



CITY OF LEAVENWORTH  
100 N. 5<sup>th</sup> Street  
Leavenworth, Kansas 66048  
[www.lvks.org](http://www.lvks.org)

CITY COMMISSION STUDY SESSION  
COMMISSION CHAMBERS  
TUESDAY, JANUARY 16, 2018 7:00 P.M.

---

**Welcome - Please turn off all cell phones during the Study Session.**

*Meetings are televised everyday on Channel 2 at 7 p.m. and midnight*

**Study Session:**

1. Main Street 2017 Annual Review (pg. 2)
2. Review of the Leaf Pick up Program (pg. 41)
3. Update on Stormwater Program (pg. 47)

**STUDY SESSION POLICY REPORT  
LEAVENWORTH MAIN STREET PROGRAM  
ANNUAL REVIEW - 2017**

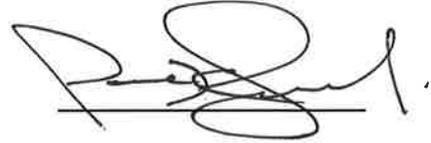
**JANUARY 16, 2018**

Prepared by:



Carla K. Williamson, CMC  
City Clerk

Reviewed by:



Paul Kramer  
City Manager

**Issue:**

Executive Director Wendy Scheidt will be presenting the 2017 Annual Review for Main Street.

## 2017 – Downtown Leavenworth



*First City of Kansas*

**LEAVENWORTH  
MAIN STREET  
PROGRAM, INC. ®  
A YEAR IN  
REVIEW**

### **Our Mission Statement**

**Leavenworth Main Street Program, Inc., through a program of community awareness and involvement will work to revitalize and preserve the downtown through education and historic preservation to keep it a viable and attractive area for the benefit of the entire community.**

## SUMMARY – 2017

- 52 Business/Entrepreneur Consultations (See attachment included in Update)
- Advertising – TV: COX MEDIA/OMAHA; KCTV5, KSMO; SPECTRUM REACH/KC NORTH & JO.CO.
- Video's may be viewed at [www.leavenworthmainstreet.com](http://www.leavenworthmainstreet.com)
- 92% Storefront Occupancy Average
- 2017 Downtown Investment > \$9.7 M + \$6.4M Hilton Home 2 Suites = \$16.1 M (\$12.3 M private investment; \$3.7 M public investment)
- Downtown Investment 1996 – December, 2017 > \$71 M+

## 2017 Economic Development

### LMS Consultations with Entrepreneurs, 2017

Review of 2017 Business & Entrepreneur Contacts through LMS indicates 52 contacts. Through these contacts, LMS was instrumental in 2 building purchases, 2 sales of existing businesses (1 retained and growing in downtown), recruiting 4 businesses to downtown, plus maintaining ongoing economic development relationships. Full report provided as a handout.

LMS continues to make contact with small grocers that may desire a location like downtown Leavenworth and continue talks regarding a Community Owned Grocery Market.

Our ERC committee looks for market gaps, reviews data through Esri, KUSBDC and Downtown Professionals Network (Market Snapshot provided as a handout) to continue to recruit businesses and encourage existing businesses to fill gaps.

## 2017 Business Recap

### 14 New Businesses

- Island Spice Jamaican Restaurant, 325 Delaware
  - McDevitt & Duffy Corner Market, 130 Cherokee
  - Carriage Work Laundry, 727 Shawnee
  - Shaman Botanicals, 728 Shawnee
  - Out of the Barn, 421 Delaware
  - TRIO Educational Opportunity Center, 5<sup>th</sup> Street
  - First City Quilts, 501 Delaware
  - Kansas Embroidery Co., 305 Cherokee
  - KVC Behavioral Health, 225 Cherokee
  - Air Force Recruiting, Delaware
  - Stove Factory Ballroom, 2<sup>nd</sup> Street
  - Escape Room, 5<sup>th</sup> & Delaware
  - Gypsie's Bar, 610 Cherokee
  - Stove Factory Lofts – final building SW corner of 2<sup>nd</sup> & Choctaw
- 3 Major Business Expansions within Downtown**
- Vetter's Automotive
  - The Pot Rack
  - Butler's Muffler & Automotive Repair

## 2017 Business Recap

### 4 Business Relocations

- Golden Lash Lounge
- KVC Behavioral Health
- Jo Jo Dee's Pets
- Herb Charmer

### 5 Businesses under New Ownership \$570,000.00

- Bisque It!
- First City Quilts
- MoMo's Knitting Nook
- Kansas Embroidery Co/formerly Stitch by Stich
- Gypsie's Bar

### 11 Buildings under New Ownership \$1,780,000.00

- Blackwell Lofts to Stanci March
- Ramos to Darin Mann
- Pallesen to Proctor
- Pallesen to Richards
- Fruesting to Nitchner/Lv Floral
- Vetter's Collision purchases
- Blackwell Lofts to New Investor
- Reilly Lot to John Kincaid
- Former Nail Tip to Fontaine/Merrero
- Thompson to Jones
- Used Car Lot to Butler's

## 2017 Downtown Recap



### 8 Lost Businesses

Locked in Kansas, 5<sup>th</sup> & Delaware  
 The Party Store  
 Crimson Hill Soapworks  
 Stitch by Stich Custom Embroidery  
 Patton Portraits  
 Courtney's Cuppa  
 JoJo Dee's Pets  
 Cyclone Bar

### 10 Façade Improvements \$877,000.00

Island Spice Jamaican Restaurant	Grinders High Noon
Shaman Botanicals	Americana
Carriage Work Laundry	Stove Factory Ballroom
First City Dental	Stove Factory Lofts (final bldg.)
Kansas Embroidery Co.	
McDevitt & Duffy Corner Market	

## 2017 Downtown Recap



### 27 New Construction Projects & Building Rehab

$\$2,710,768.00 + \$6.4 \text{ M} = 9,110,768.00$

THE POT RACK	
HILTON HOME 2 SUITES (\$6.4M)	
BUTLER'S MUFFLER & AUTO REPAIR	Martin Bencher, Int'l Freight
Grinders High Noon	Murray, Tillitson, Burton
Out of the Barn	Studio 7
Carriage Work Laundry	JW Crancers Cell Tower Updates
Shaman Botanicals	Echelon/Lange Building
KVC Behavioral Health	Candle Queen Lofts
Meriwether's	First City Photo Lofts
Jo Jo Dee's Pets	Jones Loft renovation
The Sewing Shop	Americana
McDevitt & Duffy Corner Market	H & H Living
Former Nail Tip Bldg	
Greenamyre Roofing Projects & 7 <sup>th</sup> Street Lofts	
Stove Ballroom & Final Loft Building	

## 2017 Downtown Recap



### City of Leavenworth Public Improvements

**\$3,728,965.45**

- 3 Mile Creek Stabilization, Trail Repairs
- 2<sup>nd</sup> Street Bridge Replacement
- S. Esplanade Slope Design & Repair
- Upgraded Holiday Lighting
- Lv Water Department Cherokee Line Replacement
- Various Street light, sidewalk & curb replacements
- 2<sup>nd</sup> & Cherokee Parking Lot replacement

## 2017 Downtown Investment Recap



Façade Improvements	\$877,000.00
New Construction & Building Rehab	\$2,710,768.00
Buildings Sold	\$1,780,000.00
Businesses Sold	\$570,000.00
Public Improvements	<u>\$3,728,965.45</u>
2017 Totals	\$9,666,733.45
Hilton Home 2 Suites	<u>\$6,400,000.00</u>
2017 Realized	\$16,066,733.40

## 2017 LMS Event Recap



### Events & Activities hosted by Leavenworth Main Street Quantifiable, Well Attended, Destination Driven

**Alive After 5, 1<sup>st</sup> Thursdays of EVERY Month**

Ticketed event that gets attendees into participating businesses;  
Proceeds benefit partnering organizations, LMS participating businesses, LMS marketing budget

**Irish Party, Good attendance, added an Outdoor Kitchen GiveAWay, however event is volunteer labor and budget intensive and will be dropped in 2018.**

**First City Spring Tea**

2017 was inaugural year; 22 tables were sponsored; 120 people attended

**Build a Bouquet, Mothers Day Weekend**

100 Mason Jar vases are sold for \$5 (to any age) LMS sells out within 1 ½ hours. Participants have the day to shop and collect their flowers & greenery so they have a beautiful bouquet for Mother, Grandmother, Aunt or Friend

**Leavenworth City Market, 2<sup>nd</sup> Saturdays, May – October @ Haymarket Square**

Vendors pay a fee and set up at Haymarket to sell antiques, collectibles, retail overstock – anything they desire.

## 2017 LMS Event Recap



### Events & Activities hosted by Leavenworth Main Street Quantifiable, Well Attended, Destination Driven

**Free Summer Concert Series, 2<sup>nd</sup> Saturday evenings, June, July & August**

Great bands, affordable concessions & fun. Attendance varies from 300 to 700 per concert; Tribute bands draw a large crowd.

**Hog Wild West BBQ Event, 2<sup>nd</sup> Saturday of September**

Exposure to downtown by BBQ teams & families; activities are added for attendees (bands, aerals, business, food and craft vendors, contests & more)

**Main Street Charity Gala, LMS's major fundraising effort**

132 attendees.

**Safe Trick or Treat, Saturday prior to Halloween, 10 – 2;** merchants hand out between 800 – 1200 treats to kids; families experience downtown; a partner activity with Reilly's parade & activities;

**Holiday Open House; 1<sup>st</sup> Saturday in November;** 200 free maps are given out for participants to collect a free ornament at participating merchants. Maps are given out within an 2 hours. Participants have the entire day to collect their ornaments, shop, dine and enjoy downtown.

## 2017 LMS Event Recap

### LMS Annual Banquet.

A thank you to our investors and friends. 187 attendees at the Stove Loft Ballroom. Inexpensive, Informative & Fun.

### Small Business Saturday (Saturday after Black Friday)

LMS always participates with this American Express driven event. In 2017, LMS infused \$1,000 in Main Street Bucks for shoppers that spent \$25 or more. On this 1 day, November 24<sup>th</sup>, sales exceeded \$57,100 among the 33 participating merchants via the 2,250 tickets collected! (Each ticket represented a \$25 pre tax purchase). Some shoppers chose to not fill out their tickets or all of their tickets, or some, like Marlee and Wendy, aren't eligible to win (but we spent big time)! Plus there were man additional merchants downtown that weren't participating in this promotion that had great sales.

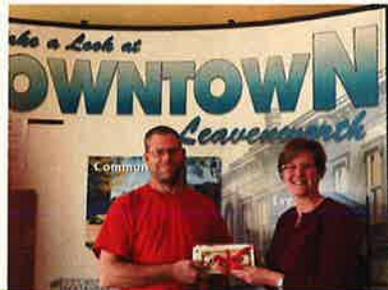
10 winners were drawn that won \$100 Main Street Bucks which re-circulate downtown. At least 2 winners were from out of town.

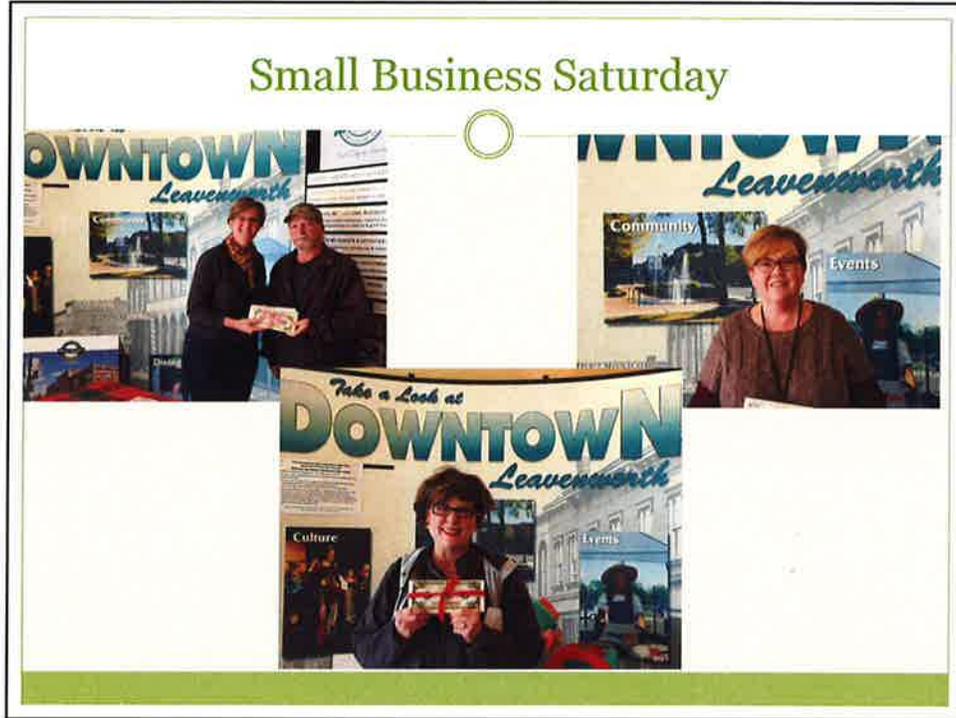
**A low estimate for Small Business Saturday sales is \$75,000 - \$90,000!**

This promotion was a huge success, did not cost merchants anything to participate, and because of it's success, LMS is adding another similar event, Christmas in July in 2018.

LMS encouraged merchants to stay open all Thursday evenings until 8 p.m. in December and many did.

