



Users Guide

CommunityID can help you grow your retail sector, if properly used. In order to optimize successful retail recruitment, you must understand the methodology, technology and logic of CommunityID.

Whether you are new or experienced in retail attraction, CommunityID is a helpful tool. It is the only program of its kind that factually identifies exactly which retail concepts should be in your community.

When the word 'retail' is used by CommunityID, it refers to both retail and restaurant concepts.

THE COMPLEXITY OF MARKETING A COMMUNITY TO THE RETAIL SECTOR

Marketing a community is complex and challenging. It requires hours and hours of mundane tasks like research, target selection and preparation of marketing materials. A great deal of time and resources are consumed in the process before pitching a prospect.

CommunityID does the groundwork for you. It jump starts your efforts and puts you in the retail marketplace by:

1. Assessing the retail potential of your trade area.
2. Targeting retailers that should be in your community.
3. Preparing sales materials that differentiate your community from competing communities.
4. **Getting you in front of retail prospects sooner.**

Marketing a community is an ongoing process, not a singular event. CommunityID will take you step-by-step through the marketing process, helping you get where you want to go.

PLAYERS IN THE RETAIL LOCATION PROCESS

Retail development involves these key players that you may interact with:

1. Retailer. Retailers contribute to the development process in terms of:
 - lease payments
 - inventory
 - staffing
 - experience in marketing
 - knowledge of buying patterns
 - ability to maximize profits

2. Developer. The developer brings to the process:
 - financing ability
 - development experience
 - knowledge of concepts and how they operate in markets
 - relationships with retailers
 - experience in selecting retailers that create a complementary mix

3. Broker. The commercial real estate broker is an independent operator who may represent a developer, a retailer or a land/building owner.
They may act as a go-between by:
 - preparing marketing packages
 - coordinating meetings between city staff and retailers/developers
 - securing tenants
 - selecting sites or buildings

In some development cases, a financial intermediary may be involved. If so, one usually works directly with the retailer, the developer or the broker. You, as the community representative, will typically have limited, if any, contact.

Few cities have the knowledge or desire to act as a developer. Rather than attempting to directly recruit retail, the community may decide that it would be advantageous to recruit a developer. *CommunityID* can be equally effective as a marketing tool to developers.

CHARACTERISTICS OF THE RETAIL LOCATION DECISION

The selection of a store location requires extensive decision making because of the amount of criteria to consider. Locating new stores is costly and complex, with little flexibility once a store is built. The characteristics of the location decision involve:

- High risk
- Complexity, due to a variety of variables
- Multiple decision makers
- Importance of interpersonal relationships
- Protraction, often requiring months to close, design and construct

Retailers like most businesses, value **predictability and cooperation**. Predictability minimizes the risk associated with the location decision. Removing obstacles and smoothing out the processes helps lower the risk factors.

CommunityID also helps you by assuring the prospect that locating a store in your community is the right decision.

Success in locating retailers will be aided by your commitment to **focus on cooperation**.

Commitments/Incentives

Many location decisions depend on the community making financial, tax or infrastructure improvement commitments. Normally these commitments are made as a part of the negotiations process. Before going into negotiations the community should establish incentive policies and guidelines. It is difficult, if not impossible, to establish incentive policies setting across from a prospective retailer and trying to negotiate a real estate deal.

High performance cities understand that **it takes a partnership of the public and private sectors** to attract and keep businesses. These high performance cities aggressively seek opportunities, share appropriate risks and commit resource.

THE COMMUNITYID ASSESSMENT

The assessment is an appraisal of your trade area's retail potential, its strengths and weaknesses. It includes these major areas of analysis:

1. Delineates the drive-time area for potential retail sites.
2. Analyzes the lifestyles, purchasing habits and media habits of the customer in your retail trade area (Segmentation).
3. The leakage/surplus analysis indicates which major store types attract sales to your trade area and conversely which stores are losing sales to outside retailers.
4. Ranks retail sites that have the best potential based on these customized analysis and the specific industry knowledge gained by serving retail clients.

Studying the assessment rewards you with a picture of your community's retail possibilities through the eyes of the retailer. Add this to your knowledge of the community, and you will have the foundation for your marketing efforts.

The most important success factor for a store is securing the right location. Retailers may live or die by their location decision. CommunityID helps you by qualifying your site for retail desirability.

