2013

CITY OF WOODWARD, OKLAHOMA
MARKET ASSESSMENT

RETAIL ATTRACTIONS, LLC
Economic Development Consulting

Prepared and presented to
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LOCATION AND ACCESSIBILITY

Woodward is located in northwestern Oklahoma, on the eastern edge of the Oklahoma and Texas panhandles and serves as a commercial hub in northwestern Oklahoma. Woodward is the county seat of Woodward County, Oklahoma and is the largest city in a nine-county area. The city is located at the intersection of Highways 412, 270, 15 and 34. The continued development and completion of a four-lane highway to connect Woodward with Oklahoma City and Tulsa has gained priority with the Oklahoma Department of Transportation, providing an even stronger transportation infrastructure for the area.

## DEVELOPMENT ASSETS AND CONCERNS

Woodward's access to air, rail and highway transportation makes it a convenient site for manufacturers and service industries. Woodward is the principal center of trade for Northwest Oklahoma and a ten-county region including counties in Kansas and Texas. Agriculture, petroleum, wind energy, and manufacturing all contribute to Woodward's economy. Woodward serves as a market and processing center for wheat, cattle, hay and poultry, and Woodward lies in an oil and natural-gas area on the shelf of Oklahoma's Anadarko Basin. Woodward has been central to the Oklahoma energy industry for years and is expanding into alternative energy solutions such as wind power. The city's High Plains Technology Center offers courses and degrees in career and technical education, and Woodward is also home to the Woodward campus of Northwestern Oklahoma State University. The Woodward Industrial Foundation has established sites with abundant water, low utility rates, a five-year property tax exemption, and free industrial and pre-employment training available.

BUSINESS ENVIRONMENT

Community Development and infrastructure improvements have been a top priority among Woodward city leadership. Woodward serves as an employment, retail and healthcare destination for a ten-county region including counties in Oklahoma, Kansas and Texas. Even given current economic conditions, the positive business climate and growing education system has positioned Woodward for growth. Woodward has taken a proactive approach to economic development and is eager to work with businesses to locate or expand in Woodward.

POPULATION GROWTH

Population Growth / 2012 / Woodward
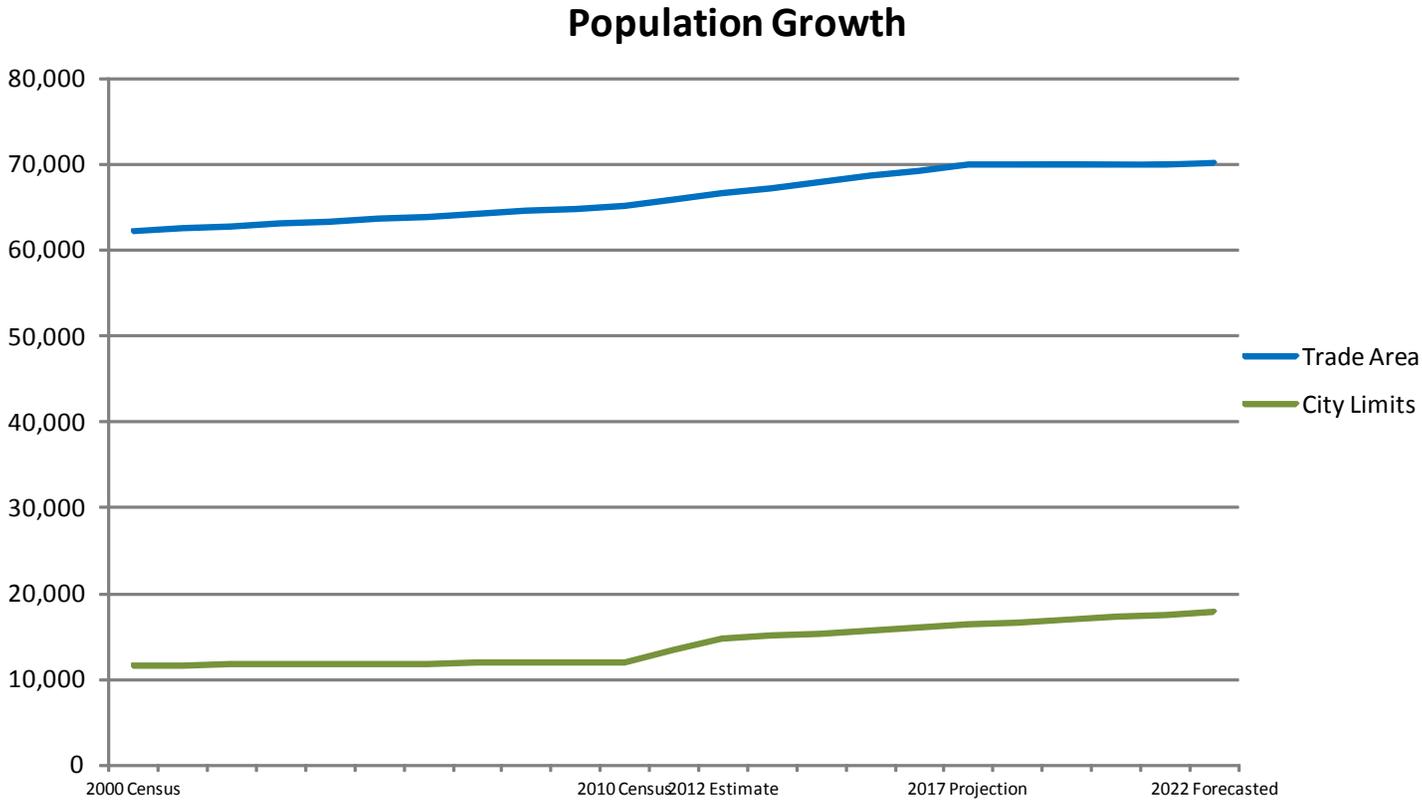
Population Growth

Growth in the trade area for Woodward is positive, with a 0.60% annual increase in population over the past twelve years to 66,596 residents and an additional 1.00% of annual growth and a population of 69,918 projected by 2017. The Woodward city limits population has grown 2.26% annually over the past twelve years to 14,928 and is projected to continue to grow through 2017. The algorithms from data providers did not accurately reflect the dynamic growth in the City of Woodward since the 2010 Census. The 2012 estimate is the number of water meters reported by the city multiplied by the average household size. This exceptional growth over the last 18 months can be attributed to the expansion of the oil and gas industy in the region. This growth is expected to continue, and the estimated growth through 2022 is a continuation of the average growth seen over the last twelve years.

	Estimated 2012 Population	Annual Growth 2000-12	Estimated Annual Growth 2012-17
CITY LIMITS	14,928	2.26%	2.26%
PRIMARY TRADE	66,596	0.60%	1.00%

RETAIL ENVIRONMENT

There are a considerable number of national retailers already located in Woodward indicating a strong regional retail market. Woodward enjoys a national retail base usually found in much larger population centers due to the consumers funneling in from neighboring communities. Growth is evident with several new retailers and homes being built throughout the area. The opportunity gap shows there are significant leakages in the supermarket and home center sectors.
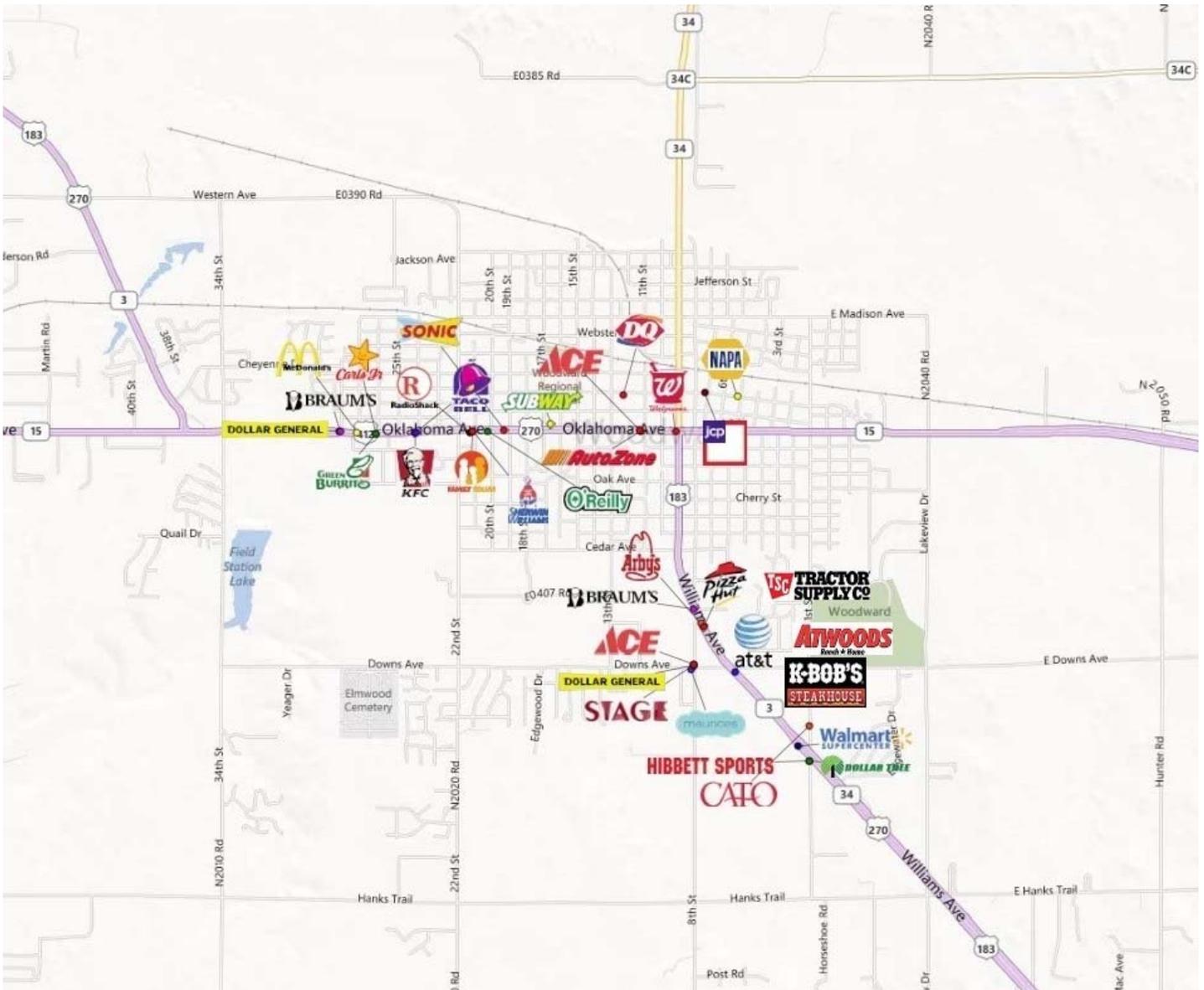
Woodward serves as the retail source for its residents as well as for the nearby communities of Buffalo, Talonga, Arnett and Perryton. Benefiting from its location at the intersection of Highways 412, 270, 15 and 34, Woodward is a regional hub for healthcare, shopping and dining. New construction is prevalent in Woodward today with several banks, hotels, retailers and restaurants building or expanding.

RETAIL ENVIRONMENT

A category with retail leakage indicates revenue leaving a market and an unmet demand in that category. When consumers from an area are spending more for goods than the businesses in that area are providing, that area has retail leakage. Categories with retail leakage suggest that the area can support additional retailers in those categories. Several categories in the Woodward primary trade area show significant leakages as shown below. The total retail leakage includes categories not listed in the table below. The categories listed are highlighted categories which show substantial leakage in the market.

RETAIL CATEGORY	PRIMARY TRADE ANNUAL LEAKAGE
Non-Store Retailers	$35,544,065
Supermarkets	$29,642,144
Home Centers	$29,474,053
Limited Service Restaurants	$19,055,436
Health and Personal Care	$18,940,237
Full Service Restaurants	$17,723,648
Clothing and Clothing Accessories	$15,073,935
Sporting Goods, Hobby, Books and Music	$13,857,659
Electronics and Appliances	$12,480,253
Special Food	$7,038,451
Beer, Wine and Liquor Stores	$6,520,174
Office Supplies, Stationery, Gift	$5,877,200
TOTAL RETAIL LEAKAGE	**$241,047,713**

ACTION ITEMS

For Woodward to maximize its retail potential moving forward Retail Attractions would recommend the following considerations:

Engage the entire community to establish ownership, support, and participation from a broad cross-section of the stakeholders.

Develop a cooperative effort from local governing bodies including city, county, state, school and other community organizations.

Develop and enhance the depth and consistency of the pool of individuals for local leadership and develop a shared vision for leadership of the community.

Improve the image of the community in terms of aesthetics. Cleanup, beautify, and do whatever is feasible to present the best "look" for the city.

Develop short and long-range plans to deal with new growth and the maintenance of infrastructure systems including transportation, water, sanitary sewer, and storm sewer. This will allow the community to be able to accommodate potential development investments in an efficient and timely manner.

Develop and modernize IT infrastructure including an up to date city and ED website, staying active in social media, and providing adequate internet speeds to businesses and residents.

Develop modern, up-to-date, accurate and informative marketing material.

Develop a strategy for incentives and public-private partnerships that are effective and make sense for the community. Evaluate opportunities to pursue Tax Increment Financing (TIF) Districts and Tax Increment Reinvestment Zones.

Identify and pursue grant funding opportunities when available.

Assess city's development protocol with the goal of making the process as efficient as possible. Identify and train key personnel so that when opportunity knocks, the community responds immediately.

Hire a professional to market your community to national retailers.

SALES TAX REVENUE

Sales Tax Revenue / 2012 / Woodward Primary Trade

City Sales Tax Revenue
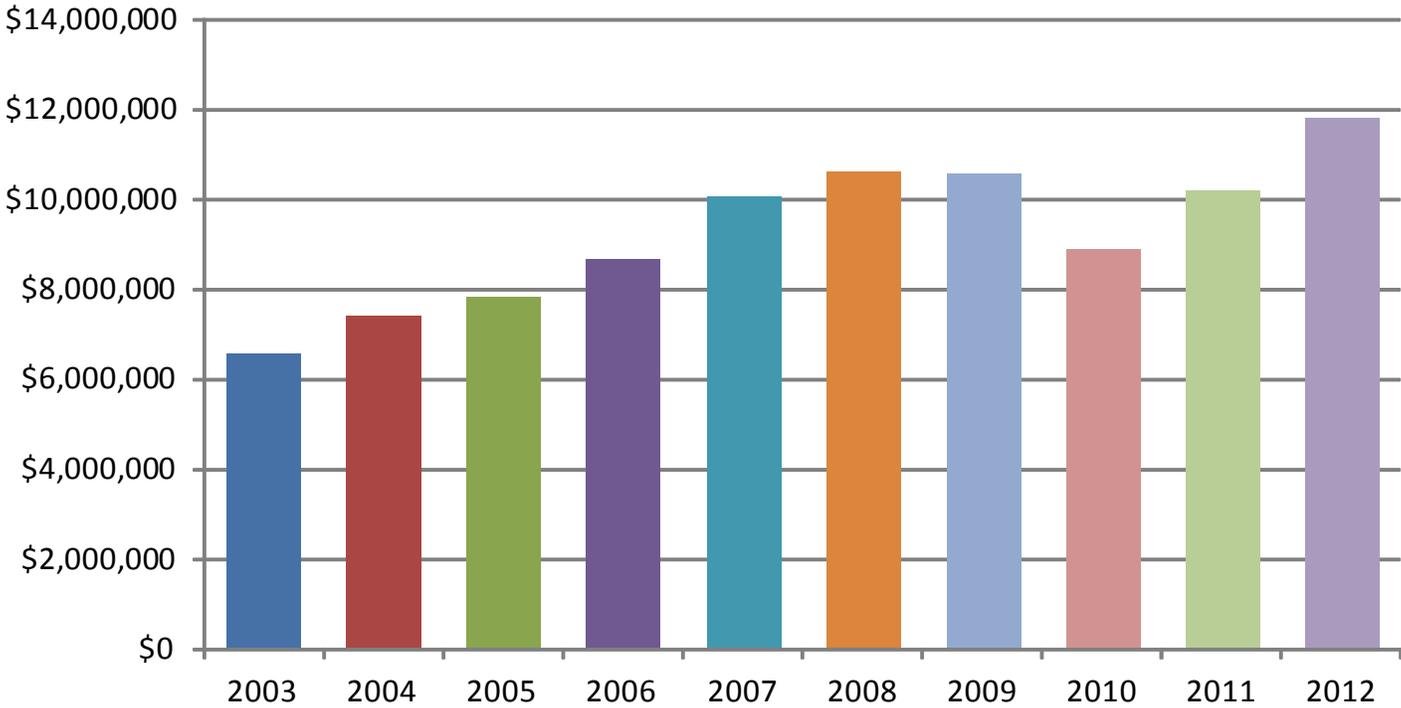
Sales tax revenue is an indicator of the health of the existing retailers and in turn the city government. As shown in the above chart, the sales tax revenue has shown a steady increase in retail sales in the community over the last 10 years indicating fiscal health and stability. The decline in revenue in 2010 and 2011 reflects the impact of the national economy, but the economy in Woodward is recovering and in 2012 the revenue was the highest in history.

BUILDING PERMIT INFORMATION

Building Permits / 2012 / Woodward

Residential Building Permits
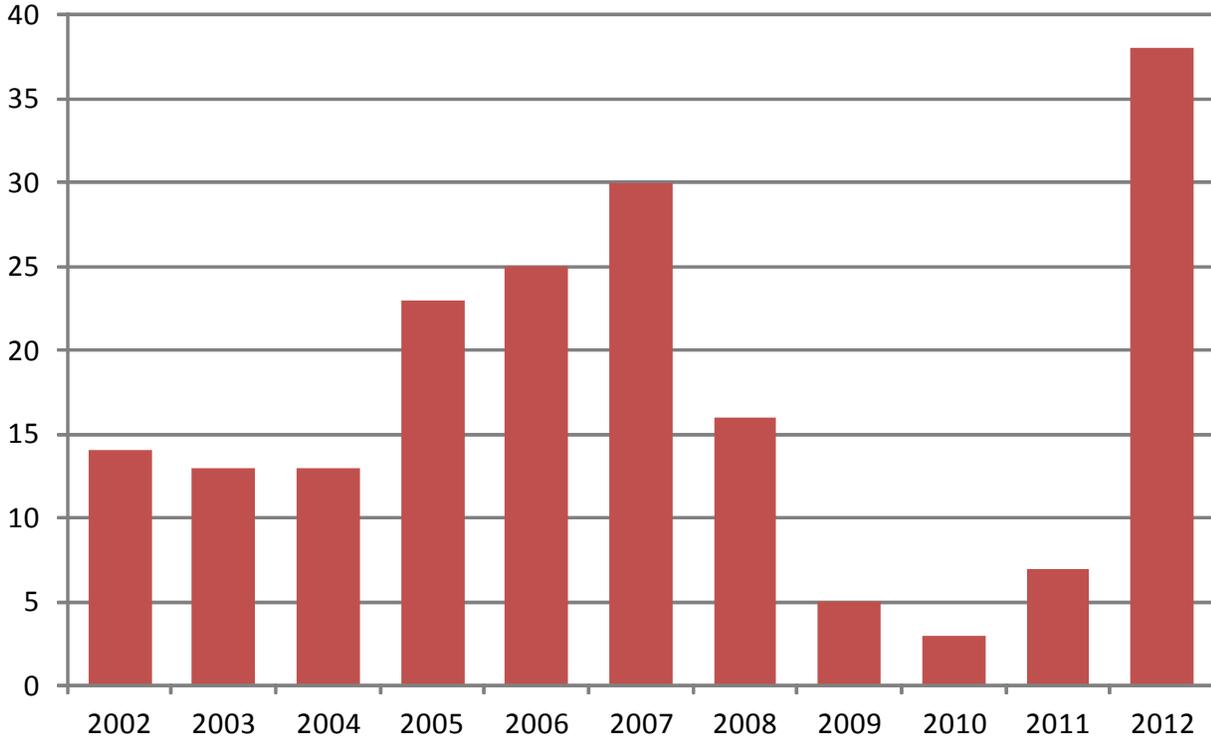
Building permits reflect the residential growth of a community. The data indicates Woodward is returning to a phase of residential growth after a decline in the national economy. Woodward has a housing shortage and builders are building homes on every available lot. Two new housing additions are being developed with 20 houses each, and a three phase development with 75 homes is also planned. Retailers looking for a growing community should recognize the Woodward trade area is growing faster than the housing market can support.

