Retail Summit

ACWORTH, GEORGIA

August 28, 2025
Presented by:

Georgia Power | Economic Development

retail strategies

THOMAS & HUTTON

Georgia Economic Developers Association GEDA

Chattahoochee Technical College

Retail Basics

Mill Graves
Vice President, SE Region
Retail Strategies

Why Retail?

- **Holistic approach:
  retail builds communities**

- **Community vision and economic needs**

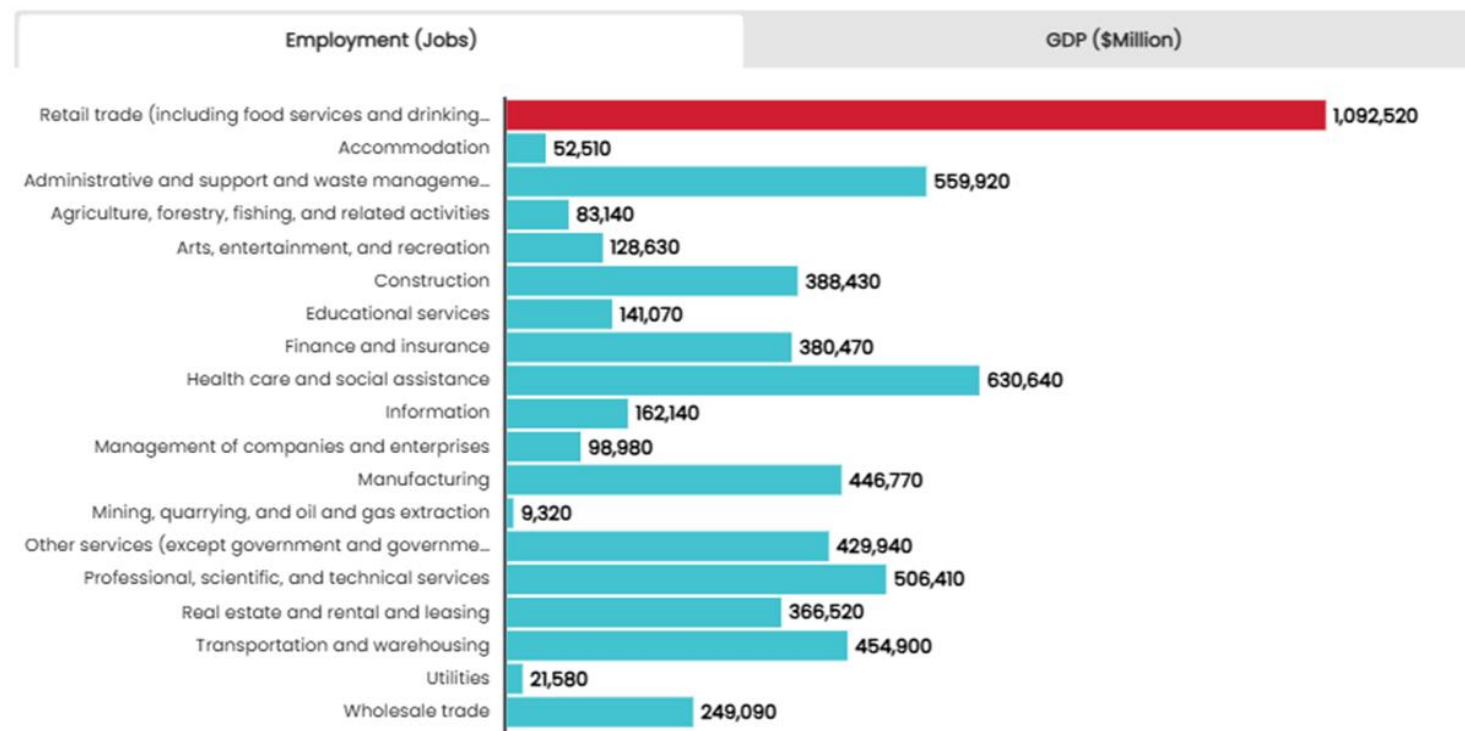- **Business attraction challenges**

Local Economic Impact

Retail Recruitment Ladder

$40+ Million	300 Jobs	$400k 1% tax base
$20+ Million	50 Jobs	$200k 1% tax base
$10+ Million	30 Jobs	$100k 1% tax base
$5+ Million	22 Jobs	$50k 1% tax base
$1+ Million	15 Jobs	$10k 1% tax base

Economic Impact in Georgia

DIRECT EMPLOYMENT AND GDP VALUE BY MAJOR INDUSTRY IN GEORGIA

Employment (Jobs)	GDP ($Million)

Industry	Employment (Jobs)
Retail trade (including food services and drinking...	1,092,520
Accommodation	52,510
Administrative and support and waste manageme...	559,920
Agriculture, forestry, fishing, and related activities	83,140
Arts, entertainment, and recreation	128,630
Construction	388,430
Educational services	141,070
Finance and insurance	380,470
Health care and social assistance	630,640
Information	162,140
Management of companies and enterprises	98,980
Manufacturing	446,770
Mining, quarrying, and oil and gas extraction	9,320
Other services (except government and governme...	429,940
Professional, scientific, and technical services	506,410
Real estate and rental and leasing	366,520
Transportation and warehousing	454,900
Utilities	21,580
Wholesale trade	249,090

Source: PwC, "The Economic Contribution of the U.S. Retail Industry" nrf.com/retailimpact

NRF National Retail Federation

Share

BY THE NUMBERS

$171.1B total impact on GDP

$39.3B direct labor income

168.6K retail establishments

1.1M direct retail employment

1.9M total jobs supported

$67.4B direct impact on GDP

28% of jobs in the state are supported by the retail industry

Source: NRF 2024

Industry Definitions

Deal Making Terms Resource & Retail Glossary "Cheat Sheet"

Knowledge base:

- Trends and types (keeping the pulse in an evolving industry and business)
- Site selection, market analysis, & players
- Development process & operations

Roadmap for the public sector:

- Downtown tenants vs. national brands
- Each community has a unique retail fingerprint → Elevator Pitch
- Proactive business attraction, retailer-decision maker relationships
- Advocacy and resource for existing business and property owners

Retail Development Types

Industry & Professional Resources:

General-Purpose & Specialized Centers:

Downtown → Regional Malls

U.S. Shopping-Center Classification and Typical Characteristics*

Type of Shopping Center	Concept	Typical GLA Range (Sq. Ft.)	Acres	# of Anchors	% Anchor GLA	Typical Number of Tenants	Typical Type of Anchors	Trade Area Size
General-Purpose Centers								
Community Center ("Large Neighborhood Center")	General merchandise or convenience-oriented offerings. Wider range of apparel and other soft goods offerings than neighborhood centers. The center is usually configured in a straight line as a strip, or may be laid out in an L or U shape, depending on the site and design.	125,000–400,000	10–40	2+	40-60%	15-40 stores	Discount store, supermarket, drug, large-specialty discount (toys, books, electronics, home improvement/furnishings or sporting goods, etc.)	3-6 miles
Neighborhood Center	Convenience-oriented.	30,000–125,000	3-5	1+	30-50%	5-20 stores	Supermarket	3 miles
Strip/Convenience	Attached row of stores or service outlets managed as a coherent retail entity, with on-site parking usually located in front of the stores. Open canopies may connect the storefronts, but a strip center does not have enclosed walkways linking the stores. A strip center may be configured in a straight line, or have an "L" or "U" shape. A convenience center is among the smallest of the centers, whose tenants provide a narrow mix of goods	< 30,000	<3	Anchor-less or a small convenience-store anchor.	N/A	N/A	Convenience store, such as a mini-mart.	<1 mile

Retail Development Types

Single Tenant
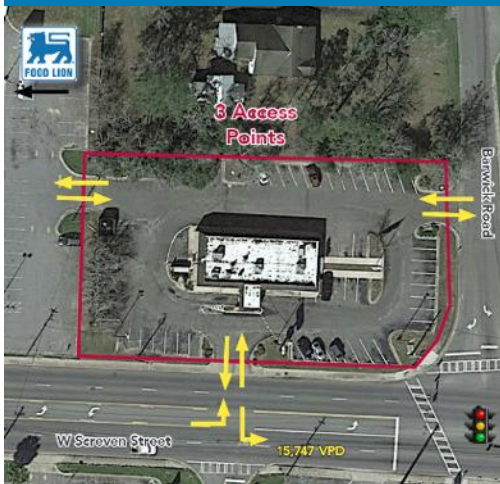
- Convenience
- +/- 1 acres
- Capture Target Area: 1-3 miles

Multi-tenant

- Convenience
- +/- 1-3 acres
- Capture Area: 1-3 miles

Grocery Anchored

- Neighborhood (1-2 anchors)
- +/- 3-10 acres (30K-125K sf)
- Capture Area: 3-6+ miles

Retail Development Types

Junior Box/Community Center

- 2+ anchors (40-60% GLA)
- 10-40 acres (125-400K sf)
- Capture Area: 3-10+ Miles

Power Center

- 3+ anchors (70-90% GLA)
- 25-80 acres (250-600K sf)
- Capture Area: 5-15 miles

Downtown

- Community Mixed Use Neighborhood
- 15–20-minute walkshed/Human Scale
- Capture Area: 10+ miles

Retail Establishment Descriptions

Retail Sales

Category	Annualized Sales per Square Foot					Occupancy Cost*
	Rolling 12 Months		Calendar Year			Rolling 12 Months
	Sum	YoY % Change	2022	2023	2024	Average
Apparel	$274	-0.2%	$265	$269	$280	8.8%
Beauty Supplies	$931	7.0%	$724	$860	$905	4.7%
Craft	$136	3.0%	$145	$133	$125	12.0%
Department Store	$280	-16.4%	$312	$337	$302	4.1%
Dollar Store	$161	10.8%	$149	$144	$153	8.0%
Fast Food	$782	3.5%	$712	$748	$776	6.4%
Fitness	$115	-1.4%	$108	$117	$113	20.7%
Hair	$308	5.1%	$271	$286	$307	14.0%
Home Goods	$217	6.0%	$282	$207	$219	8.7%
Home Improvement	$337	4.5%	$303	$316	$343	4.3%
Movie Theater	$106	-5.9%	$90	$112	$110	24.0%
Pet Supplies	$324	-10.6%	$324	$370	$341	8.5%
Restaurant	$651	0.3%	$629	$655	$643	6.7%
Salon	$443	6.1%	$417	$412	$441	10.5%
Services	$477	2.9%	$431	$446	$487	9.2%
Shoes	$261	-2.4%	$274	$270	$263	10.3%
Specialty Food	$591	4.9%	$558	$562	$585	10.1%
Specialty Restaurant	$183	-9.8%	$197	$201	$193	14.8%
Specialty Retail	$418	3.1%	$466	$411	$411	7.3%
Sporting Goods	$407	11.4%	$380	$369	$363	2.3%
Supermarket	$630	0.2%	$600	$613	$659	2.5%