TARGETING RETAIL IS NO LONGER A PROCESS OF TRIAL AND ERROR

To identify and select up to 20 retail prospects for your community, CommunityID first matches the customer profiles of over 4,500 retailers in our proprietary database with the profile of the customers in your trade area. Each retail match is then filtered against these questions:

1. Does the proposed retailer already operate in your trade area? If so, is the market sufficient to justify another operation without cannibalizing the existing operation?
2. Are there competitor companies operating in the trade area?
3. Is the retailer in an expansion mode?
4. Does the retailer currently operate in communities similar to yours?
5. Does the retailer have the capacity, logistically to open a store in your community?

Targeting retailers benefits you because you can focus your efforts and resources on companies that should be interested in serving your customer base. CommunityID not only identifies your retail targets by company name, it also lists the real estate contact in the company and provides you with the information.

INFORMATION IS POWER

Retail Specific Marketing Package

For each target retailer, CommunityID provides you a specific retail marketing package that is tailored to address the location issues that are important to the prospect and sets forth the research results illustrating to the retailer the opportunities for a successful store at your location. This package is designed as a sales presentation and arms you with the details needed to make a convincing pitch.

Before you stand in front of a prospect to demonstrate why your community is a match for a store location, you need a basic understanding of the methodology, technology and logic that is contained in CommunityID.

CommunityID gives you the information and underlying data to effectively sell your community to retailers, developers and brokers. You have the ability to create quality presentations and workbooks. Understand CommunityID, and you have a powerful tool.

Drive-Time Trade Area

Stores have different-sized trade areas that typically do not follow concentric or circular patterns. People today shop by convenience, which measures distance using time, not miles.

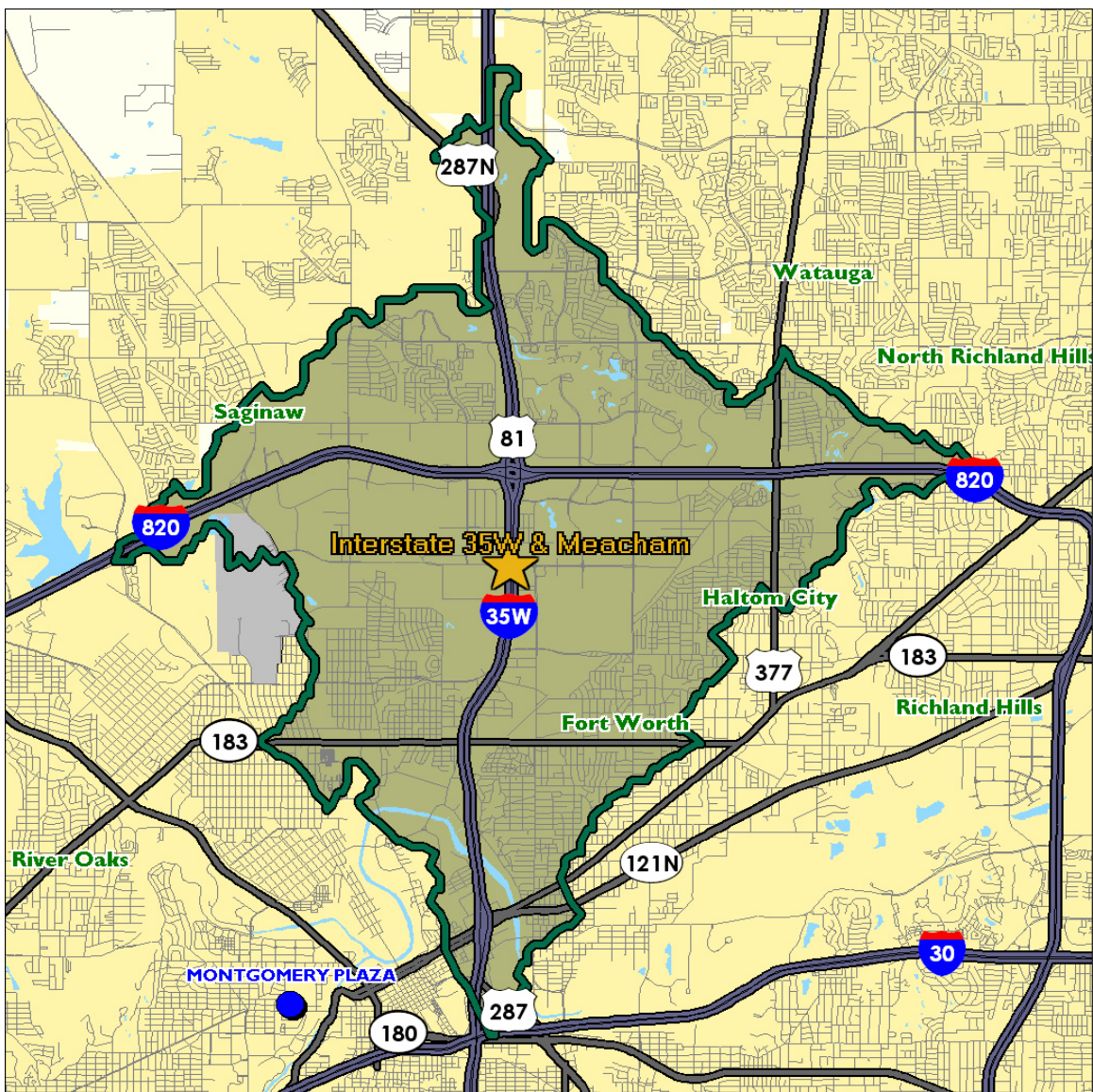
The size and shape of a trade area are influenced by such factors as store type, location of competitors, travel time, traffic barriers and density of population.

