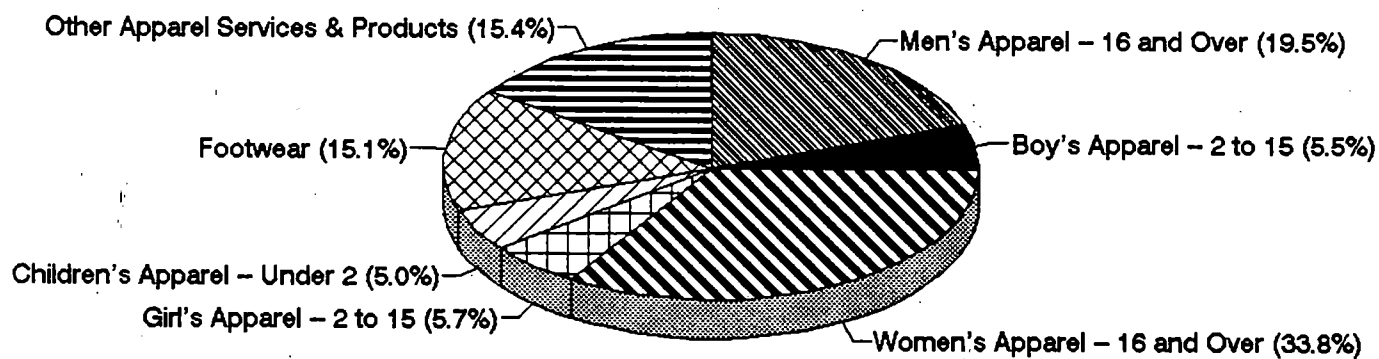
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR



**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	104	621,712
\$15000-24999	7,946	272	2,161,312
\$25000-34999	9,708	320	3,106,560
\$35000-49999	12,252	371	4,545,492
> \$50000	20,370	695	14,157,150
TOTAL DEMAND FOR PRODUCT =			\$24,592,226

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	54	322,812
\$15000-24999	7,946	74	588,004
\$25000-34999	9,708	77	747,516
\$35000-49999	12,252	94	1,151,688
> \$50000	20,370	202	4,114,740
TOTAL DEMAND FOR PRODUCT =			\$6,924,760

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	270	1,614,060
\$15000-24999	7,946	480	3,814,080
\$25000-34999	9,708	546	5,300,568
\$35000-49999	12,252	722	8,845,944
> \$50000	20,370	1,133	23,079,210
TOTAL DEMAND FOR PRODUCT =			\$42,653,862

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	56	334,768
\$15000-24999	7,946	90	715,140
\$25000-34999	9,708	122	1,184,376
\$35000-49999	12,252	124	1,519,248
> \$50000	20,370	168	3,422,160

TOTAL DEMAND FOR PRODUCT	=	\$7,175,692
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SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	54	322,812
\$15000-24999	7,946	65	516,490
\$25000-34999	9,708	93	902,844
\$35000-49999	12,252	111	1,359,972
> \$50000	20,370	155	3,157,350
TOTAL DEMAND FOR PRODUCT =			\$6,259,468

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	193	1,153,754
\$15000-24999	7,946	276	2,193,096
\$25000-34999	9,708	278	2,698,824
\$35000-49999	12,252	314	3,847,128
> \$50000	20,370	450	9,166,500

TOTAL DEMAND FOR PRODUCT = \$19,059,302

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special foot-
wear used for sports such as bowling or golf shoes.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	139	830,942
\$15000-24999	7,946	212	1,684,552
\$25000-34999	9,708	258	2,504,664
\$35000-49999	12,252	277	3,393,804
> \$50000	20,370	540	10,999,800
TOTAL DEMAND FOR PRODUCT =			\$19,413,762