U.S. National Sales Productivity and Occupancy Costs by Category
(Rolling 12 Months: April 2024 – March 2025)

Defining A Retail Trade Area

- **Retail markets (store type, local, regional, etc.) are defined by a specific geographic boundary**

- **Derived from market characteristics and data analysis**
  - Local knowledge and intel
  - Geography
  - Rings/ DT Radii Analysis vs. Mobile Data Collection
  - Demand: demographic and employment trends, household characteristics, HH income and expenditures, non-resident patterns
  - Supply: location/characteristics/sales of existing centers, capture rate of competition, space availability, absorption, sales trends by category, proposed retail

- **Trade area for specific sites vs. community market**
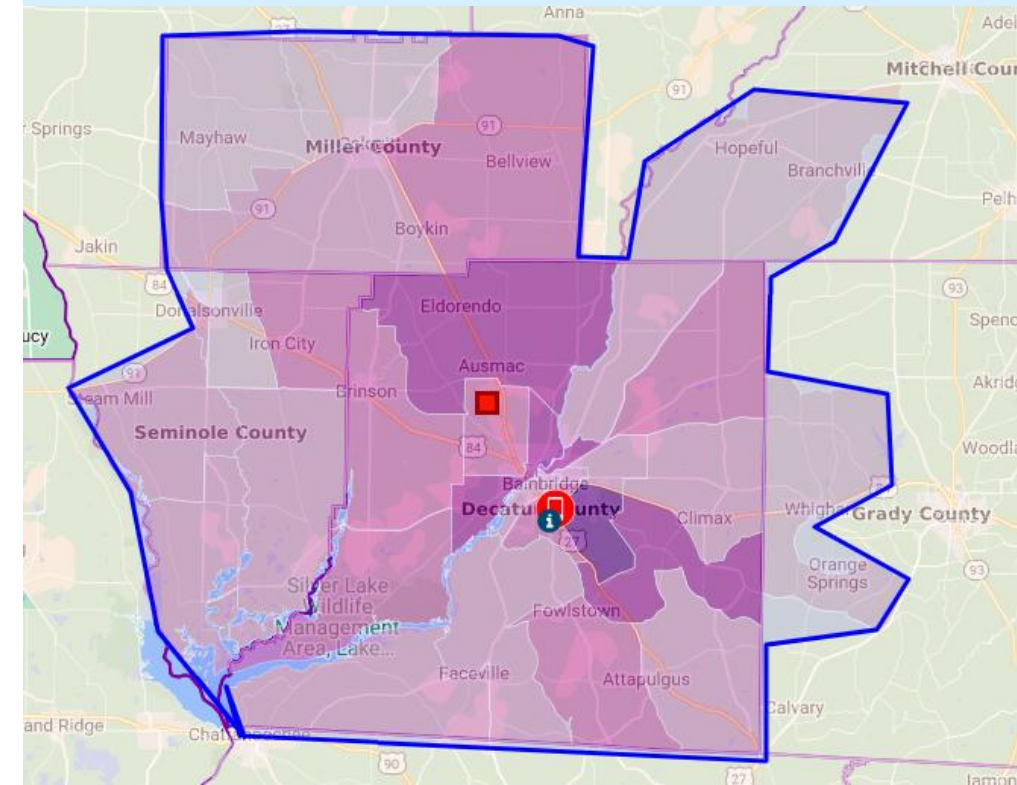
Retail Market Tiers

- **Primary Trade Area:** 70-80% of customer base

- **Secondary Trade Area**: 15-20% of customer base
  - Heavily influenced by existing centers nearby

- **Tertiary Trade Area (fringe): tourists/visitors traveling greater distances to market**
  - Specialty centers and downtowns

Application: Determining market niche opportunities, capture rates, potential tenant mix, and feasibility of development/redevelopment concept
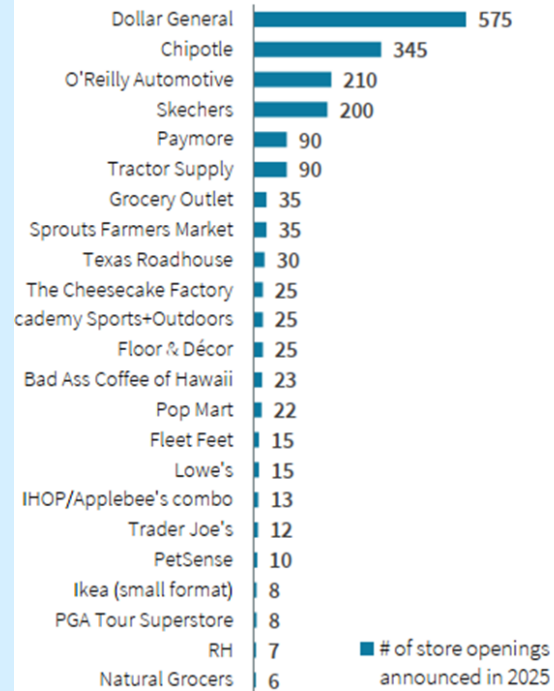
How far will customers travel?

1-7 Min	
8-12 Min	
13-16 Min	
17-20 Min	
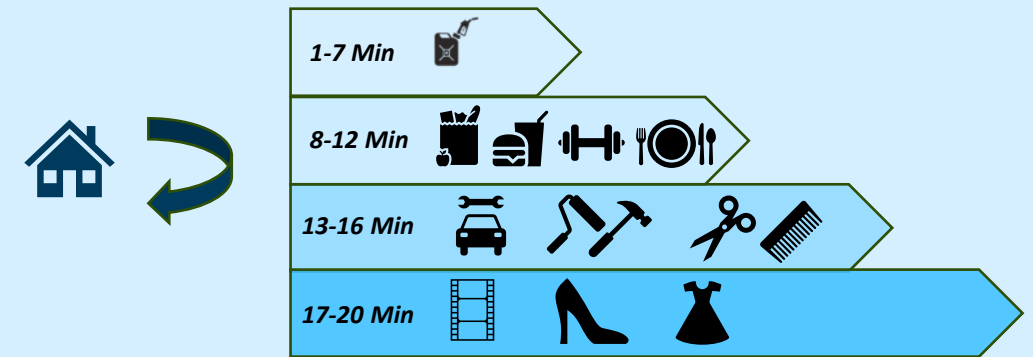
Average distance when shopping at a preferred grocery store — 3.8 mi

Average distance to nearest grocer — 2.2 mi

Retailer Decision Makers

- **Expansion Minded Retailers & Cycles**
  - Target (300), Walmart (150), Aldi (800)
  - Retailers 2,500 sf or less accounted for 2/3 of transactions in 2024

- **The Players:**
  - Corporate real estate
    - Director, regional mgr. , committee
    - Franchise driven concepts
  - Tenant representatives
  - Developer
  - Landlord, broker

Announced retailer openings - 2025

Retailer	# of store openings announced in 2025
Dollar General	575
Chipotle	345
O'Reilly Automotive	210
Skechers	200
Paymore	90
Tractor Supply	90
Grocery Outlet	35
Sprouts Farmers Market	35
Texas Roadhouse	30
The Cheesecake Factory	25
Academy Sports+Outdoors	25
Floor & Décor	25
Bad Ass Coffee of Hawaii	23
Pop Mart	22
Fleet Feet	15
Lowe's	15
IHOP/Applebee's combo	13
Trader Joe's	12
PetSense	10
Ikea (small format)	8
PGA Tour Superstore	8
RH	7
Natural Grocers	6

Source: PNC Creditntell, JLL

Retailers backfilling vacated spaces

Bed Bath & Beyond	Big Lots
Bob's Discount Furniture	Burlington
Burlington	Aldi
Nordstrom Rack	Crunch Fitness
PGA Tour Superstore	Grocery Outlet
REI	Springs Pickleball

Drug stores	Forever 21
Dollar General	Primark
Dumbo Market	
Dollar Tree	
Boot Barn	Elev8 Fun Indoor Adventure
Barnes & Noble	

Prospects & Site Criteria

Retail Category → Appropriate Retailer

- Food & beverage → DUNKIN'
- Retail tag → five BEL°W
- Grocery → Publix

DUNKIN' DONUTS®

Food & Beverage

Demographic Radius Ring Requirement:	3
Minimum Population Requirement:	9,000
Household Income Requirement	$65,000
Traffic Count	20,000 VPD
Number of SF or AC:	1,100 SF
Location Comments:	Standard "Vanilla" shell with improvements. Morning side of roadway, drive-thru window preferred. Free standing, shared pad, or end cap located in mix use "major tenant" community shopping center with national or regional tenant.

Deal Approval Timeline- Delivery

18-36 Month Timeline / Retail Drives the Decision / Small percentage of proposed sites = New opening

Wall Street

Local Tenant Representation

Identify Sites

Proforma

Real Estate Committee

Developer

Real Estate Director

Identify Markets

TR Presents Site to RED

Letter of Intent

Lease

Opening
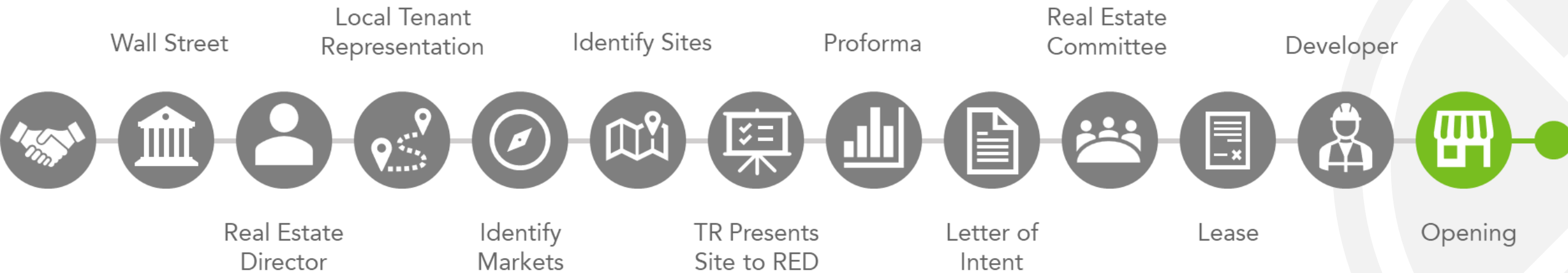
It's all about PROFIT!