A destination store, such as Bass Pro Shops, will have a trade area much larger than one with a less-unique appeal. A community with a densely-populated metropolitan area will normally have a smaller drive-time trade area than a community of the same size in a rural, less-populated region.

CommunityID uses a custom drive-time analysis that defines a trade area according to the time it takes to drive to a given location. The resulting drive-time trade area will be a polygon because of factors such as road network configuration, speed limits, time of day and natural barriers like parks and lakes.

Drive-Time Trade Area

The following figure is an example of a 15 minute drive-time trade area around a proposed retail site.

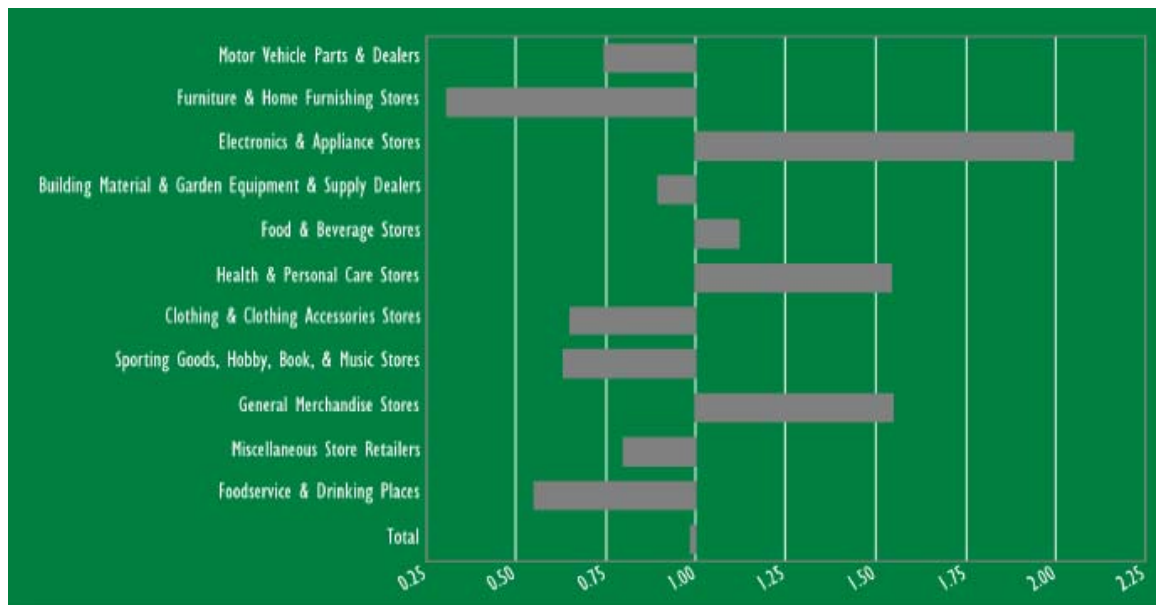


Millions of transactions are analyzed and grouped to determine similar purchasing habits, which are then used to develop psychographics. Psychographics is a focused method of pinpointing customers.