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

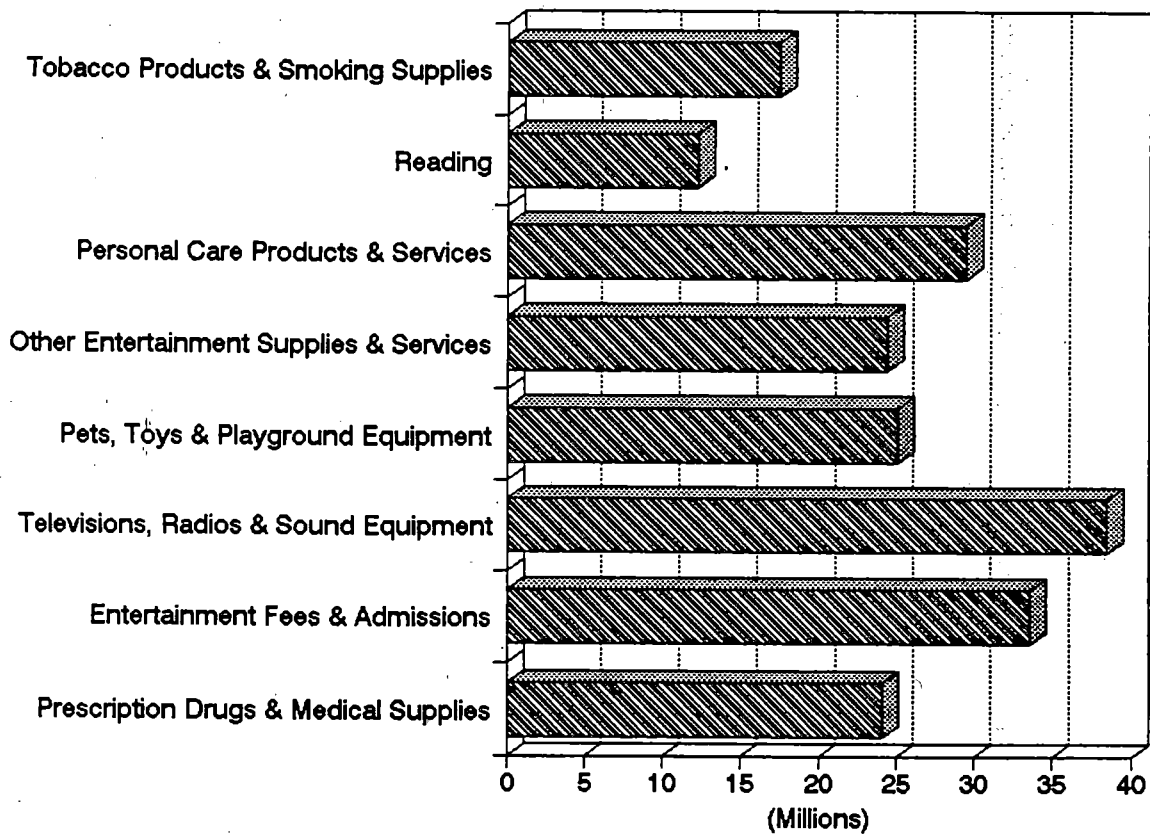
DEFINITION OF PRODUCT:

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

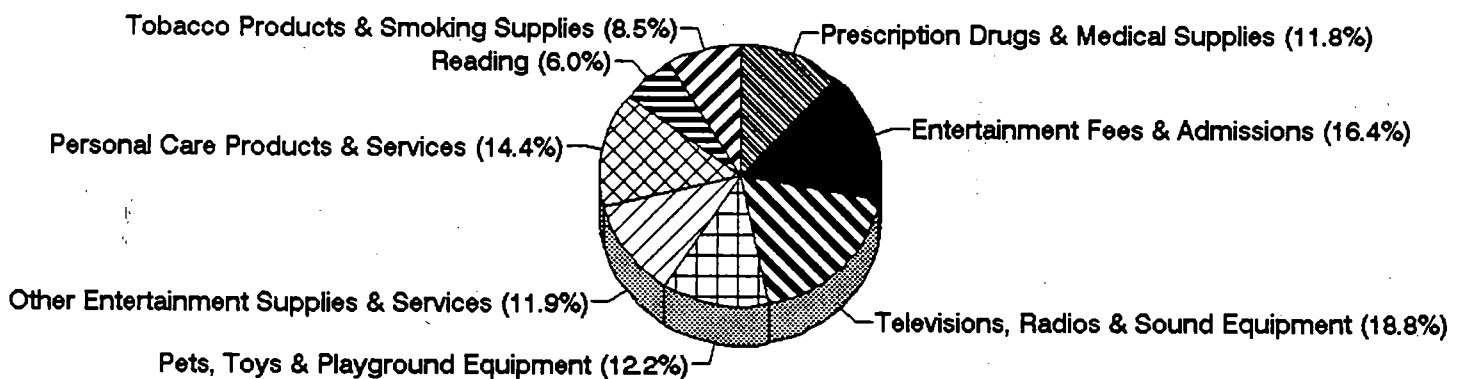
DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT

\$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR



**DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	371	2,217,838
\$15000-24999	7,946	412	3,273,752
\$25000-34999	9,708	382	3,708,456
\$35000-49999	12,252	376	4,606,752
> \$50000	20,370	505	10,286,850
TOTAL DEMAND FOR PRODUCT =			\$24,093,648

**SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.**

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	176	1,052,128
\$15000-24999	7,946	239	1,899,094
\$25000-34999	9,708	349	3,388,092
\$35000-49999	12,252	478	5,856,456
> \$50000	20,370	1,049	21,368,130
TOTAL DEMAND FOR PRODUCT =			\$33,563,900

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays,
and movie rentals.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	348	2,080,344
\$15000-24999	7,946	456	3,623,376
\$25000-34999	9,708	547	5,310,276
\$35000-49999	12,252	675	8,270,100
> \$50000	20,370	942	19,188,540
TOTAL DEMAND FOR PRODUCT =			\$38,472,636

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	153	914,634
\$15000-24999	7,946	258	2,050,068
\$25000-34999	9,708	350	3,397,800
\$35000-49999	12,252	414	5,072,328
> \$50000	20,370	670	13,647,900
TOTAL DEMAND FOR PRODUCT			= \$25,082,730

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	144	860,832
\$15000-24999	7,946	191	1,517,686
\$25000-34999	9,708	335	3,252,180
\$35000-49999	12,252	414	5,072,328
> \$50000	20,370	673	13,709,010
TOTAL DEMAND FOR PRODUCT =			\$24,412,036

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping
equipment, sporting goods, and photographic equipment and
supplies.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	229	1,368,962
\$15000-24999	7,946	351	2,789,046
\$25000-34999	9,708	432	4,193,856
\$35000-49999	12,252	525	6,432,300
> \$50000	20,370	722	14,707,140
TOTAL DEMAND FOR PRODUCT =			\$29,491,304

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	83	496,174
\$15000-24999	7,946	138	1,096,548
\$25000-34999	9,708	170	1,650,360
\$35000-49999	12,252	197	2,413,644
> \$50000	20,370	324	6,599,880
TOTAL DEMAND FOR PRODUCT			= \$12,256,606

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

DOWNTOWN MERRIAM'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	5,978	217	1,297,226
\$15000-24999	7,946	307	2,439,422
\$25000-34999	9,708	335	3,252,180
\$35000-49999	12,252	330	4,043,160
> \$50000	20,370	316	6,436,920

TOTAL DEMAND FOR PRODUCT = \$17,468,908

SOURCE: U.S. Department of Labor, Consumer Expenditure
Survey; CACI; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report®

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown – and your Downtown enhancement program – are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 1998.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products – products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included – both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable – so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences – and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses – so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" – how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business – by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business – measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.