WHY WE USE THE CUSTOM POLYGON METHOD

Of critical importance to any community trade area research is accurately defining the trade area, the geographic area from which the majority of consumers are drawn. Estimating trade areas requires skilled judgment and experience. Simply using concentric rings or drive times is not an accurate method of determining trade area.
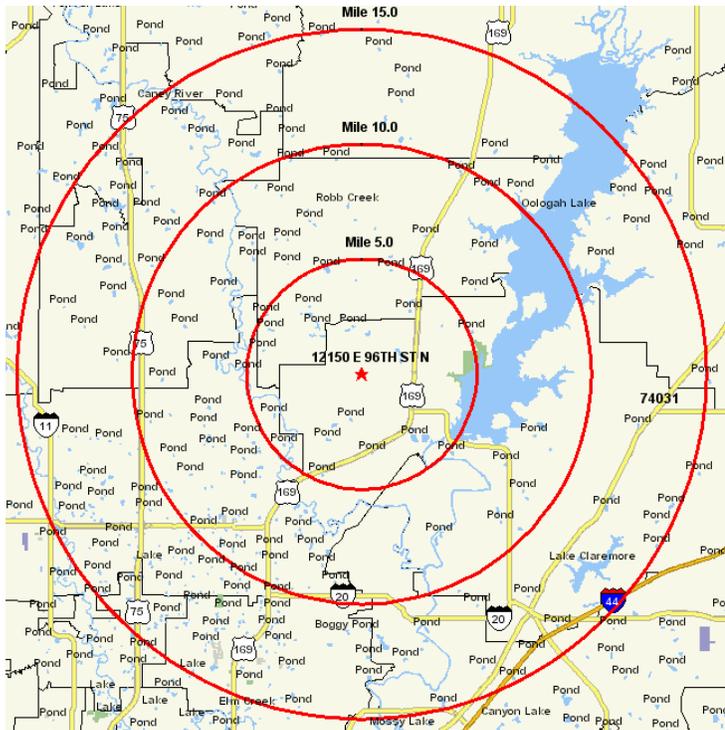
This map shows 5-, 10- and 15-mile concentric rings around the Retail Attractions office in Owasso, Oklahoma. A 15-mile ring is a conservative trade area, but because Owasso is located 10 miles from the Tulsa metro, this is not an accurate depiction of the trade area. Owasso cannot include the Tulsa metro as part of their trade area, but they can include the area 15-miles to their north. Concentric rings do not give an accurate depiction of trade area.
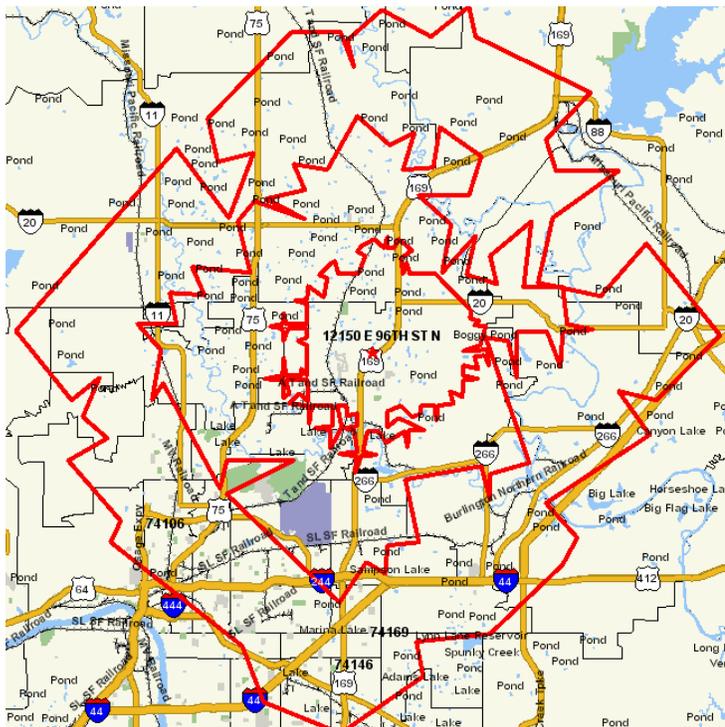
This map shows 5-, 10- and 15-minute drive times from the Retail Attractions office in Owasso, Oklahoma. Consumers will travel 15-minutes to shop or dine especially if they are used to commuting, but as with the radius map shown above a portion the Tulsa metro is included in the trade area. However, there is little retail to the north and west of Owasso, and a 25-minute drive time could be justified for these directions. Drive times do not give an accurate depiction of trade area.

WHY WE USE THE CUSTOM POLYGON METHOD (cont)

There are many factors that affect the trade area. Retail Attractions uses real world experience and research to analyze the factors affecting trade area and define accurate trade areas. The most accurate estimated trade areas take into account factors such as population densities, competitive locations, natural barriers, traffic flow, accessibility and convenience. Other less accurate methods are radii, drive-time, or county based trade area definitions.

The effect of competition is best defined by Reilly's Law of Retail Gravitation which is based on the premise that people want to shop in larger towns, but their desire declines in direct relation to the distance and time they must travel to reach those places. At Retail Attractions, our preliminary trade area is defined using Reilly's Law. We assess the population and offerings of the surrounding communities to get a starting point for the trade area. Reilly's Law defines the maximum distance consumers will travel to a market as:

$$\text{Distance consumers will travel to } Y = \frac{\text{Distance between } X \text{ and } Y}{1 + \sqrt{\dfrac{\text{Population of Larger Town } X}{\text{Population of Smaller Town } Y}}}$$

From there, the area is adjusted to account for natural barriers. For example, the nearest major shopping district could be 2 miles from a potential site, but if a river or body of water forces a consumer to drive 15 miles out of the way to access the nearest bridge, the trade area for that potential site has just grown exponentially. There is no way to account for natural barriers when using a trade area defined by a radius.

Traffic flow also plays a role in the trade area definition. For example, a community located to the east of a metropolitan area where there are affluent residential developments to the east, north or south will be able to head off consumers before they reach the metropolitan area. Likewise, sites located where people live or work will benefit from the consumer's natural traffic patterns.

Accessibility is another key to defining trade area. Communities situated along highways and interstates have a natural advantage of accessibility. Intersections of major thoroughfares are even more appealing to retailers. It is much easier to justify a 10 mile drive if they are highway miles with limited delays. Along with traffic flow and accessibility is convenience. Convenient retail is successful retail.

Once we have analyzed all of these factors, we adjust our preliminary trade area to account for our findings. The result is a custom polygon that represents a true consumer base. This methodology has been perfected through years of experience and diligent research. This approach provides a result far superior to concentric rings or drive times which are obsolete when considering natural barriers, competition and traffic flow. The results of our method are justifiable and proven to be effective marketing information.

Please keep in mind the trade area will vary for different types of retail; convenience locations will have a smaller trade area than destination locations. For example, the trade area for a grocery store will be tighter than the primary trade area, and the trade area for electronics or other specialty items will be wider than the primary area. If a specific retailer has shown interest in a location and the trade area is different due to the type of retail, custom demographics reports can be prepared to provide the pertinent information.

AREA MAP

This trade area should be used for the vast majority of retailers including shopping and dining establishments.
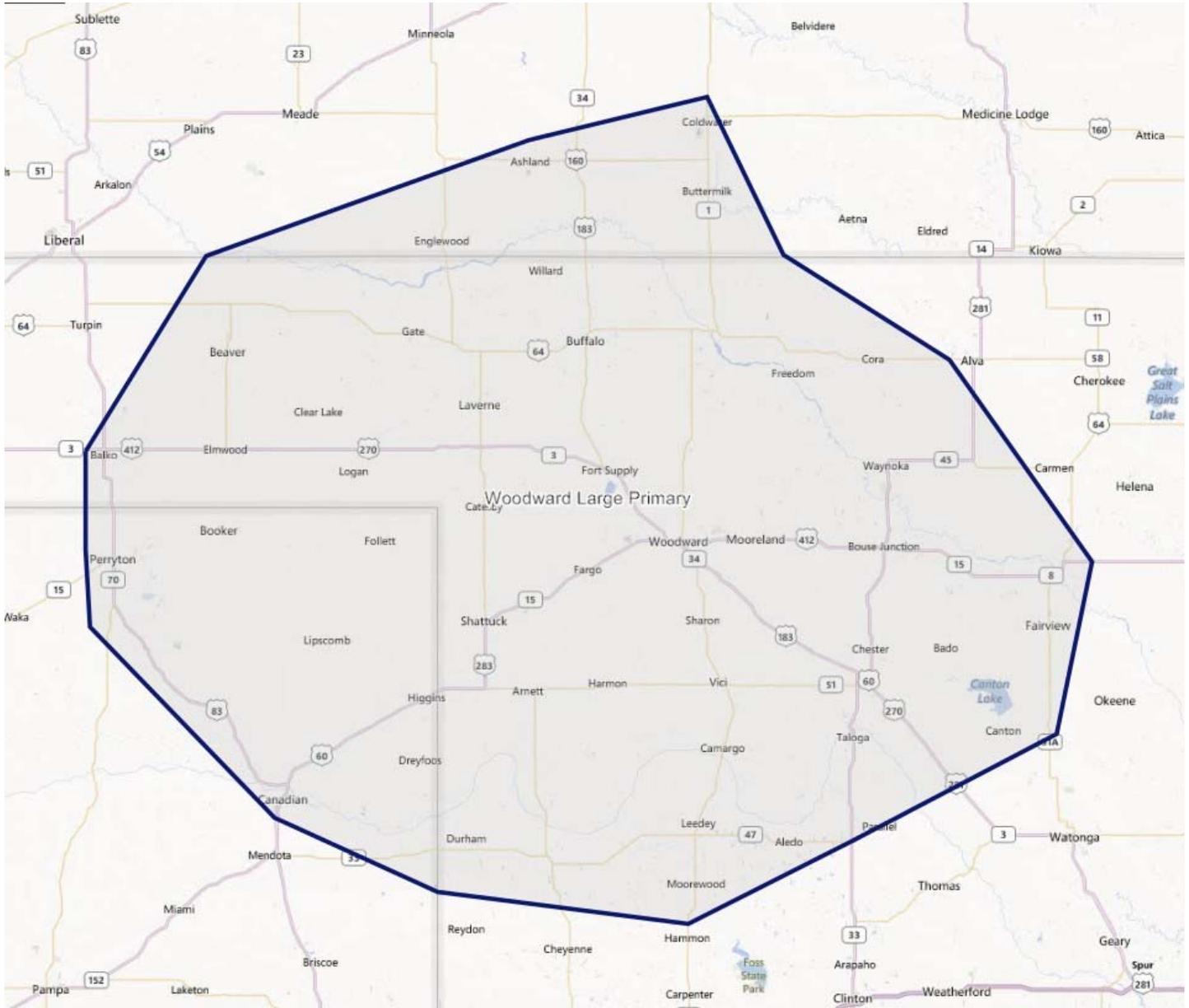
Over the past 122 years Woodward has stood witness to the coming of the railroad, countless cattle drives, two land rushes, Indian Wars, gun fights, natural disasters and the birth of the Oklahoma Oil Industry. In 2012, Woodward, the county seat of Woodward County, had an estimated population of 14,928. Woodward serves as a commercial center for over 65,000 residents in Oklahoma, Kansas and Texas.

POPULATION BY AGE

Population by Age / 2012 / Woodward Primary Trade

Age Classification 2012
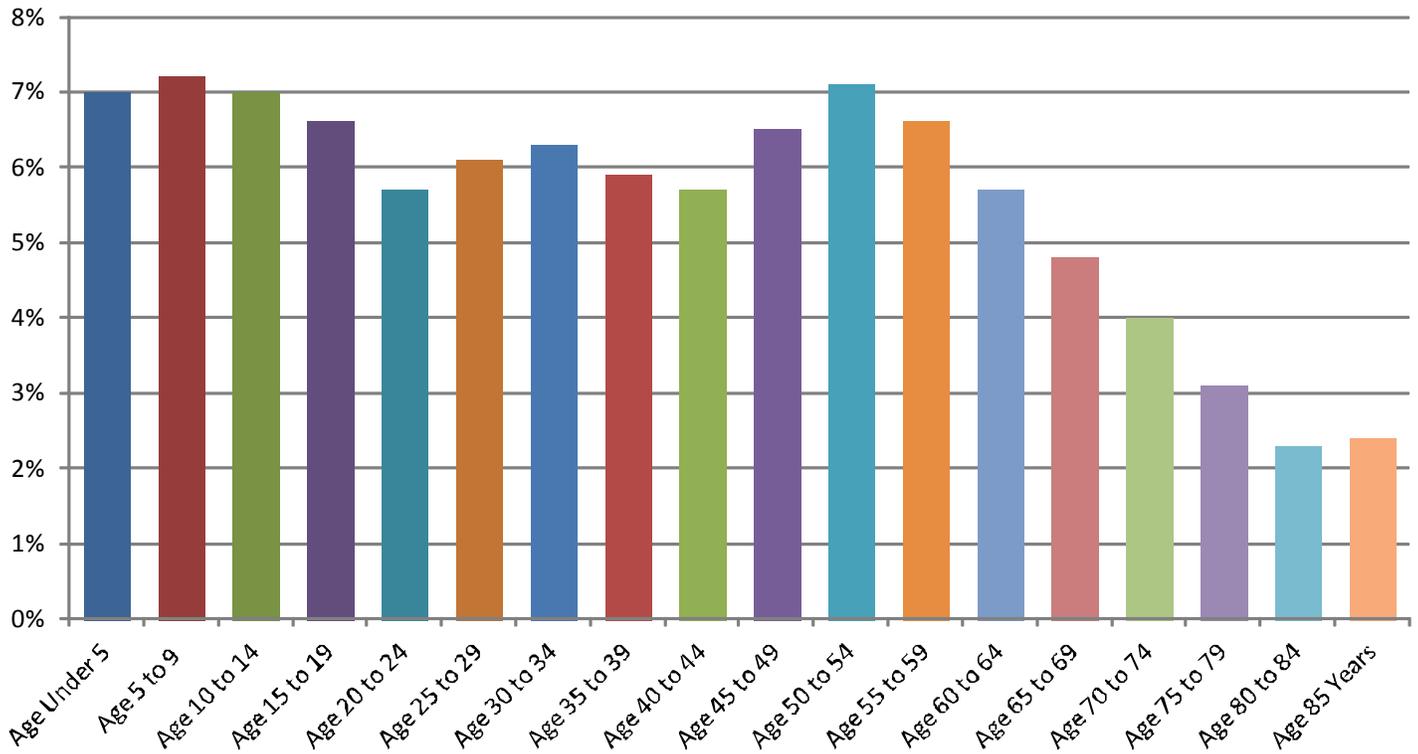
Most retailers desire a market with a heavy concentration of consumers between the ages of 25 and 44 years old. The population in the primary trade area of Woodward has 24.00 percent of their market between the ages of 25 and 44, and the median age is 38.00 years old.

POPULATION BY RACE

Population by Race / 2012 / Woodward Primary Trade

Single Race Classification 2012

- ■ White
- ■ Black or African American
- ■ American Indian or Alaska Native
- ■ Asian
- ■ Hawaiian or Pacific Islander
- ■ Other Race
- ■ Two or More Races
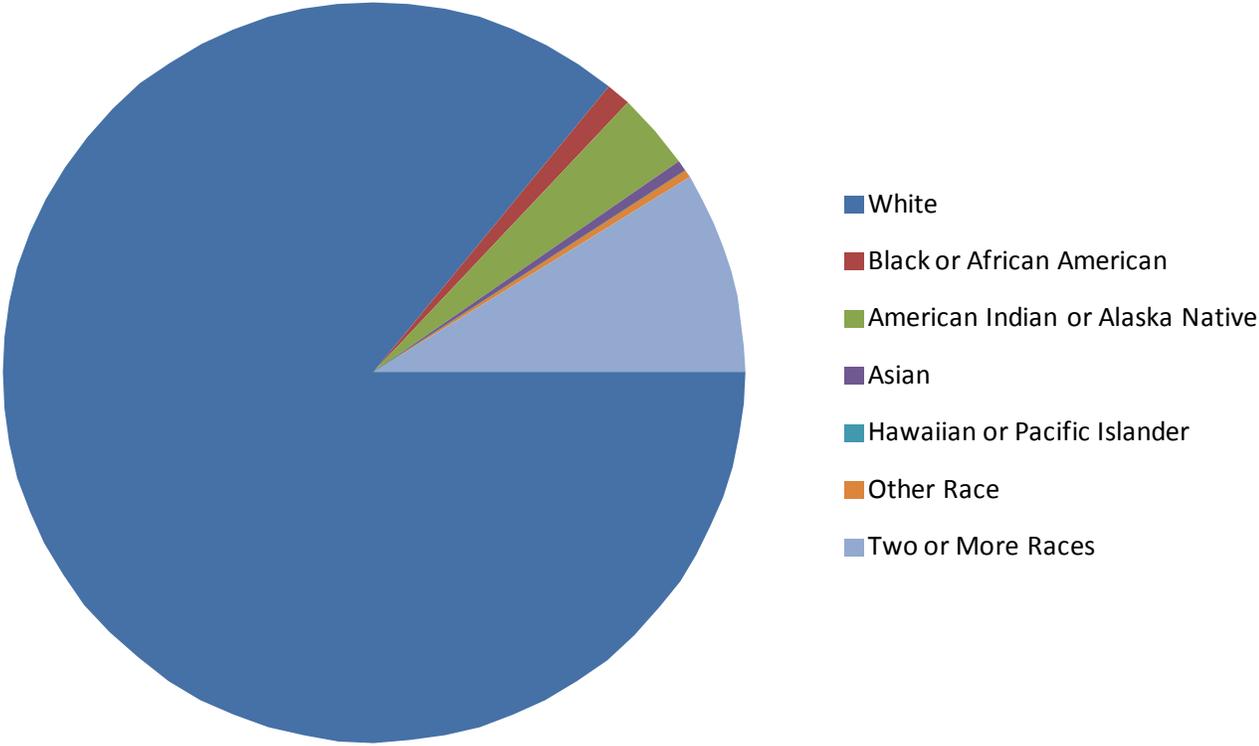
The population in the primary trade area of Woodward has 86.00% White residents, 1.10% Black or African American residents, and 3.30% American Indian or Alaska Native residents. 20.00% of the population is Hispanic or Latino by origin.