Buxton uses proprietary software and systems to blend over 185 databases. This blending enriches the data to provide details about customers that are not available from any other source. The databases are updated as often as every 30 days and none are over one year old.

Surplus/Leakage Analysis

This analysis tells you the degree that retail dollars are leaving your trade area (Leakage) or being attracted from outside (Surplus). It helps to identify the strengths and weaknesses in your community in specific store types by illustrating where consumers are spending their money with the trade area. This data provides relevant information and analysis that can be used to show local retailer merchandising opportunities.



Retailer or Restaurant Match Report

The Match Report is designed to provide a summary of the salient factors that gives the documented reasons that a store in your community can succeed.

The Match Report is the **strong close** to your pitch. It compares a proposed site in your city to the retailer's operations in other cities similar to yours. It is the **single most important part** of your presentation. Read it, understand it and go over it point by point with the prospect.

The segmentation shows the retailer's customer profile with the core segments (containing more than three percent of the retailer's customer base) in red. Those segments with less than three percent are in gray. Your proposed site's segments are the blue line. **Take time to point out the match between your site and the retailers' profile** – particularly the core segments.

The section titled Trade Area Comparison compares four standard measurements of the retailer's operations in communities such as yours with current estimates for your trade area. **Again, don't miss the opportunity to go over each comparison individually.** They are strong selling points.

SCOUT 2.0

Your marketing package is also uploaded to SCOUT 2.0, Buxton's online marketing system, that's accessible from any web browser. SCOUT 2.0 offers instant access to your CommunityID data, and allow to share this information in a high-tech, professional image. Detail on using SCOUT is available in a separate publication "Quick Start Guide to Using SCOUT 2.0" and from Buxton's Client Services.

For a strong closing you should leave the prospects with at least **five compelling reasons** to consider your community.

Retailer or Restaurant Match Report



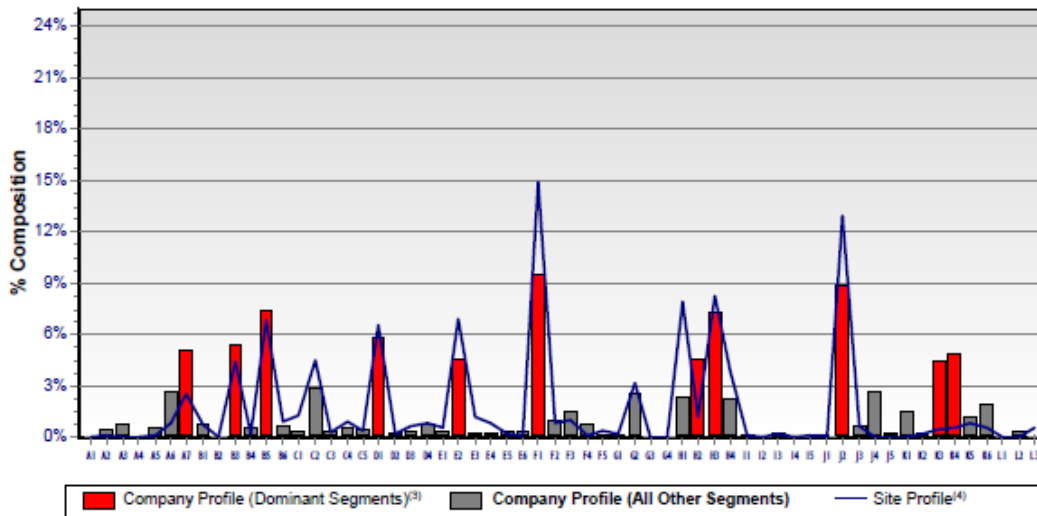
CommunityID™

Profile Match Report

Company: XYZ COMPANY
Report Date: 9/18/2009

Site: INTERSTATE 35W & MEACHAM
Fort Worth, TX

Segmentation Profile⁽¹⁾ (7 Minute Drive Time)⁽²⁾



Demographics and Lifestyle Data

Your report also contains demographic data for each psychographic segment. The information is included as a supplement to the psychographic profile for those retailers that use demographics as part of their location decision process.