## Small Business Saturday





## Social Media

- **Facebook Statistics: December 12, 2017 – January 8, 2018**
- Likes (New people liking our facebook)
  - 34 37%
- Page Views (Our Full Facebook Page views not just our posts)
  - 446 47%
- Post Engagement (When someone likes or comments on a post)
  - 2,094 58%
- Reach (How many people see our facebook posts)
  - 4,315 59%
- Videos Viewed
  - 750 47%

**We visit our Investors facebook pages consistently, sharing and reposting information. Have you "liked" and are you "sharing" LMS and many of your downtown merchants facebook pages and interacting with other social media postings? All in all a great way to further promote downtown Leavenworth!**

## Volunteer Driven & Sweat Equity

- **Leavenworth Main Street is volunteer driven and thus provided 12,380 volunteer hours to the community through our events, activities, committees, board and partnership endeavors which equal \$217,269.00 in value.**
- **Leavenworth Main Street operates on a \$170,000+- annual budget, comprised of Investor Dues, City Funding, Fundraising and Donations. A 501©3 non-profit organization dedicated to Economic Development, Historic Preservation and Creative Marketing for the First City of Kansas.**

## Banner of Honor Project

- **In it's 2<sup>nd</sup> Year, this project was initiated by Leavenworth Main Street with support from VFW Post #56. In 2017, 51 veteran banners were purchased or renewed by veteran families and will hang on Delaware Street between Esplanade & 6<sup>th</sup> Street for 1 year. Each year, new veteran banner applications will be completed and prior to Veterans Day new or renewing veteran banners will be hung. This is a revolving program and each veteran family receives their banner when it is taken down. A commemorative booklet is included listing all veterans biographies, a location map and banner photos. Banners may be renewed for 1 year if desired.**

## Banner of Honor Project



## Economic Development

### ○ **LEAVENWORTH MAIN STREET PROGRAM**

- ❖ Works with *all* businesses who are considering improvements or need capital
- ❖ Actively consults with Entrepreneurs that desire to open a business
- ❖ Actively makes contact with business types that are lacking downtown (grocery market, specialty, clothing, shoes, children's, ethnic restaurants)
- ❖ Maintains Available Properties listing
- ❖ Maintains categorized listing of all downtown businesses
- ❖ Maintains Downtown Business Guide & Downtown Shopping/Dining Guides
- ❖ Maintains quarterly economic reports listing re-investment through façade improvements, renovation & construction projects, city projects, purchased & sold buildings, employee retention & loss, new & lost businesses and volunteer tracking
- ❖ Hosts an average 40 events annually bringing people downtown
- ❖ Partners with KC Sourcelink, a provider of free resources for businesses; LL Chamber of Commerce, LCDC, CVB, KU SBDC, Network Kansas/GLC

### Leavenworth Main Street - Doing What Most People Think "Just Happens"



#### ❖ Economic Development & Historic Preservation

- ❖ Provide guidance, assistance, education and resources for small business start ups, 2<sup>nd</sup> and 3<sup>rd</sup> stage growth businesses
- ❖ Entrepreneurial development and growth
- ❖ Preserve, Protect & Enhance Buildings & Architecture
- ❖ Economic Development Partner
- ❖ Advocate for small business, at the city, state & national levels
- ❖ Provide design guidelines, assistance and resources for façade renovations
- ❖ Promote the history of the 1<sup>st</sup> City of Kansas
- ❖ Provide events & activities to draw visitors to downtown and to businesses
- ❖ Leavenworth Main Street is tangible and intangible, always moving in a forward, positive direction
- ❖ Downtown Leavenworth has become a desirable business location, due, in part, to the above scope of work through Leavenworth Main Street

### Downtown is a Destination



- From Spectrum Reach Cable TV to KCTV 5 advertising to Cox Media Cable in Omaha, Nebraska, we know that visitors are coming downtown to shop, eat and have fun because they are telling merchants.
- Alive After 5, a monthly 1<sup>st</sup> Thursday evening event between 5 & 8 p.m., continues to gain popularity. On it's 2nd year anniversary, December 2017, 140 tickets were sold. Ticket sales vary per month, from 26 to 140; participating businesses vary per month and average 16. Folks do pay to play! Proceeds from ticket sales are utilized for downtown marketing, shared with local non-profits, participating merchants and LHS. Hard copy detail provided.

**Shop Downtown Leavenworth!**

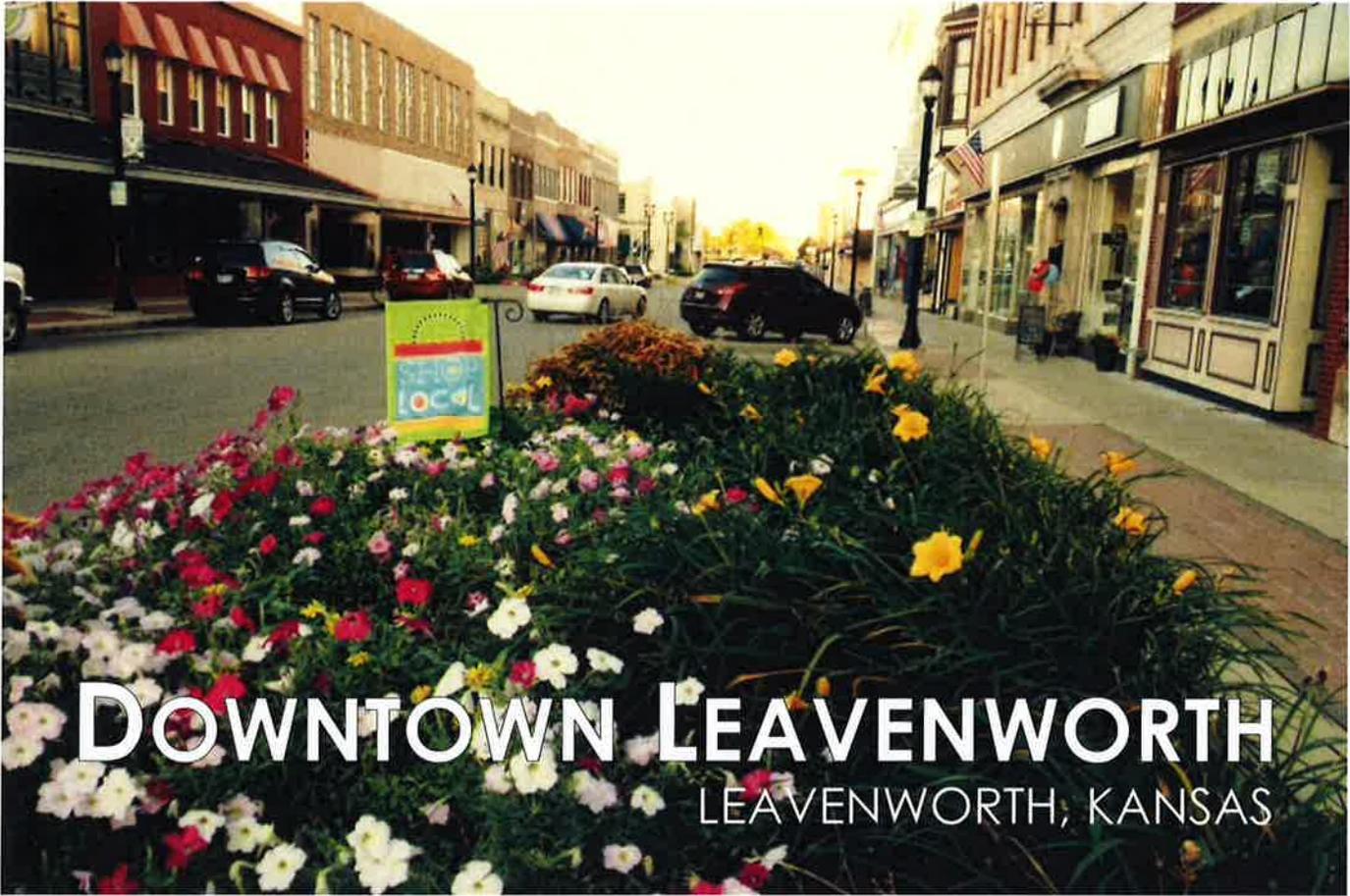
**Keep IT Local**  
Jobs, Business, Community

**the 3/50 project**  
SAVING THE BRICK & MORTARS  
OUR NATION IS BUILT ON  
[the350project.net](http://the350project.net)

**Top 10 Reasons to shop local**  
The following 10 reasons show how every penny spent at local business is reinvested in your community, creating diversity and helping the community maintain or create its unique appeal!

- 1. Shopping local creates jobs.** Stores in our towns create local employment and self-employment. These people in turn spend in the local economy.
- 2. Local independent shops invest more in our communities.** Local businesses are progressively more generous in their support of local charities, schools, and community events. By supporting local shops, you're helping support our communities.
- 3. Local shops sell a wide range of great products at affordable prices.** They ensure you get the best of everything locally and are not limited by the range of products and the economy.
- 4. Shopping local saves you money.** Shopping local means less driving, less money you're burning through gas. And with great prices at your disposal, you'll want to shop local every time.
- 5. Shopping local retains our communities.** People don't like being moved. It's because in small towns, you don't have to move the town.
- 6. Shop Local retains our character!** Independent shops create distinctive shopping experiences and store offered products. Local businesses can usually respond more quickly to the needs of local customers.
- 7. Shopping local saves the environment.** Local shops also have a high knowledge of local natural goods which are not subject to long air and sea journeys, helping reduce air global pollution.
- 8. Local shops are for everyone.** Most people can get to their local shops easily and the community is open for the elderly and young people and those without transportation.
- 9. Local shops make you proud.** Evidence from numerous surveys show people who shop locally are more satisfied and more loyal. These businesses survive by their reputation and repeat business which means you get a higher standard of service.
- 10. Shopping local saves money.** Private and public sector services (other than shops) are most expensive at its hardware, bank, restaurant, etc.

**Shop Smart, Shop Local**



# DOWNTOWN LEAVENWORTH

LEAVENWORTH, KANSAS

## MARKET SNAPSHOT



*First City of Kansas*

# DOWNTOWN LEAVENWORTH KANSAS

Nestled along the Missouri River, the First City of Kansas is steeped in history with exceptional architecture. Historic downtown Leavenworth is exciting with public/private reinvestment in the past 20 years of \$71M dollars due to active and passionate business owners and the Main Street program.

Cities and towns across the nation have come to see that a prosperous, sustainable community is only as healthy as its core. Leavenworth's historic downtown tells us who we are and who we were, and how the past has shaped us.

Downtown is the place of shared memory where people still come together to live, work and play. We are...

*One of a Kind, Just Like You!*



**Leavenworth is a Kansas Main Street, Inc. community.**

*This document summarizes information contained in the 2017 Downtown Leavenworth Market Profile report commissioned by Kansas Main Street, Inc. (KMSI).*

**Reinvest | Revitalize | Restore**

*KMSI provides technical assistance to support the economic development, preservation and revitalization efforts of member communities working to improve their traditional downtown and neighborhood business districts.*



Downtown Leavenworth Drive Time Markets

## Fast Facts

Population	5 Min	10 Min	20 Min
2010 Census	9,585	31,967	64,792
2016 Estimate	9,716	32,631	67,574
2021 Projection	9,886	33,287	70,236
Change 2016—2021	1.7%	2.0%	3.9%
<b>Daytime Population</b>			
2016 Day Population	10,725	35,745	63,800
2016 Workers	5,124	18,211	29,781
2016 Residents	5,601	17,534	34,019
2016 Daytime Change	10.4%	9.5%	-5.6%
<b>Households</b>			
2010 Census	4,322	11,423	22,541
2016 Estimate	4,351	11,609	23,488
2021 Projection	4,413	11,818	24,419
Change 2016—2021	1.4%	1.8%	4.0%
<b>Median HH Income</b>			
2016 Estimate	\$33,952	\$48,415	\$62,560
2021 Projection	\$31,942	\$52,438	\$73,717
Change 2016—2021	-5.9%	8.3%	17.8%

Source: Esri

# Lifestyle Profile

The Esri Community Tapestry consumer segmentation system adds color to the demographic profile of residents and households within the defined trade area geographies.

The Tapestry Household Distribution Report identifies prevalent segments and describes the population's likes, dislikes, lifestyles and purchase behaviors for households within the defined geographies. The information can be particularly helpful for assessing opportunities for business growth and for designing marketing strategies and messages to reach targeted segments.

The following tables show concentrations of the most prevalent Tapestry LifeMode Groups found within Downtown Leavenworth's five, ten and twenty-minute drive time areas.

5-Minute Drive Time Area Households	Count	Pct.
Hometown	1,340	30.8%
GenXurban	1,238	28.5%
Midtown Singles	1,142	26.2%
<b>Count/Pct. of 5-Minute Drive Time Area</b>	<b>3,720</b>	<b>85.5%</b>

10-Minute Drive Time Area Households	Count	Pct.
GenXurban	4,709	40.6%
Midtown Singles	1,603	13.8%
Hometown	1,565	13.5%
<b>Count/Pct. of 10-Minute Drive Time Area</b>	<b>7,877</b>	<b>67.9%</b>

20-Minute Drive Time Area Households	Count	Pct.
GenXurban	5,842	24.9%
Family Landscapes	3,724	15.9%
Cozy Country Living	3,080	13.1%
<b>Count/Pct. of 20-Minute Drive Time Area</b>	<b>12,646</b>	<b>53.9%</b>



## Top Tapestry LifeMode Groups

Downtown Leavenworth Twenty-minute Drive Time Area | Esri 2016

### GenXurban

- ▶ Gen X in middle age; families with fewer kids and a mortgage
- ▶ Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees
- ▶ About a fifth of residents are 65 or older; about a fourth of households have retirement income
- ▶ Own older single-family homes in urban areas, with 1 or 2 vehicles
- ▶ Live and work in the same county, creating shorter commute times
- ▶ Invest wisely, well-insured, comfortable banking online or in person
- ▶ News junkies (read a daily newspaper, watch news on TV, and go online for news)
- ▶ Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise

### Family Landscapes

- ▶ Successful young families in their first homes
- ▶ Non-diverse, prosperous married-couple families, residing in suburban or semirural areas with a low vacancy rate (second lowest)
- ▶ Homeowners (80%) with mortgages (second highest %), living in newer single-family homes, with median home value slightly higher than the U.S.
- ▶ Two workers in the family, contributing to the second highest labor force participation rate, as well as low unemployment
- ▶ Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens
- ▶ Sports enthusiasts, typically owning newer sedans or SUVs, dogs, and savings accounts/plans, comfortable with the latest technology
- ▶ Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle
- ▶ Especially enjoy bowling, swimming, playing golf, playing video games, watching movies rented via Redbox, and taking trips to a zoo or theme park