POPULATION BY INCOME

Population by Income / 2012 / Woodward Primary Trade

Household Income 2012

Legend:
- Under $10,000
- $10,000 to $14,999
- $15,000 to $24,999
- $25,000 to $34,999
- $35,000 to $49,999
- $50,000 to $74,999
- $75,000 to $99,999
- $100,000 to $124,999
- $125,000 to $149,999
- $150,000 to $199,999
- $200,000 or More
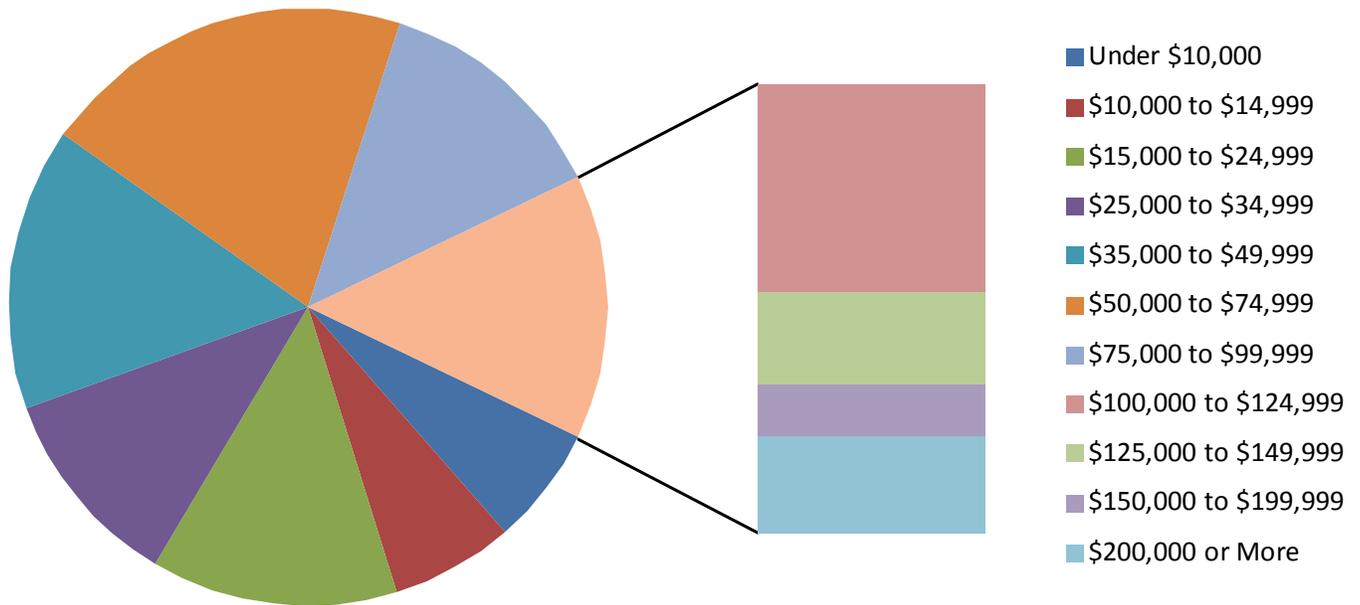
The average household income in the primary trade area of Woodward is $59,600.00. Of the households in the primary trade area of Woodward, 47.40% have an average annual income at or above $50,000, and 66.90% are family households.

2012 Household Income (Estimated)	
CITY LIMITS	$52,538
PRIMARY TRADE	$59,600

POPULATION BY EDUCATION

Population by Education / 2012 / Woodward Primary Trade

Educational Attainment 2012

- Elementary (Grade Level 0 to 8)
- Some High School (Grade Level 9 to 11)
- High School Graduate
- Some College
- Associate Degree Only
- Bachelor Degree Only
- Graduate Degree
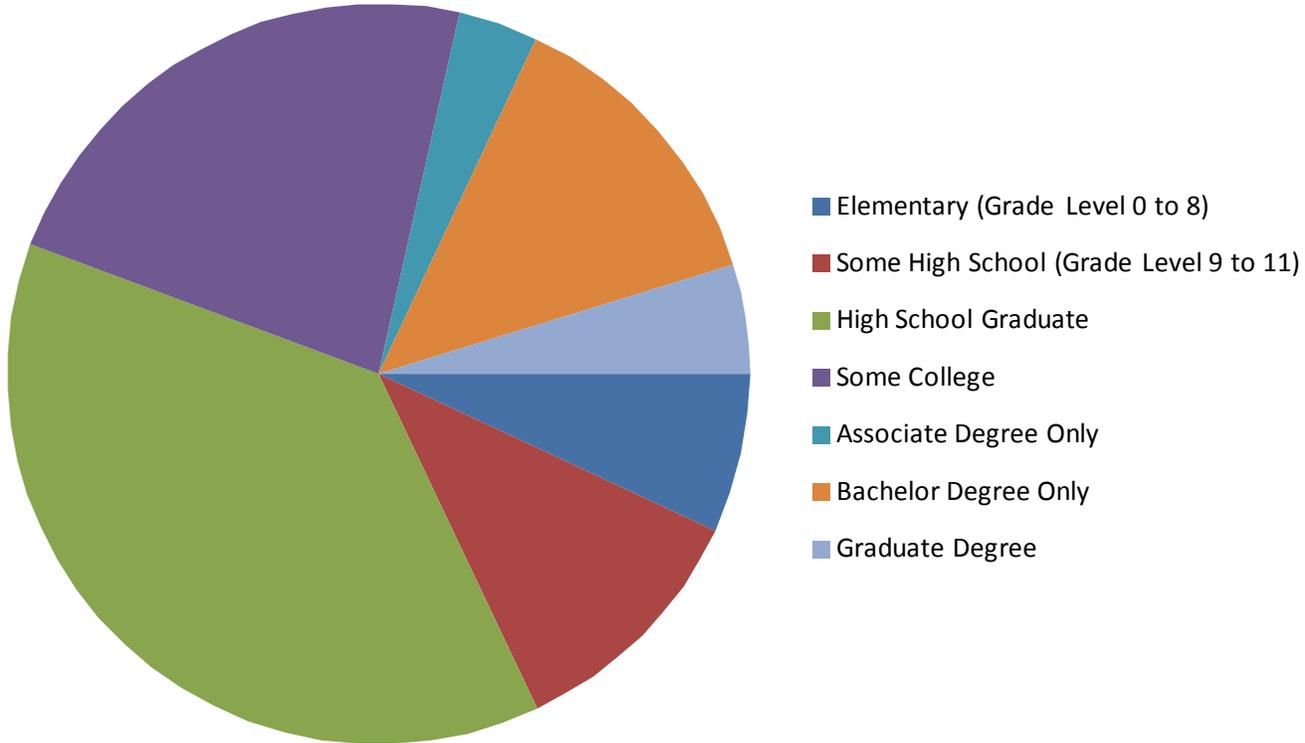
Of the population age 16 and over in the primary trade area of Woodward, 44.30% have some post-secondary education, and 21.50% have a college degree.

POPULATION BY OCCUPATION

Population by Occupation / 2012 / Woodward Primary Trade

**Occupational Classification,
Employed Population Aged 16+**
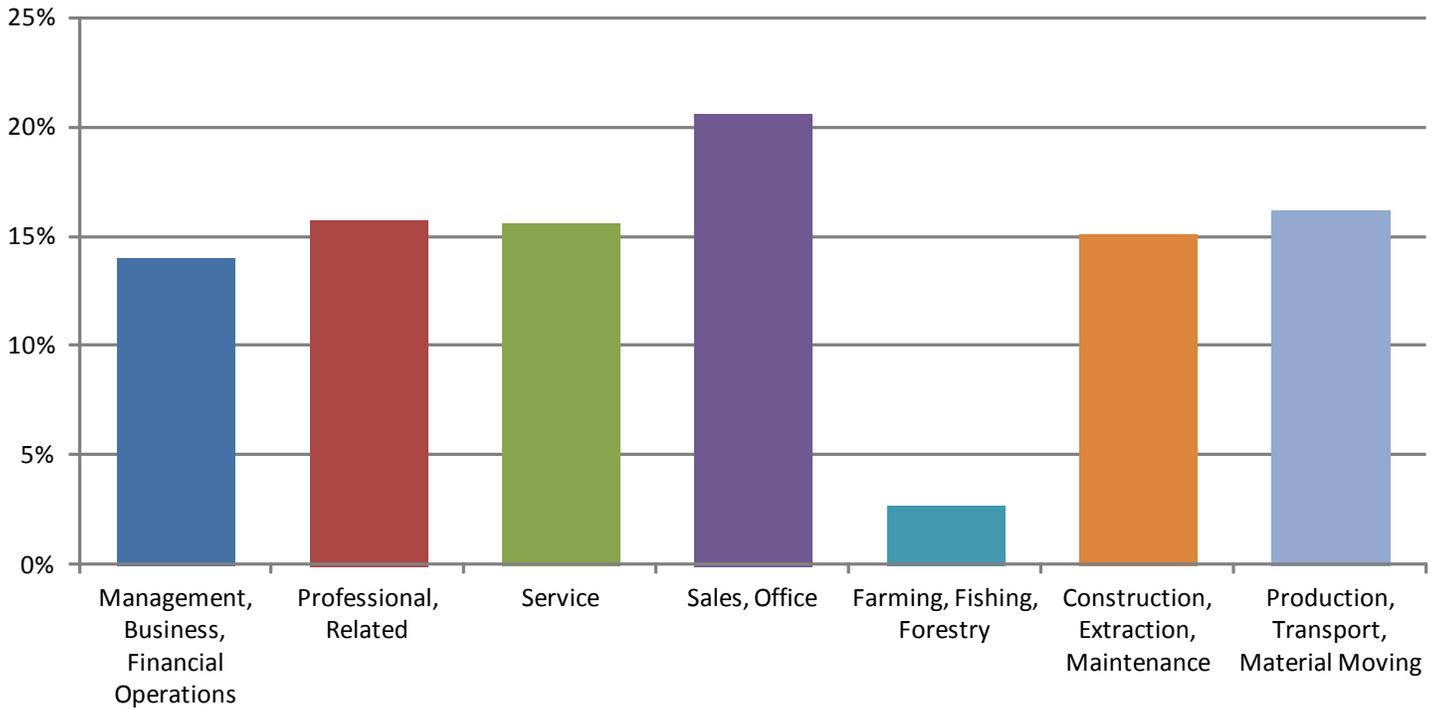
Of the population in the primary trade area of Woodward, 50.30% is engaged in white collar occupations, with 15.70% in professional occupations and another 14.00% in management, business and financial operations. Of the population in the primary trade area of Woodward, 49.70% is engaged in blue collar occupations with 15.10% in construction and maintenance and 16.20% in production and transport.

HOUSING VALUE DISTRIBUTION

Housing Value Distribution / 2012 / Woodward Primary Trade

Housing Value Distribution 2012

Legend:
- Less than $10,000
- $10,000 - $34,999
- $35,000 - $59,999
- $60,000 - $79,999
- $80,000 - $99,999
- $100,000 - $149,999
- $150,000 - $199,999
- $200,000 - $299,999
- $300,000 - $399,999
- $400,000 - $499,999
- $500,000 - $749,999
- $750,000 - $999,999
- $1,000,000 or more
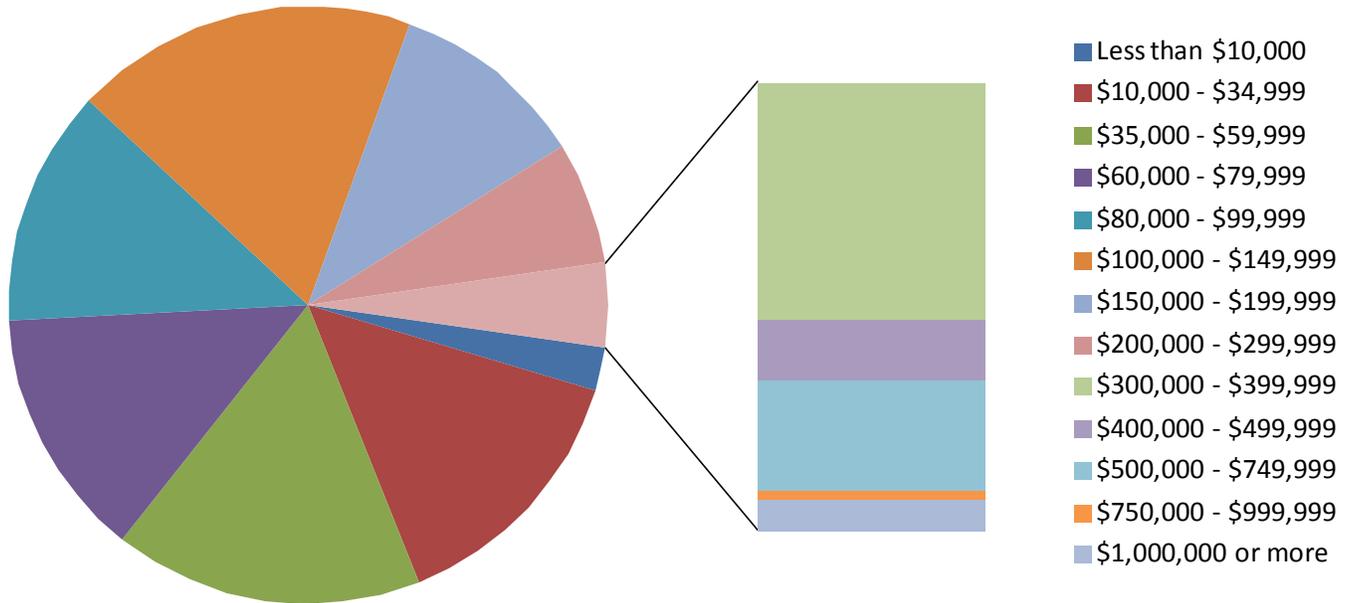
The median value of a home in the primary trade area of Woodward is $86,204.00. Of these homes, 73.70% are owner occupied and 8.60% were built between 2000 and 2010.

AREA MAP

This data represents the consumers located within 20, 50 and 80 miles of Woodward. Concentric rings are good for a quick overview but without taking into account neighboring markets, natural barriers, traffic flow, accessibility and convenience the trade area is not accurately determined.
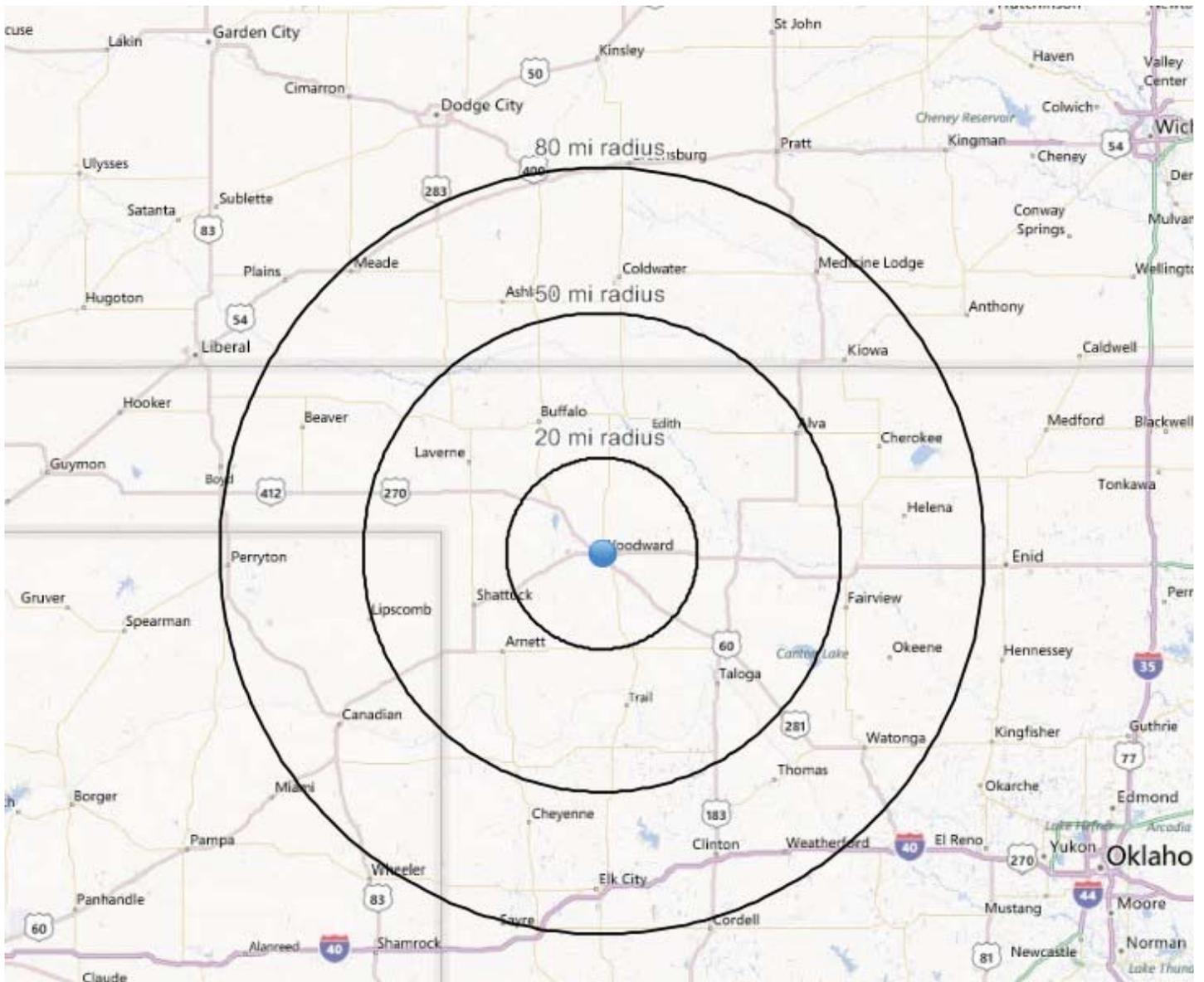
In 2012, Woodward, the county seat of Woodward County, had an estimated population of 14,928. In a 50 mile ring, Woodward has a consumer base of 47,528 residents in Oklahoma, Kansas and Texas.