These components of CommunityID were selected and documented to highlight your competitive advantages. They create the value of your site to the target retailer and differentiate you from competing communities.

Although it is important to know your community and presentation, telling isn't selling. Telling leaves it up to the prospect or the competitor to connect the dots.

IT ALL COMES DOWN TO MARKETING

Marketing by definition calls for an aggressive approach. The secret for success is staying proactive. The competitive retail atmosphere is too intense for a slow-paced, hope and cope process.

The retail specific marketing package can only work for you if delivered to the prospect. Don't send it. Get an appointment, personally present it to the prospect, and start building a personal relationship that is critical in closing a deal.

Let's face it; location decisions aren't typically made on the first visit. CommunityID helps you get into the door. **Persistence and follow-up** will generate success. You must **be aggressive, sell hard and stay the course.**

The location decision is based on a financial proposition from a commercial viewpoint. The prospect will weigh a location in your community versus other alternative sites in terms of financial returns. By understanding CommunityID and its methodology, you are equipped to present your community's site in a way that the retailer can translate into financial terms.

Now, here is another dose of reality. It is difficult to reach a decision maker – you are not the only one trying. A unique opportunity to market to retailers is at the International Council of Shopping Center's annual meeting. Participation in the ICSC conference can be well worth your time.

FISHING WHERE THEY ARE BITING

International Council of Shopping Centers (ICSC)

The annual ICSC spring convention in Las Vegas brings together retail and restaurant concepts of all types and sizes. Executives from most major companies attend. While not all have booths, **they are there to talk about where to locate their next store, restaurant or development.**

There is no place under one roof that offers you the opportunity to visit face to face with so many prospects, **but appointments are made in advance** of the show. If you go hoping something good will happen, you will come back disappointed.

How to bring something valuable back from Las Vegas:

1. Become a member of ICSC.
2. Register to attend the convention.
3. Obtain list of the attendees, not just the exhibitors, from ICSC.
4. Screen list for retailers and restaurants that have been identified by the *CommunityID* process.
5. Before the show, contact target companies and make appointments to meet at the show.
6. Arrive prepared with the information needed to successfully market your community.
i.e.: business card, site plans, community profiles and conceptual design programs
7. Come with a follow up plan. The goal of the meeting is to establish a rapport and get a second appointment.

The annual convention is not your only chance. Check out the regional ICSC events throughout the year.

Contact and membership information: ICSC
1033 North Fairfax Street, Suite 404
Alexandria, VA 22374-1540
Website: www.icsc.org

Many communities attend or exhibit at the ICSC Las Vegas convention. We recommend that you attend at least one year, view what other communities are doing and evaluate the advantages of being an exhibitor. If the decision is made to exhibit, it should not be a one-year trial. Relationships with prospects are built over a period of time. Also, as a client of Buxton we will help you maximize your investment at ICSC Las Vegas. Discuss with us how we can help.

The Pitch: Making Your Case

Proactive attitude and professional sales skills are integral for marketing to retailers. However, understanding the retailer's needs and buying motives are of primary importance for turning a pitch into a successful deal.

To successfully market your community to retailers, you have to identify and understand their needs.

The criterion in the site selection decision varies from retailer to retailer. "U.S. Industry and Trade Outlook" provides insight into various competitive strategies:

The retail industry is one of the most competitive in the United States, which means retailers will continue competing in any way possible. For instance, some will pursue the strategy of providing better service, while others will try to make shopping more pleasant by investing in entertainment; some will invest heavily in new technology to try to reduce costs and pass on savings to consumers, while others may expand merchandise mix or develop a store-specific brand; some may consolidate or merge to have better service.

The selection of a retail site requires extensive decision making due to the number of variables considered. Store locations are costly, complex and there is little flexibility once a store is built.

Retailers select locations that are measurable, accessible and will generate a return on investment. Your job is to prove that a store in your community can not only meet these criteria but it will exceed them. CommunityID gives you the detailed information to make your case.

To help you get in front of the targeted retailer, we have sent an introduction letter informing the individual who influences location decisions that Buxton has identified his or her company as a candidate for locating in your community and that a representative from your community will be contacting him or her.