### Cozy Country Living

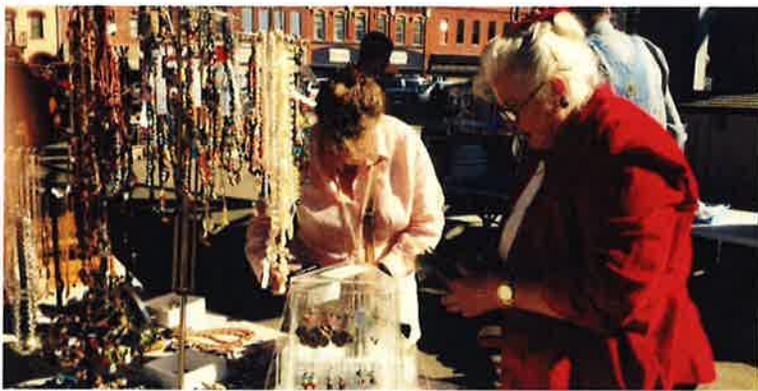
- ▶ Empty nesters in bucolic settings
- ▶ Largest Tapestry group, almost half of households located in the Midwest
- ▶ Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have 3 or more vehicles and, therefore, auto loans
- ▶ Politically conservative and believe in the importance of buying American
- ▶ Own domestic trucks, motorcycles, and ATVs/UTVs
- ▶ Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online
- ▶ Own every tool and piece of equipment imaginable to maintain their homes, vehicles, vegetable gardens, and lawns
- ▶ Listen to country music, watch auto racing on TV, and play the lottery; enjoy outdoor activities, such as fishing, hunting, camping, boating, and even bird watching



# Retail Performance

## Doing Business in Downtown Leavenworth

A full service, 28 block downtown with over 275 businesses including 97 retailers, 24 restaurants, 36 financial/professional institutions, 19 salons/spas, 20 automotive, 7 drinking establishments, 7 IT, 22 medical/dental. 11 venues provide entertainment including museums, parks, trails and live theatre. Residential loft development is exciting with well over 250 units available within the Stove Factory and Abernathy Lofts plus many housing options sprinkled throughout downtown. Our program partners with entrepreneurs and small businesses to educate, initiate, strengthen and grow small business, the lifeblood of our country.



Downtown Leavenworth

## Trade Area Sales Surplus and Leakage Estimates

Sales Surplus & Leakage (\$MM)	5 Minutes	10 Minutes	20 Minutes
	Surplus/ (Leakage)	Surplus/ (Leakage)	Surplus/ (Leakage)
Total Retail Trade and Food & Drink (NAICS 44 – 45, 722)	\$3.6	(\$20.3)	(\$309.9)
Total Retail Trade (NAICS 44 – 45)	(\$4.8)	(\$23.2)	(\$287.0)
Total Food & Drink (NAICS 722)	\$8.4	\$2.9	\$22.8

Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography)

Total Retail Trade and Food & Drink demand versus sales estimates for the drive times show a sales surplus of about \$3.6 million for the five-minute drive time area; and sales leakage occurring in the ten- and twenty-minute drive time areas. The overall sales surplus estimated for the five-minute drive time is driven, in part, by the performance of the Restaurants/Other Eating Places subcategory—an apparent strength in the local marketplace.

Leakage within a specified trade area represents a condition where supply is less than demand—retailers outside of the trade area are fulfilling demand for retail products. A surplus within a specified trade area represents a condition where supply exceeds demand—thus, retailers are attracting customers that reside outside the trade area.

## Total Retail Sales

### Downtown Leavenworth Market (\$MM)

5 Minutes	10 Minutes	20 Minutes
\$118.1	\$367.1	\$662.4

Source: Esri Retail MarketPlace Report 2016

Totals shown for all North American Industrial Classification System (NAICS) Retail categories (NAICS 441—454) and Foodservice and Drinking Places (NAICS 722).

## Retail Pull

To capture a snapshot of an area's retail marketplace and relative strength, the leakage and surplus factor summarizes the relationship between supply (retail sales by businesses) and demand (consumer spending by household). The factor is a measure of the relationship between supply and demand that ranges from +100 (total surplus) to -100 (total leakage). A positive value represents a surplus of retail sales (often indicative of a market where customers are drawn in from outside the defined trade area).

The following table displays figures for some of the highest and lowest Surplus/Leakage Factors in the five- and ten-minute drive times for select Retail and Food & Drink categories and subcategories. The information could serve as a good starting point for the consideration of potential expansion and recruitment targets for Downtown Leavenworth.

Category/Subcategory	5 Minutes	10 Minutes
+ Used Merchandise Stores	73.4	57.3
+ Jewelry, Luggage & Leather Goods	62.5	19.9
+ Florists	41.6	5.6
+ Home Furnishings Stores	40.9	(18.2)
+ Auto Parts, Accessories & Tire Stores	31.5	17.0
— Furniture Stores	(25.9)	(70.7)
— Electronics & Appliance Stores	(43.5)	(43.3)
— General Merchandise Stores	(76.1)	(45.8)
— Shoe Stores	(100.0)	(34.0)
— Other Motor Vehicle Dealers	(100.0)	(100.0)

Source: Esri 2016



First City of Kansas

**Leavenworth Main Street Program, Inc.**  
416 Cherokee | Leavenworth, Kansas 66048

☎ (913) 682-3924

✉ director@leavenworthmainstreet.com

🌐 www.leavenworthmainstreet.com

# Downtown Leavenworth

Leavenworth, Kansas

## Market Profile

Prepared for:



*First City of Kansas*

A service provided by:



Prepared by:



**Downtown Professionals Network**

133 Holiday Court · Suite 205

Franklin · Tennessee 37067

☎ 615.236.6082

🌐 [www.downtownpros.com](http://www.downtownpros.com)

**January 2017**

## Introduction

Leavenworth Main Street Program, Inc. and community partners are taking a pro-active and catalytic approach to planning for the future prosperity of Leavenworth’s traditional downtown business district.

The efforts of Leavenworth Main Street Program, Inc. (LMS) and its partners, along with investments made by the public and private sectors in downtown Leavenworth, are working to heighten the appeal of the traditional business district among consumers, investors and entrepreneurs. Moving forward, it will be important for the community to capitalize upon and leverage these investments and ongoing LMS marketing efforts to position downtown Leavenworth as a local and regional attraction, economic engine, and center for commerce.

This Market Profile document highlights and summarizes important demographic, lifestyle and retail data, characteristics and trends in the marketplace. The information provides a baseline for assessing and tracking changes in the market, and could help guide important decision-making processes that will influence future business development and marketing strategies.

## Report Contents

Introduction.....	1
Downtown Leavenworth Study Area .....	2
Drive Time Geographies.....	2
Demographic Snapshot.....	4
Lifestyle Profile .....	5
Retail Market Performance.....	18



### Leavenworth is a Kansas Main Street, Inc. Community.

#### Reinvest | Revitalize | Restore

*Kansas Main Street, Inc. provides technical assistance to support the economic development, preservation and revitalization efforts of member communities working to improve their traditional downtown and neighborhood business districts.*



Downtown Professionals Network (DPN) has been retained by Kansas Main Street, Inc. to deliver technical assistance and training to select communities and business districts.

DPN is a research, communications strategy and planning firm specializing in the revitalization and enhancement of traditional downtown and neighborhood business districts. Since its founding in 2000, DPN has evolved to serve a clientele that includes local, state and national economic development organizations located throughout the country.

The content of this Market Profile is based strictly on information compiled from current Esri data and reports.

Downtown Professionals Network  
Franklin, Tennessee USA 37067  
www.downtownpros.com

#### Limitations and Disclaimers

Retail market analyses, their components (such as retail sales gap analyses) and derivative business development plans provide important guidance on how a commercial area should, theoretically, be able to perform and on the sales levels businesses should be able to achieve. However, a number of factors affect the actual performance of businesses and commercial areas, including the skills of the business operator, level of business capitalization, the quality of the physical environment, changes in overall economic conditions, the effectiveness of business and district marketing programs, and many other factors. The information in this document is intended to provide a foundation of information for making business development decisions, but it does not and cannot ensure business success.

As is true of all demographic, economic and market studies, our analysis’ reliability is limited to the reliability and quality of the data available. Our research assumes that all data made available by and procured from federal, state, county, city, primary and third party sources is accurate and reliable.

Because market conditions change rapidly and sometimes without warning, the information and opinions expressed here represent a snapshot in time and cannot predict or gauge future changes or results.

# Downtown Leavenworth Study Area

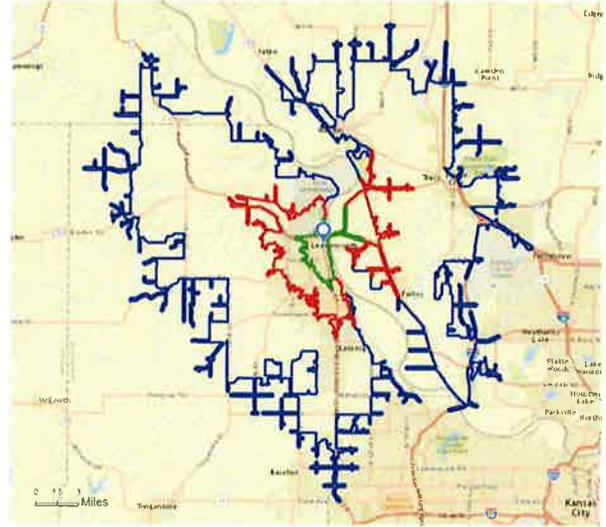
## Drive Time Geographies

The profile assembled for the Downtown Leavenworth Drive Time Market is based upon information contained in a series of Esri reports generated for a five, ten and twenty – minute drive time area originating from the downtown area.

The **five-minute drive-time market** profiles a “captive” resident and convenience-oriented market for downtown Leavenworth. The population residing and working within the five-minute drive time area would also be more likely access downtown on foot, bicycle and via other alternative modes of transportation. Demographic and psychographic data could be particularly useful for assessing performance and expansion opportunities for convenience-oriented businesses and uses, and for analyzing and profiling the composition of the current and potential downtown Leavenworth area housing market.

The area plotted for the **ten-minute drive time** includes areas that span along major travel routes in the Leavenworth vicinity. Data and information for the ten-minute drive time area could be helpful for comparing the traits and characteristics of the “close to downtown” population with that in the wider region. The consumer profile may also be indicative of the “comparison market” for Leavenworth area service, retail and eating & drinking uses.

The **twenty-minute drive time** is more regional in nature. Consumers, particularly at the outer reaches of this regional area and all things being equal, may be more naturally inclined to frequent commercial areas in other communities, based on convenience, broader variety and/or anchor tenants. Opportunities for downtown Leavenworth to capture consumers from the broader region, and to increase its retail market share, will most likely revolve around retail and service anchors; specialty retail and destination-oriented eating & drinking places; recreational attractions and venues; and events.

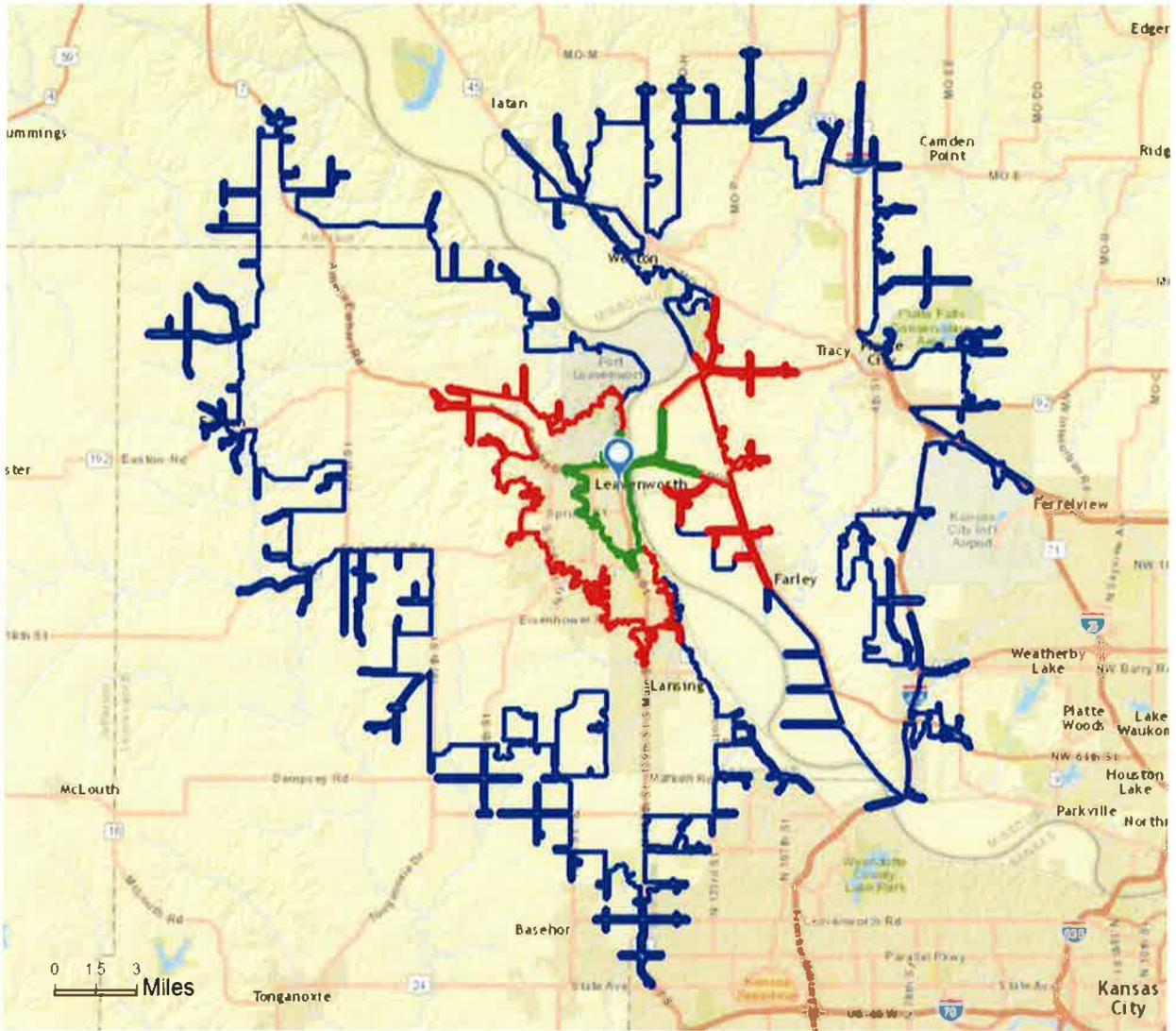


Downtown Leavenworth Drive Time Markets

## Fast Facts

Population	5 Min	10 Min	20 Min
2000 Census	10,385	33,658	58,335
2010 Census	9,585	31,967	64,792
2016 Estimate	9,716	32,631	67,574
2021 Projection	9,886	33,287	70,236
Change: 2016 - 2021	1.7%	2.0%	3.9%
Households	5 Min	10 Min	20 Min
2000 Census	4,533	11,698	19,679
2010 Census	4,322	11,423	22,541
2016 Estimate	4,351	11,609	23,488
2021 Projection	4,413	11,818	24,419
Change: 2016 - 2021	1.4%	1.8%	4.0%
Median HH Income	5 Min	10 Min	20 Min
2016 Estimate	\$33,952	\$48,415	\$62,560
2021 Projection	\$31,942	\$52,438	\$73,717
Change: 2016 - 2021	-5.9%	8.3%	17.8%

Source: Esri Market Profile.