Retail Trends

Retail Trends

Customer reference

Rise & impact of experiential retail

Smaller footprints

Growing/Shrinking/Dead brands

2025 Brands

Cracker Barrell

sweetgreen
Washington, DC
650 SF

SHAKE SHACK
New York, NY
>30 SF

STARBUCKS COFFEE
Seattle, WA
1,000 SF

CHIPOTLE MEXICAN GRILL
Denver, CO
1,000 SF

JIMMY JOHN'S
Charleston, IL
620 SF

F&B, fitness and healthcare drive leasing activity

% of leasing: Jan-Nov 2024

F&B services	
Fitness	
Education/Healthcare	
Personal services	
Entertainment	
Financial services	
Discounter	14.0%
Food & beverage stores	11.6%
General merchandise	5.3%
Automobile	4.3%
Home improvement	3.8%
Furniture	3.5%
Sporting goods/books/hobby	3.2%
Clothing	3.0%
Misc. stores	2.1%
Home furnishings	1.4%
Health & personal care	1.0%

■ Services   ■ Goods
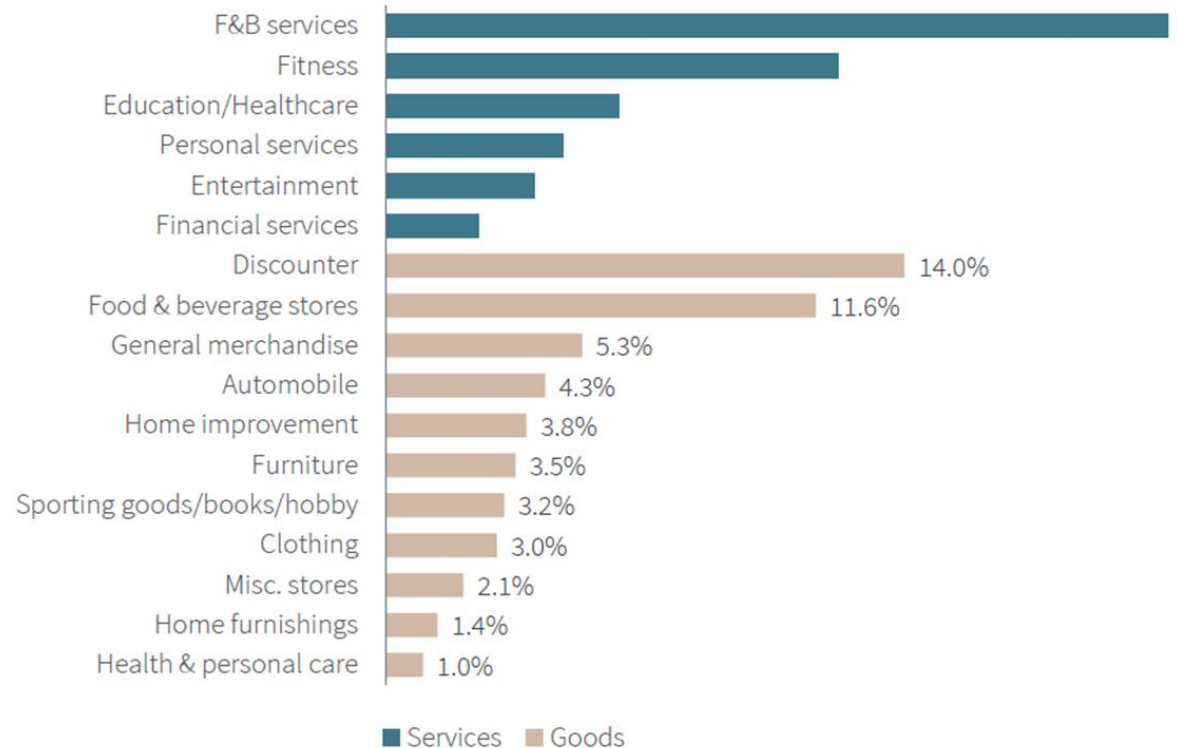
Source: CoStar Analytics

10-yr Bond Effects on Commercial Real Estate

"

One of the most immediate impacts on the commercial real estate markets is the increase in borrowing costs. As treasury yields rise, so do interest rates for commercial loans. With every 100 basis point increase in long-term interest rates results in a 60 basis point rise in commercial real estate cap rates. With the increased cost of borrowing, investors and builders see returns begin to drop, which inevitably pushes values down to compensate for lower returns. The added pressure of alternative investments becoming more attractive will add to the downward pressure of commercial real estate values.

"

– Nick Solomon, JamesGroupRE

What can the tenant afford for rent?

Depends…
- What is the model – drive-thru, dine-in, average menu item price?
- How important is location?
- Need to be in proximity to primary trip generators?

General rule of thumb is 8-10% of gross revenue of the store.

US average per square foot ~$30/SF/yr

What can the developer afford to build?

Depends…

- What is their business model – stabilize and sell, hold?
- How important is cash flow vs capital?
- Tax implications for potential buyers?

General rule of thumb is a merchant developer aims for a 1.5-2.5% Cap spread to sell the project to the secondary buyer.

US average per square foot of retail construction ~$300-450

Source: https://insights.cumming-group.com/costs-per-unit/

NOI	see below										
Total Development Costs			$ 6,235,255	Year of Sale	10						
Debt (loan to costs)	80%		$ 4,988,204								
Equity (land valued at $0)	20%		$ 1,247,051								
				Perm Loan Terms:							
				Interest Rate	0.06						
Going-in Cap Rate	7.34%	13.63 x		Amortization (yrs)	30						
Exit Cap Rate	6.58%	15.20 x		Loan Constant	7.19%						
Debt Yield	9.17%			Debt Service	$ 358,882						
NOI Growth											
Cost of Sale	3%										

CASH FLOWS:

	Initial	80%NOI	stabilized								
Year	0	1	2	3	4	5	6	7	8	9	10
Unlevered Cash Flow											
Development Costs/Purchase/Sale	$ (6,235,255)										$ 7,350,000
Cost of Sale											$ (220,500)
NOI		$ 366,000	$ 457,500	$ 466,800	$ 465,800	$ 465,800	$ 475,100	$ 474,100	$ 474,100	$ 483,400	$ 483,400
Total	$ (6,235,255)	$ 366,000	$ 457,500	$ 466,800	$ 465,800	$ 465,800	$ 475,100	$ 474,100	$ 474,100	$ 483,400	$ 7,612,900
Yield		5.9%	7.3%	7.5%	7.5%	7.5%	7.6%	7.6%	7.6%	7.8%	
Total Return on Asset	8%										
FINANCING											
Origination (repayment)	4,988,204										(4,444,867)
Debt Service		$ (358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)
Total	4,988,204	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(358,882)	(4,803,749)
Debt Service Coverage Ratio		1.02	1.27	1.30	1.30	1.30	1.32	1.32	1.32	1.35	1.58
LEVERED CASH FLOW	$ (1,247,051)	$ 7,118	$ 98,618	$ 107,918	$ 106,918	$ 106,918	$ 116,218	$ 115,218	$ 115,218	$ 124,518	$ 2,809,151
Cash on Cash		0.6%	7.9%	8.7%	8.6%	8.6%	9.3%	9.2%	9.2%	10.0%	
											$ 3,707,816
TOTAL RETURN ON EQUITY	14%										
NPV @ 8%	$599,351.11	8%									
Equity Multiple	2.97										

WIIFM?

QSR							
			Millage	40% FMV	Local Sales Tax		Fiscal Impact/year
Investment	$1,000,000		32.21	$400,000.0			$12,884
Annual Taxable Sales	$2,000,000				3%		$60,000
							$72,884

Shopping Center - 80,000SF							
			Millage	40% FMV	Local Sales Tax		Fiscal Impact/year
Investment	$8,000,000		32.21	$3,200,000.0			$103,072
Annual Taxable Sales	$25,000,000				3%		$750,000
							$853,072

What's in it for me?

Managing Expectations

Mill Graves
Vice President, SE Region
Retail Strategies

Andy Camp
Regional Director Economic Development
Thomas & Hutton

Data Review

Data Application

- **1000s of data variables – what data points do retailers focus on?**

- **Data and corresponding narrative gets you in the game for attainable prospects and targets**
  - Key demographics, site specific information, current economic drivers (jobs, housing starts, capital improvements)

- **Challenges and opportunities revealed**
  - Historic and projected growth indicators (income, household, population)
  - Daytime population, traffic counts, consumer patterns

Key Indicators – Community Playbook

Category	3-Mile Radius	5-Mile Radius	10-Mile Radius	5-Minute Drive Time	10-Minute Drive Time	15-Minute Drive Time
Current Year Estimated Population	15,107	20,675	29,658	8,526	20,798	28,436
Number of Households	6,011	8,209	11,555	3,546	8,233	11,059
Median HH Income 2022	$37,489	$39,982	$44,136	$37,619	$40,382	$44,172
Current Year Average Age	39.9	40.5	40.9	40.1	40.4	40.8
Average Home Value	$212,137	$226,403	$253,442	$195,943	$228,367	$257,584
Current Year % Bachelor's Degree	9%	9%	9%	7%	9%	9%
Daytime Population	15,732	20,272	25,174	10,224	20,441	24,659
Labor Force	12,017	16,559	23,935	6,796	16,656	22,929

Consumer Travel Patterns & Visits

- **Establishing a custom trade area (CTA)**

- **Mobile tracking and geofencing**
  - 1 yr+ collection
  - Data updated every 24 hrs.
  - Retail anchors, downtown businesses, civic
  - Relationships validated and strengthened between existing retailer locations and consumer visits