Executives are inundated with voicemails, e-mails and other contact attempts. Capturing your audience is one of the hardest parts of marketing to retailers. But persistence pays off. It is time that you begin to build the personal relationships necessary to make a location deal.

The ultimate success of your presentation will be determined on how you devote your efforts to mastering the presentation before, during and after. Some tips and best practice suggestions that will improve your chance of success:

Pre-Presentation

1. Due Diligence

You should supplement the retailer information provided by CommunityID with personal knowledge about the retailer. Take the opportunity to visit at least one of the retailers' stores. Study its location, access and parking. Look at the merchandise and the store personnel. You will be equipped to better relate how your site, customers and community can surpass the company's location requirements.

2. Determine the Decision-Making Process

Find out if you are dealing with an individual that can make the location decision or with an "evaluator" who takes your presentation and information to the decision makers.

3. Develop Support Materials

CommunityID will provide you with retail-specific information for your presentation. You may want to supplement it with relevant materials such as aerial photographs and community profiles. Excessive statistics and irrelevant information can damage, rather than help, your presentation.

4. Dry Run

Practice, practice and practice will give you the confidence to hit a home run.

Presentation: Show Time

1. Differentiation

Most retailers have at least half dozen proposals on their desk at any one time with sufficient return on investment and not enough funds to do them all. You not only have to prove that your site is a match; you must differentiate it so that it stands out.

2. Time Limits

Determine the amount of time that you have to make the presentation. Don't assume that you will have unlimited time. Be prepared to be brief and informative. Focus on the goal of setting a time for another meeting... hopefully in your community.

3. Listen

Sell your community by listening and probing. Listening builds rapport, which is the first step in gaining credibility.

4. Enthusiasm

Conviction that you have the right site for the retailer transfers into enthusiasm – a valuable ingredient for any presentation.

Post-Presentation

1. Long-sale Cycles

Generally, retailers do not make a high-stakes location decision on the basis of one visit. Success requires building and maintaining relationships for the long haul.

2. Follow Up

Community marketers are often frustrated with “no action” after the initial presentation. The momentum of the decision process is difficult to maintain, but it is up to you to keep it going. Hoping and coping is not an option. Gain control by frequent contact and follow up.

Relationship marketing is the strategy of moving the interested – to the seriously interested – and then to the final location decision.
--

RETAIL DEVELOPMENT BEST PRACTICES

After studying our client cities and watching them implement successful programs, we have collected their best practices. The following is to help you sharpen your efforts:

1. Retail recruitment is not a stand alone program.

Retail development should be an integral component of your city's economic development strategy. It not only complements your existing economic development program, it often energizes it.

2. Identify, inventory and assemble potential sites.

Successful cities recognize that one of the biggest challenges they face in attracting retailers is lack of quality sites. To recruit retailers today, cities are frequently using the same site assembly techniques traditionally used in economic development for manufacturers.

3. Eliminate restrictive permitting and regulatory policies.

As retail attraction has become more competitive, successful cities are fast-tracking the development process and streamlining their regulatory environment.

4. Don't overlook expansion of current retail operations.

From a fiscal and policy standpoint, communities are finding that emphasizing expansion of local retailers as an economic development strategy is sound. The information in *CommunityID* can help existing retailers to better understand the customers in the trade area and adopt new techniques to reach them or add new product offerings.

5. Ally with commercial real estate firms and local property owners.

Retail location projects require public-private partnerships. By building a development team with private sector involvement, you can keep abreast of market trends and gain a better understanding of the community's advantages and disadvantages.

6. Be prepared to provide infrastructure and financial assistance.

Many retailers today are seeking the same types of financial incentives used for the attraction of manufacturers. Incentive policies should be considered and adopted before the location negotiations begin.

7. Speak the retailer's language.

Traditional economic development research and promotion materials do not resonate with the retailer. The terms that are used in *CommunityID* and the following Glossary will help you bridge this gap.

8. Market Aggressively.

Communities that succeed in growing their retail base have aggressive marketing programs to get in front of potential retail decision makers. They don't wait until a retailer finds them; they find the retailer

9. Be Patient.

Remember that location decisions take time. Continue to build and maintain your relationship with the retailers. Gain control by frequent contact and follow up.

GLOSSARY

An understanding of the following terms will help you speak the retailer's language:

Affinity – Exists when the stores at a given location complement, blend and cooperate with one another; and each benefits from the others' presence.