Reports generated and used to examine the Downtown Leavenworth Drive Time Markets are based on current Esri data and include:

***Esri Market Profile***

The Market Profile report provides current-year and five-year projections for U.S. demographics. The annual updates include information about population, households, housing, occupancy, income, age, race, Hispanic origin, and more.

***Esri Tapestry Segmentation Area Profile***

Tapestry classifies U.S. residential neighborhoods into 67 unique market segments based on socioeconomic and demographic characteristics.

***Esri Retail MarketPlace Profile***

Retail MarketPlace data provides a measure of retail activity by trade area and compares retail sales to consumer spending by NAICS industry classification.

## Demographic Snapshot

The demographic snapshot compiled for the Downtown Leavenworth Drive Time Market benchmarks and tracks changes in the marketplace. Analysis of the data reveals:

- ▶ The population within the study areas is expected to increase within a range of 1.7% to 3.9%, while the number of households is expected to grow by 1.4% to 4.0%, through 2021. The largest increases are anticipated at the twenty-minute drive time area level. At the state level, the population and number of households are expected to grow at five-year rates of 2.9% and 2.6%, respectively.
- ▶ The daytime population in the five- and ten-minute drive time areas increases by about ten percent per 2016 estimates of area daytime workers and residents.
- ▶ Median age in the ten-minute drive times is lower than that reported for the other drive times. Median age for the Kansas population was estimated at 36.7 years for 2016 and is expected to reach 37.4 by 2021.
- ▶ The concentration of renter-occupied housing units and vacant units is highest in the five-minute drive time. The percentage of vacant units, estimated to range from about 8% to 14% in the drive times, is expected to remain about the same through 2021. Statewide estimates for 2016 assigned a vacant status to 10.0% of all housing units and no change in the figure is projected through 2021.
- ▶ The Median household income estimate for the twenty-minute drive time is about 18% higher than the statewide figure. Estimates and projected growth for household and per capita income in the five-minute drive time trails figures and the five-year rate of growth forecast for the state through 2021.

Kansas	2016	2021	+ %
Median HH	\$52.9K	\$58.4K	10.3%
Per Capita	\$28.1K	\$30.7K	9.4%

- ▶ The estimated percentage of the civilian population age 16-plus that was unemployed in 2016 was highest at the five-minute drive time level, estimated at 8.9%. The percentage of the civilian unemployed population in the drive time areas – particularly for the five-minute drive time – is higher than the 2016 estimate of 5.2% for the state.

Drive Time	5 Minutes	10 Minutes	20 Minutes
<b>Population</b>			
2000 Census	10,385	33,658	58,335
2010 Census	9,585	31,967	64,792
2016 Estimate	9,716	32,631	67,574
2021 Projection	9,886	33,287	70,236
Change: 2016 – 2021	1.7%	2.0%	3.9%
<b>Day Population – 2016</b>			
2016 Workers	5,124	18,211	29,781
2016 Residents	5,601	17,534	34,019
2016 Daytime Change	10.4%	9.5%	-5.6%
<b>Households</b>			
2000 Census	4,533	11,698	19,679
2010 Census	4,322	11,423	22,541
2016 Estimate	4,351	11,609	23,488
2021 Projection	4,413	11,818	24,419
Change: 2016 – 2021	1.4%	1.8%	4.0%
<b>Median Age</b>			
2016 Estimate	37.4	35.3	37.3
2021 Projection	37.7	35.4	37.5
<b>Housing Units – 2016</b>			
Owner Occupied Units	38.2%	43.3%	55.6%
Renter Occupied Units	47.9%	45.9%	35.9%
Vacant Housing Units	13.9%	10.8%	8.5%
<b>Housing Units – 2021</b>			
Owner Occupied Units	37.6%	42.8%	55.8%
Renter Occupied Units	48.5%	46.4%	35.8%
Vacant Housing Units	14.0%	10.8%	8.4%
<b>Median HH Income</b>			
2016 Estimate	\$33,952	\$48,415	\$62,560
2021 Projection	\$31,942	\$52,438	\$73,717
Change: 2016 – 2021	-5.9%	8.3%	17.8%
<b>Per Capita Income</b>			
2016 Estimate	\$21,136	\$23,159	\$28,547
2021 Projection	\$22,390	\$24,864	\$31,169
Change: 2016 – 2021	5.9%	7.4%	9.2%
<b>Civilian Population 16+ in Labor Force</b>			
2016 Employed	91.1%	93.5%	94.7%
2016 Unemployed	8.9%	6.5%	5.3%

Source: Esri Market Profile.  
Percentages may not equal 100% due to rounding.

## Lifestyle Profile

Tapestry is a geodemographic segmentation system that integrates consumer traits with residential characteristics to identify markets and classify US neighborhoods. Neighborhoods with the most similar characteristics are grouped together, while neighborhoods with divergent characteristics are separated. Internally homogenous, externally heterogeneous market segments depict consumers' lifestyles and lifestages. Tapestry Segmentation combines the "who" of lifestyle demography with the "where" of local geography to create a classification model with 67 distinct behavioral market segments.

US consumer markets are multidimensional and diverse. Using a large, well-selected array of attributes captures this diversity with the most powerful data available. Data sources include Census 2010, the American Community Survey, Esri's demographic updates, Experian's ConsumerViewSM database, and consumer surveys, such as the Survey of the American Consumer from GfK MRI, to capture the subtlety and vibrancy of the US marketplace.

A market segmentation system must be able to distinguish consumer behavior—spending patterns and lifestyle choices—as expected. Esri verified the efficacy of its Tapestry Segmentation markets against consumer surveys from GfK MRI, which include nearly 6,000 product and service brands in 550 categories, along with readership of hundreds of magazines and newspapers, Internet usage, TV viewership by channel and program, radio listening, and other media.

### Prevalent Drive Time Area LifeMode Groups

Esri Tapestry LifeMode groups represent markets that share a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence. Tapestry Segments are classified into 14 LifeMode groups.

Identification of dominant LifeMode Groups and their distribution across the Downtown Leavenworth drive time geographies can be helpful to understanding how prevalent Tapestry segments interact within the group and their common characteristics; and for targeting marketing and messaging, accordingly.

Top 3 Tapestry LifeMode Groups   Downtown Leavenworth Drive Time Areas   2016 Households					
5 Minute Drive Time		10 Minute Drive Time		20 Minute Drive Time	
Hometown (LM12)		GenXurban (LM5)		GenXurban (LM5)	
HH Count	HH Percent	HH Count	HH Percent	HH Count	HH Percent
1,340	30.8%	4,709	40.6%	5,842	24.9%
GenXurban (LM5)		Midtown Singles (L11)		Family Landscapes (L4)	
HH Count	HH Percent	HH Count	HH Percent	HH Count	HH Percent
1,238	28.5%	1,603	13.8%	3,724	15.9%
Midtown Singles (L11)		Hometown (LM12)		Cozy Country Living (L6)	
HH Count	HH Percent	HH Count	HH Percent	HH Count	HH Percent
1,142	26.2%	1,565	13.5%	3,080	13.1%

Source: Esri Tapestry Segmentation Profile – 2016

Descriptions of the most prevalent drive time area LifeMode Groups, shown in the table above, follow.

## Prevalent Drive Time Tapestry LifeMode Group Descriptions

### LifeMode 4: Family Landscapes

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households: Count – Pct. (Rank)	0 – 0.0% (–)	297 – 2.6% (7)	3,724 – 15.9% (2)
<ul style="list-style-type: none"> <li>▶ Successful young families in their first homes</li> <li>▶ Non-diverse, prosperous married-couple families, residing in suburban or semirural areas with a low vacancy rate (second lowest)</li> <li>▶ Homeowners (80%) with mortgages (second highest %), living in newer single-family homes, with median home value slightly higher than the U.S.</li> <li>▶ Two workers in the family, contributing to the second highest labor force participation rate, as well as low unemployment</li> <li>▶ Do-it-yourselfers, who work on home improvement projects, as well as their lawns and gardens</li> <li>▶ Sports enthusiasts, typically owning newer sedans or SUVs, dogs, and savings accounts/plans, comfortable with the latest technology</li> <li>▶ Eat out frequently at fast food or family restaurants to accommodate their busy lifestyle</li> <li>▶ Especially enjoy bowling, swimming, playing golf, playing video games, watching movies rented via Redbox, and taking trips to a zoo or theme park</li> </ul>	<b>Tapestry Segments ID and Name</b> 4A Soccer Moms 4B Home Improvement 4C Middleburg		

### LifeMode 5: GenXurban

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households: Count – Pct. (Rank)	1,238 – 28.5% (1)	4,709 – 40.6% (1)	5,842 – 24.9% (1)
<ul style="list-style-type: none"> <li>▶ Gen X in middle age; families with fewer kids and a mortgage</li> <li>▶ Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees</li> <li>▶ About a fifth of residents are 65 or older; about a fourth of households have retirement income</li> <li>▶ Own older single-family homes in urban areas, with 1 or 2 vehicles</li> <li>▶ Live and work in the same county, creating shorter commute times</li> <li>▶ Invest wisely, well-insured, comfortable banking online or in person</li> <li>▶ News junkies (read a daily newspaper, watch news on TV, and go online for news)</li> <li>▶ Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise</li> </ul>	<b>Tapestry Segments ID and Name</b> 5A Comfortable Empty Nesters 5B In Style 5C Parks and Rec 5D Rustbelt Traditions 5E Midlife Constants		

### LifeMode 6: Cozy Country Living

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households: Count – Pct. (Rank)	0 – 0.0% (–)	52 – 0.4% (9)	3,080 – 13.1% (3)
<ul style="list-style-type: none"> <li>▶ Empty nesters in bucolic settings</li> <li>▶ Largest Tapestry group, almost half of households located in the Midwest</li> <li>▶ Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have 3 or more vehicles and, therefore, auto loans</li> <li>▶ Politically conservative and believe in the importance of buying American</li> <li>▶ Own domestic trucks, motorcycles, and ATVs/UTVs</li> <li>▶ Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online</li> <li>▶ Own every tool and piece of equipment imaginable to maintain their homes, vehicles, vegetable gardens, and lawns</li> <li>▶ Listen to country music, watch auto racing on TV, and play the lottery; enjoy outdoor activities, such as fishing, hunting, camping, boating, and even bird watching</li> </ul>	<b>Tapestry Segments ID and Name</b> 6A Green Acres 6B Salt of the Earth 6C The Great Outdoors 6D Prairie Living 6E Rural Resort Dwellers 6F Heartland Communities		

### LifeMode 11: Midtown Singles

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households: Count – Pct. (Rank)	1,142 – 26.2% (3)	1,603 – 13.8% (2)	1,603 – 6.8% (5)
<ul style="list-style-type: none"> <li>▶ Millennials on the move—single, diverse, urban</li> <li>▶ Millennials seeking affordable rents in apartment buildings</li> <li>▶ Work in service and unskilled positions, usually close to home or public transportation</li> <li>▶ Single parents depend on their paycheck to buy supplies for their very young children</li> <li>▶ Midtown Singles embrace the Internet, for social networking and downloading content</li> <li>▶ From music and movies to soaps and sports, radio and television fill their lives</li> <li>▶ Brand savvy shoppers select budget friendly stores</li> </ul>	<b>Tapestry Segments ID and Name</b> 11A City Strivers 11B Young and Restless 11C Metro Fusion 11D Set to Impress 11E City Commons		

### LifeMode 12: Hometown

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households: Count – Pct. (Rank)	1,340 – 30.8% (1)	1,565 – 13.5% (3)	1,565 – 6.7% (6)
<ul style="list-style-type: none"> <li>▶ Growing up and staying close to home; single householders</li> <li>▶ Close knit urban communities of young singles (many with children)</li> <li>▶ Owners of old, single-family houses, or renters in small multi-unit buildings</li> <li>▶ Religion is the cornerstone of many of these communities</li> <li>▶ Visit discount stores and clip coupons, frequently play the lottery at convenience stores</li> <li>▶ Canned, packaged and frozen foods help to make ends meet</li> <li>▶ Purchase used vehicles to get them to and from nearby jobs</li> </ul>	<b>Tapestry Segments ID and Name</b> 12A Family Foundations 12B Traditional Living 12C Small Town Simplicity 12D Modest Income Homes		

## Prevalent Drive Time Area Tapestry Household Segments

The following table compiles and compares concentrations of the five most prevalent Tapestry household segments found within each of the Downtown Leavenworth drive time areas.