- **Tool supports the trade area but does not solely define the community's retail trade area**
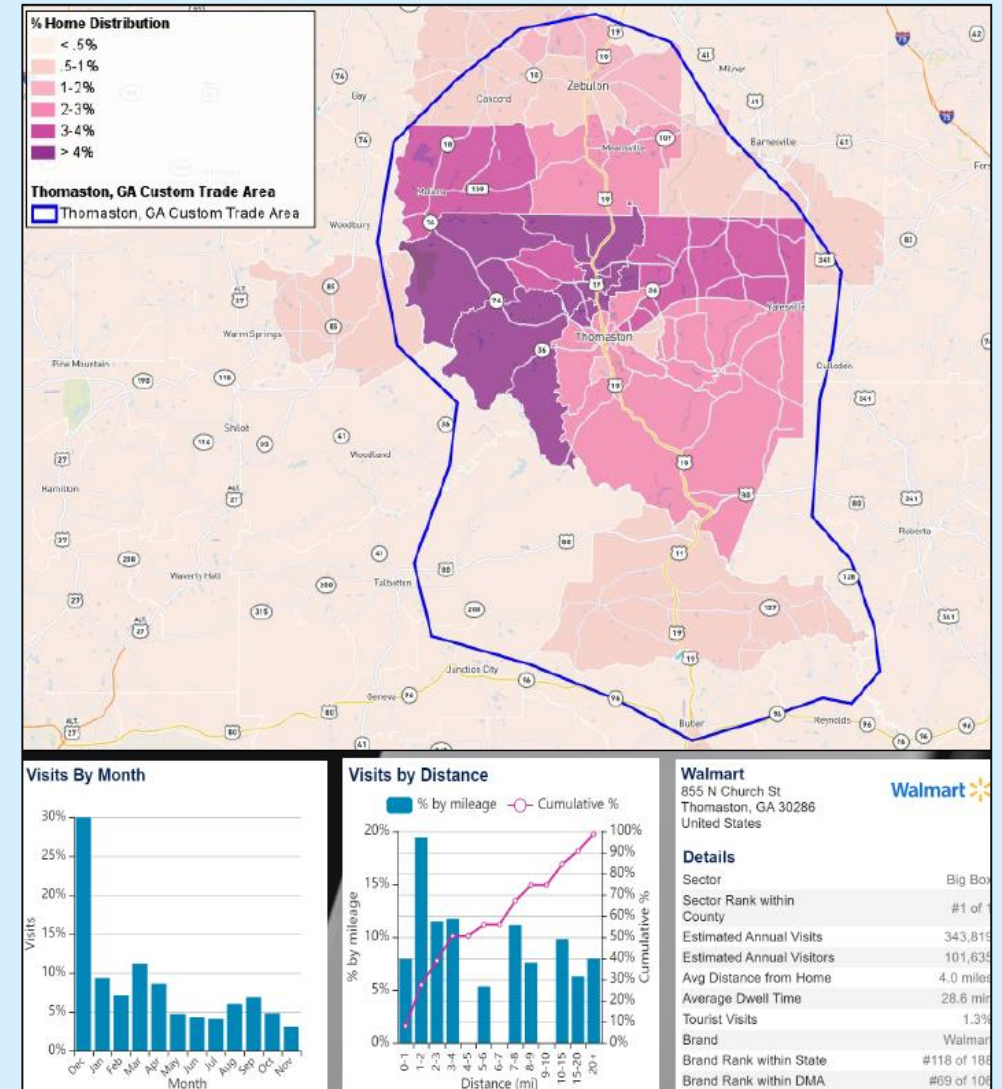
Retailer Performance: Competitive Insights

Restaurant - QSR/Fast Food	Sonic	Acworth, GA: 3497 Baker Road	0.06 NE	0.4	D	➡
Restaurant - QSR/Fast Food	Zaxby's	Acworth, GA: 3511 Baker Rd NW	0.09 NW	2.2	B	⬇
Restaurant - QSR/Fast Food	Popeyes Louisiana Kitchen	Acworth, GA: 3462 Baker Road	0.11 N	0.5	D	⬇
Restaurant - QSR/Fast Food	Wendy's	Acworth, GA: 3550 Baker Rd NW	0.14 NW	2.2	B	⬇
Restaurant - QSR/Fast Food	Arby's	Acworth, GA: 5150 Cowan Rd	0.17 N	0.7	C	➡
Restaurant - QSR/Fast Food	Dairy Queen	Acworth, GA: 4958 Cowan Rd	0.18 W	1.2	C	⬇
Restaurant - QSR/Fast Food	McDonald's	Acworth, GA: 5145 Cowan Rd	0.19 NW	3.8	A	⬇
Restaurant - QSR/Fast Food	Subway	Acworth, GA: 3305 Acworth Oaks Dr	0.28 E	0.2	F	➡
Restaurant - QSR/Fast Food	Hardee's	Acworth, GA: 1275 Hwy 92	0.47 NW	2.8	A	➡
Restaurant - QSR/Fast Food	Culver's	Acworth, GA: 5080 Cherokee St	0.72 N	5.4	A	⬆
Restaurant - QSR/Fast Food	Taco Bell	Acworth, GA: 5080 Cherokee St	1.40 W	2.0	B	➡
Restaurant - QSR/Fast Food	Papa John's	Acworth, GA: 5020 Cherokee St	1.41 W	0.3	D	➡
Restaurant - QSR/Fast Food	Pizza Hut	Acworth, GA: 5070 Cherokee St	1.41 W	0.3	D	➡
Restaurant - QSR/Fast Food	Krystal	Acworth, GA: 5020 Cherokee Road	1.41 W	0.8	C	➡
Restaurant - QSR/Fast Food	KFC	Acworth, GA: 5040 Cherokee Street	1.41 W	0.7	C	➡
Restaurant - QSR/Fast Food	Little Caesars	Kennesaw, GA: 2639 Hickory Grove Rd	1.72 E	0.5	D	⬇
Sports + Recreation Goods	Cabela's	Acworth, GA: 152 Northpoint Parkway	0.49 N	2.1	B	⬆
Shopping Center	Neighborhood	Acworth, GA: 3507 Baker Rd	0.02 NW	1.2	C	➡
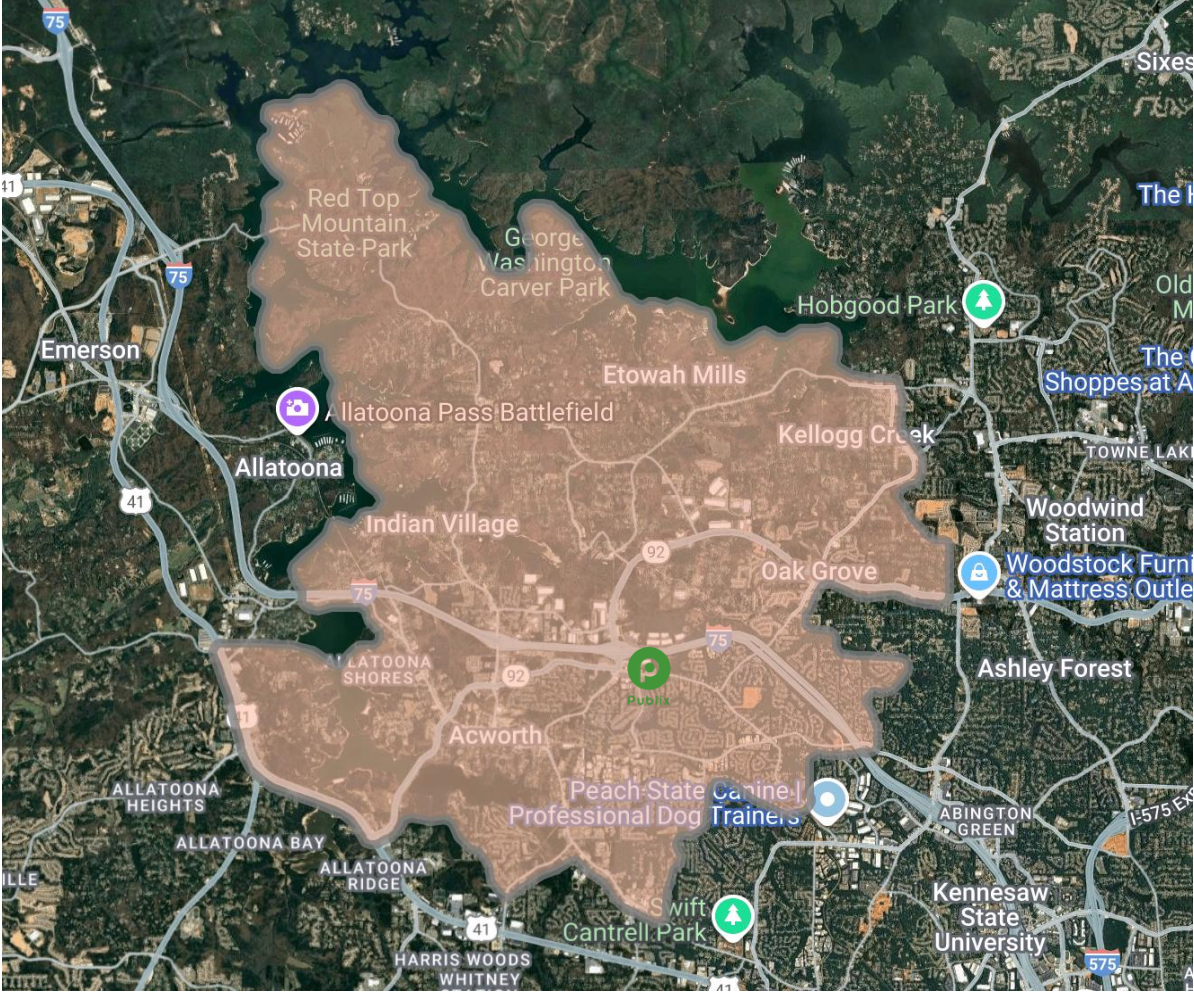
Opportunity Gaps

CUSTOM TRADE AREA
Leakage

Category	Amount
Gasoline Stations	$27,192,334
Building Material and Garden Equipment Stores	$19,453,538
Clothing & Clothing Accessories Stores	$13,107,596
Health & Personal Care Stores	$12,085,330
Department Stores	$11,959,747
Foodservice and Drinking Places	$9,378,752
Beer, Wine & Liquor Stores	$5,609,522
Sporting Goods, Hobby, Book, Music Stores	$3,132,778
Furniture and Home Furnishings Stores	$2,708,951

Site Readiness / Due Diligence

- **Real estate drives go or no-go decisions**

- **Identifying universal site metrics**
  - Parking
  - Ingress/egress
  - Co-tenancy
  - Traffic
  - Signage

- **Inventory of off and on-market opportunities, available space**
  - Certified site potential

- **Value-add and redevelopment potential**

Downtown

- **Aligning inventory with local demand**
  - Supportable square footage
  - Highest best use
  - Void and niche sectors

- **'Main and Main' trade area vs. national retail corridor**
  - Tourism & walkability

- **Market analysis and potential for small business plan support and development**

- **Leverage consumer trends for entrepreneurship**
  - R&D – rip off and duplicate