Average Household Income – The total income of a geography divided by the number of households in the same geography.

Balanced Tenancy – Occurs when stores in a planned shopping center complement each other as to the quality and variety of their product offerings.

Box (Limited-Line) Store – Food-based discounter that focuses on a small selection of items, moderate hours of operation (compared to supermarkets), few services, and limited manufacturer brands.

Cannibalization – A situation in which one retail site attracts (cannibalizes) customers from an existing retail site of the same retailer, reducing the existing store's customer base and sales. Simply, it is the loss of sales of an existing store when a new store location opens nearby.

Category Killer – Very large specialty store featuring an enormous selection in its product category and relatively low prices. It draws consumers from wide geographic areas.

Central Business District (CBD) – City's retailing hub, or its largest shopping area. It is synonymous with "downtown." The CBD has the greatest density of office buildings and stores.

Chain – Retailer that operates multiple outlets (store units) under common ownership. It usually engages in some level of centralized and coordinated purchasing and decision making.

Combination Store – Unites supermarket and general merchandise sales in one facility, with general merchandise typically accounting for 25 to 40 percent of total sales.

Community Shopping Center – Moderate-sized, planned shopping facility with a branch department store, a variety store, and/or a category killer store, in addition to several smaller stores. Approximately 20,000 to 100,000 people, who live or work within 10 to 20 minutes of the center, are served by this location.

Comp Store Gains – A comparison of individual store's sales to its sales for the same month in a previous year.

Consumer Behavior – Involves the process by which people determine whether, what, when, where, how, from whom, and how often to purchase goods and services.

Convenience Store – Well-located, food-oriented retailer that is open long hours and carries a moderate number of items. It is small, with average to above-average prices, and average atmosphere and services.

Core Customers – Consumers with whom retailers seek to nurture long relationships. They should be singled out in a firm's data base.

Core Segments -CommunityID identifies 66, customers nationally. Core segments are those that contain over 3 percent of all households in your trade area.

Daily Sales Reports – A report of the previous days' sales used by management to make marketing, merchandising and sales management decisions.

Data Mining – Involves in-depth analysis of information to gain specific insights about customers, product categories, vendors, etc.

Demand – The amount spent on a commodity within a certain geography in relation to the average amount spent on that commodity.

Demand Density – Potential demand for goods and services as concentrated in a geographic area.

Demographics – Objective, quantifiable, easily identifiable, and measurable population data such as income, age and ethnicity.

Department Store – Large store that has an extensive assortment of goods and services that has separate departments for purposes of buying, promotion, customer service and control.

Destination Retailer – Firm that consumers view as distinctive enough to become loyal to it. Consumers go out of their way to shop there.

Discretionary Income – Money remaining after paying taxes and buying necessities.

Drive-Time – The surrounding geography of a site where individuals in a household can reach that site within a set amount of time, such as ten minutes. Unlike a circular trade area definition, a drive-time trade area can be irregularly shaped because of the particular configuration of the local road network, differences in maximum speeds on various roads, geographic barriers, etc.

Economic Base – Area's industrial and commercial structure – the companies and industries that residents depend on for jobs.

Factory Outlet – Manufacturer-owned store selling its closeouts, discontinued merchandise, irregulars, canceled orders, and sometimes in-season, first-quality merchandise.

Fringe Trading Area – Includes customers not found in primary and secondary trading areas. These are the most widely dispersed customers.

Full-Line Discount Store – Type of department store with (1) a broad product assortment (2) the range of products expected at department stores (3) centralized checkout service (4) self-service (5) private-brand nondurables and well-known manufacturer-brand durables (6) less fashion-sensitive merchandise (7) relatively inexpensive building, equipment, and fixtures and (8) less emphasis on credit.

Geographic Information Systems (GIS) – Combines digitized mapping with key locational data to graphically depict trade area characteristics such as the demographic attributes of the population, data on customer purchases, and sites of current, potential and competition locations.

Gravity Model – Computerized site selection tool based on the premise that people find stores that are closer more attractive and are drawn to them.

Gross Margin - The difference between net sales and the total cost of goods sold. It is also called *gross profit*.

Gross Leasable Area (GLA) -Refers to the total area (square feet) within a building that is available for lease to tenants.