2016 Households	5 Minute Drive Time			10 Minute Drive Time			20 Minute Drive Time		
	Tapestry Segment	Count	Pct.	Rank	Count	Pct.	Rank	Count	Pct.
Rustbelt Traditions (5D)	1,238	28.5%	1	3,469	29.9%	1	3,469	14.8%	1
Set to Impress (11D)	1,111	25.5%	2	1,111	9.6%	4	1,111	4.7%	9
Traditional Living (12B)	1,006	23.1%	3	1,231	10.6%	3	1,231	5.2%	8
Social Security Set (9F)	604	13.9%	4	604	5.2%	7	604	2.6%	14
Small Town Simplicity (12C)	334	7.7%	5	334	2.9%	11	334	1.4%	19
Military Proximity (14A)	27	0.6%	7	1,262	10.9%	2	1,455	6.2%	5
Comfortable Empty Nesters (5A)	0	0.0%	--	867	7.5%	5	1,460	6.2%	4
Green Acres (6A)	0	0.0%	--	52	0.4%	15	2,622	11.2%	2
Soccer Moms (4A)	0	0.0%	--	111	1.0%	14	2,110	9.0%	3
<b>Total Count/Percent of Area</b>	<b>4,320</b>	<b>99.3%</b>		<b>9,041</b>	<b>78.0%</b>		<b>14,396</b>	<b>61.3%</b>	

Source: Esri Tapestry Segmentation Profile – 2016

More than 85% of households within the five-minute drive time area, and 68% of ten-minute drive time area households, are classified by segments encompassed within three Esri Tapestry LifeMode Groups – GenXurban, Midtown Singles and Hometown. The GenXurban LifeMode Group is most prevalent in the twenty-minute drive time area, where it is joined by the Family Landscapes and Cozy Country Living LifeMode Groups to represent nearly 54% of all twenty-minute drive time households. Findings, based strictly on the data, suggest opportunities and strategies to increase downtown Leavenworth’s market share might be focused in three areas:

- ▶ Local, client and convenience-oriented marketing and business development strategies that appeal to characteristics and traits common to the three dominant Esri Tapestry LifeMode Groups found within the five- and ten-minute drive time areas. These strategies are likely to emphasize local personalities, hometown customer service, local traditions and convenience.
- ▶ Extending regional appeal through intentional marketing, messages and events specifically designed to appeal to the lifestyle characteristics of certain GenXurban, Family Landscape and Cozy Country Living LifeMode Groups and their Tapestry Segments, specifically including the Green Acres, Soccer Moms and Comfortable Empty Nesters segments that, collectively and along with the Rustbelt Traditions segment, represent more than 41% of all twenty-minute drive time area households.
- ▶ Continuing to capitalize on unique Downtown Leavenworth and surrounding community anchors and attractions that have special appeal – and “pull” – for workplace market members, and for visitors and day-trippers traveling from areas beyond the twenty-minute drive time area.

Summary descriptions for the most predominant Tapestry segments found within each of the Downtown Leavenworth drive time areas, shown in the table above, follow. Information on Esri Tapestry methodology and applications, along with descriptions for Tapestry’s 67 segments, are available from the Esri website at <http://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.htm>.

## Summary Descriptions of Prevalent Downtown Leavenworth Drive Time Tapestry Segments

### Rustbelt Traditions (5D)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	1,238 – 28.5% (1)	3,469 – 29.9% (1)	3,469 – 14.8% (1)

#### Who We Are

The backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes but above average net worth (Index 111). Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

#### Our Neighborhood

- ▶ Almost half (46%) of the households are married-couple families, similar to the US (48%), most without children (also similar to the US); the slightly higher proportion of singles (Index 105) reflects the aging of the population.
- ▶ Average household size is slightly lower at 2.46.
- ▶ They are movers, slightly more mobile than the US population (Index 109), but almost half of householders (46%) moved into their current homes before 2000.
- ▶ Most residents live in modest, single-family homes in older neighborhoods built in the 1950s (Index 218).
- ▶ Nearly three quarters own their homes; over half of households have mortgages.
- ▶ A large and growing market, Rustbelt Traditions residents are located in the dense urban fringe of metropolitan areas throughout the Midwest and South.
- ▶ Most households have two or more vehicles available.

#### Socioeconomic Traits

- ▶ Most have graduated from high school or spent some time at a college or university.
- ▶ Unemployment below the US at 8%; labor force participation slightly higher than the US at 67%.
- ▶ While most income derived from wages and salaries, nearly 30% of households collecting Social Security and nearly 20% drawing income from retirement accounts.
- ▶ Family-oriented consumers who value time spent at home.
- ▶ Most lived, worked, and played in the same area for years.
- ▶ Budget aware shoppers that favor American-made products.
- ▶ Read newspapers, especially the Sunday editions.

#### Market Profile

- ▶ Residents take advantage of convenience stores for fueling up and picking up incidentals.
- ▶ Watching television is a common pastime; many households have more than four TVs.
- ▶ Favorite programming ranges from ESPN, Animal Planet, and AMC to children's shows on Nickelodeon and Cartoon Network.
- ▶ Residents are connected; entertainment activities like online gaming dominate their Internet usage.
- ▶ Favorite family restaurants include Applebee's, Outback Steakhouse, and Texas Roadhouse.
- ▶ Radio dials are typically tuned to classic rock stations.

#### Demographic Traits

Median Household Income:	\$49,000 (US: \$51,000)
Average Household Size:	2.46
Median Age:	38.4 (US: 37.6)
Median Net Worth:	\$79,000 (US: \$71,000)
Median Home Value:	\$118,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	44.2 (US: 62.1)

#### Average Household Budget Index (US Average = 100)

Housing	80
Food	81
Apparel & Services	53
Transportation	83
Health Care	85
Entertainment & Recreation	84
Education	79
Pensions & Social Security	81
Other	80

## Set to Impress (11D)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	1,111 – 25.5% (2)	1,111 – 9.6% (4)	1,111 – 4.7% (9)

### Who We Are

Set to Impress is depicted by medium to large multiunit apartments with lower than average rents. These apartments are often nestled into neighborhoods with other businesses or single-family housing. Nearly one in three residents is 20 to 34 years old, and over half of the homes are nonfamily households. Although many residents live alone, they preserve close connections with their family. Income levels are low; many work in food service while they are attending college. This group is always looking for a deal. They are very conscious of their image and seek to bolster their status with the latest fashion. Set to Impress residents are tapped into popular music and the local music scene.

### Our Neighborhood

- ▶ Apartment complexes represented by multiple multiunit structures are often nestled in neighborhoods with either single-family homes or other businesses.
- ▶ Renters make up nearly three quarters of all households.
- ▶ They're found mostly in urban areas, but also in suburbs.
- ▶ Single-person households make up over 40% of all households.
- ▶ It is easy enough to walk or bike to work for many residents.

### Socioeconomic Traits

- ▶ Residents are better educated and mobile.
- ▶ Unemployment is higher, although many are still enrolled in college (Index 146).
- ▶ They always have an eye out for a sale and will stock up when the price is right.
- ▶ They prefer name brands, but will buy generic when it is a better deal.
- ▶ Quick meals on the run are a reality of life.
- ▶ They're image-conscious consumers that dress to impress and often make impulse buys.
- ▶ They maintain close relationships with family.

### Market Profile

- ▶ They listen to a variety of the latest music and download music online.
- ▶ Majority have cell phones only, no landlines.
- ▶ They use the Internet for social media and managing finances.
- ▶ They own used, imported vehicles.
- ▶ They shop at Walgreens.
- ▶ They enjoy leisure activities including going to rock concerts, night clubs, and the zoo.

### Demographic Traits

Median Household Income:	\$29,000 (US: \$51,000)
Average Household Size:	2.10
Median Age:	33.1 (US: 37.6)
Median Net Worth:	\$12,000 (US: \$71,000)
Average Rent:	\$750 (US: \$990)
Housing Style:	Multiunit Rentals; Single Family
Diversity Index:	64.9 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	58
Food	59
Apparel & Services	40
Transportation	57
Health Care	52
Entertainment & Recreation	56
Education	61
Pensions & Social Security	54
Other	53

## Traditional Living (12B)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	1,006 – 23.1% (3)	1,231 – 10.6% (3)	1,231 – 5.2% (8)

### Who We Are

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

### Our Neighborhood

- ▶ Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- ▶ Average household size is slightly lower at 2.50.
- ▶ Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 183).
- ▶ Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- ▶ Average commuting time to work is slightly shorter (Index 88).
- ▶ Households have one or two vehicles.

### Socioeconomic Traits

- ▶ Over 70% have completed high school or some college.
- ▶ Unemployment is higher at 10.9% (Index 127); labor force participation is also a bit higher at 64.6%.
- ▶ Over three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 122) and public assistance (Index 149).
- ▶ Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- ▶ Connected and comfortable with the Internet, they are more likely to participate in online gaming or to access dating websites.
- ▶ TV is seen as the most trusted media.

### Market Profile

- ▶ They shop for groceries at discount stores such as Walmart supercenters; Kmart is also a favorite for apparel and sundry household and personal care products.
- ▶ Convenience stores are commonly used for fuel or picking up incidentals like lottery tickets.
- ▶ They tend to carry credit card balances, have student loans, and pay bills in person.
- ▶ Half of households have abandoned landlines for cell phones only.
- ▶ They watch their favorite channels including QVC, CMT, and Game Show Network.
- ▶ They're fast food devotees.
- ▶ They enjoy outdoor activities such as camping and taking trips to the zoo.

### Demographic Traits

Median Household Income:	\$37,000 (US: \$51,000)
Average Household Size:	2.50
Median Age:	34.8 (US: 37.6)
Median Net Worth:	\$29,000 (US: \$71,000)
Median Home Value:	\$79,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	53.1 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	66
Food	43
Apparel & Services	67
Transportation	66
Health Care	66
Entertainment & Recreation	63
Education	62
Pensions & Social Security	62
Other	63

## Social Security Set (9F)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	604 – 13.9% (4)	604 – 5.2% (7)	604 – 2.6% (14)

### Who We Are

Social Security Set is an older market located in metropolitan cities across the country. Over one-third of householders here are aged 65 or older and dependent on low, fixed incomes, primarily Social Security. In the aftermath of the Great Recession, early retirement is now a dream for many approaching the retirement age; wages and salary income in this market are still earned. Residents live alone in low-rent, high-rise buildings, located in or close to business districts that attract heavy daytime traffic. But they enjoy the hustle and bustle of life in the heart of the city, with the added benefit of access to hospitals, community centers, and public transportation.

### Our Neighborhood

- ▶ Most residents live alone in this older market; 19% of householders are aged 75 and older; another 17% are 65 to 74 years old.
- ▶ Multiunit rental properties with affordable rents are predominant (Index 62).
- ▶ Located in higher-density, high-traffic areas of metropolitan cities with good access to public transportation, vehicle ownership is low.

### Socioeconomic Traits

- ▶ These aging consumers rely mostly on Social Security income but also depend on Supplemental Security Income and public assistance.
- ▶ Wages and salary income are still earned by almost half of all households.
- ▶ With fixed incomes, consumers remain price sensitive.
- ▶ A trusted source of information, TV is an important part of their lives.
- ▶ An aging population that is often limited by medical conditions, they are willing to try advanced medication but rely on their physicians for recommendations.
- ▶ Rather than eat out, Social Security Set residents prefer to have their meals at home, whether they order takeout or warm up a frozen dinner. To save money, many frequently cook their own meals.

### Market Profile

- ▶ With limited resources, spending on entertainment is restricted. To pass the time, residents have basic cable television. Daytime news, documentaries, and game shows are popular. Activities outside the house are also limited, but bingo at the local community center is a favorite. When the TV is off, the radio is on; residents aren't picky about the radio station, but do enjoy the companionship.
- ▶ Risk-averse consumers in Social Security Set prefer to pay their bills in person, usually with cash. Some residents don't have a checking account, although one in three maintain a savings account for their small savings.
- ▶ Technology is a bear for these consumers. They steer away from cell phones, computers, and digital cameras.
- ▶ Many residents are dependent on Medicare and Medicaid for health care expenses.
- ▶ They don't eat out often, but KFC and McDonald's are their restaurants of choice.

### Demographic Traits

Median Household Income:	\$16,000 (US: \$51,000)
Average Household Size:	1.72
Median Age:	44.2 (US: 37.6)
Median Net Worth:	\$10,000 (US: \$71,000)
Average Rent:	\$620 (US: \$990)
Housing Style:	Multiunit Rentals
Diversity Index:	74.2 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	44
Food	44
Apparel & Services	30
Transportation	40
Health Care	39
Entertainment & Recreation	41
Education	47
Pensions & Social Security	37
Other	39

## Small Town Simplicity (12C)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	334 – 7.7% (5)	334 – 2.9% (11)	334 – 1.4% (19)

### Who We Are

Small Town Simplicity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, scrapbooking, and rural activities like hunting and fishing. Since almost 1 in 4 households is below poverty level, residents also keep their finances simple—paying bills in person and avoiding debt.

### Our Neighborhood

- ▶ They reside in small towns or semirural neighborhoods, mostly outside metropolitan areas.
- ▶ Homes are a mix of older single-family houses (61%), apartments, and mobile homes.
- ▶ A majority, 51%, of homes are owner occupied. (Index 80).
- ▶ Median home value of \$88,000 is about half the US median.
- ▶ Average rent is \$600 (Index 62).
- ▶ This is an older market, with almost half of the householders aged 55 years or older, and predominantly single-person households (Index 139).

### Socioeconomic Traits

- ▶ Education: 65% with high school diploma or some college.
- ▶ Unemployment higher at 11.9% (Index 138).
- ▶ Labor force participation lower at 51% (Index 81), which could result from lack of jobs or retirement.
- ▶ Income from wages and salaries (Index 82), Social Security (Index 142) or retirement (Index 112), increased by Supplemental Security Income (Index 203).
- ▶ Price-conscious consumers that shop accordingly, with coupons at discount centers.
- ▶ Connected, but not to the latest or greatest gadgets; keep their landlines.
- ▶ Community-orientated residents; more conservative than middle-of-the-road.
- ▶ Rely on television or newspapers to stay informed.

### Market Profile

- ▶ Small Town Simplicity features a semirural lifestyle, complete with trucks (domestic, of course), ATVs, and vegetable gardens.
- ▶ Hunting, fishing, and target shooting are favorite pastimes.
- ▶ A large senior population visit doctors and health practitioners regularly.
- ▶ However, a largely single population favors convenience over cooking—frozen meals and fast food.
- ▶ Home improvement is not a priority, but vehicle maintenance is.