POPULATION BY AGE

Population by Age / 2012 / Woodward Concentric Rings

Age Classification 2012

Legend:
- 20 mi radius
- 50 mi radius
- 80 mi radius
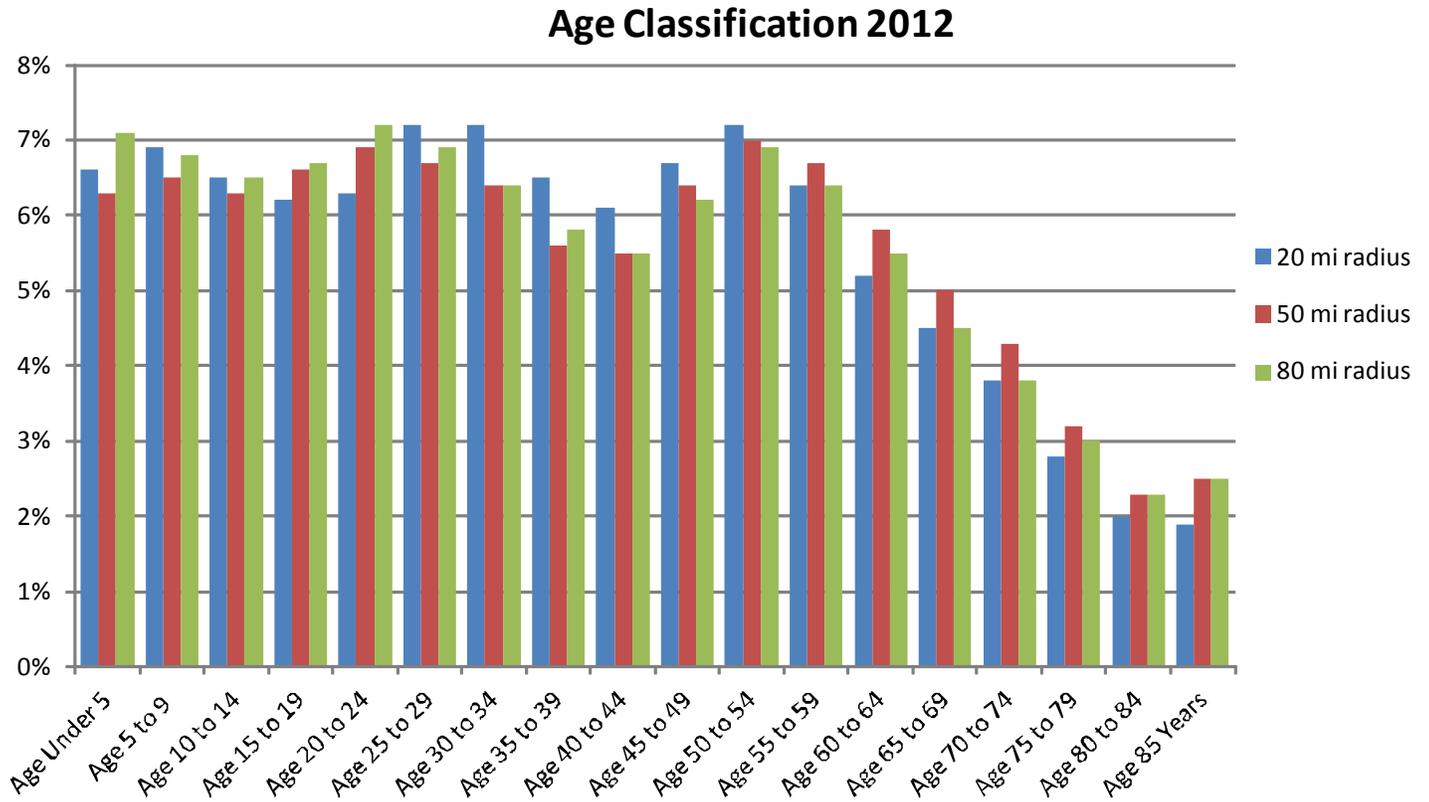
Most retailers desire a market with a heavy concentration of consumers between the ages of 25 and 44 years old. The population in the 50 mile area surrounding Woodward has 24.20 percent of their market between the ages of 25 and 44, and the median age is 38.10 years old.

POPULATION BY RACE

Population by Race / 2012 / Woodward Concentric Rings

Single Race Classification 2012
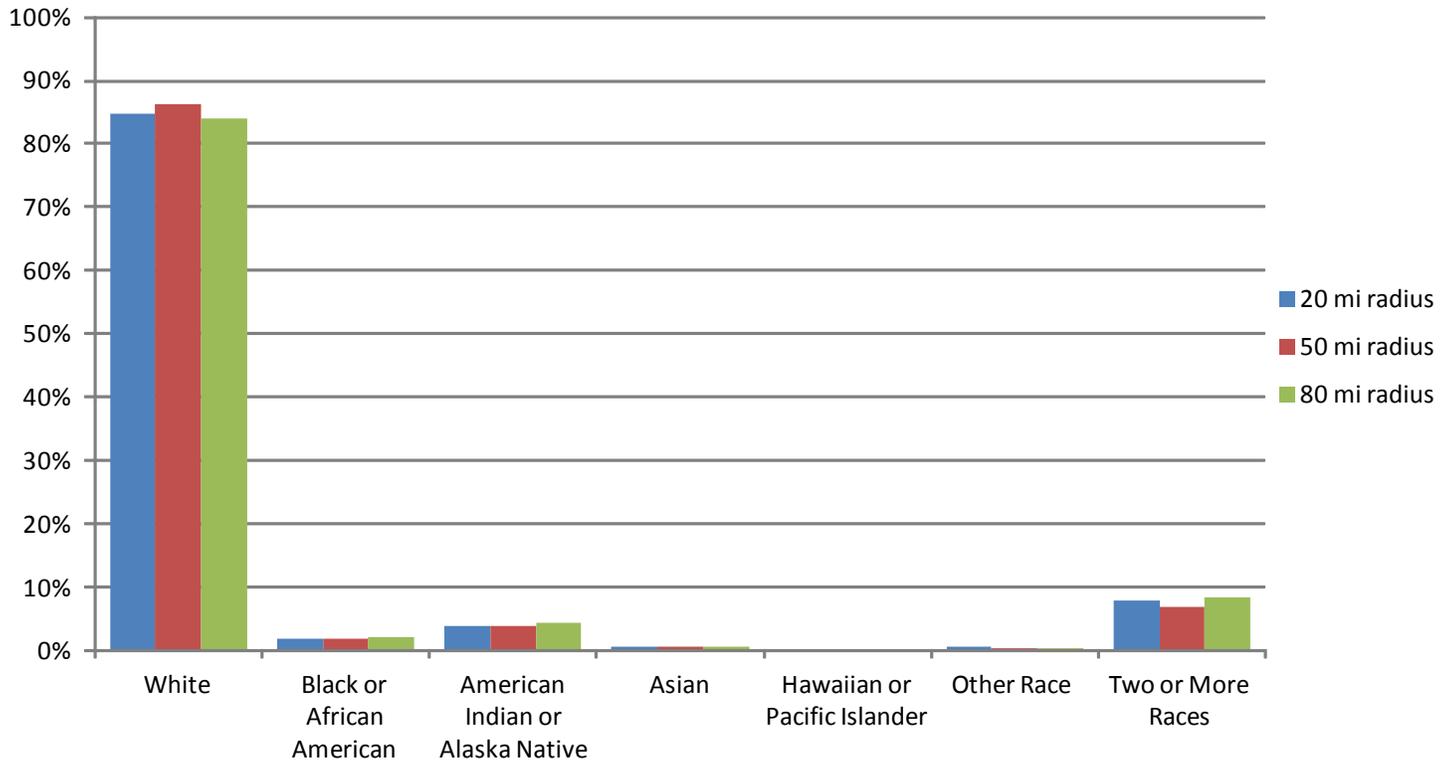
The population in the 50 mile area surrounding Woodward has 86.20% White residents, 1.90% Black or African American residents, and 4.00% American Indian or Alaska Native residents. 10.10% of the population is Hispanic or Latino by origin.

POPULATION BY INCOME

Population by Income / 2012 / Woodward Concentric Rings

Household Income 2012
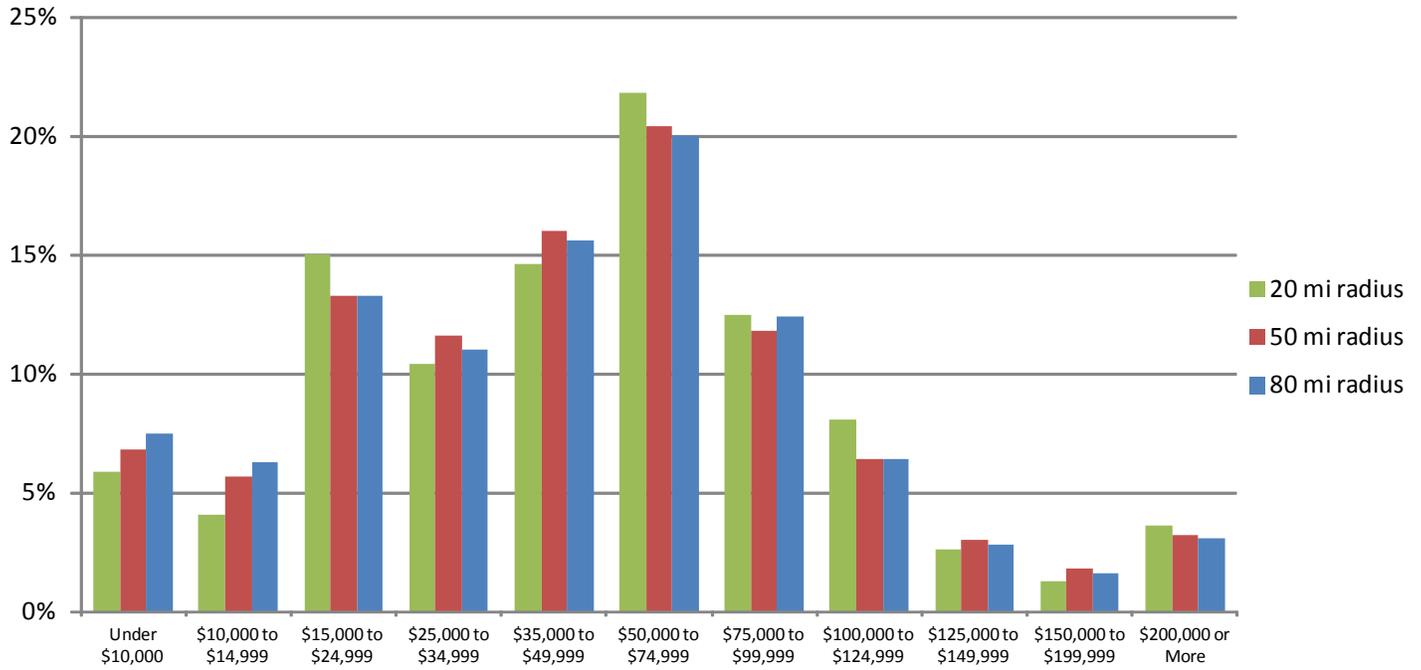
The average household income in the 50 mile area surrounding Woodward is $60,731.00. Of the households in the 50 mile area surrounding Woodward, 49.90% have an average annual income at or above $50,000, and 61.70% are family households.

2012 Household Income (Estimated)	
CITY LIMITS	$52,538
PRIMARY TRADE	$59,600

POPULATION BY EDUCATION

Population by Education / 2012 / Woodward Concentric Rings

Educational Attainment 2012
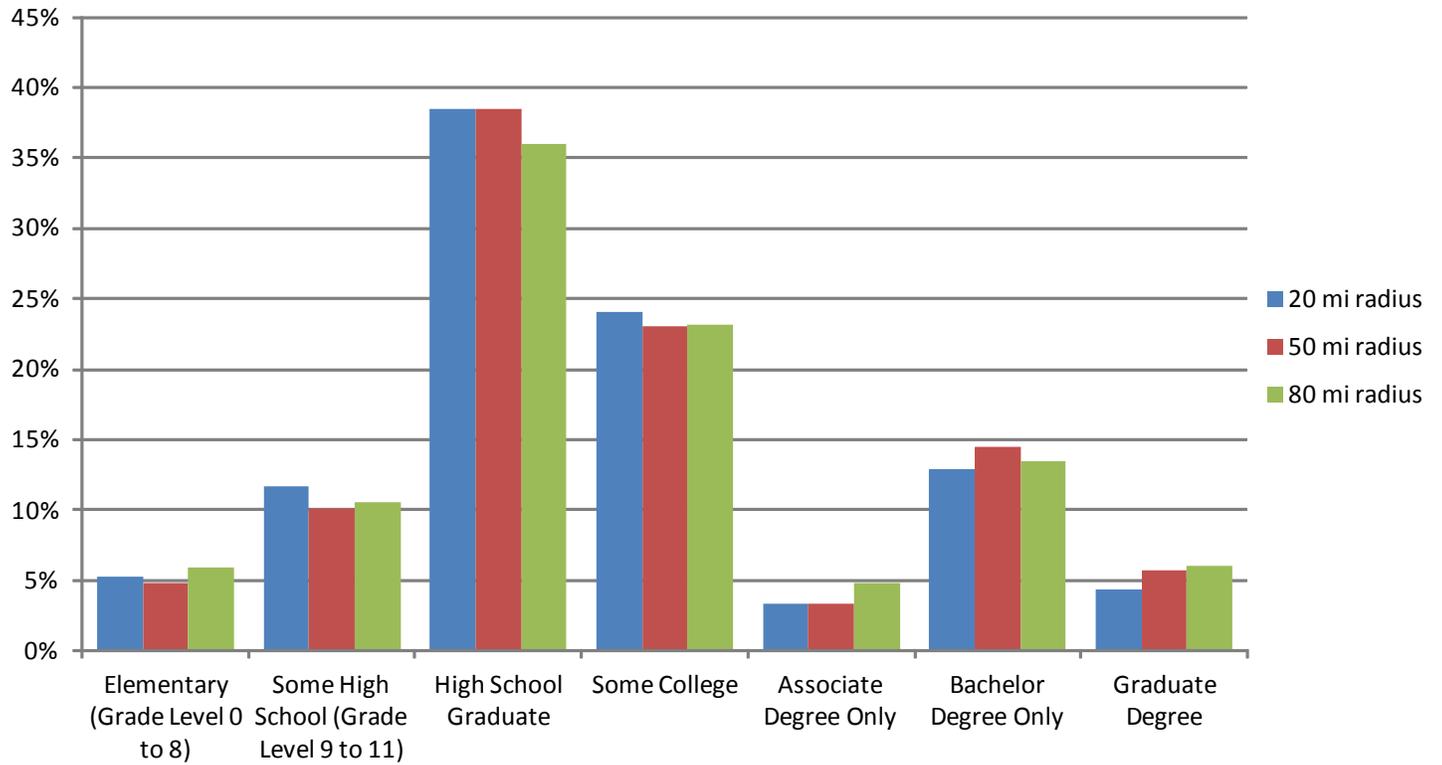
Of the population age 16 and over in the 50 mile area surrounding Woodward, 46.60% have some post-secondary education, and 23.50% have a college degree.

POPULATION BY OCCUPATION

Population by Occupation / 2012 / Woodward Concentric Rings

**Occupational Classification,
Employed Population Aged 16+**
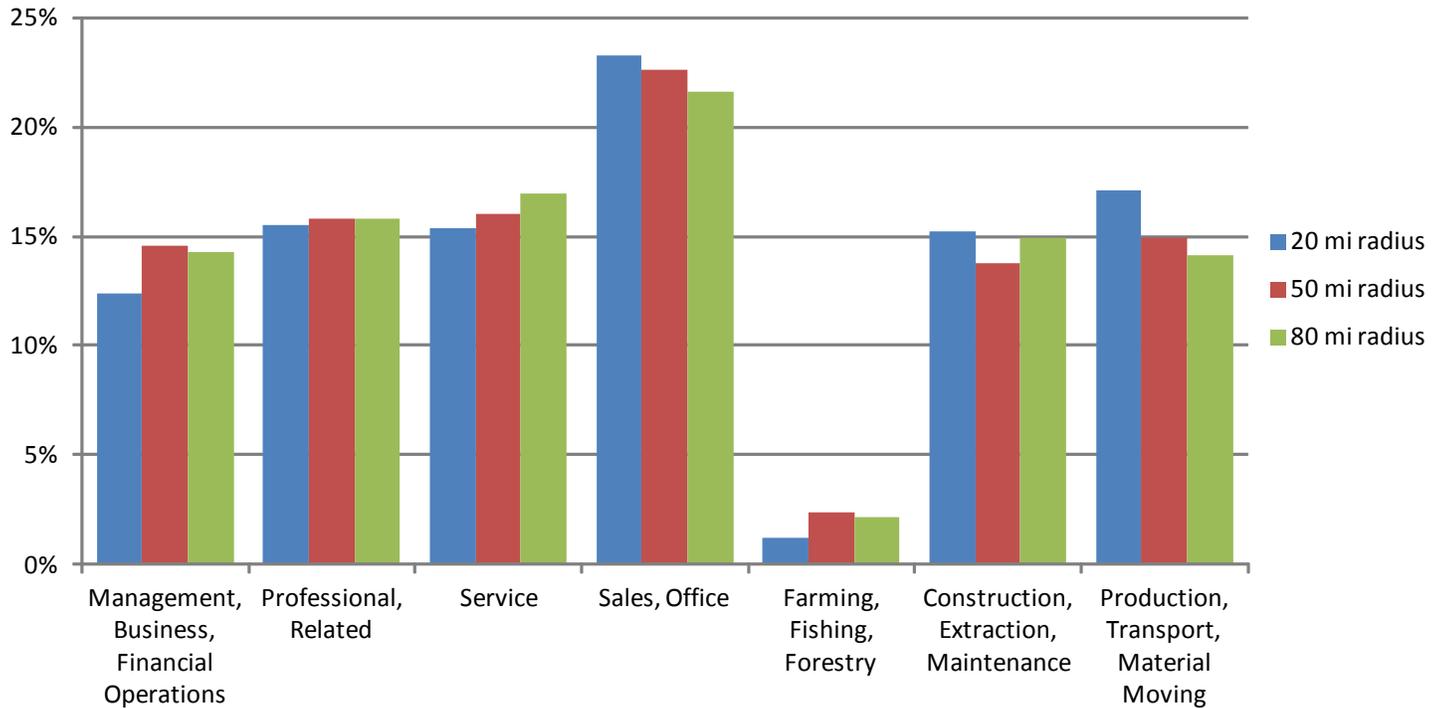
Of the population in the 50 mile area surrounding Woodward, 53.00% is engaged in white collar occupations, with 15.80% in professional occupations and another 14.60% in management, business and financial operations. Of the population in the 50 mile area surrounding Woodward, 47.00% is engaged in blue collar occupations with 13.80% in construction and maintenance and 14.90% in production and transport.