Lifestyle Centers – Upscale specialty retail, dining and entertainment in outdoor setting.

Logistics – Total process of planning, executing and coordinating the physical movement of merchandise from supplier to retailer to customer in the most timely, effective and cost-efficient manner possible.

Median Household Income – The income figure within a geography where half of the incomes are higher and half of the incomes are lower.

Megamall – Enormous planned shopping center with one-million-plus square feet of retail space, multiple anchor stores, several hundred specialty stores, food courts, and entertainment facilities.

Neighborhood Business District (NBD) – Unplanned shopping area that appeals to the convenience shopping and service needs of a single residential area.

Neighborhood Shopping Center – Planned shopping facility with the largest store being a supermarket or a drugstore. It serves 3,000 to 50,000 people within a 15-minute drive (usually less than 10 minutes).

Odd Pricing – Retail prices set at levels below even dollar values, such as \$0.49, \$4.98 and \$199.

Off-Price Chain – Features brand-name apparel and accessories, footwear, linens, fabrics, cosmetics, and /or housewares and sells them at everyday low prices in an efficient, limited-service environment.

One-Hundred Percent Location – Optimum site for a particular store. A location labeled as 100 percent for one firm may be less than optimal for another.

Planned Shopping Center – Group of architecturally unified commercial facilities on a site that is centrally owned or managed, designed and operated as a unit, based on balanced tenancy, and surrounded by parking.

Point of Indifference – Geographic breaking point between two communities, so that the trading area of each can be determined. At this point, consumers would be indifferent to shopping at either.

Primary Trading Area – Encompasses 50 to 80 percent of a store's customers. It is the area closest to the store and possesses the highest density of customers to population and the highest per-capita sales.

Psychographics – Lifestyle patterns, behavior and purchasing habits of a particular consumer, as opposed to traditional demographics which provide general information about income, age and ethnicity.

Regional Shopping Center – Large, planned shopping facility appealing to a geographically dispersed market. It has at least one or two full-sized department stores and 50 to 150 or more smaller retailers. The market for this center is 100,000+ people, who live or work up to a 30-minute drive time from the center.

Retail Trade Potential – The estimate of total retail sales that could potentially exist within a geography based on the Survey of Retail Trade, demographics and retail sales forecasts.

Secondary Business District (SBD) – Unplanned shopping area in a city or town that is usually bounded by the intersection of two major streets. It has at least a junior department store, a variety store, and/or some larger specialty stores, in addition to many smaller stores.

Secondary Trading Area – Geographic area that contains an additional 15 to 25 percent of a store's customers. It is located outside the primary area and customers are more widely dispersed.

Segmentation – A standardized method of classifying, sorting and grouping households. CommunityID identifies 60 customer segments nationally, ranging from "Upper Crust" at the highest level of the socioeconomic continuum to "Low-Rise Living" at the lowest level.

Specialty Store – Retailer that concentrates on selling one good or service line.

Straight Lease – Requires the retailer to pay a fixed dollar amount per month over the life of a lease. It is the simplest, most direct leasing arrangement.

String – Unplanned shopping area comprising of a group of retail stores, often with similar and compatible product lines, located along a street or highway.

Supercenter – Combination store that blends an economy supermarket with a discount department store.

Supermarket – Self-service food store with grocery, meat and produce departments and minimum annual sales of \$2 million. The category includes conventional supermarkets, food-based superstores, combination stores, box (limited line) stores and warehouse stores.

Supply Chain – Logistics aspect of value delivery chain. It comprises all of the parties that participate in the retail logistics process: manufacturers, wholesalers, third-party specialists and the retailer.

Target Market – Customer group that a retailer seeks to attract and satisfy.

Trade Area – The geography where the majority of a retailer's customers reside, usually expressed in distance or time. The site trade area profile illustrates the households existing within the trade area for the site. Typically, the profiles of the trade area will illustrate a more representative picture of what segments are most likely to be core customer segments because it encompasses a larger area and number of households.

Trading Area – Geographic area containing the customers of a particular firm or group of firms for specific goods or services.

Warehouse Store – Food-based discounter offering a moderate number of food items in a no-frills setting.

Zone – The area of interest for retail development or revitalization defined by community representatives. The zone boundary tends to be geometric or to follow the road network or natural features.