Retail Demand Projections

- Fitness, 6%
- Recreation, 6%
- F&B, 23%
- Market, 18%
- Fine Dining, 18%
- Salon, 4%
- Gift, 3%
- Boutique, 11%
- Entertainment, 9%
- Wine, 2%
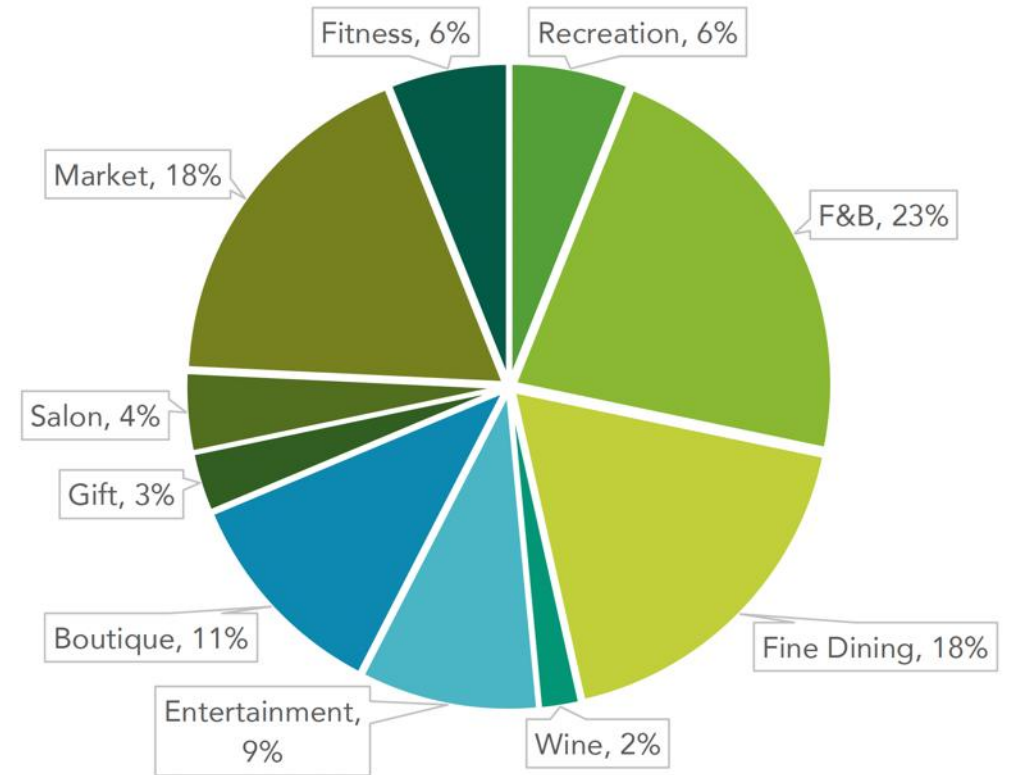
Aligning Efforts with Retailer's Goals

- **Publicly traded retailers**
  - Quarterly performance/benchmarks

- **Retailer bankruptcy = opportunity**
  - Ex. Big Lots

- **Develop and maintain industry relationships**

- **Value of timing in retail site selection**

EXAMPLE: 2025 EXPANDING F&B BRANDS

What Drives Location?

1. **Growth plans/strategies of the company**
2. **Education and skills of workforce**
3. **Population and household growth** (especially for retail/grocery)
4. **Avg household incomes** (but this is more about which retailers locate)
5. **Daytime population and type of jobs** (full-service restaurants)
6. **Strength of the development deal – return to investors and development team**
7. **Ease of development process – time and permit fees**

And good, AFFORDABLE land with utilities and access never hurts.

The Retail Team

- ED Professionals
- Community Leaders
- Property Owners / Landlords
- Developers
- Bankers
- Retailers
- Brokers
- Tenant Reps
- Utilities
- Architects
- Engineers
- Contractors
- Attorneys
- Trade Organizations

Retailer/Restaurant Team

CCIM Feasibility Model

Market

Demand/Supply

Analysis

Financial Analysis

- SITE IN SEARCH OF USER
- USER IN SEARCH OF SITE
- GOALS AND OBJECTIVE
- ALTERNATIVES/DECISION CRITERIA
- "GO/NO GO" DECISION POINTS

Location

Site & Building Analysis

Political & Legal Analysis
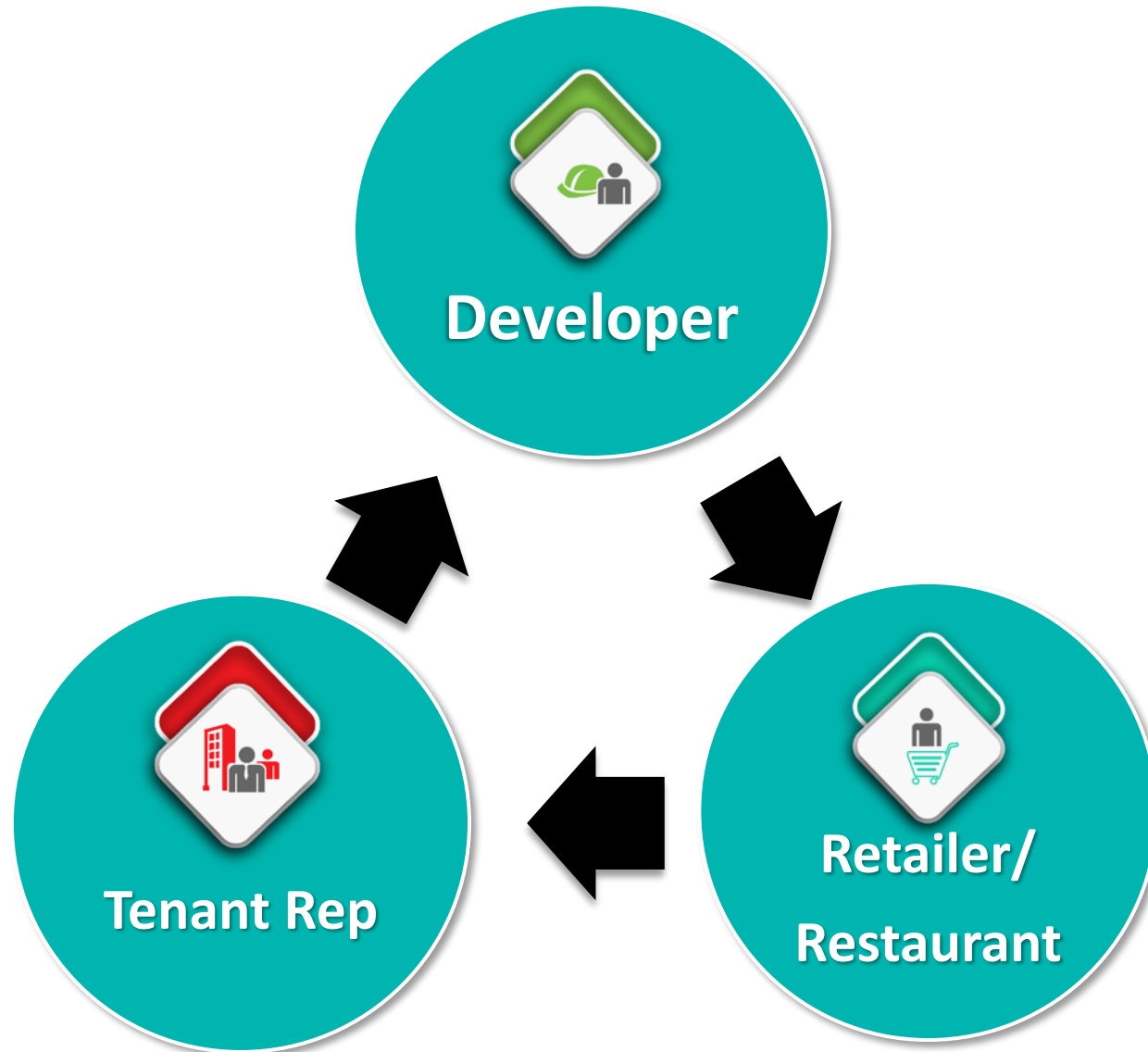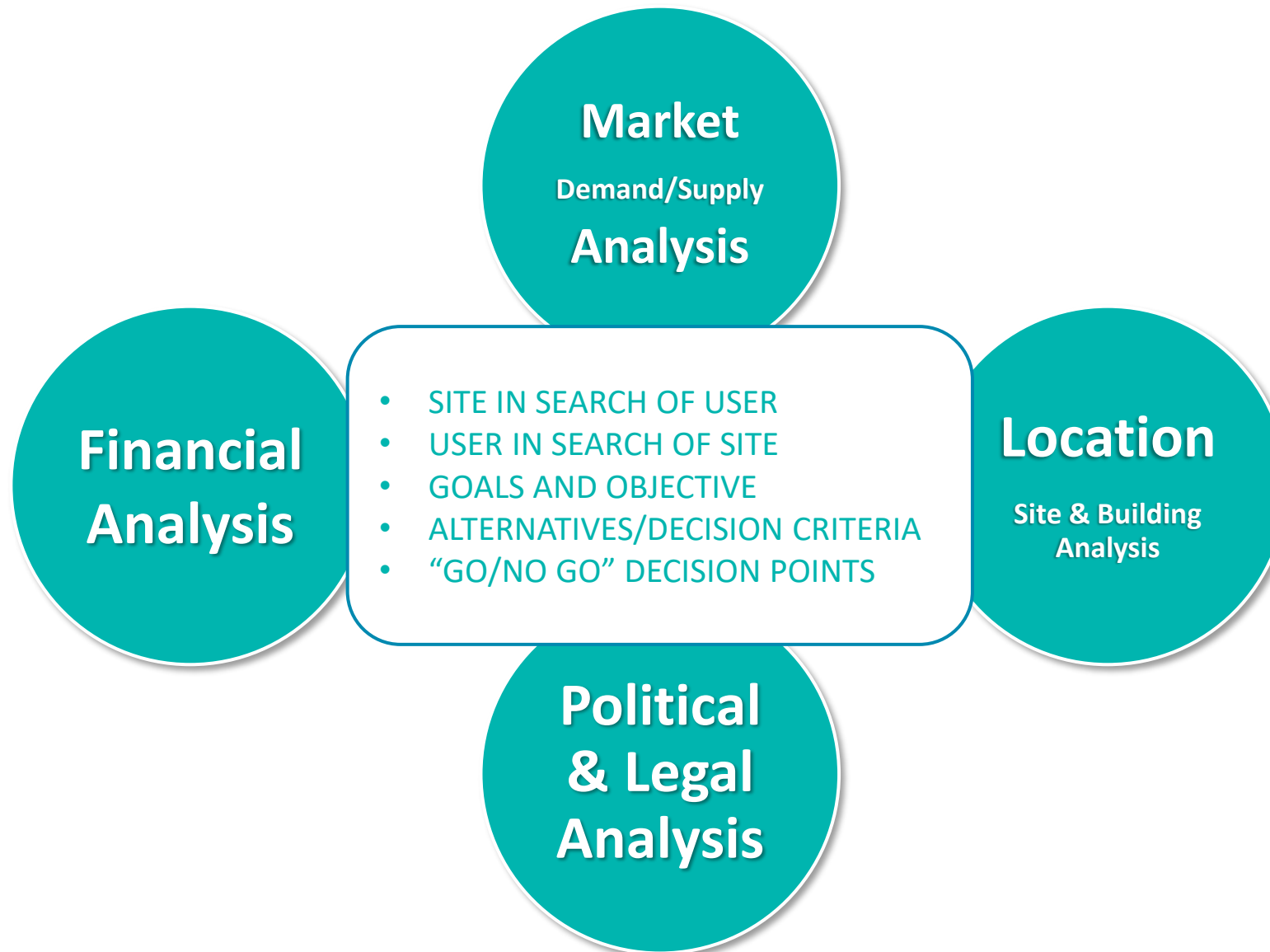
Site Identification