### Demographic Traits

Median Household Income:	\$27,000 (US: \$51,000)
Average Household Size:	2.25
Median Age:	40.0 (US: 37.6)
Median Net Worth:	\$14,000 (US: \$71,000)
Median Home Value:	\$88,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	49.1 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	53
Food	57
Apparel & Services	35
Transportation	58
Health Care	59
Entertainment & Recreation	57
Education	50
Pensions & Social Security	50
Other	54

## Military Proximity (14A)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	27 – 0.6% (7)	1,262 – 10.9% (2)	1,455 – 6.2% (5)

### Who We Are

One of the youngest markets, residents of Military Proximity are married-couple families just beginning parenthood, with an average household size of 3.34. The Armed Forces is the common bond for these consumers. Most of the labor force are on active duty or have civilian jobs on military bases. The labor force participation rate, with the Armed Forces, is close to 80%, highest among Tapestry markets. Moving is routine to Military Proximity householders; 40% have recently lived elsewhere. Consumers live a young, active lifestyle with a focus on their families. These communities are located throughout the United States, but mainly in the South and West.

### Our Neighborhood

- ▶ Military Proximity households consist of young, married couples with children (Index 270).
- ▶ Average household size is high at 3.34 (Index 129).
- ▶ Residents live in single-family attached homes (Index 732) or apartments in small, multiunit buildings (Index 289).
- ▶ Most homes were built in 1970 or later; more than one in four were built after 2004.
- ▶ Because they are a young, mobile population, more than nine out of ten households are rented.
- ▶ Moving is routine to Military Proximity households; 40% have moved in the past year.
- ▶ Most neighborhoods are located in the suburbs, outside of the main cities of metropolitan areas across the South and West.
- ▶ They have very short commute times since most live close to where they are stationed.
- ▶ The majority of households have one to two vehicles available.

### Socioeconomic Traits

- ▶ Over 20% have a college degree; many are still attending college (Index 168).
- ▶ Unemployment is higher at 13% (Index 146).
- ▶ Civilian labor force participation is low at 25%; total labor force participation, with the Armed Forces, is closer to 80%, highest among Tapestry markets.
- ▶ These young residents maintain a healthy and active lifestyle that includes participating in sports and exercise.
- ▶ Military Proximity consumers are comfortable with personal computers and use the Internet for a host of activities, such as entertainment, shopping, and paying bills.

### Market Profile

- ▶ Shopping for baby and children's products at major discount department stores is common, as is shopping at the military commissary wherever available.
- ▶ Television is the popular choice of entertainment, as residents subscribe to cable TV and have multiple sets throughout the house; favorite cable stations include ESPN, History Channel, Comedy Central, and Discovery Channel.
- ▶ Many residents are members of religious or veterans clubs.
- ▶ Minivans and SUVs are popular vehicles in which to transport their growing families.
- ▶ Many households own pets, particularly dogs.

### Demographic Traits

Median Household Income:	\$41,000 (US: \$51,000)
Average Household Size:	3.34
Median Age:	22.4 (US: 37.6)
Median Net Worth:	\$10,000 (US: \$71,000)
Average Rent:	\$1,470 (US: \$990)
Housing Style:	Townhomes; Multiunit Rentals
Diversity Index:	65.2 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	75
Food	81
Apparel & Services	56
Transportation	79
Health Care	51
Entertainment & Recreation	71
Education	90
Pensions & Social Security	70
Other	65

## Comfortable Empty Nesters (5A)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	0 – 0.0% (–)	867 – 7.5% (5)	1,460 – 6.2% (4)

### Who We Are

Residents in this large, growing segment are older, with more than half of all householders aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefitting from years of prudent investing and saving. Their net worth is well above average (Index 363). Many are enjoying the transition from child rearing to retirement. They value their health and financial well-being.

### Our Neighborhood

- ▶ Married couples, some with children, but most without (Index 149).
- ▶ Average household size slightly lower at 2.50.
- ▶ Found throughout the suburbs and small towns of metropolitan areas, where most residents own and live in single-family detached homes (Index 142).
- ▶ Most homes built between 1950 and 1990 (Index 129).
- ▶ Households generally have one or two vehicles.

### Socioeconomic Traits

- ▶ Education: 34% college graduates; nearly 66% with some college education.
- ▶ Low unemployment at 7%; average labor force participation at 61%.
- ▶ Most households income from wages or salaries, but a third also draw income from investments (Index 154) and retirement (Index 166).
- ▶ Comfortable Empty Nesters residents physically and financially active.
- ▶ Prefer eating at home instead of dining out.
- ▶ Home maintenance a priority among these homeowners.

### Market Profile

- ▶ Residents enjoy listening to sports radio or watching sports on television.
- ▶ Physically active, they play golf, ski, ride bicycles, and work out regularly.
- ▶ Spending a lot of time online isn't a priority, so most own older home computers.
- ▶ Financial portfolio includes stocks, certificates of deposit, mutual funds, and real estate.

### Demographic Traits

Median Household Income:	\$68,000 (US: \$51,000)
Average Household Size:	2.50
Median Age:	46.8 (US: 37.6)
Median Net Worth:	\$258,000 (US: \$71,000)
Median Home Value:	\$187,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	30.6 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	117
Food	114
Apparel & Services	76
Transportation	116
Health Care	126
Entertainment & Recreation	123
Education	118
Pensions & Social Security	121
Other	118

## Green Acres (6A)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	0 – 0.0% (–)	52 – 0.4% (15)	2,622 – 11.2% (2)

### Who We Are

The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

### Our Neighborhood

- ▶ Rural enclaves in metropolitan areas, primarily (not exclusively) older homes with acreage; new housing growth in the past 10 years.
- ▶ Single-family, owner-occupied housing, with a median value of \$197,000.
- ▶ An older market, primarily married couples, most with no children.

### Socioeconomic Traits

- ▶ Education: 60% are college educated.
- ▶ Unemployment is low at 6% (Index 70); labor force participation rate is high at 67.4% (Index 108).
- ▶ Income is derived not only from wages and salaries but also from self-employment (more than 15% of households), investments (30% of households), and increasingly, from retirement.
- ▶ They are cautious consumers with a focus on quality and durability.
- ▶ Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the Internet is not viewed as entertainment.
- ▶ Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.

### Market Profile

- ▶ Purchasing choices reflect Green Acres' residents country life, including a variety of vehicles from trucks and SUVs to ATVs and motorcycles, preferably late model.
- ▶ Homeowners favor DIY home improvement projects and gardening.
- ▶ Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden.
- ▶ Green Acres residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- ▶ Residents are active in their communities and a variety of social organizations, from fraternal orders to veterans' clubs.

### Demographic Traits

Median Household Income:	\$72,000 (US: \$51,000)
Average Household Size:	2.69
Median Age:	43.0 (US: 37.6)
Median Net Worth:	\$226,000 (US: \$71,000)
Median Home Value:	\$197,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	24.0 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	119
Food	118
Apparel & Services	78
Transportation	122
Health Care	129
Entertainment & Recreation	128
Education	119
Pensions & Social Security	127
Other	122

## Soccer Moms (4A)

	5 Minutes	10 Minutes	20 Minutes
Study Area Households: Count – Pct. (Rank)	0 – 0.0% (–)	111 – 1.0% (14)	2,110 – 9.0% (3)

### Who We Are

Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.

### Our Neighborhood

- ▶ Soccer Moms residents prefer the suburban periphery of metropolitan areas.
- ▶ Predominantly single family, homes are in newer neighborhoods, 36% built in the 1990s (Index 253), 31% built since 2000.
- ▶ Owner-occupied homes have high rate of mortgages at 74%.(Index 163), and low rate vacancy at 5%.
- ▶ Median home value is \$226,000.
- ▶ Most households are married couples with children; average household size is 2.96.
- ▶ Most households have 2 or 3 vehicles; long travel time to work including a disproportionate number commuting from a different county (Index 133).

### Socioeconomic Traits

- ▶ Education: 37.7% college graduates; more than 70% with some college education.
- ▶ Low unemployment at 5.9%; high labor force participation rate at 72%; 2 out of 3 households include 2+ workers (Index 124).
- ▶ Connected, with a host of wireless devices from iPods to tablets—anything that enables convenience, like banking, paying bills, or even shopping online.
- ▶ Well insured and invested in a range of funds, from savings accounts or bonds to stocks.
- ▶ Carry a higher level of debt, including first (Index 159) and second mortgages (Index 154) and auto loans (Index 151).

### Market Profile

- ▶ Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- ▶ Family-oriented purchases and activities dominate, like 4+ televisions (Index 165), movie purchases or rentals, children’s apparel and toys, and visits to theme parks or zoos.
- ▶ Outdoor activities and sports are characteristic of life in the suburban periphery, like bicycling, jogging, golfing, boating, and target shooting.
- ▶ Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like riding mowers and tillers.

### Demographic Traits

Median Household Income:	\$84,000 (US: \$51,000)
Average Household Size:	2.96
Median Age:	36.6 (US: 37.6)
Median Net Worth:	\$252,000 (US: \$71,000)
Median Home Value:	\$226,000 (US: \$177,000)
Housing Style:	Single Family;
Diversity Index:	48.3 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	139
Food	135
Apparel & Services	92
Transportation	138
Health Care	136
Entertainment & Recreation	145
Education	137
Pensions & Social Security	152
Other	137

## Retail Market Performance

Esri's Retail MarketPlace data provides a direct comparison between retail sales and consumer spending by industry. To capture a snapshot of an area's retail market place, the leakage and surplus factor summarizes the relationship between supply (retail sales by businesses) and demand (consumer spending by household). Deviations from potential sales may reveal areas of opportunity in the trade area's retail sectors, keeping in mind any extenuating circumstances that may be driving the results.

Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups within Retail Trade sector, and four industry groups within the Food Services & Drinking Establishments subsector. To estimate sales, the Retail MarketPlace database combines a number of data sources, including

- ▶ Census Bureau's Census of Retail Trade (CRT) and Monthly Retail Trade (MRT)
- ▶ Census Bureau's Nonemployer Statistics (NES)
- ▶ Esri's demographic data
- ▶ Infogroup
- ▶ Consumer Expenditure surveys from the Bureau of Labor Statistics

All estimates of actual sales (supply) reflect current dollars derived from receipts of businesses primarily engaged in selling merchandise. Potential sales (demand) is estimated by using Esri's consumer spending data which provides estimated expenditures for more than 700 products and services that are consumed by U.S. households. The estimate of a trade area's demand is based upon estimated expenditures by households within the trade area.

Leakage within a specified trade area represents a condition where supply is less than demand. Retailers outside of the trade area are fulfilling demand for retail products. Surplus within a specified trade area represents a condition where supply exceeds the area's demand. Thus, retailers are attracting customers that reside outside the trade area.

### Sales Surplus and Leakage Estimates

Total Retail Trade and Food & Drink demand versus sales estimates for the drive times show an estimated sales surplus of about \$3.6 million for the five-minute drive time area; and sales leakage estimated at \$20.3 million and \$309.9 million in the ten- and twenty-minute drive time areas, respectively.

NAICS Code: Business Description	5 Minutes	10 Minutes	20 Minutes
	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
Total Retail Trade and Food & Drink (NAICS 44 – 45, 722)	\$3,627,043	(\$20,277,330)	(\$309,874,894)
Total Retail Trade (NAICS 44 – 45)	(\$4,778,614)	(\$23,207,945)	(\$287,041,132)
Total Food & Drink (NAICS 722)	\$8,405,657	\$2,930,615	(\$22,833,762)

Estimates for Total Retail Trade show leakage occurring at all drive time levels, including at the five-minute drive time where overall leakage is estimated at about \$4.8 million. Notably, estimates of retail sales leakage in the five-minute drive time area are influenced by high volume leakage occurring in the Automobile Dealers, General Merchandise Stores, Food & Beverage Stores, and Electronics & Appliance Stores categories.

Estimates for Food & Drink sector sales in comparison to projected demand show sales surpluses in the five- and ten-minute drive time areas ranging from about \$2.9 million in the ten-minute drive time to \$8.4 million in the five-minute drive time radius. Food & Drink sector performance in the five-minute drive time area, in particular, is driven by surplus sales transacted by businesses in the Restaurants/Other Eating Places category – an apparent strength in the five-minute drive time's marketplace.

The following table presents a breakdown of sales surplus and leakage estimates for 27 industry groups in the Retail Trade sector and for the four industry groups within the Food Services & Drinking Places subsector for the Downtown Leavenworth drive time markets.