HOUSING VALUE DISTRIBUTION

Housing Value Distribution / 2012 / Woodward Concentric Rings

Housing Value Distribution 2012

Legend:
- 20 mi radius
- 50 mi radius
- 80 mi radius
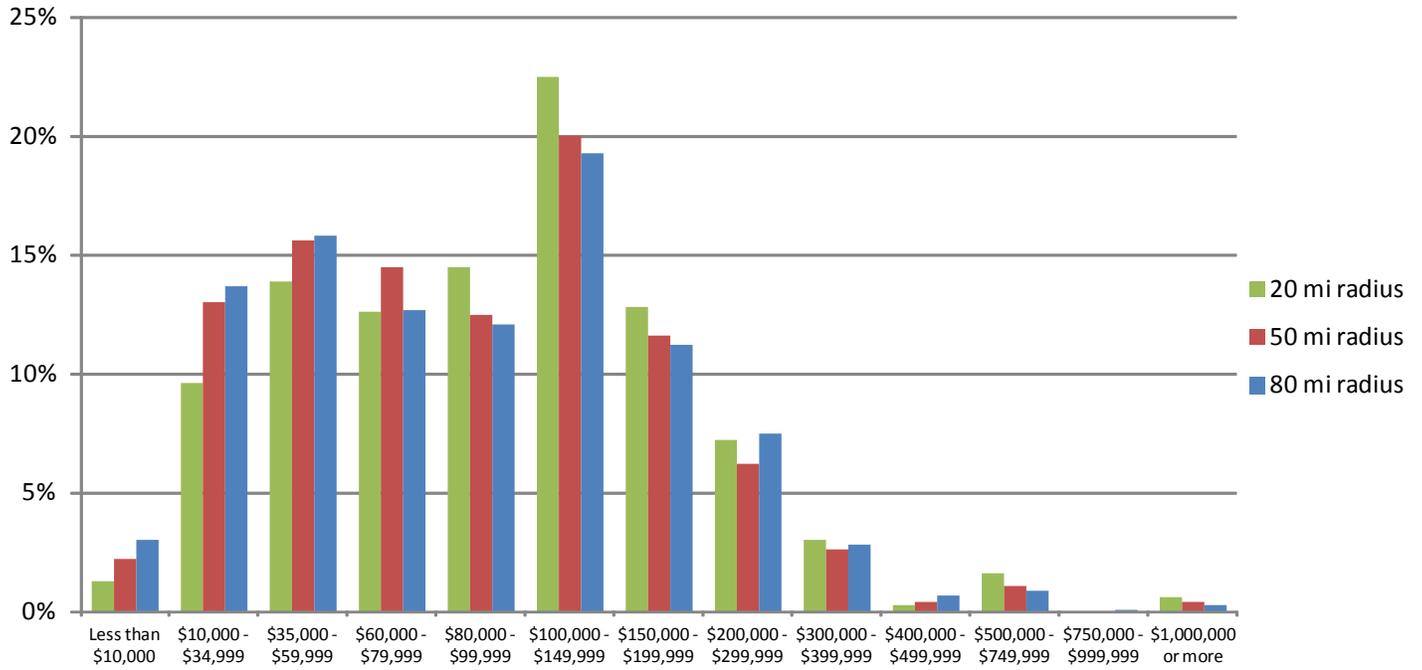
The median value of a home in the 50 mile area surrounding Woodward is $89,823.00. Of these homes, 72.00% are owner occupied and 9.10% were built between 2000 and 2010.

AREA MAP

This data represents the consumers located within a 30, 60 and 90 minute drive of Woodward. Drivetimes are good for a quick overview but without taking into account neighboring markets, traffic flow, accessibility and convenience the trade area is not accurately determined.
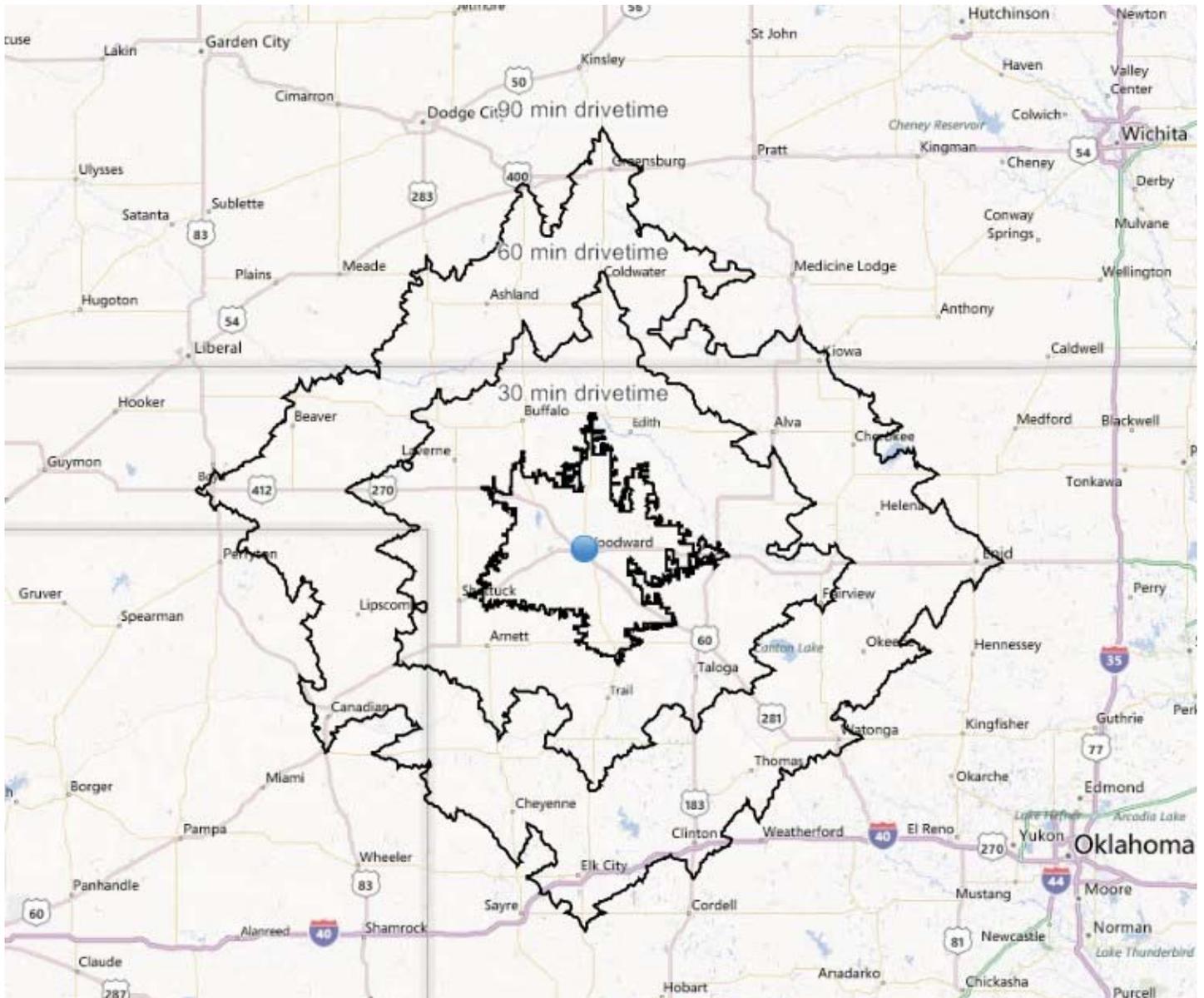
In 2012, Woodward, the county seat of Woodward County, had an estimated population of 14,928. In a 60 minute drivetime, Woodward has a consumer base of 38,855 residents in Oklahoma, Kansas and Texas.

POPULATION BY AGE

Population by Age / 2012 / Woodward Drive Times
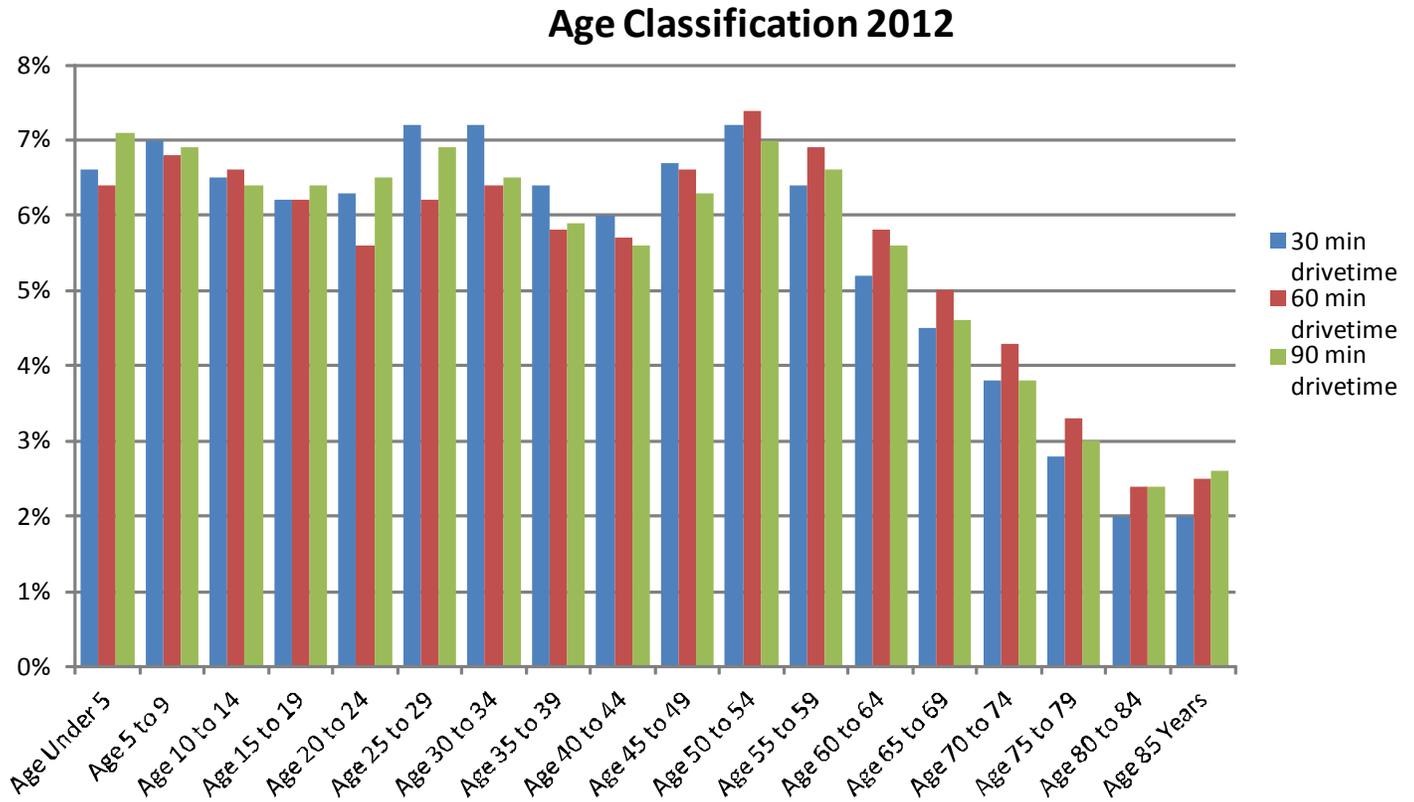
Age Classification 2012

Legend:
- 30 min drivetime
- 60 min drivetime
- 90 min drivetime

Most retailers desire a market with a heavy concentration of consumers between the ages of 25 and 44 years old. The population in the 60 minute drive time of Woodward has 24.10 percent of their market between the ages of 25 and 44, and the median age is 39.10 years old.

POPULATION BY RACE

Population by Race / 2012 / Woodward Drive Times

Single Race Classification 2012

Legend:
- 30 min drivetime
- 60 min drivetime
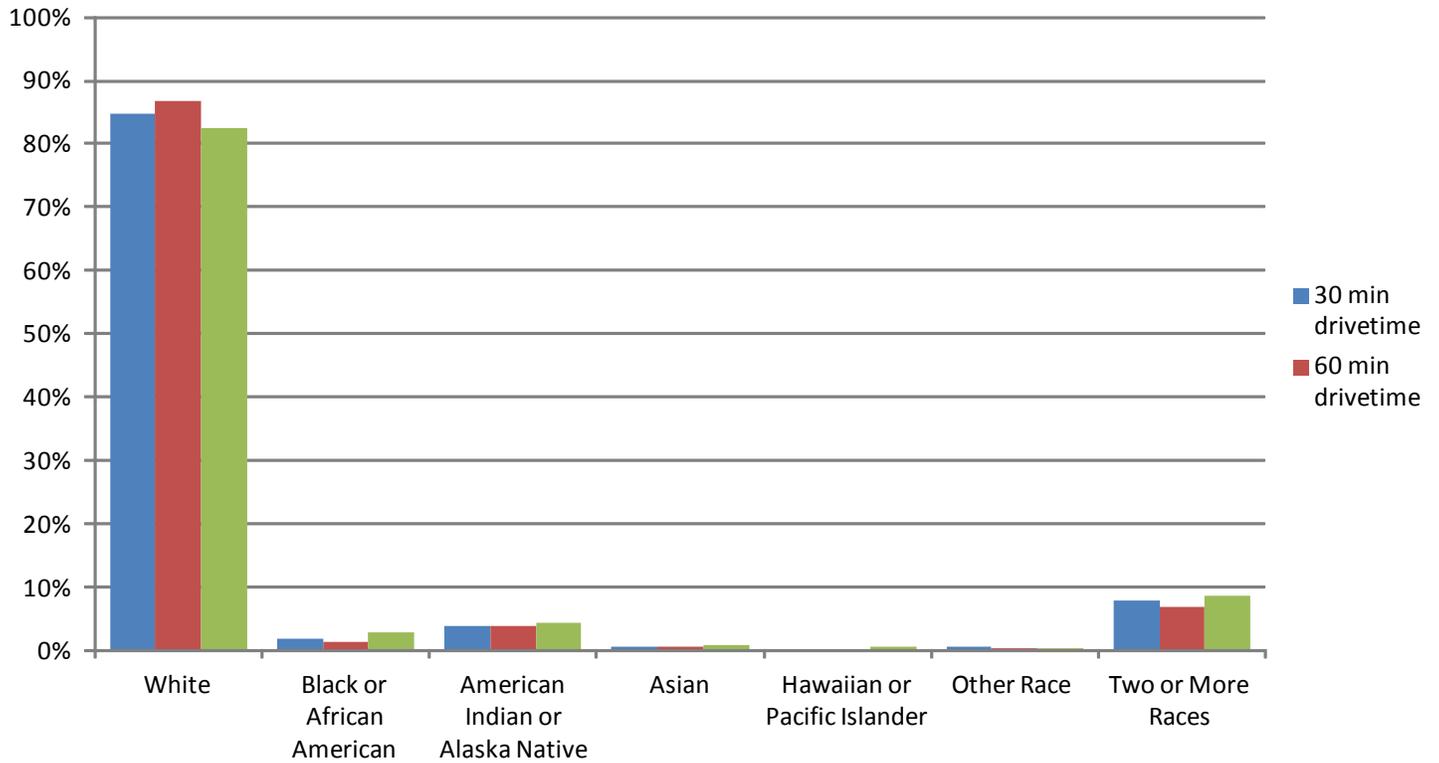
The population in the 60 minute drive time of Woodward has 86.70% White residents, 1.40% Black or African American residents, and 3.90% American Indian or Alaska Native residents. 10.60% of the population is Hispanic or Latino by origin.

POPULATION BY INCOME

Population by Income / 2012 / Woodward Drive Times

Household Income 2012
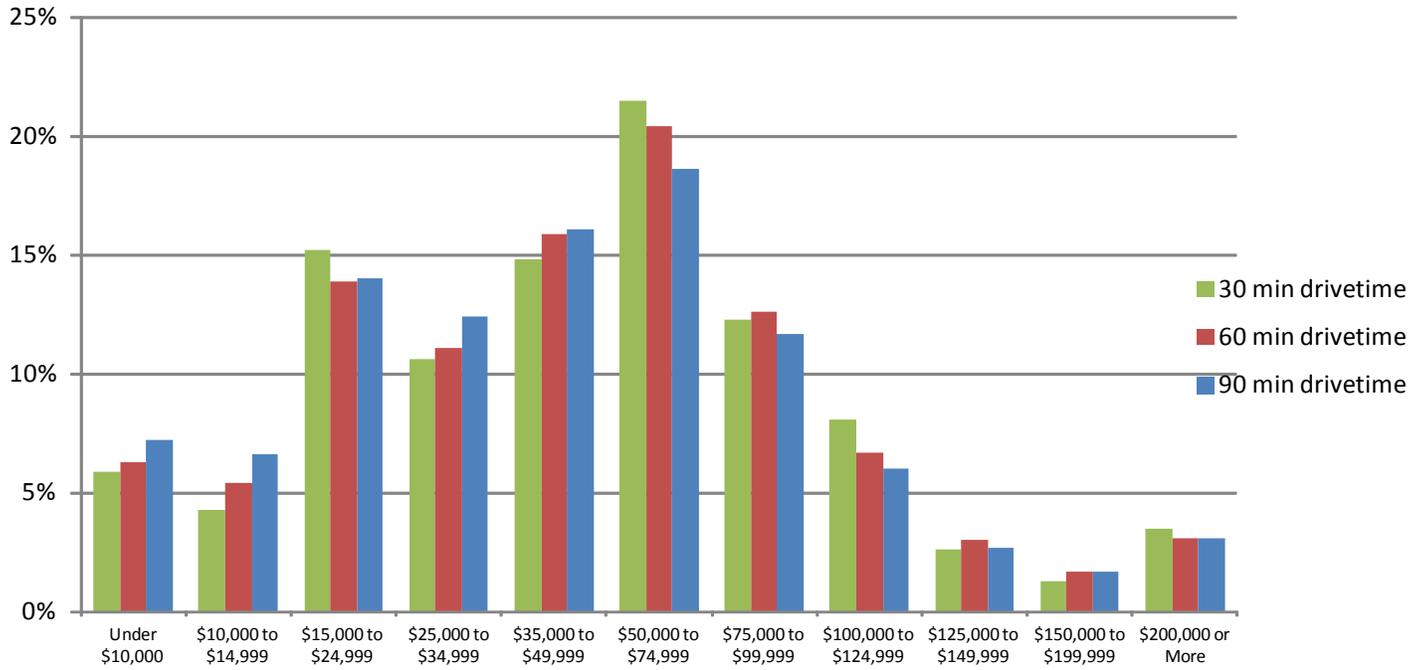
The average household income in the 60 minute drive time of Woodward is $60,828.00. Of the households in the 60 minute drive time of Woodward, 49.30% have an average annual income at or above $50,000, and 63.10% are family households.

2012 Household Income (Estimated)	
CITY LIMITS	$52,538
PRIMARY TRADE	$59,600

POPULATION BY EDUCATION

Population by Education / 2012 / Woodward Drive Times

Educational Attainment 2012

Legend:
- 30 min drivetime
- 60 min drivetime

Categories: Elementary (Grade Level 0 to 8), Some High School (Grade Level 9 to 11), High School Graduate, Some College, Associate Degree Only, Bachelor Degree Only, Graduate Degree

Of the population age 16 and over in the 60 minute drive time of Woodward, 44.70% have some post-secondary education, and 21.40% have a college degree.