- Visibility
- Demographics
- Trade Area
- Zoning & Entitlements
- Utilities & Infrastructure
- Traffic Volume
- Traffic Generators
- Ingress / Egress
- Co-Tenancy Requirements
- Parking Requirements
- Space Requirements
- Lighting Requirements
- Acceptable Occupancy Cost
- Signage (Storefront & Directional)
- Proactive Community

No	Task	Months																								
1	Developer/Owner Tours Market to Identify Site(s) or Building(s)	■																								
2	Developer/Owner Secures Site and LOI from Tenants		■	■																						
3	Design and Budgeting			■	■																					
4	Tenant(s) Approves Market				■																					
5	Lease Negotiation				■	■																				
6	Secure Funding/Loans				■																					
7	"Go/No-Go" Decision Milestone				◆																					
8	Finalize Design					■	■																			
9	Permitting						■	■																		
10	Construction/Renovation (ranges from 4 months to 1.5 years)							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
11	Move-in and Staffing																			■	■	■		
12	Ribbon Cutting Event																					■		
13	Grand Opening																						◆
14																										
		Year One											Year Two													

Case Study: Thomaston, GA

Case Study: Thomaston, GA

- **Underutilized property**

- **Difficult property owners**

- **Retailer synergy and momentum**

- **Downtown investment**
  - Market study and potential
  - Marriott flag ($20M)
 - Rural zone
  - Property inventory

Thomaston, GA - Longhorn

- Anecdotally, Thomaston population wanted this brand and made claims to drive to Griffin frequently for it.

- Studied Griffin, GA location as most frequented by Thomaston Trade Area, data proved it.

- Peer analysis indicated location of the brand in similar locations to the community/trade area – pop and income

Next steps?

- Contacted brand team and tenant rep

- Shared idea and data supporting the potential

- Shared potential sites with contact information for owners/reps of sites

- Follow up – artful and polite

Trade Area Coverage by Distance

Griffin, GA Location
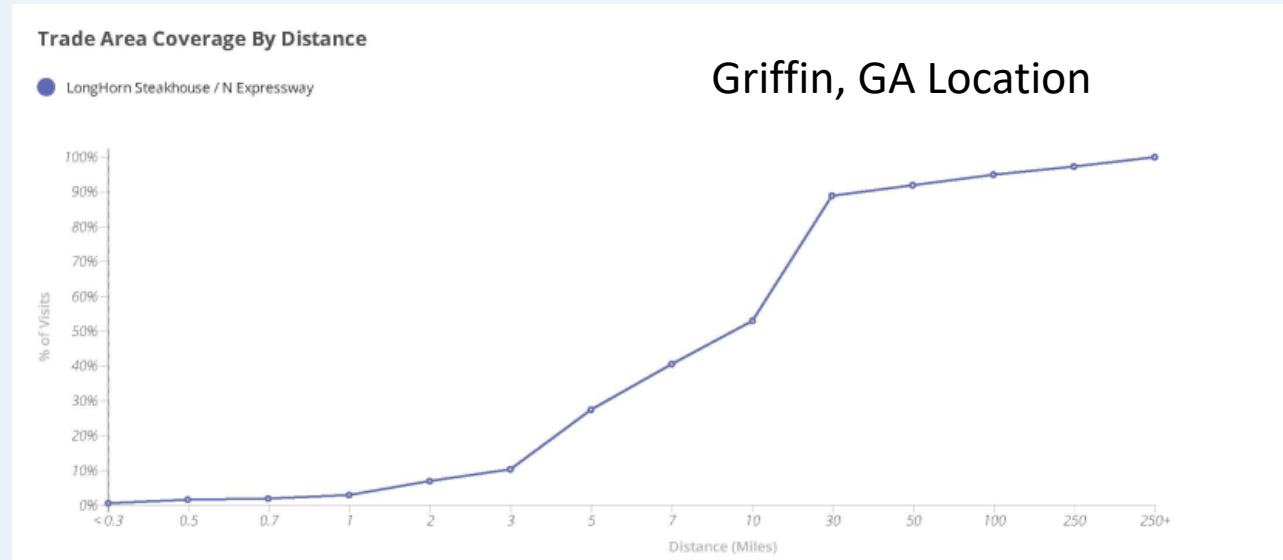
Rank by Chain Overview
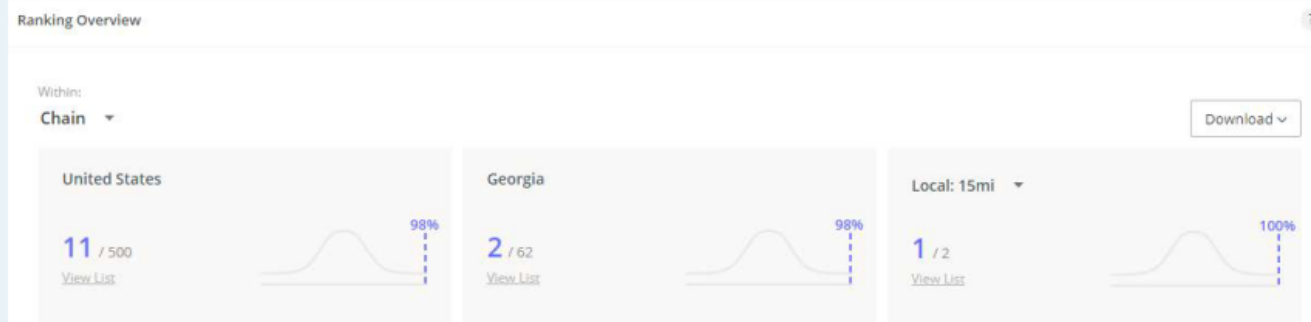
Other Longhorn Locations of Interest
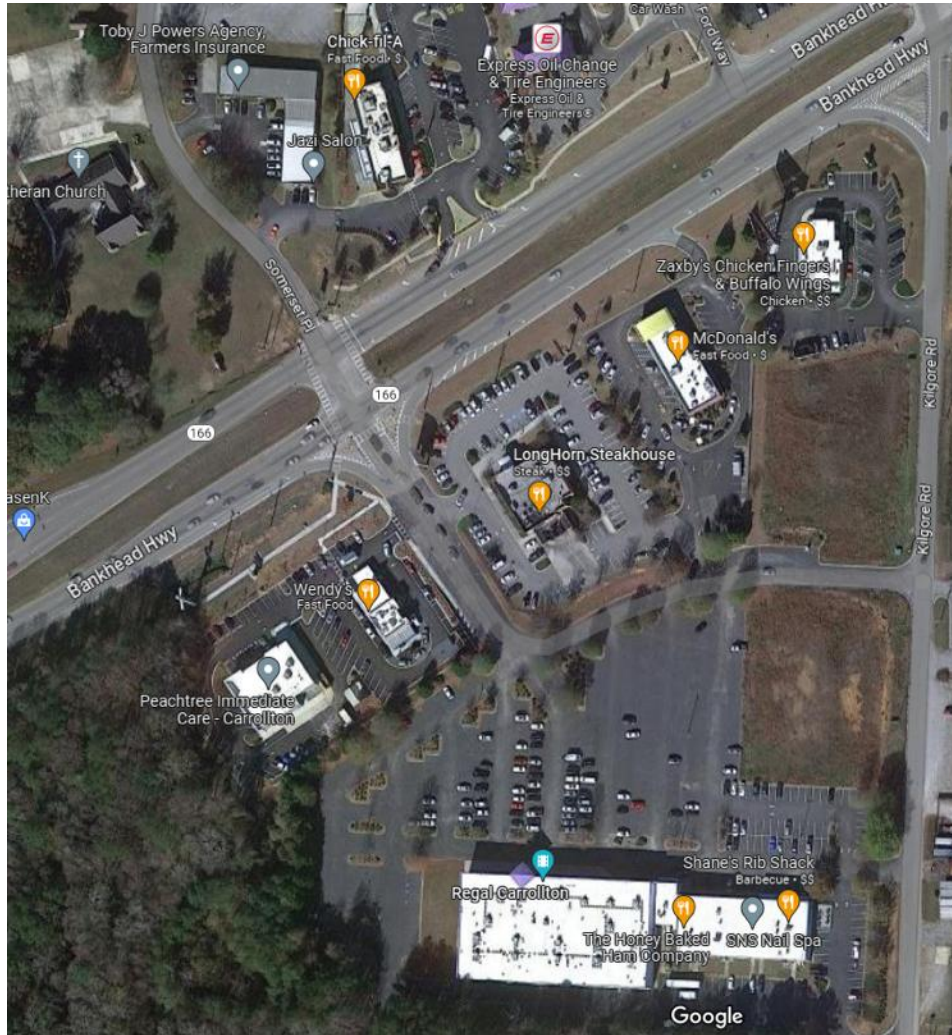
Carrollton, GA
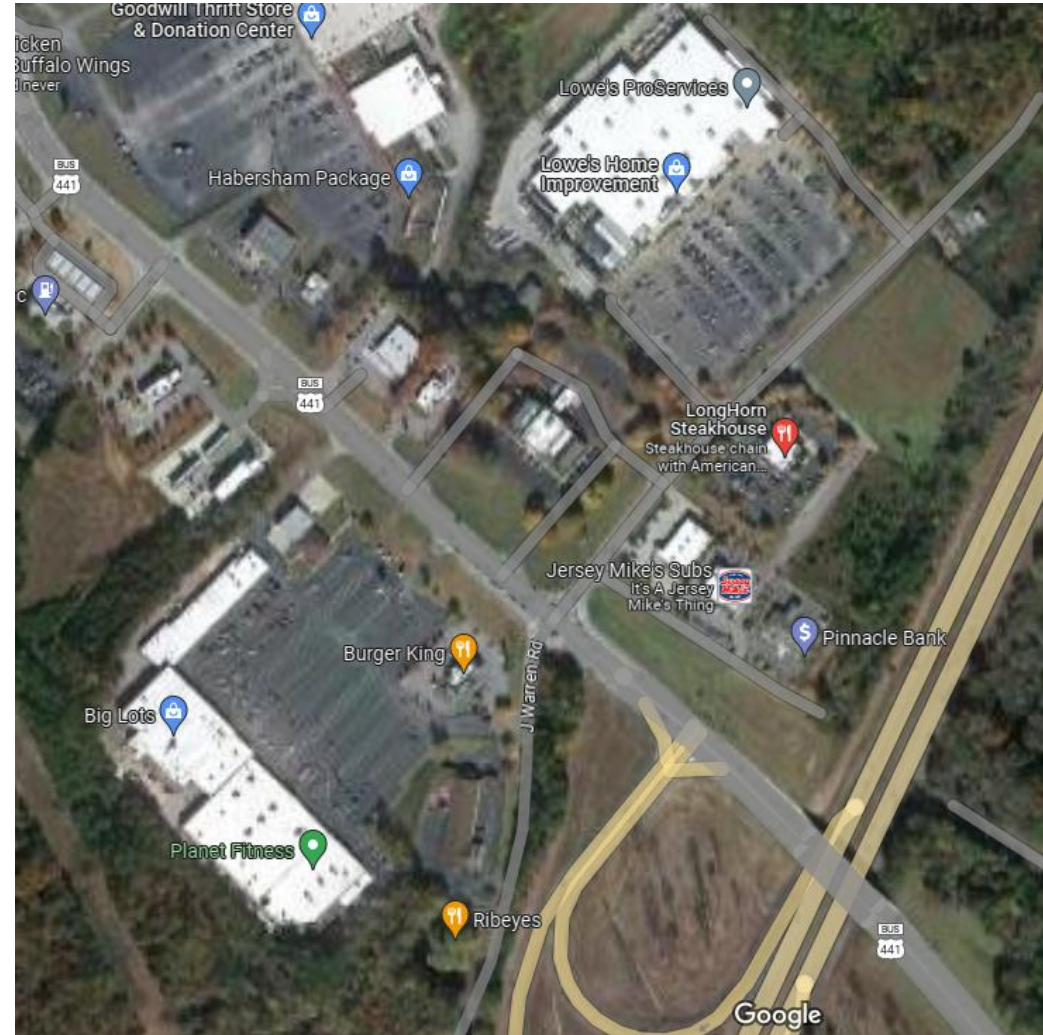
Cornelia, GA