**Downtown Leavenworth • Esri Retail MarketPlace Report Summary**

Sales Surplus & Leakage and Leakage Estimates	5 Minutes	10 Minutes	20 Minutes
	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
NAICS Code: Business Description			
Total Retail Trade and Food & Drink (NAICS 44 – 45, 722)	\$3,627,043	(\$20,277,330)	(\$309,874,894)
Total Retail Trade (NAICS 44 – 45)	(\$4,778,614)	(\$23,207,945)	(\$287,041,132)
Total Food & Drink (NAICS 722)	\$8,405,657	\$2,930,615	(\$22,833,762)
441: Motor Vehicle & Parts Dealers	\$3,191,642	\$47,510,355	(\$43,820,305)
4411: Automobile Dealers	\$10,031,323	\$73,494,138	\$16,921,057
4412: Other Motor Vehicle Dealers	(\$8,177,394)	(\$27,996,762)	(\$57,403,636)
4413: Auto Parts, Accessories, and Tire Stores	\$1,337,713	\$2,012,978	(\$3,337,727)
442: Furniture & Home Furnishings Stores	\$235,873	(\$6,842,948)	(\$20,184,591)
4421: Furniture Stores	(\$868,173)	(\$5,990,186)	(\$16,125,512)
4422: Home Furnishings Stores	\$1,104,046	(\$852,763)	(\$4,059,079)
443/4431: Electronics & Appliance Stores	(\$2,726,957)	(\$9,283,488)	(\$31,576,693)
444: Building Materials, Garden Equip. & Supply Stores	\$1,709,232	\$10,101,189	(\$14,856,094)
4441: Building Material and Supplies Dealers	\$1,929,651	\$11,627,990	(\$11,292,986)
4442: Lawn and Garden Equipment and Supplies Stores	(\$220,419)	(\$1,526,800)	(\$3,563,107)
445: Food & Beverage Stores	(\$2,301,945)	(\$10,948,658)	(\$29,756,458)
4451: Grocery Stores	(\$2,698,647)	(\$8,598,716)	(\$24,230,400)
4452: Specialty Food Stores	\$98,346	(\$1,442,239)	(\$3,531,461)
4453: Beer, Wine, and Liquor Stores	\$298,355	(\$907,703)	(\$1,994,596)
446/4461: Health & Personal Care Stores	\$3,204,625	\$3,044,707	\$1,668,248
447/4471: Gasoline Stations	\$1,928,622	\$568,919	(\$5,251,425)
448: Clothing and Clothing Accessories Stores	\$3,423,223	(\$3,294,381)	(\$18,256,685)
4481: Clothing Stores	\$1,391,858	(\$3,810,531)	(\$12,809,213)
4482: Shoe Stores	(\$417,157)	(\$731,097)	(\$3,218,977)
4483: Jewelry, Luggage, and Leather Goods Stores	\$2,421,098	\$1,247,247	(\$2,228,495)

**Source:** Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography) Copyright 2016 Infogroup, Inc.

**Data Note:** The polarity of surplus/leakage estimates shown in this report (as compared to those shown in the original Esri reports) have been reversed to show a surplus as a positive value, and to show a leakage as a negative value. The Retail Gap (Sales Surplus/Leakage) represents the difference between Retail Potential and Retail Sales. A positive value represents a surplus in retail sales, often indicating a market where customers are drawn in from outside the defined trade area.

Sales Surplus & Leakage Estimates NAICS Code: Business Description	5 Minutes	10 Minutes	20 Minutes
	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
451: Sporting Goods, Hobby, Book, and Music Stores	\$1,510,970	(\$1,743,185)	(\$12,365,557)
4511: Sporting Goods/Hobby/Musical Instrument Stores	\$1,314,307	(\$1,277,400)	(\$9,913,498)
4512: Book, Periodical, and Music Stores	\$196,664	(\$465,784)	(\$2,452,059)
452: General Merchandise Stores	(\$18,091,463)	(\$44,521,845)	(\$79,753,724)
4521: Department Stores (Excluding Leased Depts.)	(\$16,002,175)	(\$35,531,870)	(\$50,756,050)
4529: Other General Merchandise Stores	(\$3,063,751)	(\$8,989,975)	(\$28,997,674)
453: Miscellaneous Store Retailers	\$4,175,065	(\$2,155,810)	(\$18,414,029)
4531: Florists	\$286,903	\$81,431	(\$564,558)
4532: Office Supplies, Stationery, and Gift Stores	(\$7,486)	(\$1,745,765)	(\$5,943,954)
4533: Used Merchandise Stores	\$2,577,564	\$4,231,225	\$5,762,435
4539: Other Miscellaneous Store Retailers	\$1,318,084	(\$4,722,700)	(\$17,667,951)
454: Nonstore Retailers	(\$1,037,498)	(\$5,642,801)	(\$14,473,819)
4541: Electronic Shopping and Mail-Order Houses	(\$294,560)	(\$3,258,981)	(\$8,732,290)
4542: Vending Machine Operators	(\$168,711)	(\$561,145)	(\$1,313,580)
4543: Direct Selling Establishments	(\$574,227)	(\$1,822,675)	(\$4,466,282)
722: Food Services & Drinking Places	\$8,405,657	\$2,930,615	(\$22,833,762)
7223: Special Food Services	(\$109,617)	(\$378,497)	(\$1,260,113)
7224: Drinking Places (Alcoholic Beverages)	\$125,709	(\$1,492,610)	(\$3,861,684)
7225: Restaurants/Other Eating Places	\$8,389,565	\$4,799,335	(\$17,711,965)

Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography) Copyright 2016 Infogroup, Inc.

Data Note: The polarity of surplus/leakage estimates shown in this report (as compared to those shown in the original Esri reports) have been reversed to show a surplus as a positive value, and to show a leakage as a negative value. The Retail Gap (Sales Surplus/Leakage) represents the difference between Retail Potential and Retail Sales. A positive value represents a surplus in retail sales, often indicating a market where customers are drawn in from outside the defined trade area.

Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on Retail MarketPlace data and to download the methodology statement visit <http://doc.arcgis.com/en/esri-demographics/data/retail-marketplace.htm>.

## Sales Surplus/Leakage Factors

Sales Surplus/Leakage Factors present a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total surplus) to -100 (total leakage). A positive value represents a surplus of retail sales (often indicative of a market where customers are drawn in from outside the trade area). Categories showing the highest surplus factors may be indicative of relative strength in the market, and possible opportunities for expansion or the introduction of complementary product and service lines to build on market strengths or existing and evolving niche markets. Negative leakage factors could also reveal possible retail opportunities, with the lowest values providing an initial indication of potential targets for expansion or recruitment. Additional research and consideration of other factors influencing opportunities in the local marketplace is required to fully assess potential opportunities.

The following table displays figures for some of the highest and lowest Surplus/Leakage Factors in the five-minute drive time for select Retail and Food & Drink categories and subcategories, along with corresponding figures for the ten- and twenty-minute drive time areas.

### Downtown Leavenworth Study Area • Sales Surplus/Leakage Factors – Select Categories

Category/Subcategory Description	NAICS	5 Minutes		10 Minutes		20 Minutes	
		Factor	# Biz	Factor	# Biz	Factor	# Biz
+ Used Merchandise Stores	4533	73.4	17	57.3	20	42.4	32
+ Jewelry, Luggage & Leather Goods Stores	4483	62.5	4	19.9	5	(21.1)	7
+ Florists	4531	41.6	3	5.6	5	(16.5)	11
+ Home Furnishings Stores	4422	40.9	6	(18.2)	6	(34.4)	9
+ Auto Parts, Accessories & Tire Stores	4413	31.5	3	17.0	10	(15.0)	13
+ Restaurants/Other Eating Places	7225	31.1	39	7.0	71	(12.0)	123
+ Sporting Goods/Hobby/Musical Instruments	4511	27.0	7	(11.7)	9	(42.4)	15
+ Health & Personal Care Stores	446,4461	26.2	4	9.2	12	2.0	23
+ Clothing Stores	4481	22.6	7	(30.3)	10	(43.5)	15
+ Automobile Dealers	4411	22.5	8	38.3	11	5.2	18
+ Book, Periodical & Music Stores	4512	19.1	2	(19.8)	3	(52.3)	4
- Other Motor Vehicle Dealers	4412	(100.0)	0	(100.0)	0	(98.6)	1
- Shoe Stores	4482	(100.0)	0	(34.0)	2	(63.9)	2
- General Merchandise Stores	452	(76.1)	2	(45.8)	7	(28.8)	15
- Electronics & Appliance Stores	4431	(43.5)	2	(43.3)	7	(66.0)	10
- Furniture Stores	4421	(25.9)	1	(70.7)	1	(84.1)	2
- Lawn & Garden Equip & Supply Stores	4442	(24.3)	2	(68.2)	2	(61.6)	4
- Grocery Stores	4451	(8.1)	6	(7.7)	10	(9.1)	21
- Office Supplies, Stationery & Gift Stores	4532	(0.4)	4	(33.5)	6	(51.8)	11
- Specialty Food Stores	4452	6.9	2	(48.6)	2	(43.8)	5
- Drinking Places - Alcoholic Beverages	7224	7.5	9	(38.9)	12	(50.5)	16
- Beer, Wine & Liquor Stores	4453	8.3	3	(8.9)	6	(9.3)	11

Source: Esri and Infogroup. Retail MarketPlace 2016 Release 1 (2015 data in 2016 geography) Copyright 2016 Infogroup, Inc.

Data Note: The polarity of surplus/leakage factors shown in this report (as compared to those shown in the original Esri reports) have been reversed to show a surplus factor as a positive value, and to show a leakage factor as a negative value. The factor is a measure of the relationship between supply and demand that ranges from +100 (total surplus) to -100 (total leakage). A positive value represents a surplus of retail sales (often indicative of a market where customers are drawn in from outside the trade area).

**POLICY REPORT PWD NO. 18-05  
REVIEW OF THE 2017 LEAF COLLECTION PROGRAM**

**January 16, 2018**

Reviewed by:



Michael G. McDonald, P.E.,  
Director of Public Works

Reviewed by:



Paul Kramer,  
City Manager

**ISSUE:**

Review of the 2017 Leaf Collection Program.

**BACKGROUND:**

The City of Leavenworth operated a curbside Leaf Collection Program believed to have started in the mid-1960s through the late 1980s. In 2007, the City Commission directed staff to restart the program beginning in 2008. In early 2008, the City purchased two 20-yard leaf machines and began leaf pick up on November 3, 2008. The program as planned would consist as follows:

- The two leaf collection units would be pulled behind existing equipment, and utilize the brush disposal site with two crews, six people total plus supervision and administration.
- Start loose leaf pick up in mid-November and work until mid-December through the City in a systematic pattern.
- Coordinate with the public using the ten-grid maintenance map as the basis of operations through the Public Information Officer.
- Strive for at least two trips through each grid.
- All existing methods of leaf disposal would still be available, i.e.:
  - Refuse pick up of bagged leaves
  - Free disposal of leaves at the brush disposal site

The restart of the program has not been without issues. Key events are noted below.

- 2008 – the entire City was picked up twice, but took longer than anticipated
- 2009 – only 6 grids were completed due to heavy leaf drop and weather conditions
- 2010 – only half the City was completed due to weather and equipment failures

In 2010, it became apparent that due to leaf drop quantities, equipment limitations, time constraints, and weather, leaf pick up for the entire City was not feasible. In 2011, staff initiated the policy of leaf pick up in half of the City, North of Spruce St. that year, and South of Spruce St. the following year, and continuing to alternate through subsequent years.

The City Brush Site is approved by the Kansas Department of Health & Environment for a ½ acre compost site. All leaves from the Leaf Collection Program and resident drop off are used for the composting. The last 4-year span has provided an average each year of:

- 1,247.75 tons of leaves Leaf Collection Program
- 687 residents used the leaf drop at the Brush Site

The current equipment is now nine years old; maintenance and repair costs are becoming an issue. Since the purchase of the equipment in 2008, the City has spent \$19,135.18 on one unit and \$18,564.52 on the other unit. Original purchase price for the two units was \$59,800.

The 2017 program was concluded with minimal issues. Staff reevaluated some procedures used by the crews working with the machines and routing within the grids that proved to be successful. All areas were picked up at least twice between November 6<sup>th</sup> and December 5<sup>th</sup>.

Staff "pre-ordered" known failure-prone components in an effort to reduce downtime in 2017. \$6,100 was spent on repairs this year which involved six days of downtime and/or only using one machine.

Some discussion has arisen regarding a program revision to include the entire town. Based on nine years of experience, staff is certain this cannot be reliably achieved using the existing machines and personnel levels. The City would need to purchase two or three larger new machines. Current machines are 20-cubic yards each; it is recommended that new machines be at least 30-cubic yards. This increases the volume collected between unloadings as well as provides greater intake vacuum power. The price for new 30 cubic yard leaf machines is \$64,500 each. The two existing machines could be used as backup to eliminate downtime during the leaf pickup process.

It is anticipated that additional staffing is necessary even with new machines to complete the grids for the entire City within the mid-November to mid-December timeframe. It is also important to note that the number of inmate laborers used to assist the City has decreased over the years. These workers were used on the leaf collection crews. Typically six to eight persons were available each day ten years ago; however, usually only one or two persons are available daily for the last two years. To reliably meet the goal of citywide collection at least twice per year, it may be necessary to assign employees from other departments to assist with leaf collection.

### **RECOMMENDATION**

Staff recommends the Commission provide guidance on future direction of the program to facilitate planning 2018 Leaf Collection Program including equipment purchases and personnel assignments.

### **ATTACHMENTS:**

Leaf Pick Up Pictures









**POLICY REPORT PWD NO. 18-04**  
**REVIEW OF STORMWATER PROGRAM AND**  
**ANNUAL FEE**  
**January 16, 2018**

Prepared by:

  
Mike Hooper  
Deputy Director of Public Works

Reviewed by:

  
Michael G. McDonald, P.E.,  
Director of Public Works

Reviewed by:

  
Paul Kramer,  
City Manager

**ISSUE:**

The continued review of the proposed Stormwater Program and proposed stormwater fee.

**BACKGROUND:**

The City Commission discussed a proposed Stormwater Program at six (6) study sessions (May 2, June 6, July 13, September 5, November 21, and December 5) and two (2) public meetings (at the Riverfront Community Center and Fire Station No. 1) in 2017. Those meetings covered the current status and projected problems with the City stormwater system, stormwater programs in other cities, fee structures, and collection methods. On November 21, the Commission provided a consensus to place a stormwater fee on the county tax statement, rather than include as an item on the monthly Water Department utility bill, as the selected method of revenue collection.

The December 5 meeting involved discussions with the Commission, citizens, and business owners regarding the fee structure. Following Commission direction, staff has worked to create a simple methodology in fee allocation. All properties in the following general categories with a structure would be billed.

- Residential Zones
- Commercial Zones
- Industrial Zones

During the process of establishing fee estimates, staff determined some inequities in the fee structure that was reviewed at the July 18, 2017 Commission Meeting (see attached policy report). It is assumed that the impact of the zoning class upon stormwater quantity and quality is increasingly higher as the zoning moves from residential to commercial and industrial. To address some of the concerns and inequities the revised proposed fee structure has added categories under the commercial and industrial classifications.

The recommended breakdown of property sizes for fee assignments is as follows:

Residential

1. Single Family
2. Duplex/Multi-Family

Commercial

1. Bldgs. 1,500 sq. ft. or less (most downtown businesses)
2. Bldgs. 1,501 to 4,500 sq. ft.
3. Bldgs. 4,501 to 10,000 sq. ft.
4. Bldgs. 10,001 to 20,000 sq. ft.
5. Bldgs. 20,001 to 50,000 sq. ft.