POPULATION BY OCCUPATION

Population by Occupation / 2012 / Woodward Drive Times

**Occupational Classification,
Employed Population Aged 16+**
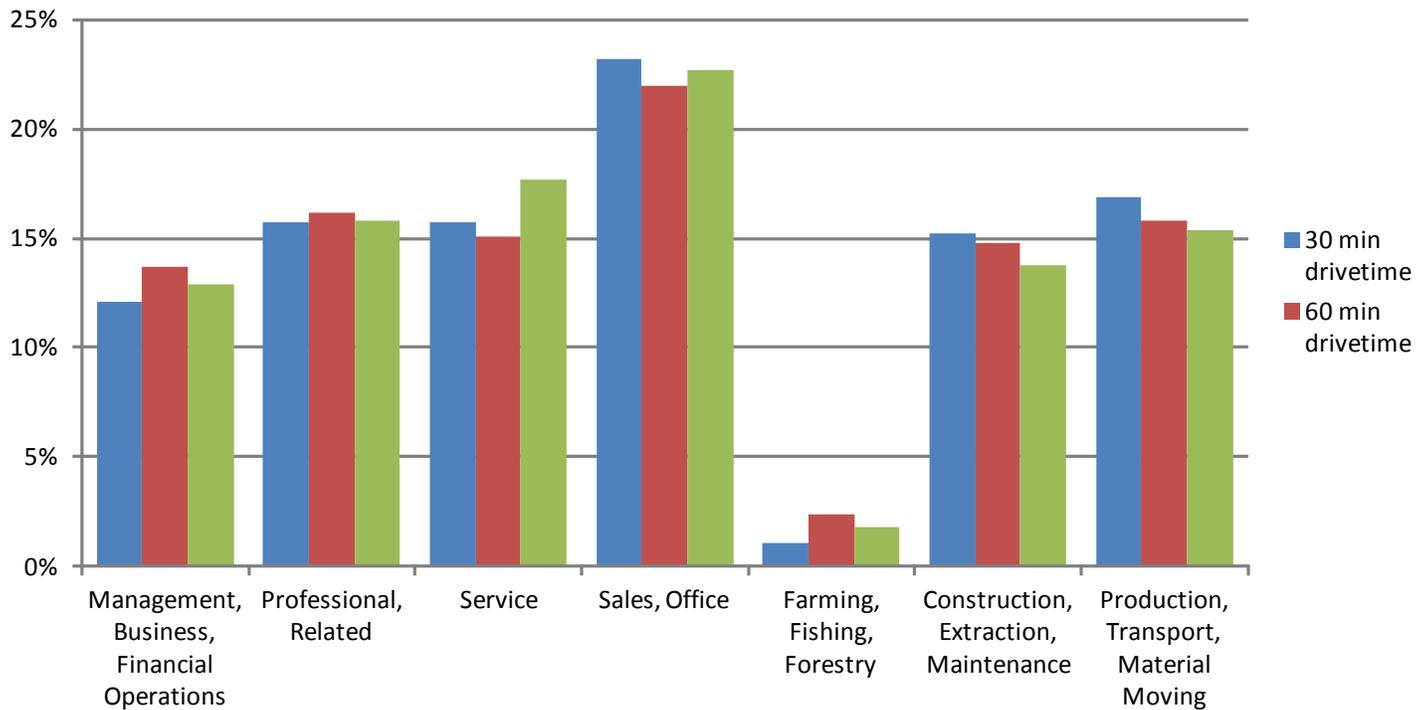
Of the population in the 60 minute drive time of Woodward, 51.90% is engaged in white collar occupations, with 16.20% in professional occupations and another 13.70% in management, business and financial operations. Of the population in the 60 minute drive time of Woodward, 48.10% is engaged in blue collar occupations with 14.80% in construction and maintenance and 15.80% in production and transport.

HOUSING VALUE DISTRIBUTION

Housing Value Distribution / 2012 / Woodward Drive Times

Housing Value Distribution 2012
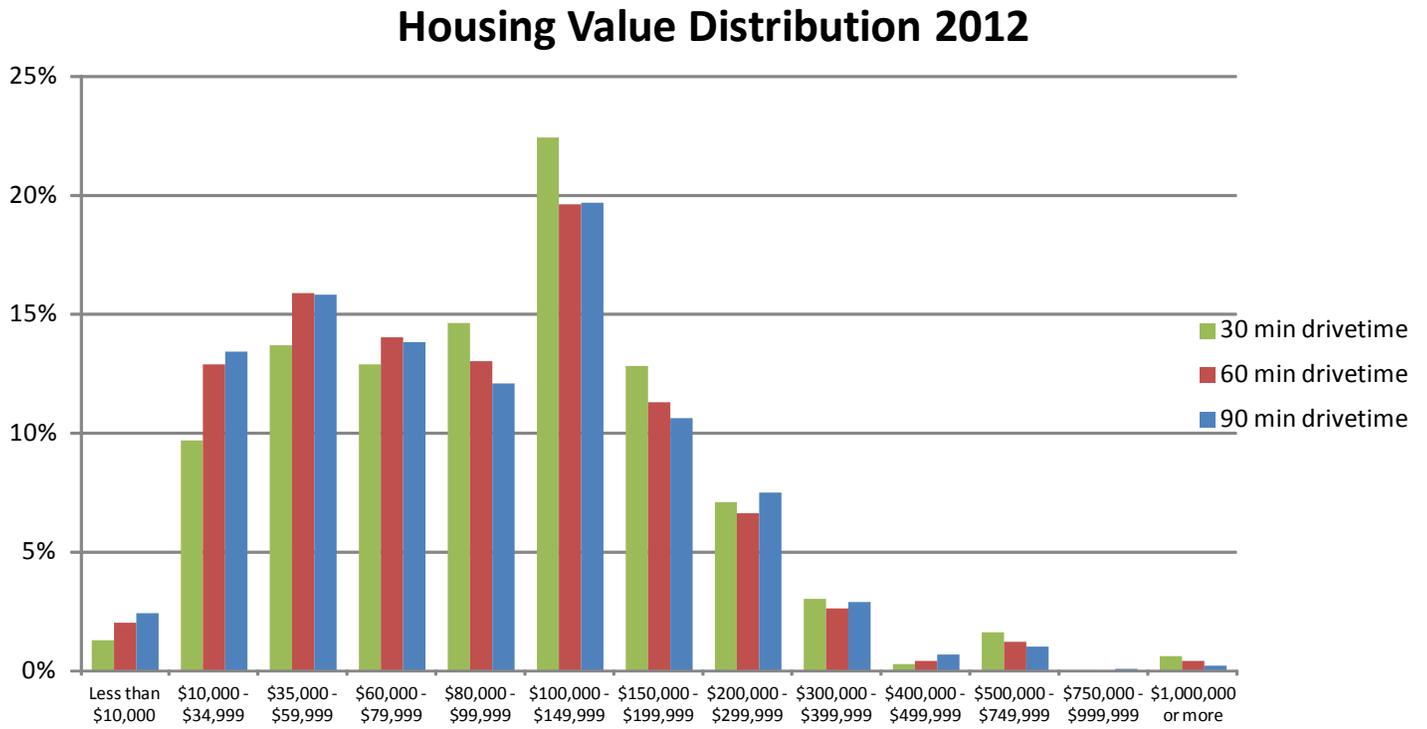
The median value of a home in the 60 minute drive time of Woodward is $90,124.00. Of these homes, 72.70% are owner occupied and 9.10% were built between 2000 and 2010.

AREA MAP

This map shows the highways that service the area and the surrounding communities. The city limits data gives a good representation of the centrally concentrated population in an area.
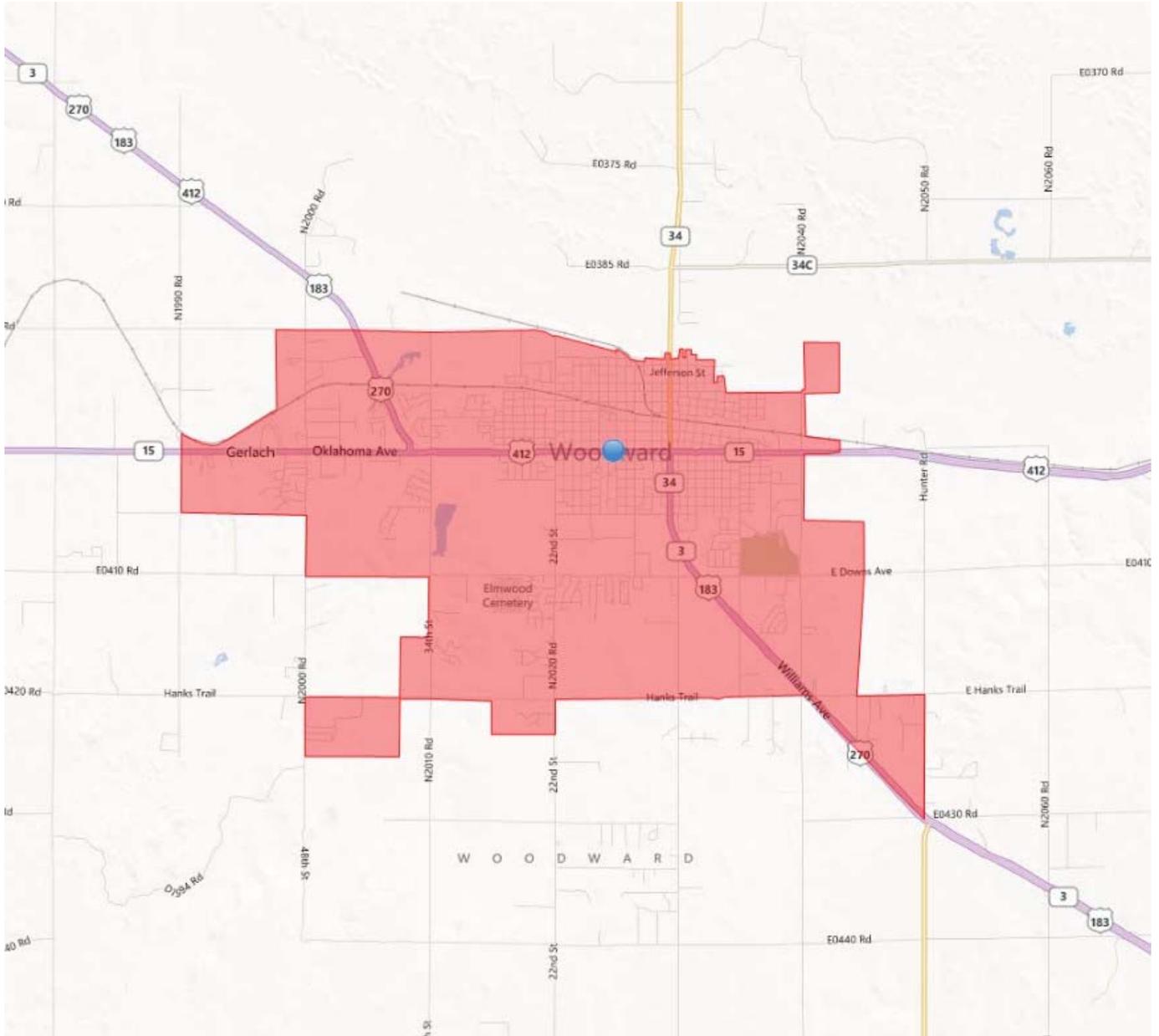
POPULATION BY AGE

*Population by Age / 2012 / Woodward City Limits*
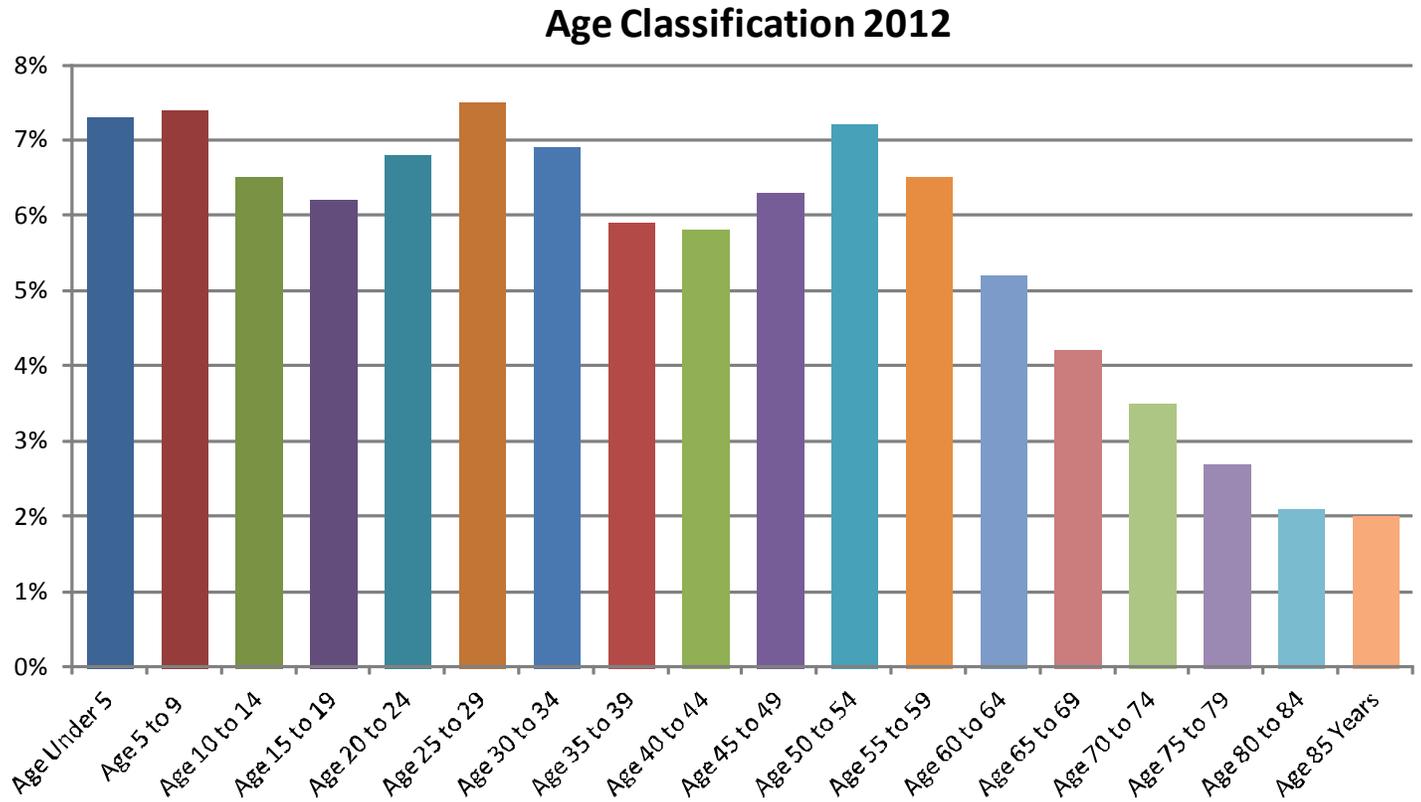
Age Classification 2012

Most retailers desire a market with a heavy concentration of consumers between the ages of 25 and 44 years old. The population in the city limits of Woodward has 26.10 percent of their market between the ages of 25 and 44, and the median age is 35.20 years old.

POPULATION BY RACE

Population by Race / 2012 / Woodward City Limits

Single Race Classification 2012

Legend:
- White
- Black or African American
- American Indian or Alaska Native
- Asian
- Hawaiian or Pacific Islander
- Other Race
- Two or More Races
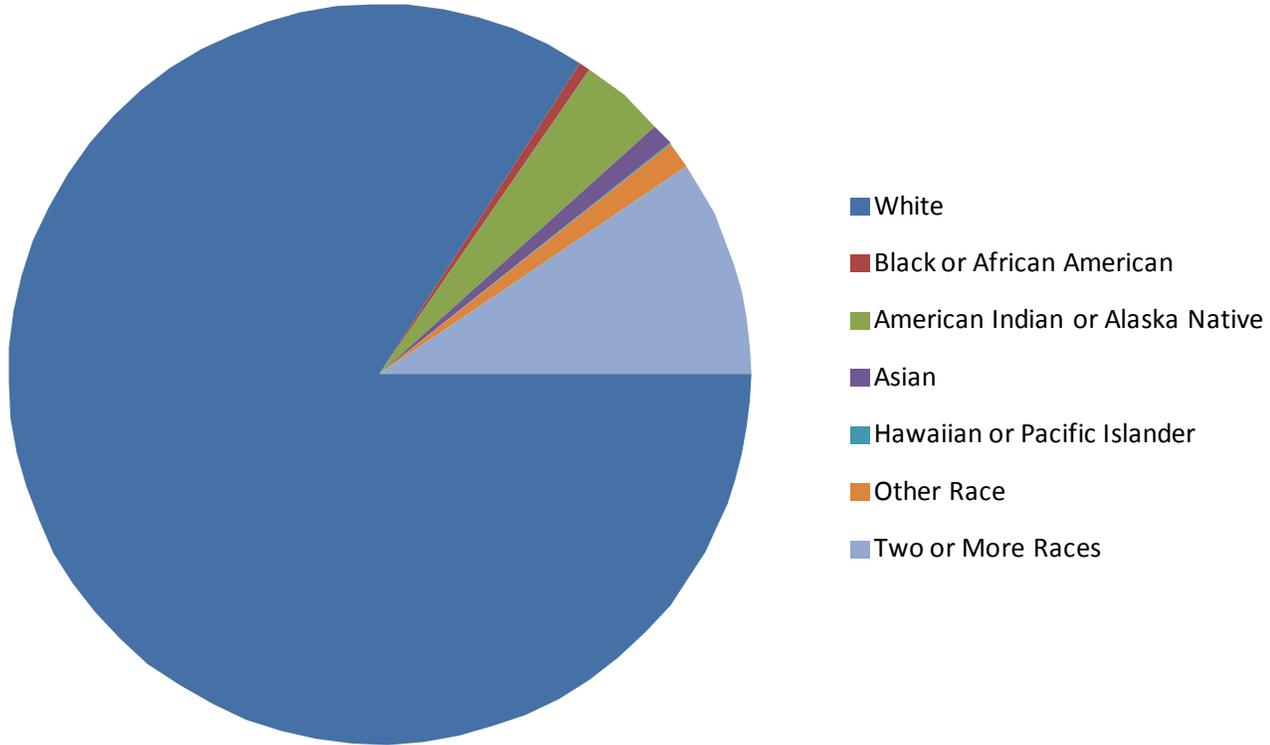
The population in the city limits of Woodward has 84.10% White residents, 0.50% Black or African American residents, and 3.70% American Indian or Alaska Native residents. 15.40% of the population is Hispanic or Latino by origin.