Get Retail Ready

Eric McDonald
Regional Economic Development Manager
Georgia Power Company
SelectGeorgia.com

Action Items – Getting Organized

- **Establish a primary contact organization/person**

- **Establish/train the local team**
  - Who?

- **Define primary retail growth corridors**
  - Conduct audit of each: Cleanliness, safety, parking, pedestrian-friendly

- **Pick five target properties and know them well**

Action Items – Get To Know Yourself

"All we are asking for is a Trader Joe's inside a Buc-ees inside a Costco."

- Everytown, USA

- **Understand your market using data**
  - Sources: Georgia Power RED Team, other utilities (don't forget water/sewer), building/planning dept, Chamber, CVB, ICSC MarketplaceIQ

- **Review your zoning regulations and ordinances**
  - Have things changed?, ask customers, phantom project?

- **Set realistic goals and targets**

Action Items – Become The Local Expert

"Most retailers have access to data, your value is local knowledge & relationships"

- **Talk to local and regional developers**
  - Look outside your borders
  - Start with Why?

- **Trade organizations**
  - ICSC, Retail Live, Biznow

- **Forensic understanding of your 5 best properties**

- **Work with local leadership – ALWAYS EDUCATE**
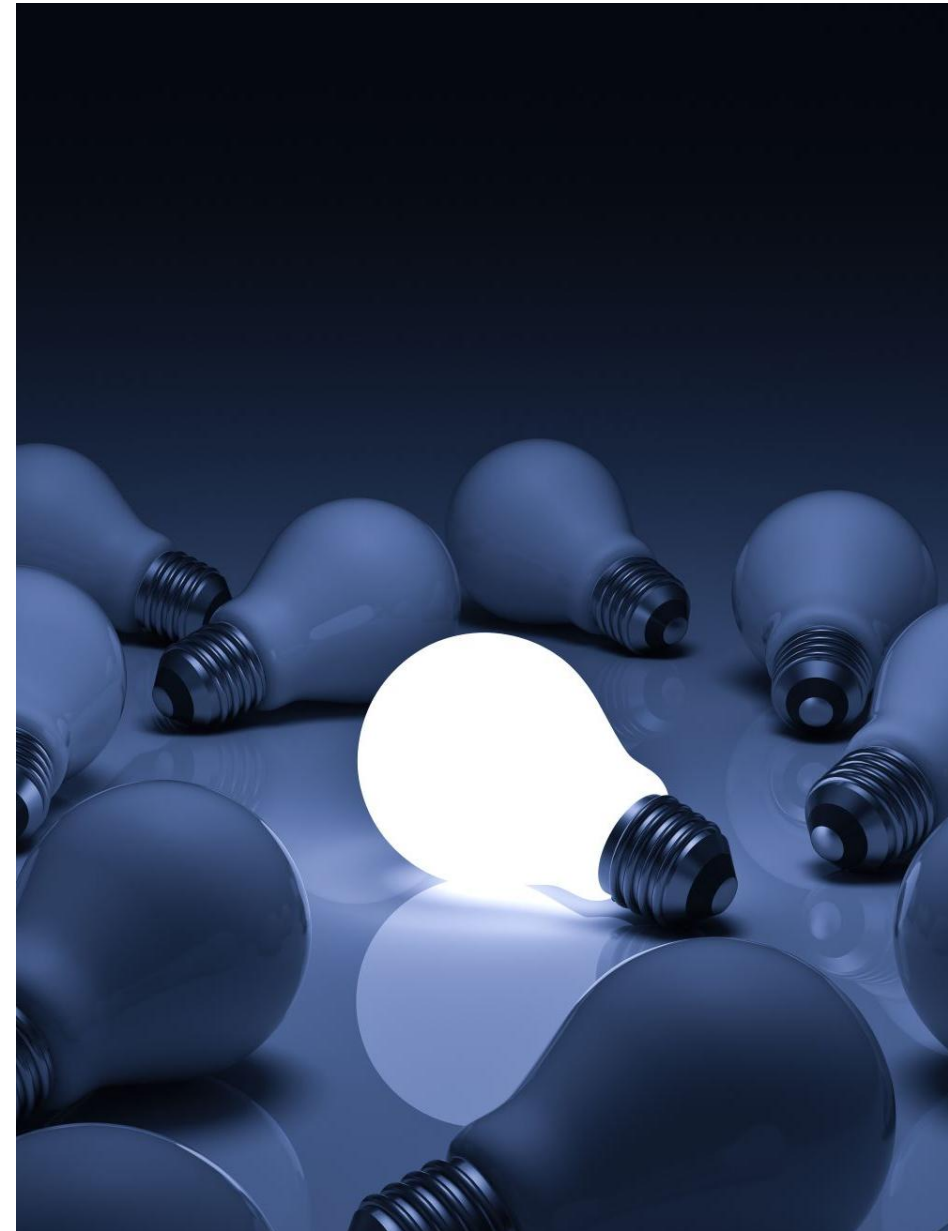
What else will your prospects NOT know...

- **Hospitals and medical facilities**

- **Colleges or universities**

- **Top five employers**

- **Understand your commute patterns**

- **New growth announcements**
(industrial, residential, transportation or infrastructure expansion/improvements)

- **Entertainment districts**

- **What makes you special?**

- **Who is Farmer John?**

- **DON'T talk about local events or festivals (unless they last all year)**

Action Items – Tell Your Story

Alan Gross
Business Recruiter
agross@georgiasouthern.edu
50 E. Main Street, Statesboro, GA 30458
statesboroga.gov

Custom Trade Area Demographics

108,488 Population

$56,541 HH Income *Median*

118,335 Daytime Pop

40,134 Households

Peer Ana

The Peer Analysis, d
and Tetrad, identifie
graphics and retail c
a 5 or 10 minute dri
retail corridors acros

Union City, GA
Dalton, GA
Lithia Springs, GA
Albany, GA
Savannah, GA

GAP Analysis

$141,338,612 (CTA Demos)

- Foodservice and Drinking Places
- Building Material and Garden
- Clothing & Clothing Accessories Stores
- Furniture and Home Furnishings Stores
- Beer, Wine & Liquor Stores
- Electronics & Appliance Stores
- Gasoline Stations
- Book, Periodical & Music Stores

- **Start with simple**
  – Why, who, where

- **Shop local**
  – Find a development in nearby town you like
  – Use your real estate brokers
  – Don't forget your entrepreneurs

- **ICSC**
  – Use connections & research tools
  – Attend Southeast show in Atlanta

- **Reach out to your Regional Economic Development Manager (SelectGeorgia.com)**