6. Bldgs. 50,001 to 100,000 sq. ft.
7. Bldgs. 100,001 to 200,000 sq. ft.
8. Bldgs. Over 200,000 sq. ft.

#### Industrial

1. Bldgs. 4,500 sq. ft. or less
2. Bldgs. 4,501 to 10,000 sq. ft.
3. Bldgs. 10,001 to 20,000 sq. ft.
4. Bldgs. 20,001 to 50,000 sq. ft.
5. Bldgs. 50,001 to 100,000 sq. ft.
6. Bldgs. 100,001 to 200,000 sq. ft.
7. Bldgs. Over 200,000 sq. ft.

The attached spreadsheet identifies possible fees for each type/size of structure class in each of the zoning classifications. The current GIS system has been used to create the number of properties with a structure in each category.

The 20-year, 30-year, and 40-year programs are based on the necessary annual funds required to complete the estimated \$85 million dollars of repairs during that specific period. The selection of a planning period is a subjective task, and should be considered more as a guideline toward the effort involved and cost associated with the program. It is to be expected that changes will occur throughout the program that will have an impact on progress. These include:

- Regulatory changes
- Construction methods
- New types and styles of defects develop
- Shifting priorities for focus of the program.

The following are several clarifications that have been inquired about:

1. Properties zoned commercial with both commercial and residential uses (many downtown buildings) will be assigned the Commercial fee.
2. Properties zoned commercial with only residential uses (such as single homes or apartment complexes) will be assigned the appropriate number of residential fees.
3. Industrial and Commercial properties with multiple buildings and/or large parking surfaces are assigned the appropriate single building fee for the lot size.
4. Properties with parking only will not be charged a fee.

#### **ACTION:**

Commission discussion on the continuation of the program as outlined at the end of 2017, and discussion about placing a Charter Ordinance enabling future collection of a stormwater fee on first consideration at a future Commission meeting. (The Charter Ordinance does not set the fee or determine classifications or method of collection, it is simply the vehicle needed to enact a second ordinance related to these details at a later time.)

#### **ATTACHMENTS:**

Policy Report 17– 40  
Fee Spreadsheet

Zoning Type	Unit Annual Fee	Annual Revenue										
<b>Single Family</b>												
8,829 Units	\$75.00	\$662,175.00	\$75.00	\$662,175.00	\$81.00	\$715,149.00	\$125.00	\$1,103,625.00	\$180.00	\$1,589,220.00	\$270.00	\$2,383,830.00
<b>Duplex/Multi-Family</b>												
895 Units	\$75.00	\$67,125.00	\$75.00	\$67,125.00	\$81.00	\$72,495.00	\$125.00	\$111,875.00	\$180.00	\$161,100.00	\$270.00	\$241,650.00
	56.63%	\$729,300.00	54.47%	\$729,300.00	58.51%	\$787,644.00	59.45%	\$1,215,500.00	64.34%	\$1,750,320.00	64.12%	\$2,625,480.00
<b>Commercial</b>												
Total Avg - 6,000 sq. ft. CBD Avg - 1,000 sq.ft.												
45 Units < 1,500	\$325.00	\$14,625.00	\$425.00	\$19,125.00	\$325.00	\$14,625.00	\$850.00	\$38,250.00	\$1,125.00	\$50,625.00	\$2,100.00	\$94,500.00
210 Units 1,501 - 4,500	\$675.00	\$141,750.00	\$775.00	\$162,750.00	\$675.00	\$141,750.00	\$1,200.00	\$252,000.00	\$1,475.00	\$309,750.00	\$2,450.00	\$514,500.00
118 Units 4,501 - 10,000	\$1,025.00	\$120,950.00	\$1,125.00	\$132,750.00	\$1,025.00	\$120,950.00	\$1,550.00	\$182,900.00	\$1,825.00	\$215,350.00	\$2,800.00	\$330,400.00
64 10,001 - 20,000	\$1,350.00	\$86,400.00	\$1,450.00	\$92,800.00	\$1,350.00	\$86,400.00	\$1,900.00	\$121,600.00	\$2,175.00	\$139,200.00	\$3,150.00	\$201,600.00
11 20,001 - 50,000	\$2,400.00	\$26,400.00	\$2,500.00	\$27,500.00	\$2,400.00	\$26,400.00	\$2,925.00	\$32,175.00	\$3,200.00	\$35,200.00	\$4,175.00	\$45,925.00
7 50,001 - 100,000	\$4,150.00	\$29,050.00	\$4,250.00	\$29,750.00	\$4,150.00	\$29,050.00	\$4,675.00	\$32,725.00	\$4,950.00	\$34,650.00	\$5,925.00	\$41,475.00
3 100,001 - 200,000	\$5,200.00	\$15,600.00	\$5,300.00	\$15,900.00	\$5,200.00	\$15,600.00	\$5,725.00	\$17,175.00	\$6,000.00	\$18,000.00	\$6,975.00	\$20,925.00
3 over 200,000	\$6,250.00	\$18,750.00	\$6,350.00	\$19,050.00	\$6,250.00	\$18,750.00	\$6,775.00	\$20,325.00	\$7,050.00	\$21,150.00	\$8,025.00	\$24,075.00
461	35.22%	\$453,525.00	37.31%	\$499,625.00	33.69%	\$453,525.00	34.10%	\$697,150.00	30.29%	\$823,925.00	31.10%	\$1,273,400.00
<b>Industrial</b>												
33 Units <4,500	\$675.00	\$22,275.00	\$775.00	\$25,575.00	\$675.00	\$22,275.00	\$1,200.00	\$39,600.00	\$1,475.00	\$48,675.00	\$2,450.00	\$80,850.00
18 Units 4,501 - 10,000	\$1,025.00	\$18,450.00	\$1,125.00	\$20,250.00	\$1,025.00	\$18,450.00	\$1,550.00	\$27,900.00	\$1,825.00	\$32,850.00	\$2,800.00	\$50,400.00
12 Units 10,001 - 20,000	\$1,350.00	\$16,200.00	\$1,450.00	\$17,400.00	\$1,350.00	\$16,200.00	\$1,900.00	\$22,800.00	\$2,175.00	\$26,100.00	\$3,150.00	\$37,800.00
12 Units 20,001 - 50,000	\$2,400.00	\$28,800.00	\$2,500.00	\$30,000.00	\$2,400.00	\$28,800.00	\$2,925.00	\$35,100.00	\$3,200.00	\$38,400.00	\$4,175.00	\$50,100.00
6 50,001 - 100,000	\$4,150.00	\$24,900.00	\$4,250.00	\$25,500.00	\$4,150.00	\$24,900.00	\$4,675.00	\$28,050.00	\$4,950.00	\$29,700.00	\$5,925.00	\$35,550.00
2 100,001 - 200,000	\$5,200.00	\$10,400.00	\$5,300.00	\$10,600.00	\$5,200.00	\$10,400.00	\$5,725.00	\$11,450.00	\$6,000.00	\$12,000.00	\$6,975.00	\$13,950.00
1 over 200,000	\$6,250.00	\$6,250.00	\$6,350.00	\$6,350.00	\$6,250.00	\$6,250.00	\$6,775.00	\$6,775.00	\$7,050.00	\$7,050.00	\$8,025.00	\$8,025.00
84	8.15%	\$105,000.00	8.22%	\$110,100.00	7.80%	\$105,000.00	6.46%	\$132,075.00	5.37%	\$146,100.00	4.78%	\$195,825.00
		\$1,287,825.00		\$1,339,025.00		\$1,346,169.00		\$2,044,725.00		\$2,720,345.00		\$4,094,705.00

10,269

**40 year program**  
\$2,087,044.00

**30 year program**  
\$2,782,725.00

**20 year program**  
\$4,174,088.00

**POLICY REPORT PWD NO. 17- 40**  
**REVIEW OF STORMWATER PROGRAM POLICY**  
**AND FUNDING SOURCES**  
**July 18, 2017**

Prepared by:

Reviewed by:

Reviewed by:

---

Mike Hooper  
Deputy Director of Public Works

---

Michael G. McDonald, P.E.,  
Director of Public Works

---

Paul Kramer,  
City Manager

**ISSUE**

Continued review of funding structure for Stormwater Program Policy

**BACKGROUND**

The discussion at the June 6, 2017 Study Session, reviewed the stormwater fees from numerous Kansas cities. The fee structures ranged from a simple monthly fee (one for residential and one for non-residential) to a little more complex with the inclusion of a multiplier based commonly on a value called an "Equivalent Residential Unit" (ERU) rate.

The discussion and guidance focused on a methodology that was both simple and fair to the residences and businesses in the City. The method of collecting the fee was also reviewed with the Commission.

**COLLECTION OPTIONS**

1. Staff has had discussions with water department personnel regarding the practice of collecting the fee on the monthly water department billing as is currently done with the trash and sewer charges. It is anticipated that only properties with water meters or refuse service billed by waterworks would be receiving a bill. A number of items and issues associated with using waterworks were identified. They are listed below;
  - The water department is implementing a new internet billing system. *(Any impact to the billing procedure and any additional costs to the City is unknown at this time)*
  - The water department will charge an account set-up fee of \$15,000 - \$20,000 to set up the billing accounts for stormwater and they will also charge a monthly fee in the approximate amount of five percent of monthly revenue (in addition to the fees charged to collect refuse and sewer bills). The set-up work being done by the water department personnel will take approximately four to six months to complete.
  - Income from the fee would be received on a monthly basis. It is expected that failure to pay the fee would be handled by the waterworks through shut-off of the water meter, although that has been in question in the past.
  - The burden of the fee payment would be on the resident, who possibly is not the property owner.
2. The other option discussed for collecting the fee is to place it as a fee on the annual property tax statement which is mailed to the OWNER of any property that has a building. Important details of this method are presented below:

- Fee Collection could be implemented starting January 1, 2018 provided all fees or assessments are certified to the county clerk by the 2<sup>nd</sup> week in August for inclusion on the December tax statements.
- Income from the fee would be received by the City twice a year. There are no collection fees associated with adding this fee, and failure to pay the fee is handled as a failure to pay taxes by the county.
- This method places the burden of paying the fee on the property owner who may or may not be the resident at that address.

### **FEE STRUCTURE**

In the effort to identify a fee structure that is fair and equitable to the City's citizens and businesses, staff has developed the revenue estimates identified in the spreadsheets on the additional pages of this report. Several broad categories were selected to provide simplicity in application of the fees as expressed by the Commission. The revenue estimates are divided in the categories shown below. Commercial and Industrial fees are based on the square footage of building as shown in the City of Leavenworth GIS.

These categories are applicable to collection of the fee by both waterworks and Leavenworth County.

- **Single Family** (*per housing unit*)
- **Duplex/Multi-family**  
(*each housing unit would be billed for the fee, \*\* example – duplex, 2 housing units x the fee, four-plex, 4 housing units x the fee, six-plex, 6 housing units x the fee, etc.*)
- **Commercial**
  - Units less than 1500 sq. ft. of building footprint (*most downtown businesses*)
  - Units 1500 – 4500 sq. ft. of building footprint
  - Units greater than 4500 sq. ft. of building footprint (*auto dealerships & large box stores*)
- **Industrial**
  - Units less than 6500 sq. ft. of building footprint
  - Units greater than 6500 sq. ft. of building footprint

This method creates different fee structures for housing units (single family & multi-family) vs. the building footprint square footage (commercial & industrial structures).

### **MANAGEMENT PROGRAM**

The implementation of the stormwater fee will require the adoption of a Comprehensive Stormwater Management Program. Attached for review is a draft document outlining the program. The document identifies five program goal activities. The five activities are:

- Address flood problems with drainage improvement projects to reduce the occurrence of property flood damage.
- Review, enact, and enforce ordinances, policies, and design criteria as necessary to manage the floodplain and prevent future flooding.
- Perform routine maintenance of the City's storm drainage system to maintain its intended capacity and condition.
- Enhance water quality to preserve the natural environment while maintaining compliance with the City's Kansas Water Pollution Control Permit
- Provide adequate funding for the Comprehensive Stormwater Management Program.

The implementation of the program will require additional staff to include a project coordinator and additional equipment for the current staff. We anticipate the following activities to occur if the fees are adopted.

1. Within six months after initiation of the fee, the hiring of a project coordinator to facilitate the Stormwater Management Program.
2. Priority ONE beginning at the initiation of the program would be to address the growing list of resident calls who have identified stormwater system issues and orange fence on their properties. *(These locations can be addressed fairly expeditiously through the use of consultants and outside contractors once the funding is established.)*
3. Beginning within eighteen months after implementation, staff anticipates the following additional programs to be under development:
  - **Curb Inlet Replacement Program.** *This would address the failing brick & concrete block curb inlets throughout the City. Most projects can be completed using city staff, although a sufficiently large number of locations will require use of a contractor to complete the work.*
  - **Corrugated Metal Pipe (CMP) Program.** *Identify and prioritize repair of CMP*
    - **Lining Program** – *where dig and replace is not an option or recommended due to pipe condition, depth, and/or location. Projects of this type would be completed by outside contractors.*
    - **Replacement Program.** *This would address the corrugated metal pipe that is in an advanced state of deterioration where lining would not be feasible. Projects of this type would be completed by outside contractors.*
  - **Brick & Stone Arch Replacement Program.** *This would be a proactive program that will address the numerous very old street crossings and drainage structures throughout the City. Projects of this type would be completed by outside contractors.*
  - **Stream Bank & Streamway Resoration Program.** *This would be a proactive program that will address the removal of the brush and trees that are growing along the stream that inhibit the efficient flow of stormwater during peak flow events. Projects of this type would be completed by, city staff, inmate workforce, and outside contractors.*
4. Project priority sheets will be reviewed with the City Manager. It is anticipated that most projects can be addressed within the funding stream created from the fees. Larger or high priority projects may need to compete for CIP funds.

#### **ATTACHMENTS**

Sample Fee Structure

Stormwater Fee Zoning Map

Draft Stormwater Management Program