POPULATION BY INCOME

Population by Income / 2012 / Woodward City Limits
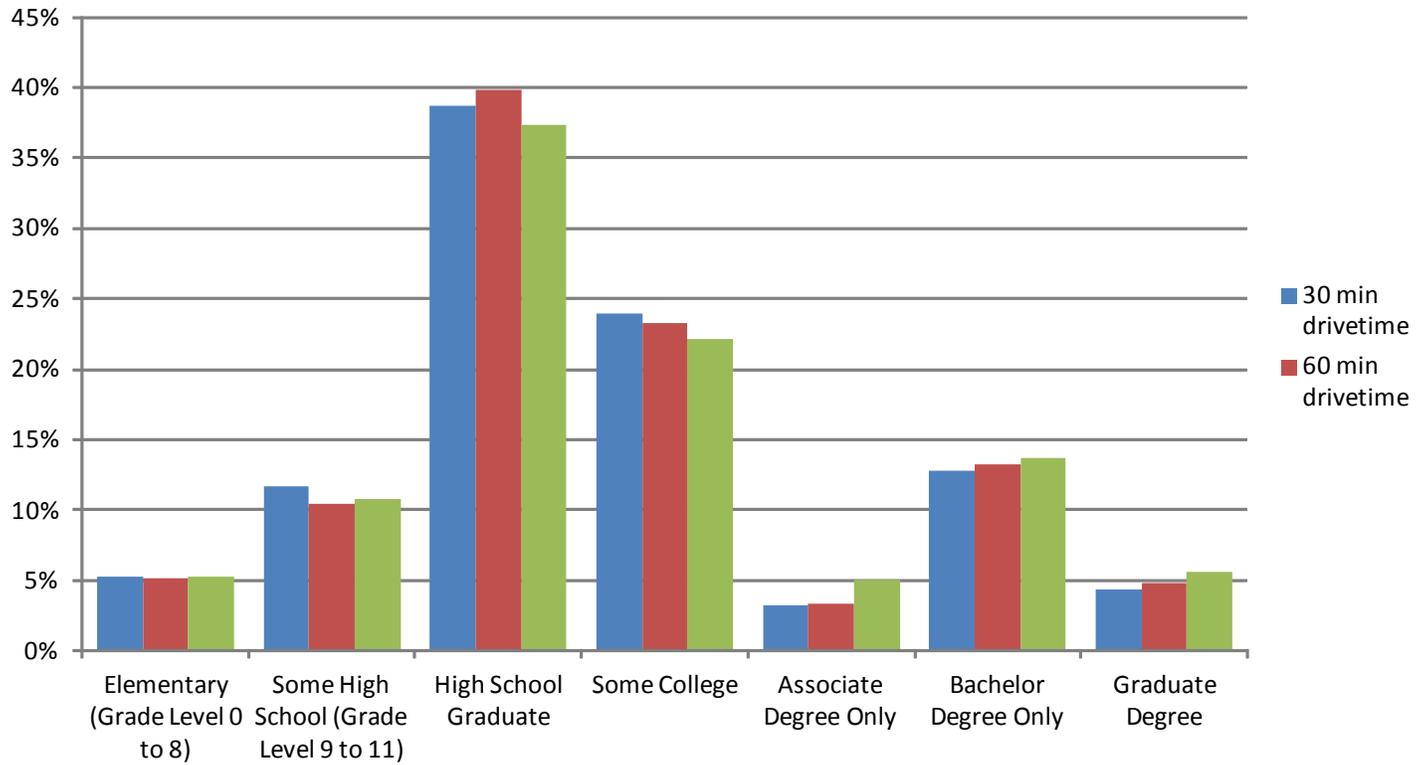
Household Income 2012

Legend:
- Under $10,000
- $10,000 to $14,999
- $15,000 to $24,999
- $25,000 to $34,999
- $35,000 to $49,999
- $50,000 to $74,999
- $75,000 to $99,999
- $100,000 to $124,999
- $125,000 to $149,999
- $150,000 to $199,999
- $200,000 or More
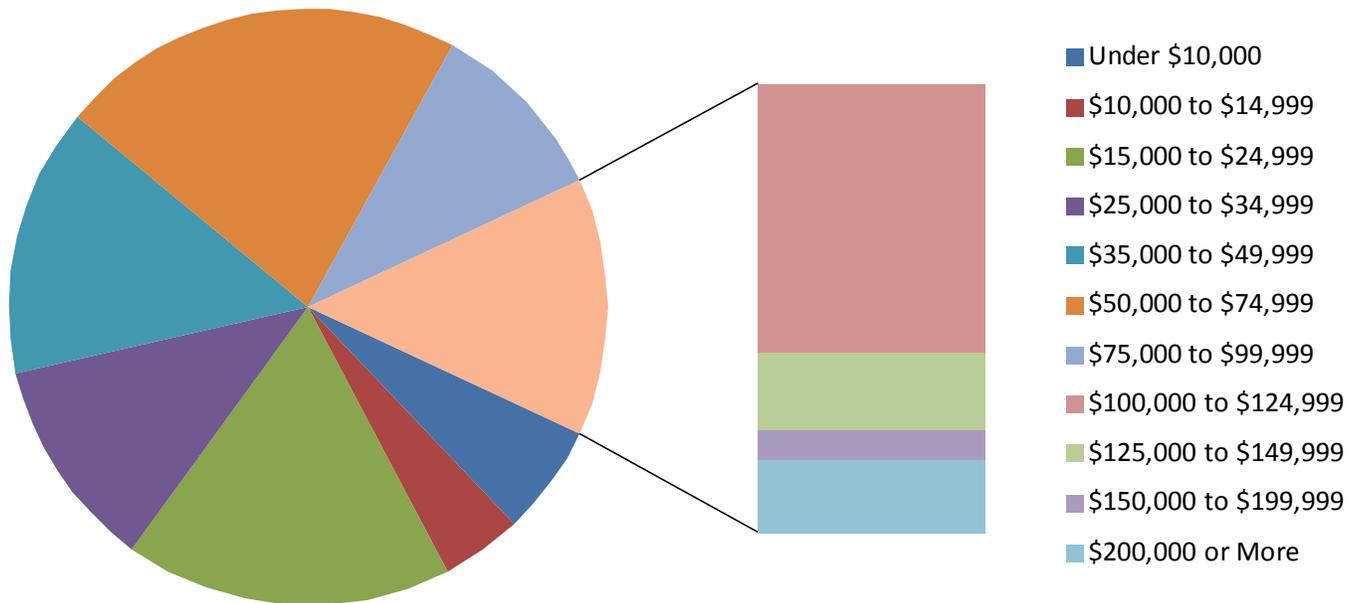
The average household income in the city limits of Woodward is $52,538.00. Of the households in the city limits of Woodward, 46.10% have an average annual income at or above $50,000, and 60.70% are family households.

2012 Household Income (Estimated)	
CITY LIMITS	$52,538
PRIMARY TRADE	$59,600

POPULATION BY EDUCATION

Population by Education / 2012 / Woodward City Limits

Educational Attainment 2012

- Elementary (Grade Level 0 to 8)
- Some High School (Grade Level 9 to 11)
- High School Graduate
- Some College
- Associate Degree Only
- Bachelor Degree Only
- Graduate Degree
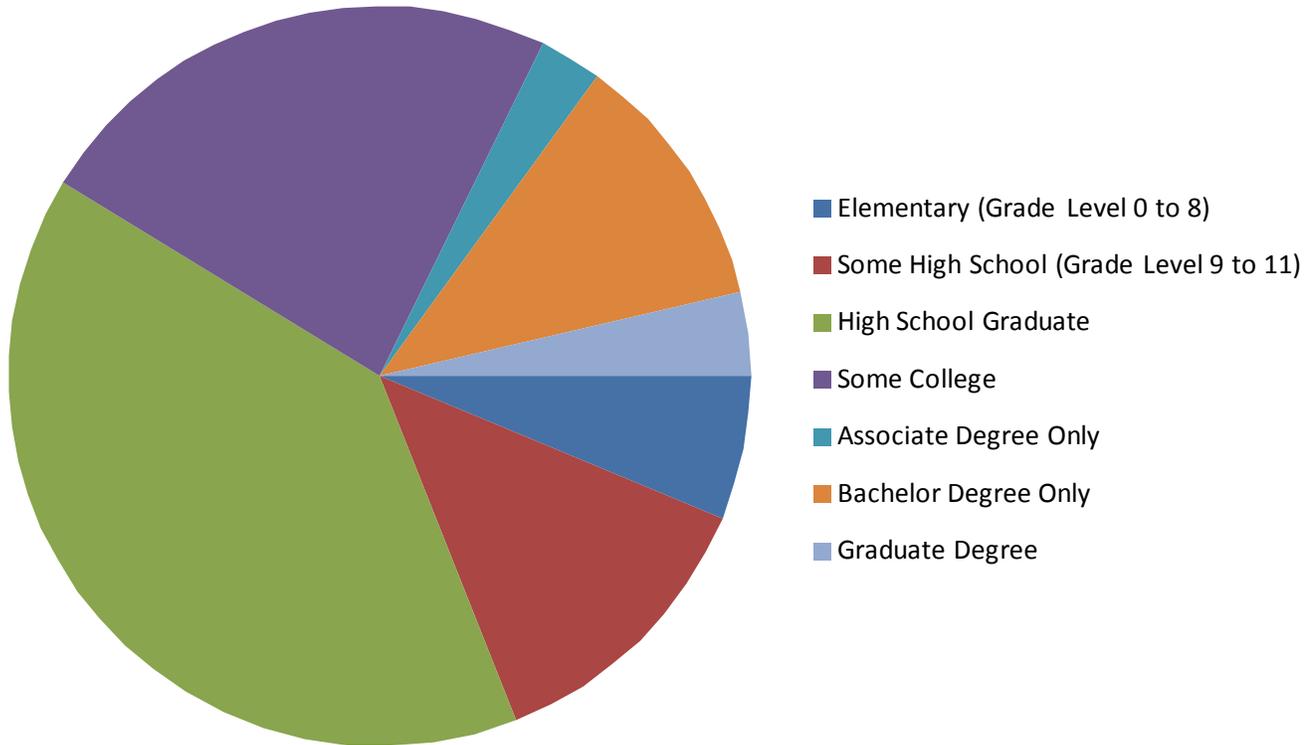
Of the population age 16 and over in the city limits of Woodward, 41.20% have some post-secondary education, and 17.70% have a college degree.

POPULATION BY OCCUPATION

Population by Occupation / 2012 / Woodward City Limits

**Occupational Classification,
Employed Population Aged 16+**
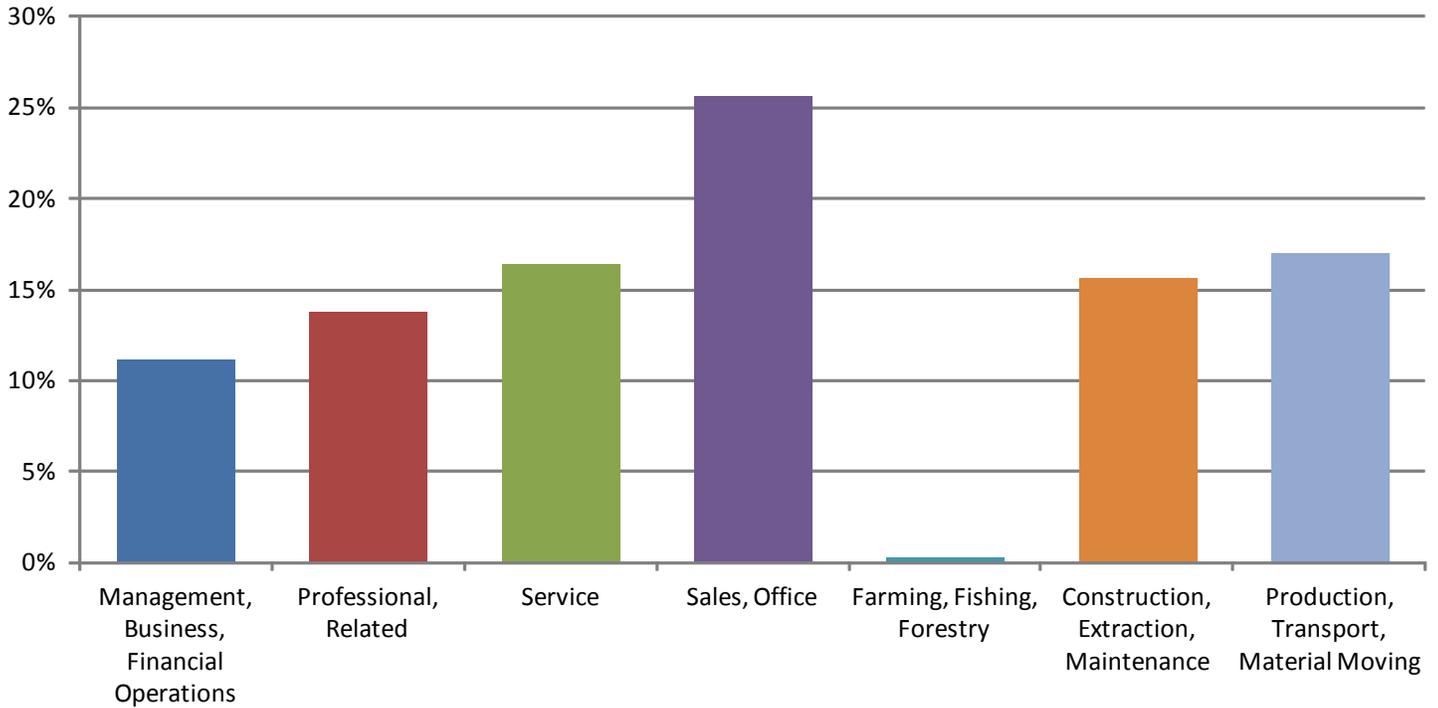
Of the population in the city limits of Woodward, 50.60% is engaged in white collar occupations, with 13.80% in professional occupations and another 11.20% in management, business and financial operations. Of the population in the city limits of Woodward, 49.40% is engaged in blue collar occupations with 15.60% in construction and maintenance and 17.00% in production and transport.

HOUSING VALUE DISTRIBUTION

Housing Value Distribution / 2012 / Woodward City Limits

Housing Value Distribution 2012

Legend:
- Less than $10,000
- $10,000 - $34,999
- $35,000 - $59,999
- $60,000 - $79,999
- $80,000 - $99,999
- $100,000 - $149,999
- $150,000 - $199,999
- $200,000 - $299,999
- $300,000 - $399,999
- $400,000 - $499,999
- $500,000 - $749,999
- $750,000 - $999,999
- $1,000,000 or more
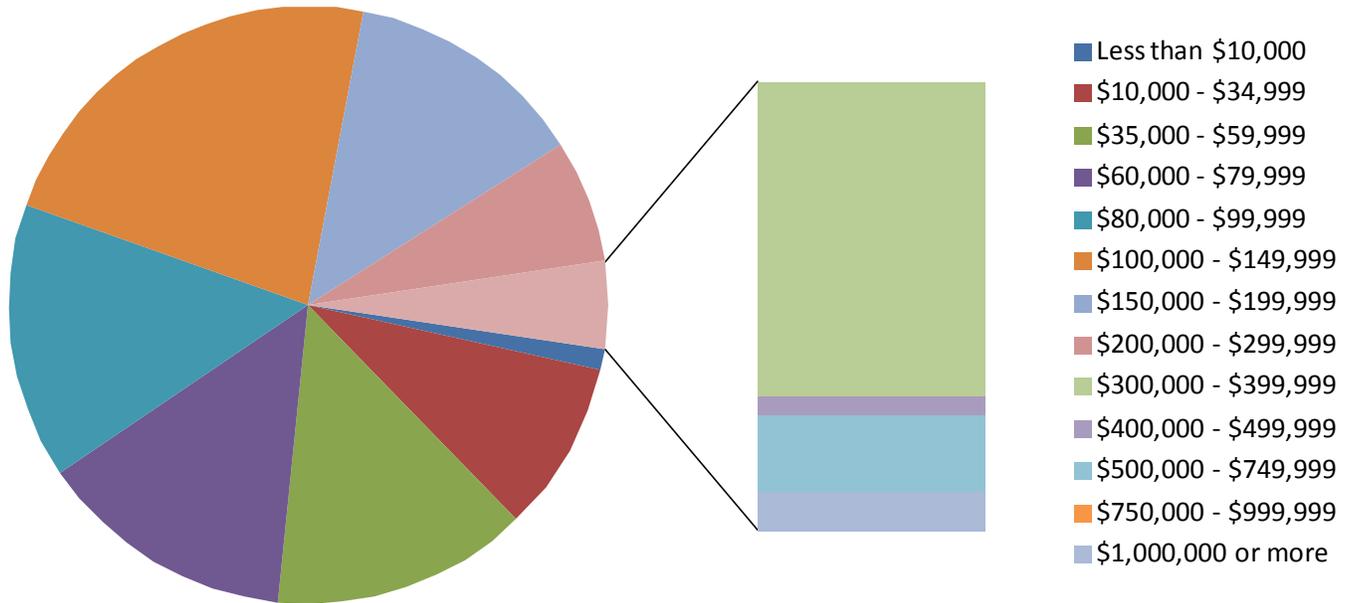
The median value of a home in the city limits of Woodward is $95,451.00. Of these homes, 63.80% are owner occupied and 7.90% were built between 2000 and 2010.

NIELSEN CLARITAS RETAIL MARKET POWER

The Nielsen Claritas Retail Market Power™ (RMP) database provides an actionable portrait of sales opportunity for optimal site and market analysis, allowing you to maximize your growth strategies by accurately targeting the sales gaps that exist in the marketplace. By using sales potential to depict supply and geography-based estimates of potential annual consumer expenditures to depict demand within a specific market, RMP enables an opportunity gap analysis of the retail environment. The database was developed using the Consumer Expenditure (CEX) surveys conducted by the Bureau of Labor Statistics and the Census of Retail Trade conducted by the US Census. Current-year (CY) supply and demand estimates and five-year (5Y) demand projections are available for all standard census, postal, and marketing geographies.

Data Sources for Potential Sales:

> Census of Retail Trade (CRT) Annual Survey of Retail Trade
> Claritas Business-Facts
> Census of Employment Wages
> State Sales Tax reports
> Trade Associations
> Demand Side Estimates

Data Sources for Potential Expenditures:

> Consumer Expenditure Survey (CEX) Global Insights
> Claritas Current Year demographics
> Trade Associations

The Nielsen Claritas Retail Market Power™ (RMP) allows you to compare supply and demand to determine potential sources of revenue growth at any standard or user defined geographic level. Such comparison can be achieved at the retail outlet level or the merchandise line level. An opportunity gap appears when household expenditure levels for a specific geography are higher than the corresponding retail sales estimates. This difference signifies that resident households are meeting the available supply and supplementing their additional demand potential by going outside of their own geography. The opposite is true in the event of an opportunity surplus which occurs when the levels of household expenditures are lower than the retail sales estimates. In this case, local retailers are attracting residents from other areas to their stores.