Marketing Essentials
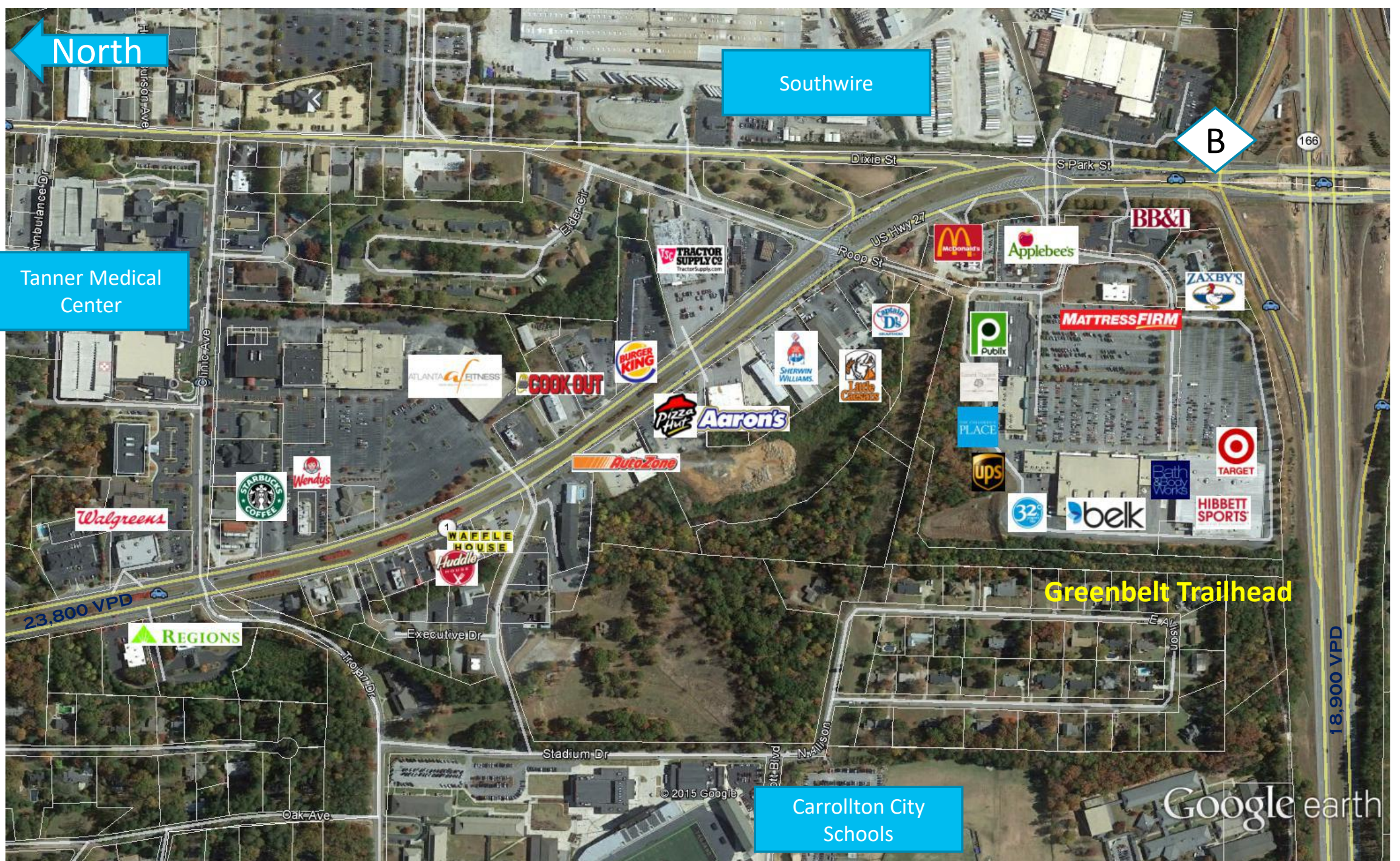
☐ **Visuals**

A picture is worth a thousand words

– Aerial Maps

– Develop site location maps

– Inlet maps –

– Pinpoint location of existing or proposed retail areas

☐ **Data**

Show five-year trends and forecasts

Focus on 30-minute drive time data (not distance)

– Population (daytime)

– Median Income

– Households

– Crime rate

– Education attainment

– Home ownership

– Home sales value

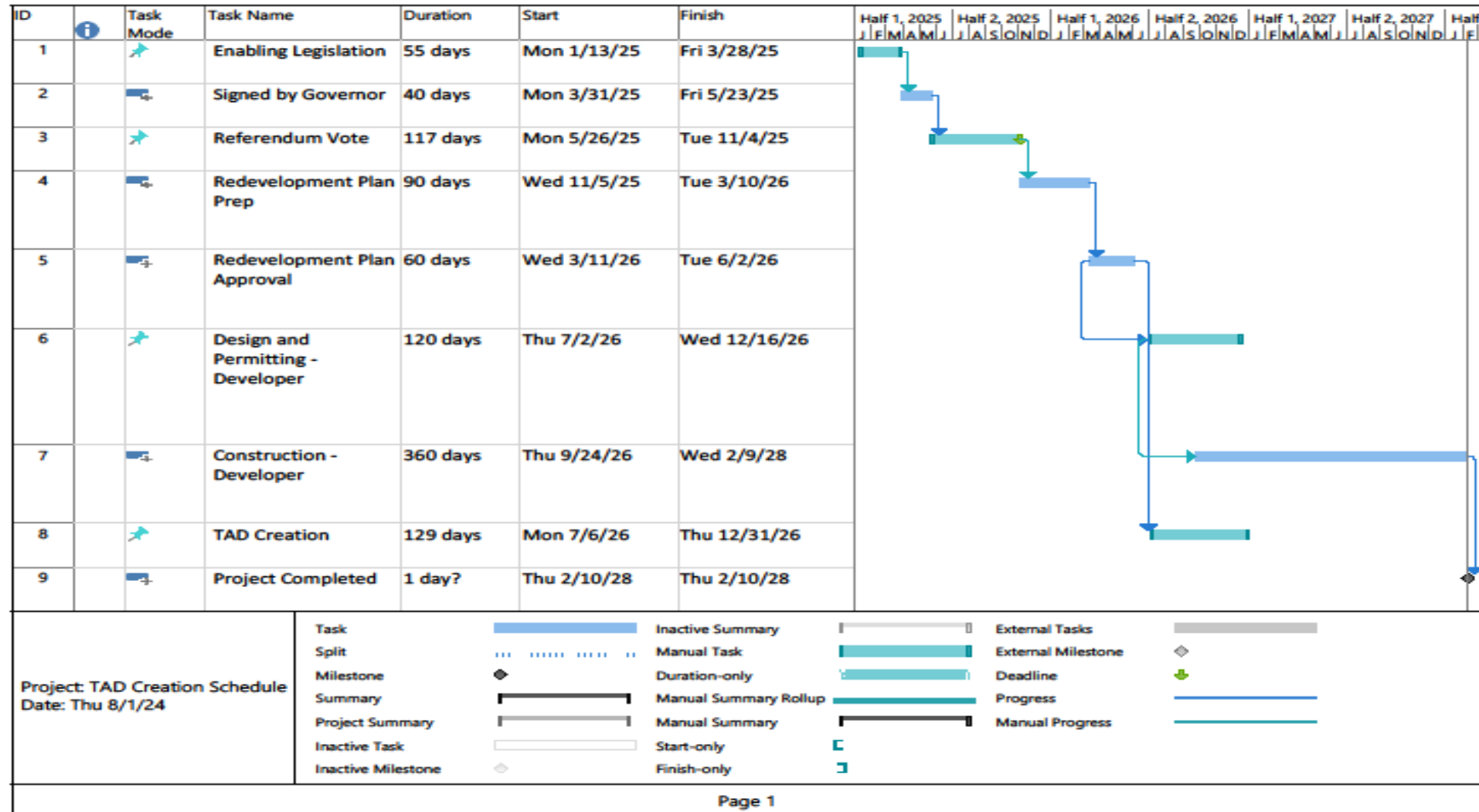# Retail Ready – It's a Process

- **Capital follows the path of least resistance**
  - Math matters
  - Be the advocate, even within your organization

- **Build relationships**

- **Always be up for a field trip and dreaming**

- **Managing expectations is also a win**

- **Be persistent (but not obnoxious)**

- **Georgia Power Economic Development is here to help!**

Tax Allocation Districts

Andy Camp
Regional Director Economic Development
Thomas & Hutton

TAD implementation Schedule

ID		Task Mode	Task Name	Duration	Start	Finish
1		📌	Enabling Legislation	55 days	Mon 1/13/25	Fri 3/28/25
2		🖥	Signed by Governor	40 days	Mon 3/31/25	Fri 5/23/25
3		📌	Referendum Vote	117 days	Mon 5/26/25	Tue 11/4/25
4		🖥	Redevelopment Plan Prep	90 days	Wed 11/5/25	Tue 3/10/26
5		🖥	Redevelopment Plan Approval	60 days	Wed 3/11/26	Tue 6/2/26
6		📌	Design and Permitting - Developer	120 days	Thu 7/2/26	Wed 12/16/26
7		🖥	Construction - Developer	360 days	Thu 9/24/26	Wed 2/9/28
8		📌	TAD Creation	129 days	Mon 7/6/26	Thu 12/31/26
9		🖥	Project Completed	1 day?	Thu 2/10/28	Thu 2/10/28

Project: TAD Creation Schedule
Date: Thu 8/1/24

Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			

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Economic Impact Analysis

IMPLAN

Results are calculated using IMPLAN, an economic modeling software that estimates the total impact from a specific event or project, including the direct, indirect and induced effects by sector. Results represent the impact year. The stated impact, however, may continue to occur in subsequent years if the sector is expected to meet the same level of output. The model uses 2022 data to estimate impact. This information is provided "as is" without warranty of any kind either expressed or implied. This IMPLAN analysis is not to be used to make decisions regarding state or local incentives.

Construction Impact				
Model Area	Polk County			
Industry Sector	Construction of New Commercial Structures, including Farm Structures			
Industry Output	$35,000,000			

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	377	$15,392,294	$15,880,345	$35,000,000
Indirect Effect	28	$1,109,242	$2,145,536	$5,132,954
Induced Effect	36	$1,205,630	$2,958,033	$5,302,390
Total Effect	442	$17,707,165	$20,983,914	$45,435,344

Key Terms

Direct Effects: Investments that contribute to a new activity in the economy, i.e.: new firm, construction costs and raw materials.

Indirect Effects: Inter-industry business transaction costs resulting from local industries buying goods and services from other local industries.

Induced Effects: Household consumption expenditures resulting from changes in personal income.

Labor Income: All forms of employment income, including Employee Compensation (wages/benefits) and Proprietor Income (payments received by the self-employed/unincorporated business owners).

Value Added: Difference between an industry's or an establishment's total output (sales/receipts, operating income, inventory change) and the cost of its intermediate inputs (consumption of goods and services imported or purchased from other industries).

Output: Value of industry production as defined by industry, i.e.: Manufacturing Industry = Sales +/- Change in Inventory.

Operations Impact				
Model Area	Polk County			
Industry Sector	Retail - Miscellaneous Store Retailers			
Jobs	75			

Impact Type	Employment	Labor Income	Value Added	Output
Direct Effect	75	$4,285,547	$4,481,785	$7,771,395
Indirect Effect	14	$375,976	$613,445	$1,847,303
Induced Effect	9	$292,025	$714,204	$1,281,268
Total Effect	98	$4,953,548	$5,809,433	$10,899,966

Key Terms

Other Incentives to Spur Commercial Development

- **Bond for Title – Tax Abatements**
- **Public Infrastructure Improvements**
- **Permitting assistance**

Continuing Education Sources

- **International Council for Shopping Centers (ICSC) - $175 for public members**
- **Conferences and professional development organizations**
  - Georgia Downtown Development Association (GDDA)
  - Georgia Economic Developers Association (GEDA)
  - Southeastern Development Council (SEDC)
  - International Economic Development Council (IEDC)
  - Georgia Municipal Association (GMA)
  - Georgia Power Economic Development education offerings
  - Georgia EMC education offerings
  - ECG/MEAG education offerings
  - Retail LIVE

Local Brokers

Commercial Developers

Community Leaders

Retailers & Tenant Reps

Property Owners