RETAIL CATEGORIES

Vehicle and Parts Dealers
New and used automobile dealers, motorcycle dealers, recreational vehicle dealers, all terrain vehicle dealers, boat dealers, auto parts stores, auto accessories stores and tire dealers

Furniture and Home Furnishings Stores
Furniture stores, home furnishing stores, home decorating stores and floor covering stores

Electronics and Appliance Stores
Household appliance stores, electronics stores, computer and software stores and camera and photographic equipment stores

Building Materials and Garden Supply Stores
Building material and supply dealers, home improvement centers, paint and wallpaper stores, hardware stores, lumberyards, lawn and garden stores, outdoor power equipment stores, nursery and garden centers

Food and Beverage Stores
Grocery stores, supermarkets, convenience stores, specialty food stores and beer, wine and liquor stores

Health and Personal Care Stores
Pharmacies, drug stores, cosmetic dealers, beauty supply stores, perfume stores, optical goods stores, health care stores and personal care stores

Gasoline Stations
Gasoline stations and gasoline stations with convenience stores

Clothing and Clothing Accessories Stores
Men's clothing stores, women's clothing stores, children's and infant's clothing stores, family clothing stores, clothing accessories stores, shoe stores, jewelry stores, luggage stores, leather goods stores

Sporting Goods and Hobby Stores
Sporting goods stores, hobby stores, toy stores, sewing and needlework stores, musical instrument and supplies stores, book stores, newsstands, music stores

General Merchandise Stores
Department stores and other general merchandise stores

Miscellaneous Store Retailers
Florists, office supply stores, stationery stores, gift and souvenir stores, used merchandise stores and other miscellaneous retailers

Foodservice and Drinking Places
Full-service restaurants, limited-service eating places, special foodservices, taverns and bars

RETAIL CATEGORY	POTENTIAL SALES	ACTUAL SALES	SURPLUS/LEAKAGE
Motor Vehicle and Parts Dealers	$167,346,566	$215,219,650	($47,873,084)
Automotive Dealers	$140,479,513	$170,742,022	($30,262,509)
Other Motor Vehicle Dealers	$15,281,264	$6,097,466	$9,183,798
Automotive Parts and Accessories	$11,585,787	$38,380,162	($26,794,375)
Furniture and Home Furnishings	$17,013,474	$12,525,365	$4,488,109
Furniture	$9,011,204	$8,236,995	$774,209
Home Furnishings	$8,002,270	$4,288,371	$3,713,899
Electronics and Appliances	$18,413,866	$5,933,613	$12,480,253
Appliances, TVs, Electronics	$13,668,910	$5,442,827	$8,226,083
Household Appliances	$3,303,390	$3,874,146	($570,756)
Radio, Television, Electronics	$10,365,520	$1,568,681	$8,796,839
Computer and Software	$3,922,478	$490,785	$3,431,693
Photographic Equipment	$822,477	$0	$822,477
Building Materials and Garden Eqpt	$82,920,299	$53,775,464	$29,144,835
Building Materials	$74,292,226	$46,093,931	$28,198,295
Home Centers	$29,717,451	$243,398	$29,474,053
Paint and Wallpaper	$1,827,907	$0	$1,827,907
Hardware	$7,486,404	$17,401,073	($9,914,669)
Other Build Materials	$35,260,464	$28,449,459	$6,811,005
Lumberyards	$13,922,864	$11,123,732	$2,799,132
Lawn and Garden Supplies	$8,628,072	$7,681,534	$946,538
Outdoor Power Equipment	$1,767,055	$2,300,399	($533,344)
Nursery and Garden Centers	$6,861,018	$5,381,135	$1,479,883
Food and Beverage Stores	$127,223,728	$90,209,538	$37,014,190
Grocery Stores	$115,577,650	$88,153,413	$27,424,237
Supermarkets	$109,568,863	$79,926,719	$29,642,144
Convenience Stores	$6,008,787	$8,226,693	($2,217,906)
Specialty Food Stores	$3,559,862	$490,081	$3,069,781
Beer, Wine and Liquor Stores	$8,086,219	$1,566,045	$6,520,174
Health and Personal Care	$60,610,245	$41,670,008	$18,940,237
Pharmacies and Drug Stores	$52,755,679	$41,179,357	$11,576,322
Cosmetics and Beauty Supplies	$2,215,011	$169,268	$2,045,743
Optical Goods	$1,728,610	$0	$1,728,610
Other Health and Personal Care	$3,910,944	$321,383	$3,589,561
Gasoline Stations	$98,053,372	$263,867,634	($165,814,262)
Gasoline with Convenience Store	$73,525,971	$167,904,997	($94,379,026)
Other Gasoline Stations	$24,527,401	$95,962,636	($71,435,235)

RETAIL CATEGORY (cont)	POTENTIAL SALES	ACTUAL SALES	SURPLUS/LEAKAGE
Clothing and Clothing Accessories	$38,544,433	$23,470,498	$15,073,935
Clothing	$27,649,675	$16,479,207	$11,170,468
Men's Clothing	$1,725,753	$0	$1,725,753
Women's Clothing	$6,712,870	$1,695,161	$5,017,709
Children's Clothing	$1,833,147	$0	$1,833,147
Family Clothing	$14,903,975	$14,453,403	$450,572
Clothing Accessories	$631,364	$58,572	$572,792
Other Clothing	$1,842,565	$272,071	$1,570,494
Shoes	$5,734,784	$4,619,048	$1,115,736
Jewelry	$4,705,750	$2,309,422	$2,396,328
Luggage and Leather Goods	$454,225	$62,821	$391,404
Sporting Goods, Hobby, Book Music	$16,295,996	$2,438,337	$13,857,659
Sporting Goods	$5,800,620	$399,256	$5,401,364
Hobby, Toys, Games	$3,959,564	$92,799	$3,866,765
Sew, Needlework, Piece Goods	$906,218	$30,295	$875,923
Musical Instruments	$1,065,249	$120,382	$944,867
Book Stores	$2,792,341	$939,540	$1,852,801
News Dealers and Newsstand	$200,703	$0	$200,703
Prerecorded Tapes, CDs, Record	$1,571,302	$856,065	$715,237
General Merchandise	$121,482,513	$147,203,870	($25,721,357)
Miscellaneous Retailers	$25,341,353	$18,533,963	$6,807,390
Florists	$1,725,972	$2,080,811	($354,839)
Office Supplies, Stationery, Gifts	$9,125,525	$3,248,325	$5,877,200
Used Merchandise	$1,801,592	$1,490,390	$311,202
Other Miscellaneous	$12,688,262	$11,714,437	$973,825
Non-Store Retailers	$68,804,228	$33,260,163	$35,544,065
Food and Drink	$92,918,126	$45,778,491	$47,139,635
Full Service Restaurants	$41,706,785	$23,983,137	$17,723,648
Limited Service Restaurants	$39,024,795	$19,969,359	$19,055,436
Special Food	$7,673,978	$635,527	$7,038,451
Drinking Places	$4,512,569	$1,190,467	$3,322,102
TOTAL LEAKAGE			$241,047,713
TOTAL SURPLUS			($259,966,111)
BALANCE			($18,918,398)

RETAIL CATEGORY	POTENTIAL SALES	ACTUAL SALES	SURPLUS/LEAKAGE
Motor Vehicle and Parts Dealers	$31,111,287	$94,957,172	($63,845,885)
Automotive Dealers	$26,141,807	$76,565,945	($50,424,138)
Other Motor Vehicle Dealers	$2,771,938	$3,719,399	($947,461)
Automotive Parts and Accessories	$2,197,542	$14,671,828	($12,474,286)
Furniture and Home Furnishings	$3,227,511	$8,187,201	($4,959,690)
Furniture	$1,713,874	$5,704,795	($3,990,921)
Home Furnishings	$1,513,637	$2,482,406	($968,769)
Electronics and Appliances	$3,577,923	$3,977,904	($399,981)
Appliances, TVs, Electronics	$2,657,896	$3,561,604	($903,708)
Household Appliances	$626,916	$3,135,543	($2,508,627)
Radio, Television, Electronics	$2,030,980	$426,061	$1,604,919
Computer and Software	$760,635	$416,300	$344,335
Photographic Equipment	$159,392	$0	$159,392
Building Materials and Garden Eqpt	$15,261,890	$9,151,460	$6,110,430
Building Materials	$13,722,714	$9,051,149	$4,671,565
Home Centers	$5,491,877	$0	$5,491,877
Paint and Wallpaper	$340,453	$0	$340,453
Hardware	$1,388,222	$2,220,370	($832,148)
Other Build Materials	$6,502,162	$6,830,779	($328,617)
Lumberyards	$2,632,493	$2,670,833	($38,340)
Lawn and Garden Supplies	$1,539,176	$100,311	$1,438,865
Outdoor Power Equipment	$319,645	$100,311	$219,334
Nursery and Garden Centers	$1,219,531	$0	$1,219,531
Food and Beverage Stores	$23,991,310	$20,297,346	$3,693,964
Grocery Stores	$21,734,198	$19,885,839	$1,848,359
Supermarkets	$20,567,606	$19,885,839	$681,767
Convenience Stores	$1,166,592	$0	$1,166,592
Specialty Food Stores	$669,442	$111,395	$558,047
Beer, Wine and Liquor Stores	$1,587,670	$300,112	$1,287,558
Health and Personal Care	$10,861,217	$22,002,977	($11,141,760)
Pharmacies and Drug Stores	$9,453,446	$21,833,709	($12,380,263)
Cosmetics and Beauty Supplies	$393,703	$169,268	$224,435
Optical Goods	$314,689	$0	$314,689
Other Health and Personal Care	$699,379	$0	$699,379
Gasoline Stations	$17,937,676	$46,279,226	($28,341,550)
Gasoline with Convenience Store	$13,559,811	$39,094,817	($25,535,006)
Other Gasoline Stations	$4,377,865	$7,184,409	($2,806,544)

RETAIL CATEGORY (cont)	POTENTIAL SALES	ACTUAL SALES	SURPLUS/LEAKAGE
Clothing and Clothing Accessories	$7,529,719	$15,615,356	($8,085,637)
Clothing	$5,392,222	$12,264,210	($6,871,988)
Men's Clothing	$339,897	$0	$339,897
Women's Clothing	$1,306,886	$648,179	$658,707
Children's Clothing	$355,241	$0	$355,241
Family Clothing	$2,910,559	$11,343,960	($8,433,401)
Clothing Accessories	$123,211	$0	$123,211
Other Clothing	$356,428	$272,071	$84,357
Shoes	$1,130,997	$2,047,650	($916,653)
Jewelry	$918,440	$1,240,675	($322,235)
Luggage and Leather Goods	$88,060	$62,821	$25,239
Sporting Goods, Hobby, Book Music	$3,197,925	$2,009,329	$1,188,596
Sporting Goods	$1,159,192	$267,156	$892,036
Hobby, Toys, Games	$776,784	$0	$776,784
Sew, Needlework, Piece Goods	$160,825	$0	$160,825
Musical Instruments	$209,266	$76,193	$133,073
Book Stores	$543,442	$809,915	($266,473)
News Dealers and Newsstand	$39,112	$0	$39,112
Prerecorded Tapes, CDs, Record	$309,304	$856,065	($546,761)
General Merchandise	$23,017,924	$73,266,880	($50,248,956)
Miscellaneous Retailers	$4,753,871	$8,505,089	($3,751,218)
Florists	$318,709	$605,638	($286,929)
Office Supplies, Stationery, Gifts	$1,749,666	$1,039,229	$710,437
Used Merchandise	$350,059	$439,881	($89,822)
Other Miscellaneous	$2,335,437	$6,420,341	($4,084,904)
Non-Store Retailers	$12,886,492	$4,200,750	$8,685,742
Food and Drink	$17,771,068	$22,738,698	($4,967,630)
Full Service Restaurants	$7,977,708	$11,258,437	($3,280,729)
Limited Service Restaurants	$7,451,353	$11,039,002	($3,587,649)
Special Food	$1,464,203	$0	$1,464,203
Drinking Places	$877,804	$441,259	$436,545
TOTAL LEAKAGE			$27,571,953
TOTAL SURPLUS			($183,635,528)
BALANCE			($156,063,575)

ABOUT US

Retail Attractions is an economic development consulting firm specializing in market research, creating workable incentive packages and retail recruiting. Our firm believes healthy economic development is a process. Retail Attractions partners with our clients in a coordinated and strategic course of action resulting in extraordinary results. Retail Attractions believes smart, successful retail development is a vital part of a community's economic development program. We leverage our national network of relationships and our proven expertise to bring retailers, developers, landowners and communities together to grow new retail business… one relationship at a time. We partner with our client cities to achieve their community goals through retail development. Far beyond concentric rings, drive times or just another bound report, we develop actionable information and make sure the right people have access to it. In short, we make a difference for your community.

The truth is that anyone or any competent firm can pull demographics for a location based on a radius or a drive time. What makes us different is our custom approach to developing a community's trade area. We evaluate the existing retail options nearby, physical barriers to traffic, natural existing shopping patterns, and the potential draw of new shopping opportunities to develop a custom trade area for each community we serve. Your trade area is prepared by seasoned retail recruitment professionals based on criteria we know is important to the audience who will be receiving the finished marketing materials. We integrate demographic data with data we develop from other sources to create a complete picture of a community... one that will resonate with developers, brokers and retailers. We work with a community to prepare materials and get them in the hands of interested parties rather than merely deliver data that then the community has to send out on its own. We also recognize that "one size DOESN'T fit all" when it comes to trade areas. Some sites may be perfect for a grocery store, with a more localized trade area, while others may support a more regional draw. If your community has unique opportunities that require more than one trade area, we deliver what you need rather than forcing your community into our "standard offering."

Retail Attractions sends our custom marketing material, developed for each city based on the unique characteristics and demographic indicators for that city, to our network of developers, brokers and retailers. In addition, we contact retailers through our accurate, proprietary database to make sure they are aware of opportunities in your city that match their specs.

We have an extensive knowledge of various types of incentives, and their practical application, and the experience to work with city staff to develop a framework for evaluating opportunities and providing creative incentives that result in win-win scenarios for both the public and private sector. Beyond merely a list of incentive possibilities, Retail Attractions serves as an ongoing advisor to city staff, helping to craft incentives that make sense for the city, meet developer's needs and truly encourage new business development.

Retail Attractions understands municipal government and the interplay of political, financial, and regulatory environments. We also understand how development works and what site selectors, developers and retail tenants need to see, hear, and feel from a potential location to move forward. Retail Attractions features a team of research and marketing professionals who assist retail recruiters in developing the necessary data and marketing materials to prove the case for investment in your community. Since beginning Retail Attractions, we have helped our clients launch millions of square feet of retail and reap the associated benefits of additional city revenues, plus new goods and services for citizens, and increasing the quality of life in the community.

OUR STAFF

RICKEY HAYES, PRINCIPAL

During his six years as Economic Development Director for the City of Owasso, Rickey Hayes facilitated new commercial construction totaling more than 4.2 million square feet with more than a quarter of a billion dollars in total value, resulting in a city sales tax base more than double what it had been. Since beginning Retail Attractions, Rickey has helped cities launch millions of square feet of additional retail space and reap the associated benefits in additional revenues, goods and services for their citizens. Rickey has developed an extensive personal network of relationships in the areas of government, retail, land development, real estate and site selection, leasing and tenanting, engineering, creative financing for development projects, and architecture and planning. Rickey holds a Bachelors Degree in Criminal Justice and a Masters Degree in Counseling from Great Plains Baptist College. Rickey is a member of International Council of Shopping Centers (ICSC). Rickey and his wife, Wendy, have four children, and one grandchild.

BOBBY BUSENBURG, MARKET DEVELOPMENT

Bobby has a Bachelor of Science in Business Management from Oklahoma State University. He is the latest addition to the staff and oversees new market development. Bobby researches clients and identifies retailers and developers that would fit a client's specific needs. Bobby works with Rickey to develop a plan to keep clients in front of the development community. Bobby is a member of the International Council of Shopping Centers (ICSC) and is also a licensed pilot with experience in a variety of aircraft. Bobby and his wife live in Tulsa, Oklahoma.

BETH NICHOLS, PROJECT MANAGEMENT

Beth has a Bachelor of Science in Electrical Engineering from Purdue University. She has been with Retail Attractions since inception and manages marketing and recruitment projects at Retail Attractions. Beth is a member of the International Council of Shopping Centers (ICSC).

ROBERT NICHOLS, INFORMATION TECHNOLOGY

Rob has a Bachelor of Science in Electrical Engineering from Oklahoma State University. He has been with Retail Attractions since inception and manages the website, data storage and access for Retail Attractions.

OUR METHODOLOGY

Our Approach

Just as every city has distinctive characteristics, every consulting project is unique. Retail Attractions employs proven strategies to achieve economic development and growth in your community. We offer three tiers of contract service in addition to project-based and short-term engagements, allowing us to tailor our services to each client community's individual needs. Unlike "cookie-cutter" approaches to retail development that return little more than a bound document, partnering with Retail Attractions means you gain an experienced, dedicated staff who will work diligently on your behalf to grow your city. In addition to our tiered services under contract, additional services such as municipal web site development (for the city overall or specifically for economic development), experienced city and economic development PR efforts, and public meetings/input process management are available as well. These types of services may either be included in the contract for an additional cost or may be utilized on a project / as-needed basis by a client city for an additional estimated cost.

Market Assessment

Retail Attractions uses data from a variety of sources to accurately portray the trade area, retail potential and opportunities within a market. Sources used in this report include Nielsen-Claritas, Applied Geographic Solutions (AGS), the City, various state agencies, US Census Bureau, US Economic Survey and US Bureau of Labor information. Retail Attractions combines physical observation, data-driven research and information, retail site selection methodologies and competitive analysis with personal experience and a reputation for finding the right sites for the right retail to create our market assessment reports.

Retail Recruitment

Our relationships with our clients do not end when we deliver our market assessment report. We promote and actively recruit for our clients throughout the term of their contracts through mail, email, web, phone and personal contacts in our comprehensive nationwide contact database. Our diligent pursuit of development for your community assures your community will be on the radar of appropriate national retailers.

The Benefits

Employing Retail Attractions to fulfill the city's need for an economic development professional allows the city to conserve resources that would otherwise be spent for no direct gain including insurance, employment taxes and other benefits. The city can reap the benefit of utilizing an experienced, successful economic development professional without incurring the expense of a full-time exempt employee. Retail Attractions is intimately familiar with development dynamics and can bring our experience, network and concentrated approach to bear immediately on behalf of the city. No valuable time is lost through a "learning the process" or "learning the area" acclimation period. Commercial development often feels painfully slow when observing the process from the outside. From initial interest in a site to doors open for business is often an 18- to 24-month process. Retail Attractions will be with you every step of the way to help your community reach its maximum retail potential.

OUR DATA

Retail Attractions compiles data from a number of sources including Nielsen-Claritas, Applied Geographic Solutions (AGS), the client City, various state agencies, the US Census Bureau, the US Economic Survey and information from the US Bureau of Labor. The primary sources for the demographic information included in this report are Nielsen-Claritas SiteReports and Applied Geographic Solutions (AGS).

Both Nielsen-Claritas and AGS pull data from public and private sources and apply their proprietary algorithm to determine demographic projections and estimates. Retail Attractions has carefully analyzed the resulting statistics and determined the algorithms that best represent the client community and trade area.

Nielsen-Claritas and AGS are highly respected data providers in the retail industry, and both sources calculate estimates for the current year and projections for five years in the future. Both companies produce data at varying geographic levels including national, state, county, city/town, zip code, and block group. These estimates and projections on a defined population can be analyzed according to population characteristics such as age, sex, race, Hispanic ethnicity, income, education, occupation, housing or rate of growth.

The demographic data contained in this report comes from AGS, and the opportunity gap data comes from Nielsen Claritas Retail Market Power™ (RMP). The RMP data allows the comparison of supply and demand to determine potential sources of revenue growth at any standard or user defined geographic level.

If there are any questions about the data used in this report, please contact Retail Attractions, and we will be happy to answer your questions.

ACKNOWLEDGEMENTS

Nielsen and Applied Geographic Solutions are both highly respected data providers. However, these companies use algorithms to make estimates and projections. While these estimates and projections are based on years of research and adjustment, they are still only estimates and projections.

DISCLAIMER

All information is believed to be accurate and is presented in good faith by Retail Attractions, LLC under the terms and protections of the contact between the Client and Retail Attractions, LLC.

While we do expect to successfully complete the objective of increasing commercial investment in your community, it is impossible to guarantee a level of investment or even any investment since market conditions, retailer's business plans, city policies and other market drivers are subject to change at any time and are beyond the control of Retail Attractions, LLC. You understand and agree that any advice provided under this proposal is true and correct to the best knowledge and ability of Retail Attractions, LLC and will be provided in good faith. The city accepts full responsibility for its decisions to act or not act according to said advice and agrees to indemnify and hold harmless Retail Attractions, LLC; its principals, employees, sub-contractors and associates pertaining to outcomes or situations that arise from the advice, materials or other items provided under this proposal agreement.